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Investing in rural people

President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRI SMA)

Volume II

Recommendations and follow-up actions taken by Management

Addendum

Note to Evaluation Committee Members

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Queries with respect to the response of the Independent
Office of Evaluation of IFAD to the report should be
addressed to:

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Executive Board — 127th Session
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For: Review

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Abbreviations and acronyms

| | |
|----------|---|
| 3PAD | Pro-poor Partnerships for Agroforestry Development Project |
| AD2M-II | Development in the Menabe and Melaky Regions (Madagascar) |
| AFD | Agence Française de Développement |
| AGRA | Alliance for a Green Revolution |
| AWMP | Agricultural Water Management Platform |
| AIMS | Accelerating Inclusive Markets for Smallholders (Indonesia) |
| AMMAR | Agriculture Modernization, Market Access and Resilience Project (Georgia) |
| ARP | Agricultural Recovery Project (Angola) |
| AFAP | Artisanal Fisheries and Aquaculture Project (Angola) |
| ASAP | Adaptation for Smallholders Agriculture Programme |
| ASPIRE | Agriculture Services Programme for Innovation, Resilience and Extension (Cambodia) |
| AVANTI | Advancing Knowledge for Agricultural Impact |
| AWPBs | Annual Work Programme and Budget |
| BADEA | Banque Arabe pour le Développement Economique de l'Afrique |
| CAADP | Comprehensive African Agriculture Development Programme |
| CAF | Development Bank of Latin America |
| CAR | Central African Republic |
| CATIE | Tropical Agricultural Research and Training Center |
| CBINREMP | Community-Based Integrated Natural Resources Management Project (Ethiopia) |
| CD | Country Director |
| CABEI | Central American Bank for Economic Integration |
| CIAT | International Centre for Tropical Agriculture |
| CLAR | comités locales de asignacion de recursos |
| CSSP | Commercial Smallholder Support Project in B c Kan and Cao B ng provinces (Viet Nam) |
| CPE | Country Programme Evaluation |
| CPM | Country programme manager |
| CPO | Country Programme Officer |
| CSOs | Civil Society Organizations |
| CSPE | Country Strategy and Programme Evaluation |
| DDERZM | Direction de Développement de l'Espace Rural et des Zones de Montagne |
| DARD | Department of Agriculture and Rural Development |
| DoNRE | Department of Natural Resources and Environment |
| (DEM) | Development Effectiveness Matrix |
| DID | Développement International Desjardins - |
| DFIs | Development Finance Institutions |
| DiMMA | Dairy Modernization and Market Access Project (Georgia) |
| DPA | Partner services |
| DRC | Democratic Republic of Congo |
| DSF | Debt Sustainability Framework |
| EB | Executive Board |
| ECD | Environment and Climate Division |

| | |
|---------|---|
| ECG | Environment, Climate, Gender and Social Inclusion Division |
| EMC | Executive Management Committee |
| ESA | East and Southern Africa Division |
| EU | European Union |
| FAO | Food and Agriculture Organization of the United Nations |
| FIPS | Faster Implementation for Project Strat-up Facility |
| FFS | Farmers Fields Schools |
| FMD | Financial Management Services Division |
| FOCUS | Fostering Climate Resilient Upland Farming Systems in the Northeast (India) |
| FOD | Financial Operations Department |
| GASIP | Ghana Agriculture Sector Investment Programme |
| GC | Governing Council |
| GEF | Global Environment Facility |
| MERESE | economic compensation mechanisms for environmental services |
| GIBADER | Inter-Donor Group for Agriculture and Rural Development |
| GIE | groupement d'intérêt économique |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| GNAIP | The Gambia National Agricultural Investment Programme |
| GNIS | Geographic Names Information System |
| GOE | Government of Egypt |
| GOI | Government of India |
| GRIPS | Grants and Investment Projects System |
| IBRD | International Bank for Reconstruction and Development |
| ICBA | International Center for Biosaline Agriculture |
| ICO | IFAD Country Office |
| ICRAF | Ailene Florece of the World Agroforestry Center |
| ICT | Information and communication technology |
| IDB | Inter-American Development Bank |
| IED | Independent Evaluation Department |
| IFAD11 | IFAD's Eleventh Replenishment |
| IFPRI | International Food Policy Research Institute |
| ILSP | Integrated Livelihoods Support project (India) |
| IOE | Independent office of evaluation of IFAD |
| IsDb | Islamic Economics and Finance Research |
| JICA | Japan International Cooperation Agency |
| JTELP | Jharkhand Tribal Empowerment and Livelihoods Project (India) |
| KfW | Kreditanstalt für Wiederaufbau |
| KM | Knowledge Management |
| LENAFU | Lesotho National Farmer Union |
| LHDP | Livestock and Horticulture Development Project (The Gambia) |
| LICs | low-income countries |
| LIFE-ND | Livelihood Improvement Family Enterprises Project (Niger) |
| LMIC | lower-middle-income country |
| MOSEDP | Market Oriented – Socio Economic Development Plans |
| MBFIs | member-based financial institution |

| | |
|--------------------|--|
| MEFCCA | Ministry of Family, Peasant and Cooperative Economy (Nicaragua) |
| AMEXCID | Mexican Agency for International Development Cooperation |
| MFNs | microfinance networks |
| MFIs | microfinance institutions |
| MICs | middle-income countries |
| MOA | Ministry of Agriculture |
| FONCODES -MIDIS | Ministry of Social Inclusion and Development's Social Development and Compensation Fund |
| MIS | Management Information Systems |
| MoFA | Ministry of Food and Agriculture |
| MTCP 2 | Medium Term Cooperation Program Phase 2 |
| MTR | Mid-term review |
| NEMA | National Agricultural Land And Water Management Development Project (Gambia) |
| NGO | Non-governmental Organisation |
| NICADAPTA | Adapting to Markets and Climate Change Project (Nicaragua) |
| INETER | Nicaraguan Institute for Territorial Studies |
| NICAVIDA | Nicaraguan Dry Corridor Rural Family Sustainable Development Project (Nicaragua) |
| SDR | special drawing right |
| NRSLLDP | Northern Region Sustainable Livelihoods through Livestock Development Project (Lao People's Democratic Republic) |
| NSLCP | Northern Smallholder Livestock Commercialization Project (Lao People's Democratic Republic) |
| WASH | nutrition and hygiene training |
| OPEC | Organization of the Petroleum Exporting Countries |
| OPR | Operational Policy and Results Division |
| OSC | Orientation and Supervisory Committee |
| ORMS | Operational Results Management System |
| PADER-G | Rural Development Support Programme in Guéra (Chad) |
| PADFA2 | Projet d'appui au développement des filières agricoles |
| PAPAKIN | Kinshasa Food Supply Centre Support Programme (DRC) |
| PADMIR 2 | Rural Microfinance Development Support Project (Cameroon) |
| PARSAT | Project to Improve the Resilience of Agricultural Systems (Chad) |
| PICSA | Partnerships in Irrigation and Commercialisation of Smallholder Agriculture |
| PASA-NK | North Kivu Agriculture Sector Support Project |
| PASIDP | Participatory Small-scale Irrigation Development Programme (Ethiopia) |
| PBAS | Performance-Based Allocation System |
| PCR | Project Completion Report |
| PCU | Project Coordination Unit |
| PDR | Project Design Report |
| PDSS | Peru Market Strengthening and Livelihood Diversification in the Southern Highlands Project |
| PEA Jeunes | Promotion of Youth Agro-Pastoral Entrepreneurship |
| PFSD | Philippines' United Nations Development Assistance Framework |
| PIRAM | Integrated Program for the Recovery of Agriculture in Maniema (DRC) |
| PIU | Programme Implementation Unit |
| PMI | Sustainable Production, Markets and Institutions Division |

| | |
|----------------|--|
| PMU | Programme Management Unit |
| PMV | Green Morocco Plan |
| PNRMP | The Participatory Natural Resource Management Programme (the Palestine) |
| PO | Professional Officer |
| PoLG | programme of loans and grants |
| PPE | Project Performance Evaluation |
| PPPPs | public-private-producer partnerships |
| PRiME | Programme in Rural M&E |
| PRM | Partnership and Resource Mobilization Office |
| PROCAVA | Inclusive Agri-food Value-chains Development Programme (Mozambique) |
| PRODAPE | Small-Scale Aquaculture Development Project (Mozambique) |
| PRODER Taza | Taza Mountain Rural Development Project (Morocco) |
| PO | Producer Organizations |
| PROMER | Rural Markets Promotion Programme (Mozambique) |
| PROPECSA | Artisanal Fisheries Promotion Project (Mozambique) |
| PROSUL | Pro-poor Value Chain Development in the Maputo and Limpopo Corridors (Mozambique) |
| PSC | Project Steering Committee |
| PSPs | Pronea Support Project (Mozambique) |
| PSSA | Proyecto Sierra y Selva Alta (Peru) |
| PTA | IFAD Technical Advisory Division |
| QAG | Quality Assurance Group |
| RAPID | Rural Agro-enterprise Partnership for Inclusive Development |
| RBA | Rome-Based Agency |
| READ | Rural Enterprise and Agricultural Development Project (Guyana) |
| REFP | Rural Enterprise and Financing Programme (Mozambique) |
| RELAP | Resilient Land & Resource Management Project (Palestine) |
| RePER | Resilience of Agropastoral Family Farms Project (Chad) |
| ROOTS | Resilience of Organisations for Transformative Smallholder Agriculture Programme |
| RFSP | Rural Financial Services Project (Ghana) |
| RSP | Rural Sector Performance |
| RSPA | Rural Sector Performance Assessment |
| RUFIP | Rural Financial Intermediation Programme (Ethiopia) |
| RULIP | Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri (Cambodia) |
| SAAMBAT | Sustainable Assets for Agricultural Markets, Business and Trade (Cambodia) |
| SAMAP | Smallholder Agriculture Development and Commercialization Project in Cuanza Sul & Huila Provinces (Angola) |
| SEDP | Socio-Economic Development Plan |
| SME | Small And Medium Enterprise |
| e-SISTAFE | Online State Financial Management System |
| SKD | Strategy and Knowledge Department |
| SREP | Smallholder Resilience Enhancement Program |
| SSTC | South-South and Triangular Cooperation |

| | |
|--------|---|
| SIP | Strategic Investment Plans |
| SSFSNP | Strategic Support for Strategic Support for Food Security and Nutrition Project |
| TAPS | Technical Assistance for Project Start-up |
| PDT | Project Delivery Team |
| FNML | The Southern Laos Food and Nutrition Security and Market Linkages Programme |
| TRE | Treasury Services Division |
| TSSD | Tonle Sap Poverty Reduction and Smallholder Development Project (Cambodia) |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNICEF | United Nations Children's Fund |
| USAID | United States Agency for International Development |
| V-APEX | Village-Based Savings And Credit Association apex (Gambia) |
| VB/NSO | Village Bank and Network Support Organisation |
| VCDP | Value Chain Development Project (Nigeria) |
| VISACA | Village-Based Savings And Credit Association (Gambia) |
| WCA | West and Central Africa division |
| WFP | World Food Programme |

Categories used for the classification of actions/ recommendations

SN Serial Number

Type of evaluation

CLE Corporate Level Evaluation
CSPE Country Strategy and Programme Evaluation
ESR Evaluation Synthesis Report
PPE Project Performance Evaluation
IE Impact Evaluation

Level

IFAD IFAD Corporate Level
CTRY IFAD Country Level
GOV Government Authorities (national, local level and institutions)
PROJ Project

Nature

PLCY Policy
STR Strategy Development, including COSOPs and Projects
OPER Operational and Implementation

Themes

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

TCB Training, capacity-building
TGT Targeting
YTH Youth

F Fully followed-up
NA Not applicable
NAG Not agreed upon
NYD Not yet due
O Ongoing
PA Partially followed up
PD Pending

Criteria:

- full follow-up: recommendations fully incorporated into the new phase/design of activities, operations or programmes, and the relevant policies or guidelines;
- ongoing: actions initiated in the direction recommended;
- partial: recommendations followed up partially, with actions consistent with the rationale of the recommendation;
- not yet due: recommendations that will be incorporated into projects, country programmes or country strategic opportunities programmes (COSOPs) or policies still to be designed and completed;
- not applicable: recommendations that have not been complied with because of changing circumstances in country development or IFAD corporate governance contexts, or for other reasons;
- pending: recommendations that could not be followed up; and
- not agreed upon: recommendations that were not agreed to by Management or the respective country team or government.

Corporate Level Evaluation: Corporate-Level Evaluation IFAD's financial architecture

| Corporate-Level Evaluation IFAD's financial architecture | | | | | | | | |
|--|----|-------|--------|-------|--|----------------|--|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2019 Follow Up | Status |
| CLE | 1 | IFAD | PLCY | FA | <p>Improve financial sustainability. As a first priority, IFAD needs to address uncertainty regarding future DSF compensation. IFAD could adopt an up-front payment system: the DSF would be moved to a special purpose fund, not consolidated on IFAD's balance sheet. At each replenishment, new DSF financing would be approved only after the fund has been replenished.</p> | | <p>To improve financial sustainability, during 2018 and Q1 2019, Management has undertaken several concrete initiatives (e.g. several EB papers, EB informal seminars, Audit Committee meeting, and a note to Capitals) to raise awareness of the various technical and political issues concerning DSF, its sustainability and its impact on POLG, as well as provided Members with options to potentially solve DSF for IFAD. At the 125th EB session in December 2018 Management presented 3 options to Members, who requested Management to pursue and analyse in detail one of the options (the so-called "option 2") which proposes the creation of an ex-ante mechanism to finance new DSF projects from IFAD12 onwards, as well as review the eligibility criteria for DSF. Through this new mechanism, resources would be allocated to DSF financing based on the level of related commitments made. Concurrently, the Executive Board decided to undertake consultations with the Member State lists and Member State capitals to secure a consensus on this preferred option while Management finalised implementation arrangements. At the 126 EB session, Document EB2019/126/R.27/Rev.1 will be presented for review with the view of creating a compensation mechanism which will allow countries to contribute with a single pledge towards: 1. Core (non-DSF) contributions; 2. Compensation for approved DSF financing from 2007 through IFAD11; and 3. Ex ante financing for future DSF projects from IFAD12 onwards. The goal of the proposed single pledge mechanism is to create a more predictable link between Member States' support for the poorest</p> | F |

| Corporate-Level Evaluation IFAD's financial architecture | | | | | | | | |
|--|----|-------|--------|-------|--|--|--|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2019 Follow Up | Status |
| | | | | | | | countries and IFAD's ability to provide financing to these countries in a sustainable manner. It also sets up clear expectations for Member States in terms of the replenishment funding needed to reach an agreed DSF level and volume of IFAD's PoLG. | |
| LE | 2 | IFAD | PLCY | GOV | | Second, IFAD needs to act on both its revenues and expenses in order to reduce the current structural deficit. On the revenue side, IFAD could increase the yield of the portfolio, notably by raising interest rate margins for ordinary loans. On the expense side, IFAD needs to devise strategies to contain expenses while increasing the PoLG, thereby improving economies of scale. | The IFAD2.0 document anticipates that the ratio of admin costs to resources on lent to countries will improve with a higher programme of work. We do not currently anticipate raising interest rate margins for ordinary term loans over and above those of the IBRD, as the recent changes in financing conditions have further pegged IFAD's offer to that of IBRD, at least for core resources. However, this assumption will be further explored in the IFAD2.0 proposal and also as IFAD moves towards assessing its own cost of capital in the medium term. | F |
| CLE | 3 | IFAD | PLCY | FA | Enhance flexibility of current financial products and consider new products. Flexible products are better adapted to the preferences and needs of borrowers. Similar to other DFIs, IFAD should provide a wider range of options relating to grace periods and maturity periods, choice of currency and amortization schedule. IFAD could also introduce an accelerated repayment option. Given that the repayment period is very long and country classifications may change considerably, for future loans and DSF financing IFAD could allow for adjustments in loan terms after approval, to reflect changes in country classifications. For example, if a country no longer qualifies for | | EB Dec 2018 and GC Feb 2019 approved the introduction of new features related to financing conditions such as (i) the introduction of fixed spread offer, (ii) the extension of the maturity and grace period from a unique average maturity to a set with a limit of 35 years maturity and 10 years grace period without exceeding an average maturity of 20 years, (iii) the introduction of a premium maturity differentiation based on Country GNIs and (iv) the alignment of the pricing for non-SDR denomination loans for HC and blend terms. Also, IFAD introduced for the first time, early 2019, its Non Concessional Borrowing Policy in its effort to harmonise with other IFIs and the DFI Debt Management best | F |

| Corporate-Level Evaluation IFAD's financial architecture | | | | | | | | |
|--|----|-------|--------|-------|---|----------------|--|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2019 Follow Up | Status |
| | | | | | <p>the DSF, the terms of existing DSF financing could be hardened. To better fulfil its mandate and respond to borrowing countries' needs, IFAD could also introduce new financial products that:</p> <p>(i) facilitate scaling up results; (ii) help respond to natural disasters or fragility; and (iii) prefinance project implementation preparedness and capacity-building.</p> <p>IFAD lacks financial instruments to partner with private-sector enterprises. While the recent SIF proposal aims to address this gap, IFAD needs to prepare a clear viability strategy to reduce the risk of high overhead costs and non-performing loans. Such a strategy could emphasize working through intermediaries rather than processing many small loans at the quasi-retail level.</p> | | <p>practices. Through the transition framework, IFAD introduced a phasing out-in mechanism that smooths the transition in accessing hardened lending terms. This mechanism allows the transition during the PBAS cycle rather than abrupt changes from one year to another.</p> <p>On non-financial areas, IFAD introduced from January 2019 a Faster Implementation for Project Strat-up Facility (FIPS) in order to offer pre-financing loan or grant to borrower/recipient an instrument to speed-up the implementation by financing eligible activities.</p> <p>During 2019, IFAD Management will continue analysing potential additional options and more customised offers taking into consideration the potential demand of borrowers, internal systems capacities and the cost/benefit and mitigated risks of proposed options. We have scheduled taking these additional options for Board approval in December 2019.</p> | |
| CLE | 4 | IFAD | PLCY | ALL | <p>Revise the financial allocation system. If IFAD substantially increases its leverage through borrowing, it will need to onlend the proceeds for ordinary loans to avoid incurring losses. The current PBAS constrains IFAD's ability to increase ordinary lending relative to other types of lending. Thus, IFAD would need to create a second lending window for ordinary loans, to be allocated through a risk-based system.</p> | | <p>Discussions are continuing internally in the context of the IFAD2.0 with additional borrowed resources and we look forward to external feedback in the May 2019 EB retreat. FOD and OPR are also exploring revisions to the current PBAS to assess whether it is feasible and desirable to integrate a debt component into the methodology which recognises the debt status of countries and/ or a financial ceiling to the total grants provided by IFAD in a given replenishment cycle</p> | O |
| CLE | 5 | IFAD | PLCY | FA | <p>Conduct preparatory work for potential access to capital markets. IFAD needs to review the requirements to obtain a high credit rating, which are likely to include reducing the uncertainty linked to future DSF compensation.</p> | | <p>Per the GC resolution on market borrowing, FOD is in progress to conduct preparatory work in relation to the potential access to capital markets. Key policies and processes have been introduced in 2018 and will continue in 2019 from all areas of</p> | O |

| Corporate-Level Evaluation I FAD's financial architecture | | | | | | | | |
|---|----|-------|--------|-------|--|----------------|--|--------|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2019 Follow Up | Status |
| | | | | | | | FOD, with specific focus on risk management and treasury, also in preparation for the envisioned credit rating process. Key positions are being filled both in the revamped Risk Management Unit, Treasury and Controller's Divisions. Many of these new initiatives, policies and processes are also in line with recommendations made by the independent financial risk assessment performed by Alvarez & Marsal, approved by the Board. The DSF mechanism resolution is in progress and is being presented for review at the EB in May 2019. FOD has also initiated a project in coordination with ICT to enhance FOD's IT Landscape to meet current and future operational needs for Treasury, Accounting and Risk Management. Key systems will be implemented in the course of 2019 and 2020. FOD is in the process of preparing for an informal private credit rating assessment to take place in the second half of 2019, in advance of the formal credit rating exercise envisioned in 2020. | |
| CLE | 6 | IFAD | PLCY | FA | Use hedging instruments to manage foreign exchange risks. IFAD is exposed to foreign exchange risks for the following reasons: (i) most of its loans are denominated in SDR; (ii) some replenishment pledges are denominated in currencies other than United States dollars; and (iii) some operational expenses are not denominated in United States dollars. Other DFIs use hedging instruments and IFAD could learn from their practices. | | TRE is currently employing hedging strategies to manage foreign exchange risk to the extent possible for its existing SDR loans. Additionally, IFAD is progressively increasing USD and EUR denominated loans to naturally hedge the balance sheet towards those SDR currencies. An updated Asset Liability Management framework will be presented in collaboration between Treasury and the Risk Management Unit in the second half of 2019 to further address asset/liability, currency and interest rate mismatches. | O |
| CLE | 7 | IFAD | PLCY | GOV | Strengthen financial governance. If IFAD significantly increases its borrowing, it will be exposed to higher risks. The experience of other DFIs shows that this is | | FOD has expanded ongoing communication with the Executive Board and Audit Committee on key policies to be introduced throughout the year, including list consultations, | NA |

| Corporate-Level Evaluation I FAD's financial architecture | | | | | | | | | |
|---|----|-------|--------|-------|--|--|----------------|--|---|
| Eval. | SN | Level | Nature | Theme | | Recommendation | 2019 Follow Up | Status | |
| | | | | | | manageable, but it will be important to enhance the governing bodies' financial oversight capacity, for example by expanding the Audit Committee's terms of reference and establishing minimum qualifications for membership. Moreover, more detailed policies on asset and liability management and a strengthened risk management function will be needed. | | ad hoc meetings and additional informal seminars on key topics. FOD has also pushed to obtain funding to organize specialized risk management training sessions for our board members to take place within 2019. Management will also elaborate IFAD's Risk Appetite in consultation with members. | |
| CLE | 8 | IFAD | STR | REPL | | Strengthen replenishment efficiency. In replenishment consultations, there is a need to improve the balance of representation between List A and List B countries, the poorest borrowing countries and the growing number of List C donors. Complementary contributions and supplementary funds should be treated in the same way. Both may be announced in headline replenishment figures; however, both should be subject to service charges so as to cover related administrative costs, which are currently subsidized by the regular administrative budget. Management also needs the flexibility to accept supplementary funds for minor amounts in line with the agreed strategy and criteria, including from private sources. In sum, four decades after its establishment, the financial architecture of IFAD is in need of important reforms. Accomplishing these reforms will be essential if IFAD is to continue to fulfil its unique mandate of rural poverty reduction and contribute to achievement of the Sustainable Development Goals. | | In 2018, a Corporate Working Group led by IFAD Budget and Finance benchmarked best practice on cost recovery across the IFIs and UN Agencies, and designed a new cost recovery mechanism using activity based costing to determine the cost drivers of supplementary funds with proposals to raise the cost recovery percentage on supplementary funded projects to ensure full cost recovery and also appropriate allocation. PB2019//02 "Principles and procedures for cost recovery from Supplementary funds - update to PB2013/12" has been issued effective in 2019 to ensure full cost recovery of IFAD's direct and indirect costs of managing supplementary funds resources and to allocate and utilise cost recovery funds appropriately and efficiently. PB2019/02 ensures full compliance to GC resolution GC203/XLI which states that "operations involved with the performance of such financial services -supplementary funds- shall not be funded by resources of the Fund" | F |

Evaluation Synthesis Report: Building partnerships for enhanced development effectiveness – a review of country-level experiences and results

Evaluation Synthesis Report: Building partnerships for enhanced development effectiveness – a review of country-level experiences and results

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2019 Follow Up | Status |
|-------|----|-------|--------|-------|---|---|---|--------|
| ESR | 1 | IFAD | STR | PAR | <p>Prepare a revised corporate partnership strategy with a clear focus on country-level partnership outcomes. Global partnerships are important for IFAD to fulfil its mandate. But, in line with IFAD's new business model, support for partnership-building has to move from global to regional and country levels. A revised partnership strategy should include a clear vision as well as specific guidance on country partnership approaches and outcomes that would motivate country programme staff and enable greater synergies between different parts of the organization. The revised strategy would recognize the importance of country-level partnerships and specify the corporate support, capacity-building and incentives for ICOs to undertake outcome-oriented partnership-building within and beyond projects. It would provide clarity on the specific types of partnership engagement, instruments and expected results in different settings. Furthermore, the revised strategy would:</p> | <p>(a) Include a results-based management framework based on a broader set of instruments beyond loans and grants to facilitate partnerships with a wider range of partners, including with the private sector.</p> | <p>This has been addressed in the Partnership Framework that is being presented to September 2019 Executive Board. A results framework has been developed and is included as an annex to the framework in line with the recommendation.</p> | F |
| ESR | 2 | IFAD | STR | NLA | | <p>(b) Provide guidance on how to combine these instruments to achieve key IFAD objectives of influencing policy, scaling up innovations, knowledge and learning, synergies and sustainability, and leverage.</p> | <p>Revised guidance was issues on COSOPs. The revised guidance includes a new partnerships annex with clear guidance to teams on how to complete the annex.</p> | F |

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| ESR | 3 | IFAD | STR | PAR | | (c) Include specific partnership strategies for different country categories (LICs, lower and upper MICs, and most fragile situations). | The partnerships framework that is being presented to September 2019 Executive Board includes differentiated strategies for difference country categories. Furthermore, the cofinancing strategy and action plan approved in 2018 as part of the transition framework also includes the same. Partnership strategies by country category and tailored to each context are included in every COSOP. The revised guidance on COSOPs as mentioned earlier was issued that addresses this. | O |
| ESR | 4 | IFAD | STR | COS | | (d) Clarify the approach to preparing partnership strategies as part of the COSOP process; guide partnership development towards greater selectivity including a more rigorous cost-benefit analysis; determine the principal partnership outcomes to be achieved and the means for achieving them; and identify entry points for engagement with governments on the broader framework for partnerships. | Done as part of the new COSOP guidelines issued by OPR in March 2019, and part of the Partnership Framework. Template for strategic partnerships was incorporated in the COSOP guidelines. | F |
| ESR | 5 | IFAD | STR | PAR | Streamline the application of partnership instruments and modalities with an eye towards partnership results. | (a) With regard to loans as a partnership instrument, IFAD needs to identify a wider range of specific cofinancing options at global and country levels. The current confusion between cofinancing – mainly for enhanced partnership outcomes and aggregate leverage of funds for agriculture - and resource mobilization - for an expanded IFAD loans and grants portfolio, including supplementary funds – needs to be overcome. IFAD would be well advised to adopt specific strategies for mobilizing cofinancing in MICs and LICs, and should systematically monitor and report cofinancing partnership results beyond indicators of bigger loans and lower IFAD transaction costs, to include specific country partnership outcomes, in particular policy influence and scaling up. | As part of the IFAD11 commitments a specific cofinancing strategy and action plan was developed and presented to the transition framework working group and the Executive Board. Both of these clearly elaborate on the differentiated approaches to cofinancing. The cofinancing action plan also cascades the international and domestic cofinancing targets at the regional level. Furthermore, as part of the new guidance on COSOPs each country strategy includes the cofinancing expected to be mobilized. | F |

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| ESR | 6 | IFAD | STR | GRT | | <p>(b) For grants as a key partnership instrument, improved IFAD internal mechanisms are required to align regional and country grants, including SSTC, and to ensure that they provide for mutually supportive lending operations and country-level partnership outcomes as envisaged in the COSOPs. The IFAD11 commitment 3.4 to strengthen synergies between lending and non-lending engagement is important and encouraging in this respect. In a similar vein, more grant funds should be mobilized for longer-term partnership-building with CSOs, farmers' organizations, indigenous groups and the private sector in the form of SMEs to strengthen their capacities, particularly in countries where governments are less supportive of the use of loans for these activities. And finally, support to CSOs should take a long-term perspective on institutional effectiveness and sustainability beyond the project level, for example through support of CSO apex or umbrella organizations.</p> | <p>1. Implementing procedures for grants were revised in December 2018. As part of the new procedures and in order to boost the potential of country grants to support non lending activities, regional Divisions can now propose country grants for non-lending activities identified in their COSOPs (e.g. policy, KM, SSTC), to be funded as Contributions. These Contribution grants should be within the country PBAS, should not exceed US\$ 200,000 and must not be more than one grant per country per PBAS cycle.</p> <p>2. Linkages with operations are required and form part of the grant review process both at CN and full design stage, there is a dedicated section in both CN and GDD. OAG checks consistently whether linkages are in place and whether there is scope for the operations identified to benefit from the grant. We strive to do this, in principle, also for research grants. On the other hand, we also strive to ensure that loan-component grants are aligned to the Grants Policy, while being strategic for the loan they are embedded in. The latter in particular is a point to which we are trying to dedicate more effort.</p> <p>3. On longer-term partnership building with CSOs, FOs, indigenous groups and private sector (SMEs) through grants: re-engagement with FOs through a follow-up to the SFOAP grant is in the pipeline</p> | F |
| ESR | 7 | IFAD | STR | PVT | | <p>(c) With regard to PPPPs, IFAD needs to recognize the challenges of PPPP partnerships and devise effective mechanisms to address them head on. This includes being upfront about the risks of PPPP and devising strategies to mitigate them. Updating IFAD's strategy for engagement with the private sector and enhancing instruments to collaborate with the private sector and foundations (IFAD11</p> | <p>IFAD has developed a private sector strategy that addresses this recommendation. Furthermore, the enhanced approach to risk management in the organization covers both operational and organizational risks. At the corporate level partnerships are being enhanced with the private sector and the development of instruments such as the impact fund are in line with the</p> | O |

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| | | | | | | commitment 1.2, action 6) will be an important step. In addition, IFAD should also continue the use of regional and sub-national platforms for PPPP to support networking and mutual learning. | recommendation. | |
| ESR | 8 | IFAD | OPER | RME | Strengthen corporate accountability for partnership results through a coherent approach to monitoring and evaluating partnerships. (a) The IFAD11 commitments include a number of monitorable actions that are relevant in this respect: to improve cofinancing monitoring and reporting by source and country category, and better measure IFAD's crowding in of private investment (action 5 under commitment 1.2); and to develop and implement a framework to strategically plan and monitor IFAD's partnerships at country, regional, global and institutional levels (action 27 under commitment 3.5.). | (b) Furthermore, IFAD should adopt consistent evaluation criteria and indicators for assessing the quality and effectiveness of partnership-building for IFAD self- and independent evaluations and improve the system of monitoring, reporting and evaluating of key partnership outcomes at country and IFAD corporate level, including ex-post cofinancing achievements beyond the ex-ante Grants and Investment Projects System (GRIPS). This would include at least some country-specific partnership indicators and targets (COSOPs) –based on common IFAD-wide ones - for review and adjustment as needed in annual COSOP reviews. | As part of completion reports at the project level an indicator on partners performance is included. For non lending activities, as per the IFAD11 RMF, a dedicated indicator at the country programme level on partnership building has been included. As part of the revised guidelines of COSOPs, teams are required to report on and rate this indicator. Furthermore, the Partnership Framework is currently being developed to strategically plan and monitor IFAD's partnerships at country, regional, global and institutional levels will also monitor performance. | F |
| ESR | 9 | IFAD | OPER | GRT | | (c) The corporate database of grant-financed partnerships should be enhanced by including results in terms of key partnership outcomes. | A new tool to monitor grants performance has been developed and launched. All GSRs are not stored on this new tool. Furthermore, there are plans to expand ORMS to develop a module on grants that will systematically capture results of all grants. | O |
| ESR | 10 | IFAD | OPER | RME | | And finally, global partnerships of strategic importance to IFAD should be evaluated to determine how they could be enhanced. In this respect, IOE should consider evaluating the RBA partnership. | Sub-recommendation under the responsibility of IOE. | NA |

Country Strategy and Project Evaluations (CSPEs)

| Country | Reg | Eval. | SN | Level | Nature | Theme | Recommendation | Sub-recommendation | 2019 Follow Up | Status |
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| Angola - Country Strategy and Programme Evaluation | | | | | | | | | | |
| Angola | ESA | CSPE | 1 | CTRY | STR | ENG | <p>IFAD in Angola should remain the champion for sustainable and pro-poor agricultural and rural development; and address through its investments and policy dialogue, key issues in relation to land tenure and agro-ecology. IFAD has been so far one of the key players in fostering rural pro-poor approaches and interventions. This comparative advantage should be sustained and strengthened, by closely collaborating with the Government to create an enabling environment for, and by directly supporting, small-scale producers to</p> | | <p>IFAD has enhanced its visibility in the country by approving two new projects (SAMAP and ARP and is designing SREP). The IFAD President undertook two official visits to the Country in April 2018 and December 2018 to discuss our partnership and how to enhance closer collaboration between Angola and IFAD. In addition, IFAD is also engaging its Counterpart-Ministries in Angola in the promotion of pro-poor rural development, policies, and investments. During the design of SREP, IFAD has mobilised partnerships and cofinancing from key Development Partners such as Agence Française de Développement (AFD); Banque Arabe pour le Développement Economique de l'Afrique (BADEA); FAO, UNDP and others. The government has agreed to setting up a single Project Implementation Unit (PIU) for IFAD supported projects in the Ministry of Agriculture in order to strengthen implementation capacity in-country.</p> | F |

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| | | | | | | | improve their livelihoods and rise out of poverty through the market opportunities that will progressively emerge in the country. | | | |
| Angola | ESA | CSPE | 2 | CTRY | OPER | ENG | In the current context of an expanded portfolio and critical national interest for agricultural and rural development, IFAD should reinforce its capacity for implementation support and policy engagement in the country. For IFAD to play its role as envisaged in Recommendation 1, and in consideration of the evidence available about the need for a tangible presence in the country to enable efficiency and effectiveness of networking and dialogue on policy, the model of project facilitator should | | ESA agrees with the recommendations 2 and 3 of making capacity development one of the pillars and cross-cutting principles for our portfolio. In fact, our SREP draft design is including capacity building on a "two-pronged" basis: (i) provision of support to the Government to build its institutional and absorptive capacity to attract and deliver on external partner assistance; and (ii) investments in building/rehabilitating Government's capacity to deliver extension/agricultural-based investment services to its rural populations. The government has agreed to setting up a single PIU for IFAD supported projects in the Ministry of Agriculture. | 0 |

| Country | Reg | Eval. | SN | Level | Nature | Theme | Recommendation | Sub-recommendation | 2019 Follow Up | Status |
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| | | | | | | | be re-vamped, in a full-time modality and with some administrative support. This would be an efficient and effective way to ensure coherence and coordination across the growing lending portfolio, also in view of the desirability of upscaling its successful achievements. | | | |
| Angola | ESA | CSPE | 3 | CTRY | OPER | TCB | IFAD should make capacity development one of the pillars and cross-cutting principles for its portfolio in Angola. IFAD should contribute to fill the gap in the national human capital in the areas and sectors that are relevant to the implementation of its portfolio. This should be done through the systematic allocation of resources and management provisions within the portfolio, that | | ESA agrees with the recommendations 2 and 3 of making capacity development one of the pillars and cross-cutting principles for our portfolio. In fact, our SREP draft design is including capacity building on a "two-pronged" basis: (i) provision of support to the Government to build its institutional and absorptive capacity to attract and deliver on external partner assistance; and (ii) investments in building/rehabilitating Government's capacity to deliver extension/ agricultural-based investment services to its rural populations. The government has agreed to setting up a single PIU for IFAD supported projects in the Ministry of Agriculture. | O |

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| | | | | | | | provide opportunities for capacity development at the individual and institutional level, through the most appropriate approaches and methods, including in-service training, mentoring, short- and long-term training and higher education opportunities, among others. | | | |
| Angola | ESA | CSPE | 4 | CTRY | STR | GDR | IFAD-supported projects should include a stronger focus on women empowerment and youth inclusion. | IFAD's targeting strategy and implementation approaches should: (i) fully integrate a gender equality perspective, and actively promote the social and economic empowerment of women; and | IFAD is supporting its projects to have a stronger focus on women empowerment and youth inclusion together with the encouragement of former combatants and the disabled to join ongoing projects as IFAD preferred target groups. Policy discussion with the Ministry in charge of Social Affairs, Women Empowerment and Family is ongoing and good progress is here to be noted. Project implementation teams are being complemented with specialised technical assistance to support them in creating improved capacity to implement these projects. The creation of a centralised PIU will also contribute to this strategy to enhance capacity in-country. The ongoing Artisanal Fisheries and Aquaculture Project (AFAP) has recently conducted a study on women headed households, and the PCU plans to produce a gender strategic plan. The new project under design (Smallholder Resilience | 0 |

| Country | Reg | Eval. | SN | Level | Nature | Theme | Recommendation | Sub-recommendation | 2019 Follow Up | Status |
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| | | | | | | | | | Enhancement Program/SREP) will address the problems of food and nutrition insecurity in the northern provinces as well as the challenges of climate change experienced by provinces in the south, through the adoption of a gender-responsive approach. The project will adopt training approaches that increase women's participation (i.e. increasing the use of female extension staff and trainers; selecting appropriate materials, language and media; and ensuring that the timing and venues are also convenient for women). Specific topics particularly important to women will be added in the Farmer Field School curriculum, such as awareness raising on nutrition and diversification in the family diet, family planning methods, maternity health care, and the prevention of HIV AIDS. SREP will also provide trainings for women and youth in group formation, leadership skills, confidence building and negotiating skills to enhance gender balance at institutional level which currently is very low due to illiteracy in women. Gender awareness trainings will be conducted at community level through FFS to increase general understanding about the importance of including women in investments to build resilience of family farms. | |
| Angola | ESA | CSPE | 5 | CTRY | STR | YTH | | (ii) aim at creating sustainable and attractive opportunities in the rural areas for youth, both men and women, by enabling their access to capacity development opportunities, rural financial resources, and sustainable livelihoods. Dedicated human resources in project coordination units, also shared across interventions, appeared necessary, given the limited national competence in this respect. | IFAD is supporting its projects to have a stronger focus on women empowerment and youth inclusion together with the encouragement of former combatants and disables to join ongoing projects. Policy discussion with the Ministry in charge of Social Affairs, Women Empowerment and Family is ongoing and good progress is here to be noted | O |
| Angola | ESA | CSPE | 6 | PROJ | OPER | RST | IFAD and the | | Appropriate actions have been jointly | O |

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| | | | | | | | Government of Angola should refocus AFAP. The project should be reformulated, framing it as a pilot initiative to test models for both fresh-water fisheries and aquaculture development and carry out studies and analysis that can inform as appropriate, the later expansion of the investments to other parts of the country. In doing so, an effective involvement of all stakeholders should also be pursued. The budget should be revised based on the new implementation plan and if resources will be available, the duration of the loan should also be extended accordingly. | | taken by the Government and IFAD. The AFAP restructuring has been proposed during the project mid-term review in October 2018. The restructuring is currently being processed. | |
| Kingdom of Cambodia- Country Strategy and Programme Evaluation | | | | | | | | | | |
| Cambodi | APR | CSPE | 2 | CTRY | STR | TGT | Develop and | | This has been followed up. This | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | Recommendation | Sub-recommendation | 2019 Follow Up | Status |
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| a | | | | | | | operationalize a two-pronged strategy for the portfolio with support to: (i) agricultural commercialization with a focus on relatively advanced smallholders; and (ii) coping strategies of poor households. This is largely in line with the orientation of the 2013 COSOP, which recognized the need for "distinct development pathways and intervention modalities (...) for the food-insecure, the rural poor at the subsistence level, and vulnerable rural households just above the poverty line". It is important to develop and operationalize tailored strategies in light of the profiles of the target group and specific contexts, e.g. agricultural potential and market | | <p>recommendation is addressed through the overall scope of the country programme, taking in TSSD LIG groups composed primarily of landless or land-poor households, ASPIRE that covers both poorer HHS and more advanced farmers and AIMS which is focused on smallholder production for the market.</p> <p>As described above, the extension approach adopted across all projects has moved towards a market-led approach appropriate to assist smallholders maximise benefits from market opportunities.</p> <p>The SAAMBAT design includes support to market-focused smallholder agriculture with complementary infrastructure investments but also specific interventions suitable for landless or land-poor households, including vocational training and entrepreneurship for rural youth.</p> <p>Landed and land-poor households will both benefit from investments in rural roads in SAAMBAT, as indicated in the CSPE recommendation – farmers will benefit from reduced transport costs, while households dependent on wage labour will benefit from easier / lower cost travel to places of work.</p> <p>The portfolio provides a flexible menu of services as suggested. More specialised technical and extension support to advanced farmers that is also shaped by market/ buyer priorities. And in the case of less advanced farmers, support to organise into groups, basic training in production and quality (in crops and livestock). The value chain approach is flexible, and is implemented through multi-</p> | |

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| | | | | | | | <p>opportunities in specific geographical areas. For the first category, support for primary production may need to be more specialized and of higher technical quality than that provided to date in the projects, and also shaped by buyers' priorities. While group-based training may be relevant for some subjects, individual technical advice may also be needed. Advisory services should also be complemented by support for access to means of production including appropriate labour-saving technologies (including mechanization), as well as market infrastructure. Strengthening of farmer groups/organizations to facilitate marketing will</p> | | <p>stakeholder platform meetings (including farmers, input suppliers, technical service providers and buyers) that are dynamic and can guide farmers towards appropriate approaches to meet market demands. as mentioned, poor households will be supported through infrastructure and roads under SAAMBAT. And a vocational training subcomponent has been developed for the young as recommended.</p> | |

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| | | | | | | | <p>be an important element. While a value chain approach may be pursued, it should be flexible and dynamic in order to exploit changing market opportunities, rather than being of a long-term bureaucratic planning nature. Support to coping strategies of poor households may cover productive activities such as feasible non-land-based activities and simple labour-saving tools, or providing safe drinking water facilities nearby or a good village access road. For many of these poor households, emphasis may be on income-generating agricultural activities that are complementary to non-agricultural or off-farm activities. For young people from poor</p> | | | |

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| | | | | | | | households who have decided to leave the village, the IFAD-Government partnership could explore ways to help them earn better incomes, possibly including vocational training or advice on contracts, and on how to invest their surplus income in the form of remittances back in the village. This two-pronged strategy should not be pursued by separating households into different groups, as was the case in earlier projects, but rather by defining different flexible support menus, which would also need to be tailored to the contexts in different geographic locations. | | | |
| Cambodia | APR | CSPE | 3 | CTRY | STR | TCB | Balance investment in human capital | | This has been followed up and addressed in the SAAMBAT design. This has been explicitly incorporated | F |

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| | | | | | | | <p>and rural organizations supported by strategic partners, with tangible items. The investment in "soft" aspects such as skills development, human capital and organizational strengthening continues to be critical, and should be balanced with investment in tangible items such as infrastructure, post-harvest facilities, and access to finance that could enable beneficiaries to put the skills and knowledge acquired into practice.</p> <p>Investment in human capital could cover not only productive skills but also broader subjects such as gender issues (as has been done), nutrition, adult literacy, and information on relevant laws and regulations. At the same time, it should be recognized</p> | | <p>within SAAMBAT which combines investment in tangible items (infrastructure and RET) with a major component on soft skills and extending the benefits of digital technology to the rural economy.</p> <p>The soft aspects focus on skills development as recommended and will target youth. This will be balanced by investments in infrastructure including market infrastructure. The skills aspects have been developed with a long term perspective, and a comprehensive demand gap analysis among employers and the private sector will match the macro level gaps and demands with the enhanced skills of youth.</p> <p>As recommended by the CSPE, the SAAMBAT design incorporates strategic partnerships with agencies with a strong track record in areas of vocational training, entrepreneurship and the digital economy.</p> | |

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| | | | | | | | <p>that a long-term perspective is needed for investment in human and social capital and empowerment. This is particularly relevant in Cambodia, given its history, and calls for caution against making an investment decision based only on traditional economic rates of returns. In supporting the formation and strengthening of organizations of the target population (e.g. farmer groups), careful consideration should be given to the main purposes and roles of different types of organizations with different member profiles, and a realistic exit strategy should be built into the design. To ensure quality support specifically for "soft" aspects</p> | | | |

| Country | Reg | Eval. | SN | Level | Nature | Theme | Recommendation | Sub-recommendation | 2019 Follow Up | Status |
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| | | | | | | | and innovations, given limited capacity in the public sector, IFAD and the Government should seek opportunities for strategic partnerships with experienced institutions that could provide crucial technical assistance and could support the Government, with IFAD co-financing or financing. | | | |
| Cambodia | APR | CSPE | 4 | CTRY | STR | ORG | Pursue more strategic planning and use of grants and investment financing to deepen partnerships with farmer organizations/associations. Support to and partnerships with farmer associations/organizations and indigenous peoples' organizations should be continued and strengthened. So far, the corporate | | <p>This has been followed up. FOs are engaged across the programme. Under AIMS, FOs are engaged with the regional hubs that roll out market and value chain development activities in the provinces. Under ASPIRE, they are involved in the provincial planning and budgeting processes. The focus across the program is on empowering these organizations and their members, reflecting their priorities in activities, using feedback from FOs for policy engagement, and partnering in key activities.</p> <p>FOs are also being supported through the grant program and their capacities developed under the Asian Pacific Farmers' Programme, in line with the MTCP 2 (Medium Term Cooperation Program Phase 2) program that also provided capacity building support to FOs.</p> | F |

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| | | | | | | | <p>initiatives and regional grants have facilitated linkages between these institutions at national level and the country programme. There is a need for more strategic planning and use of IFAD financing, both grants and within the framework of investment projects, to work with these organizations of different types and at different levels. Enhancing partnerships and strengthening their capacity can contribute to: (i) empowerment of these organizations and their members; (ii) better country programming and project design reflecting the priorities of the target group; (iii) relevant inputs to supervision and implementation support; and</p> | | | |

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| | | | | | | | (iv) influence on policy engagement through partner organizations that represent their members and IFAD's target group. | | | |
| Cambodia | APR | CSPE | 5 | CTRY | STR | MVC | Explore options for supporting regulatory services in agriculture in future pipeline development. It is likely that the various value chain platforms to be established under AIMS will point to a lack of regulatory services - such as phytosanitary and veterinary control, standard and quality control, certification, and food safety issues - as a constraint, and some ad hoc regulatory services may be financed. Given the low starting point, a more systemic and programmatic approach will be | | This has been followed up. Regulatory services, particularly quality assurance for safe / organic vegetable value chain and similar, are included within the focus of SAAMBAT as well as AIMS and ASPIRE. The SAAMBAT design includes studies and policy products on regulatory services including standards and quality control, certification and food safety issues. IFAD is also introducing these issues in the national Ministry level Technical Working Group on Agriculture to start with a systematic and programmatic approach. A technical cooperation agreement is being developed with FAO to provide support to the Ministry of Agriculture and partners on regulatory services including certification. | F |

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| | | | | | | | required, which in turn assumes mobilizing financing from various sources. | | | |
| Cambodia | APR | CSPE | 5 | CTRY | STR | PAR | IFAD to work with the Government to strategize and facilitate mobilization of other partners to invest in smallholder agriculture. In addition to potential support to regulatory services (Recommendation 4), ASPIRE and AIMS could serve as a platform to bring in other partners for two important areas: agricultural extension; and pro-poor agricultural value chain development. IFAD's financing and role should help leverage other partners and resources. | | This is ongoing. IFAD is coordinating with the Government and with key development partners to support Ministries on the program priorities. The IFAD country programme has worked to develop partnerships including with USAID (MOU signed) and with AFD and KfW (draft MOU under review). The programmatic approach of the design of SAAMBAT is based on integrating activities of a range of development partners around elements of common oversight and planning processes. These MOUs and policy engagement should result in enhanced resource mobilization in the identified priority areas in the next 1-2 years. | O |
| Republic of Cameroon - Country Strategy and Programme Evaluation | | | | | | | | | | |
| Cameroon | WCA | CSPE | 1 | CTRY | STR | ORG | Pursue the two key approaches of the country programme | (a) IFAD and the Government should pursue the consolidation of POs, especially in the areas of collective infrastructure/equipment | In line with this recommendation, a second phase PADFA2 is under design for the December 2019 EB. PADFA 2 will pursue the consolidation | O |

| Country | Reg | Eval. | SN | Level | Nature | Theme | Recommendation | Sub-recommendation | 2019 Follow Up | Status |
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| | | | | | | | support for producer organizations (PO) and the development of rural youth entrepreneurship, while continuing to promote access by the rural poor to appropriate financial services. | management and revolving funds for the joint procurement of inputs, as well as inventory credit and contracting of sales. From an effectiveness and sustainability standpoint, heavier involvement by the regional public services and greater harmonisation and collaboration with the other programmes and projects that support the POs are required. | of POs to ensure a greater involvement of the regional public services as well as more collaboration with other projects that support the POs. | |
| Cameroon | WCA | CSPE | 2 | CTRY | OPER | RFI | | (b) Projects that promote rural entrepreneurship should concentrate on the implementation of: i) sustainable business incubation mechanisms, subsidised with public funds, with a strengthened mechanism to provide advice to young entrepreneurs; and ii) financing mechanisms for (very) small rural enterprises in relation with viable microfinance institutions (MFIs) with strengthened risk management capabilities. In promoting these enterprises, greater consideration should be given to the diversity of their economic activities, and tools for sound management in time and space of productive resources should be provided. These projects should also support youth wishing to develop a cooperative enterprise. | Considering the resources it borrows from IFAD are public funds, GoC uses to subsidize the incubation mechanisms. At the corporate level, IFAD's new youth action plan as well as instruments such as the ABC fund will also support in the direction of this recommendation. | O |
| Cameroon | WCA | CSPE | 3 | CTRY | STR | TGT | Ensure the inclusion of very poor and vulnerable rural populations in the country programme to | (a) Portfolio coverage should remain focused on the poorest regions of the country. Portfolio dispersion should be reduced to enable the projects to benefit from their complementarity and consolidate gains through a lengthier presence in the same | Under the new COSOP, the geographical coverage of the country programme has reduced from 10 to 7 regions. Furthermore, the second phase of PADFA 2 will be implemented in the same 4 regions as phase 1 in order | F |

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| | | | | | | | combat inequalities by improving the geographic and social targeting of the interventions. | regions and districts. | to consolidate and densify investments to enhance sustainability prospects. | |
| Cameroon | WCA | CSPE | 4 | CTRY | STR | GDR | | (b) The projects' gender strategy should extend beyond quotas for women's participation to approaches and actions that directly tackle the inequalities between men and women to lower socio-economic and cultural barriers to women's autonomy. Areas of action should be identified and analysed in greater depth through a participatory diagnosis that includes the beneficiaries, teams and project partners. Key areas meriting particular attention are equitable access to land and access to financial services. | A gender action plan for PEA Jeunes was prepared in August 2017 involving all key stakeholders, with the technical support and facilitation of the IFAD regional gender and social inclusion coordinator. This plan serves to further operationalize the programme targeting strategy to directly address inequalities and remove socio-economic barriers. It also incorporates positive discrimination measures to encourage the participation of young people from very poor rural families. To date, the programme staff, the 4 NGO involved in sensitisation and the 7 Incubation centres have also been sensitized as well as the husbands of young women entrepreneurs. Following both the diagnosis and sensitization, a baby sitting unit was set up by one of the incubation centers. | F |
| Cameroon | WCA | CSPE | 5 | CTRY | STR | TGT | | (c) The projects should ensure that the POs they support are not run by the "elites" (politicians, public officials, wealthy producers) and give priority to benefitting very poor and vulnerable, active populations. This could be accomplished by raising awareness among their members, training their managers and close monitoring of the inclusion of very poor and vulnerable populations. | Elite capture was identified as a risk under the new COSOP, and mitigation measures are being developed accordingly. | O |

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| Cameroon | WCA | CSPE | 6 | GOV | STR | YTH | | (d) In business incubation programmes, the Government should provide specific measures, means and affirmative action to prioritise the participation of youth from very poor rural households. This should also include special measures to facilitate access by disadvantaged youth to financial services. The content of the training and business projects supported should consider diversity and the integration of activities in family farms. | See the above mentioned operational targeting provides specific measures for making sure that very poor rural household are not left behind. People living with handicap as well as indigenous peoples are also given special consideration. | O |
| Cameroon | WCA | CSPE | 7 | GOV | OPER | PMA | Ensure that financing rapidly and fully reaches the target populations, accelerating the launch and implementation of the interventions and rationalising operating costs. | (a) It is imperative that the Government ensures that project teams have better planning and results-based management capacity, by paying greater attention to the transparent selection of competent staff, training and advisory support, monitoring and evaluation of staff performance and performance-based staff incentives. | Recruitment of project staff is closely monitored by IFAD which assigns a consultant, to provide technical assistance and serve as observer, to the recruitment committees set by GoT to ensure a fair and transparent process. With funding of the new early start up facility (FIPS), IFAD and Government have agreed that the competency based recruitment for PADFA 2 will be carried out by an independent specialised consulting firm. One strategic objective under the new COSOP is dedicated to strengthening institutional capacities by supporting policy dialogue, sector coordination and the use of results-based management as a global approach to strengthen governance. The AVANTI and PRIME initiatives as well as the Third Party Monitoring are also being implemented to improve monitoring and evaluation, transparency in operations and reporting on the achievement of SDGs 1 and 2. The M&E specialist of PEA jeunes was unrolled in the PRIME certification program which will be open to core government focal points in charge of the sector monitoring. | F |
| Cameroon | WC | CSPE | 8 | GOV | OPER | PMA | | (b) The Government should exercise | The audit and impact assessment | O |

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| n | A | | | | | | | stricter control over the projects' fiduciary management—especially operating expenses—creating the position of internal auditor and an audit committee, as recommended in the mid-term review of PADMIR. MINEPAT's role in monitoring the projects should be strengthened. The Government should also strictly monitor the relevance of the activities financed with counterpart funds in conformity with the annual work plans and budgets, project documents and financing agreements. | unit at the Ministry of Economy was designated to lead the setting up of the internal audit function. The first internal audit mission is scheduled to take place in April 2019. | |
| Cameroon | WCA | CSPE | 9 | IFAD | OPER | DEC | | (c) The IFAD Country Office should be strengthened to support fiduciary management of the projects. The Office should hire a full-time fiduciary management specialist. | A long term financial management consultant, hired in 2018 by WCA and FMD, is now in place at the Yaounde Hub and provides implementation support to the portfolio. Appreciation was received from PMUs for this initiative which allows for continuous proximity support as required. | F |
| Cameroon | WCA | CSPE | 10 | GOV | STR | PAR | Improve project performance and scaling up of approaches and results, through stronger government leadership in coordinating the rural sector, partnerships that are more strategic, and better project monitoring and evaluation (M&E). | (a) The Government should exercise stronger leadership in coordinating the development partners that operate in the rural and agriculture sector. This would primarily include operationalisation of the "rural development platform" under the Multi-partner Committee, with the Government playing a major role in its coordination, the strengthening of regional mechanisms for collaboration among rural development stakeholders and the designation of senior officials as focal points for the various technical and financial partners. | The Prime Minister of the Republic of Cameroon signed a decision in June 2018 creating a specific high level Orientation and Supervisory Committee (OSC), under his direct authority, to support and coordinate implementation of the Rural Sector Development Strategy. The Technical Secretariat of OSC, placed under the authority of the Minister of Agriculture and Rural Development, is among others specifically in charge of ensuring alignment of projects and programmes with the Strategy as well as coordination of interventions in support of rural development stakeholders involved in implementation of the Strategy. The work of the OSC, including the Technical Secretariat, will be carried out in close collaboration with the Multi-partner Committee and its sub-committees. | F |

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| | | | | | | | | | Joining hands with FAO, WFP, the EU and GIZ, IFAD made provision under its new COSOP to support the coordination of the rural sector. | |
| Republic of Mozambique - Country Strategy and Programme Evaluation | | | | | | | | | | |
| Mozambique | ESA | CSPE | 1 | CTRY | STR | TGT | Focus on rural poor and on more vulnerable groups, including women, youth and people living with HIV. A bottom-up approach to reducing food insecurity, malnutrition, poverty and vulnerability is compatible with value-chain development and integration into markets and likely to be more effective and efficient in the medium term compared to trickle-down strategies. This however must be supported by project strategies that must first and foremost tackle the needs of the poorer and more vulnerable producers, and the obstacles they face in: (i) improving their productions, | | The COSOP foresees project teams to work with partners to ensure that disadvantaged individuals – including those affected by HIV/AIDS, people with disabilities and the elderly – have access to support for developing sustainable livelihoods. | 0 |

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| | | | | | | | quality and quantity-wise; (ii) processing and transforming their products at the local level and thus add value to their produce reaching the market; (iii) enhancing their participation in farmers' organizations; and (iv) strengthening their capacity to negotiate more profitable access to markets. This vision should inform all steps in a project design and implementation, from selection of participants to choices of value chains and market opportunities, to identification of capacity development needs including functional and financial literacy, nutrition and HIV prevention. | | | |
| Mozambique | ESA | CSPE | 2 | CTRY | STR | CCA | IFAD-supported projects in Mozambique should include | | The new COSOP (approved 2018) Strategic Objective 1 focuses on productive and sustainable water and land use/management (natural resources) by the rural poor, notably | F |

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| | | | | | | | among their principles, full attention to sustainable natural resources management and to strengthening climate-change resilience. All projects should explicitly include as appropriate and relevant to their goals, and mainstream throughout all their activities including capacity development and technology transfer, sustainable natural resources management and climate change adaptation and mitigation, in line with IFAD's most recent policies and the Government relevant strategies. | | women and youth. IFAD will support its target groups, with a gender and youth focus, to access water, secure land and sustainably manage natural resources so they can improve their food security (either through the production or purchase of nutritious foods), and invest more time and money in their land as a livelihood strategy. This element is now central to all on-going projects (PROSUL, PROPECSA and PROMER) and is reflected in the new designs under way (PROCAVA and PRODAPE). | |
| Mozambique | ESA | CSPE | 3 | CTRY | STR | RFI | IFAD's support to the Rural Finance sector should be conceptualised within a long-term | | The COSOP Strategic Objective 3 focuses on how poor rural people are able to access financial services to improve their livelihoods and manage risks (personal and environmental), enabling them to withstand shocks. IFAD's investment would enable financial service providers to offer | F |

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| | | | | | | | commitment horizon and with basis on the lessons learned so far. Based on the extensive lessons learned and experience gained by IFAD in the country and elsewhere, a long-term engagement, possibly over a 15-years horizon, would be required and appropriate to enable robust and transparent institutions at all levels and across all productive sub-sectors, to gain strength and credibility and provide sustainable financial services to the rural poor in Mozambique. | | affordable, responsible and accessible financial solutions for poor rural people that are sustainable and at scale. A national programme (REFP) that enables rural people afremrs and ruarl entereneurs to access financial resources from specific windows has been approved by the IFAD EB and is starting up in 2019. This project has national coverage and long term scope. | |
| Mozambique | ESA | CSPE | 4 | CTRY | OPER | PMA | Enhance efficiency of financial execution. Integration of IFAD-funded projects into the governmental procedures and systems, e.g. e-SISTAFE, should be pursued and | | For the design of new projects (PRODAVE & PROCABA), the flow of funds and arrangements for the disbursement of funds will be established taking into account the systems already in use in the public sector of the country. This means the accounts to receive the financial resources allocated to the project should be opened at the central bank and these will flow through the Single Treasury Account. In order to | F |

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| | | | | | | | <p>sustained in the spirit of governmental ownership and for transparency reasons. Some specific measures will be nevertheless of paramount importance to raise implementation efficiency up to standards. These should include: (i) enable e-SISTAFE to meet the requirements of IFAD-supported projects in terms of flexibility in work-plans and reporting, formal requirements for beneficiaries and timing of disbursement; (ii) develop a fast-track mechanism for approval of contracts and service procurement acts for IFAD-supported projects, that fully complies with the requirements of the State in terms of controls and transparency;</p> | | <p>allow for the establishment of swift and effective mechanisms for allocating funds for the implementation of e-SISTAFE, an evaluation of the experiences accumulated by ongoing projects should be made during the project design and appropriate measures agreed between GoM and IFAD. Although ongoing projects are using the standards and procedures in force in the public sector, constraints have also been observed in regard to procurement plans, which delays implementation. An assessment of the situation should therefore be made at the time of project design and appropriate mitigations agreed.</p> | |

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| | | | | | | | (iii) negotiate with other partners for mainstreaming their contributions within IFAD's standard disbursement and financial execution procedures; and (iv) strengthen the capacity of PMUs in financial planning. | | | |
| Mozambique | ESA | CSPE | 5 | CTRY | OPER | PMA | Develop principles for the reliance on Service Providers in project implementation. The principles should include the following lessons learned: (i) Service Providers should be recruited only for components and activities that governmental organizations and PMUs do not have the capacity to implement; (ii) Service Providers should be selected with basis on their proven | | The COSOP proposes that service providers should be contracted on a performance basis. This will require building staff capacity to define and manage results-based contracting, ensuring that service providers have no vested interest in areas they work. This will in turn ensure greater sustainability and efficiency, and reduce the costs of implementation. All projects are already implementing this element of performance-based contracting for service providers. | F |

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| | | | | | | | <p>experience and competence, and long term engagement in the themes for which they are recruited; (iii) Service Providers have in general proven to be more effective than governmental services in supporting empowering processes at the level of communities, associations, households and individuals; (iv) Service Providers who do not have previous experience in handling contracts in the framework of an IFAD-funded project should be entitled to an induction training on administrative and financial procedures, and relevant clear manuals should be prepared at the very beginning of a project's life.</p> | | | |
| Mozambi | ESA | CSPE | 6 | CTRY | STR | NLA | Dedicate more | | The COSOP foresees the | O |

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| que | | | | | | | attention and resources to Knowledge Management and Policy Dialogue. IFAD headquarters and ICO should ensure that sufficient resources are allocated in project and ICO budgets for non-lending activities, starting from sound M&E systems, and that the country-programme rests on the following pillars: i. the development of robust outcome-level COSOP and projects' monitoring indicators; ii. a country programme-level Knowledge Management Strategy closely anchored to key COSOP elements and to those project components that can usefully be up-scaled through national policies and strategies; iii. the early identification of evidence-based | | development of a comprehensive and transparent management information system is a critical tool to ensure project ownership by project staff and service providers, and support performance-based management, monitoring and evaluation (M&E), and knowledge management. The ICO is also ensuring that all projects strengthen their KM capacity and products. Already we have seen products like documents and films are being produced from on-going project. The ICO is engaging a KM consultant to work with all projects on a semi permanent basis. | |

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| | | | | | | | issues and results that can be usefully fed into Policy Dialogue processes at a high strategic level, through appropriate Knowledge Management processes. | | | |
| Peru - Country Strategy and Programme Evaluation | | | | | | | | | | |
| Peru | LAC | CSPE | 1 | CTRY | STR | TGT | Refine the targeting strategy to reach the poorest people. The next phase of projects should pay special attention to reaching the poorest and most vulnerable rural people using more effective targeting strategies, by explicitly seeking to narrow the gaps between men and women, and between generations, in rural areas. One immediate line of action could be to change the "barriers to entry" in projects and generate | | The PSSA project (closing in 2019) is conducting an Impact Assessment that will be of extreme use to understand the results and limitations of the targeting strategy of the project. While the project has a minimum contribution of the beneficiaries of 30% (to assure the ownership of the organizations), it does not establish a minimum amount. As the organization had the possibility of presenting consecutive plans, the poorest organizations had the opportunity to participate with smaller investments and then scaling-up on the positive results. The new project under design will build upon the conclusions reached in the impact evaluation to assure a better targeting. | 0 |

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| | | | | | | | <p>variable incentives that enable the poorest people to participate in projects. Another important option is to generate rural interventions linked to major social programmes such as Juntos, Pensión 65 and others. The recent Haku Wiñay programme experience by the Ministry of Social Inclusion and Development's Social Development and Compensation Fund (FONCODES-MIDIS) is an interesting point of reference for this line of work, which requires a multisector institutional design by the Government of Peru. The design and implementation of a multidimensional official poverty measurement in</p> | | | |

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| | | | | | | | Peru is also a step that IFAD should promote as it would provide greater opportunities for coordination with public policy on poverty reduction, particularly in rural areas. | | | |
| Peru | LAC | CSPE | 2 | CTRY | STR | TGT | Bring back the territorial approach. One area where IFAD played a pioneering role in rural development projects in Peru was the use of economic corridors as lines of action and the emphasis on the urban-rural relationship and income diversification, with the Puno-Cuzco Corridor as an emblematic case. This economic and territorial approach, however, petered out over time, and the CSPE recommends that it be resumed in the | | The new COSOP aims at deepening the results that IFAD has achieved in Peru over the past 20 years and broadening their impact based on the Fund's comparative advantages. To this end, it will strengthen the focus on rural territorial development, which will entail: (i) ensuring that urban-rural linkages are adequately capitalized upon and acknowledging the existence of medium- and long-term territorial development programmes, established by social consensus, that offer different possible solutions; (ii) promoting productive transformation based on value chains, coordination with markets – particularly with the private sector – and the diversity that exists in terms of supply and demand for productive services; (iii) supporting institutional development, especially regional and local governments and producers' organizations, and their active coordination; and (iv) interacting with the wide range of actors present in rural areas, seeking effective public-private alliances and incorporating new actors. The ongoing project has included Territorial Development Plans to maintain a territorial approach. The new project (design started in March | O |

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| | | | | | | | immediate future given its enormous importance to effectively meet the development challenges of rural areas as vast and fraught with difficulty as those of Peru. This approach should be revisited as one option of interest within a series of options for a renewed rural development strategy by the Peruvian Government, with concrete measures to link interventions under a territorial approach. | | 2019) will bring the recommendation into consideration of the government. | |
| Peru | LAC | CSPE | 3 | CTRY | STR | CCA | Incorporate climate change as a strategic thrust in IFAD-promoted interventions. Peru is one of the countries most affected by climate change, and the situation will become more acute in the near future. | | The new COSOP incorporated climate change as a core element, under SO1, including: (i) contributing to the reduction of greenhouse gas emissions from agricultural activities; (ii) increasing the climate resilience of families and their productive systems to the effects of drought; and (iii) improving the quality of ecosystem services to ensure their provision. In addition, reducing the vulnerabilities of smallholder farmers to climate change constitutes a key part of SO1 and will be mainstreamed within all IFAD projects during the COSOP period. Planned and ongoing actions include | F |

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| | | | | | | | <p>Agriculture is one of the activities that will bear the brunt of this, and adaptation processes undertaken by farmers and rural communities will be of increasing importance to public policies. In this context, it is strategically vital for IFAD to have a clear orientation around this issue in future interventions. Adaptation to climate change by rural sectors should take high priority in the design and formulation of projects and interventions, and the coordination and management of strategic partnerships is doubly important with other donors and financial entities that are increasingly interested in climate change and the related challenges for the future of the</p> | | <p>the IFAD MERESE Project to establish and pilot Mechanisms of Compensation for Ecosystem Services, implemented by the Ministry of Environment, as well as the new subregional Andean grant that is being prepared with the International Network for Bamboo and Rattan (INBAR).and the new project (design started in March 2019) will mainstream climate change.</p> | |

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| Peru | LAC | CSPE | 4 | CTRY | STR | NLA | Adopt a programmatic approach to COSOP preparation. The CSPE recommends that the next COSOP include a wellstructured, viable action plan for non-lending activities conducive to: | (i) Broader use in public policies of key methodology and instruments from IFAD interventions. This methodology and related instruments – validated by close to two decades of successful interventions – have proven to be a cornerstone of rural poverty reduction in Peru, and could be adopted systematically on a large scale by the different national government agencies and by regional and local governments in their rural development programmes and projects. | The new COSOP included grants dedicated to systematize IFAD innovations and a new grant is under design aiming to link IFAD projects experiences with the Rural Dialogue Groups. | F |
| Peru | LAC | CSPE | 5 | CTRY | STR | PAR | | (ii) Implementation of a strategic partnership approach that generates synergies with other financial institutions such as the World Bank, the Inter-American Development Bank (IDB) and the European Union, and with other public and private actors involved in rural development. It will be crucial in the coming years for IFAD to grant high priority to generating projects cofinanced with global and regional financial institutions, as it seeks to attain a more appropriate scale for an upper middle-income country such as Peru. This strategy calls for an intensive process of discussion to generate shared guidelines and agreements with other entities in the specific context of Peru. | The new COSOP analyzed the opportunities of partnership with the World Bank, the IDB and other development agencies. Possibilities for international co-financing are being explored, and are highly valued as a mechanism to ensure the sustainability of the projects. | O |

Impact Evaluations (IEs)

| Georgia- Agricultural Support Project Impact Evaluation | | | | | | | | | | |
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| Georgia | NEN | IE | 1 | CTRY | STR | MVC | Recommendation 1. Apply a holistic approach to infrastructure rehabilitation when attempting to achieve a measurable change in the lives of farmers. | Simply rehabilitating infrastructure may not necessarily change the economic condition of beneficiaries. At a minimum, providing appropriate support services in agricultural production and marketing should be built into the project design, especially if the aim is to move to commercialization. | The ongoing IFAD investment in Georgia, namely AMMAR is applying this recommendation. Apart from rehabilitating of rural infrastructure the project is also engaged in value chain development activities, including capacity building, access to finance/market and institutional development. | F |
| Georgia | NEN | IE | 2 | CTRY | OPER | TCB | | Similarly, it is recommended to assess the institutional voids of the particular context when aiming for long-term sustainability of infrastructure. The institutional demands of the project need to be matched to local institutional capacity. The lack of harmonization of an infrastructure intervention with the mobilization and organization of beneficiaries into temporary or permanent users' groups can weaken the anticipated longer-term benefits, especially where Government departments lack the necessary experience in participatory group formation. Experienced non-governmental organizations can be hired to assist in this process. | AMMAR Project in coordination with the World Bank GILMD project is putting efforts towards the creation of user groups and building the institutional and human capacity of state agencies dealing with the management of irrigation water supply. More results on this recommendation will appear towards the end of the next year. | O |
| Georgia | NEN | IE | 3 | CTRY | STR | SUS | Apply a longer term programmatic approach for infrastructure related interventions. Some project start up delays after loan effectiveness | | AMMAR project is Georgia has already initiated most of its infrastructure rehabilitation activities during the first 2 years of the project. This will enable the project to focus on the institutional development activities that will support the sustainability of the rehabilitated infrastructure. | F |

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| | | | | | | | are inevitable, and within a normal project five-year time-frame, substantial infrastructural construction will only be completed during the last two project years leaving little time to discern effects and to provide continued support services. | | | |
| Georgia | NEN | IE | 4 | CTRY | OPER | NRM | Minimize the gap between the irrigation potential created and that utilized by promoting environment and natural resource management. Providing technical assistance, training and awareness-raising in watershed management to support the capacity needs of those charged with implementing and maintaining irrigation schemes, and those of the beneficiaries, can provide the | | The activities, which are mentioned under this recommendation are in the process of implementation through the World Bank infrastructure (mostly irrigation) rehabilitation project, which is managed by the same PIU dealing with AMMAR. | O |

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| | | | | | | | impetus for a more sustainable use of water. | | | |
| Georgia | NEN | IE | 5 | CTRY | OPER | RFI | <p>When introducing innovative products in the rural financial space, undertake analysis of both the demand and the supply sides to ensure that new products meet the needs of all concerned. The project could have addressed the issue of operational modalities not being conducive to the legal and regulatory environment through gaining a more complete understanding of the requirements, restrictions and guidelines for leasing to MFIs, examining the extent to which they supported the project design. Similarly, for an innovative product, the design should evaluate the partners' risk</p> | | <p>The ongoing AMMAR project in Georgia and the new approved project (DIMMA), which will start towards the end of the year does not have any activities related to rural finance.</p> | NA |

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| | | | | | | <p>appetite for taking up an innovative financial offering in rural areas, with this being a context that can be risky for financial products. Finally, estimation of demand for an innovative product should be based on rigorous ex-ante analysis and adequate consultations with partners and even with likely beneficiaries.</p> | | | |
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Project Performance Evaluations (PPEs)

| Kingdom of Cambodia Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri | | | | | | | | | | |
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| Project Performance Evaluation | | | | | | | | | | |
| Cambodia | APR | PPE | 1 | PROJ | OPER | TGT | | | | |
| a | | | | | | | Design, implement and monitor differentiated approaches grounded on target group analysis. As mentioned (paragraph 163), some activities have already been initiated to better integrate indigenous peoples' issues and needs in the context of the ASPIRE, and progress and performance should be monitored continuously. There is also need to recognize the differences in capacity levels of beneficiaries (as well as project implementers). Project approaches should be adapted to maximize relevance and effectiveness | | This has been fully followed up. Targeted support to indigenous communities (in Stung Treng Province) has been integrated in ASPIRE since 2017, following the evaluation recommendation. The ASPIRE MIS system now tracks the indigenous people beneficiaries and results across the whole programme. The SAAMBAT design already includes differentiated approaches for women (developed through gender action plans) and for youth. The need to recognise differences in capacity levels has also been addressed. Both AIMS and ASPIRE now support farmers to connect to markets, but also provide capacity building and iterative support over a longer duration to farmers and communities with less capacity. ASPIRE connects farmers requiring technical or extension support to appropriate service providers and once capacity and quality have been built and assured, these farmers are connected by AIMS to the markets and buyers. As recommended, this is reflected in budgeting and planning. The communities and less well-off farmers will also be supported in terms of their infrastructure requirements and skills development through SAAMBAT that is under design. All the projects consider differences in capacity levels in determining approaches and support. | F |

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| | | | | | | | (including, for example, communication modality), with appropriate allocation of project investment and realistic timeline. For example, farmers who have been less exposed to improved agricultural techniques or markets, or indigenous peoples and ethnic minorities, may require more capacity-building support and follow-up over a longer period of time, and such consideration needs to be reflected in project design, budgeting and planning. | | | |
| Cambodia | APR | PPE | 2 | PROJ | OPER | BEN | Ensure farmer training and agricultural advisory services are commensurate with farmers' resources and conditions and informed by market opportunities. It is important | | This has been followed up. The country programme has moved away from transmission of standardised, production-focused extension messages and towards a market-led customised approach seeking to help farmers to identify and take advantage of opportunities. The training is customized and context-specific and responds to the needs and the absorption capacity of the beneficiary. ASPIRE provides context-specific support for improved | F |

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| | | | | | | <p>to critically assess whether there are sufficient enabling conditions for beneficiaries to take advantage of the technical support package. The assessment should be context-specific and set forth the scope, content and approach for project interventions. For example, consideration might be needed on whether it is necessary to incorporate more support for improved access to inputs/means of production (e.g. access to water), or to adjust/adapt the technical package to reflect the prevailing conditions (e.g. taking into consideration labour shortages). Projects should also support enabling farmers to make "informed" decisions on agricultural</p> | | <p>means of production and AIMS provides the same communities more sustainable and profitable access to market opportunities. SAAMBAT will provide support through infrastructure and skills development. SAAMBAT design has also outlined support for the development of digital technologies to provide real-time, accurate and relevant information to farmers.</p> | |
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| | | | | | | | productive activities, taking into consideration key factors, such as costs and benefits, inputs/labour requirements and market opportunities. | | | |
| Cambodia | APR | PPE | 3 | CTRY | OPER | TCB | Invest in capacity-building of farmer groups/organizations for their economic empowerment, including but not limited to agricultural cooperatives. While cooperatives play an important role in building social capital, they are foremost business entities and an instrument for farmers to enhance their productive activities and incomes. Support to cooperatives may include capacity-building to strengthen internal governance and leadership development, and should be | | <p>This has been followed up. Support to Agriculture Cooperatives/ Farmer Organizations was integrated as one of the extension modalities within the Provincial Programme Budget activities financed by ASPIRE, since the programme MTR in 2017. The country programme is working with farmer groups, business clusters and agriculture cooperatives. The integrated approach to support FOs and cooperatives is to provide technical and production support through ASPIRE and market access (and instituting a culture of market orientation) through AIMS.</p> <p>FOs are also being supported and their capacities developed under the Asian Pacific Farmers' Programme, that is developing the capacities of FOs across the region.</p> | F |

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| | | | | | | | based on the principles of cooperative development, such as voluntarism, independence and autonomy, and democratic member control. | | |
| Cambodia | APR | PPE | 4 | CTRY | OPER | NTR | Strengthen attention to nutrition in ongoing and future agricultural and rural development projects. Despite economic growth, malnutrition is still a concern in Cambodia. Given some interesting experience in RULIP and the IFAD's stronger focus on nutrition in recent years, IFAD and the Government should explore opportunities to incorporate activities or adjust approach with a nutrition lens in ongoing or future interventions where feasible. | | This is ongoing. Given the multi sectoral causes behind malnutrition, IFAD projects are partnering with other agencies to address this issue. Under SAAMBAT, the project will collaborate with UNICEF to deliver nutrition messages to rural communities. The ICO is also partnering with FAO and WFP to develop research and analysis on nutrition in the country. Policy engagement discussions are ongoing with the Ministry of Women's Affairs. |
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Republic of Cameroon Rural Microfinance Development Support Project (PADMIR) Project Performance Evaluation

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| Cameroon | WCA | PPE | 1 | CTRY | STR | DES | <p>Simplify the design of rural microfinance projects, with better integration into the country programme. Projects in support of rural microfinance should be better defined, with a narrower scope in terms of objectives, intervention modalities, partners and geographical areas, in order to facilitate effectiveness and efficiency, particularly in implementation contexts exposed to multiple risks and therefore deemed difficult. The role and objectives of capacity-building vis-à-vis each microfinance partner should be clearly defined on the basis of a needs assessment and business plan. When the lead-time between</p> | <p>Although GoT initially requested a second phase project (PARMIR 2), the current approach being agreed in the COSOP, based on lessons from PADMIR and other similar IFAD supported projects in the region, is to combine non financial (technical and entrepreneurial strengthening) services to targeted groups with their access to adapted rural finance services rather a purely rural microfinance oriented project in Cameroon.</p> | 0 |
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| | | | | | | <p>project formulation and start-up is long, it is necessary to update design on the basis of a verification/validation study of baseline assumptions, particularly around market conditions and demand. In addition, a purely rural microfinance-oriented project must be well integrated into the IFAD country programme as a whole if it is to maximize complementarities with other projects and non-lending activities. In fact, as demonstrated by the PADMIR theory of change, only a judicious combination of improved access to rural finance services – under the rural microfinance project – and technical and entrepreneurial strengthening of targeted populations and their organizations –</p> | | | |
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| | | | | | | | under other projects in the portfolio – can generate the desired impact on agricultural productivity, incomes and food security for poor rural people. Furthermore, rural microfinance projects should receive significant support from IFAD, the Government and its development partners to capitalize, institutionalize and scale up innovative experiences. | | |
| Cameroon | WCA | PPE | 2 | PROJ | OPER | RFI | Select sound partner microfinance networks based on judicious institutional assessment. A project intended to act on the supply of financial services by introducing new products and services must above all target sound MFNs with management and innovation | In line with this recommendation, the selection of MFIs to provide services to the end beneficiaries of PEA Jeunes was done very carefully, paying significant attention to the capacity of the partners. Selection criteria were developed by the International Technical Assistance (Développement International Desjardins - DID). Capacities and performance of individual MFIs were assessed prior to engaging with them through annual performance based contracts. | F |

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| | | | | | | <p>capacity, using incentives – such as facilitated access to market resources to reach a new client base and technical support to adapt services – that are based on their performance, and without project interference in internal MFN policies and procedures. Accordingly, the selection of partner MFNs should be thorough and proactive so as not to limit it to MFNs responding to calls for proposals by the project. This partnership selection process should be conducted in several stages and with strict performance criteria so as to select only MFNs presenting strong capacities in terms of implementation and sustainability of</p> | | | |
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| | | | | | | | services. | | | |
| Cameroon | WCA | PPE | 3 | PROJ | OPER | RFI | <p>Meet key requirements for setting up new para-statal institutions. Prior to financing a process to set up a new para-statal institution, whether financial or otherwise, IFAD should ensure that certain conditions are met:</p> <p>(a) The existence of a solvent market that is large enough to ensure that the institution is financially viable;</p> <p>(b) A proven economic model from the outset that builds in the cost of expertise needed for good performance and the future cost of financial resources;</p> <p>(c) The new supply of services generated does not cause market distortions or crowd out</p> | | <p>The feasibility study for the PADMIR Facilitation Fund as a para-statal institution to refinance MFIs confirmed the existence of a market (demand) to ensure financial viability. However, factoring in the cost of the expertise needed for good performance was challenging to the economic model. This combined with the strong will from GoT to nominate the general manager and control management of the institution has led donors to believe that the key requirements for setting up a new autonomous para-statal institution were not met at the present time. As a result, IFAD did not pursue the creation of a new mechanism. Under PEA Jeunes, it was decided to take the approach of working directly with the private sector, notably with a commercial bank (Société Generale).</p> | O |

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| | | | | | | | private providers already in place; and (d) Opportunities to strengthen existing private supply have been considered as an alternative to creating a new mechanism. | | | |
| Cameroon | WCA | PPE | 4 | CTRY | STR | RFI | Continue supporting medium-term agricultural credit in Cameroon. IFAD should step up its efforts to engage with the Government, donors and partner MFNs on the issue of institutionalizing the FF. First of all, concrete recommendations should be presented to the Government on how to fill the gaps in the current proposal on FF institutionalization – e.g. validating market assumptions and the economic model, and more clearly | | Continued IFAD support to rural finance in partnership with others is being confirmed in the new COSOP under design (see above). | O |

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| | | | | | | | <p>defining the nature of governance and operating costs – to give the proposal more credibility among donors and partner MFNs. At the same time, in the short term and if interest exists among well-performing MFNs, the Government and IFAD could consider allocating a line of credit to one or two sound MFNs that wish to develop their medium-term agricultural financing portfolio. The line of credit should be equipped with conditions around targeting, objectives and performance, on which the MFN should report regularly. An independent assessment should then be conducted jointly by the Government and IFAD within two or three years to draw lessons learned from these two experiences</p> | | |
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| Chad Pastoral Water and Resource Management Project in Sahelian Areas (PROHYPA) Project Performance Evaluation | | | | | | | | | | |
| Chad | WC A | PPE | 1 | CTRY | STR | DES | Basic services for transhumants and the need for partnerships with other donors. Need for a more integrated design for projects to improve the pastoral environment. Purely pastoral water projects are not sufficient to respond to the many needs of beneficiaries, for instance in terms of basic social services and agricultural development. Pastoral improvements need to be part of a fully integrated action plan to meet the needs of a more diversified production system and way of life for both sedentary and transhumant populations. To this end, it is vital to target a territory that is | | As per the recommendation, the design of the new project RePER (Strengthening productivity and reliance of Agropastoral project) has adopted an integrated approach to improve the pastoral environment. It is not a purely pastoral project, but rather working with sedentary and transhumant populations along the transhumance corridors. The geographical area of RePER covers the 6 departments covered by the ongoing PARSAT as well as 4 additional contiguous departments situated in the central Sahelian part of Chad. This will allow for the continuity and upscaling of ongoing activities under PARSAT in support of both sedentary and transhumant populations in an integrated manner with focus on food security, agricultural productivity and infrastructure (production storage, processing and marketing) to promote diversification for resilience. | F |

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| | | | | | | | smaller in size to avoid fragmentation, ensure integrated implementation of components and allow for regular close monitoring. | | | |
| Chad | WC A | PPE | 2 | CTRY | STR | DES | Sustainability of interventions. | Need for greater DTS involvement. The project design should assign greater importance to involving DTS rather than simply prioritizing the systematic use of service providers. Although it is true that the DTS are currently quite weak and probably incapable of taking charge of implementing major agropastoral development programmes, all of the DTS technicians interviewed by the mission expressed interest in being involved in project implementation. In addition, the Government of Chad recently issued a decree – in March 2017 – to set up multisector regional delegations, including one devoted to rural development that could play an important role in implementing agropastoral projects. | Special provision have been made in the new design to ensure systematic involvement of the DTS. MOUs are been signed between the project and DTS for them to provide (i) quality assurance on key activities to be in line with government standards and programmes (e.g. localization of infrastructure, standards for civil works; curriculum for literacy programmes, ect.) and (ii) provide specific services (e.g. information dissemination; training by the research institutes to the network of seeds multipliers, ect.). | F |
| Chad | WC A | PPE | 3 | CTRY | STR | SUS | | Ensure the sustainability of achievements. The sustainability of achievements should be a strategic objective for projects from the design phase. The point is to build sustainability into the entire project cycle, which calls for a design that takes into consideration the risks of non-sustainability, implementation that minimizes such risks and sustainable operation of facilities set up by the project. To this end, a number of enabling conditions are needed, including sound targeting of the intervention area, sufficient project duration, relevance and integration of activities, quality achievements, direct involvement of | The new RePER project will further strenghten the ongoing activities in the central area of Chad. A systematic participatory approach to ensure adequate geographic and population targeting in the territory has been adopted (sedentary and transhumant populations). Special attention has been paid in the design of RePER to sustainability. Thorough institutional analysis of Governement has been carried out to identify key Government services with which to partner (like DTS, see above). The exit strategy is built on these, and civil society and local organizations. the identification and planning of all community based | O |

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| | | | | | | | | all the actors concerned and an appropriate exit strategy. | investment will be carried out by the local communities. Capacity building will be provided to farmers organizations to manage demand driven infrastructure and support the systematic set up of maintenance funds. | |
| Chad | WC A | PPE | 4 | CTRY | OPER | FRG | | Take into consideration the implications of the new security situation (such as the closure of borders with neighbouring countries for security reasons). The point is to take into account, in the project design, the deteriorating socio-economic situation of pastoral populations who are the first victims of a transborder security crisis. In addition, adaptations need to be provided to address any adverse effects of the security situation on the activities and objectives set for active projects. Moreover, the complementarity of agricultural, pastoral and income-generating activities and the orientation towards meeting beneficiaries' direct needs in designing projects would help to better address the problems caused by this type of situation. | With respect to security, the new programme further capitalize on existing local institutions and beneficiaries' organizations. The project will work closely with DTS present in the area as well as local NGOs which will remain in the area even if and when security issues arise. the Project Management Team is also located in the project area and not in the capital city. This will facilitate the continuation of activities in the field and avoid disruption in the project support similarly to what IFAD/WCA has been able to ensure in northern Mali and CAR. | F |
| Chad | WC A | PPE | 5 | GOV | OPER | PMA | Implementation and management. | Facilitate project implementation procedures. This recommendation is addressed mainly to the Government to invite it to accelerate reforms in the procurement code, which at the moment poses an obstacle to rapid project implementation. In effect, greater decentralization of procedures, including in DTS management, would provide important leverage to promote greater DTS involvement, avoid or reduce delays in project start-up and implementation, and lower transaction costs. | Policy dialogue together with other donors continues with Government towards accelerated reforms in the procurement national code. IFAD has been able to maintain for the new project the special waiver obtained through PADERG for regional commissions to handle contracting below US\$50,000. Policy dialogue will continue at the beginning of the implementation of RePER to increase that threshold. | O |
| Chad | WC A | PPE | 6 | GOV | OPER | PMA | | The monitoring and evaluation (M&E) systems of pastoral water projects should include information tools responsive to sector specificities, covering specific indicators that enable more effective | The new project RePER will be fully compliant with IFAD new development effectiveness framework with specific core indicators. The M&E system has been designed in close collaboration with | F |

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| | | | | | | | | implementation. It is very important to set up an M&E system to both facilitate project management and measure project impact. Nevertheless, setting up such a system for pastoral projects necessarily means adopting an appropriate approach and substantial resources, including the use of new information and communication technologies to facilitate infrastructure monitoring over long distances with often difficult access. Equally, involving DTS in the project intervention areas would also be very useful for sharing information, knowledge and lessons learned under projects. | government and institutional support will be provided to the ministry of Agriculture M&E department and the ministry in charge of planning. In this regard RePER will ensure systematic data collection to document government indicators related to climate change, water, production increase and conflict in partnership with ICRAF (using satellite imagery, and installing piezometers). The project will benefit from the impact assessment carried out on PADERG-PARSAT and the reference group with sample of beneficiary households which will be used for RePER impact assessment. | |
| Chad | WC A | PPE | 7 | CTRY | OPER | PMA | | In this regard, in future projects IFAD should propose a capacity-building plan for the government departments involved in procurement and M&E with the participation of other donors already working on strengthening institutional capacities in the country, such as the World Bank and European Union. | Capacity building is planned and budgeted in the new project design to cover the needs of project staff and government counterparts in procurement and M&E. In terms of capacity building, the project M&E officer ministry counterpart will benefit from the PRIME training. At start-up the capacity building plan will be updated taking into consideration support provided to government department by other donors in order to ensure complementarity and synergies. | F |
| Republic of Ghana Root and Tuber Improvement and Marketing Programme Project Performance Evaluation | | | | | | | | | | |
| Ghana | WC A | PPE | 1 | CTRY | OPER | TCB | Future market-oriented projects should invest early in specialized skills on market development and pay close attention to demand fluctuations. The experience | For future interventions, investments in capacity building of concerned agencies and in orienting the MoFA toward a commercial approach and mindset are required early on to allow time for implementation. | The future value chain projects planned for 2020 will implement this recommendation. | O |

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| | | | | | | | of RTIMP shows that when market analysis and commercial planning were carried out, and where DSFs were successful, positive progress was achieved. | | | |
| Ghana | WC A | PPE | 2 | PROJ | OPER | ASR | | Additionally, future projects also need to better identify market constraints: type of markets (export, regional, and domestic), end use of the commodity, characteristics of the commodity, quality attributes, and current and emerging trends in the markets. | Prior to investing in the value chain, GASIP conducts assessments, which can capture the market constraints, the type of markets and size of markets as well as current and emerging trends of the market. | F |
| Ghana | WC A | PPE | 3 | PROJ | OPER | MVC | | Lastly, while working directly with key enterprises, other marketing approaches such as direct linkage, contract farming, direct sub-contract or agency facilitation could be considered and supported to increase diversification and address market interests. | GASIP promotes value chain development through contract farming, use of off-takers and value chain facilitators. GASIP plans to promote the capacity building activities and introduction of innovative solution and technology to farmers/FBOs/Off-Takers to address market interests and diversification where appropriate. | F |
| Ghana | WC A | PPE | 4 | CTRY | STR | RFI | Matching grant funds may be appropriate but alternative rural financing mechanisms should also be explored. RTIMP reliance on the MEF for financing constrained implementation, and more intensive support was | | The new COSOP is under design, and planned for EB submission in September 2019. It will advocate new approaches towards provision of agricultural finance as per the recommendation. IFAD plans a new rural finance investment project in 2020 that would align with efforts of other donors to address risks and have a balanced approach towards both support to demand and supply of rural financial services. | O |

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| | | | | | | | <p>required to overcome the challenges faced by both financial institutions and the target group. Where there is demand for rural finance, a matching grant fund can be a good mechanism to mobilize resources and increase financial access by resource-poor farmers. However, its design should be based on careful assessment of the potential risks and constraints in both supply (financial service providers) and demand (borrowers) sides for such a mechanism to be effective in reaching the intended target group. At the same time, alternative approaches aimed at improving access to finance, for example through linkages with the IFAD-</p> | | | |
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| | | | | | | | financed Rural Enterprises Programme, a line of credit or asset-based financing (leasing) may also be explored. | | | |
| Ghana | WC A | PPE | 5 | PROJ | OPER | PMA | <p>Project management issues need to be addressed early and decisively to avoid dilution of the strategic intent and efficiency of the programme. RTIMP implementation was affected by financial and staff management concerns. These were identified at an early stage, but action was not taken until late in the programme period. Specifically, for the future projects, IFAD and the Government should identify risks related to project management and risk mitigation measures in</p> | | <p>IFAD is supporting the capacity strengthening of the Government to monitor programs performance, identify and address issues early enough. IFAD is exploring ways to link the newly established Project Delivery Unit (aims at strengthening oversight of programs) in MoFA through the IFAD grant - Deliver. Similarly, the MoTI has restructured its oversight into Project Teams and REP is now positioned within the SME Team of the Ministry, to ensure direct supervision and reporting.</p> | 0 |

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| | | | | | | | advance so that actions, where and when required, can be taken in a timely manner. Future projects should ensure an appropriate structure of the implementation unit (e.g. PCO) to enhance the Ministry's leverage on project supervision. There is also a need to keep a certain degree of human resource and institutional memory within the Government after project closure. | | | |
| Republic of Guyana Rural Enterprise and Agricultural Development Project Project Performance Evaluation | | | | | | | | | | |
| Guyana | LAC | PPE | 1 | IFAD | STR | TCB | When operating in situations with serious constraints in institutional and human capacities, programmes should account for longer gestation periods. This would entail taking a longer-term programmatic | | The on-going project (Hinterland Project) was presented to the EB in 2016 i.e. prior to the undertaking of the READ Project PPE. However, in the design of the Hinterland Project, the following measures were taken into account: the project was designed for a period of 6 years and the activities planned in Region 9 of Guyana (where most of the investment is concentrated) refer to investments to be made by indigenous communities. The participatory planning process and the identification of these investments were previously carried out by the national government, the local governments and NGOs. | 0 |

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| | | | | | | | <p>view and devising projects with a duration that provides sufficient time to raise capacities to meet the project's requirements. This is especially so in cases where training of trainers (locals) is one of the activities of the project. Similarly IFAD should seek Government support, where possible, in ensuring that the process of recruiting key staff of the Project Management Team is started well in advance. In addition, to ensure that key staff are retained, their contracts could be synchronized with the duration of the project cycle, thus providing them with security of tenure.</p> | | <p>Likewise, the project is based on local technical capacities already installed in local government and public institutions. Greater challenges arise in Region 1, with relatively weak local capacities. For this reason, a lower investment of the Project in Region 1 has been programmed, centered on value chains already existing in the territory.</p> | |
| Guyana | LAC | PPE | 2 | CTRY | OPER | MVC | <p>In order to optimize the benefits of a value chain,</p> | | <p>As mentioned in Recommendation 1, the selection of investments and value chains in the first phase of the project are based on existing</p> | O |

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| | | | | | | <p>prioritize the selection of a few value chains based on market demand. The priorities could be based on criteria such as the rate of return, the involvement of the project's intended beneficiaries in the production and/or processing, and the market demand for the products. This would give useful experience and expertise on technical, financial, marketing and organizational constraints before replicating the methodology to other chains. Since the domestic market in Guyana is small, the project should have focused on commodities that have a growing global demand and for which marketing channels exist and are clearly defined. During the project appraisal stage,</p> | | <p>experiences with the aim of generating a learning process and capacity building. In the case of Region 9, the value chains identified relate to local demand, but include the neighboring city of Bonfin in Brazil, with customary marketing of agricultural products between Lethem (in Guyana) and Bomfin. In Region 1, products on high demand in the Caribbean and their value chains were identified. Given the weaknesses on capacities and knowledge in Region 1, in the Financing Agreement, it was established conditions to invest in Region 1, among which was requested a detailed value chains study for spices in Region 1.</p> | |
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| | | | | | | | a preliminary evaluation of competitiveness and market demand requirements for a limited number of commodities linked to the project's target group should be conducted to ensure realization of the project's economic and social goals. | | |
| Guyana | LAC | PPE | 3 | CTRY | STR | RFI | In promoting sustainable rural financing for value chain interventions, link financial credit and product-market credit. In most instances, lower (subsidized) interest rates provided to beneficiaries on their loans/credit by development projects are untenable for the financial service providers. The rates return to their previous non-subsidized levels once the project is completed, thus jeopardizing the sustainability of | The Hinterland project does not directly finance private goods that can be individually appropriated. The project, however, provides incentives for investments for the adequate management of natural resources and climate risks and nutrition security included in Business Plans. These incentives are financed by the project through a non-reimbursable matching grant equal to 30 per cent of the total cost of the investment. The remaining 70 per cent is covered by the beneficiaries through own resources or through the credit market. | O |

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| | | | | | | <p>the intervention. One strategy for longer-term sustainability, especially related to value chain financing, is to link product-market credit with financial credit. In the case of the former, traders, processors, input suppliers and exporters provide credit to farmers as part of input supply and product purchase transactions, tying the credit to subsequent sale of produce. Links facilitated by a project between financial and product-market actors offer a way to harness the respective advantages of both. Such arrangements can lower the selection and monitoring costs for the financial service providers, including the lending risk, and may reduce interest rates for beneficiaries, in addition to giving them a wider range of</p> | | | |
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| | | | | | | | financial options. | | | |
| Guyana | LAC | PPE | 4 | PROJ | OPER | BEN | <p>Make provision in project design for sufficient support to beneficiaries when introducing them to a new occupation. In instances where IFAD-supported projects through their interventions promote vocations that are new to beneficiaries, allowing for sufficient time for them to stand on their feet or to receive technical assistance to facilitate their self-reliance is critical. Doing so can facilitate the sustainability of their skills and make the developmental changes being promoted by a project more effective. The absence of this provision becomes even more glaring in cases (such as READ) when delays in project implementation result in several</p> | | <p>The interventions in Region 9 are based on a previous process of planning and self-definition of their investment needs by the beneficiaries. In Region 1, the value chains identified correspond to existing experiences in the Region. However, greater challenges will have to be faced, as indicated in previous observations. The Hinterland project has foreseen that the beneficiaries keep receiving technical assistance also after the end of the investment process.</p> | O |

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| | | | | | | | activities being telescoped into completion towards the tail-end of the project. | | | |
| Lao People's Democratic Republic Northern Region Sustainable Livelihoods through Livestock Development Project ADB-IFAD Joint Project Performance Evaluation | | | | | | | | | | |
| Laos | APR | PPE | 1 | PROJ | STR | TGT | A more explicit and tailored targeting approach is required to support commercialization and the sustainable development of the livestock sector. The heterogeneity of the target group and the agro-ecological diversity in the NRSLDP meant that many farmers, particularly from the poorest ethnic groups, were unable or did not have an interest in significantly increasing their livestock production. Therefore, the new project should develop a targeting strategy to guarantee that the poorest benefit from | | The new COSOP 2018 - 2024 presents a clear targeting and gender mainstreaming strategy which encompasses also the needs of ethnic groups (indigenous people) and youth. The oncoming design of the Partnerships in Irrigation and Commercialisation of Smallholder Agriculture (PICSA) will address the different needs of smallholder farmers of different "wealth" strata , which encompass the poor to low middle income groups who remain vulnerable and may slip back into poverty. It also address needs for very poor , subsistence smallholders in the uplands , most of whom belong to ethnic groups. Participatory methodology for planning , enhanced access to technology and training and tools like the Farmer Group Investment Funds offer entry points for the target group to decide and implement own development plans. The Fund will be implemented through a community driven development approach which has shown promising results in recent projects. Poor women will be directly assisted through nutrition and hygiene training (WASH) and access to small garden grants to improve and diversify diets. Youth will have concrete entry points in off-farm value chain training and job opportunities in trade and transport related activities. The project's small enterprise facility will target specifically young entrepreneurs. | F |

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| | | | | | | | project activities towards the transition to livestock commercialization. This could be done, for example, by ensuring the inclusion of activities related to poultry and small animals. | | | |
| Laos | APR | PPE | 2 | CTRY | STR | MVC | Moving towards commercialization entails the tailoring of activities to the context and needs of the poor who have the potential to scale up livestock development. In particular: (ii) IFAD should design appropriate financing instruments for livelihoods in terms of duration, amount, savings options and clear repayment and collateral requirements, to orient the investments in the sector and support access to markets; (iii) ADB should support the | | <p>These recommendations address basic technical aspects in livestock development which have been taken on board by the follow-up project (NSLCP). In terms of rural finance, the IFAD funded project NSLCP – RFSP aimed to scale out the Village Bank and Network Support Organisation (VB/NSO) approach as the solely proven microfinance approach in Lao PDR. It was developed by GIZ during the last 13 years and has gained a proven track record in recent years. Since GIZ was not in the position to provide the required technical assistance to NSLCP-RFSP, the project has been struggling and a restructuring is being considered. However, the Southern Laos Food and Nutrition Security and Market Linkages Programme (FNML) has succeeded to engage with the VB/NSO in two districts and has linked its target group to these to microfinance institutions.</p> <p>Other financial approaches that could dovetail ADB investments in infrastructure are being successfully piloted by the Strategic Support for Strategic Support for Food Security and Nutrition Project (SSFSNP) and the FNML project. They engage farmers groups in strategic</p> | F |

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| | | | | | | | <p>establishment of market-oriented rural infrastructure to effectively access sectoral inputs and markets;</p> <p>(iv) Similar projects must start with training for good practices in nutrition, confinement, and animal health; such training paves the way for more sophisticated practices related to breeding, commercial inputs, and improved efficiency and marketing.</p> | | <p>investment planning and once business plan are developed, these groups access matching funds for production of commodities with good market demands. These farmers receive technical and business specific supports to render their business plans successful. The second steps of engaging smallholders with private enterprises has been initiated as well through a PPPP approach. Small enterprises that have an explicit investment plan and provide the majority of financing and engage with smallholder farmer groups, will receive matching finance from the project to address the financial constraint of their business proposal.</p> | |
| Laos | APR | PPE | 3 | CTRY | STR | PAR | <p>IFAD, ADB and the Government should plan for sustained partnership and support of the Government's sector development strategy. Given the limited development of the sector, progress made to date and general weak capacity, the elaboration and implementation</p> | | <p>IFAD has recently approved the new COSOP 2018-2024 which has an explicit strategic objective to support capacities, tools and approaches that address development constraints of the agricultural sector. Access to technology, financial literacy and understanding of market demand are the key tiers to bring small, vulnerable smallholders closer to higher development levels. Interventions will have specific policy and institutional aspects which are critical to underpin the efforts made by farmers and service providers. The latter require for example policies which promote viable and sustainable microfinance systems for small producers and access to finance for other value chain actors. ADB takes a strategic role through</p> | F |

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| | | | | | | | <p>of a longer-term strategy agreed by key partners is essential for sustained benefits and real scaling-up of results by other development partners, the private sector and the Government itself. A phased approach should already be considered, including using complementary instruments and partners to assist with policy, regulatory and institutional requirements. The establishment of partnerships with private sector actors should be established to boost the linkages with producer groups and ensure that smallholders access additional knowledge, cheaper inputs and better prices.</p> | | <p>our joint investments in infrastructure such as irrigation, processing plants such as slaughterhouses and roads. Projects such as NRSLLDP have demonstrated the complementarity and comparative advantage of each partner for infrastructure (ADB) and targeting, institutional capacity and inclusive value chain development (IFAD). Moreover, it has been noted that the agricultural sector in Lao PDR has become more dynamic as compared to previous year. Government has succeeded in a better integration of the economy in the region through trade and infrastructure.</p> | |
| Laos | APR | PPE | 4 | IFAD | STR | STRA | <p>I ED and IOE should continue to conduct joint</p> | | <p>Management is pleased support joint evaluations of co-funded projects for joint learning in future investments.</p> | N/A |

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| | | | | | | <p>evaluations whenever possible. Both IOE and IED acknowledge and concur on the usefulness of conducting joint evaluations and the fact that the learning component attached to this type of exercise outweighs the challenges of conducting it. In order to maximize the learning and knowledge-sharing benefits, future joint evaluations at the project level should continue to be conducted in conjunction with in-country ECD activities. Moreover, IOE and IED should explore opportunities for the joint implementation of higher-level evaluations such as synthesis reports by IOE or sector evaluation reports by IED. If a joint exercise is not deemed possible, opportunities for mutual</p> | | |
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| | | | | | | | interaction and knowledge-sharing should be explored whenever appropriate through specific inputs and/or peer review of evaluation approach papers and final reports. | | | |
| Kingdom of Lesotho Rural Financial Intermediation Programme Project Performance Evaluation | | | | | | | | | | |
| Lesotho | ESA | PPE | 1 | CTRY | STR | RFI | Build private MBFIs only with private and/or non-governmental implementing partners. Based on the lessons and experience of RUFIP and RF&ESP, it is recommended that future projects use non-governmental agencies, preferably experienced NGOs, as implementing partners for promoting MBFIs. This requires funding from sources other than loans to governments, e.g. grants. The Government, through the central bank, has the responsibility to | | In 2019, the proposed focal areas of the CSN will be closely assessed and, based on this, a comprehensive COSOP for Lesotho will be developed along with the development of a new pipeline. This will include the use of AVANTI grant finance resources to assess the efficiency and effectiveness of future implementation modalities. IFAD is exploring collaboration with the Rome Base Agencies (RBA), FAO and WFP in the areas of nutrition, food for work, land rehabilitation, food systems amongst others. Furthermore, collaboration with national and international NGOs and CSOs will be explored for implementation. In that respect, the OPEC Fund for International Development has confirmed interest in co-financing a new project. | 0 |

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| | | | | | | | ensure a conducive policy and regulatory environment, which may be funded from loans. | | | |
| Lesotho | ESA | PPE | 2 | CTRY | STR | SUS | Allocate at design funds from grant resources or in cooperation with other partners for two sustainability-cum-upscaling exit strategies, post-completion if necessary, which would involve: (i) organizing PSPs in networks; and (ii) organizing groups into local or district associations. PSPs, whose services are paid for by the savings groups they have established, are widely considered by NGOs as an exit strategy to be used at the end of their various short projects in which savings groups/MBFIs | | As a LMIC, Lesotho is graduating in its lending terms as of 2019. Finding appropriate mix of financial instruments to finance longer-term sustainable solutions is hence increasingly important. The country team is foreseeing a project where GEF grant resources are paired with IFAD PBAS allocation to reach exactly what was recommend in the PPE of RUFIP. On-going design and implementation support is also strongly focusing on sustainability of interventions, focusing - among other things - on group strengthening and training of individuals in groups to allow peer-to-peer learning. In the absence of a rural finance project, no further efforts to forming PSPs into networks and associations are currently ongoing. | 0 |

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| | | | | | | | were developed as a cross-cutting strategy. Unless PSPs are organized into networks to form the a basis for communication and mutual and possibly external support, the engagement of PSPs with the groups they have established – as well as with additional new groups - is likely to be short-lived. A related and mutually reinforcing strategy would be to organize groups into local or district associations. | | | |
| Lesotho | ESA | PPE | 3 | CTRY | OPER | TCB | Strengthen the capacity of the existing national secretariat of NGOs, enabling it to serve as a key facilitator of MBFIs for coordination, representation and resource acquisition. The facilitation of savings groups by INGOs is a cross-cutting | | The CSN and COSOP consultation process included the NGO secretariat and the Lesotho National Farmer Union (LENAFU) was supported from a PMI managed/ EU funded project on farmer organisations. The CSN consultation and pipeline discussion with the Government of Lesotho in 2018, as well as reviews within IFAD, listed access to finance as one area, yet not a priority for IFAD under the CSN 2019-2020. The deep engagement as prior under RUFIP with a stand-alone rural finance project specifically targeting the rural finance sector is not foreseen in the short-term, unless requested from Government. | NA |

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| | | | | | | | strategy for numerous local projects of limited scale and duration. There is usually no coordination or policy dialogue among the various facilitating INGOs and local NGOs. As the local projects come to an end, facilitation, oversight and reporting to the SAVIX usually stop. Attempts should be made to strengthen the capacity of the existing national council to enable it to play a more proactive role in supporting the rural finance and microfinance sector. It would take the intervention of an international agency with a comprehensive long-term development agenda (such as IFAD) to bring this process to a sustainable conclusion. | | | |
| Lesotho | ESA | PPE | 4 | GOV | OPER | PMA | Improve the capacity and integrity of programme | | In 2018, strong focus was given to adequately staff the two project management units in the country. Together with the Government, IFAD | O |

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| | | | | | | | management staff in future projects. For IFAD-financed projects in Lesotho in the future, the Government should take every possible measure to assign competent staff to the project to ensure the required capacity and integrity of the PCU. Trainings and incentives should also be provided to increase the stability of the PCU and reduce the turnover of the key project staff that was experienced by RUFIP. | | country team achieved fully staffed national management units by end of January 2019. Capacity building measures, such as PRIME initiatives in Kenya, China and soon Turkey strengthen monitoring and accountability capacities. A modern MIS was installed in one project in November 2018. The area deserves continuous attention and will be treated accordingly by the country team in discussions with Government. | |
| Madagascar Project to Support Development in the Menabe and melaky Regions Project Performance Evaluation | | | | | | | | | | |
| Madagascar | ESA | PPE | 1 | IFAD | STR | DES | Design projects with a limited number of synergetic themes. This is a general recommendation that applies to a large number of IFAD-supported projects. It is meant to counteract the inclination to | | AD2M-II has a more simplified design with investments on irrigation and water management infrastructure being the core interventions around which all other activities and investments are attached in agricultural development poles. The number of priority value chains have been narrowed down to 3, namely, rice, beans and onion. | F |

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| | | | | | | | include too many dimensions – which may reflect the people's needs but tend to require complex arrangements that are difficult to manage. Consciously staying within the bounds of well defined, coherent interventions is synonymous with simplicity, which is often the most effective approach in development projects and beyond. | | | |
| Madagascar | ESA | PPE | 2 | IFAD | STR | LTR | Combine land tenure security with agricultural development. In countries with land tenure reform agendas, exploring synergies between land tenure and agricultural development is recommended, particularly in view of the hypothesis that secure land tenure tends to lend momentum to agricultural | | The second recommendation of combining support for land tenure security and agricultural development mostly reemphasizes a key feature of the success of AD2M which is replicated into AD2M-2. Although land tenure security is important for providing incentives for improving agricultural production, it is not an end in itself. To deliver its full potential in terms of rural and agricultural development, IFAD is well aware that investments and policy engagements for land tenure security must be accompanied by services and investments that contribute to enhance to return on secured land, through actions improving agricultural productivity and access to credit and market. | F |

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| | | | | | | | development. | | | |
| Madagascar | ESA | PPE | 3 | CTRY | STR | SCA | <p>Plan more systematically , from the time of project design, for potential scaling up opportunities. This recommendation relates to all contexts where IFAD is present, for there are two IFAD-supported projects in Madagascar that already respond to this recommendation: AD2M II and the Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER). More specifically, it is recommended that a review be done to determine whether extending a project into a scaling up phase could lower the transaction costs inherent in concluding a project after a single phase and starting another in a</p> | | <p>IFAD's approach to scaling up development results rests on the use of three complementary tools such as project financing, policy engagement and knowledge management to leverage additional resources from governments, and other stakeholders such as the private sector, other development partners, and rural communities.</p> | O |

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| | | | | | | | different context. | | | |
| Madagascar | ESA | PPE | 4 | PROJ | OPER | NTR | In the case of AD2M II, environmental health promotion in villages should be included, since one of the indicators for the AD2M II goal is to lower chronic malnutrition among children under five. This takes into account recent learnings deducing that the critical factor is to reduce constant faecal contamination among children rather than nutrition as such. | | With a USD 6 million cofinancing of ASAP, the climate and environment dimension of AD2MII has been strengthened with investment in spate irrigation, reforestation, agro-ecology and natural resource management in addition to knowledge dissemination and capacity building interventions. As the lack of nutritional education is one of the primary causes of malnutrition in Madagascar, AD2MII has signed a partnership agreement with the Office national de la nutrition to lead interventions related to nutrition education in the 2 targeted regions. In addition, there is an ongoing discussion to with the UNICEF office in Madagascar to establish partnership opportunities for investments in sanitation. Finally, during the MTR of AD2MII planned in December 2019, direct investment in drinking water and sanitation will be included in the project cost tables. | F |
| Kingdom of Morocco Rural Development Project in the Eastern Middle Atlas Mountains (PDRMO) Project Performance Evaluation | | | | | | | | | | |
| Morocco | NEN | PPE | 1 | CTRY | OPER | TCB | Pursue capacity-building efforts for grass-roots organizations to enable them to become inclusive actors in local development. | At the institutional level, agricultural associations and cooperatives should be organized into unions and apex organizations to improve their collective effectiveness, positioning them at various links in the value chain and so strengthen their bargaining power with national and provincial authorities. This should be prepared in advance by strengthening advisory assistance combined with agronomic research and public and private agricultural advice. In addition, the agricultural and drinking Water Users Associations organized into provincial | The latest IFAD Projects in Morocco (implemented in the context of Plan Maroc Vert – Pillar 2/smallholder farming) do have a strong focus on farmer's organisation and engage systematically with Associations, Cooperatives, OPA and GIE (groupement d'intérêt économique). Projects bring training (technical and managerial) and also provide literacy courses (particularly to women: example of Agricultural Value Chain Development Programme In The Mountain Zones Of Taza Province) which empowers such marginal groups to bargain with authorities | F |

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| | | | | | | | | unions and eventually into regional federations could, through appropriate capacity-building, take action to rehabilitate small- and medium-size hydraulic works and consolidate water supply according to the principle of local project management, in addition to sustainable management of infrastructure. | and market actors (some women have their own cooperatives, example women led cooperatives developed in Agricultural Value Chain Development Project In The Mountain Zones Of Al Haouz Province). Water user associations have been supported but they still face structural problems and issues in efficiency and effective management of associations and applying water pricing. For example, water use associations are being supported in the context of Rural Development Programme In The Mountain Zones Phase (Sefrou and Azilal). IFAD supervisions are putting increased emphasis on institutional aspects and farmers organisations. One successful example is the engagement with the "Association nationale des éleveurs ovins et caprins" which was crucial in structuring livestock cooperatives/farmers and providing them with services (example in Taza). The latest project in the pipeline is built around a synthesis of lessons learned (simplification of partnerships, stronger support to women's associations and creation of innovative service cooperatives for youth – such as the equips metiers, support to business management and access to market etc.). | |
| Morocco | NEN | PPE | 2 | CTRY | OPER | DES | | At the operational level, the participatory approach should be included at the project formulation stage to avoid affecting implementation, and should be adapted to the specific mountain zone context where the most appropriate level for diagnostics, planning and implementation of local development is one higher than the douar – at the commune or watershed level. | This is being implemented in the projects of PMV/Pillar 2 and inserted more clearly in the SOs of the COSOP (after the 2017 CRR). | F |
| Morocco | NEN | PPE | 3 | PROJ | OPER | NRM | Strengthen the protection | | The result review process of the COSOP (conducted in May 2017) | F |

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| | | | | | | <p>and restoration of natural resources through innovative integrated watershed management approaches and sustainable natural resource management. These approaches will allow for better anticipation of the effects of climate change and better linkages with policies and land use plans. Hydraulic improvements should be based on a long-term development scheme covering both surface water and ground water resources and seek maximum efficiency in water use. It would also be advisable to make use of all potential water savings offered by comprehensive rehabilitation of irrigation systems – primary and secondary</p> | | <p>highlighted environment/NRM And climate as a critical area for more attention and focus. A new strategic objective was added to the COSOP. It calls for adopting technologies and promoting practices and activities to allow for a better resilience to climate change, sustainable use of natural resources and conservation of the environment. In practice this dimension has gained ground across the ongoing IFAD portfolio in the country with projects like PDRZM that has a GEF and an ASAP components exclusively focusing on environmental aspects (NRM, technologies etc.) and integrated NRM approaches. IFAD has also financed a grant for smallholder vulnerability mapping. The exercise is being replicated at the national scale and being used as a decision making tool.</p> | |
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| | | | | | | | seguias at least – and more efficient on-plot irrigation through better irrigation management. Finally, agricultural land protection should be done in the framework of an overall procedure that includes protection upstream and downstream of the watershed and close targeted protection that is highly adapted to the risks. | | | |
| Morocco | NEN | PPE | 4 | CTRY | OPER | TGT | Improve the geographical and social targeting of interventions. The geographic targeting strategy should include interventions that are less spread out and focus on agro-ecological mountain zones with high rates of poverty and vulnerability. In addition, social targeting should ensure that the most vulnerable | | The latest IFAD projects in country (ongoing portfolio of 4 projects) have tried to gradually narrow the geographical targeting. PRODER Taza for example (the latest in the pipeline) focuses on two circles only of Taza (Aknou land Tainsat). This geographical targeting was informed by the lessons learned regarding impact dispersion in previous operations. The ongoing generation of projects contribute to PMV/Pillar 2 and the new government programme for combatting social and geographic disparities. They have stronger focus on vulnerable groups such as youth and women an they engage them through specific tools and instruments (Literacy, women-specific activities, women-cooperatives, equips metiers for youth etc.). Innovative projects like | F |

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| | | | | | | | people participate in local development. For this reason the M&E system should monitor the number and type of beneficiaries to detect cases of exclusion. It is also necessary to establish specific targeting strategies to increase the presence of women and young people, particularly in decision-making bodies of grass-roots organizations. These must be targeted according to their level of representation and prior capacity to include women and youth. | | al haouz have actually generated a reversal trend in migration from urban to rural areas by creating jobs for rural youth through the service cooperatives of equips metiers. M&E systems are adjusted to capture beneficiaries by sex and age and targeting mechanisms used by projects are mindful of marginal and vulnerable groups (example livestock distribution to vulnerable women and women-headed households in Sefrou, azilaal and haouz projects etc.). The latest project in the pipeline intends to be gender transformative and youth sensitive and will work to ensure that project beneficiaries include at least 40 % of women and 40 % of youth. IFAD is also engaging in a policy dialogue process with et government to advocate for and to create an enabling environment for rural youth employment (building on IFAD's experience of equips metiers for rural youth that is appreciated and being scaled up by the government) | |
| Morocco | NEN | PPE | 5 | CTRY | OPER | PMA | Improve project implementation by mobilizing appropriate competencies and strengthening M&E and operational partnerships. | The executing agency (DPA) should have the human and material resources needed to implement a project. External technical assistance should not substitute capacity in the executing agency and other key actors, and should not be bought in at the expense of capacity-building in these agencies. It should provide support, at a cost that is justified by the responsibilities and value added of such support. | The latest IFAD projects in country (ongoing portfolio of 4 projects) have tried to gradually narrow the geographical targeting. PRODER Taza for example (the latest in the pipeline) focuses on two circles only of Taza (Aknou land Tainsat). This geographical targeting was informed by the lessons learned regarding impact dispersion in previous operations. The ongoing generation of projects contribute to PMV/Pillar 2 and the new government programme for combatting social and geographic | O |

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| | | | | | | | | | disparities. They have stronger focus on vulnerable groups such as youth and women and they engage them through specific tools and instruments (Literacy, women-specific activities, women-cooperatives, equips metiers for youth etc.). Innovative projects like al haouz have actually generated a reversal trend in migration from urban to rural areas by creating jobs for rural youth through the service cooperatives of equips metiers. M&E systems are adjusted to capture beneficiaries by sex and age and targeting mechanisms used by projects are mindful of marginal and vulnerable groups (example livestock distribution to vulnerable women and women-headed households in Sefrou, azilaal and haouz projects etc.). The latest project in the pipeline intends to be gender transformative and youth sensitive and will work to ensure that project beneficiaries include at least 40 % of women and 40 % of youth. IFAD is also engaging in a policy dialogue process with et government to advocate for and to create an enabling environment for rural youth employment (building on IFAD's experience of equips metiers for rural youth that is appreciated and being scaled up by the government) | |
| Morocco | NEN | PPE | 6 | CTRY | OPER | PMA | | Equally, the M&E system should be strengthened and its operationalization included as a condition in financing agreements, to enable lessons learned to be drawn from past experiences, improve resource planning and allocation, and be in a position to measure impact. | IFAD and GoM have invested in a national system for M&E which is linked to local and project related M&E systems .Despite some improvements, this areas requiers more attention and more training to PIUs. | O |
| Morocco | NEN | PPE | 7 | CTRY | STR | PAR | | In addition, partnerships should be reinforced, particularly with the Ministry of Water and Forestry and watershed agencies and especially at the formulation stage, with results-based framework agreements and programmes and genuine | The institutional set up has changed in Morocco. Water and forestry are now under the same ministry (Ministry of Agriculture). IFAD's focal point in the Ministry is the DDERZM (Direction de Développement de l'Espace Rural et des Zones de | O |

| | | | | | | | | responsibility-sharing rather than service provision. | Montagne) which has a cross-cutting mandate to coordinate rural development (in all its aspects in the mountain space) where IFAD is engaged at the moment. This offers close coordination opportunities and strengthened partnership with the other departments of the same ministry dealing with forestry, water and soil and water conservation. Responsibility sharing modality is challenging to implement, difficult to pursue and monitor. IFAD's experience in Morocco seems to suggest that it is better to reduce the number of partnerships to the most effective ones, engage with partners on the basis of a clear agreement on deliverables and ensure that partners have dedicated resources to implement the agreed work plan. Experience shows also that there is need for more communication and coordination between the main implementing agency and its partners so that partnerships do not operate in isolation from the overall context and objectives of the project (also ensuring that approaches are harmonised in terms of targeting, incentives, financing modalities etc.). IFAD is accommodating all these lessons in the preparation of the new project (PRODER Taza) that is being designed for approval at the September 2019 EB session. | | |
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| Palestine Participatory Natural Resource Management Programme Project Performance Evaluation | | | | | | | | | | | |
| Palestine | NEN | PPE | 1 | CTRY | STR | MVC | Future projects should better integrate elements for 'enhancement of resilience' of livelihoods of target beneficiaries and communities | | Taken into consideration in the RELAP design. Agricultural intensification under Components 1 and 2 and livelihood diversification under Component 2. Also, while PNRMP was leaving the choice of crops and trees to be planted to the beneficiaries themselves, RELAP is putting a stronger emphasis on market prospects advising beneficiaries on crops and trees | F | |

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| | | | | | | | into their objectives. This will encompass supporting rural people to construct their livelihoods through two main strategies: agricultural intensification and livelihood diversification. Within the rubric of agriculture intensification, this may involve interventions facilitating access to input and output markets where target groups beyond landowners will be able to participate and benefit. Complementary activities such as off-farm livestock production and value addition to agricultural production should also be considered to make interventions more inclusive beyond landholders. | | diversification. Off-farm livestock production and value addition to agricultural production, as part of the activities supported under Component 2 of the RELAP | |
| Palestine | NEN | PPE | 2 | CTRY | STR | TGT | Targeting mechanisms will have to incorporate a diverse range of modalities to enable | | Taken into consideration in the RELAP. Under Component 2, a specific matching grant scheme has been established, specifically to support women, the youth and landless people (not accessible to farmers supported under Component | F |

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| | | | | | | | participation of marginalized and poorer sections of the communities such as women, youth and marginal landholders. This will require tailored targeting strategies, including on- and off-farm activities. | | 1 and who own land) to start income generating activities (target = 900 beneficiaries, 50% women and 50% youth, all landless). In addition, to ensure further inclusion of women in Component 1 on land development, financial provisions have been made to support women and youth who would like to claim their inheritance right to land (financial provisions for legal and technical support to obtain documentation). | |
| Palestine | NEN | PPE | 3 | CTRY | STR | BEN | Communities and their institutions should serve as the entry point for interventions. This will help achieve more inclusive targeting and wider outreach of programme interventions through on- and off-farm activities by reducing transaction costs and mobilizing community capital. Community and collective institutions can also serve as mechanisms for facilitating increased access to markets and as interfaces with other donor-funded activities | | While PNRMP was focusing more on individual small farmers regardless of the overall land development potential within the villages, RELAP seeks, in each of the target governorate, to select the areas with the highest incidence of poverty. But another criteria for final village selection include the existence of a potential to develop a minimum of 200 dunums of land and with higher vulnerability to climate related risks. For this, local municipalities are, not only co-financing activities but also involved in their selection and implementation | F |

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| | | | | | | | which carry out complementary activities. This will be especially important in light of the currently limited IFAD funding for projects in Palestine. | | | |
| Palestine | NEN | PPE | 4 | CTRY | STR | NRM | Wherever possible, land restoration activities should be placed in a landscape approach, which would imply looking at restoring landscapes and not just individual farms, so as to maximize the functionality and production potential of restored land. | | The villages/municipalities are the RELAP entry point and community-based landscape approaches to maximize project impact. PNRMP provided support for land development activities to relatively scattered individual farmers. To maximize project impact and reduce intervention costs, it is essential to maximize land development activities, as much as possible, at village or municipality levels. The PNRMP experience also found that adopting a village-based landscape approach would help enhance both sustainability and effectiveness (reducing unit costs by allowing intensive works to be focused on consolidated plots and mobilizing community-wide natural resource management approaches/plans). Wherever possible, a mini watershed approach is applied | F |
| Peru Market Strengthening and Livelihood Diversification in the Southern Highlands Project (PDSS) Project Performance Evaluation | | | | | | | | | | |
| Peru | LAC | PPE | 1 | GOV | OPER | MVC | Consolidation of performance. It is recommended that the Government of Peru promote development of a programme directed to strengthening the initiatives moved forward within the PDSS | (i) identifies the associations and organized groups with potential for linkage with the markets, for management and administration of their businesses, and for working and investment capital; | The projects developed after PDSS have been designed taking profit of the lessons learnt during the implementation of PDSS, in particular Sierra Norte and Sierra and Selva Alta, which had women and youth as preferred target groups. The new RB-COSOP approved last December also incorporates those lessons, whereas the new loan currently under design will focus on the rural organizations that are more mature to benefit from markets and to further develop. | O |

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| | | | | | | | intervention communities, focused mainly on women and youth, and that: | | | |
| Peru | LAC | PPE | 2 | GOV | STR | SCA | | (ii) promotes replicability and the scaling up of the innovations of PDSS at the various levels of the public administration and within the framework of sector policies; | Innovations from PDSS were replicated and scaled up by the Government in the following projects prepared - Sierra Norte, Sierra and Selva Alta, and the Aliados I and II projects financed by the World Bank. Some of the key learnings, such as concursos, comités locales de asignacion de recursos (CLAR) and talentos rurales, were incorporated into national legislation. | F |
| Peru | LAC | PPE | 3 | GOV | STR | PVT | | (iii) involves the private sector in providing technical assistance; and | The new project (under design) will have the objective of improving the involvement (through assuring the existence of incentives) of private companies (provision of services, commercialization, etc). | O |
| Peru | LAC | PPE | 4 | GOV | STR | CCA | | (iv) incorporates risk management and climate change adaptation and mitigation. | IFAD's portfolio in climate change adaptation and mitigation has grown considerably in the last years. In Peru, an ongoing project (GEF-MERESE) looks at improving the hydric resources management in two basins. Two new projects have been approved on climate change adaptation and mitigation with GEF resources, and a new project is under design to be presented to the GCF. IFAD's portfolio in climate change adaptation and mitigation has grown considerably in the last years. In Peru, an ongoing project (GEF-MERESE) looks at improving the hydric resources management in two basins. Two new projects have been approved on climate change adaptation and mitigation with GEF resources, and a new project is under design to be presented to the GCF. | O |
| Peru | LAC | PPE | 5 | CTRY | STR | TGT | Targeting of the poorest. In | | While the new projects have maintained a minimum contribution | O |

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| | | | | | | | <p>addition to considering the trio for poverty targeting as defined by IFAD (geographic, self-targeting and direct targeting of poor women), starting from project design it is necessary to take into account the barriers to entry, in order to have criteria for inclusion and effective targeting in favour of the poorest; for example, an identification of the diverse needs of the poorest families in a community and of specific strategies for their inclusion or access to resources or assets such as land, transformation or processing equipment, and marketing, among others.</p> | | <p>of the beneficiaries of 30% (to assure the ownership of the organizations), they don't establish a minimum amount for co-financing. As the organization have the possibility of presenting consecutive plans, the poorest organizations had the opportunity to participate with smaller investments and then scaling-up on the positive results. The new project under design will continue the "trio" targeting, while ensuring that no concerned groups are left behind using complementary measures to ensure inclusiveness. The PSSA project (closing in 2019) is conducting an Impact Assessment that will be of extreme use to understand the results and limitations of the targeting strategy of the project and the new project (under design) will consider the targeting limitations to assure targeting the poorest</p> | |
| Peru | LAC | PPE | 6 | CTRY | STR | RFI | <p>Inclusive and innovative financial services. It is recommended that IFAD – within the framework of</p> | | <p>The new project (under design) will have a component directed to develop financial and non-financial services to support the development of value chains, seeking to boost local economies, accelerating the creation and/or improvement of productive fabrics, and promoting the</p> | O |

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| | | | | | | | <p>the first two recommendations, and based on its experience with financial inclusion – promote a comprehensive proposal for innovative financial services that actually reduces transaction costs and galvanizes the initiatives of the campesino economies and family farming. This presupposes influencing public policies and sector-specific regulations for incentives to operators, in order for them to sustain such financial inclusion holistically, and to go beyond savings and micro-insurance.</p> | | <p>competitive capacities of the actors in the different links of the value chains. The link with public policies has been strengthened through different grants and policy-engagement activities, such as the GDA.</p> | |
| <p>Socialist Republic of Viet Nam Pro-Poor Partnerships for Agroforestry Development Project Project Performance Evaluation</p> | | | | | | | | | | |
| Viet Nam | APR | PPE | 1 | CTRY | OPER | BEN | <p>The forestry sector should be fully mobilized for poverty reduction in ethnic minority areas. In areas</p> | | <p>It should be noted that the government policy has not yet regulated the use of timber and non-timber forest products in protection forest land. The 3PAD project mostly allocated production forest land to ethnic minorities. It also enabled</p> | F |

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| | | | | | | <p>where allocation of secure rights on sloped land has not yet been finalized, 3PAD provides best-practices to implement this activity. Moreover, in all upland areas including Bac Kan, an immediate next step is to carry out allocation to households of rights on plantation timber. This should rely on community participation rather than on external consultants, using simplified forest inventory techniques in order to reduce costs and ensure that community members gain full knowledge on the status of their timber resources. Natural timber should be allocated to communities, not individual households. Pro-poor productive partnerships should cover not only cash crops but also smallholder</p> | | <p>poor households of different ethnic groups to plant trees in the production forest areas, following various preparatory steps including land entitlement, training on plantation techniques and access to financial services and procurement of seedlings and other agricultural inputs.</p> <p>The new IFAD funded Commercial Smallholder Support Project in Bac Kan and Cao Bang provinces (CSSP) will pilot the use of Non Timber Forest Products by poor households inside protection forest land. CSSP has been designed based on the lessons learnt by the 3PAD project. It is integrated in the Government New Targeted Programme - New Rural Development which promotes a participatory planning approach for the Market Oriented – Socio Economic Development Plans (MOSEDP) at commune levels and capacity building for related public services and agencies. As regards to the forestry sector, the Department of Agriculture and Rural Development (DARD) and rural communities are assigned to implement a participatory forest land and forest allocation and use planning process leading to the equitable transfer of forest land and forest use rights (Pink Book) for 17,000 ha of forests to poor households, and the development of medium-term forest development plans. The provincial Department of Natural Resources and Environment (DoNRE) are supporting these activities.</p> <p>The proposed pilot for community investment in commercial smallholder timber plantation could be piloted through the Common Interest Group approach and the co-investment approach with the private sector under the proposed Agribusiness Promotion Investment Fund.</p> | |
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| | | | | | | | timber plantations. This will require inviting enterprises from the wood-processing sector to engage with farmer groups. Since household timber plantations are small and low-intensity managed forests, forest stewardship council certification for sustainable timber is an opportunity to create value in Bac Kan Province. It deserves being piloted in CSSP. | | | |
| Viet Nam | APR | PPE | 2 | CTRY | STR | MVC | Improved transportation, irrigation, sustained capacity-building efforts and a differentiated approach are needed to build value chains in Viet Nam's upland areas. Investment in small infrastructure, improved transportation means and irrigation should receive | | The new CSSP continues investing in small infrastructure through the well function Commune Development Fund. It has learned from its precursor as regards to its targeting strategy. The Project, to a considerable degree, is self-targeting for the poor. The main groups of rural people targeted for support under the Project will be: (i) rural poor households with land and labour, including household enterprises; (ii) low skilled employed rural people; (iii) rural people lacking production land but having business acumen and desire; and, (iv) key or lead farmers who have the skills to promote commercial agricultural production. The MO-SEDP process supports the devolvement of participatory | F |

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| | | | | | | <p>continued attention in upcoming projects in upland areas. There is now a well-established community development fund mechanism that deserves to continue to be supported through IFAD projects in parallel with the construction of upland value chains. Furthermore, ensuring that both poor and near-poor households benefit, in a context of diversified ethnic cultures with a number of remote communities, deserves a careful and differentiated approach, centred around the development of individual and collective capacities. The social risks associated with the entry of vulnerable communities into commercial relationships – such as sales of land use rights by the poor, or</p> | | <p>governance to the commune/village level, where poorest live. Specific measures include: (i) gender analysis of the farming systems and value chain development in the Project area is conducted through the strategic investment plans (SIP); (ii) gender awareness-raising will be conducted at village level and amongst all Project stakeholders at all administrative levels; (iii) all committee members (women and men) will be trained on group formation and capacity strengthening training in participatory decision-making and facilitation techniques, leadership skills, public speaking, confidence building; (iv) ensuring women's participation in the underlying MOP-SEDP planning process through a minimum 30 per cent women's representation and so forth. Social risks need to be included in the project M&E framework.</p> | |
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| | | | | | | | elite capture in farmer groups – need to be monitored as part of IFAD's Social, Environmental and Climate Assessment Procedures. | | | |
| Viet Nam | APR | PPE | 3 | CTRY | OPER | INN | Innovation in a project should mobilize formal partners around one well-defined challenge. This will require, just as during 3PAD, a flexible approach during project implementation: opportunities for innovation identified at design stage may or may not prove to be relevant or feasible. Spreading efforts on several distinct challenges should be prevented. Innovation does not have to be technical, although technical innovation may also be needed. What is required is an appropriate mix between ideas coming from outside, | | The CSSP is set to promote inclusive value chain approach through the CDF, CIG and co-investment approaches will ensure that those innovation be promoted that render investments remunerative. The MO-SEDP and Strategic Investment Plans (SIP) will identify the potential for production, value chain actors like public or private technical services and enterprises who are interested in working with the project target group. | F |

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| | | | | | | | especially from enterprises, and ideas identified by local partners through project implementation. The tourism sector should only be included if tourism stakeholders are formal project partners. | | | |
| Viet Nam | APR | PPE | 4 | CTRY | OPER | RME | More attention to the building blocks of a project is needed at design stage. The design stage deserves being managed as a critical process to ensure quality of the project. The formulation of a small number of outcomes deserves attention. A full M&E system must be ready before project launch and provide full information on coverage. Appropriate context indicators (land use, productive assets of the poor, and implementation of the national | | The project design in CSSP has taken these advice on board . The project has fulfilled all start-up requirements prior to receiving IFAD loan funds. Training to planning and the M&E system is in place. The first supervision mission is scheduled for April 2019 and will verify the quality of the management and M&E systems, among others. | F |

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| | | | | | | | programme serving as the framework for the IFAD project) also deserve careful monitoring. | | | |
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Historic Follow up from 2018

Corporate Level Evaluations

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| Corporate level evaluation: PBAS (April 2016) | | | | | | | | | |
| CLE | 6 | IFAD | OPER | ALL | | With regard to the RSP, due attention should be devoted to systematising and strengthening the RSP scoring and quality assurance processes and viewing them as an opportunity to strengthen partnerships at the national level, knowledge management, and policy dialogue. | | In 2018 Management implemented the RSPA questionnaire. Because this was the first time that IFAD adopted the revised questionnaire, Management worked in partnership with an experienced third party. Regional Economists were actively engaged both in the methodological discussion on how to operationalise the RSPA questionnaire, as well as in the finalisation of the ratings proposed. The RSPA was so produced for IFAD11 and has been used as input in the production of IFAD11 PBAS allocations. | F |
| CLE | 10 | IFAD | PLCY | ALL | | Reallocations should be formally done earlier in any three year allocation cycle than the current practice. | | Management developed a methodology for undertaking reallocations earlier in the cycle. The methodology was discussed with and agreed upon by Senior Management. Moreover, all four reallocations undertaken in IFAD10 were cleared by EMC. The EB was also informed on the methodology, rationale and result of reallocations through the Progress report on the implementation of the PBAS submitted to the EB every December session. | F |
| CLE | 11 | IFAD | PLCY | ALL | | And finally, efforts need are needed to ensure a better spread of the total annual commitments across the three years of any allocation cycle. This will require tightening forward planning processes, in particular by ensuring better linkages among project pipeline development, country allocations and administrative budget earmarking. | | Management developed a methodology for undertaking reallocations earlier in the cycle. The methodology was discussed with and agreed upon by Senior Management. Moreover, all four reallocations undertaken in IFAD10 were cleared by EMC. The EB was also informed on the methodology, rationale and result of reallocations through the Progress report on the implementation of the PBAS submitted to the EB every December session. | O |
| Corporate Level Evaluation: IFAD Supervision and Implementation Support Policy | | | | | | | | | |
| CLE | 1 | IFAD | PLCY | SUP | | SIS activities should be a joint responsibility between | | The SIS module in ORMS has been rolled out in 2018 - it includes a reporting tool on | F |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | IFAD and the Government. IFAD management should prepare an accountability framework with clear distinction of roles and responsibilities. IFAD should retain a leading role in the review of fiduciary issues while the Government/PMUs could lead the process of identifying issues and solutions; The terms "Supervision" and "Recommendations" could be replaced by "Joint Implementation Review" and "Agreed Actions". | | <p>project performance, modification, agreed actions, lessons learned and co-financing. Together with the log-frame tool which captures annual project progress, it is now the single-entry storage and source of information for project outputs/outcomes and all project related project performance data. During 2017 and 2018 internal consultations about new implementation guidelines with all divisions involved in supervision and implementation support have been taken place. The Supervision Guidelines are currently being finalized and first draft are under review. Under IFAD11, Output nr. 15 is to enact revised supervision and implementation support procedures by the end of 2019. The status is on track of enacting new SIS guidelines and no delays are expected.</p> <p>The new guidelines reflect the principle of joint responsibility between IFAD and Government and define clearly roles and responsibilities of all key actors involved in supervision and implementation support activities. The guidelines determine also that IFAD retains a leading role in the review of fiduciary aspects. The term recommendation has been replaced with the term "Agreed Action" which are documented in Supervision Reports and Aide-Memoires. The implementation guidelines also provide guidance on procedures related to the new Project Restructuring Policy (approved by in December) which provide the framework for pro-active implementation support in case of modification of project scope if necessary, cancellation and re-allocation of cancelled funds to well-performing projects and additional financing.</p> | |
| CLE | 2 | IFAD | PLCY | SUP | | IFAD should make strategic use of its grant instrument and/or mobilize additional resources (i.e. ad-hoc multi-donor trust funds) to enhance project readiness and support SIS activities. This would require the establishment of project preparation facilities. | | In December 2018 IFAD's EB approved the Faster Implementation for Project Start-up (FIPS) facility. FIPS has two mechanism (IFAD11 commitment, output 34.). The FIPS facility has two mechanism: the project pre-financing facility (PFF) and the Technical Assistance for Project Start-up (TAPS) – both mechanisms finance. Meanwhile the first is providing borrowers with the possibility to advance loan funds through a pre-financing | F |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | | agreement already at project concept note stage. | |
| CLE | 4 | IFAD | OPER | SUP | | SIS arrangements, including budgetary allocations, need to be flexible. At the same time, IFAD management should mainstream the QA of SIS activities. | | With ORMS SIS reporting across divisions has been standardized, including with standardized clearance processes involving CPMs, portfolio advisors, regional directors. The new guidelines emphasizes the importance of pro-activity and that implementation support shall be carried out whenever necessary – it closely links to the new Project Restructuring Policy (approved in Dec EB) that provides the framework for pro-active restructuring of projects, cancellations and additional financing for well performing projects. Projects which have been identified during supervision as problem projects will have more resources allocated to with 2 SIS missions per year. | F |
| CLE | 5 | IFAD | OPER | SUP | | SIS reports' formats and contents should be adjusted to the needs of Project Management. SIS's "agreed actions" should focus on the key measures that have the highest impact on project performance. Aide-Memoires can be shorter and data requirements can be reduced to avoid burdening PMUs. | | For developing the supervision module in ORMS all SIS report templates have been standardized and integrated all elements, such as lessons learnt, and agreed actions into one format. Also the Aide- Memoire is now being captured in ORMS and relate to the project performance areas, as well Aide- Memoire template is aligned with the supervision reporting template. | F |
| CLE | 7 | IFAD | OPER | SUP | | IFAD management should invest more on KM activities linked to SIS and strengthen policy dialogue opportunities by using its middle management (regional directors) to bring systemic issues to the attention of the national authorities. Grant resources can be also used to finance KM activities and research studies to support an evidence based policy dialogue. | | Lessons learnt are captured and categorized in ORMS and can be extracted easier for feeding into the design of new projects. Also knowledge management has been integrated into the assessment of the overall quality of the project management systems. | O |
| CLE | 8 | IFAD | OPER | SUP | | In view of a likely flat budget in the coming years, SIS efficiency could be enhanced by savings | | Continuous supervision and implementation support is being cross-streamed among all country portfolios. In addition, decentralization is also expected to have | O |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | generated from the adoption of a country program approach, nationalizing SIS activities with increased use of local/regional consultants, mobilization of technical support from PTA, FAO and grant-funded partners, and cost-sharing arrangements with Governments. Part of these savings should be re-invested on additional capacity building of CPMs/CPOs, further strengthening IFAD Country Offices, and extending the duration of supervision missions. | | impacts on cost-efficiency savings. | |
| Corporate level evaluation Fragile and conflict-affected states and situations | | | | | | | | | |
| CLE | 5 | IFAD | STR | DES | | Include simple objectives and design, taking into account the country's policy and institutional context, and devote greater attention to ensuring customization of development approaches (e.g. to gender equality and women's empowerment) depending on the context. | | Further to the 2016 IFAD Strategy for Engagement in Countries with Fragile Situations, Management has prepared the Special Programme for Countries with Fragile Situations, an operational framework for the strategy, as a commitment for the Eleventh Replenishment of IFAD's Resources (IFAD11). The framework was presented to the Board in May 2019. In line with the IFAD's Transition Framework, the Special Programme applies a fragility lens to IFAD's work, including to project design to ensure it better support transition to resilience. Project design in fragile settings will : (i) be tailored to the institutional and policy context of the country; (ii) have the flexibility to allow for easy adjustments to shifts in priorities; (iii) be simpler and have fewer components; (iv) focus on a limited number of clear objectives; and (v) have implementation arrangements tailored to counterpart capacity. The Programme will ensure that operations focus on select entry points with demonstrated effectiveness in addressing fragility and building resilience, such as: gender equality and women's empowerment; strengthening communities, rural organizations and local institutions; food security; and natural resource & disasters risk management. | F |
| CLE | 7 | IFAD | OPER | SUP | Project | Expand direct supervision | | The output-based allocation budget for non | F |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | and Progra mme implem entatio n | and implementation support in quantity and technical content, ensuring allocation of corresponding budgets based on needs rather than on pre-determined allocations by project. Technical staff from IFAD's Policy and Technical Advisory Division should further expand their participation in such processes as well as in COSOP and project designs. | | staff costs, including for supervision and implementation support missions, allows to address the specific needs of projects and countries, while ensuring efficient use of resources. The President's Bulletin on Recalibrating IFAD's Project Design (July 2018) has strengthened the role played by technical staff (form ECG and PMI) in project designs and supervisions, through the Project Delivery Team (PDT) and the leadership of the Project Technical Leader (PTL). Subsequent operational guidelines on country strategies (Dec 2018) also highlight the responsibilities of the PDT, including technical staff, in the preparation of country strategies. | |
| CLE | 8 | IFAD | OPER | DEC | | Explicitly prioritize the establishment of new IFAD country offices and outposting of CPMs in countries affected by fragility and conflict. | | With the enhanced decentralization process, IFAD staff have come closer to clients for better engament with governments and partners, especially for countries affected by fragility. As at today, nineteen per cent of IFAD country offices are in countries with fragile situations. One of these is a Sub-Regional Hub (Cote d'Ivoire) covering other countries and with IFAD staff from PMD, ECG and PMI. The remaining countries with fragile situations are all managed from other sub-regional hubs. | NA |
| CLE | 11 | IFAD | OPER | RME | Results Measur ement | Plan and resource project monitoring and evaluation more selectively. Greater attention needs to be paid to planning for monitoring and evaluation during project design. At present, the approach is one size fits all. All projects should be required to defend their design with proven evidence from earlier phases or other locations that the intervention will work in the planned context. Where evidence is lacking, contexts are different or where a project is an acknowledged innovation or pilot, monitoring and evaluation will require more resources. | | Following the President's Bulletin on Recalibrating IFAD's project design (July 2018), project designs are being evaluated more rigourously in terms of robustness of the project logic and theory of change, M&E planning and evidence of relevance of proposed activities. In line with the Development Effectiveness Framework, it has fomally introduced the Development Effectiveness Matrix (DEM) as the tool to assess project evaluability and implementation readiness at design. Details on the process for the use of the DEM, as well as strcture and ocntent are currently being finalized by OPR, SKD and QAG. | F |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| Corporate-Level Evaluation on Replenishments | | | | | | | | | |
| CLE | 2 | IFAD | STR | REPL | | Voice, representation and governance merits further study. The implication of the fact that participation and contribution is delinked merits further thought and study both in terms of financial incentives, visibility, burden-sharing and perceived influence. Gaining insights into this complex field would be highly beneficial to PRM, who should conduct or commission the study. | | As agreed in GC 194/XL, an assessment of the number of Board seats in light of any transfers that have taken place and the evolving voting power of each list will be prepared and provided to the Membership for review prior to the beginning of the IFAD12 Consultation sessions. This assessment will be undertaken during 2019, alongside consideration of the implications for the composition of the IFAD12 Consultation and achievement of the objectives of the consultation. | O |
| CLE | 4 | IFAD | STR | REPL | | Finally, further study is also recommended of the implications of changes to the List system. An effective system for dialogue which can help generate consensus and ownership of decisions is a fundamental building block for maintaining trust in the institution and its multilateral character. (Paragraphs 167-174). | | Following on further discussion on the efficiency and effectiveness of IFAD's governing bodies in 2018, in Q1 2019, a consultancy company with expertise in board governance was contracted to administer a survey of Board members on strategy and mission of the Fund, structure and processes related to committees, composition of the Board, and the organizational culture of the board will be reflected. The outcomes of this survey, in addition to a benchmarking exercise, will yield a study to be shared at the EB Retreat in May 2019 aimed at demonstrating where there is agreement amongst board members about governance improvements. It is aimed at facilitating a conversation on how to move forward in the near term with quick wins. Additionally, at the May EB, a paper on streamlining the approval process of projects (including an increase to the LOT ceiling) will be tabled. | F |
| CLE | 7 | IFAD | STR | REPL | | As in the past, due efforts, resources and energies must continue to be attributed to mobilize resources through replenishment process that are not earmarked, as these are the most useful type of funds to fulfil IFAD's mandate. While it is critical for IFAD to mobilize additional resources, such resources must be provided | | IFAD has continued to focus on mobilizing untied, unearmarked, and truly additional resources. Concessional partner loans were introduced in the IFAD11 Consultation, following approval of the Concessional Partner Loan Framework at a Special Session of the Executive Board in October 2017. The Framework included additionality criteria, and prevented earmarking by ensuring CPL resources are allocated through the PBAS. Article 5, Section 5 of the Agreement Establishing IFAD was then amended | O |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | <p>so that: they finance activities squarely within IFAD's strategic framework; the governing bodies are able to fulfil their supervisory role vis a vis these resources; they are of a minimum quality, i.e. preferably untied and un-earmarked and subject to IFAD's standard administrative arrangements, rather than requiring burdensome special treatment; and, most important of all, they must be truly additional crowding in new resources, and not displacing regular resources. IFAD Management and Member States should explore what flexibility with respect to existing administrative, legal and governance requirements may be necessary and tolerable to secure an appropriate level and type of additional financing.</p> | | <p>(201/XLI) to establish the grant element of a CPL as a form of contribution for the purpose of receiving contribution votes. Furthermore under Resolution 204/XLI the Governing Council has requested that the President take all necessary steps to initiate the process leading to a decision on whether to proceed with market borrowing. The IFAD12 consultation will consider progress and decide upon the Fund's readiness to proceed with, and the appropriateness of undertaking, market borrowing, with its conclusions being included in the final replenishment report that will be submitted to the Governing Council in February 2021 for endorsement.</p> | |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| CLE | 9 | IFAD | STR | REPL | | <p>Continuous engagement may further strengthen the process. Interviews revealed a strong desire not to see the replenishment as ad hoc 3-year events, but more as a continuous engagement, something that would be facilitated by the preparation of the vision. But given the large number of Member States this might also be facilitated by setting criteria for selecting key donors and representatives of key membership groups on which to develop and continuously update engagement profiles. In terms of mobilizing resources, irrespective of global trends, there is no alternative to close engagement with individual donors, as decisions to fund a specific institution does not necessarily reflect any global trend, but is often opportunistic and a reflection of the immediate policy priority of that country. Engagement is particularly important at the time of end-of-year budget period where allocation decisions are made, and IFAD may have the opportunity to pitch its case to good effect. Given the diversity of decision-makers, it would be important that senior level staff maintain dialogue with key donors across the involved agencies, also in between replenishments, so that IFAD remains on the "radar screen" of donors and is aware of any ad hoc opportunity to mobilize</p> | | <p>A Member State Engagement strategy, including individually tailored country-specific strategies, was implemented during IFAD11. These strategies are being updated and refined on the basis of lessons learned, and converted into longer term strategies not focused on specific replenishment periods but on building strong partnerships with Member countries and enhancing advocacy, communication and visibility, and managing risks, in line with the principle of moving towards more continuous engagement. In addition, in advance of the IFAD12 consultation a strategic vision paper (IFAD 2.0) is being developed for discussion and refinement together with Member States to promote engagement and ownership.</p> | F |

| Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | resources, also outside the replenishment negotiation period. This seems particularly important given the reduced number of countries who contributed to IFAD9 (paragraphs 162-163, 170 and 172). | | | |

Country Strategy Programme Evaluations

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| Federal Democratic Republic of Ethiopia - Country Programme Evaluation | | | | | | | | | | | |
| Ethiopia | ESA | CSPE | 6 | CTRY | STR | NLA | Recom mendat ion 3: Focus more clearly on non- lending service s. | With its strong partnership with the Government and unique experience in small-scale irrigation, rural finance and pastoral community development, IFAD is well placed to play a much stronger role in being a source of advice on policy and sector development. It has done a good job in financing important projects but has not been as proactive in using the projects to move the policy and institutional agenda. There are few IFAD knowledge products or policy papers that would normally form the basis for policy discussions with the Government. There is potential to increasingly partner with the CGIAR (Consultative Group for International Agricultural Research) centres for evaluations and to share development results through publications. The | A more systematic and visible engagement in policy continued to be a challenge for the country team, given its limited human resources. However, a continued effort is being made to engage based on the investment streams in knowledge and policy initiatives. Examples include several research articles on NRM (CBINREMP), an initiative on lesson-based improvements of Irrigation Water Users' Associations Regional Proclamations, conducted in close collaboration with IMWI (PASIDP II); a joint study with WB on Pastoralism (PCDP III); engagement with CGAP to enhance impact evaluation (RUFIP II), and engagement with various regional and global grants with CG centres and others. In addition, the ICO engages closely with the University partnership grant and has facilitated resarchi initiatives in each of the projects. | IFAD's policy engagement in Ethiopia is closely aligned to the strategic objectives outlined in the 2017-2022 COSOP. Concrete examples in the "agriculture work stream" include: (i) Support the enhancement of nutrition-sensitive agriculture guidelines of the Ministry of Agriculture (MOA) through a PASIDP II implementation support mission including a nutrition expert of Bioversity Nairobi, involving the MOA nutrition team; (ii) Facilitating SSTC with Kenya for the adoption of efficient irrigation technologies; (iii) continued support to Irrigation Water Users' Associations capacity and policy engagement through PASIDP II; and (iv) collaboration (in-kind grant cofinancing) with AGRA to provide international TA to establish viable market linkage models for agricultural transformation; (v) facilitation of linkages with CG centres on NRM, Climate Change and water management/climate smart technologies under rain-fed agriculture. These non-lending activities drive IFAD's engagement in the context of its role as co-chair of the MOA's Agricultural Water Management Platform (AWMP). Regarding IFAD's work in the pastoral lowlands, a joint WB-IFAD study on trends in pastoral development has informed the new pastoral development framework which recognizes pastoral livelihood systems and their specific requirements in terms of mobility and seasonal access to pasture and water resources. This recognition has driven the design of the new Lowlands Livelihood Resilience Project which is designated to be the Government's flagship programme for resilience building in the pastoral areas. It also involves close engagement with the UN and other humanitarian actors to ensure coordination at the nexus between humanitarian aid and development, including in the context of RBA collaboration and the "New Way of | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | | CPE notes that just because there were no formal documents prepared by IFAD does not necessarily mean that policy dialogue did not take place. What is needed, however, is to ensure that the policy dialogue agenda defined in the COSOP is realistic and then backed by a clear agenda for implementation that is appropriately documented. A positive aspect of the current COSOP is that the policy dialogue agenda was closely linked to IFAD projects, an approach that should be maintained in the next COSOP. | | Working". IFAD also engages through various regional and global grants, including: (i) Managing risks for rural development: promoting micro-insurance innovations (Micro-Insurance Center); (ii) Improving rural financial inclusion through co-operatives (Canadian Cooperative Association, African Confederation of Cooperative Savings and Credit Cooperatives Association and Irish League of Credit Unions Foundation); (iii) Rehabilitation and management of salt-affected soils to improve agricultural productivity (ICBA); (iv) Improved delivery of seed and soil fertility technologies to smallholder (AGRA); (v) Advancing technologies and capacity building for climate-smart aquaculture (WorldFish); and (vi) Leveraging SSTC to share rural development solutions for private sector engagement between ESA and Asia and the Pacific (AGRA & IFPRI). | |
| Ethiopia | ESA | CSPE | 8 | CTRY | OPER | PAR | | Based on the good work of PASIDP and RUFIP, IFAD should consider further deepening and expanding its results by attracting partners with additional financial means (similar to its partnership with the World Bank for PCDP). In the case of PASIDP, IFAD should seek and | Attempts have been made to attract additional partners, particularly the African Development Bank, to cofinance PASIDP II. However, the Borrower had shown little interest to facilitate a formal cofinancing partnership. Meanwhile, there is a joint commitment to link PASIDP supported farmers' groups and irrigation schemes to the Agro-Industrial Parks that are being established in all regions of the country, | Attempts have been made to attract additional partners, particularly the African Development Bank, to co-finance PASIDP II. However, the GOE had shown little interest to facilitate a formal co-financing partnership at the time. Meanwhile, IFAD has established a collaboration with AGRA (with grant-funded TA support) to support PASIDP supported farmers' groups' linkage to markets and services. IFAD has also facilitated a direct linkage of farmers to aggregators both, in the barley value chain, as well as with regard to horticultural value chains. In recognition of IFAD's focus and capacity to contribute to this agenda, IFAD has also been | O |

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| | | | | | | | | engage with an appropriate partner/donor that would address marketing constraints. | with substantial support from the AfDB, FAO, UNIDO, EU, the Italian Cooperation and other development partners. | summoned to join the Country Partnership for Agro-Industrial Development, along with AfDB, FAO, UNIDO, EU, the Italian Cooperation and other development partners, which opens opportunities for collaboration in this context. | |
| Islamic Republic of Gambia - Country Programme Evaluation | | | | | | | | | | | |
| Gambia | WC A | CSPE | 1 | CTRY | STR | COS | Recom mendat ion 1: Develop a new country strategy, clearly reflecting on IFAD's niche and comparative advantage. | IFAD and the Government of The Gambia should develop a new country strategy involving broad-ranging consultations with Government officials, potential beneficiaries and other key stakeholders prior to further financing, building on the CPE's recommendations and lessons from past activities. The strategy should be designed based on an in-depth needs and situation analysis, outlining short, medium and | In March 2018, IFAD undertook, with the Government of The Gambia, the formulation of a new COSOP for the period 2019-2024. A broad consultation of the key actors of the development was realized in the country. The new COSOP will be aligned with the national development policy, especially the new GNAIP and will take into account the views and contributions of beneficiaries, civil society and other donors. | The new COSOP is fully aligned with the recommendations of the CSPE, and it covers the period 2019-2024. It has been prepared through broad consultation with Government and key stakeholders in country, and it is fully aligned with the new GNAIP. It is ready for submission to the EB in May 2019. | F |

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| | | | | | | | | long-term needs and opportunities, taking into account the strategies and interventions of other development partners, and should be aligned with the policies and strategies of the government (including the new GNAIP, which is under development). | | | |
| Gambia | WC A | CSPE | 2 | CTRY | STR | TGT | | The new country strategy should, among others, present a broad targeting strategy, with due attention to women and youth, as a basis for future interventions, and should indicate how partnerships with various actors will be enhanced. The country strategy should also discuss opportunities for IFAD to support much needed reforms in the agricultural sector, in partnership with other key stakeholders and development partners, with the overall aim to improve the investment and delivery in the sector for sustainable results and impact for the rural poor. | The new COSOP will be developed taking into account the key recommendations of the CSPE, notably by: (i) clearly targeting youth and women, with a view for IFAD support to contribute to job creation in the rural areas (ii) support to rural transformation through modernization of agriculture and strengthening the role and capacities of farmers' organizations, (iii) strengthening political dialogue with Government and other development partners for coordinated action in support of rural transformation at country level. | Along these lines, the COSOP builds on two strategic objectives: (i) Enhance the productivity and resilience of Gambian family farms through sustainable management of natural resources and adaptation to climate change ,with targeted focus on youth and women; and (ii) Improve the management capacity and inclusiveness of professional farmers organizations/cooperatives, and enhance farmers access to communal assets, markets, and profitable agricultural value chains | F |

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| Gambia | WC A | CSPE | 3 | GOV | OPER | PMA | Recom mendat ion 2: Strengt hen project manag ement perfor mance and oversig ht for effectiv e and efficient delivery mechan ism in the Govern ment fo r sustain able results and impact. | In order to ensure the quality and continuity of project staff as one of the key elements for improved project management and implementation, it is recommended that Government clearly establish a transparent procedure for staff recruitment/assignment, as well as for their performance management in close consultation with IFAD. Any changes of staff assigned to IFAD-supported projects should be undertaken following the required consultation between the Government and IFAD, and based on proof of misconduct or unsuitability of the staff member in question, when necessary. This provision should be included in the loan financing agreements of IFAD operations in the country and IFAD should consider suspension of loans should this provision not be complied. | The new Government of The Gambia is in full agreement with this recommendation which will be fully taken into account during the design of the new project in 2019, including adequate provision in the Financing Agreement. In addition, following the recent mid-term review of the ongoing NEMA, an annual staff performance evaluation system is being introduced that will condition staff contract renewal. | IFAD has reached an agreement with the Government of The Gambia on the procedures for staff recruitment/ assignment. Provision for systematic annual staff performance evaluation will be included in the FA of the new investment project Resilience of Organisations for Transformative Smallholder Agriculture Programme (ROOTS)and close monitoring will be conducted during implementation. Close monitoring will be conducted during implementation by government and supervision missions. | F |
| Gambia | WC | CSPE | 4 | CTRY | OPER | PMA | | The role of Project | This recommendation will | The new project designed in 2019 building | F |

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| | A | | | | | | | Steering Committees (PSCs), as an oversight mechanism, is critical for effectively guiding project implementation. In this regard, IFAD and the Government should ensure that the PSC with appropriate representation (in terms of calibre/levels and institutions, including various relevant partners and not only the government agencies) effectively fulfil its mandate and maintain the quality advisory guidance on both strategic and policy related matters of these projects/programmes. IFAD, in close collaboration with the Government, should monitor the functioning and performance of the PSC and should provide guidance where necessary. | be applied in the new project NEMA Phase II) to be designed in 2019. | on the ongoing NEMA is called Resilience of Organisations for Transformative Smallholder Agriculture Programme (ROOTS). The Government of the Gambia and IFAD has been proactive in implementing result oriented measures such as: (i) the Ministry of Agriculture management reform aimed at institutionalizing results oriented project management by developing a framework for project delivery and management; (ii) the integration of the Government's Personnel Management Office (under the Office of President) into the MoA's performance management team to ensure consistency between project staff performance framework and the guidelines, procedures and regulations of The Gambian Public Service Commission; (iii) IFAD's participation in the definition of minimum level of staff performance appraisal. | |
| Gambia | WC A | CSPE | 5 | CTRY | OPER | PMA | | IFAD should further support strengthening the capacity of the Ministry of Agriculture in the long-term. In particular, the agricultural | This recommendation will be fully taken into account during the design of the new project in 2019. | This recommendation is being integrated in the design of the ROOTS programme which will be designed in 2019. Furthermore project staff from the newly approved portfolio will take part in IFAD's flagship PRIME training on M&E. | O |

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| | | | | | | | | <p>monitoring and evaluation (M&E) framework and systems need to be further developed and fully implemented, and the M&E systems in IFAD-supported operations should be aligned. Data collection and analysis should not only be confined to outputs, but also be extended to outcomes and impact. In this regard, the Ministry should make available sufficient staff and financial resources for M&E activities, both at institutional and project levels. Furthermore, adjustments to project design and implementation should be proactively made based on the M&E findings, and M&E systems should collect, analyse and report data in a gender-disaggregated manner</p> | | | |
| Gambia | WC A | CSPE | 6 | CTRY | STR | PAR | Recommendation 3: Establish strong and comprehensive | <p>In particular, IFAD should extend its partnership to more and varied institutions including other development partners, NGOs and civil society</p> | <p>The joint IFAD-Government of The Gambia formulation of the new COSOP for the period 2019-2024 was launched in March 2018. A broad consultation of key stakeholders, including other development partners, civil society and</p> | <p>The new COSOP is aligned with the national development strategies and policies, and the new Gambia National Agricultural Investment Plan. Under the new COSOP IFAD has identified key partners to develop in strong strategic synergies with the AfDB , IsDb, GEF, GCF and UNDP, Songhai Youth Training Centre as well as civil society organizations to</p> | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | partner ships. | organizations, the private sector, relevant government departments/agencies and UN agencies. | the private sector, was carried out in country. The new COSOP will be fully aligned with the national development strategies and policies, and the new Gambia National Agricultural Investment Plan. It will clearly identify promising potential partnerships with key stakeholders with whom to build alliance and synergies to further rural transformation. | improve the efficiency and effectiveness of IFAD interventions. In addition, IFAD will be charing the Agricultural Donors working group. | |
| Gambia | WC A | CSPE | 7 | CTRY | STR | ENG | | In addition to the Ministry of Agriculture and the Ministry of Finance and Economic Affairs, IFAD should expand its cooperation with other concerned Ministries such as the Ministry of Youth, the Ministry of Environment Climate Change Water and Wildlife, the Ministry of Women's Affairs, the Ministry of Local Government and the Ministry of Trade. They all play critical roles in the development of the country's agriculture and rural sector, in line with their respective mandates and comparative advantage. | The country situation rapidly deteriorated following the CSPE. Following the presidential election of December 2016, the Head of State fled out of the country which was left battered. It is only now that the newly elected Government is slowly starting to be in a position to begin working properly. However, the rebuilding of the country, including institutional capacity, will take time and require substantial support to which IFAD will contribute. The new COSOP being formulated will take into account the CSPE recommendation. | The COSOP will strengthen knowledge sharing with other ministries through joint field missions, programme planning and regular exchanges. The Ministry of Economy and Finance is this entry point for setting the base for collaboration with other ministries. | O |
| Gambia | WC A | CSPE | 8 | CTRY | OPER | PAR | | The regular occurrence of droughts and floods | See above. The recommendation is being fully taken into account in | The COSOP is fully aligned with the United Nations Development Assistance Framework (UNDAF) 2017-2021, which | F |

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| | | | | | | | | and related consequences still at times warrant the involvement of the international development actors together with NGOs and the government to address the emergency needs of the rural poor. In general, it is important that IFAD builds up strong ties with international development partners such as UN agencies including Rome-Based Agencies, NGOs and civil society organizations. The latter are specifically instrumental in ensuring better community engagement and ownership of activities for better sustainability of benefits | the new COSOP formulation process which is proactively involving key stakeholders in the country to ensure that the necessary partnerships are built in the future towards better results and sustainable impact of IFAD support. | has three priorities: (1) Governance, Economic Management and Human Rights; (2) Human Capital Development; and (3) Sustainable Agriculture, Natural Resources, Environment and Climate Change Management. While UNDAF's efforts will focus on improving the Government's capacity to establish appropriate policies and regulatory frameworks, IFAD will mobilize its expertise in agricultural and rural development to help smallholders capitalize on the improved enabling environment created through those better policies and frameworks. Regarding activities targeting youth, IFAD will collaborate with the United Nations Development Programme through the Songhai Centre. IFAD anticipates working closely with FAO on the implementation of farmer field school training. The IFAD programme will collaborate with the World Food Programme (WFP) in the areas of nutrition education and as a potential buyer of agricultural products produced by IFAD project beneficiaries. | |
| Gambia | WC A | CSPE | 9 | CTRY | STR | PVT | | In order to establish a sustainable pathway to long-term development, not only is policy and strategy development by government important, but also the input of the private sector by investing in and stimulating of | See above. The role of the private sector will be clearly highlighted in the new COSOP and future design. | This country strategic opportunities programme (COSOP) proposes an agenda of climate-resilient agricultural transformation that involves changes in farming systems and farmers' organization towards a market-based approach and builds on the shared desire of The Gambia and Senegal for rapprochement by adopting a strategy to maximize public and private sector collaboration for the benefit of both countries. | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | | production, value chain development and market access. The private sector plays an important role in this process and IFAD can also play a pivotal role in linking up to them. Since IFAD already has a good partnership with several public agencies, developing a strong partnership with private sector would be useful. | | | |
| Gambia | WC A | CSPE | 10 | CTRY | OPER | SUS | Recommendation 4: Improve sustainability of benefits generated from investments. | In The Gambia, IFAD has been supporting the construction of agriculture- related infrastructure for a long time and on a large scale. These infrastructures have been instrumental in improving production and productivity and increasing incomes of the poor, but it appears to have suffered from too short duration and limited ownership of communities. Ownership building should therefore become an intrinsic part of all IFAD-supported activities. Target villages/groups need to be in agreement with infrastructure development | This recommendation will be fully incorporated in the new design. For the time being, it was decided at the midterm review of the ongoing NEMA to put a stop to any new major infrastructure investments at this stage. The remaining resources will be used and efforts of the project team will concentrate on the valorization of the existing infrastructures and building their beneficiaries ownership with appropriate participatory approaches . | The new investments in infrastructure will be closely monitored and capacity building will be provided to maintain the infrastructures, and improve knowledge management and transfer to the communities. | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | | priorities and the correct sequencing of activities pursued, to ensure empowerment and ownership for better sustainability of benefits. | | | |
| Gambia | WC A | CSPE | 11 | CTRY | OPER | BEN | | Beneficiaries need to be made aware that they need to plan and implement oversight, replacement, repair and maintenance, and ensure that the cost thereof is incorporated into price setting and financial calculations. An appropriate locally based agent (e.g. Extension staff, NGOs, civil society organizations) should be identified to ensure these messages are internalized. | See above. | The new COSOP has a strategic objective on this with the expected outcome : The main outcomes are expected to be better organized farmers' cooperatives and groups with improved skills to maintain productive infrastructure and equipment, resulting in higher yields, better quality products, and diminished post-harvest losses. | F |
| Gambia | WC A | CSPE | 12 | GOV | OPER | SUS | | In the case of more complex and costly infrastructure, the government should clearly define the operational and maintenance arrangements. Nema has addressed the issue of sustainability by using machinery and introducing sophisticated technical requirements to construct dikes, bunds and other infrastructure. | This recommendation will be incorporated in the new COSOP as one key area of policy dialogue. | This recommendation has been fully integrated in the COSOP as part of the lessons learned and it is being incorporated as one key area for policy dialogue with the Government. | F |

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| | | | | | | | | Whilst such infrastructure generally has a relatively longer life, it will be difficult for communities to maintain them on their own. Therefore, government needs to take responsibility for and acknowledge such infrastructure as public goods to ensure their sustainability, in order to ensure their continued benefits to the rural poor. | | | |
| Gambia | WC A | CSPE | 13 | CTRY | STR | MVC | | Value chain approach has been introduced in recent projects (e.g. LHDP, Nema), but a more structured approach is required to enhance the sustainability prospects. Value chain support needs to be adapted to the local context, based on a thorough analysis of market potential, production situation and needs of the villages. Moreover, the availability of inclusive rural financial services would be crucial to increase and sustain benefits that could be realized from value | The COSOP under formulation has clearly identified the development of value chains as a strategic objective as per the CSPE recommendation and the future project to be designed in 2019 will focus on value chains development. The crucial question of access to inclusive rural financial services will be given due consideration in partnership with the other stakeholders of the sector. | Recommendation integrated in the COSOP. The new project Resilience of Organisations for Transformative Smallholder Agriculture Programme (ROOTS) will focus on value chains development. | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | | chain support. This aspect should be given due consideration in future interventions, including opportunities to revisit and strengthen IFAD's long-standing support to VISACAs and V-APEX to improve their professional service delivery and sustainability. | | | |
| Gambia | WC A | CSPE | 14 | CTRY | STR | PAR | | Furthermore, a stakeholder and partner assessment should be conducted to identify the right partners in each of the areas of support and intervention. The partners may come from various backgrounds, such as government, private sector, other donors, UN agencies and NGOs, and their cooperation should be formalized and roles and tasks should be documented, so that objectives and goals can be identified and shared, progress tracked and performance consistently assessed. | In the context of the formulation of the new COSOP, potential partners are being identified and a thorough assessed of their comparative advantage and capacity is being performed. by analyzing their strengths and weaknesses. The process to formalize collaboration and monitor performance will need to be well thought through building on the experience elsewhere in IFAD. | Key partners have been identified based on their comparative advantages during the design of the COSOP. Future partnerships will be formalised and performance will be closely monitored. | O |
| Gambia | WC | CSPE | 15 | IFAD | STR | GDR | Recom | An in-depth gender | This recommendation will | This recommendation will be fully taken | O |

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| | A | | | | | | | mandation 5: Strengthen gender equality and women's and young people's empowerment. | and youth analysis should underlie each new IFAD-supported project and be an inextricable part of project design. The analysis should look into, but not be confined to power imbalances; especially when related to the marginalized population, access to and control over resources including land rights, gender-based violence and division of labour based on gender, and tailor its activities to the findings so as to achieve optimal results. | be fully taken into account during the design of the new project in 2019. Moreover, as part of corporate level efforts on mainstreaming gender at design and better monitoring through implementation, these issues are expected to be adequately follow up on in the new portfolio. | into account during the design of the new project (ROOTS) in 2019. Moreover, as part of corporate level efforts on effective mainstreaming of gender and youth at design and better monitoring through implementation, these issues are expected to be proactively followed up in the new portfolio. | |
| Gambia | WC A | CSPE | 16 | IFAD | OPER | TGT | | In the design stage, it should be ensured gender budgeting is done and that indicators are gender and youth sensitive to facilitate monitoring. | This recommendation will be fully taken into account during the design of the new project in 2019. The targetting guidelines are being updates to ensure that at design appropriate and differentiated approaches are included for youth and women. | This recommendation will be fully taken into account during the design of the new project in 2019. The targetting guidelines are being updated to ensure that appropriate differentiated approaches for youth and women are developed at design and closely monitored during implementation. Through the corporate systems including ORMS – the mainstreaming of gender at design stage will be monitored accordingly. | O | |
| Gambia | WC A | CSPE | 17 | IFAD | STR | TGT | | A tailored way should be developed to specifically support to female-headed households. Moreover, creative ways need to be found to increase the involvement of men in support to gender equality and | As mentioned above, this recommendation will be fully taken into account during the design of the new project in 2019. | As mentioned above, this recommendation will be fully taken into account during the design of the new project in 2019. With respect to youth, the COSOP will support increased employment by providing vocational training and sustained mentoring, numeracy literacy, business development training, and financial support to youth groups. Vulnerable households identified through kafo1 village associations will receive financial support and household mentoring to enable them | O | |

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| | | | | | | | | increase the role of men in household related work. Finally, gender and youth mainstreaming should be pursued at all levels, including among project staff. IFAD may need to advocate with partners to ensure that they recruit sufficient female staff. Only if gender issues are properly addressed (including the sensitization of men) and economic empowerment of women is long term, it may be ensured that the gains made in decision making at various levels will continue to exist. | | to become active members of their communities. | |

Republic of India - Country Programme Evaluation

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| India | APR | CSPE | 10 | CTRY | STR | MVC | Recommendation 3. Complementarity interventions in non-agricultural activities are important | Not only as a measure to diversify rural incomes (primary production will absorb only a part of the burgeoning youth labour supply in rural areas) but, equally important, to develop processing and value addition in agricultural commodity supply chain. In particular, there is scope to better connect these activities with | More recent projects are promoting agriculture processing and value addition and anecdotal evidence suggests that where farming is becoming more remunerative as a result of project interventions, youth are returning to occupations in the farm and off-farm sectors. This needs to be better documented and monitoring system is being updated. | Two projects are taking the recommendation forward, namely JTELP and ILSP. In JTELP, the capacity of youth groups is being developed in managing the supply logistics of papaya, to supermarket chains operating under the Reliance Fresh brand. This materialized as a result of the partnership between the Welfare Dept, the nodal agency for the JTELP, and Reliance Fresh. In ILSP, the project is supporting 233 Livelihood Collectives/ Federations and these federations are taking up agriculture and non agriculture activities. In the non agriculture domain, the project recorded very good success with : - Prasad Making – Livelihood collectives are supplying Prasad made from | F |
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| | | | | | | | | projects' agricultural investments (e.g. in the areas of processing and packaging of products, agricultural tool repair shops, marketing of agricultural inputs, eco-tourism). | | <p>Cholai (Amranthus) to the different temples. The activity provides an additional income source to rural households and farmers are getting good prices of their rural produce used in Prasad making (millets).</p> <ul style="list-style-type: none"> - Food Stalls / Restaurant in Yatra Route (religious pilgrimage routes) – LCs are opening food stalls / canteens, restaurants, juice shops. In total 27 restaurants were opened. - Preparing Incense sticks through the support of ITC Group –ITC will support LCs to scale-up the manufacture of incense sticks using recycled flowers. ITC will be providing this support from its corporate social responsibility funds. | |
| India | APR | CSPE | 12 | CTRY | STR | DES | | In addition, in particularly disadvantaged communities (e.g. Scheduled Tribes), projects could follow a modular approach: rather than concentrate numerous components and sub-components in a single project, the intervention could be sequenced in a modular fashion. For example, a first loan could focus on human and social capital building, support to food self-sufficiency and sustainable livelihood approach. A follow-up loan could then emphasize market linkages and support and scaling up in collaboration | In line with simplification of design and in view of complexity of development challenges in disadvantaged areas, IFAD is proposing shorter projects (6 years, down from 8-9 years), with subsequent phases and along a modular approach as proposed by CPE. A case in point is the recent design of FOCUS. | Recommendations fully implemented since the design of the FOCUS project in 2017, and in the subsequent projects designed within framework of IFAD 11 | F |

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| | | | | | | | | with public programmes and local governments (PRIs). | | | |
| India | APR | CSPE | 13 | CTRY | OPER | PMA | | The central government, state governments and IFAD should review issues that cause delays in recruiting the project team, staff turn-over and lengthy procurement, affecting the pace of implementation, for example: (i) project personnel recruitment procedures, particularly for senior staff, given the difficulty to hire staff on deputation from state agencies and programmes; (ii) procurement procedures and contractual arrangements that have proven to be non-conducive (e.g. the output-based payment schemes for NGOs); (iii) compensation packages for project staff, to ensure equal treatment with other public programmes; (iv) concurrent charges of project directors that compete for their time and focus. IFAD could further support by preparing | IFAD is working closely with the Department of Economic Affairs of Ministry of Finance and concerned States on these aspects and progress is recorded in building the capacity of the projects in financial management and procurement, and more timely release of funds by the States as per the projects' annual budgets. Major area of current focus is the management of the projects' human resources. | IFAD and GOI are closely following up these matters. Issues in staff turn-over are now limited to those projects with poor performance and where change of non performing staff is necessary; recruitment of senior staff is now expedited as it is a GOI readiness criteria for the negotiation of the financing agreement; NGO procurement, payment conditions and performance have been streamlined and are closely followed up in the new project and improved in the older projects. IFAD is also providing structured training on financial management and procurement and recommending TA as necessary. The roll out of NOTUS is facilitating better management of procurement timelines. Compensation packages remain an issue in 2 projects that are second phases: these issues are being addressed with the relevant state authorities. | F |

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| | | | | | | | | guidelines based on previous implementation experience and training modules on financial management, procurement and other fiduciary aspects. | | | |

Nicaragua - Country Programme Evaluation

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| Nicaragua | LAC | CSPE | 1 | CTRY | STR | COS | Recommendation 1: Consolidate a territorial approach in the country programme. | Since the implementation of IFAD-supported projects plays a pivotal role in the implementation of the country's rural development policies, it is crucial that the strategy become more integrated with the development processes taking place in the regions and territories where interventions are carried out. This means paying greater attention to harmonized application of national policies with the conditions, constraints, opportunities and participation of actors and their organizations in the territories where the programme is being implemented, identifying unique characteristics and differences that will eventually be reflected in regional and territorial | 1) The operations of the IFAD portfolio during 2018 (Nicavida, Nicadapta and Nicaribe) are aligned to the territorial priorities in the Dry Corridor and the Caribbean Coast, regions prioritized in the projects. The alignment with the territorial strategies is explicit, and is expressed in the strategy of the programmes and their AWP&B; 2) the active participation of the Departmental Delegations of the Ministry of Family, Peasant and Cooperative Economy (MEFCCA), significantly reinforces the territorial focus of the Country Programme operations, generating territorial synergies with other public and private investments; 3) it is still pending to systematize the interaction of operations and investments at the territorial level in order to identify actions that reinforce sectoral-territorial links. | NICARIBE's PCR, conducted in 2018, highlighted the effective territorial approach of that project along the Caribbean Coast, particularly focused on indigenous peoples and afro-descendant communities. As a result, successful institutional relations with territorial public administrations at local level, namely Territorial Governments and Autonomous Regional Governments, were established. Based on this positive experience, the new IFAD-funded program about aquaculture, to be approved by EB in 2020, will be implemented on the Caribbean Coast and reinforce strategic partnerships with both public and private stakeholders under a territorial approach in that region. In addition, the ongoing NICAVIDA project also shows a specific territorial scope by supporting nutrition-sensitive productive initiatives across the Nicaraguan Dry Corridor, one of the world's most vulnerable regions to the effects of climate change. | O |
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| Nicaragua | LAC | CSPE | 2 | CTRY | STR | TGT | Recommendation 2: Strengthen the programme's effectiveness and efficiency through avenues of work where IFAD has acquired experience and comparative advantages. | In line with the COSOP targeting strategy, continue to pursue efforts to improve efficiency and effectiveness in the geographical areas where family farming and indigenous peoples are concentrated within the dry zones of the country's centre-north, south Pacific and northwest regions, and make use of acquired experiences and the opportunity to continue improving based on successful experiences with implementing previous projects. | 1) The Nicavida project focuses on the Dry Corridor aligned with national priorities, specially the Dry Corridor Development Strategy, covering defined action municipalities and applying a more detailed targeting strategy that allows efficient and effective work with rural people dedicated to family farming; 2) Lessons learned from previous projects such as PRODESEC and PROCAVAL are being implemented in this line; 3) The Nicadapta Project has made relevant progress in its activities in remote geographical areas where cocoa producers live, applying inclusion criteria to expand equitably access to investment resources; 3) Since the COSOP was extended, and a new operation will be designed for approval in 2019, this recommendation will be taken as a priority during the design process. | Some of the IFAD's strategic partners at regional level in LAC are supporting the implementation of our country portfolio. For example, CATIE and CIAT are promoting climate-smart agricultural practices, as well as enhancing institutional capacities of local partners in terms of access to agro-climatic information to be disseminated through grass-root organizations participating in NICADAPTA project. In addition, IFAD's nutrition team has actively participated in two technical workshops with NICAVIDA, in order to reinforce the nutrition-sensitive approach on this project. However, it is worth noting that Nicaragua is experienced a very complex socio-political context since April 2018 which is severely affecting both effectiveness and efficiency of public investments, including the ones funded by external aid. Unfortunately, IFAD portfolio is not an exception. | O |
| Nicaragua | LAC | CSPE | 3 | CTRY | OPER | TGT | | In cases where it is necessary to address government priorities in other areas where there are pockets of rural poverty or in response to innovation spaces, it is recommended that the same criteria be followed to ensure the programme's effectiveness and | MEFCCA is leading a very comprehensive targeting and prioritization strategy at territorial level. IFAD is continuously following up the government strategy through the implementation support and supervision missions. | As mentioned above, based on a request from the Government of Nicaragua, the new IFAD-funded program NICAPESCA will focus on promoting inclusive value chains related to aquaculture and artisanal fisheries in the Caribbean Coast. Active participation from both ECG and PMI division is expected to mainstream key priorities and share IFAD's experiences on this topic from other regions. With this objective in mind, strategic alliances will be developed with new partners at country level such as the National Institute of Fisheries (INPESCA). In addition, FAO will be also participating in the design of this project by sharing its broad experience in | O |

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| | | | | | | | | efficiency, including acting in tandem with other cooperation agencies having specialized in the management of different ecosystems. | | this field together with the Mexican Agency for International Development Cooperation (AMEXCID). The Central American Bank for Economic Integration (BCIE) will be co-financing this new program. | |
| Nicaragua | LAC | CSPE | 4 | CTRY | STR | MVC | Recommendation 3: Strengthen actions to provide market access to family farmers and indigenous peoples. | To ensure the inclusion of rural families and indigenous peoples, and to facilitate access to markets, carry out income-generating activities and increase job opportunities, the evaluation recommends the following, while continuing to work with rural organizations: (i) strengthen measures to promote vertical integration to add value to primary production; and (ii) expand horizontal integration measures to enable producers to access more formal markets. This would require, inter alia, establishing commercial partnerships with other rural organizations and agricultural enterprises that process commodities on a | 1) In the AW&B 2017 and 2018 of Nicadapta, capacity building activities of productive organizations were incorporated to access to coffee and cocoa markets and value chains. This is a key axis that is specified in the Investment Plans that are directly managed by the organizations; 2) in the Investment Plans financed by Nicadapta, some progress has been made in establishing clearly the transformation actions of coffee and cocoa production and the development of commercial alliances with the private exporting and marketing sector; 3) people dedicated to the production and marketing of coffee and cocoa have received support to improve their marketing mechanisms, brand development, and obtaining certifications; 4) In Nicaragua, access to stable markets of the organizations participating in the project has been reinforced (specially the indigenous and Afro-descendant population), however it is still a process that has not yet been consolidated, where the follow up would be a | Market-driven business plans have been the backbone of the productive components for both NICARIBE and NICADAPTA projects. While NICARIBE emphasized actions for indigenous peoples and afro-descendant communities to improve market access at local level – in both small and medium-sized villages and town along the Caribbean coast – NICADAPTA is also reaching international coffee & cocoa markets under specific quality certifications of fair trade and organic production, among others. The active participation of private companies, such as INGERMAN or RITTER SPORT, which also provide technical assistance and financial resources, is a key driver for local organizations to access external markets. | F |

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| Nicaragua | LAC | CSPE | 5 | CTRY | STR | NRM | Recommendation 4: Strengthen IFAD support for the Government's climate change adaptation efforts. | To help mitigate the adverse impact of climate change on the livelihoods of rural families, care must be taken to ensure that the programme incorporates the Government's policies and strategies on adaptation to climate change. From the point of view of production, priority areas of support include water availability and management, changes in production technologies (such as integrated soil fertility management), the introduction of new species, business strategies, health issues and moving into new markets. | 1) The training and technical assistance activities have been focused on beneficiaries organizations in terms of adaptation to climate change, as well as the development of a specialized training for 2018 with academic and cooperation institutions specialized in the subject; 2) ASAP funds in Nicadapta are constituting the main line of the Country Programme in promoting practices of adaptation to climate change; 3) In the framework of the COSOP (extended up to 2020), the cross-cutting line of environment and climate change with adaptation practices and resilience activities is becoming more relevant, and this will be reflected in the next designs of investment programs. | Technical assistance as well as regular training activities related to climate change adaptation and climate smart agriculture practices are permanently included within the project's AWPBs. In particular, NICADAPTA manages ASAP funds allowing specific specialized activities on this strategic theme. For example, the Nicaraguan Institute for Territorial Studies (INETER) – one IFAD's local partners - is reinforcing its agro-climatic unit to elaborate and publish periodic weather bulletins on agricultural cycles to be disseminated at local level through social media. In addition, MEFCCA and the Ministry of Environment have signed an agreement within NICAVIDA project to reinforce institutional capacities of the Local Governments' Environmental Units in those Municipalities where this project is being implemented across the Dry Corridor. | F |
| Federal Republic of Nigeria - Country Programme Evaluation | | | | | | | | | | | |
| Federal Republic of Nigeria - Country Programme Evaluation | WCA | CSPE | 3 | CTRY | STR | GRT | Recommendation 2. Increase and presence in operations. | There is scope to improve operational effectiveness and efficiency through the way IFAD delivers its implementation support. Given the scale of the country programme and the complexity of the federal system, stronger engagement at | Beginning with the COSOP, following to the design of LIFE-ND and now included in the forthcoming memo for VCDP Additional Financing are the themes of (i) partnership--state level partners (private, parastatal and public) are actively pursued and actively supporting IFAD investments--actual financial commitments for LIFE-ND valued at US\$ 30m | The position of CPM/CD Nigeria was filled in July 2019. A program Officer was assigned to Nigeria following CPE recommendation. Nigeria is 40% of the coastal hub disbursements and about 25 % of WCA's disbursements and investments. Based on the size of the country programme, discussions are underway with WCA director to add capacities to the country office given 'the CPE recommendation that the scale of the country programme and the complexity of the federal system, stronger engagement at state level and improved | F |

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| | | | | | | | | state level and improved implementation support will ultimately require capacities to be added to the country office. The CPE recommends that IFAD should: (a) improve linkages between programmes and between programmes and grants where they work on similar issues or in the same states; | was received from the Niger Delta Development Corporation, US\$ 300k was pledged by Mistsubishi to support mechanization under VCDP, and multiple private sector players interact directly with IFAD project beneficiaries under contractual relationships; and (ii) leveraging grants to achieve the recommendation, for example, (a) for progressively shared systems for M&E and KM currently there is an effort--through the drafting of a country level grant to be submitted in 2018--to create a national level representation of all IFAD investments (loans and grants) with the purpose of maintaining proactive information flow among states and between states the Federal Government, and ultimately, if the future, to share other functions including large procurements; and (b) there is an ASAP grant currently starting to protect prices of smallholder rice in the case of climate and price events (through hedging on international markets) that will immunize producers of these products in the two IFAD investments that focus on rice. | implementation support will ultimately require capacities to be added to the country office. | |
| Nigeria | WC A | CSPE | 5 | CTRY | OPER | ENG | | (c) dedicate technical capacity for engagement with key states, for example through decentralized | This has not been a feasible options for the past 19 months. The ICO has been understaffed consistently since December 2016. With the decentralization | As mentioned above discussions are underway with WCA director to strengthen the team for engagement at state level | O |

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| | | | | | | | | posting of IFAD staff; | process, IFAD wide, the staffing level of the ICO will, once again, be complete and this recommendation can be considered. | | |
| Nigeria | WC A | CSPE | 6 | CTRY | STR | ENG | | (d) engage with incoming Government leaders in a timely manner; and | 2019 is an election year. The ICO will follow up appropriately. | The elections were completed in March 2019. The ICO played an active role within agricultural development partners working group to prepare a policy note to brief incoming government in June-July 2019. | O |
| Nigeria | WC A | CSPE | 7 | CTRY | STR | ENG | | (e) create opportunities for high-level policy engagement, e.g. Performance-based allocation system (PBAS) discussions. | Discussions with the Federal Ministry of Finance Director of International Economic Relations and the Federal Minister of Agriculture and Rural Development in respect of the PBAS, allocation of resources among projects and states, targeting high performance and supporting IFAD's replenishment have been active, energetic and ongoing. | As Country Representative has been appointed in country. High level discussions took place with the Minister of Finance and the Minister of Agriculture & Rural Development on IFAD's investments in Nigeria. WCA director came also to steer the discussions with the Federal Ministers on IFAD's investments to Nigeria under IFAD 11. | O |
| Nigeria | WC A | CSPE | 10 | CTRY | STR | FRG | | (c) Conflict – Integrate conflict analysis into the programme design and progress reporting, both at operational and COSOP levels. | CASP works in both Borno and Yobe states, both heavily affected by ongoing conflict and insurgency. The high level of insecurity in many LGAs and frequent clashes and incidents limits the extent to which long term development interventions can be sustained. CASP has been supporting internally displaced people with inputs and fertilisers, capacity building and social capital strengthening. Ongoing discussion with FAO is exploring potential partnership with CASP to support aquaculture development for IDPs. As noted above, IFAD has also worked with OXFAM, FAO and JICA on standalone | The rising farmers and herdsman conflict for land resources was not envisaged during the design of IFAD funded programmes in Nigeria (Value-Chain Development Programme in 2012 and the Climate Change Adaptation and Agri-business support programme in 2014). VCDP-AF provides resources to analyse and contribute to address the root causes of the conflict to proffer solution. It will facilitate government engagement with key partners including the farmers, herders and other actors to, among others encourage farmers to fence their farms and discourage planting along cattle routes. CASP has taken measures to establishment range lands and water points as part of herdsman-farmer conflict mitigation measures | O |

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| | | | | | | | | | interventions to support livelihood restoration. The reader should note that UNDSS will not grant IFAD staff/consultants the security clearance to travel to Borno and Yobe. | | |
| Nigeria | WC A | CSPE | 11 | CTRY | STR | TGT | | (d)Pastoralism Pastoralists are among the poorest and most vulnerable groups in Nigeria, and IFAD should explore ways to address farmer-pastoralist issues and integrate pastoralists into programme delivery. | The Farmer-Pastoralist conflicts continue and worsen in Nigeria. Using the grant facility to PROCUSUR, IFAD Staff, VCDP and CASP programme management attended a learning route in Tanzania and Kenya addressing exactly this topic. Nonetheless, the nature of this conflict has become more of a political issue facing the nation of Nigeria while impacting rural people, that include IFAD's beneficiaries. IFAD remains engaged in discussions with government (state and federal); and IFAD continues to address the risks of conflict with project design and implementation. | IFAD facilitated a learning route for IFAD Programmes staff in Nigeria to Kenya and Tanzania to share experiences on best practices for herders/farmers conflicts. Following from findings and lessons, IFAD Programmes have stepped up on policy engagement with the government as well as among land users to reduce pastoralist/farmer conflict. The members of the innovative community alliance forum have integrated conflict resolution in their engagement. | O |
| Nigeria | WC A | CSPE | 12 | CTRY | OPER | NRM | | (e)NRM/environment - bring more dedicated analysis and identify more substantial and explicit investments in this field through ASAP. | Across the portfolio, IFAD is currently working on mobilising GCF funds for Nigeria under a regional grant proposal. | Resource mobilization on ENRM is currently underway through GCF | O |
| Nigeria | WC A | CSPE | 14 | CTRY | STR | PVT | | IFAD needs to facilitate the private sector in agriculture much more effectively. This requires measures such as hiring from the private sector as well as from Government | The private sector is enthusiastic to engage in agriculture. VCDP matching grant facility is leveraging private sector investment in smallholder agriculture. Through commodity alliance platforms, VCDP fosters linkages among farmers and the private sector. | VCDP builds on Nigeria's huge rice deficit as a unique market opportunity for vulnerable farmers. Through an innovative partnership arrangement, rice-growing farmers are supported by VCDP to increase their production and productivity. In parallel, farmers were empowered to enter into a partnership with top agri-business companies in the world, such as OLAM, a world leading agri-business | F |

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| | | | | | | | | for programme implementation, and using private sector advisors as mentors for existing Government staff. It also requires implementing tripartite agreements between the private sector, farmers and IFAD in programmes such as VCDP and CASP, so that IFAD funds are used to crowd-in private investors, as envisaged by IFAD's technical guidance note on matching grants. Finally, IFAD needs to seek co-funding arrangements with its major partners (World Bank, United States Agency for International Development, Department for International Development, etc.) in order to improve leverage, especially around policy dialogue, counterpart funding, and increasing levels of delivery in IFAD's priority sectors. | Projects will deepen these linkages to enable beneficiaries to access private finance, technology and markets . Although CASP does not have a matching grant component, project investment in productive community infrastructure and capacity strengthening is expected to crowd in private sector investors. CASP will replicate VCDPs successful CAF model to facilitate interaction between market actors and foster linkages and business transactions. IFAD is continuously seeking opportunities for co-financing with multilateral and bilateral financial institutions. Potential opportunities have been identified with AFD and EC, however, these issues have not yet materialised. | company operating in over 70 countries, with an annual revenue of about 14.7 billion US\$. Through this partnership, OLAM provides rice-growing farmers with (i) Training, pre-finance, fertiliser and quality seeds in order to improve their yields; and (ii) Aggregation centres linked to farmers production cluster. Then OLAM buys and processes farmers' produce and sells finished products to the Nigeria market. Off takers like OLAM are attracted in this partnership by the huge consumer market provided by Nigeria for food products. Off-takers' competition over rice produce resulting in Olam's readiness to guarantee a fair minimum price to farmers was part of the key success factors. The VCDP is a unique case of public-private partnership facilitated by IFAD linking vulnerable farmers with leading agri-business companies whereby they fully graduate from subsistence level to commercial enterprises. CASP is upscaling the VCDP private sector engagement model. | |
| Republic of the Philippines - Country Programme Evaluation | | | | | | | | | | | |
| Philippine | APR | CSPE | 10 | CTRY | STR | PAR | Recom | Good performance | Ongoing with ADB, ICRAF, | Agreement, in principle, for joint design | O |

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| s | | | | | | | | mentat ion 4. Strengt hen partner ships with other develop ment partner s to support the new Govern ment. | to date in working with government agencies, research organizations and civil society should be expanded to other development partners. Relationships with grant recipients with clear potential for value addition and linkages should be mainstreamed in the country strategy. | FAO (see above). Partnerships are also being sought with bilateral partners and regular consultations held with other UN agencies | with ADB of a new investment project in agri-business development to scale up models tested under RAPID (IFAD-financed). Main constraint is lack of allocation for Philippines under IFAD11. Consideration is being given to joint design in 2019-20 with staggered IFAD financing (from IFAD12) from 2022. Ongoing discussions for involvement of FAO as implementing agency for livelihoods component under INREMP (related reallocation to be approved by end of 2019). Active participation of IFAD in UNCT and, in particular, in implementation of relevant investment pillars of PFSD (Philippines' UNDAF). | |
| Philippine s | APR | CSPE | 11 | CTRY | STR | PAR | | IFAD should work more closely with other multilateral and bilateral development partners in the rural sector to strengthen the exchange of information with the Government. There are opportunities for IFAD to work with other Rome-based United Nations agencies to provide advice on issues such as food production and food security, gender equality and women's empowerment in agriculture and rural development, and disaster risk reduction. | See above 2 responses. | See above | O | |
| République démocratique du Congo - Country Programme Evaluation | | | | | | | | | | | | |
| Républiq ue démocrat | WC A | CSPE | 1 | GOV | OPER | PMA | Recom mendat ion 1. | Project management units. The Government | The DRC country portfolio has been under suspension since November 2016 due | The following measures are being implemented: i) strengthening the PMU : all staff the selected have been recruited | F | |

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| ique du Congo | | | | | | | | Adjust and strengthen the institutional set-up of the country programme by strengthening the PMUs and the IFAD country office, scaling back the liaison office, moving financial supervision responsibilities to the Ministry of Finance, and increasing the involvement of decentralized and deconcentrated public services. | should re-centre all project management functions in the PMUs, including results-based management of personnel, procurement, communication and knowledge management. The Government and IFAD should make additional joint efforts to ensure highly qualified personnel in key PMU positions. | to recurrent and increasing ineligible expenses related to governance issues. Besides the repayment of ineligible expenses, a series of conditions have been set by IFAD to resume disbursements, in line with the evaluation recommendation 1. Although all conditions have not yet been met to resume activities, some of the key requests are in line with CPE recommendation have been fulfilled by Government: (i) the liaison office has been dismantled and key project management functions are back to PMU level, (ii) IFAD supported the Government to recruit an international specialised human resources company to lead the selection process of qualified staff for vacant/missing posts (including PMU coordinator, Antennas coordinators, Monitoring & Evaluation, Financial and Administrative Officers, Accountants, Procurement, Intern Control, and Communication & Knowledge Management). However, the selected staff have not yet been recruited due to the suspension; (iii) The Minister of Finance has agreed to take on the financial supervision responsibilities. | through an international firm after the suspension lifting in September 2018. The same firm was also used for the selection process of the PASA NK new project team; ii) IFAD ICO : three national consultants to support projects in Financial management, procurement and knowledge sharing iii) the Ministry of Finance's signature is now compulsory on all project Withdrawal Applications as is their prior review on audit reports before submission to IFAD. iv) Involvement of decentralized public services: Following the joint portfolio review in June 2018, institutional measures have been taken to better involve the Provincial public services through Local Follow-up and Concertation Committees meetings which validate AWPB before submission to the National Steering Committee. | |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| République démocratique du Congo | WC A | CSPE | 2 | CTRY | OPER | PMA | | It is also recommended that a procurement specialist be hired for each PMU to manage local and national procurement, while procurement for large international contracts should be managed by an independent specialized agency. | See above. A Procurements specialist have been selected for both ongoing project (PIRAM and PAPAKIN). Further reflection on an independent specialized agency to manage large international contracts will be conducted during the upcoming portfolio review (June 2018). | See above. i) a Procurement specialist have been recruited in the 3 ongoing projects (PAPAKIN, PIRAM, PASA-NK). (ii) independent specialised agencies (assistant en maitrise d'ouvrage) have been hired by both PIRAM and PAPAKIN to manage large or multiple contracts. | F |
| République démocratique du Congo | WC A | CSPE | 3 | GOV | OPER | PMA | | The Government should accept that PMUs receive long-term technical assistants in results-based management (planning, fiduciary management, M&E) and in the essential technical areas. | The Government has been made systematically aware by IFAD about this recommendation which will be stressed during the upcoming Portfolio review. | The newly recruited project staff have contributed to significantly improve project management. So far the Government does not see the need for hiring international assistance especially in view of the already high operational costs. However, IFAD and the Government will closely monitor project management performance to be able to diagnose and address in a timely manner any issue arising. | F |
| République démocratique du Congo | WC A | CSPE | 5 | IFAD | STR | DEC | | IFAD country office. IFAD should strengthen its country office in terms of fiduciary management competencies, to better support PMUs with procurement and the preparation of withdrawal applications, among others. The Fund should also provide its country office with adequate resources to operate, commensurate with country realities. | Due to the portfolio suspension and the ongoing decentralisation process, full implementation of this recommendation has been delayed. As per the decentralisation plan, a CPM will be out posted back to Kinshasa in Q3 2018 which will facilitate policy dialogue in view of the lifting of suspension and thereafter to provide proximity support to the portfolio. The ICO will then review needs and continue using external specialists to support the financial management and procurement needs. No recruitment of additional technical staff is foreseen in the decentralisation plan for the ICO-Kinshasa at the present time. | The new Country Director has been outposted in Kinshasa in September 2018. The ICO has recruited three national consultants to support projects in Financial management, procurement and knowledge sharing. Given the effective measures taken by Government and IFAD to improve overall portfolio management and performance, the quality of the Non Objections and WAs submitted has significantly improved, thus dramatically reducing the required processing time by IFAD to 5days. | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| République démocratique du Congo | WC A | CSPE | 7 | GOV | STR | PMA | | Decentralized and deconcentrated public services. The Government should strengthen the involvement of provincial agriculture and rural development ministries and inspectorates in portfolio steering, monitoring and strategic decision-making, in line with decentralization. | This will be stressed in the upcoming portfolio review and will be fully integrated in the next COSOP planned to be formulated in 2018, conditional upon the lifting of suspension. | Following the joint portfolio review in 2018, institutional measures have been taken to better involve the Provincial Government and local entities through Local Follow-up and Concertation Committees meetings who are also involved in the validation of the AWPB by taking part in the project Steering Committee. | F |
| République démocratique du Congo | WC A | CSPE | 8 | CTRY | STR | PMA | | Projects should involve deconcentrated public services more in project implementation, and build their technical and management capacities. | See above. A plan for Institutional capacity building of Decentralized and deconcentrated public services will be elaborated once all conditions are met for resuming disbursements. | Budgets for Institutional capacity building of decentralized and deconcentrated public services have been included in the AWPB 2019-2020 and are being executed by the PMU. | F |
| République démocratique du Congo | WC A | CSPE | 9 | CTRY | OPER | TCB | | The Government and IFAD should provide for an adequate budget in each project for strengthening capacity of public partners. | See above. | see above | F |
| République démocratique du Congo | WC A | CSPE | 10 | IFAD | STR | FRG | Recommendation 2. Strengthen strategic relevance and impact of the country strategy and progra | Fragility context analysis. IFAD should foresee adequate time and resources and make use of the in-depth work done by other development partners, to strengthen its analysis of the causes of rural poverty and how these are linked to fragility in their | Deeper fragility context analysis will be conducted prior to the next COSOP drafting in 2018-2019. IFAD and Land Policy Initiative are supporting a programme that mainstreams land governance in the implementation of CAADP (Comprehensive African Agriculture Development Programme). The ICO attended the validation meeting in February 2018 | An in depth fragility analysis has been conducted as part of the current COSOP design and is reflected in the Concept Note of the upcoming design of the Agriculture Value Chains Support Project. To avoid atomization, the COSOP states that current projects zones shall be the entry point for new investments. Extension and scaling-up will concern targetted neighbouring provinces. Therefore, the forthcoming new project will be the scaling up of PIRAM which is completing in December 2019 and will consolidate the achievements PIRAM while extending the geographical area to neighbouring | F |

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| | | | | | | | | <p>mm by improvi ng the fragility context analysi s and geogra phic and social targetin g of interve ntions.</p> | <p>political, institutional, social and economic dimensions. The Fund should then use this better understanding of the fragility context in formulating the new COSOP and projects. Land tenure, which is a key factor in poverty and conflict, should receive special attention.</p> | <p>and will still be involved and supportive for the upcoming events. This will result in better understanding of land tenure issues and their inclusion in the next COSOP and projects.</p> | <p>provinces Tankanyika, Lomami and Kasai Oriental in the South.</p> | |
| Républiq ue démocrat ique du Congo | WC A | CSPE | 11 | CTRY | STR | TGT | | <p>Geographical targeting. The Government and IFAD should concentrate all projects and grants on a limited number of provinces with high poverty rates but a stable security situation, and remain there for a sufficient length of time – 10 to 20 years of effective work. They should limit the geographical coverage of individual projects to a single province, but at the same time promote exchanges with other provinces when supporting agricultural value chains that cross provincial borders, to allow scaling up.</p> | <p>To be discussed during the Portfolio review and addressed during the COSOP formulation process.</p> | <p>see above</p> | F | |
| Républiq | WC | CSPE | 12 | CTRY | STR | TGT | | <p>Social targeting.</p> | <p>To be discussed during the</p> | <p>Social targeting is still to be deepended</p> | O | |

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| ue démocrat ique du Congo | A | | | | | | | The Government and IFAD should ensure that projects have a specific targeting strategy to reach the most vulnerable people, based on a sound vulnerability analysis, and leading to differentiated support according to the needs of vulnerable groups – women and youth in particular. | Portfolio review and addressed during the COSOP formulation process. Pending the lifting of suspension for ongoing projects. | during the new project identification and design. The current COSOP and CN target small producers and rural entrepreneurs with a special attention to women, youth and the inclusion of the most vulnerable (indigenous people, disabled, internal displaced and refugees). The 2019 design will focus on operationizing their targeting and their involvement. | |
| Républiq ue démocrat ique du Congo | WC A | CSPE | 13 | CTRY | OPER | BEN | | Projects should conduct participatory monitoring of conditions of poverty and vulnerability in the project villages, and endeavour to better understand the mechanisms of possible elite capture and exclusion within farmer organizations to ensure that vulnerable groups benefit from support. Projects should also ensure that apex organizations pay attention to the needs of the most vulnerable members of the farmer organizations they represent. | To be discussed during the Portfolio review and addressed during the COSOP formulation process. Pending the lifting of suspension for ongoing projects. | In addition to the above mentioned, at the corporate level a framework for stakeholder feedback is also being developed. A key focus of this framework is on beneficiary participation throughout the project cycle and foresees greater involvement of beneficiaries in project design, implementation through integrated beneficiary feedback mechanisms. | O |
| Républiq ue | WC A | CSPE | 14 | CTRY | STR | DES | Recom mendat | Project design. The Government and | The essential of this recommendation will be | This recommendation is taken into account in the COSOP design and the CN of the | O |

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| démocratique du Congo | | | | | | | | ion 3. Make the project portfolio more effective and efficient, with projects better suited to context, an annual, joint portfolio review, and an appropriate outsourcing approach. | IFAD should design simple and sufficiently supply projects, allowing for swift adjustments according to the evolving socio-economic context at the national and provincial levels. IFAD should, in performing identification studies, include a rigorous analysis of risks in the targeted areas, in order to develop a risk management strategy and adapt the design and scope of projects to the context. IFAD should foresee a realistic timeframe for project preparation and launch, to maximize time for effective project implementation. | taken in account during the next project design using the IFAD 11 Country's PBAS allocation. The ICO is conducting an in depth risk analysis of the PASA NK geographical area in view of the project start up to identify areas/villages less at risk where to start implementation. | new project to be designed in 2019. It will be deepened during the Project design. A risk analysis is being conducted in the three projects, and the PASA-NK Risk mapping has allowed a start-up in conflicts and Ebola-free villages. | |
| République démocratique du Congo | WC A | CSPE | 15 | CTRY | OPER | SUP | | Annual joint portfolio review. The Government and IFAD should set up a framework for a regular (at least annual) joint portfolio review, to take stock of project implementation and agree on any necessary corrective measures or reorientations, | The first joint portfolio review will be conducted before the end of June 2018. | The first Joint Portfolio Review was conducted in May/June 2018 just prior to and a condition for the lifting of portfolio suspension in September 2018. Next joint Portfolio Review will take part in the first quarter of 2020 after a full year of resumed implementation. | F | |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | | which is current practice in numerous other countries. | | | |
| République démocratique du Congo | WC A | CSPE | 16 | CTRY | OPER | TCB | | Outsourcing. For capacity-building components, projects should foresee project-long collaboration agreements with execution partners, with periodically renewable performance-based contracts. | To be discussed during the Portfolio review and addressed during the COSOP formulation process; Pending the lifting of suspension for ongoing projects. | The contract with INADES for PAKIN and PIRAM have been renegotiated after assessment. All the building capacities contracts will be reviewed during the upcoming supervision missions. | F |
| République démocratique du Congo | WC A | CSPE | 17 | CTRY | OPER | INF | | For rural infrastructure components, the role of project owner should be delegated entirely to agencies that have solid collaboration with IFAD and experience working in DRC, selected on a competitive basis. | To be discussed during the Portfolio review and addressed during the COSOP formulation process; Pending the lifting of suspension for ongoing projects. The PIRAM PMU has identified an Agency to assist in the recruitment and supervision of local SME for roads works. | The PIRAM PMU has contracted an Agency to assist in the recruitment and supervision of local SME for roads works. A clear allocation of works has been established to allow SMEs to compete in line with their actual technical and financial capacities. | F |
| République démocratique du Congo | WC A | CSPE | 18 | IFAD | STR | GRT | Recommendation 4. Improve relevance and effectiveness of non-lending activities. | Integrating interventions. IFAD should improve the integration of projects and non-project grants to ensure complementarity, in particular on crosscutting issues that call for specialized technical support such as gender, environmental management (including land tenure and adaptation to | To be discussed during the Portfolio review and addressed during the COSOP formulation process. Pending the lifting of suspension for ongoing projects. | The COSOP design insists on improving the integration of lending and non lending activities which will receive special attention by the IFAD ICO. | O |

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| | | | | | | | | climate change), rural finance and small rural enterprise development, taking interventions by other development partners into account. | | | |
| République démocratique du Congo | WC A | CSPE | 19 | GOV | STR | NLA | | The Government, with IFAD's support, should actively seek other development partners to take care of improving social services in project intervention areas, in order to complement the support to rural productive sectors financed by IFAD. It should also ensure that IFAD-funded projects are integrated in provincial agricultural investment plans. | To be discussed during the Portfolio review and addressed during the COSOP formulation process conditional upon the suspension being lifted. | The Current COSOP seeks to prioritize integrated rural development to create enabling environment for agriculture value chains inclusive of the small producers in win-win contracts with private sector. CO-fundings are being confirmed with other donors for both the productive and the social components of the projects | O |
| République démocratique du Congo | WC A | CSPE | 20 | CTRY | OPER | KM | | Capitalizing on experiences. IFAD, in collaboration with the Government and project teams, should identify strengths and weaknesses, and document project approaches related to farmer organization, agricultural extension (community radios and farmer field schools, among | Will be a key element for the new staff to be recruited to assume responsibility for capitalisation, communication and knowledge management. | Among the new staff recruited by both the PMU and the ICO, there are staff/consultants in charge for Communication and knowledge Management. Communication and knowledge management plans have been drafted in each project. A recent mission of lessons capitalisation has just taken place in Maniema and will primarily result in a video documenting the great achievements of PIRAM in terms of infrastructure and drinking water in addition to quality seed provision. | F |

| Country | Reg | Eval. | SN | Level | Nature | Theme | | Recommendation | 2018 Follow Up | 2019 Follow Up | Status |
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| | | | | | | | | others), improved seed multiplication, and rehabilitation and maintenance of agricultural access roads, to promote lesson-sharing between projects and countries. | | | |
| République démocratique du Congo | WC A | CSPE | 21 | CTRY | STR | ENG | | Policy dialogue. The above themes should also provide the basis for policy dialogue, targeting the provincial level as a priority. Another important topic for dialogue is the adaptation of the national agricultural investment plan to the provincial level, making sure that full benefit is drawn from smallholder agriculture. To increase its voice at the political level, the country programme should strengthen its partnerships with other influential donors that have experience in DRC, such as the African Development Bank, Belgian technical cooperation, FAO and World Bank. | To be taken in account during the Portfolio review and the COSOP formulation conditional upon the suspension being lifted. | Although participation of IFAD ICO in the GIBADER large donors concertation has slowed during 2018-2019 to focus on suspension lifting and portfolio relaunching. Cooperation with AfDB and WB are being strengthened, especially in the framework of the new project design 2019. | O |