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Investing in rural people

2019 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

Volume I: Main Report

Evaluation Committee — 106th Session
Rome, 2 September 2019

For: Review

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Executive Board — 127th Session
Rome, 10-12 September 2019

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Contents

Abbreviations and acronyms

APR	Asia and the Pacific
ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CSPE	country strategy and programme evaluation
ESA	East and Southern Africa
ESR	evaluation synthesis report
IE	impact evaluation
IOE	Independent Office of Evaluation of IFAD
LAC	Latin America and the Caribbean
M&E	monitoring and evaluation
MoU	memorandum of understanding
NEN	Near East, North Africa and Europe
PBAS	performance-based allocation system
PPE	project performance evaluation
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
RIDE	Report on IFAD's Development Effectiveness
RMF	Results Management Framework
WCA	Western and Central Africa

Executive summary

1. The President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) tracks Management's follow-up actions on recommendations made by the Independent Office of Evaluation of IFAD (IOE). The 2019 PRISMA, which is the last for the Tenth Replenishment of IFAD's Resources (IFAD10) period, covers a total of 31 evaluations, with 187 recommendation actions; 11 of these evaluations are for historic follow-up (second-round review) and the other 20 are new evaluations.

2. The key messages arising from the 2019 PRISMA are the following:

    (i) Continued strong uptake of recommendations. Management's uptake of IOE recommendations continues to be high, at over 97 per cent; 55 per cent of the recommendations have been fully followed up, while actions on another 42 per cent are ongoing.[1] Management would, however, like to emphasize that some recommendations made by IOE regarding certain thematic areas (e.g. non-lending activities, mainstreaming themes and resource mobilization) require regular and ongoing follow-up and therefore may not reach full follow-up status.

    (ii) Alignment between corporate evaluations and IFAD's strategic orientation. At the corporate level, Management is pleased to see that recommendations made by IOE in the recent corporate thematic evaluations that are included in this year's report are generally in keeping with the reforms and actions already being undertaken by Management for IFAD11,[2] as well as the strategic direction of the Fund going forward.

    (iii) At the portfolio level, recommendations remain focused on project management, sustainability and targeting based on evaluations in this PRISMA of projects that closed, on average, three years ago. Non-lending activities continue to be an area of consistent concern in the evaluations. While the recommendations and corresponding actions at the portfolio level are largely context-specific, Management believes that a number of the IFAD11 commitments provide operational and strategic guidance for efforts to address these recurrent issues.

    (iv) Portfolio-level recommendations remain largely context-specific and therefore limit internalization and cross-fertilization of lessons. While Management has made a substantial effort to extract consolidated lessons from evaluation products that can then be used to guide actions at the portfolio and corporate levels, it also believes that there are some inherent limitations in IOE's product mix that hinder internalization, learning and action in connection with IOE recommendations. In this context, Management welcomes the proposed recommendations of the peer review of the evaluation function, particularly those related to the preparation of fewer stand-alone project evaluations and more thematic evaluations of projects involving similar development approaches. With a strengthened accountability-oriented self-evaluation framework and a potentially revamped independent evaluation product mix in the future, the PRISMA could move away from a granular reporting style and towards a more strategic approach.

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[1] The remaining 3 per cent are not applicable owing to changes in corporate and country contexts.
[2] See GC 41/L.3/Rev.1.

2019 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

Introduction

1. This is the sixteenth edition of the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) and the last for the Tenth Replenishment of IFAD's Resources (IFAD10) period. In the PRISMA, Management reports on the follow-up to recommendations from selected evaluations conducted by the Independent Office of Evaluation of IFAD (IOE).

2. The PRISMA is divided into two volumes. The first provides an overview of the status of follow-up actions and a synthesis of emerging findings and recurrent themes drawn from the evaluations included in the report. The second volume (attached as an addendum) lists individual recommendations and the specific follow-up actions taken in response to each of those recommendations.

3. Section I provides an overview of the report's objectives and methodology, while section II focuses on the PRISMA as an accountability tool. It outlines the coverage of evaluations included in this edition of the report and the overall implementation status of independent evaluation recommendations.
Section III focuses on the learning dimension of the PRISMA. In particular, this section highlights thematic trends emerging from evaluations at the corporate and portfolio levels and provides an overview of the actions being taken in those areas. Section IV presents the report's conclusions.

I. Objectives and methodology

A. Objectives

4. The PRISMA is an important tool within the self-evaluation architecture. It has the following two main objectives:

    (i) Promote accountability through rigorous follow-up with the relevant teams and consolidated reporting to the Evaluation Committee and Executive Board on Management's actions in response to independent evaluation recommendations; and

    (ii) Internalize learning by identifying recurrent issues at the portfolio and corporate levels that require targeted attention from Management in order to enhance development effectiveness.

B. Methodology

5. The 2019 PRISMA follows much the same format as in previous years and analyses the nature, level, regional distribution and extent of follow-up to independent evaluation recommendations. A detailed description of the methodology used to prepare the report can be found in annex II. As this is the last PRISMA for the IFAD10 period, and in line with IOE's comment that Management should seek to enhance the lessons learned from the PRISMA, this report contains the following additional analyses:

    • A disaggregated thematic analysis at the portfolio[3] and corporate levels;[4]

    • An analysis of thematic trends by region, by countries with/without fragile situations and by themes for the IFAD10 cycle.

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[3] The portfolio level includes the country programme and project levels.
[4] In previous editions, a consolidated thematic analysis was presented; however, that approach could skew the outcomes, given that all corporate evaluations deal with certain themes.

II. Promoting accountability

A. Evaluation coverage and classification of recommendations

6. The 2019 PRISMA covers 31 evaluations (with 105 recommendations unbundled into 187 recommendation actions[5]) that were jointly selected by Management and IOE; 20 of these are new evaluations that were finalized in 2017 or 2018, while the other 11 have been covered in previous editions of the PRISMA (i.e. historical follow-up).

7. The 20 new evaluations included in the 2019 PRISMA contain 114 recommendation actions, which are distributed as follows:

Table 1
2019 PRISMA: first-round follow-up*

New evaluations 2019		Evaluation recommendation actions					
Evaluation level	Evaluation type	CLE	CSPE	ESR	IE	PPE	**Total**
Portfolio							
Asia and the Pacific	1 CSPE + 3 PPEs	-	5	-	-	12	**17**
East and Southern Africa	2 CSPEs + 2 PPEs	-	12	-	-	8	**20**
Latin America and the Caribbean	1 CSPE + 2 PPEs	-	5	-	-	10	**15**
Near East, North Africa and Europe	1 IE + 2 PPEs	-	-	-	5	11	**16**
West and Central Africa	1 CSPE + 3 PPEs	-	12	-	-	16	**28**
Subtotal	**18**	**-**	**34**	**-**	**5**	**57**	**96**
Corporate							
Building partnerships for enhanced development effectiveness – a review of country-level experiences and results	1 ESR	-	-	10	-	-	**10**
IFAD's financial architecture	1 CLE	8	-	-	-	-	**8**
Subtotal	**2**	**8**	**-**	**10**	**-**	**-**	**18**
Total	**20**	**8**	**34**	**10**	**5**	**57**	**114**

* For a detailed breakdown, see table 1 of annex III.
Note: CLE = corporate-level evaluation; CSPE = country strategy and programme evaluation;
ESR = evaluation synthesis report; IE = impact evaluation; PPE = project performance evaluation.

8. With regard to historic follow-up, the PRISMA reports only on recommendations concerning which Management agreed to take action but has not yet conducted full follow-up. Of the 11 evaluations in this category, 73 outstanding recommendations have been included in this PRISMA, as shown in table 2 below:

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[5] Management unbundles each recommendation so that it can then follow up on the specific sub-actions involved in each recommendation.

Table 2
2019 PRISMA: historic follow-up*

Evaluation level	Evaluation type	Evaluation recommendation actions		
		CLE	CSPE	Total
Portfolio				
Asia and the Pacific	2 CSPEs	-	5	5
East and Southern Africa	1 CSPE	-	2	2
Latin America and the Caribbean	1 CSPE	-	5	5
West and Central Africa	3 CSPEs	-	44	44
Subtotal	**7**	**-**	**56**	**56**
Corporate				
IFAD's Engagement in Fragile and conflict-affected states and situations	1 CLE	4	-	4
IFAD's Supervision and Implementation Support Policy	1 CLE	6	-	6
IFAD's Performance-based Allocation System (PBAS)	1 CLE	3	-	3
IFAD Replenishments	1 CLE	4	-	4
Subtotal	**4**	**17**		**17**
Total	**11**	**17**	**56**	**73**

* For a detailed breakdown, see table 2 of annex III.

9. While Management appreciates IOE's efforts to streamline its recommendations (which is reflected in an overall decrease in the number of recommendations/actions in this PRISMA compared to last year[6]), Management would like to draw attention to the fact that the number of actions included in the ESR remains high. Management believes that, in line with the findings of the peer review of the IOE product mix, there is merit in revisiting the question as to the continued relevance of recommendations in this particular learning product.

10. *Level for follow-up and nature of recommendations.* Given the larger number of project- and country-level evaluations covered in this year's PRISMA, 75 per cent of the recommendations have been assigned at the portfolio level. Out of that number, 60 per cent are addressed specifically to IFAD, 9 per cent to government authorities and 6 per cent to individual projects. It is also important to note that all recommendations at the portfolio level, regardless of the specific entity to which they are assigned, are followed up by both IFAD and the relevant government through the joint formulation of new country strategic opportunities programmes (COSOPs) and projects and through supervision and implementation support.

11. Overall, 54 per cent of the recommendations are strategic in nature and concern a suggested approach or course of action. Another 40 per cent are operational in nature and call for specific follow-up actions related, in most cases, to project management, capacity-building, results measurement, and monitoring and evaluation (M&E) systems at the country and project levels. The remaining 6 per cent are at the policy level: these recommendations are mainly derived from the CLEs on IFAD replenishments, the PBAS and financial architecture, and deal with policy changes.

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[6] 2018: A total of 24 evaluations with 212 actions.

Table 3
2019 PRISMA: number of recommendations, by type of level assigned and nature of recommendation

| | Nature of recommendation | | | | |
	Operational	Policy	Strategic	Total	%
Corporate	**13**	**11**	**22**	**46**	**25%**
CLE	8	11	6	25	
CSPE	2	-	5	7	
ESR	3	-	7	10	
PPE	-	-	4	4	
Portfolio					
Country	**41**		**71**	**112**	**60%**
CSPE	23	-	49	72	
IE	3	-	2	5	
PPE	15	-	20	35	
Government authorities	**10**		**7**	**17**	**9%**
CSPE	6	-	4	10	
PPE	4	-	3	7	
Projects	**11**		**1**	**12**	**6%**
CSPE	1	-	-	1	
PPE	10	-	1	11	
Total	**75**	**11**	**101**	**187**	
%	**40%**	**6%**	**54%**		

B. Implementation status: extent of follow-up

12. As in the past, Management is strongly committed to implementing recommendations stemming from independent evaluations. This is demonstrated by the fact that 97 per cent of such recommendations are fully followed-up on or are ongoing. Both the "fully followed-up" and the "ongoing" categories reflect substantial and clear action; the difference is simply that more time is required for the full implementation of the recommendations in the "ongoing" category.

13. Management would like to highlight the fact that recommendations made by IOE in some areas (e.g. non-lending activities, mainstreaming themes and resource mobilization) require regular and ongoing follow-up. At the portfolio level, these areas account for 40 per cent of the ongoing recommendations.[7] While these elements have been reflected in the new COSOPs/project designs, actions designed to give effect to these recommendations will remain ongoing and may not necessarily lead to full followed-up status. This is also reflected in the comparatively larger proportion of ongoing actions at the portfolio level than at the corporate level.

14. For the 114 actions associated with the 20 new evaluations included in the 2019 PRISMA, 53 per cent are fully followed-up, 44 per cent are ongoing and 3 per cent are not applicable, as shown in table 4 below.

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[7] See table 2 in annex IV.

Table 4
**2019 PRISMA: implementation status of evaluation recommendations,
by evaluation type (first-round follow-up)***

	Full follow-up	*Ongoing*	*Not applicable*	*Total*
Corporate	**10**	**6**	**2**	**18**
	56%	33%	11%	
CLE	4	3	1	8
ESR	6	3	1	10
Portfolio	**49**	**44**	**3**	**96**
	52%	46%	2%	
CSPE	17	17		34
IE	2	2	1	5
PPE	30	25	2	57
Total	**59**	**50**	**5**	**114**
	53%	44%	3%	

* For a detailed breakdown, see table 1 in annex VI.

15. In addition to the detailed account of the follow-up to each recommendation found in volume II of the PRISMA, a number of examples of follow-up to recommendations at the country/project level are provided below.

16. Recommendations that have been fully followed up. The CSPE for Cameroon recommended specific actions to strengthen implementation capacity, recruitment processes and oversight. In response, Management has assigned a consultant to participate in the recruitment process to ensure transparency. Furthermore, on the Government's side, the Prime Minister has created a high-level orientation and supervisory committee under his direct supervision to implement the rural sector development strategy as a means of ensuring closer oversight. These elements have also been reflected in the new COSOP for Cameroon. In Madagascar, following a recommendation from a project evaluation on nutrition and sanitation, the Project to Support Development in the Menabe and Melaky Regions – Phase II (AD2M-II) has signed a partnership agreement with the National Nutrition Office to lead interventions related to nutrition education in the two targeted regions. In addition, there is an ongoing discussion with the Madagascar country office of the United Nations Children's Fund with a view to the establishment of partnership opportunities for investments in sanitation. Finally, during the midterm review of AD2M-II, to be undertaken in December 2019, direct investment in drinking water and sanitation will be included in the project cost tables.

17. Ongoing recommendations. These include actions currently under implementation in which follow-up has been initiated. In the CSPE for Cambodia, IOE recommended that Management work with the Government and other development partners to mobilize investments in smallholder agriculture. Following up on this recommendation, IFAD is coordinating with the Government and with key development partners to support efforts on the part of government ministries to address programme priorities. The IFAD country programme has worked to develop partnerships with the United States Agency for International Development (a memorandum of understanding [MoU] has been signed), the Agence Française de Développement and the KfW Development Bank (a draft MoU is under review). The programmatic approach incorporated into the design of the Sustainable Assets for Agricultural Markets, Business and Trade initiative is focused on integrating the activities of a range of development partners around shared oversight and planning processes. These MoUs and the associated policy engagement should result in enhanced resource mobilization in the identified priority areas in the next one to two years.

18. Recommendations that are not applicable. Out of the six recommendations classified as not applicable, three are from project-level evaluations. Two of those evaluations concern projects in Lesotho and Georgia and recommend specific actions relating to rural finance projects. In both of these cases, IFAD is not currently supporting the rural finance sector and therefore cannot take action on those specific recommendations. The other recommendations from those evaluations that are of a more cross-cutting nature are being acted upon. The recommendation made in the third evaluation at the project level is directed to IOE and is not applicable to Management. Of the remaining three recommendations classified as not applicable, one is from the CLE on IFAD's Engagement in Fragile and Conflict-affected States and Situations, where decentralization to countries with the most fragile situations has been suggested. However, in the light of IFAD's strategic decentralization based on the hub model, this recommendation is no longer applicable. The other recommendation is from the CLE on IFAD's Financial Architecture and is related to the governance structure of the Audit Committee; it is therefore submitted for the consideration of the governing bodies rather than Management. The last one, from the ESR on partnerships, has been made to IOE and is therefore not applicable to Management either.

19. Historic follow-up. The number of outstanding recommendations for historic follow-up covered by this PRISMA is larger than in previous years. This is primarily due to the inclusion of the CSPEs for the The Gambia and the Democratic Republic of the Congo for historic follow-up, as both contain a large number of outstanding recommendations (17 and 19, respectively). At the time of the issuance of last year's PRISMA, the portfolio for the Democratic Republic of the Congo was under suspension, and those recommendations had therefore been classified as pending. The suspension has since been lifted, and Management has been working with the Government on outstanding issues, including the recommendations. In this context, the first of a now-regularized joint portfolio review, as recommended by IOE, was held in the country in 2018.

Table 5
2019 PRISMA: implementation status of evaluation recommendations, by evaluation type (historic follow-up)

Historic follow-up	Follow-up	Ongoing	Not applicable	Total
CLEs	**11**	**5**	**1**	**17**
	(65%)	(29%)	(6%)	
IFAD's Engagement in Fragile and Conflict-affected States and Situations	3		1	4
IFAD's Supervision and Implementation Support Policy	4	2		6
IFAD's Performance-based Allocation System	2	1		3
IFAD Replenishments	2	2		4
Portfolio – CSPEs	**32**		**24**	**56**
	(57%)		(43%)	
Ethiopia	1	1		2
Nigeria	2	6		8
Gambia (The)	11	6		17
Nicaragua	2	3		5
India	3			3
Philippines (The)		2		2
Democratic Republic of the Congo	13	6		19
Total	**43**	**29**	**1**	**73**

20.   Follow-up on recommendations from the 2018 Annual Report on Results and Impact of IFAD Operations (ARRI) and IOE comments on the Report on IFAD's Development Effectiveness for 2018 (RIDE). Last year, the ARRI addressed five overall recommendations to Management. Following their disaggregation, Management responded to a total of six proposed actions. Of those recommendations, three have been fully implemented and three are ongoing.

21.   A comprehensive account of the follow-up to the specific recommendations and the learning theme from the 2018 ARRI and IOE comments on the 2018 RIDE may be found in annex VII.

III.   Internalizing learning

A.   Areas of focus: identifying and addressing recurring themes at the corporate and portfolio levels

Corporate level

22.   At the corporate level, most evaluations (ESRs and CLEs) focus on specific themes (e.g. CLEs on financial architecture, the PBAS and replenishments). Management is pleased to note that, on the corporate side, given the strategic nature of the topics covered by the new and historic thematic evaluations included in this year's PRISMA, all of them have addressed and interlinked IFAD11 commitments and are aligned with the IFAD11 business model pillars and with the strategic direction of the Fund. Table 6 below provides more details.

Table 6
2019 PRISMA: corporate-level recommendation themes matched to the IFAD11 business model

IFAD11 business model pillar	Evaluation theme	Number	Total	Percentage
1. Resource mobilization	Replenishments	5	**12**	34%
	Private sector	1		
	Financial architecture	4		
	Governance	2		
2. Resource allocation	PBAS	3	**3**	9%
3. Resource utilization	Partnerships	4	**15**	43%
	Non-lending activities	1		
	Project design and formulation	1		
	COSOPs	1		
	Supervision	7		
	Decentralization	1		
4. Transforming resources into development results	Results measurement, monitoring and evaluation	5	**5**	14%
Total			**35**	**100%**

23.   Management has presented deliverables to the Executive Board in line with the associated commitments and is engaged in ongoing discussions with the Executive Board on IFAD's financial architecture, which encompasses aspects of the allocation system, the replenishment process and governance. These changes are expected to have a positive trickle-down effect in terms of greater efficiency and effectiveness at the institutional and operational levels.

24.   Strengthening results monitoring has emerged as a cross-cutting recommendation at the corporate level. Thanks to the roll out of the Development Effectiveness Framework, Management has embedded a culture of results in the institution. It has successfully rolled out the design, supervision and completion module of the Operational Results Management System (ORMS), thereby meeting an IFAD11 commitment, and has systematized the monitoring of the project cycle. The system now allows Management to hold regular regional performance discussions based on

the real-time data being tracked by the system. The use of these data is reflected in the 2019 RIDE, which utilizes real-time project data to inform the Executive Board on progress as measured against the IFAD11 Results Management Framework (RMF).

25. In addition, following up on the actions set out in the Transparency Action Plan, Management has developed internal and external dashboards which display operational and institutional indicators that can be used to track progress. These tools can then be employed to provide a consolidated picture that facilitates evidence-based decision-making.

Portfolio level

26. Each edition of the PRISMA follows up on evaluations that have been selected by agreement between Management and IOE for that particular year. Therefore, the analysis presented in the PRISMA inevitably reflects the portfolio being evaluated in that review period. The 2019 PRISMA includes a larger number of evaluations of projects focusing on rural finance and value chain development. As a result, there are more individual recommendations under technical areas classified as rural finance (7) and value chains (6) that have been drawn from project performance evaluations. While this may show that more projects on these themes have been chosen for evaluation by IOE in recent years based on the IOE selectivity framework (i.e. more value chain projects could have been chosen to feed into the recently completed CLE on IFAD's Engagement in pro-Poor Value Chain Development) and more projects with a focus on these thematic areas have been selected, this is not necessarily an indication that these types of projects are weaker performers than other types of projects in the portfolio.

27. The 152 recommendation actions stemming from the evaluations at the portfolio level included in the 2019 PRISMA have been categorized into broad thematic blocks,[8] as shown in the table below.

Table 7
2019 PRISMA: portfolio-level recommendations classified under broad thematic blocks

Thematic area	Total	Percentage
Targeting and gender	30	20%
Technical areas (natural resource management, private sector, etc.)	37	24%
Project management (M&E, etc.)	32	21%
Non-lending activities (partnerships, policy engagement, knowledge management)	24	16%
Cross-cutting (grants, design, sustainability, COSOPs, etc.)	26	17%
Corporate (decentralization, human resources)	3	2%
Total	**152**	**100%**

28. The analysis has been further disaggregated by region, income classification and the presence or absence of fragile situations in order to allow Management to gain an understanding of any possible underlying cross-cutting constraints on portfolio performance. The following lessons have emerged from this disaggregated analysis:

(i) While Management values the efforts made by IOE in conducting a broad range of evaluations, it believes that, particularly at the portfolio level, there is an optimal point in time for the internalization of lessons. At the project level, the time lag[9] between project closure and the availability of the evaluation limits the lessons that can be learned from these evaluations. Inevitably, most project-level evaluations make recommendations that are specific to that project and that are therefore relevant only to projects dealing

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[8] The 32 sub-themes included in these blocks are listed in annex IV.
[9] There is an average time lag of over two years between project closure and the issuance of the corresponding evaluation. See annex V.

with that theme in that national context. In some cases, the follow-up projects are well under way by the time the evaluations are concluded (e.g. the joint IFAD-Asian Development Bank project in Lao People's Democratic Republic) and, in others, IFAD may have shifted its focus away from those thematic areas in the country programmes in question (e.g. IFAD is currently not supporting the rural finance sector in Lesotho or Georgia). While Management strives to maximize the utility of these project-level evaluations through cross-fertilization, it is important to note that the analysis, findings and recommendations from project-level evaluations are to a large extent context-specific and may no longer be relevant by the time that the evaluation becomes available.

(ii)   As Governments are the implementers of IFAD-supported projects, their sense of ownership and commitment are among the most important success factors in terms of achieving and sustaining results, as has also been highlighted in the 2019 RIDE. Under IFAD11, Management has committed to mobilizing more domestic cofinancing, to designing larger and fewer projects and to crowding in investments in rural development at the national level. By leveraging this approach, Management believes that national ownership and commitment can be enhanced. Furthermore, over the IFAD10 period, evaluations have found that proximity to borrowing countries has enabled IFAD to be more present, engage in policy discussions, provide support to overcome bottlenecks during implementation and give guidance in a timely manner on issues relating to project management. Recognizing this, IFAD has decentralized its operational and technical staff in a hub structure for closer proximity and greater responsiveness at the national level. Although progress is already beginning to be seen, the broader impact of decentralization on outcomes and results is expected to become evident under IFAD11.

(iii)   Project management and implementation issues were identified as the most recurrent theme overall in the IFAD10 period, with 20 per cent of the total recommendations dealing with the relatively weaker performance seen over the IFAD10 period in terms of project-level efficiency, as noted in the 2019 RIDE. These constraints in implementation capacity have translated into a weaker performance in terms of efficiency, particularly in low-income countries, and this problem is often exacerbated even further in countries with fragile situations. The largest number of recommendations under this broad theme concern West and Central Africa, which also has the largest number of countries with fragile situations. In all, 25 per cent of the recommendations made in the evaluations dealing with Chad, the Democratic Republic of the Congo and The Gambia in this PRISMA concern the aforementioned issues. To provide support to countries with weaker institutions and implementation capacities, Management developed the Special Programme for Countries with Fragile Situations as an operational framework for the IFAD Strategy for Engagement in Countries with Fragile Situations, thereby fulfilling a commitment made under IFAD11. The Special Programme applies a fragility lens to IFAD's support in these contexts and addresses the need to ensure that project designs incorporate a longer-term approach that will lead to greater resilience, are tailored to the institutional and policy context, have built-in flexibility so that the project can be adapted and adjusted to an evolving situation, are simplified and have an implementation structure that accommodates counterpart capacities. A further reflection of Management's commitment to work with Governments to address these issues is that 62 per cent of the recommendations made under this theme have been fully followed up.

(iv)   The Faster Implementation of Project Start-up (FIPS) instrument and the project restructuring policy, both of which meet IFAD11 commitments, filled a gap identified at the project level and are already being used by country teams. In Cameroon, IFAD is using the recently approved FIPS to obtain early access to resources for use in putting into place a competency-based recruitment framework for the new Commodity Value Chain Development Support Project – Phase II. This initiative will enable IFAD to support the Government in its efforts to ensure that recruitment is conducted in a transparent manner and that a staffed project management unit is in place before the project commences. In Angola, following the recommendation from IOE to restructure the Artisanal Fisheries and Aquaculture Project, the team is engaging in consultations on the restructuring policy with a view to assessing the level and type of restructuring that will be required and determining what options are available. In other countries, problem projects are undergoing level-2 restructurings on an ongoing basis. This is resulting in greater portfolio proactivity, as reported in the 2019 RIDE.

(v)   Given the multifaceted nature of rural development and poverty, targeting is a complex issue that comes up as a recurrent theme, with 18 per cent of the recommendations made over the IFAD10 period being classified under this theme. However, even within this broad thematic block, targeting issues vary from country to country. In low-income countries and fragile situations, evaluations usually lead to recommendations for strengthening support for women and the disenfranchised segments of society while avoiding elite capture within the social context of the target areas. In most lower-middle-income countries, evaluations lead to the conclusion that a two-pronged targeting strategy is needed (e.g. in Cambodia, one prong is to focus on the poorest populations while the other will focus on the relatively more advanced group of smallholders). For upper-middle-income countries, the recommendations made in this thematic area deal with ensuring that projects maintain their poverty focus and are geographically limited to the poverty pockets in the country.

(vi)   IFAD's strategic vision going forward is to both diversify and tailor its financial and non-financial support, as laid out in the IFAD Transition Framework, in order to fully respond to the needs of target groups and to fill the gaps identified in the various evaluations. In addition to the revision to the targeting guidelines,[10] Management has strengthened the gender and youth action plans to ensure that sufficient attention is given to these issues during the design and implementation phases. As part of IFAD11, Management has developed the Agribusiness Capital (ABC) Fund and is increasing its involvement with the private sector. Having a menu of available products will allow IFAD to augment its more traditional loan and grants products in order to effectively cater to the demands of the various target groups, ranging from the ultrapoor to the marginalized and disenfranchised and to relatively more advanced groups of smallholders as it strives to promote sustainable rural development.

(vii)   Partnerships are central to IFAD's work and appear as a recurrent theme in evaluations. The findings in this connection are, here again, context-specific. In certain countries, particularly those with weaker implementation capacities and complex implementation arrangements, evaluations often find that partnerships need to be strengthened with and within the government to ensure effective delivery. In other contexts, partnerships with other development partners need to be strengthened in order to identify synergies and scale up support. Given the multidimensional

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[10] For further details, see annex VII.

nature of poverty, working in isolation is not viable, and IFAD has therefore committed to attaining high domestic and international cofinancing targets under IFAD11. A strategy and action plan have also been put in place for meeting these ambitious targets. Furthermore, a partnership framework has been developed in response to a recommendation made in the ESR included in this PRISMA and an IFAD11 commitment which will help to prioritize, streamline and monitor partnership performance.

(viii) A new design process is now in place that is expected to improve the timeliness and quality of project design. A review of the recommendations made regarding design issues, particularly in countries with non-fragile situations, shows that the constraining factor is not necessarily the complexity of design but rather a lack of analytical work (on markets, gender, poverty, etc.) and of exit strategies. In order to respond more efficiently to country needs, IFAD has committed to reducing the average length of the design phase. At the same time, Management is cognizant of the fact that a strong design requires a thorough analysis of market factors and the poverty situation. Thanks to the revised and strengthened COSOP procedures, country strategies now provide for an analysis of the country context and the macroeconomic environment and for an integrated risk framework that helps teams focus on the specific supplemental analyses required for projects being designed within the COSOP time frame. In addition, the revised targeting guidelines provide orientation for teams in conducting poverty and target-group analyses during the design stage. Increasingly, teams are being encouraged to use national systems and data (where available) for such analyses in order to build reliance, ownership and capacity at the national level and to enhance efficiency at the design stage. Given changing market dynamics and context specificities, designs need to have built-in flexibilities so that they can be adapted as required during implementation. With the help of ORMS, any need for such changes during implementation can be easily identified and tracked, and progress can be monitored.

(ix) The need to strengthen M&E capacities and systems is a cross-cutting issue that is highlighted in the evaluations conducted during the IFAD10 period. Recognizing the existence of a gap in institutional support for addressing these capacity and system constraints at the national level, IFAD has developed three interlinked and complementary initiatives in order to provide countries with a holistic support package: the Program in Rural M&E (PRiME), the Advancing Knowledge for Agricultural Impact (AVANTI) initiative and delivery units. This three-part effort aims to address structural capacity and system constraints on M&E by conducting self-assessments under AVANTI, providing direct capacity-building support through PRiME and strengthening overall government ownership and delivery support through the delivery units. Management believes that these three initiatives will help to build in country M&E capacities and systems, which are a prerequisite for achieving broader development results. Corporate discussions are ongoing with a view to determining how these initiatives can be supplemented in order to ensure that M&E needs are fully met in IFAD projects.

IV.   Conclusions

29.   Management values the contribution that independent evaluations make in terms of strengthening IFAD's institutional effectiveness and efficiency by supporting accountability and learning. At the corporate level, the close alignment between the thematic evaluations and Management's institutional reform agenda is an indication of the relevance of these evaluation products, which in turn encourages the internalization of lessons.

30.   At the portfolio level, while Management is pleased to note that its commitments for IFAD11 directly address the range of issues identified in both self- and independent evaluations during the IFAD10 period, it also believes that the utility and lessons to be derived from these evaluations could be further enhanced.

31.   First, the time lag between project closure and the point in time that an evaluation becomes available results in the generation of lessons and recommendations that do not necessarily remain relevant and that in some cases cannot be internalized in the light of changing circumstances and priorities in a country. Second, evaluations of projects in the portfolio that closed over 3 years earlier and were designed more than 10 years ago will not be an entirely accurate reflection of the current quality of the portfolio, performance improvements or the emerging impact of new initiatives.[11] Third, stand-alone project evaluations that are project- and context-specific do not lend themselves to a cross-fertilization of lessons. Lastly, the PRISMA is based entirely on recommendations made in the specific evaluations selected for inclusion in each edition and therefore cannot conclusively identify trends in the portfolio as a whole.

32.   In this context, the recommendations made as a result of the peer review, if adopted by the Executive Board, could address these constraints. A revamped product mix with more cross-cutting thematic cluster evaluations, together with timely interim evaluations, would enhance the learning dimension of independent evaluation products and would allow for timely integration and follow-up of recommendations.

33.   Finally, Management believes that, while the PRISMA is a strong and unique accountability tool for reporting back to the Executive Board on the implementation status of recommendations, in the evolving context of the Fund's evaluation architecture, this structure could be revisited. Currently, Management's follow-up to recommendations through the PRISMA is extremely granular, with detailed actions being listed against every recommendation in volume II of the report. Moving towards a more strategic independent evaluation product mix and with a robust accountability-oriented self-evaluation architecture in place, the PRISMA could also be crafted into a more strategic and streamlined tool for the future.

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[11] This was also acknowledged by IOE in its comments on the 2018 RIDE (see EB 2018/124/R.13/Add.1).

Comments by the Independent Office of Evaluation of IFAD on the 2019 PRISMA

1. In accordance with the IFAD Evaluation Policy,[12] the Independent Office of Evaluation of IFAD (IOE) is to provide comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) for consideration by the Evaluation Committee and the Executive Board. IOE welcomes the PRISMA as an important instrument within IFAD's evaluation architecture for promoting accountability and organizational learning.

2. The 2019 PRISMA reports on the implementation status of recommendations from 31 independent evaluations jointly selected by Management and IOE, of which 11 have been covered in previous editions of the PRISMA and 20 are new evaluations finalized in 2017 and 2018. It also includes Management's responses to recommendations from last year's Annual Report on Results and Impact of IFAD Operations (ARRI) and to IOE's comments on the Report on IFAD's Development Effectiveness (RIDE).

3. A comparison with past PRISMAs indicates that compliance by Management has increased and that IOE is making fewer and more strategic recommendations. Since 2010, the PRISMA has reviewed a total of 1,588 recommendations made by IOE. Of these, nearly 90 per cent have been fully followed up or are ongoing, while only 11 per cent were not agreed upon. Even though it covers seven more evaluations than last year, the 2019 PRISMA addresses 105 recommendations, which have been translated into 187 actions (25 fewer than last year). Of those 187 actions, 55 per cent have been fully followed up and 42 per cent are ongoing, for a total of 97 per cent, which is significantly higher than the approximately 74 per cent and the 87 per cent of actions falling into these categories in 2010 and in 2018, respectively (see graph 1 in annex VI of the 2019 PRISMA). The rate of follow-up is somewhat better for the new evaluations (at 97 per cent) than for the historic evaluations (72 per cent). Finally, 54 per cent of these 187 actions were categorized as strategic as opposed to operational, a significant increase over the 36 per cent of actions that were classified as strategic in 2018. Though only six per cent were policy-level actions, many of these recommendations came from the corporate-level evaluation (CLE) of IFAD's financial architecture, from which, commendably, half of the recommendations have already been fully followed up.

4. The number of recommendations on targeting and gender and on technical areas increased between 2015 and 2018, while the number of corporate issues is declining. The PRISMA presents the numbers and percentages of recommendations/actions in six thematic categories: targeting and gender; technical areas; project management; non-lending activities; cross-cutting issues; and corporate issues. IOE has analysed the percentages of recommendations/actions falling into each thematic category between 2015 and 2019; the results of this analysis are presented in chart 1. This aggregation over time shows that the number of recommendations relating to corporate matters has declined, while those on targeting and gender and on technical areas increased in 2018 and 2019. Recommendations relating to project management have decreased in number but still amount to 21 per cent of all recommendations. Recurring issues related to these areas are also highlighted in the 2019 ARRI. In addition, the PRISMA indicates that a large number of evaluations deal with projects focusing on rural finance and value chains. IOE notes that more than 80 per cent of recently completed projects relate to market access. Future analyses of the recommendations covered in the PRISMA may determine whether any correlation exists between recommendation themes and project types.

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[12] See paragraphs 11 and 31(i) of the revised IFAD Evaluation Policy (EC 2011/66/W.P.8).

Chart 1
Percentage of recommendations/actions, by theme (2015-2019)
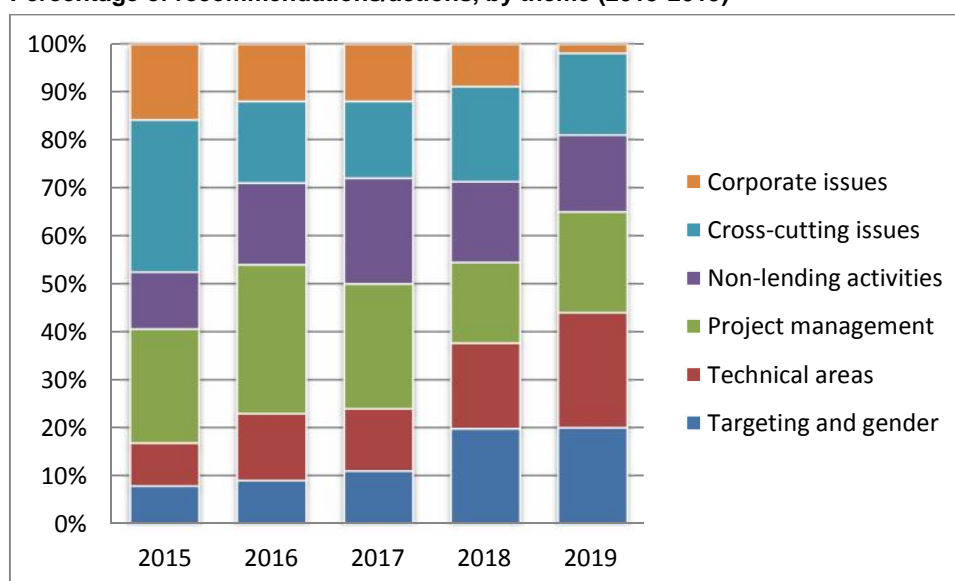
Source: 2019 PRISMA and IOE analysis.

5. At the portfolio level, the lessons identified by Management make the PRISMA more substantive and are useful topics for further discussion. IOE concurs with the points made by Management regarding the importance of government ownership, faster project start-up and the need to strengthen project management, which are raised in the 2019 ARRI as well. Management's commitment to addressing these areas is important, and many of the new initiatives appear to be quite promising, such as those relating to proximity to governments, the Special Programme for Countries with Fragile Situations and the Faster Implementation of Project Start-up facility. This section usefully presents Management's theory of change and discusses how it can be applied in order to bring about the results that Management seeks. This matter can be assessed at a later date. The section also reflects an internalization of IOE's recommendations which goes beyond the granular level and which is already more strategic.

6. At the corporate level, the presentation of the internalization of lessons was less robust than at the portfolio level. It is difficult to glean lessons from this highly synthesized section. Firstly, the sample of historic and new corporate evaluations reviewed in the 2019 PRISMA could have been more clearly presented in the text and an explanation given of how they relate to table 6. As in past PRISMAs, it would have been useful for the main report to explain what concrete steps were taken to address the corporate-level recommendations made in key historic evaluations relating to fragile situations and IFAD's supervision and implementation support and for it to include a discussion about how such recommendations arising from all new evaluations are being addressed. While the CLE on financial architecture is addressed specifically, the discussion is vague, with mention being made of a "trickle-down effect" in terms of greater efficiency and effectiveness.

7. The additional levels of recommendation analysis introduced in the 2019 PRISMA make ascertaining accountability more difficult. The chapter entitled "Promoting accountability" presents the data on recommendations in a complicated manner and provides too much information in some instances. Although the aim is for the PRISMA to be a more strategic corporate report, the manner in which the data are presented actually makes it more granular. For example, in recent years the PRISMA has broken down IOE recommendations into discrete actions; this year, 105 recommendations were translated into 187 actions. These actions are then broken down into multiple categories: historic versus new; corporate-level versus

portfolio-level; by region; and then by types of evaluations. As a result, it is challenging to confirm follow-up of the new and historical evaluations.

8. While the majority of the recommendations have been fully followed up, there are some instances where the evidence that is presented does not directly address the relevant issue. For example, in the performance evaluation of the project in the Lao People's Democratic Republic, Management highlights improved attention to targeting; however, the IOE recommendation refers to a more explicit, tailored targeting approach for supporting commercialization and the sustainable development of the livestock sector. Even though the recommendations are unbundled into additional actions, some of the responses presented in volume II are overly general and either do not sufficiently explain how the recommendation has been implemented or deal with intentions rather than what has been done. For example, in the country strategy and programme evaluation (CSPE) for the Gambia, Management characterizes the action taken for the identification of partners in the new country strategic opportunities programme (COSOP) as having fully followed up on the recommendation to establish strong and comprehensive partnerships, without explaining to what extent and how partnerships are being developed. Finally, some of the responses miss out the critical issue raised by the recommendation. For example, the CSPE for the Democratic Republic of the Congo recommends that the Fund should refrain from any further expansion of intervention areas in the light of weak management capacity, logistical challenges and the need to consolidate the programme in order to ensure its sustainability. Nevertheless, while future projects will start off in regions where IFAD is already present, their geographical scope is to be extended to several neighbouring provinces.

9. In some instances, the responses to the 2018 ARRI only partially address the issues it raises, which may result in a recurrence of the problems in question. Since Management has revised only the targeting guidelines and not the policy, this recommendation should be considered as having been only partially followed up. With regard to the development of appropriate targeting strategies based on robust, differentiated analyses, the unbundling of the actions misses the key point of the recommendation, which is to conduct a robust analysis; the lack of such an analysis is recognized in the 2019 PRISMA as a key constraint on project design. Based on the need for special clinics on project design in the areas of gender, climate change and other mainstreaming issues mentioned in Management's portfolio stocktaking exercises, it appears that the development of tailored targeting strategies for specific groups is also still ongoing and not complete. Finally, the recommendation to monitor targeting strategies may be considered to have been fully followed up once the guidance on how to monitor the implementation of targeting strategies has been issued.

10. In conclusion, IOE would welcome a PRISMA which presents strategic issues based on a solid analysis of actions that substantively address IOE recommendations. The PRISMA has been examining IOE recommendations at an increasingly granular level by unbundling recommendations into many different actions. The complicated quantitative analysis presented in the 2019 PRISMA, which divides actions into multiple categories, makes ascertaining accountability challenging. By the same token, the assignment of different actions to different divisions may dilute responsibility for addressing the key issue at the heart of the recommendation and internalizing the corresponding lesson. In order to make progress towards the objective of producing a more strategic PRISMA, Management first needs to be clearer about the actions being taken to make the changes required in order to internalize the lessons emerging from independent evaluations. An in-depth analysis of these responses to recommendations can then lead to the formulation of higher-level responses to the more strategic challenges that IFAD faces. As demonstrated by the internalization of lessons at the portfolio level, such

a strategic response can be achieved on the basis of the existing evaluations. Therefore, while a change in the product mix of independent evaluations may be necessary, it does not appear to be the main constraint on the preparation of a more strategic and streamlined PRISMA.

Methodology

A. Extraction of recommendations

1. The President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) tracks Management's follow-up to recommendations made in the following independent evaluation products:

   •   For corporate-level evaluations (CLEs), evaluation synthesis reports (ESRs), impact evaluations (IEs) and project performance evaluations (PPEs), commitments are made in IFAD Management's responses to those evaluation reports;

   •   For country strategy and programme evaluations (CSPEs), the agreements at completion point signed by IFAD and government representatives are used to track follow-up actions that signatories have agreed to implement; and

   •   The current PRISMA also follows up on recommendations from the 2018 Annual Report on Results and Impact of IFAD Operations[13] and IOE's comments on the Report on IFAD's Development Effectiveness for 2018.[14]

B. Classification of recommendations

2. In order to facilitate the analysis, and in line with the practice in previous years, this report classifies the recommendations according to the following criteria:

3. **Evaluation level.** This refers to the entity which is targeted by the recommendation and is primarily responsible for implementation. The levels are:

   •   Corporate level; and

   •   Country level (including IFAD, government authorities or the project).

4. **Nature.** This categorizes the recommendation as per the revised IFAD Evaluation Policy:

   •   Operational, if the recommendation proposes a specific action;

   •   Strategic, if it suggests an approach or course of action; and

   •   Policy, if it is related to the principles guiding IFAD.

5. **Theme.** Recommendations are categorized under broad thematic blocks comprising 32 sub-themes. The sub-themes are listed in annex IV.

C. Process

6. Once the country teams (and cross-departmental resource people in the case of CLEs and ESRs) communicate the latest status, the degree of compliance is assessed using the following 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 or policies yet to be designed and completed;

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[13] See EB 2018/124/R.12/Rev.1.
[14] See EB 2018/124/R.13/Add.1.

- Not applicable: recommendations that have not been complied with because of changing circumstances in country development processes 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.

Evaluation coverage of the 2019 PRISMA

Table 1
Evaluations for first-round follow-up included in the 2019 PRISMA

	CLE	CSPE	ESR	IE	PPE	Total
Portfolio	-	34	-	5	57	96
Asia and the Pacific	-	5	-	-	12	17
Cambodia	-	5	-	-		5
Cambodia: Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri	-	-	-	-	4	4
Lao People's Democratic Republic: Northern Region Sustainable Livelihoods through Livestock Development Project (Asian Development Bank-IFAD)	-	-	-	-	4	4
Viet Nam: Pro-Poor Partnerships for Agroforestry Development Project	-	-	-	-	4	4
East and Southern Africa	-	12	-	-	8	20
Lesotho: Rural Financial Intermediation Programme	-	-	-	-	4	4
Madagascar: Project to Support Development in the Menabe and Melaky Regions	-	-	-	-	4	4
Angola	-	6	-	-	-	6
Mozambique	-	6	-	-	-	6
Latin America and the Caribbean	-	5	-	-	10	15
Peru	-	5	-	-	-	5
Peru: Market Strengthening and Livelihood Diversification in the Southern Highlands Project	-	-	-	-	6	6
Guyana: Rural Enterprise and Agricultural Development Project	-	-	-	-	4	4
Near East, North Africa and Europe	-	-	-	5	11	16
Georgia: Agricultural Support Project	-	-	-	5	-	5
Morocco: Rural Development Project in the Eastern Middle Atlas Mountains	-	-	-	-	7	7
Palestine: The Participatory Natural Resource Management Programme	-	-	-	-	4	4
West and Central Africa	-	12	-	-	16	28
Chad: Pastoral Water and Resource Management Project in Sahelian Areas	-	-	-	-	7	7
Cameroon	-	12	-	-	-	12
Cameroon: Rural Microfinance Development Support Project	-	-	-	-	4	4
Ghana: Root and Tuber Improvement and Marketing Programme	-	-	-	-	5	5
Corporate	8	-	10	-	-	18
Building partnerships for enhanced development effectiveness – a review of country-level experiences and results	-	-	10	-	-	10
IFAD's financial architecture	8	-	-	-	-	8
Total	8	34	10	5	57	114

Table 2
Evaluations for historic follow-up included in the 2019 PRISMA

	CLE	*CSPE*	*Total*
Portfolio	**-**	**56**	**56**
Asia and the Pacific	**-**	**5**	**5**
India	-	3	3
Philippines	-	2	2
East and Southern Africa	**-**	**2**	**2**
Ethiopia	-	2	2
Latin America and the Caribbean	**-**	**5**	**5**
Nicaragua	-	5	5
West and Central Africa	**-**	**44**	**44**
Nigeria	-	8	8
Gambia (The)	-	17	17
Democratic Republic of the Congo	-	19	19
Corporate	**17**	**-**	**17**
IFAD's Engagement in Fragile and Conflict-affected States and Situations	4	-	4
IFAD Supervision and Implementation Support Policy	6	-	6
IFAD's Performance-based Allocation System	3	-	3
IFAD Replenishments	4	-	4
Total	**17**	**56**	**73**

Evaluation recommendations, by sub-theme

Table 1
Portfolio-level evaluation recommendations in the 2019 PRISMA, classified by sub-theme

Block	Sub-theme	CSPE	IE	PPE	Total	%
Targeting and gender	Targeting	14	-	5	-	-
	Gender	3	-		-	-
	Youth	2	-		-	-
	Beneficiaries	2	-	4	30	20%
Technical areas	Private sector	2	-	1	-	-
	Markets and value chains	4	1	6	-	-
	Natural resource management	2	1	2	-	-
	Analysis, studies and research	-	-	1	-	-
	Rural finance	2	1	7	-	-
	Infrastructure	1	-		-	-
	Nutrition	-	-	2	-	-
	Climate change adaptation	2	-	1	-	-
	Land tenure	-	-	1	37	24%
Project management	Project management and administration	14	-	7	-	-
	Results measurement, monitoring and evaluation		-	1	-	-
	Training and capacity-building	4	1	5	32	21%
Non-lending activities	Partnerships	10	-	2	-	-
	Policy engagement	7	-	-	-	-
	Knowledge management	1	-	-	-	-
	Non-lending activities	4	-	-	24	16%
Cross-cutting	Sustainability	2	1	2	-	-
	Fragility and conflict	2	-	1	-	-
	Project design and formulation	2	-	5	-	-
	Innovation	-	-	1	-	-
	Grants	2	-	-	-	-
	Replication and scaling up	-	-	2	-	-
	COSOPs	2	-	-	-	-
	Strategy	-	-	1	-	-
	Organization development	2	-	-	-	-
	Supervision	1	-	-	26	17%
Corporate	Restructuring	1	-	-	-	-
	Decentralization	2	-	-	3	2%
Total		**90**	**5**	**57**	**152**	**100%**

Table 2
Portfolio-level evaluation recommendations in the 2019 PRISMA, classified by regional distribution

Block	Sub-theme	APR	ESA	LAC	NEN	WCA	Total	%
Targeting and gender	Targeting	3	1	5	2	8		
	Gender	-	1	-	-	2		
	Youth	-	1	-	-	1		
	Beneficiaries	2	-	1	1	2	30	20%
Technical areas	Private sector	-	-	1	-	2	-	-
	Markets and value chains	4	-	3	2	2	-	-
	Natural resource management	-	-	1	3	1	-	-
	Climate change adaptation	-	1	2	-	-	-	-
	Analysis, studies and research	-	-	-	-	1	-	-
	Rural finance	-	2	2	1	5	-	-
	Nutrition	1	1	-	-	-	-	-
	Land tenure	-	1	-	-	-	-	-
	Infrastructure	-	-	-	-	1	37	24%
Project management	Project management and administration	1	3	-	2	15	-	-
	Results measurement, monitoring and evaluation	1	-	-	-	-	-	-
	Training and capacity-building	2	2	1	2	3	32	21%
Non-lending activities	Partnerships	4	1	1	1	5	-	-
	Policy engagement	-	2	-	-	5	-	-
	Knowledge management	-	-	-	-	1	-	-
	Non-lending activities	-	2	1	-	1	24	16%
Cross-cutting	Sustainability	-	1	-	1	3	-	-
	Fragility and conflict	-	-	-	-	3	-	-
	Project design and formulation	1	1	-	1	4	-	-
	Innovation	1	-	-	-	-	-	-
	Grants	-	-	-	-	2	-	-
	Replication and scaling up	-	1	1	-	-	-	-
	COSOPs	-	-	1	-	1	-	-
	Organizations, groups, institutions and collective approaches	1	-	-	-	1	-	-
	Strategy	1	-	-	-	-	-	-
	Supervision	-	-	-	-	1	26	17%
Corporate	Restructuring	-	1	-	-	-	-	-
	Decentralization	-	-	-	-	2	3	2%
Total		**22**	**22**	**20**	**16**	**72**	**152**	**100%**

Table 3
Portfolio-level evaluation recommendations in the 2019 PRISMA, classified by non-fragile and fragile situations

Block	Theme	Non-fragile (21 evaluations)	Fragile (4 evaluations)	Total	%
Targeting and gender	Targeting	13	6	-	-
	Gender	2	1	-	-
	Youth	2	-	-	-
	Beneficiaries	3	3	30	20%
Technical areas	Private sector	2	1	-	-
	Markets and value chains	9	2	-	-
	Natural resource management	4	1	-	-
	Climate change adaptation	3	-	-	-
	Analysis, studies and research	1	-	-	-
	Rural finance	10	-	-	-
	Nutrition	2	-	-	-
	Land tenure	1	-	-	-
	Infrastructure	-	1	37	24%
Project management	Project management and administration	10	11	-	-
	Results measurement, monitoring and evaluation	1	-	-	-
	Training and capacity-building	8	2	32	21%
Non-lending activities	Partnerships	9	3	-	-
	Policy engagement	5	2	-	-
	Knowledge management	-	1	-	-
	Non-lending activities	3	1	24	16%
Cross-cutting	Sustainability	2	3	-	-
	Fragility and conflict	1	2	-	-
	Project design and formulation	4	3	-	-
	Innovation	1	-	-	-
	Grants	1	1	-	-
	Replication and scaling up	2	-	-	-
	COSOPs	1	1	-	-
	Organizations, groups, institutions and collective approaches	2	-	-	-
	Strategy	1	-	-	-
	Supervision		1	26	17%
Corporate	Restructuring	1	-	-	-
	Decentralization	1	1	3	2%
Total		**105**	**47**	**152**	**100%**

Table 4
Portfolio-level evaluation recommendations for IFAD10

Thematic area	Total	Percentage
Targeting and gender	65	18%
Technical areas (natural resource management, private sector, etc.)	73	21%
Project management (M&E, etc.)	70	20%
Non-lending activities (partnership, policy engagement, knowledge management)	60	17%
Cross-cutting (grants, design, sustainability, COSOPs, etc.)	73	21%
Corporate (decentralization, human resources)	12	3%
Total	**353**	**100%**

List of project-level evaluations, by date of entry into force, closing date and evaluation date

Name of project	Country	Date of effectiveness	Loan closing date	Project completion report date	Evaluation date
Pastoral Water and Resource Management Project in Sahelian Areas (PROHYPA)	Chad	Jan-10	Sep-15	Nov-15	Sep-18
Agricultural Support Project	Georgia	Jul-10	Dec-15	Dec-15	Sep-17
Rural Livelihoods Improvement Project in Kratie, Preah Vihear and Ratanakiri	Cambodia	Aug-07	Mar-15	Dec-14	Nov-17
Rural Financial Intermediation Programme	Lesotho	Mar-08	Sep-15	Sep-15	Nov-17
Rural Development Project in the Eastern Middle Atlas Mountains	Morocco	Mar-07	Sep-15	Oct-15	Jul-18
Northern Region Sustainable Livelihoods through Livestock Development Project (AsDB-IFAD) Joint PPE.	Lao People's Democratic Republic	Jun-07	May-15	Mar-14	Nov-18
Project to Support Development in the Menabe and Melaky Regions	Madagascar	Nov-06	Jun-16	Aug-16	Jul-18
The Participatory Natural Resource Management Programme	Palestine	Feb-00	Mar-16	Mar-16	Dec-17
Market Strengthening and Livelihood Diversification in the Southern Highlands Project	Peru	Sep-10	Nov-15	Dec-15	Jun-18
Rural Microfinance Development Support Project	Cameroon	May-10	Jun-18	Feb-17	Oct-17
Root and Tuber Improvement and Marketing Programme	Ghana	Nov-06	Jun-15	Jul-16	Jul-18
Rural Enterprise and Agricultural Development Project	Guyana	Jan-09	Sep-15	Mar-15	May-18
Pro-Poor Partnerships for Agroforestry Development Project	Viet Nam	May-09	Dec-15	Mar-16	Jun-18
Average		**Jan-08**	**Jan-16**	**Nov-15**	**Mar-18**

Follow-up trends

Table1
Long-term follow-up trends

Level	Full follow-up	Not applicable	Not agreed	Not yet due	Ongoing	Partial	Pending	Total (no.)	Total (%)
Country	696	23	2	13	219	23	25	**1 001**	**63%**
Government	44	2	0	14	14	4	7	**85**	**5%**
IFAD	220	10	9	0	159	15	6	**419**	**26%**
Project	59	3	0	0	8	2	0	**72**	**5%**
Region	8	1	0	0	2	0	0	**11**	**1%**
Total (no.)	**1 027**	**39**	**11**	**27**	**402**	**44**	**38**	**1 588**	**100%**
Total (%)	**65%**	**2%**	**1%**	**2%**	**25%**	**3%**	**2%**	**100%**	

Graph 1
Follow-up trends since 2010
(Percentage of responses, by implementation status)
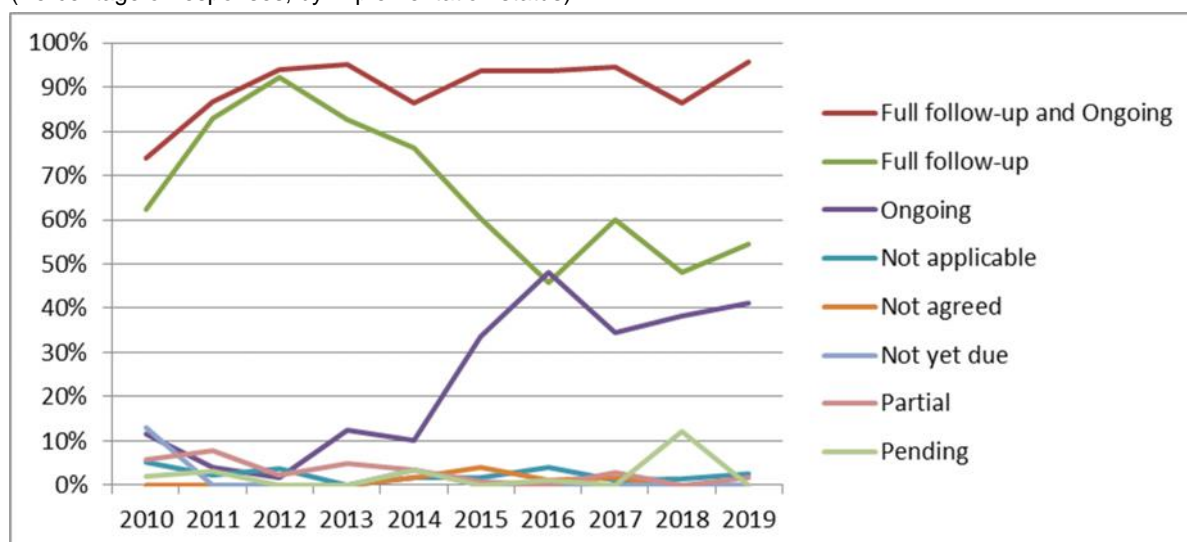
Follow-up to recommendations from the 2018 ARRI and IOE comments on the 2018 RIDE

I. 2018 Annual Report on Results and Impact of IFAD Operations (ARRI) recommendations

1. The 2018 ARRI made five recommendations to Management, two of which specifically address the 2018 ARRI learning theme on targeting. Management has taken concrete actions to address these recommendations. Its detailed follow-up to each recommendation is described below.

   (i) Conduct a systemic review of IFAD project-cycle processes and examine the resources committed to each.

   Management has undertaken internal reviews during the budget exercise to assess and commit the resources required throughout the project cycle. Furthermore, the Change, Delivery and Innovation Unit is overseeing a major business-process re-engineering initiative that will look into corporate processes within the context of a decentralized organization. This review will help Management to understand in which areas additional resources may be required. Action ongoing.

   (ii) Revise IFAD's targeting policy and related guidelines.

   As part of the IFAD11 cycle, Management has committed to revising and updating the targeting guidelines. The revised guidelines build on the lessons from the 2018 ARRI learning theme and the lessons learned regarding the shortcomings identified by various evaluation products. These revised guidelines will be presented to the Executive Board at its September session. Action fully followed up.

   (iii) Develop appropriate targeting strategies based on robust and differentiated poverty and context analysis that are flexibly implemented

   During project design, interventions need to develop tailored strategies in light of the profiles of the target group and specific contexts.

   All project designs included tailored, context-specific targeting strategies. In addition, the youth and gender action plans have been strengthened and provide further guidance to teams at the design stage. As mentioned in the Management response to the 2018 ARRI, the analysis will feed into the development of more robust theories of change that will more explicitly capture the assumptions both about the distributional effects of the interventions in terms of anticipated project benefits for different groups based on gender, age, ethnicity, geographical location, etc. and about the transformational impact that the project will have on the lives of members of the target groups. The quality of targeting approaches at the design stage is also monitored by means of the internal quality assurance reviews. Action fully followed up.

   During implementation, targeting strategies must be monitored and adjusted to ensure that they effectively reach specific target groups and meet their different needs.

   Management has rolled out the design, supervision and completion module of the Operational Results Management System (ORMS). An important indicator that is measured throughout the project cycle through ORMS is targeting. In addition, based on the revised supervision guidelines that are an IFAD11 commitment, Management is providing specific guidance to teams on how to

monitor the implementation of targeting strategies during implementation. The ORMS data are, in turn, inputted into an internal dashboard which serves as the basis for performance conversations at the regional level. Any concerning ratings on targeting or other matters are followed up closely by Management through these reviews. Action fully followed up.

(iv) Establish strong monitoring and evaluation (M&E) systems and tap into local knowledge through country-level partnerships to capture differentiated poverty data to create knowledge and for policy engagement and advocacy in favour of IFAD's target groups.

In addition to the actions outlined in section III (internalizing learning) of this report, PRISMA volume II contains detailed information on the follow-up to the specific recommendations made in the evaluation synthesis report on building partnerships. Management has strengthened country-level partnerships through closer proximity to borrowing countries, commitment to mobilizing greater domestic cofinancing and a stronger focus on non-lending activities. The specific knowledge-management actions at the country level are outlined in the IFAD Knowledge Management Strategy and Action Plan approved by the Executive Board. Management is also working on strengthening in-country M&E systems and capacities for greater ownership, reliance and commitment at the national level. Action ongoing.

(v) Ensure sustainability of rural poverty impacts with exit strategies that are inclusive of targeted beneficiaries and sufficient project duration.

Exit strategies are now developed at the project design stage. The strategies are reviewed during the internal quality assurance and review processes to ensure that the sustainability of benefits is taken into account at the outset. Furthermore, IFAD is now providing programmatic support and moving away from a stand-alone project model. The country strategic opportunities programme guidelines are central in providing guidance to teams and laying the foundation for IFAD's engagement in a country over more than one replenishment/performance-based allocation system cycle. This new model is then implemented through a phased approach at the country level to balance longer-term sustainability with the efficiency and agility of shorter implementation periods for individual projects. Lastly, in line with its IFAD11 commitment, Management has developed an operational framework for stakeholder engagement in which a key focus is on strengthening beneficiary participation and incorporating feedback loops into project design and implementation. Action ongoing.

II. Independent Office of Evaluation of IFAD (IOE) comments on the Report on IFAD's Development Effectiveness (RIDE) for 2018

2. Overall, IOE appreciated Management's candidness and forward-looking approach in the 2018 RIDE, along with the enhancements of the report structure and analysis introduced in line with IOE's comments on the 2017 report. IOE's specific comments on last year's RIDE related to the results presented against the Results Management Framework (RMF) targets.

3. Management would like to emphasize that the RIDE is meant to provide a holistic corporate analysis of IFAD's results and performance in line with the RMF. While it does provide an overview of the drivers of performance at the corporate level, due to word limit requirements it does not go into a detailed analysis of specific themes or underlying factors. A deeper analysis of underlying constraints and Management's follow-up to them has been included in the 2019 PRISMA and is the basis for the various IFAD11 commitments in such areas as gender, climate,

nutrition, youth, partnership frameworks, etc. Management also believes that, in line with the peer review findings on the product mix, there is potential for the ARRI to study these drivers of weak performance in depth to help guide Management in its efforts to improve performance in areas where it is persistently weak.

4. In line with the methodology for outcome indicators set forth in the RMF for IFAD10, Management will continue to present results on a three-year rolling basis, as was done in the 2018 RIDE. However, it is important to note that Management's analysis is more current than the analysis presented in the ARRI, as the cohort for the 2019 RIDE is made up of projects closed between 2016 and 2018 (IFAD10), whereas the cohort for the ARRI is composed of projects completed between 2015 and 2017. Therefore, the results provided in the two reports are not directly comparable. Management is also augmenting the analysis presented in the 2019 RIDE with an additional annex on the performance of the ongoing portfolio in order to shed light on some of the impacts of the recently introduced enhancements to the results architecture. Management believes that future evaluations and perhaps future ARRIs will also capture these performance improvements and the results of Management's proactivity.