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

Volume II

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

Addendum

Evaluation Committee — Fifty-second Session
Rome, 5 September 2008

For: **Information**

Note to Evaluation Committee members

This document is submitted for the information of the Evaluation Committee.

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Abbreviations and acronyms

AsDB	Asian Development Bank
CGAP	Consultative Group to Assist the Poor
CMO	community mobilization officers
COSOP	country strategic opportunities paper
CPM	country programme manager
CU	credit union
EMMP	Environmental Management and Monitoring Plan
FPPP	Field Presence Pilot Programme
GEF	Global Environment Facility
ICT	information communication technology
IEC	information education communication
IEE	initial environmental examination
IICA	Inter-American Institute for Cooperation on Agriculture
IKSP	Indigenous Knowledge System and Practices
KMP	knowledge management partnership
MFC	microfinance centre
MIC	micro insurance centre
MOFA	Ministry of Food and Agriculture
MTR	mid-term review
PPMS	Project and Portfolio Management System
LGS	Loans and Grants System
PCU	programme coordination unit
QA	quality assurance
QE	quality enhancement
RIMS	Results and Impact Management System
RPRP	Rural Poverty Reduction Programme
UNCDF	UN Capital Development Fund
WUA	water users' association

Categories used for the classification of ACP agreed actions

Level	IFAD	IFAD Corporate Level
	REG	IFAD Regional Level
	CTRY	IFAD Country Level
	GOV	Government Authorities (national, local level) and institutions
	PROJ	Project
Nature	PLCY	Policy
	STRAT	Strategy development including COSOPs and projects
	OPER	Operational and Implementation
Theme	ADV	Implementation and management advices
	ASR	Analysis, studies and researches
	BEN	Beneficiaries and stakeholders participation and consultation
	DEC	Decentralization
	DES	Project design
	DIA	Policy dialogue
	FLD	Field presence
	GDR	Gender (including targeting to women)
	GOV	Governance
	HR	Human resources (management, recruitment)
	INF	Infrastructure (construction, contracting, management, supervision)
	INR	Innovation and replication
	ISL	Information sharing and learning
	KM	Knowledge management
	NRM	Natural resource management
	ORG	Organizations, groups, institutions and collective approaches
	PRM	Private sector, market and enterprise development
	PMA	Project management and administration
	RFI	Rural finance
	RME	Results monitoring, evaluation
	STR	Strategy
	SUP	Supervision
	TCB	Training, capacity-building
	TGT	Targeting
	SUS	Sustainability

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

A. INTERIM EVALUATIONS

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
Peru	IE	1.	PROJ	STR	PRM	To the extent possible, in developing a technical services market, avoid the distortions caused by institutions and projects acting under contradictory principles, especially when they provide services free of charge, with no counterpart requirements or concrete action plans, and without user participation in managing technical assistance.	The practice of assigning resources competitively in order that the campesino pays the technical assistance spreads rapidly, meanwhile the amount of free technical assistance is reduced in those places.

B. COMPLETION EVALUATIONS

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
Colombia	CE	1.	GOV	STR	PRM	PADEMER succeeded in changing the mentality among the RMEs, which moved away from a "productivist" orientation and adopted business practices that would enable them to compete in markets. This should be borne in mind particularly by regional governments that are supporting RMEs in their respective regions.	Various local and regional governments are developing support mechanisms to the RMEs, based on their own necessities and prioritizing their access to the market.
Colombia	CE	2.	CTRY	STR	PRM	Enhance the availability of business and market information to support both RMEs and providers of technological services, using for that purpose the various systems that have been implemented by the Ministry of Agriculture and Rural Development. The challenge is to adapt these systems and make them more accessible and user-friendly, bearing in mind the knowledge level of the microentrepreneurs.	Access to technical, financial or merchandising services is increasing, with a major budget of the Ministry and Territorial Governments.
Colombia	CE	3.	CTRY	STR	PRM	Make a greater effort to create horizontal linkages among the microentrepreneur beneficiaries of PADEMER with a view to achieving better synergy among peers and adding to the reservoir of business knowledge that they have all developed. The organization of meetings, thematic workshops and study visits might be an efficient means to that end. It might also be worthwhile to consider creating a rural enterprise observatory, with the support of IICA, given its experience in implementing other observatories.	There are internal exchanges among microentrepreneurs for some issues: i.e. <i>panela</i> (sugar by-product) and rural tourism. IICA and other agencies support these initiatives.
Colombia	CE	4.	CTRY	STR	INR	IFAD and the GOC should discuss the usefulness and possible incorporation into public policies of the project experiences and mechanisms including the allocation of public funds through regional competitive processes.	The Ministry of Agriculture and Rural Development assigns the largest part of their resources for contests (public bid).
Colombia	CE	5.	CTRY	STR	RME	Develop a more effective online system for monitoring the progress of RMEs, in terms of both commercial and financial variables, in order to identify promptly (early warning) any problems that they are facing and thus lower the "mortality rate" among rural microenterprises.	These systems are expensive to develop and maintain; since the project has been completed, the recommendation has not been implemented.

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
Colombia	CE	6.	CTRY	STR	ORG	The strategy of organizational strengthening requires the inclusion and the initiation by the project of useful social activities that will give members of the organization an increased sense of ownership. Some of the organizations visited by the mission have made a major effort in this regard. The equation organization = business is generally very vulnerable, given the potential for failure in marketing processes, unless the organization is also carrying out other activities.	The spirit of cooperation is increasing, including offers of health, educational services and other benefits, but depends on the social capital of the organization.
Colombia	CE	7.	CTRY	STR	DEC	Continue deepening and decentralizing activities by increasing the involvement of public and private entities in the regions in activities that are currently being supervised directly by the NTCU.	This decentralization process is very slow and must be global.
Colombia	CE	8.	CTRY	STR	RFI	Strengthen financial operators in order to enable them to diversify the supply of services and begin offering working capital and marketing loans, collective loans, savings accounts, insurance and fund transfers. Implement a programme for the development or transfer of methodologies to diversify financial products, employing a multi-product approach based on detailed analysis of demand in each region.	The rural micro-financial sector is rapidly increasing with the support of second tier banking and supervisory organizations.
Colombia	CE	9.	CTRY	STR	RFI	Increase the coverage of agencies of financial operators in remote rural areas that are currently not being served by: (i) promoting partnerships among financial operators and consolidated ARMEs that operate self-managed credit funds. These associations have experience in the administration of loan funds and they can partner with financial operators in pre-selecting loan applications, linking collections of loan payments to deliveries of products and consolidating payments in bank accounts of the financial operator; and (ii) promoting partnerships through non-bank representative offices.	There are strong relations with cooperatives and non-formal entities. But, at the same time, the presence of financing NGOs is increasing, like the Women Rural Bank (<i>Banco de la Mujer Rural</i>).
Colombia	CE	10.	CTRY	STR	RFI	Stimulate the participation of savings and loan cooperatives in rural microcredit, since these institutions have a strong regional identity and enjoy a great deal of trust among the public.	There is no advance in this sense, but there is an advance in a specific project.
Colombia	CE	11.	GOV	STR	STR	Consider whether FINAGRO's access requirements (bank guarantees and insurance policies) might be putting small operators at a disadvantage with respect to larger NGOs	The system still penalizes the small operators.

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
Georgia ¹	CE	1.	CTRY	STR	STR	The Fund should determine the comparative advantages that it has in the region, define the main elements of its targeting strategy and decide which components and sub-components are most appropriate for IFAD investment.	This is a corporate issue that is addressed in the context of the RB-COSOP.
Georgia	CE	2.	CTRY	STR	RME	Impact indicators relevant to the Fund's concern for marginalized groups should be included in the design of programmes.	This is being addressed in the design of the forthcoming Livestock Development Programme.
Georgia	CE	3.	CTRY	STR	SUP	A regular presence of the Fund's staff in supervision missions should be stipulated.	This is now corporate policy, and the CPM regularly participates in supervision missions.
Georgia	CE	4.	CTRY	STR	TGT	At the project design phase, IFAD should clearly identify the target groups that can realistically be assisted, and the strategies and project components to be adopted to reach them, in line with IFAD's targeting policy and government priorities.	This was being addressed in the design of the Livestock Development Programme. Since changes in the political situation and priorities in the country changed, project design is currently frozen. This recommendation will be taken into account when operations in the country start again.
Georgia	CE	5.	CTRY	STR	TGT	In the case of households unable to take advantage of interventions aimed at agricultural commercialization, IFAD should draw the Government's attention to the risks of marginalising poor households and communities in rural areas so that specific plans and measures to support them could be jointly developed within its overall growth-oriented strategies and policies.	This was being addressed in the design of the Livestock Development Programme. Since changes in the political situation and priorities in the country changed, project design is currently frozen. This recommendation will be taken into account when operations in the country start again.
Georgia	CE	6.	CTRY	STR	STR	A system to strengthen the economic tissue of rural areas and increase the number of potential borrowers under credit schemes is necessary. This approach may include: (i) a process focused on improving the marketing of agricultural products, including the post-production phase; and (ii) assisting in the development of market-oriented smallholder agriculture supported by access to rural financial services and agricultural support services (mechanization, etc.). These measures require consideration during the project design phase and at the policy dialogue level.	The Rural Development Project (ongoing, co-financed with the World Bank) has provisions for microfinance and continued support to credit unions. This was being addressed in the design of the Livestock Development Programme. Since changes in the political situation and priorities in the country changed, project design is currently frozen. This recommendation will be taken into account when operations in the country start again.
Georgia	CE	7.	CTRY	STR	STR	In order to protect rural households from land speculation, the priority given to village residents in the original distribution of land should be continued.	IFAD is no longer directly involved in the implementation of programmes supporting land privatization and titling.

¹ Due to the current difficult political situation in the country the project design has been suspended. Before this situation came about, a formulation and a re-formulation mission for LDP were undertaken. At this stage, the recommendations made by the CE were taken into account, especially in relation to targeting and risks of marginalization of the rural poor. LDP aimed to reach the economically active poor, which were in the majority of cases livestock owners, through: i) supply chain support to private enterprises in the milk production sector through a matching grant that aimed at creating incentives for producers to invest in production, and at incentivizing milk buyers and processors to purchase milk from the previously marginalized producers; ii) a loan to the Government for the construction of the infrastructure needed to reach the communities of producers (usually on mountains/hills) and for rural electrification systems needed to enable milk conservation. While this demonstrates that the recommendations were taken into account, the project design process is now halted and not likely to go forward any time soon.

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Georgia	CE	8.	CTRY	STR	RFI	Future microfinance projects in Georgia and the region should learn from the principal error made under ADP, which was to allow the numerical target for CUs to become the predominant indicator. There should be no haste in developing the CU network and short-term targets should be avoided. Sustainability [should be ensured through]: (i) greater focus on building management capacities rather than on the injection of fresh loans and grants; (ii) support for savings mobilization activities and the linkage of overall support to the volume and quality of savings; and (iii) setting of high performance standards for supported credit unions including quantitative indicators such as financial ratios and efficiency measures, and qualitative indicators such as management commitment and the degree of community participation.	This has been addressed through the ongoing Rural Development Project that provides for exactly this type of menu of support to CUs (although sub-component implementation has yet to be initiated). Some support is being provided to existing CUs in the form of training, technical back-up and enhanced management capacities at the present time.
Mongolia	CE	1.	GOV	STR	STR	<i>Aimag</i> authorities to submit an official request for dECT cancellation to MOFA and MOFE within four weeks from the date of the workshop, that is, by 30 March 2007. Concerned Ministers should consider the issue and act upon within four weeks from receipt of the official request from the <i>Aimags</i> , that is, by 30 April 2007. IFAD would be kept informed on the progress and GOM would share with IFAD any copies of relevant documents in this regard for due follow-up.	IFAD has been informed that MOFA is currently in discussion and negotiation with MOFE on the issue. MOFE through MOFA inquired about the possibility of IFAD cancelling the portion of loan to MOFE; internal decision on cancellation is pending.
Mongolia	CE	2.	CTRY	STR	KM	Proposals formulated by workshop participants referred mainly to better cooperation and alignment of various project actions, as currently each <i>aimag</i> works along a different approach. For the ongoing Rural Poverty Reduction Programme (RPRP) and other similar interventions, it was proposed to create better linkages among the RPRP sub-projects and at the grassroots-level organizations through regular meetings, exchange visits related to information gathering and sharing knowledge.	MTR recommended that Steering Committees prioritise synergising effort in all <i>aimag</i> and <i>soum</i> activities.
Mongolia	CE	3.	CTRY	STR	KM	The concept of the RPRP training centres or recently called "business incubators" needs to be well understood by all stakeholders in this regard. IFAD agreed to develop proposals to enhance the understanding and subsequent actions within <u>six months</u> from the date of the workshop (end of August 2007).	Recommendation on the communication strategy was put forward by the MTR and is being implemented by the RPRP.
Mongolia	CE	4.	IFAD	STR	SUP	To ensure compliance with the project design and with recommendations of supervision missions, IFAD and its Cooperating Institution need to clearly define	The supervision responsibility is taken over by IFAD.

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						the supervision arrangements to allow for continuity and follow-up. In particular, it is recommended that (a) the Cooperating Institution responsibilities be more clearly defined in final agreements;	
Mongolia	CE	5.	IFAD	STR	SUP	(b) clear performance indicators for the Cooperating Institution be developed and the Cooperating Institution be held accountable for them	The supervision responsibility is taken over by IFAD.
Mongolia	CE	6.	IFAD	STR	RME	(c) (IFAD provides the needed guidance to the Cooperating Institution in supporting the project to establish a good system to monitor and assess project impact.	The supervision responsibility is taken over by IFAD.
Mongolia	CE	7.	IFAD	STR	SUP	On supervision activities, IFAD must reflect on costs arrangements to allow, whenever possible, appropriate funding and time allocation to missions to ensure better quality feedback to the GOM, the Project Implementation Unit and to IFAD.	The supervision mission in 2007 was undertaken in conjunction with the MTR workshop in order to ensure quality feedback.
Mongolia	CE	8.	GOV	STR	ASR	For the provision of extension services, the GOM should carry out a needs analysis among beneficiaries to better understand what type of information they require and on what specific issues. (...) The GOM agrees that extension is critical and needs to be strengthened. The proposals would stretch from a better, participatory-based identification of training needs mechanism to monitor and evaluate training efficiently and the role of media and other Information and Communication Technology tools. Yet, a decision on how to implement and finance proposals on this recommendation will require some time of reflection by the GOM. This should be done prior to future IFAD-funded interventions in the country.	To be considered in the context of any future intervention in this area.
Mongolia	CE	9.	GOV	STR	NRM	IFAD has recognized the importance of undertaking effective rangeland impact assessment and provisions to this regard have been made in the project design of the ongoing IFAD-funded intervention in the country. (...). The GOM seeks the support of IFAD, while MOFA through RPRP would submit a proposal for developing appropriate water harvesting technologies and supply schemes within the next six months from the date of the workshop (by end of August 2007). The issue was broadened to propose a consolidation of the legal environment and regular (annual) rangeland assessment processes.	MTR followed up on the recommendation. The activity was included in the 2008 annual work plan and budget.
Mongolia	CE	10.	GOV	STR	STR	It is recommended that the GOM pursues the provisions for safety nets as depicted in the RPRP design document to minimize the impact of adverse	Ongoing under the RPRP.

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						weather conditions, especially <i>dzuud</i> . In particular, the GOM should ensure the creation and support of beneficiary-led rangeland management and monitoring committees, assist veterinary and breeding services, purchase and make available hay-making equipment, and establish a <i>dzuud</i> emergency fund.	
Mongolia	CE	11.	GOV	POL	SUS	The GOM should provide, in collaboration with IFAD, a policy framework for risk preparedness to ensure the sustainability of selected interventions in the country.	Discussed with the Government.
Mongolia	CE	12.	CTRY	STR	STR	All partners agreed to review the current proposals during the oncoming Programme Progress Review mission and to decide which remain feasible for implementation. The proposals included: establishing of a risk fund, strengthening the insurance and banking system for rural areas, adjust extension systems and its sustainability towards a focus on risk preparedness by herders and other rural residents. The involved partners will address the issue of capacity-building on how to react to risk mitigation.	Recommendations were reviewed during the MTR.
Niger	CE	1.	CTRY	STR	STR	In a difficult socio-political context such as that in the Niger, with limited local capacities, it seems vital to set up projects that are (i) geographically better focused, (ii) flexible and evolutive so that interventions can progressively increase in scope and volume as experience is gained, and (iii) confined more narrowly to sectors judged priorities for rural development and the reduction of poverty and inequalities. Such a strategy should encourage the growth of a real development dynamic, which will then be boosted by strong complementarities and synergies to be established with other projects and donors.	In 2006 PMD revised IFAD strategy in Niger (see last COSOP), in particular: <ul style="list-style-type: none"> - (i) the geographic project (PPILDA/ARRDI/PRI/PDL) concentration in the Maradi region (20% of the population on 3% of territory). - (ii) the programme approach in the Maradi region characterized by strong complementarities among IFAD projects, flexibility and replication of capitalized knowledge on large scale (of IFAD projects [PSN 2, PPILDA, PDRAA] and others). - (iii) the Financing and Thematic IFAD concentration (agriculture, vulnerability and capacity-building), the more specialized use of cofinancing for IFAD projects (e.g. OFID for infrastructures, BSF for health and nutrition, WFP, GEF for the environment sector, SCAC for coordination). - (iv) the promotion of the Paris Declaration and the One UN through the MOU, initiated by IFAD, and signed with the Niger Government, 10 UN agencies and 3 bilateral cooperating institutions in Maradi.

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Niger	CE	2.	CTRY	STR	ASR	A good grasp of social and economic dynamics and of processes aggravating vulnerability and inequality in the intended intervention areas is an indispensable prerequisite for any intervention. With a view to increasing knowledge about the mechanisms involved in the insecurity of the very poor, a specific working document on this subject will in future be included among project formulation documents.	The new ARDDI PRI/PDL project planned for the September EC 2008 has a specific working document on the roots and deep reasons of poverty and food insecurity in the Maradi region. Solutions have been identified with populations and projects' experience to tackle these problems (demographic increase, ceremonies expenses, traditional management of food storage, etc.).
Niger	CE	3.	CTRY	STR	TGT	Projects should encourage innovations in targeting methods and impact monitoring based on a participatory identification of poor and vulnerable groups within communities, and these innovations should then be evaluated and disseminated by the Government, so that a proper operational strategy can be designed that is focused on increasing the security of well-defined target groups.	A pilot in targeting has been successfully tested by the PPILDA project in 2006 starting with three villages that become 22 in 2007 and will be 120 in 2008. At present, the census includes 120 000 people, with precise benchmarks for assessment. At the same time, a local system has been tested to follow-up on those concerned by the project (nominative) and with which activity. This very innovative system was presented in IFAD headquarters in 2007. ARDDI will replicate this system. In 2009, PPILDA will plan its activities based on the impacts achieved by the various target groups. A global evaluation is planned at the end of 2008 to see how to replicate it on a national scale.
Niger	CE	4.	CTRY	STR	KM	All projects should incorporate an operational strategy to capitalize on experience. They could contribute particularly to boosting the Ministry of Agricultural Development's documentation centres in order to facilitate the sharing of experience and help in programme formulation.	IFAD projects (PPILDA, ARDDI) include a systematic capitalization process. The new ARDDI PRI/PDL will focus on national technical service capacity-building (not limited to agricultural services).
Niger	CE	5.	CTRY	STR	DEC	The Government and IFAD should make provisions for the following elements when designing projects: a) Support and advice mechanisms for the assumption of decentralized responsibility by regions, communes and farmers' organizations, so that they can negotiate, manage and oversee contracts with providers, preferably local, including precise terms of reference and verifiable, consensual result indicators;	This is planned in the ARDDI PRI/PDL project through: (i) a specific component to support decentralized entities to implement their own development plan; and (ii) another component focused on local private sector development to ensure that local service providers are able to respond to the public and private demands after project interventions have ceased. Funds have been allocated for this activity.
Niger	CE	6.	CTRY	STR	SUP	b) Supervision of the establishment of services, particularly municipal ones as anticipated in the documents, allowing a proper sustainable exercise of their responsibility with major involvement of beneficiaries	Planned in ARDDI PRI/PDL to be presented in September EC 2008. The ARDDI PRI/PDL will be an additional component to the existing ARDDI.

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Niger	CE	7.	CTRY	STR	TCB	c) Measures and resources to boost local providers' technical and management capacities, together with much greater assumption of responsibility by providers in carrying out services	Idem. Included in ARDDI PRI/PDL in order to complete PPILDA and ARDDI interventions in the Maradi region.
Niger	CE	8.	CTRY	STR	PMA	d) Appropriate financial procedures, guaranteeing the availability of the necessary resources to local operators as and when needed, while allowing a progressive release of funds to service providers on the basis of the results achieved.	IFAD current and new interventions provided financial support to the institution so as to: (i) be compatible with credit approach and (ii) ensure future local budgets for post interventions.
Niger	CE	9.	CTRY	STR	TCB	When designing projects, IFAD and the Government should make provisions for good quality technical assistance in order to boost project staff's coordination, methodological and technical capacities. Technical assistance should be designed and evaluated as a programme for the progressive transfer of capacities to project staff.	IFAD and Niger Government agreed to finance technical assistance through a grant. ARRDI TA will be evaluated through improvement of regional technical service capacity.
Niger	CE	10.	CTRY	STR	SUP	Projects should systematically make provisions for a budget to allow regular participation of the lead ministry in all field supervision missions. The lead ministry, which is responsible for ensuring that the recommendations of such supervision missions are implemented, should appoint a permanent officer as the focal point of the project. This officer, in charge of keeping track of the project files, would oversee implementation of the recommendations of supervision missions.	Planned in PPILDA and ARDDI. Effective since 2007. A focal point has been designated both within the Ministry of Agriculture and the MATDC. Each quarter, the leading ministry will supervise project under their responsibility. Ministries are represented in all IFAD field missions.
Niger	CE	11.	CTRY	STR	NRM	Inasmuch as the intensification of irrigated farming leads to major costs for farmers (fertilizer, pesticides, fuel, repairs to infrastructure etc.), it is a viable proposition only to the extent that there are opportunities for market disposal of produce at remunerative prices and that these opportunities can be exploited by those farming under an irrigated system, with or without specific support and advice from government technical services or projects.	IFAD approach in Niger is an agriculture-led market approach and the level of intensification is determined by competitiveness and profitability. Irrigation is not the final aim but a tool to intensify and provide investment security.
Niger	CE	12.	CTRY	STR	NRM	Before making hydro-agricultural investments, long-term security of land tenure must always be guaranteed, through supervision of a negotiation and formalization process for long-term tenure agreements. The Government should consider the registration of land ownership with land commissions as a priority, which would then allow the establishment of a formal tenant farming system. When designing projects, IFAD should make provisions for prior studies and technical support with regard to security of land tenure in order to facilitate the achievement of these objectives.	IFAD and ILC are implementing a pilot activity in the Aguié area on land tenure. Results will be analysed at the end of 2008. No irrigation infrastructure is developed in PPILDA and IRDAR projects without a clear understanding of land situation and beneficiaries.

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Niger	CE	13.	CTRY	STR	NRM	The development models adopted for irrigated farming must be based on a process of analysis and local planning, taking into account all the production systems found in the village, and in coordination with formal land development schemes.	This recommendation has been taken into account in the ARDDI project through the agriculture and environment component (GEF to cofinance NRM plans by village).
Niger	CE	14.	CTRY	STR	GOV	Improvement in the governance of grassland resources (...) is a key factor for more sustainable management of natural resources, but also for the prevention of conflict. Initiatives to bring users and local actors together (Land tenure committees, communes, traditional authorities, herders' and farmers' organizations, local government) must be promoted by the Government of the Niger and IFAD. Such consultations among stakeholders should lead to a definition of generally accepted, appropriate rules in connection with the formal land development schemes.	PPILDA and ARDDI work closely with COFO (commission foncière) which include all these stakeholders.
Niger	CE	15.	CTRY	STR	NRM	With a view to reducing the effects of recurrent droughts and facilitating the reconstitution of household financial assets, the Government and livestock development projects should help herders to draw up strategies for the security of their herds	This is very complex and problematic. IFAD is working at the national level with farmer and livestock owner organizations through a new small country grant (given to PARCOF).
Niger	CE	16.	CTRY	STR	RFI	Projects must support the sustainable rural financial services approach within which specialized operators and beneficiaries work. The implementation of a "credit" component as part of projects cannot be seen simply as a tool allowing rapid, ad hoc support of cost-effective economic initiatives, parallel with grants for investments.	IFAD forged an arrangement with UNCDF, specialized in this domain.
Niger	CE	17.	CTRY	STR	RFI	Particular stress must be laid on boosting the institutional and organizational capacities of specialized [rural finance] operators so that they are able to continue activities after the end of the project.	Dealt through UNCDF.
Philippines	CE	1.	CTRY	STR	STR	There is opportunity to build from the successful processes in CHARM and consider a second phase project.	The Second Cordillera Highland Agricultural Resource Management Project was approved by the Executive Board on 24 April 2008.
Philippines	CE	2.	PROJ	STR	STR	Recommendations for project design include: (i) a revised definition of poverty reduction incorporating community values of quality of life and sustainability considerations rather than only income increase;	The goal of CHARM-2 is to reduce poverty and improve livelihoods of poor rural women and men in indigenous communities in the upland areas of the Cordillera Administrative Region. Its objectives are to (i) increase farm family income of the rural poor through sustainable agricultural development, and (ii) enhance quality of life of the rural poor through improving land tenure security, food security

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							and watershed conservation. The Appraisal Report recognizes that some of the multi-dimensions of poverty are not captured by farm family income alone. For instance, enhancement of 'quality of life,' in particular food security and land tenure security, would also contribute to poverty reduction. The project aims to enhance 'quality of life' as defined thus.
Philippines	CE	3.	PROJ	STR	NRM	(ii) sustainable agriculture development should be balanced with Indigenous Knowledge System and Practices (IKSP), natural resource management and enrichment planning;	The project will support the preparation of Communal Watershed Conservation Plans. Participatory reforestation planning will be carried out with help from CENRO officers. Some of detailed technical designs for reforestation that include area maps and resource inventories will be prepared by the staff of CENRO. These designs will then be validated by the Council of Elders/Leaders and the POs with the help of Barangay staff. The plans will be reinforced by emphasising a wider use of indigenous knowledge and practices such as Lapat and Muyong.
Philippines	CE	4.	PROJ	STR	BEN	(iii) broader participation and equity focused on comprehensive community development and a local learning approach including a participatory M&E system;	The participatory investment planning process at the community level will be simple and focused. The community members, facilitated by the community mobilization officers (CMO) and the Municipal Planning Officer, will carry out a participatory social assessment and land use mapping to assess community interest and situation. The community members will discuss the various options based on need, priority and viability given project parameters and fiscal constraints. Marginalized groups such as women and the poorest will be asked to carry out the prioritization exercise separately with the facilitation of the CMO and the Planning Officer so that their aspirations and needs can be captured and do not get lost in the din of stronger voices. The priority list thus developed will be formalized by the elders with the assistance of the CMO and then presented again to the community general assembly for validation. Again suitable measures will be taken to incorporate the opinions and choices of the marginalized. The project will support community members in participatory monitoring and evaluation of

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							the implementation of the Barangay Development Plans and their own PIPs. As a result of these analyses, the PIP will be annually adjusted to possible changes in the social and economic environment and changes in the community's priorities. Project support includes capacity-building through training and the actual carrying out of the evaluations and plan adjustments. Results will be integrated both in project monitoring reports and in BDPs.
Philippines	CE	5.	PROJ	STR	PMA	(iv) an outcome rather than target orientation should be taken with built-in flexibility through the annual work plan and budget to allow adjustment to changing context; and	The Regional Inter-Agency Steering Committee will meet at least twice a year to review policies and approve the annual work plan and budget of the Project or adjust it as appropriate. Most project activities will be prioritized by community members on the basis of a project menu from which to choose. Such project investment plans will be integrated in the Municipal Development Plan and eventually in the Annual Work Plan and Budget (AWPB) of the project. For the implementation of that plan, the Mayor as head of the Municipal Government will be assigned the responsibility to authorise project disbursements to implementing agencies for approved activities in the AWPB. The project will put in place an effective M&E system that includes a management information system, reporting to management the status of implementation of the project in terms of output and impact. The latter system will be based on participatory analyses in communities, as well as on periodic impact studies. Relevant results and impact measurement system (RIMS) indicators will be monitored.
Philippines	CE	6.	PROJ	STR	SUS	(v) a clear exit strategy with a mainstreaming of project components into local institutions and processes.	The Project will be implemented through existing institutions (national government agencies, LGUs and NGOs) that will assign appropriate staff to implement and manage project activities under their concerned components. This arrangement will be clearly specified in memoranda of agreements to be signed with them. For the implementation of specific sub-projects identified through the participatory planning process, a tripartite

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							<p>agreement will be signed between the Municipal Government, the Implementation Support Agency and the PSO. Apart from the specifics of the project(s), this Memorandum will specify the responsibilities of each party in the implementation, monitoring and financing of the sub-project(s).</p> <p>Also an intensive social preparation phase for community beneficiaries will be undertaken to prepare them for the eventual management and sustainability of infrastructure projects and grassroots institutions. Capability building and organizational strengthening support to people's organizations in the <i>barangays</i> such as trainings on book-keeping, leadership, project management, financial management and negotiation skills are taken as an integral part of the development cycle, instead of being regarded as an independent and separate activity, an end in itself.</p>
Philippines	CE	7.	PROJ	STR	DES	The preparation for CHARM-2 should strongly consider the issues raised during the CHARM feasibility study, based on lessons learned from Highland Agriculture Development Project (HADP).	CHARM-2 has incorporated many of the aspects raised in the detailed Feasibility Study referred to, notably the increased focus on natural resource management, increased participation of farmers in project activities, strengthening of institutional support mechanisms, and the stronger focus on marketing and rural financing support. CHARM-2 includes strengthened components on all these aspects.
Philippines	CE	8.	PROJ	STR	STR	CHARM-2 should both solidify gains made in existing project areas and look to expand to new areas of Cordillera Administrative Region not served by HADP or CHARM.	The project aims to improve livelihoods of indigenous farming communities in 37 municipalities and 170 <i>barangays</i> in all six provinces of the Cordillera Autonomous Region, (namely Abra, Apayao, Benguet, Ifugao, Kalinga, and Mountain Province). Out of the municipalities 23 are new and 14 were under CHARM-1.
Philippines	CE	9.	CTRY	STR	PAR	The partnership between the GOP, AsDB and IFAD should be continued, although communication and co-operation between IFAD and AsDB should be improved.	AsDB is co-financing CHARM-II
Philippines	CE	10.	CTRY	STR	SUP	IFAD needs to have a greater role in providing implementation support. If AsDB is a partner in the next phase, IFAD/AsDB need to better coordinate to ensure IFAD's participation in supervision and	IFAD will directly supervise CHARM-1 and is committed to organise joint supervision and implementation support missions with AsDB as well as the OPEC Fund for International

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
						implementation support missions. If AsDB is not a partner, IFAD should consider direct supervision and implementation support given the number IFAD priorities being addressed in the project such as indigenous people concerns, participation, empowerment, and policy dialogue.	Development.
Philippines	CE	11.	PROJ	STR	STR	Support for the emerging indigenous people policies and best practices should continue to be supported. Continued lobbying is required to consider Cordillera Administrative Region as a "special case" for national standards in recognition of the unique environment is still required to assist in effective development of the target areas and to consolidate the gains achieved through CHARM.	The project approach is based on the deepened realization that it is located in a social and cultural environment of indigenous values and practices. These are locally different and to varying degrees subject to transformation from the increasing communication with global values. However, Government, with the adoption of the Indigenous People's Rights Act (IPRA), has codified the basic principles of indigenous management of the natural resources. Following this, the project provides further support to the implementation of the IPRA. Its approach is also based on the growing recognition, worldwide, of the positive values in the indigenous culture, such as loyalty, mutual help and ecological sustainability. It is this latter element which provides a commercial basis for poverty reduction that the project promotes, for instance through value chain development. Furthermore the project promotes the adoption of the concept of free prior informed consent for all supported.
Philippines	CE	12.	PROJ	STR	NRM	The level of environmental best practice should be further developed by continuing work on valuing environmental services, improving environmental assessment for infrastructure construction, and strengthening the link between sustainable agriculture and forest management. A CHARM2 should include an Initial Environmental Examination (IEE) during the Project preparation stage and an Environmental Management and Monitoring Plan (EMMP) for every proposed sub-project to be financed.	The Environmental Assessment for CHARM-2 was completed by the fourth quarter of 2007, before the project was approved by the IFAD Executive Board on 24 April 2008. It contains an environmental management and monitoring plan to be adopted throughout the project implementation period.
Philippines	CE	13.	PROJ	STR	SUS	Sustainability measures and processes should be instituted at commencement of project to build processes during the project operations that will be more able to be sustained by the participants themselves. Operational activities such as improved orientation, adoption of results-based management	In-built sustainability measures as described above will be instituted from the start of the project. See response for fifth recommendation of this evaluation.

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						approaches, developing long term partnerships, more focus on transparency, use of Information Education Communication (IEC), community-based monitoring, using Indigenous systems and greater reliance on local knowledge management systems would all contribute to a project that has greater local ownership and a higher understanding of roles and responsibilities in sustaining project investments.	
Philippines	CE	14.	PROJ	STR	INF	A wider menu of small productive infrastructure, Information Communication Technology (ICT) infrastructure and support, partnerships with private sector would provide an opportunity for new partnerships and sharing of ideas, as well as combining local innovations with introduced technology. Higher cost parameters should be allowed on critical access infrastructure given the topography of agricultural areas in CAR and to allow flexibility on design and specifications to fit local conditions. One particular area of innovation that needs attention is that of enviro-hazard mapping and risk management to assist in building risk scenarios and mitigation plans.	<p>In addition to irrigation schemes and agro-forestry infrastructure development, the project will support primary processing equipment and infrastructure like those for drying, sorting, packaging, etc. For this, the project, in close collaboration with the private buyers, will provide the required sensitization and training in management and operation of equipment. Funding of these investments would be through loans from formal financial institutions for which adequate provisions have been made.</p> <p>Project design also includes provision for consultancy services in participatory planning, monitoring and evaluation and in anthropology/sociology. They will design the participatory approach for planning and M&E, design the appropriate IEC and radio programmes, provide the material for staff and community member training and support the definition of individual title modalities, reflecting indigenous values and criteria.</p> <p>The project will provide each municipality with the capacity to collect, analyse and broadcast market information of relevance to the farming community. For that purpose, the required hardware and human resources will be provided. Results will be published in print and broadcasted through the School-on-Air programme (para. 149).</p>
Philippines	CE	15.	PROJ	STR	BEN	[Local] initiatives need to be given greater prominence in a follow-on project, with the Barangay Development Council as a focal point for broader community participation. Broader community participation must be encouraged by poverty profiling, local capacity-building, and strategies to have a more equitable spread of benefits through out each barangay locality or sitio.	Community priorities will be integrated in the <i>barangay</i> development plans and the ancestral domain and sustainable development and protection plans (ADSDPP) and then onwards into the Municipal Plan and the Provincial Plan and the project's annual work plan and budget. Thus, development envisioned by the communities will be

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							covered in the government's planning process and the listed priorities can receive attention and funds. See response for fourth recommendation of this evaluation.
Philippines	CE	16.	PROJ	STR	TCB	In CHARM2, a specific Capacity Development component/unit is required that has the specific role of synchronizing training activities of the different agencies, as well as the different project components so that they clearly contribute towards the overall project outcomes. The tasks for the unit would include: (i) improving training needs assessment so that training provided is tailored to the specific needs of the participants; (ii) improved training delivery methods, particularly increasing the number of courses delivered within the communities, (iii) improve relevance of training design and including re-entry plans for participants to increase the likelihood that learning will be applied; and (iv) conduct post-training assessments. Clearer systems to support application of training and replication within the communities could considerably increase the level of impact. More hands-on trainings are required for all components but especially agriculture technology and infrastructure operation and maintenance.	The first component of the project focuses on capacity-building of the communities, while all other components include specific capacity-building activities for the concerned implementing agencies, farmers' organizations, and local government units. A training needs assessment will be carried out at all levels at the start of the project for each Implementation Support Agency. Actual training will be funded from the allocation for staff training in the project management component.
United Republic of Tanzania	CE	1.	GOV	POL	NRM	It should be emphasized in the National Irrigation Policy being developed, that different irrigation/water-harvesting technologies be discussed in the context of each potential scheme area, and the range of agronomy options available including selecting the most suitable crops. Livestock development should be considered alongside crop production, to promote a harmonious coexistence of the two, and where possible to integrate them. (...) Market access for surplus produce and access to inputs and finance must be integral parts of irrigation schemes and community development.	Policy is a framework, therefore it is not expected to have the detail on type of crop in every place. Emphasis on different interventions has been clearly stipulated in the policy and well discussed. Currently the policy is at the advanced stage. The holistic thinking of the policy has been given the upper hand. So the issues mentioned are inclusive.
United Republic of Tanzania	CE	2.	GOV	POL	NRM	MAFC should ensure that Ministry of Water, and other line ministries in consultation with partners continue their concerted actions to incorporate the catchment approach in the policy and to ensure that the necessary institutions at national, regional and local levels are established to implement it.	Discussions are ongoing, and sectoral consultations are taking place. In this regard issues on environment will be deCated along with the institutional settings.

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United Republic of Tanzania	CE	3.	GOV	STR	ORG	Districts should provide institutional support to the WUAs to assist them in maturing and performing their very crucial role in irrigation management.	Several districts are supporting the WUA schemes through training at KATC, Igrusi and Mkindo. Technical Support, especially on O&M is also provided. Some of the districts undertaking this are Babati, Mbulu, Iramba, Bahi, Misungwi, Manyoni, Igunga, etc.
United Republic of Tanzania	CE	4.	GOV	STR	TGT	MAFC should decide at the design of any irrigation scheme that the overall aim is to target the rural poor while giving due consideration to the economic efficiency of the schemes.	This is being undertaken, especially, with regard to the simplicity of the design, efficiency of the scheme, viewing the conveyance aspects. It has been established that the rural poor have to organize themselves for undertaking the O&M of the scheme.
United Republic of Tanzania	CE	5.	GOV	STR	BEN	MAFC in coordination with relevant ministries (Water, Environment, Energy, Livestock) should therefore develop appropriate strategies that will empower farmers to become aware of and knowledgeable in water management. The District Councils should train WUAs and then WUAs should become accountable to the communities for efficient water use. This requires a participatory approach, training, application and enforcement of regulations and introduction of incentives/disincentives.	Training through District Agricultural Development Plans (DADP) under ASDP has been carried out by several districts. Some have even started to line their canals to improve on water efficiency such as in Gichamedia and Mawemairo-Matufa schemes. All the operational schemes are now connected to KATC for training, including O&M.
United Republic of Tanzania	CE	6.	GOV	STR	NRM	The participatory approach should be adopted as a standard methodology for the planning, design, implementation, monitoring & evaluation of all future irrigation and water-harvesting programmes. MAFC should ensure that this is adopted in the National Irrigation Policy. PIDP PCU should develop guidelines for participatory approaches for incorporation into DADPs for implementation.	Through the support of JICA – United Republic of Tanzania Technical Cooperation - the guidelines for the participatory approaches developed under PIDP were improved and incorporated in the DADP guidelines that are now under implementation in the districts.
United Republic of Tanzania	CE	7.	PROJ	STR	STR	In instances where good social capital has been built, but where irrigation systems have not worked as well, efforts should be made to use the acquired social capital for other community development. The respective districts should identify areas where such social capital exists and incorporate such information in their DADPs for use.	Through O & OD process, the schemes under PIDP that previously did not work well (Sigili, Igrubi, Luhala) stood better chances of developing alternative interventions to improve their situation and won competition due to the already existing social capital, e.g scheme improvements including provision of several reservoirs have been funded through DIDF and NIDF which are competitive funds in FY 2007/2008.
United Republic of Tanzania	CE	8.	GOV	STR	TCB	MAFC should ensure that measures are taken nationwide to considerably increase the capacity (human and financial resources) at district level to take responsibility for implementation and follow up of irrigation development programmes. An assessment will need to be urgently made of the	The DADP guidelines indicate the basic requirements for irrigation scheme development, District authorities have been allocated financial resources specific for investment, capacity-building and extension services and have been mandated to recruit

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						bottlenecks to effective implementation and uptake of management responsibilities by district institutions. This should be followed by a clear definition of activities, including timelines, aimed at addressing the identified gaps. This is a condition for the foreseen decentralized implementation of the National Irrigation Policy and attaining the targets set for expanding irrigated agriculture.	personnel according to their requirements. Moreover, the districts were receiving technical backstopping from MAFC through the Zonal Irrigation Units (pool of expertise) and will continue to receive support from MOWI through the same units.
United Republic of Tanzania	CE	9.	GOV	STR	TCB	MAFC in collaboration with Prime Minister's Office-Local governments should ensure that District Councils carry out an assessment of requirements, identify capacity gaps and develop corresponding training programmes. Districts could undertake both training and recruitment of necessary staff in order to fill the existing gaps.	Based on the DADP guidelines, all districts have identified capacity gaps and other requirements and have developed a strategic plan of action that is being financed through various sources including ASDP.
United Republic of Tanzania	CE	10.	GOV	STR	TCB	MAFC should ensure, that the necessary training needs are catered for during policy formulation and that District Councils through DADPs make provision for Farmers Field School, supporting Village Extension Officers' (VEO) and core farmers' participation.	MAFC through ASDP has developed basic training needs requirements that have been incorporated in the DADP guidelines for scheme development and farmer empowerment. The guidelines are currently operational.
United Republic of Tanzania	CE	11.	GOV	STR	PRM	MAFC should open up dialogue with the private sector specifically to identify gaps and develop means and measures to fill the gaps [of private sector contractor]. Possibilities for streamlining tendering and procurement rules, regulations and procedures thus facilitating its operations in irrigation scheme construction should be investigated. MAFC should in coordination with other relevant ministries establish cooperation with the National Construction Council, Contractors' Registration Board, and Engineers Registration Board in order to implement this recommendation.	MAFC has established a database that includes among other things information on private sector contractors' strengths and weaknesses in performing irrigation development work. The Ministry has worked closely with NCC which clearly stipulated the role of private sector reviewing capacity and involvement in irrigation. Close collaboration is continuing with CRB and ERB on all levels of implementation. Awareness seminars for the private sector have been designed and proven to be very useful.
United Republic of Tanzania	CE	12.	GOV	STR	RME	MAFC and the DADPs should ensure that the necessary data are collected to support future works. MAFC in coordination with Ministry of Water and other relevant institutions should immediately establish such data collection stations in cooperation with Zonal Irrigation Units and the District Councils.	Through the ongoing decentralization process, where more decision powers are vested to the district authorities, data collection stations are now being established in each district authority. With current shifting of the department of Irrigation from MAFC to the Ministry of Water and Irrigation the data collection centre at the ministerial level should now be easier to implement.

C. COUNTRY PROGRAMME EVALUATIONS

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
Mali	CPE	1.	CTRY	STR	TGT	IFAD's interventions should continue to <i>centre around vulnerable areas in the Sahelian strip and the Sahelian-Saharan region</i> , where IFAD benefits from experience and a comparative advantage. Targeting will be both geographical and social, based on national information systems on poverty and food security.	COSOP activities will be concentrated in the Sahelian areas especially because the two former programmes designed are concentrated in the north. A new programme in the Sahelian area, the Rural Finance Programme is currently under design and is scheduled to be presented at the April 2009 EC.
Mali	CPE	2.	CTRY	STR	STR	IFAD favours an integrated, sector-based approach that takes into account all the needs and constraints faced by local populations (in water, health, education, etc.) and are incorporated into local and regional development and food security plans, which must operate as a gateway for all activities. This integrated approach calls for strengthening partnerships, taking care to increase resources and to hone skills in sectors where IFAD lacks a comparative advantage	A strategic partnership with cofinanciers such as BSF has been negotiated in areas such as water, health and education, due to its comparative advantage in those areas.
Mali	CPE	3.	CTRY	STR	STR	Interventions must be oriented first of all to putting in place production infrastructure that will reactivate production and meet food needs, and then lay the groundwork for a more economic approach by promoting value chains that take into account activities upstream and downstream of production (inputs, equipment, processing, marketing and consultative frameworks).	The ongoing projects, PIDRN and PIDRK concentrate on increasing production levels and food security. The COSOP will focus its activities on increasing and diversifying agricultural production to improve household food security and goods accumulation.
Mali	CPE	4.	IFAD	STR	ORG	Support for peasant and professional organizations will be based on building their capacity to provide technical and economic services to their members and on peasant representation in local development dialogue.	Capacity-building is one of the strategic objectives the COSOP as well as of the new programme under design.
Mali	CPE	5.	IFAD	STR	DIA	Coordination among the various actors will be improved by intensifying policy dialogue, mainly on agricultural policy (national and international), value chain development and advisory assistance services. This dialogue will be facilitated by strengthening IFAD's representation in Mali. It would also be advisable to strengthen linkages with local and regional steering and consultative structures.	Along with capacity-building, policy dialogue is the third strategic objective of the COSOP. The CDP (USD 800 000) grant's mandate is to help intensify policy dialogue and increase availability of information. Groups targeted by the CDP include national decision makers in rural development, and M&E and CSCRP coordinators. Furthermore, a grant from Luxemburg has been allocated to monitor COSOP and CSCRP activities and construct a wECSite to help spread information.

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							Following the many requests of the Malian government for greater country presence, IFAD is studying the possibility of outposting a CPM in Mali, but not before 2010.
Mali	CPE	6.	CTRY	STR	INN	IFAD needs to acquire a systematic approach to build its capacity for innovation (technical, institutional and organizational). Innovation will be promoted through better knowledge management and by developing partnerships with actors in the innovation process (agricultural research, extension services, organizations, peasants), each of whom may create or pass on innovations.	Opportunities for innovation have been identified in the following areas: (i) training, technical and economic advisory services to FOs and farming households; (ii) land tenure; (iii) sustainable growth in agricultural productivity; (iv) reduction of vulnerability to climactic vagaries and sustainable natural resource management; (v) rural finance; (vi) private and public sector partnerships; (vii) gender. In order to capitalise on these innovations, partnerships with service providers, agricultural research, FOs will be intensified, in some cases with the support of grant funds.
Mali	CPE	7.	CTRY	STR	STR	IFAD must ensure <i>better articulation between loans and grants</i> , both in the COSOP and at every project stage (design, planning and evaluation). Responsibility for implementing this should be clearly identified during the design of investment projects, and the projects should be sufficiently <i>flexible</i> to take on future innovations (for instance, through specific provision of financing).	The country programme will ensure better articulation and synergy between loans and research grants. Priority will be given to focusing new research grants on identified innovation areas.
Mali	CPE	8.	CTRY	STR	KM	<i>Exchange of information among partners</i> should take place in the form of workshops, working groups or other specific consultative mechanisms, in order to identify innovations, evaluate operations under way and programme new activities (loans and grants). The policy dialogue unit should be one of the actors facilitating this process of exchange and capitalization.	Ideas for innovation as well as lessons learned from rural poverty reduction activities and innovations carried out within the country programme will be capitalized on and disseminated by the CDP through the following activities: (i) maintain a wECSite on IFAD projects in Mali with hyperlinks to the wECSites of partner organizations; (ii) conduct field research on poverty reduction; (iii) organize IFAD participation in policy meetings; and (iv) communicate with national institutions responsible for poverty reduction and food security.
Mali	CPE	9.	CTRY	STR	RME	In all operations, mechanisms for monitoring and evaluation of innovations should be developed systematically.	M&E of COSOP will be carried out through a joint review with line ministry, CPMT, FOs and other development partners. The results will be available in a progress report on the country strategy to guide the update of logical framework indicators and to make recommendations on ways to overcome identified constraints. Reviews are planned for 2009 and 2011.

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Mali	CPE	10.	CTRY	STR	INR	Improvements are needed in the area of consultation, information exchange and coordination among all those involved in innovation, in particular beneficiaries of technical assistance grants in research institutions	CNPPF and CDP will lead all initiatives regarding information exchange. New tools such as a wECsite will be maintained and workshops and information sessions organized.
Mali	CPE	11.	CTRY	STR	FLD	Decentralizing IFAD's presence through a technical field office in Mali.	Pending the out-posting of a CPM in Mali, the CDP will ensure technical expertise and policy dialogue to IFAD projects and programmes in the country.
Mali	CPE	12.	CTRY	STR	SUP	Systematizing joint IFAD/cooperating institution missions and designating the cooperating institution as the sole level of technical and financial management.	CPM will participate in at least one mission per year per project with the CI.
Mali	CPE	13.	CTRY	STR	TCB	Strengthening technical skills of project management units, following the actions identified, so that they may better steer and manage interventions. Training and exchanges between teams for different projects should be provided for project start-up.	Management capacity-building activities have been financed through two regional grants (M&E and capacity-building for project staff) both executed by WARF. Training sessions for PMU staff will be provided during start up support missions.
Mali	CPE	14.	CTRY	STR	PMA	Streamlining public procurement procedures to expedite project implementation.	In order to simplify procurement procedures for better implementation of projects, procurement for IFAD projects is aligned with national procurement procedures when these are acceptable to the Fund.
Mali	CPE	15.	CTRY	STR	RME	Social and economic impact on households should be evaluated in a professional manner beginning at the design phase and using an objective baseline throughout all stages of evaluation. The monitoring and evaluation tools provided for by IFAD (Results and Impact Management System [RIMS]) should be adapted to the specificities of each operation. Statistical work could be entrusted to specialized Malian organizations, which would enable them to be linked to the national poverty monitoring and analysis mechanism. Local collectivities and peasant organizations could be supported in contributing to the production and analysis of monitoring and evaluation information.	Luxemburg Grant funds will be used to set up a more reliable M&E system managed by CDP to measure the contribution of the IFAD country programme to the attainment of PRSP goals. Each project will develop an M&E system and the necessary evaluation to measure the impact of IFAD operations.
Morocco	CPE	1.	CTRY	STR	STR	The preparation of a new COSOP is envisaged, and the document must be drawn up according to IFAD's new directives on preparing country strategies. It must also be based on IFAD's new action plan and the operational procedures now in force.	The COSOP, under preparation, will take this recommendation into account.

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Morocco	CPE	2.	CTRY	STR	STR	The new COSOP must take into account: (i) the changes in the poverty situation in Morocco, which is now more well known thanks to the poverty map, but also changes in the obstacles to poverty reduction	A poverty assessment will be undertaken during COSOP formulation.
Morocco	CPE	3.	CTRY	STR	STR	(ii) the changes in the country's socio-economic and political context, the new <i>regional and national strategies and initiatives (...)</i> and sectoral intervention programmes, especially in <i>rural development and natural resource management</i> . In this context, it will be important to reflect more closely on the prospects for <i>multisectoral interventions, not merely agricultural rural interventions</i>	A consultation workshop during COSOP formulation was held with various public sector representatives and stakeholders, including the scientific community, to identify areas of synergy with IFAD programme and interventions in other sectors.
Morocco	CPE	4.	CTRY	STR	PAR	(iii) the definition of partnerships, including partnerships with <i>government institutions</i> , by broadening the partnership to take account of institutions that have so far been little involved. (...) At the same time, the definition of partnerships with <i>international organizations</i> should be more detailed, and the role of non-governmental actors and the private sector in the programme of cooperation between IFAD and the Government of Morocco needs to be more clearly defined.	A consultation workshop will be held with other donors and international organizations involved in rural development to define rules of engagement within the framework of the new COSOP.
Morocco	CPE	5.	CTRY	STR	DIA	Given IFAD's long experience in rural development and poverty reduction in Morocco and its knowledge of Moroccan Government policies and institutions, the Fund should step up its policy dialogue, in coordination with other international bodies. It should do this both with Government actors – to improve the institutional and socio-economic context for implementing the strategy – and with non-governmental actors (professional organizations, NGOs, the private sector, the scientific community).	The IFAD programme will continue to be used as a platform in policy dialogue with the GOM and other stakeholders in the rural areas. A consultation workshop with civil society and concerned public institutions will also be held during COSOP formulation for other international bodies and non-governmental actors.
Morocco	CPE	6.	CTRY	STR	DIA	Lastly, the preparation of the new COSOP should be organized within the framework of broader consultation and coordination involving all public, private and associational actors, and regular updating and adjustment of the COSOP programme should be anticipated, since a strategy must be flexible if it is to adapt to changes in the political, social, economic and institutional context.	Broad consultations will be held during COSOP formulation, as explained above. As regards the updating and adjustment of the COSOP programme, the COSOP under preparation will take this recommendation into account when applicable.

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Morocco	CPE	7.	CTRY	STR	KM	Supplementary. In partnership with the specialized units of MAPM, adopt a more ambitious communication strategy based on a wider dissemination among partners of advances that might help to boost policy dialogue for the mobilization of policymakers and the rural population;	The COSOP under preparation will take this recommendation into account where applicable and will adopt a wider communication mechanism with MAPM.
Morocco	CPE	8.	CTRY	STR	ORG	Supplementary. Continue to boost local capacities by organizing local inhabitants and improving their self-management capacities; this should be a constant concern of projects, for it represents a guarantee of project sustainability	All ongoing projects have initiated and supported the organization of local communities around various investments as an exit strategy for these projects. New projects will continue this approach under the new COSOP.
Morocco	CPE	9.	CTRY	STR	PRM	The issue of marketing and <i>the integration of agricultural products promoted by IFAD-financed projects into appropriate commodity chains</i> warrants special attention with a view to fostering the economic viability of many interventions and the sustainability of their impact. Here, it seems necessary to establish better links among productive activities launched in the target douars, input markets and end-consumers.	The COSOP under preparation will take this recommendation into account where applicable to be introduced in the design of all new projects.
Morocco	CPE	10.	CTRY	STR	INR	Possible synergies between project activities (based on loans) and technical assistance grants for research and development deserve more reflection with regard to strategy, as well as operational aspects.	The COSOP under preparation will take this recommendation into account when possible.
Morocco	CPE	11.	CTRY	STR	INR	Improvement in the performance of the partnership as a whole is important in both promoting and replicating innovations. There are two priorities: (i) to anticipate a framework for the <i>systematic collaboration between grants and projects</i> (pilot experiments, analysis and capitalization, the dissemination of advances) and (ii) to strengthen collaboration between innovating agents (NGOs, the research and development system, farmers, other development programmes) and IFAD's programme, which will probably entail boosting IFAD's involvement and intervention.	The COSOP under preparation will stipulate close linkages between grants and projects as recommended.
Morocco	CPE	12.	CTRY	STR	SUP	In order to improve project performance and impact and to be consistent with IFAD's new action plan, <i>IFAD's implementation support capacities</i> need to be boosted, especially through more regular review and support missions and involvement in direct supervision.	All ongoing projects are subject to annual IFAD implementation support missions in addition to CI supervision. In addition, this recommendation is already under implementation through the conversion of IFAD project portfolio from CI to direct supervision by the end of 2008.

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
Morocco	CPE	13.	CTRY	STR	RME	<i>M&E systems</i> must be improved through ongoing support, exchanges among project M&E teams and the introduction of the Results and Impact Management System.	All IFAD projects in Morocco have introduced the RIMS system since 2005. RIMS surveys (3 rd level) have been undertaken for all ongoing projects in 2007. Backstopping and implementation support to the M&E function is envisaged during 2008.
Morocco	CPE	14.	CTRY	STR	PMA	Projections in terms of project planning, disbursement capacity and staff availability (especially taking into account the voluntary severance programme) have turned out to be unrealistic, and a <i>discussion of these procedures</i> and projections is therefore needed to ensure the <i>real availability of human and financial resources</i> as and when anticipated. This recommendation applies also to the sustainability of results and impacts, which is often considered late in the project cycle.	The COSOP under preparation will address these issues. Furthermore, a dialogue with the GOM is ongoing through the current projects, as a platform on streamlining flow of funds and allocation of competent human resources.

D. Corporate-Level Evaluations

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
PI	CLE	1.	REG	STR	STR	Develop a new regional strategy. The strategy should be developed in close consultation with the countries of the region, and become a platform for development co-operation and partnership between IFAD and these countries. It should also be used as the basis for defining partnerships with major institutions and development agencies that are active in agriculture and rural development in the region.	Senior Management has decided not to develop new regional strategies.
PI	CLE	2.	REG	STR	STR	A full costing and a thorough analysis up front of the resource levels required to meet the objectives of the strategy should be a prerequisite.	See above.
PI	CLE	3.	REG	STR	STR	In order to gain from the views and knowledge of others, it would be advantageous for IFAD to establish external and internal peer review panels during the preparation of the strategy	See above.
PI	CLE	4.	REG	STR	STR	The strategy should indicate how it would retrofit the ongoing country strategies and operations to ensure that IFAD resources are used most effectively and in alignment with the new Regional Strategy	See above.
PI	CLE	5.	REG	STR	RME	The strategy should include a results framework and provisions for a mid-term review. Its implementation should be monitored and evaluated.	See above.
PI	CLE	6.	REG	STR	ASR	The directions in the new strategy should be determined following robust analysis of rural poverty and key subsectors in the region. An analysis of emerging opportunities and threats as well as IFAD weak and strong points including a detailed study of the role and focus of other major players in agriculture and rural development, should lead to the development and assessment of alternative strategic options before the most promising directions are finally selected – a process that was squarely missing in the development of the 2002 Regional Strategy.	Various analytical studies (some undertaken during the course of the preparation of revised regional strategy) have helped the division to identify emerging constraints and opportunities for rural poverty in the region. Based on these studies and two regional consultations held in 2006, PI has identified three areas of strategic direction: sustainable natural resource management (including agriculture), rural non-farm sector development, and post-disaster rehabilitation (responding to risk and vulnerability).
PI	CLE	7.	REG	STR	INR	It is recommended for IFAD to extend its work in geographic areas where there is a serious opportunity to promote innovations that have the potential of being replicated and up scaled by other partners, in particular by both the government and donors. This requires, inter alia, a comprehensive institutional analysis upfront to ensure that IFAD is able to identify partners who are committed to	Although PI's focus remains on less-favoured areas, projects which offer possibilities for innovation and upscaling (e.g. Indo-Gangetic plains of Bihar and Uttar Pradesh) will also be considered.

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
						similar objectives and have the ability to replicate and up-scale innovations.	
PI	CLE	8.	REG	STR	TGT	Moreover, what is of paramount importance is for the Fund to build on its experience and comparative advantage, as well as focus on supporting those most in need, who are being largely bypassed by the development efforts of others. Another crucial consideration is to assess thoroughly the overall governance framework and policy environment of the geographic areas within a country where IFAD plans to allocate its resources.	Building on past efforts, concentration will be on less-favoured areas and most marginalized groups of rural poor, who are mostly bypassed by development efforts of others.
PI	CLE	9.	REG	STR	TGT	To the extent possible and especially in large countries, it is advisable to geographically concentrate IFAD's assistance, rather than spreading thinly IFAD resources across different parts of the country.	This approach is being consciously followed. For example, in China and Viet Nam, interventions concentrate on the mountains and areas with high concentrations of ethnic minorities.
PI	CLE	10.	REG	STR	ORG	Emphasis to promoting peoples participation and building of grassroots institutions of the rural poor, should be maintained.	IFAD projects focus on these areas.
PI	CLE	11.	REG	STR	GDR	Greater attention is required in promoting better gender equity and addressing evolving gender relations as a result of women's advancement.	Women's empowerment has been emphasized in all projects.
PI	CLE	12.	REG	STR	TGT	IFAD should maintain a strategic focus on indigenous people, tribal people and ethnic minorities in Asia and the Pacific.	In countries like China, Philippines, India and Viet Nam, the focus has been on indigenous peoples, who are among the poorest and most marginalized.
PI	CLE	13.	REG	STR	TGT	A broader inclusive approach is necessary to targeting also to ensure that other rural poor living in the same project area play a constructive role in the development operation under consideration.	In projects with a focus on natural resource management, particularly common property resources, an inclusive approach is followed.
PI	CLE	14.	REG	STR	GOV	Fraud and corruption needs to be tackled explicitly as an overarching theme, throughout the country programmes and also at the policy level in close co-operation with other international development organizations and in consultation with governments, within the broad framework of IFAD's Anti-Corruption Policy.	This requirement will be followed in all activities and at all levels.
PI	CLE	15.	REG	STR	STR	Attention to addressing HIV/AIDS issues would seem a must for IFAD in a region where the number of people affected is large and increasing. IFAD's contribution should naturally be complementary to the work of others, and in particular, the Fund should only operate in those areas where a gap might exist.	IFAD is cognizant of the potential threat of HIV/AIDS on agriculture and will work with organizations which have a comparative advantage in this field.
PI	CLE	16.	REG	STR	DEC	Building on its experiences, decentralization needs support which IFAD can provide, as this would bring	Many of the projects work in close collaboration with local elected officials.

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
						development planning and resource allocation closer to rural poor. In this regard, for IFAD, decentralization should not be considered an aim in itself, but serve as an instrument to enhance the effectiveness of rural poverty reduction programmes. Among other issues, in its future efforts in promoting decentralization, IFAD should ensure that local elected officials and bodies are duly considered given their central role in development matters at the local level.	
PI	CLE	17.	REG	STR	STR	Greater attention than in the past needs to be devoted to the environment and natural resources management where performance is weak, as well as to engaging proactively the private sector in IFAD operations, on which an IFAD policy has been recently adopted by the Board. Finally, the livestock and rural infrastructure subsectors deserve more attention, given that they constitute important components of IFAD operations not adequately included in the 2002 strategy.	Sustainable natural resource management has been one of three major focus areas. In future IFAD expects to work more closely with the private sector, particularly in value chain development for high-value crops and livestock. Small-scale rural infrastructure will remain a priority area but IFAD would also like to collaborate with larger donors, who have the resources to develop rural infrastructure.
PI	CLE	18.	REG	STR	PAR	The EVEREST recommends that the strategic compact with the ADB and the World Bank be developed, given the increasing attention and investments of these IFIs to the agriculture and rural development sectors. The evaluation recommends that both the PI and IFAD senior management should be closely involved in the development, implementation and review of such a strategic compact. The partnerships would, among other issues, pay attention to co-operation in the areas of policy dialogue and the replication and upscaling of successful innovations promoted by IFAD.	In the last three years, IFAD has developed a stronger collaboration with the World Bank in South Asia and with the Asian Development Bank in the Greater Mekong Sub-region (in cofinancing, knowledge management, etc.)
PI	CLE	19.	REG	STR	PAR	Enhanced co-operation and harmonization with the other two Rome-based UN agencies (especially with the FAO, as per the Agreement Establishing the Fund) and selected bi-lateral aid agencies should also be considered, for example, in terms of project design and knowledge sharing.	Cooperation with FAO has expanded in pro-poor policy analysis and dialogue in agriculture, agriculture competitiveness in GMS countries and in project design.
PI	CLE	20.	REG	STR	PAR	Enhanced partnership with governments in the region is crucial as well. For this, IFAD must ensure that its country strategies and operations are firmly anchored in key national strategies and plans for rural poverty reduction.	All new RB-COSOPs are in line with national priorities.

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PI	CLE	21.	REG	STR	PRM	Private sector engagement needs to be improved in IFAD operations. This is particularly important in areas related to microfinance, processing and marketing of farm and non-farm produce, but also in the supply of technical assistance to project implementing agencies	In processing and value chain development, IFAD is working with the private sector in selected projects. More needs to be done in this area.
PI	CLE	22.	REG	STR	DIA	It is imperative that policy dialogue is approached in a more systematic manner, anchored in IFAD's operational experiences from the field. Policy dialogue objectives need to be set in a realistic manner, and specific human and financial resources allocated for the purpose. IFAD policy dialogue efforts should also be undertaken in partnership with similar initiatives by other partners, including international organizations. A clear policy dialogue agenda should be articulated, with indicators that will allow monitoring implementation progress and evaluating the corresponding achievements. The role and responsibility of IFAD field presence staff in advancing IFAD's policy dialogue objectives must be clarified, and policy dialogue should be included as a criterion for the year-end performance assessment of staff as well as the field presence.	In collaboration with FAO, IFAD is working with key government agencies in eight countries (India, Nepal, Pakistan, Sri Lanka, Cambodia, China, Viet Nam and Indonesia) in the area or pro-poor policy analysis and dialogue. In the framework of PBAS, IFAD is having regular policy dialogue with governments in areas needing policy reform.
PI	CLE	23.	IFAD	STR	DES	IFAD should identify appropriate partners through institutional assessments as early as possible in the project design process. The selected implementation partner must designate the project director and a core team to work on the project design process on an agreed time basis to the maximum extent. Partner countries should be granted greater responsibility for project design, and in this regard, IFAD should explore the opportunities for entrusting countries with responsibilities for project formulation, where appropriate., whereas IFAD should continue to be responsible for project appraisal.	With the expansion of country presence and establishment of CPMTs, IFAD plans to work more closely with governments, so that they can take on greater responsibility in project design.
PI	CLE	24.	IFAD	POL	SUP	Problems and lessons that emerge during implementation should be addressed on a regular basis and not kept pending until the mid-term review, which is often a turning point in the development effectiveness of the project. One option for IFAD and its implementing partners would be to conduct joint annual reviews, agree on course corrections, and prepare the annual work plan and budget accordingly.	Identification of constraints and timely resolution of problems is expected to improve with the strengthening of country presence and the assumption of supervision responsibility by IFAD.

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PI	CLE	25.	REG	STR	RME	Greater attention and resources should be devoted to project level monitoring and evaluation systems not only for this reason but also, more specifically, for improving impact assessment and reporting, and contributing more broadly to the Division's knowledge management objectives.	Direct supervision of projects by IFAD will provide the opportunity to be more effective in M&E and also in knowledge management.
PI	CLE	26.	IFAD	POL	TGT	The EVEREST recommends that IFAD should develop a clear and comprehensive approach that would guide IFAD and its partners in: (a) the selection of project areas within a given country; (b) the selection of beneficiary communities within a project area; (c) targeting of individuals within a community; (d) matching the interventions to the targeting approach; and (e) regular monitoring and reporting on targeting issues.	Implementation of IFAD's targeting policy is expected to improve targeting.
PI	CLE	27.	IFAD	POL	SUS	Issues of sustainability need to be addressed, for which a range of measures including the following should be considered: (i) an exit strategy should be developed in every project at an early stage; (ii) technical standards that are employed in service delivery and infrastructure development should be reviewed, and determine whether the rural poor can operate and sustain project interventions with the financial, social and human capital that is available to them; (iii) that in many countries, especially where implementation is through government line departments, it may be important to train technical experts in taking a more realistic, less technically demanding and more pro-poor approach to sustainability and (iv) a thorough analysis is required to determine whether agencies charged with operation and maintenance have the capacity to fulfill this aspect of their mandate.	Under a regional grant implemented by CIRDP and ANGOC, pilot case studies were conducted in five IFAD-funded projects (Bangladesh, India, Indonesia, Mongolia and the Philippines) to develop exit strategies in the area of development of rural poor organizations. Another study is currently being undertaken to look at other dimensions of sustainability.
PI	CLE	28.	REG	STR	HR	The Division should deepen both its transversal structure and sub-regional organizational structure including exploring the possibility of establishing sub-regional teams.	Clusters of country teams are working on a pilot basis. This will be expanded based on lessons learned.
PI	CLE	29.	REG	STR	FLD	With regard to the Field Presence Pilot Programme (FPPP), it is recommended that the role, function and relationships of field presence staff with the Division be further clarified, included in the divisional performance management and accountability framework, and accordingly communicated to the main partners at the country level. This includes the countries where IFAD has proxy field presence arrangements. Moreover, as mentioned, a greater delegation of authority to the field presence staff	The role, function and relationship of country presence with the division have been defined as part of department-wide initiative on country presence.

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						would ensure their better integration in the overall IFAD country team concept.	
PI	CLE	30.	REG	STR	TCB	PI training needs will need to be fully costed and budgets allocated for its implementation by IFAD, as possible, for its implementation.	The division supports this recommendation but has access to limited resources. Corporate HR reform may address this issue.
IFAD	CLE	1.	IFAD	POL	FLD	Continue implementation of the 15 country initiatives already established under the FPPP, whether they were due to complete their three year implementation by the end of 2007 or not; and – subject to budget availability – gradually expand country presence into a limited number of priority countries (based on, for example, numbers of projects, “One UN” agenda, etc)	The Dec 2007 EC directed IFAD management to limit the country presence offices to 15 – three in each region – and the two out-posted CPMs in Latin America. Remaining within this limit, IFAD management has decided to outpost two more CPMs (for Viet Nam and the United Republic of Tanzania). Countries selected will be in response to regional division’s programmatic needs.
IFAD	CLE	2.	IFAD	POL	FLD	Expand country presence to undertake more systematic experimentation with alternative country presence models in additional countries (beyond those included in the FPPP) in all five IFAD regions.	Dec 2007 EC decision supersedes this recommendation.
IFAD	CLE	3.	IFAD	POL	FLD	During the next two years, IFAD management will outpost up to 12 country programme managers ² , including those which are already under such arrangement, with the necessary experience and adequate seniority in all regions, including in some ongoing FPPP countries with large portfolios.	As per decision of the EC (Sep 2007), there are two newly out-posted CPMs, one in Viet Nam and the other in the United Republic of Tanzania, in addition to the two already out-posted (Colombia and Panama).
IFAD	CLE	4.	IFAD	POL	FLD	The Fund, to the extent possible, will negotiate direct hosting agreements with concerned governments in countries where it intends to outpost country programme managers that would, inter alia, provide the overall legal framework for establishing officially an IFAD country presence with the required diplomatic immunities and privileges. Last but not least, the Fund will need to carefully assess the required logistical and infrastructure requirements for outposting country programme managers, including exploring opportunities for hosting arrangements with other UN agencies and international financial institutions. IFAD management is committed to doing this prudently and in the most cost effective manner, in order to remain within the agreed administrative cost ratio ceiling.	Host country agreements have been signed between IFAD and Colombia (Nov 2007), Viet Nam (Jan 2008) and the United Republic of Tanzania (July 2008). Draft agreements have been sent to Kenya and Panama. An exchange of letters that is expected to lead to signature of such an agreement has begun for Ethiopia. Framework agreements with FAO and UNDP have been sent to each organization. Agreements have been revised based on mutual comments. Final versions expected during second half of 2008. In setting up country offices, hosting options have been explored with UN agencies and World Bank, however, in view of cost considerations, need for framework agreements and to identify with UN, offices are expected to continue to be hosted by UNDP, FAO or WFP.

² Such a recommendation was also found in the Independent External Evaluation of IFAD, which encouraged the Fund to outpost around 30 per cent of all country programme managers.

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IFAD	CLE	5.	IFAD	POL	FLD	As part of the experiment of outpostting country programme managers, and based on the generally positive experience with the satellite countries under the FPPP and the findings of the benchmarking study, the evaluation recommended that IFAD set up 2-3 subregional offices to be in located in different IFAD regions. IFAD management, however, will proceed very prudently with this recommendation noting [sub a, b, c, par 14 of ACP].	See response to first recommendation. Regional offices not presently envisaged.
IFAD	CLE	6.	IFAD	POL	FLD	All country presence initiatives will be established in tandem with other initiatives such as the direct supervision so that these are based on felt need and in the medium term benefit at least equals cost. In establishing these initiatives, IFAD management will also adhere to the agreed administrative cost ratio mentioned in para 11(c) above.	National staff in country presence offices playing key role in direct supervision process, including participation in missions, facilitation of withdrawal application processing. Eleven staff of country offices attended IFAD's direct supervision training.
IFAD	CLE	7.	IFAD	POL	FLD	The next phase of country presence should incorporate the four dimensions contained in the FPPP (implementation support, policy dialogue, partnership building, and knowledge management).	Work programmes of specific country offices tailored to requirements of the IFAD country programme. Progress reports are expected to cover all dimensions.
IFAD	CLE	8.	IFAD	POL	FLD	In order to make the next phase of country presence more effective in pursuing IFAD's country programme objectives, the Fund should identify areas in which country presence offices could benefit from greater and clearer delegation of authority.	IFAD has issued new procedures for administering Country Presence. CPs are part of the CPMT, and thus the delegation with respect to programmatic aspects is well covered.
IFAD	CLE	9.	IFAD	POL	FLD	Within the context of overall programme and budget framework of IFAD and the applicable administrative costs ratio, adequate human and financial resources will be made available to country presence officers to ensure they have access to the required administrative and logistic services	Amounts budgeted for each office determined by the specific requirements of that office. All have been increased from the pilot. The agreed administrative ratio has been maintained.
IFAD	CLE	10.	IFAD	POL	FLD	With regard to legal and administrative matters, it is imperative that all IFAD country presence officers have contracts that enable them to fulfil their responsibilities in the most effective manner possible. The Fund will develop the required instruments; say fixed term contracts for two or three years.	In order for IFAD to directly employ the country office staff, host country agreements are required. In negotiating such agreements, priority was given to those countries to which CPMs would be out-posted. IFAD intends to pursue host country agreements with partner governments. Until such time as host country agreements have been signed, country presence staff will be recruited by host agencies on behalf of IFAD.

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IFAD	CLE	11.	IFAD	STR	RME	The evaluation recommended and IFAD management agreed that a self assessment of the country presence (including those established at the pilot phase) will be undertaken by the IFAD management in 2010. Following this self-assessment and in line with the practice of other international financial institutions, a country presence policy will be presented to the Executive Board in 2011.	Not due until 2011.
IFAD	CLE	1.	IFAD	POL	RFI	IFAD Management decides to make Rural Finance an area of excellence and define a strategy to do so, through the development of effective partnerships with rural finance centres of excellence, field practitioners and donors. IFAD is committed to making the necessary investments to improve the RFP, in-house capacity, and instruments (as detailed below) to ensure the Fund lives up to its ambition.	IFAD has made arrangements for grant supported partnerships: i) a grant agreement closing in 2010 has been signed with the Consultative Group to Assist the Poor (CGAP), a consortium of 33 public and private development agencies who work in the field of microfinance; ii) similarly, a grant agreement has been signed with the Microfinance Centre (MFC), a network of microfinance service providers, who also provide services through the MicroInsurance Centre (MIC). The second part of the recommendation is addressed in the sections below.
IFAD	CLE	2.	IFAD	POL	RFI	IFAD [PMD] will prepare an <i>Update</i> to the RFP, which will summarize its current policy prescriptions, clarify areas that are insufficiently prescriptive, and add more recent best practice standards.(...) The <i>Update</i> will be presented for information to the Executive Board (EC) in an informal session during 2007.	PMD started preparing the Update of the RFP in January 2008. The first draft was sent for comments to the Policy Update Task Team created in-house and to five external resource persons contracted for this purpose. A consolidated draft should be presented to the EC for information in 2008.
IFAD	CLE	3.	IFAD	POL	RFI	PMD will also ensure that from mid 2007 onwards, all projects with a rural finance component have adequate continuous rural finance expertise available during the project identification and design process. This will be achieved through continuously improving IFAD's in-house capacity (see Actions 5 and 6) and through regional partnerships for rural finance, which IFAD has started to form as part of the RF Action Plan. The development of technical partnerships with regional RF centers of excellence will therefore be pursued and expanded (in particular in Latin America and Asia, where they are still to be defined).	IFAD provided a grant to UNCDF to ensure technical support to partner countries in the design and implementation of projects with rural finance components in the Western and Central Africa region. A grant was provided also to the Knowledge Management Partnership (KMP), which is now approaching its second phase, for similar purposes in this Eastern and Southern Africa region. In Asia, the relevant activity is carried out by MIC. No initiatives have been taken so far in Latin America.
IFAD	CLE	4.	IFAD	POL	DES	PMD will ensure that the standards of the RFP Update and supporting instruments are reflected and interpreted in country context, in all new RF formulation exercises. PMD will institute a rigorous check of each new project that includes rural finance (as a component or in stand-alone rural finance projects) to ensure projects meet RFP standards.	The new Quality Enhancement (QE) mechanism includes compliance with IFAD policies as one of six Key Success Factors ensuring that this recommendation will be fully complied with in all RF formulation exercises and that RFP standards will be met. The results of these quality checks will be reported to the

Country	Evaluation	Code	Level	Nature	Theme	ACP agreed action	PMD follow-up
						This quality check will be undertaken by PMD and result in the Assistant President, PMD, requesting revision or redesign of projects that do not meet RFP standards. In addition, the new quality assurance mechanism being developed by IFAD will include measures to check on policy compliance and quality of rural finance components. Finally, the issues paper prepared for the OSC meetings will continue to cover compliance issues, but be updated to reflect new requirements of the RFP <i>Update</i> . The results of these quality checks will be reported to the EC in the annual Portfolio Performance Report to inform the EC of the quality of new project proposals. This system will be developed in 2007.	EC in the annual portfolio performance report.
IFAD	CLE	5.	IFAD	STR	PAR	PMD will ensure that the global partnership between IFAD and the MIX continues at least over the next three years, in order to mainstream the use of the MIX as the reporting platform throughout IFAD RF programs. PMD will secure the required funding to that effect.	The global partnership between IFAD and the MIX continues, supported by a large grant of US\$528,000 which will close in 2012. In regard to the mainstreaming of the MIX Market as a reporting platform throughout IFAD RF programmes, the RIMS indicators correspond to the standard performance monitoring indicators captured on the MIX Market.
IFAD	CLE	6.	IFAD	POL	RFI	IFAD Management will organize opportunities for interaction with its EC on best practice for rural finance and the implications that IFAD faces when aiming to meet them, as well as practical change processes required to (i) optimize the use of IFAD funding instruments, including for increased provision of technical assistance and (ii) improve project implementation mechanisms through testing alternative modalities to the standard "project management unit" approach.	There are some ongoing initiatives in relation to the optimization of IFAD funding instruments. A "new financial instruments" initiative is under development. The possibility of a public-private partnership is being studied, so far limited to Italian private companies, for the development of a "solidarity card" to be developed in partnership with IFAD as an alternative means for fundraising for microfinance projects.
IFAD	CLE	7.	IFAD	POL	DES	To shorten the project cycle (including from approval to effectiveness), IFAD will pilot, as part of the implementation of its corporate Action Plan, a shortened project cycle that will also concern a selected number of rural finance project. The pilot will aim to reduce the total time from inception to start-up to less than 24 months and to reduce project design documentation to 50 pages in total. Details of the pilot process will be determined in 2007 and implemented over two years.	So far piloting is being undertaken only in the implementation of a project in Mongolia. Funding from the Innovation Mainstreaming Initiative (IMI) has been requested to pilot the project before it goes into full implementation. At the moment, the project has just undergone the QE process. After 12 months of implementing the pilot project, the appraisal process of the loan project will take place and if needed, adjustments will be made before it goes to QA and then for final Board approval. This phased approach will also enable AsDB, which will co-fund this project, to be ready for implementation when it takes place.