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Enabling poor rural people  
to overcome poverty

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

### **Volume I**

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**For: Review**

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## Abbreviations and acronyms

ACP	agreement at completion point
AfDB	African Development Bank
ARRI	Annual Report on Results and Impact of IFAD Operations
CAADP	Comprehensive Africa Agriculture Development Programme
CE	completion evaluation
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CPE	country programme evaluation
EOP	Economic Opportunities Programme
ESA	East and Southern Africa Division
FIP	Fisheries Investment Project
GECC	Global Environment and Climate Change Unit
GIADP	Guangxi Integrated Agricultural Development Project
IE	interim evaluation
IOE	Independent Office of Evaluation of IFAD
M&E	monitoring and evaluation
MIS	management information system
NRM	natural resource management
PBAS	performance-based allocation system
PMD	Programme Management Department
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
PROMER	Rural Markets Promotion Programme
ProPESCA	Artisanal Fisheries Promotion Project
REP	YemenInvest (Rural Employment Programme)
RIMS	Results and Impact Management System
WCA	West and Central Africa Division

## Executive summary

1. In IFAD, the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions, commonly known as PRISMA, serves as an instrument of Management accountability with regard to the evaluations conducted by the Independent Office of Evaluation of IFAD (IOE), and as a learning tool for IFAD staff and other stakeholders. This year's PRISMA primarily covers the evaluations conducted in 2009 and included in the 2010 Annual Report on Results and Impact of IFAD Operations (ARRI). It also reviews the recommendations and responses emerging from the 36 evaluations undertaken in the last four years (2008-2011), in order to obtain a long-term perspective of the PRISMA process and strengthen the learning loop. A new section has been introduced to provide an analysis of performance in responding to evaluation recommendations specifically for sub-Saharan African countries.
2. While IFAD's responses to the evaluation recommendations have been vigorous and consistent in the last four years, nonetheless, a marked improvement has been noted in 2011. Seventy one per cent of the recommendations reviewed this year were fully followed up (compared to 62 per cent in 2010 and 57 per cent in 2009). Of the remaining, 16 per cent were being implemented, 9 per cent had been partially followed up, and 3 per cent were deemed not applicable. Importantly, only 2 per cent of the recommendations were found to be pending implementation.
3. Across the portfolio, 64 per cent of the recommendations were fully followed up in the last four years. Of the rest, 6 per cent were partially followed up; 16 per cent were under implementation; seven per cent were not yet due; and 2 per cent were pending. Without taking into account the not-yet-due recommendations (to which no response was possible since no new intervention was being designed at the time of review), the response rate rises to 69 per cent. More importantly, government performance improved significantly this year – from 51 to 61 per cent.
4. In **sub-Saharan Africa** also, the response to evaluation recommendations has been very good, with 62 per cent of all recommendations fully followed up over the last four years. Significantly, when the recommendations not yet due are excluded, the response rate for sub-Saharan Africa rises to 71 per cent, which is better than the average for all regions. Again only 2 per cent of all the recommendations were pending in the region, signifying a high degree of compliance and follow-up.
5. In the cohort of evaluations reviewed in 2011, innovation emerges as the most recurrent theme and was the focus of a corporate-level evaluation. At the corporate level, recommendations included setting an innovation agenda, scouting systematically for better solutions and providing institutional support.
6. The common themes emerging in sub-Saharan Africa have also been examined in greater detail in this report. Targeting-related recommendations – the most frequently occurring theme in the subregion – have been addressed by facilitating access to affordable technologies, ensuring access to productive resources for women and youth, and conducting in-depth analyses of socio-economic processes. Other common themes include natural resource management, sustainability, private-sector collaboration and partnerships; each of these has been comprehensively addressed by newly designed programmes and projects.
7. This PRISMA also reviews the follow-up to the recommendations made in the Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and IFAD. The review shows that IFAD has deepened its partnership with the African Development Bank through a country-led approach, aligning strategies and business plans with national sector policies and strategies. All IFAD country strategies in Africa specify exactly how they are aligned with the Comprehensive Africa Agriculture Development Programme. While a few

corporate recommendations have yet to be fully implemented, including the appointment of a full-time partnership coordinator at the operational level, the institutions are already in the process of aligning their strategies and priorities.

8. The PRISMA has matured into an effective accountability and learning mechanism. It reflects the highly collaborative and constructive relationship that exists between IFAD Management and IOE. A sharper focus on gender-related issues in all types of evaluations, quicker finalization of agreements at completion point, and continued emphasis on making fewer but more strategic recommendations in evaluations are identified as ways to bring further improvements to IFAD's independent evaluation function and Management's follow-up process.

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

## I. Introduction and methodology

### A. Introduction

1. This year's President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)<sup>1</sup> primarily deals with evaluations conducted in 2009 and covered in the 2010 Annual Report on Results and Impact of IFAD Operations (ARRI). The PRISMA serves as an instrument of Management accountability with regard to the evaluations conducted by the Independent Office of Evaluation of IFAD (IOE), and as a learning tool for IFAD staff and project authorities. It also provides feedback to IOE on evaluation processes and recommendations. In line with the requirements of the IFAD Evaluation Policy, IOE also provides the Board with independent comments on the report (see annex I).
2. The PRISMA has matured into an effective accountability and learning mechanism. The Peer Review of IFAD's Office of Evaluation and Evaluation Function found that "IFAD has a sound system in place to develop a Management response and to follow up on every evaluation recommendation agreed through the ACP process."<sup>2</sup> The Peer Review found that the quality and coverage of the reports have improved over time and the greater depth of coverage in recent years has enhanced institutional learning potential.

### B. Structure of the report

3. In line with decisions taken by the Executive Board, the PRISMA is divided into two volumes. The first volume contains the main report, which summarizes the analysis undertaken following the review of the implementation status of each recommendation agreed at the completion point of the evaluations included in this PRISMA. The second volume contains detailed responses from the regional divisions and IFAD Management to each strategic recommendation (EC 2011/68/W.P.4/Add.1).
4. A brief description of the methodology is provided in section I, followed by a review of the extent of compliance of the recommendations in section II. Section III analyses the implementation status of all recommendations covered in the last four years, and section IV reviews implementation status by key theme. Finally, section V contains the summary, conclusions and recommendations.
5. In this year's PRISMA, sub-Saharan African countries constitute a distinct subset, and the report includes a performance analysis of this specific group of countries (sections III and IV). Similarly, innovation and replication/scaling up have been treated as separate themes.

### C. Methodology

6. Preparing the report entails various steps: first, the Programme Management Department (PMD) and IOE agree on the evaluations to be included; PMD thereafter classifies the recommendations agreed at completion point of each evaluation under three headings: level, nature, and theme (see paragraphs 8-10). This list is then reviewed and cleared by IOE. PMD's regional divisions are then requested to comment on the status of the follow-up actions related to each recommendation. To strengthen the learning loop, the divisions are also requested

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<sup>1</sup> EB 2003/78/R.17/Rev.1.

<sup>2</sup> EB 2010/99/R.6, paragraph 107.

to provide a clear explanation where recommendations have not been fully followed up.

7. For assessing the compliance of follow-up actions with recommendations, PMD has used the same implementation status categories for PRISMA 2011 as used in the previous year's report:
  - **Full follow-up:** recommendations fully incorporated into the new course of activities/operations;
  - **Not yet due:** recommendations that will be incorporated into projects/country programmes/country strategic opportunities programmes (COSOPs) not yet officially approved;
  - **Ongoing:** actions initiated in the direction recommended by the agreements at completion point (ACPs);
  - **Partial:** recommendations not fully applied, or applied differently than the way agreed in the ACP but respecting the underlying philosophy;
  - **Pending:** recommendations that could not be addressed; and
  - **Not applicable:** recommendations that have not been complied with because of changing country circumstances or development contexts, or for other reasons.
8. A further classification identifies the entity responsible for following up on the recommendations. For this year's PRISMA, the categories of entity adopted have remained consistent with last year's report:
  - IFAD at the project level;
  - IFAD at the country level, in partnership with government;
  - Partner country government authorities;
  - IFAD at the regional level; and
  - IFAD at the corporate level.
9. The second type of classification examines the nature of the recommendation as per the IFAD Evaluation Policy:
  - Operational, if the recommendation proposed a specific action;
  - Strategic, if it suggested an approach or course of actions; and
  - Policy, if related to the principles guiding IFAD.
10. Finally, recommendations have been classified under 25 thematic categories (among them, rural finance, gender and partnerships). These themes reflect the various dimensions addressed by the evaluations and cover five broad thematic blocks: targeting and gender; technical areas; project management; non-lending activities; and cross-cutting themes.

## II. Review of the implementation status of the recommendations covered in 2011

### A. Evaluation coverage and contents

11. This year's PRISMA covers seven evaluations. Of these, the Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank (AfDB) and IFAD has been carried over from last year. The remaining six evaluations were included in ARRI 2010. Therefore, the seven evaluations covered by this year's review are:
  - (a) Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and IFAD (a corporate-level evaluation [CLE]);
  - (b) CLE on IFAD's capacity to promote pro-poor innovation and scaling up;

- (c) Argentina country programme evaluation (CPE);
  - (d) Mozambique CPE;
  - (e) Benin: Roots and Tubers Development Programme completion evaluation (CE);
  - (f) China: West Guangxi Poverty Alleviation Project CE; and
  - (g) Yemen: Raymah Area Development Project CE.
12. As agreed with IOE, evaluations conducted in 2009 where ACPs were not available at the time of the PRISMA review were not covered in PRISMA 2011 (since PMD could not meaningfully follow up on recommendations before they had been agreed and validated by both IFAD and the borrower). Of the evaluations covered in the ARRI 2010, the following evaluations have therefore not been included in the PRISMA 2011:
- (a) Corporate-level evaluation of IFAD's performance with regard to gender equality and women's empowerment;
  - (b) India CPE;
  - (c) Niger CPE;
  - (d) Ethiopia: Rural Financial Intermediation Programme interim evaluation (IE);
  - (e) Uganda: Vegetable Oil Development Project IE; and
  - (f) Mauritania: Poverty Reduction Project in Aftout South and Karakoro IE.

**Box 1**  
**Evaluations covered in PRISMA 2011**

Based on the ARRI 2010 (and evaluations conducted in 2009), 12 evaluations were considered for the 2011 PRISMA. Out of this, as indicated, six could not be included in this PRISMA since the ACPs were not finalized in time for review. Therefore, six evaluations from ARRI 2010 have been included; and the joint evaluation of AfDB and IFAD has been carried over from the previous year. The seven evaluations covered under this PRISMA report are as below:

- A. Under the current Evaluation Policy, **interim evaluations** are mandatory before starting a further project phase or launching a similar project in the same region. Interim evaluations are used to assess the extent to which a further phase is justifiable and to improve the design and implementation of the subsequent intervention. In the case of interim evaluations (IEs), recommendations are often addressed specifically in the context of follow-up projects. No IEs are covered in this year's PRISMA, therefore most project-related recommendations are addressed to IFAD at the country level since they emerge from CEs. These are considered in future design and strategies in relation to a variety of sectors or themes.
- B. **Completion evaluations** are normally conducted after finalization of the project completion report, which is prepared by the borrower in collaboration with the cooperating institution after the project has ended. The following three CEs are included in PRISMA 2011:
  - 1. Benin: Roots and Tubers Development Programme;
  - 2. China: West Guangxi Poverty Alleviation Project; and
  - 3. Yemen: Raymah Area Development Project.
- C. **Country programme evaluations** assess the performance and impact of IFAD-supported activities in a given country, and thus provide the building blocks for formulating results-based country strategic opportunities programmes (results-based COSOPs). The following two CPEs have been included in PRISMA 2011:
  - 4. Argentina; and
  - 5. Mozambique.
- D. **Corporate-level evaluations** assess the effectiveness and impact of IFAD-wide policies, strategies, instruments and approaches. The following two CLEs are covered in PRISMA 2011:
  - 6. Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and IFAD; and
  - 7. IFAD's capacity to promote pro-poor innovation and scaling up.

13. The evaluation exercises covered in this year's PRISMA include evaluations from all five regional divisions. However for the current review period, this only amounts to one evaluation per regional division and therefore is not representative of the responsiveness of divisions. For a more statistically valid assessment, the four-year figures in section III have been used. Individual ACP recommendations are often



subdivided so that multiple actions covered by a single recommendation are not lost during follow-up.

Table 1  
**Regional distribution of evaluations covered in PRISMA 2011**

(Number)					
<i>Regional distribution</i>	<i>IE</i>	<i>CE</i>	<i>CPE</i>	<i>CLE</i>	<i>Total</i>
West and Central Africa	-	1	-	-	1
East and Southern Africa	-	-	1	-	1
Asia and the Pacific	-	1	-	-	1
Latin America and the Caribbean	-	-	1	-	1
Near East and North Africa	-	1	-	-	1
Corporate IFAD	-	-	-	2	2
<b>Total</b>	-	<b>3</b>	<b>2</b>	<b>2</b>	<b>7</b>

14. In terms of the average number of recommendations emerging from each evaluation, the figures are 15 in 2008, 18 in 2009, 19 in 2010 and 18 in 2011. Therefore the number of recommendations emerging from an evaluation has been consistent in recent years and is lower than for earlier evaluations where a large number of recommendations were made. This is in line with Management's suggestion to IOE to enhance effectiveness by generating fewer, more focused and strategic recommendations.
15. With respect to category of entity, in the majority of cases the recommendations are addressed to IFAD at the country level, in partnership with the government (64 per cent). Another 33 per cent are addressed to IFAD at the corporate level – emerging mostly from the CLEs. A mere 2 per cent are addressed directly to government institutions and only 1 per cent solely to projects.

Table 2  
**Evaluation recommendation by type of evaluation and level**

(Number)						<i>Total</i>
	<i>IE</i>	<i>CE</i>	<i>CPE</i>	<i>CLE</i>	<i>Total</i>	<i>(percentage)</i>
IFAD corporate level	-	-	-	42	42	33
IFAD regional level	-	1	-	-	1	1
IFAD country/government	-	48	35	-	83	64
Government authorities and institutions	-	1	1	-	2	2
Project	-	-	1	-	1	1
<b>Total (number)</b>	-	<b>50</b>	<b>37</b>	<b>42</b>	<b>129</b>	<b>100</b>
<b>Total (percentage)</b>	-	<b>39</b>	<b>29</b>	<b>33</b>	<b>100</b>	

Note: Percentages may not add to 100 due to rounding.

16. In terms of the nature of recommendations, 9 per cent addressed policy at the IFAD corporate level, 61 per cent were strategic and 30 per cent addressed operational issues. Policy recommendations mostly cover design, partnerships, innovation and scaling up. The strategic recommendations address both country- and corporate-level issues. The most common themes emerging at the strategic level are innovation (which was the focus of a corporate-level evaluation), partnerships and targeting. This year, the operational recommendations are not addressed to the projects, but concern the country level and corporate level.

Table 3  
**Distribution of evaluation recommendations by level and nature**  
 (Number)

	<i>Operational</i>	<i>Strategic</i>	<i>Policy</i>	<i>Total</i>	<i>Total (percentage)</i>
IFAD corporate level	11	20	11	<b>42</b>	<b>33</b>
IFAD regional level	-	1	-	<b>1</b>	<b>1</b>
IFAD country/government	26	57	-	<b>83</b>	<b>64</b>
Government authorities and institutions	1	1	-	<b>2</b>	<b>2</b>
Project	1	-	-	<b>1</b>	<b>1</b>
<b>Total (number)</b>	<b>39</b>	<b>79</b>	<b>11</b>	<b>129</b>	<b>100</b>
<b>Total (percentage)</b>	<b>30</b>	<b>61</b>	<b>9</b>	<b>100</b>	

Note: Percentages may not add to 100 due to rounding.

## B. Implementation status: the extent of compliance

17. The implementation status of the 129 recommendations contained in the seven evaluations covered in this PRISMA is provided in table 4, implementation status is classified by theme in annex II.

Table 4  
**Implementation status of evaluation recommendations**  
 (Number)

<i>Level</i>	<i>Full follow-up</i>	<i>Not yet due</i>	<i>Ongoing</i>	<i>Partial</i>	<i>Pending</i>	<i>Not applicable</i>	<i>Total</i>	<i>Total (%)</i>
IFAD corporate level	29	-	-	9	3	1	<b>42</b>	<b>33</b>
IFAD regional level	1	-	-	-	-	-	<b>1</b>	<b>1</b>
IFAD country/government	58	-	20	2	-	3	<b>83</b>	<b>64</b>
Government authorities and institutions	2	-	-	-	-	-	<b>2</b>	<b>2</b>
Project	1	-	-	-	-	-	<b>1</b>	<b>1</b>
<b>Total (number)</b>	<b>91</b>	<b>-</b>	<b>20</b>	<b>11</b>	<b>3</b>	<b>4</b>	<b>129</b>	<b>100</b>
<b>Total (percentage)</b>	<b>71</b>	<b>-</b>	<b>16</b>	<b>9</b>	<b>2</b>	<b>3</b>	<b>100</b>	

Note: Percentages may not add to 100 due to rounding.

18. **Recommendations fully followed up.** In total, 91 of the 129 recommendations, or 71 per cent of the total, have been fully implemented. This includes recommendations addressed through project CEs, CPEs and CLEs. Some examples are provided below.

- In China, it was recommended that the design of future IFAD-funded rural development projects continue to be responsive to the multidimensional character of poverty. In response, the ongoing design of the Guangxi Integrated Agricultural Development Project (GIADP) responds to the needs of the target groups by aiming for multisectoral support to the poor. This includes: improving poor people's access to productive assets, safe drinking water, information, technical services and remunerative markets; and diversifying their income sources through development of agroproducts.
- Similarly, in Yemen, it was recommended that opportunities be further developed to involve producers' associations and other value chain actors in the provision of services to the rural poor. The Economic Opportunities Programme (approved April 2010), Fisheries Investment Project (approved December 2010) and the YemenInvest (Rural Employment Programme) (currently under design) – developed under the 2010-2012 performance-based allocation system (PBAS) cycle – respond to this recommendation. In these programmes and projects, producers' associations and other value chain actors (primarily processors and exporters) will provide services to small producers. In particular, technical extension and business advice will be provided to small producers and their associations by supply chain

managers linked to processors/exporters, on the basis of contractual arrangements. The programmes and projects will make use of supply chain managers and will share the associated costs, on a declining basis.

- The Mozambique CPE recommended specifying mechanisms for coordination among various projects. In response, country programme design has ensured collaboration and complementarities among the projects: (i) rural finance support for the Rural Markets Promotion Programme (PROMER) and the Artisanal Fisheries Promotion Project (ProPESCA) is managed by the Rural Finance Support Programme; and (ii) rural roads investment (Road Fund) for both PROMER and ProPESCA is coordinated through the relevant national authorities.
19. A high degree of follow-up and responsiveness has emerged as a trend in PRISMA reports over the years. This PRISMA registers a full follow-up rate of 71 per cent, which reflects a further improvement in terms of implementation of recommendations: the corresponding rate was 57 per cent in 2009 and 62 per cent in 2010.
20. **Recommendations being followed up (ongoing).** Twenty recommendations or 16 per cent of the total are under implementation at the time of writing this report. Illustrative examples include the following:
- In Argentina, it was recommended that IFAD intensify its interaction with the Government of Argentina in connection with financing for the smallholder sector. The Government is tackling this through improved access to resources. A new national programme (the Inclusive Rural Development Programme [Argentina Incluyente]) is currently under design and IFAD is working closely with the Government of Argentina in this thematic area. The Ministry of Agriculture's Unit for Rural Change recently recruited a rural financial services expert to undertake a sector study. IFAD will also ensure the presence of a rural financial services expert in the final design mission to ensure that the financing constraints experienced by the smallholder farming sector are addressed.
  - In Benin, the evaluation recommended innovation in approaches and technologies designed for the poorest producers and processors of roots and tubers, to develop their potential for contributing to agriculture and rural development and to play a direct role in improving their living conditions. The Ministry of Agriculture, Livestock and Fisheries is currently examining how to address the needs of this target group so that they can achieve these objectives. In terms of processes, the Ministry will focus on thematic studies and partnerships with other agencies to explore how the identified constraints can be loosened.
21. **Recommendations partially followed up.** Of the total of 129 recommendations, 11 recommendations – or nine per cent of the total – have received partial follow up. These pertained mostly to the joint evaluation. As a follow-up to this evaluation, annual review meetings have been organized and knowledge-sharing, joint supervision and exchange of cofinancing pipelines are under way to some extent. However, recommendations of a more corporate nature have not been wholly taken on board and would require more long-term planning, strategy development and coordination among senior management of both institutions. Further, often the complexity of joint design and supervision means that, for the sake of timeliness and efficiency, divisions undertake missions on their own. However, even in the absence of joint supervision, regular information exchange does take place. Examples include:
- In response to the recommendation that joint activities are undertaken by the divisions (such as a knowledge programme to cross-fertilize lessons learned, best practices and experiences and a proactive policy for

exchanging staff and consultants), IFAD and AfDB have conducted annual review meetings to strengthen their partnership. The institutions have exchanged knowledge on thematic areas such as rural finance, remittances, and a facility for fertilizers and biofuel. This has included experience-sharing between IFAD and AfDB staff. However, the policy of proactively exchanging staff and consultants has yet to be implemented.

- At the level of global policy, the joint evaluation recommended that IFAD and AfDB should develop the knowledge and capacity to engage in international advocacy on trade issues affecting African producers. In response, while additional capacity has not been created, the issue of improving trade incentives for Africa's farmers is highlighted in the context of senior management's participation in international forums. This issue also figures in IFAD's *Rural Poverty Report 2011* which was distributed widely in global forums.
- The Africa evaluation also suggested that joint project identification, design and approval be pursued in five countries. Efforts are ongoing to share respective cofinancing pipelines and therefore encourage joint participation at the design stage. In some countries, including Burkina Faso and Togo, the joint design process has already started.

22. **Recommendations not applicable.** Four recommendations, or about 3 per cent, were considered not applicable due to changing development contexts in the country or other reasons such as government agreements or priorities. Some examples are provided below.

- In the case of China, it was recommended that in settings where food-for-work and food-for-training are deemed essential for broad participation and coverage, a second-generation solution to tackle food security should be devised with the Chinese authorities, for instance by linking donor-funded projects with government infrastructure and capacity-building programmes. However, since the completion of the West Guangxi Poverty Alleviation Project, the Government has continued financing infrastructure and training of farmers in rural areas. Therefore, no food-for-work and food-for-training initiatives for funding by the World Food Programme (WFP) or other donors are foreseen under the GIADP currently being designed.
- Also in China, it was recommended that partnerships with provincial rural credit cooperative (RCC) networks should be put on a completely new footing, by taking into account the ongoing reform and by agreeing on a package of information to be shared among RCCs that is conducive to a real-time assessment of loan portfolios and banking performance indicators in general. However, rural finance service partnering with RCCs is not foreseen under the GIADP, since the project has no microfinance component. Future projects in the country that involve rural financial service provision will actively consider such a partnership with the RCC network, taking into account lessons learned from IFAD's experience in this sector during the 2005-2010 period covered by the COSOP in China.

23. **Recommendations pending.** Three recommendations or about 2 per cent were awaiting implementation at the time of writing this report. The pending recommendations all pertain to the joint evaluation. The evaluation recommended increasing analytical work either directly or through partnership arrangements. There was also a recommendation for IFAD and AfDB to collaborate in carrying out three economic sector activities. While no specific activities have been identified, IFAD has been investing resources in knowledge management and analytical work related to Africa. The joint evaluation also suggested appointing a coordinator to manage the IFAD/AfDB partnership. However, although staff members have been assigned partnership coordination functions, no coordinator has yet been appointed. Similarly, the staff exchange programme has not been initiated, as this

needs to be explored further with AfDB in terms of identifying appropriate roles and responsibilities.

24. Importantly, this year, there are no recommendations that are not yet due.
25. Overall, the response level suggests that follow-up to the recommendations agreed at completion point has been vigorous; all evaluation recommendations were given serious consideration and wherever possible followed up in partnership with country stakeholders. In terms of the recommendations that were pending and not followed up, the ratio has remained very low: 2 per cent in the current PRISMA, 2 per cent in 2010, none pending in 2009 and 2 per cent in 2008.

### C. Response to 2010 ARRI recommendations

26. As agreed by the Executive Board in December 2009, the 2010 ARRI focused on efficiency as a learning theme as this remains an area of noticeably weak performance. The ARRI noted that a number of factors affect the efficiency of IFAD-funded operations: complex designs with over-ambitious objectives that require multiple components and activities; institutional partners with insufficient capacity to deliver services to the poor; and ineffective project management and weak monitoring and evaluation (M&E). In addition, certain corporate business processes – such as human resource management and loan administration – have major implications for both project efficiency and IFAD's institutional efficiency. The latter is a major challenge that IFAD will need to address in the near future.
27. In the context of an expanded programme of work under the Eighth Replenishment of IFAD's Resources, IFAD is pursuing a broad-based and multidimensional change and reform agenda. This includes reform of human resources processes and policies to streamline work processes and enhance institutional efficiency.
28. At the operational level, encompassing the economic returns of IFAD-funded projects, despite a significant improvement following the Independent External Evaluation of IFAD, performance has stagnated in recent years. More concerted efforts are needed to improve project efficiency.
29. It is important, however, to note that IFAD faces not only diseconomies of scale in its operations (as discussed in the ARRI), but also difficult trade-offs. For example, IFAD's approach of serving the most remote and difficult areas and reaching hitherto unsupported target groups contributes to making its operations more costly than if it only funded projects in higher-potential areas. This also affects the financial costs IFAD incurs in designing and supervising these projects. Similarly, while IFAD's emphasis on innovation may produce a better impact in the long run, in the short run, it introduces more risks, which may erode benefits.<sup>3</sup> These factors should be considered by the CLE on efficiency.
30. The quality (and complexity) of project design has also been cited as having an impact on efficiency. The rigorous quality assurance review to which newly designed projects are subject also indicates the need for less complexity and more sharply focused projects. In designing more focused projects, IFAD will be sensitive to the multifunctionality of agriculture and the multidimensional characteristics of poverty. The 2010 Annual Report on Quality Assurance in IFAD-funded Projects and Programmes<sup>4</sup> stated that the percentage of projects likely to achieve development objectives has been steadily increasing, reaching a level of 86 per cent of projects reviewed in 2010. Also, for the first time since quality assurance review was instituted, all proposed projects were cleared and submitted to the Board.
31. **Specific recommendations.** On specifics, the first recommendation in the 2010 ARRI (page 58, EB 2010/101/R.10) emphasizes the need for a dedicated consultation with governments to assist government agencies in making a more

<sup>3</sup> EB 2010/101/R.10/Add.1.

<sup>4</sup> EB 2010/101/R.47.

effective contribution to project design and implementation. As a signatory to the Paris Declaration on Aid Effectiveness, IFAD is committed to working towards enhancing governments' ownership of the project development process. With regard to the Results Measurement Framework (RMF), Management is committed to achieving the RMF targets and will update the Board on the status at the end of the Replenishment period. With respect to ARRI's recommendation that additional indicators be introduced into the revised RMF, Management will consider these when finalizing a new RMF for the Ninth Replenishment period (2013-2015). With regard to the fourth recommendation that the next edition of the PRISMA contain a chapter specifically on follow-up performance in sub-Saharan Africa, this PRISMA includes the suggested chapter.

### III. Synthetic review of recommendations made by the evaluations covered from 2008 to 2011

32. With the objective of gaining a long-term perspective of the PRISMA process and strengthening the learning loop, a review of compliance with recommendations made in 36 evaluations undertaken in the last four years is included in this year's PRISMA. In addition, the aggregation of the recommendations made in the last four years generates a larger pool of data which, even with disaggregation at the divisional level, can be interpreted with some level of confidence.
33. With regard to the types of evaluations covered in the last four years, the majority have been at the project level (67 per cent), with IEs and CEs accounting for 17 and 44 per cent respectively. In terms of CLEs, a few were covered in 2008 (evaluations on the Regional Strategy in Asia and the Pacific, the Field Presence Pilot Programme and the Rural Finance Policy) and in 2011 (joint evaluation, evaluation on IFAD's capacity to promote pro-poor innovation and scaling up).
34. As this year's report includes a specific focus on sub-Saharan Africa, the rate of compliance is also tracked separately for evaluations conducted in sub-Saharan Africa countries (table 7). These amount to 10 in the last four years:
  - Three evaluations from 2008: Mali CPE, Niger: Special Country Programme Phase II CE, United Republic of Tanzania: Participatory Irrigation Development Programme CE;
  - One evaluation from 2009: Burkina Faso: Community-Based Rural Development Project IE;
  - Four evaluations from 2010: Sudan CPE, Nigeria CPE, Ethiopia CPE, Madagascar: Upper Mandrare Basin Development Project – Phase II CE; and
  - Two evaluations from 2011: Mozambique CPE, Benin: Roots and Tubers Development Programme CE.
35. The evaluations covered in the PRISMA from 2008 to 2011 are listed in annex III and the trend in terms of the type of evaluation in the last four PRISMA periods is shown in table 5 below:

Table 5

#### Types of evaluations covered in PRISMA (overall) from 2008 to 2011

(Number)

<i>Evaluation</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>Total</i>	<i>Total (percentage)</i>
Interim	1	1	4	-	6	17
Project completion	6	4	3	3	16	44
Country programme	2	1	4	2	9	25
Corporate-level	3	-	-	2	5	14
<b>Total</b>	<b>12</b>	<b>6</b>	<b>11</b>	<b>7</b>	<b>36</b>	<b>100</b>

## A. Implementation status by implementing agency

36. Table 6 presents the follow up for the last four years classified by type of implementing agency.

Table 6

### Implementation status of recommendations by level, 2008-2011 PRISMA

Level	Full follow-up		Not yet due		Ongoing		Partial		Pending		Not applicable		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
IFAD	52	62	1	1	12	14	10	12	3	4	6	7	84	15
Region	14	48	3	10	6	21	-	-	1	3	5	17	29	5
Country	210	68	23	7	50	16	11	4	3	1	13	4	310	55
Government	38	61	1	2	15	24	4	6	3	5	1	2	62	11
Project	47	59	10	13	5	6	11	14	-	-	6	8	79	14
<b>Total (no.)</b>	<b>361</b>		<b>38</b>		<b>88</b>		<b>36</b>		<b>10</b>		<b>31</b>		<b>564</b>	<b>100</b>
<b>Total (%)</b>		<b>64</b>		<b>7</b>		<b>16</b>		<b>6</b>		<b>2</b>		<b>5</b>		<b>100</b>

Note: The numbers of recommendations by level do not match the numbers by regions, because thematic and corporate-level evaluations are included. Some recommendations addressed to the cooperating institution at the country level have been included in the country category.

37. As can be seen, in aggregate, about 64 per cent of the recommendations made by IOE were fully followed up. More importantly, the rate of full compliance is on the increase: 57 per cent in 2008, 52 per cent in 2009, 62 per cent in 2010 and 64 per cent in 2011. Not considering the recommendations not yet due, the full response rate in 2011 rises to 69 per cent.
38. Most of the recommendations are addressed to the country level (55 per cent), often the most crucial level to project implementation. This level has also seen the most robust response, with 68 per cent fully followed up and only 1 per cent pending.
39. At the regional level, the response rate is lower with only 48 per cent of the recommendations fully followed up. This is also because a large number of recommendations were subsequently found to be not applicable. This was the case with the regional strategy in the Asia and the Pacific, which was dropped as an instrument. Such recommendations represented 17 per cent of total recommendations addressed to the regional divisions. Not counting these recommendations, the full follow-up rate at the regional level is effectively 58 per cent.
40. At the government level, about 61 per cent of the recommendations were fully followed up. This represents a significant improvement over the previous figure (51 per cent for the four-year period covered in the last PRISMA). Therefore, government commitment to evaluation recommendations has been improving in recent years. Efforts have also been made in recent years to communicate evaluation findings and recommendations more effectively to governments. The stronger communication and support that have resulted from direct supervision and country presence have also made a contribution. At the project level, follow up has been 59 per cent and, if the recommendations not yet due are excluded, the response rate increases to about 68 per cent.

## B. Implementation status across regions

41. The status of follow-up is summarized by region in the following table.

Table 7

Implementation status of recommendations by regional division, 2008-2011 PRISMA

Division	Full follow-up		Not yet due		Ongoing		Partial		Pending		Not applicable		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
WCA	45	49	24	26	17	19	4	4	-	-	1	1	91	19
ESA	60	75	-	-	13	16	5	6	2	3	-	-	80	16
APR <sup>a</sup>	92	64	5	3	17	12	7	5	3	2	20	14	144	29
LAC	75	66	-	-	22	19	11	10	2	2	4	4	114	23
NEN	43	69	8	13	8	13	-	-	-	-	3	5	62	13
<b>Total (no.)</b>	<b>315</b>		<b>37</b>		<b>77</b>		<b>27</b>		<b>7</b>		<b>28</b>		<b>491</b>	<b>100</b>
<b>Total (%)</b>		<b>64</b>		<b>8</b>		<b>16</b>		<b>5</b>		<b>1</b>		<b>6</b>		<b>100</b>

West and Central Africa Division: WCA; East and Southern Africa Division: ESA; Asia and the Pacific Division: APR; Latin America and the Caribbean Division: LAC; Near East and North Africa Division: NEN

<sup>a</sup> The Democratic People's Republic of Korea IE is not included as IFAD was not active in the country when the recommendations were finalized, therefore PMD could not respond with any follow up.

42. Overall, regions have responded vigorously to evaluation recommendations, each region implementing fully around 64 per cent or higher of its recommendations. The relatively lower follow-up rate in WCA is attributable to the fact that a number of recommendations were considered as not yet due. For example, in Burkina Faso, at the time of the PRISMA review of the recommendations emerging from the evaluation of the Community-Based Rural Development Project, no further project was being designed under the relevant PBAS cycle. A more accurate picture emerges when the recommendations not yet due are excluded. In this case, the full follow-up rate for WCA rises to 67 per cent and is in line with the other regional divisions. Overall, excluding the not-yet-due recommendations, the full follow-up rate across divisions rises to 69 per cent.
43. The overall strong follow-up to recommendations is also evident from the negligible number of recommendations pending. The ratio of pending recommendations is low across the regions. In the last four years, an average of only 1 per cent of recommendations were not addressed by the regional divisions. No region has more than 3 per cent of recommendations pending. This has been a consistent trend over the last four years and signifies an overall high level of adherence to recommendations and focused efforts across the organization to respond positively to agreed recommendations.

## C. Implementation status in sub-Saharan Africa

44. The status of follow-up in sub-Saharan Africa is summarized in the following table.

Table 8

Implementation status of recommendations in sub-Saharan Africa (2008-2011)

	Full follow-up		Not yet due		Ongoing		Partial		Pending		Not applicable		Total
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Sub-Saharan Africa	112	62	24	13	34	19	9	5	2	1	1	1	182
Sub-Saharan Africa (without not-yet-due recommendations)	112	71	-	-	34	22	9	6	2	1	1	1	158

45. As can be seen, the full follow-up rate in sub-Saharan Africa of 62 per cent is comparable with that of the overall portfolio. Leaving out the recommendations not yet due, full compliance rises to 71 per cent. Follow-up actions are being initiated or are ongoing for a further 19 per cent of the recommendations. Importantly, compliance and respect for recommendations are very high among country-level



stakeholders, with only 1 per cent of the recommendations pending. No follow-up action or change in strategy was therefore required.

46. Disaggregated analyses by level of recommendation show that IFAD and country-level partners are responsive to evaluations and make use of the recommendations in subsequent project and programme design.

Table 9

**Implementation status of recommendations by level, sub-Saharan Africa, 2008-2011 PRISMA**

Level	Full follow-up		Not yet due		Ongoing		Partial		Pending		Not applicable		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
IFAD	2	100	-	-	-	-	-	-	-	-	-	-	2	1
Region	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Country	88	65	15	11	25	19	6	4	-	-	1	1	135	74
Government	18	62	-	-	7	24	2	7	2	7	-	-	29	16
Project	4	25	9	56	2	13	1	6	-	-	-	-	16	9
<b>Total (no.)</b>	<b>112</b>		<b>24</b>		<b>34</b>		<b>9</b>		<b>2</b>		<b>1</b>		<b>182</b>	<b>100</b>
<b>Total (%)</b>		<b>62</b>		<b>13</b>		<b>19</b>		<b>5</b>		<b>1</b>		<b>1</b>		<b>100</b>

47. Since the above table is based on the project and country programme evaluations in sub-Saharan Africa, most recommendations require action at the country level (74 per cent) or government level. The full response rate at the country level is 65 per cent, rising to 73 per cent if recommendations not yet due are excluded.

#### IV. Implementation status by key themes

48. This section examines the status of implementation by theme, reviewing the performance of the seven evaluations reviewed in 2011 and of responses to evaluations undertaken in the last four years. This latter group includes a specific analysis of the performance for sub-Saharan Africa. The themes that occur most frequently in the recommendations and require a strategic response receive particular attention. These include targeting, sustainability, natural resource management, partnerships and the private sector.
49. The section has five thematic blocks, subdivided into 25 thematic areas<sup>5</sup> into which all the recommendations are classified. The thematic block on non-lending activities has been kept separate to retain the focus on activities that are increasing in importance at the programme level. Innovation has been complemented by a separate theme on replication and scaling up to track any performance differential between those two themes. This is consistent with the new corporate focus on scaling up the successful features of interventions.
50. The broad thematic blocks are:
- **Targeting and gender:** targeting; gender; beneficiaries; and poor people's organizations.
  - **Technical areas:** private sector and markets; natural resource management; analysis, studies and research; rural finance; infrastructure; and training and capacity-building.
  - **Project management:** decentralization; project design and formulation; project management and administration; country presence; results measurement and M&E; human resources; and supervision.
  - **Non-lending activities:** partnerships; policy dialogue; and knowledge management.

<sup>5</sup> Where a recommendation pertains to more than one thematic area, the PMD front office and IOE have discussed and agreed on the most relevant classification.

- **Cross-cutting themes:** sustainability; innovation; replication and scaling up; governance; and strategy.

51. Innovation emerges as the most prominent theme in 2011, with 17 recommendations (table 10 below) in all, mostly from the CLE on IFAD's capacity to promote pro-poor innovation and scaling up. Innovation-related issues also feature in project and country programme evaluations, with recommendations to develop partnerships for identifying innovation, pro-poor technologies and local sources of innovation. At the corporate level, recommendations focused on setting an innovation agenda, scouting systematically for better solutions and providing institutional support. The closely related themes of replication and scaling up also received five recommendations. Another prominent theme was targeting: recommendations included focusing on the multidimensional nature of poverty, gender equality and examining geographic targeting in the light of poverty data.

Table 10

**Evaluation recommendations by theme and nature, PRISMA 2011**

Block	Theme	Nature			Total (number)	Total (percentage)
		Operational	Strategic	Policy		
Targeting and gender	Targeting	8	7	-	15	12
	Gender	-	-	-	-	-
	Beneficiaries	1	2	-	3	2
	Poor people's organizations	2	-	-	2	2
Technical areas	Private sector, markets	4	2	-	6	5
	Natural resource management	1	1	-	2	2
	Analysis, studies, research	4	2	-	6	5
	Rural finance	-	4	-	4	3
	Infrastructure	-	-	-	-	-
	Training and capacity-building	-	1	-	1	1
Project management	Decentralization	-	1	-	1	1
	Project design and formulation	1	6	2	9	7
	Project management/administration	1	2	-	3	2
	Country presence	-	4	-	4	3
	Results measurement, M&E	2	5	-	7	5
	Human resources	2	-	-	2	2
	Supervision	3	1	-	4	3
Non-lending activities	Partnerships	2	8	2	12	9
	Policy dialogue	-	3	1	4	3
	Knowledge management	5	5	-	10	8
Cross- cutting	Sustainability	2	2	-	4	3
	Innovation	1	14	2	17	13
	Replication and scaling up	-	2	3	5	4
	Governance	-	-	-	-	-
	Strategy	-	1	7	8	6
<b>Total (no.)</b>		<b>39</b>	<b>79</b>	<b>11</b>	<b>129</b>	<b>100</b>
<b>Total (%)</b>		<b>30</b>	<b>61</b>	<b>9</b>	<b>100</b>	

Note: Percentages may not add up to 100 due to rounding.

## A. Targeting and gender

52. **Targeting.** A total of 15 recommendations related to targeting were agreed upon, including a sharper geographical focus, even within national programmes; use of M&E systems to ensure inclusion of target groups; use of national expertise in developing targeting strategies; and use of poverty data in determining project focus. For example, while the new programme in Argentina, Argentina Incluyente,

is national in scope, it prioritizes the northern and central regions of Argentina, starting from the north-western Provinces of Catamarca, Jujuy, La Rioja, Salta and Tucumán as these regions have a high concentration of poor rural people. In Mozambique, the latest household survey results are being taken into account for the selection of intervention areas. An illustration of the integrated targeting strategy adopted in China is presented in box 2 below.

<p><b>Box 2</b></p> <p><b>Targeting through national expertise and consultations in China</b></p> <p>The ongoing design of the Guangxi Integrated Agricultural Development Project (GIADP), which will be submitted for approval to the Executive Board in December 2011, recognizes the multidimensional nature of poverty. Accordingly, the project will provide multisectoral support to poor people by improving their access to productive assets, safe drinking water, information and technical services, and remunerative markets; and diversifying their income sources through the development of agroproducts.</p> <p>An assessment of the needs of ethnic minorities is being undertaken and a social development expert has been included in the GIADP design team to focus on analysing the constraints and needs of poor people and ethnic minorities in the project areas. Project activities, especially in support of socio-economic enhancement, are designed to be inclusive of ethnic minority groups. Special support will be provided where needed.</p> <p>Village implementation groups include at least one representative of the local women's federation and one to two female villagers, who will benefit from capacity-building under the project.</p> <p>The evaluation in China recognized the growing national expertise in targeting poverty. Accordingly, the design team is mainly composed of national experts (six out of a team of seven). Project design is a result of close consultation with national, provincial and county stakeholders, and representatives of beneficiary households. Of the eight target counties, thorough visits were carried out in four. Team members interviewed beneficiary groups, private-sector actors and local government authorities at country, prefecture and township levels, consulting with stakeholders both at the administrative and community levels.</p>
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53. In sub-Saharan Africa, over the last four years, 23 recommendations have been made related to targeting. Examples of follow-up are provided below.
- In response to the Nigeria CPE (2010), the results-based COSOP aims to improve the access of smallholder farmers to affordable agricultural production technologies, farm inputs and support services to help them move from subsistence farming to business-oriented activities. The constraints facing subsistence farmers were closely examined in the COSOP development process.
  - Following the evaluation (2010) of the Upper Mandrare Basin Development Project – Phase II (Madagascar), both a gender strategy and a training strategy were developed to strengthen the technical and organizational capacity of women and youth and enable them to obtain secure access to productive resources (land, water, inputs, capital).
  - In response to the completion evaluation (2008) of the Special Country Programme Phase II (Niger), the design phase of the Agricultural and Rural Rehabilitation and Development Initiative Project included an in-depth analysis of the underlying reasons for poverty, examining socio-economic dynamics and the factors aggravating vulnerability and inequality in the Maradi region. Solutions were identified in consultation with the local population and by drawing on previous experience in tackling problems (such as demographic increase, social expenditures for ceremonies and traditional food storage practices). In the Project for the Promotion of Local Initiative for Development in Aguié, a comprehensive targeting census was conducted to identify poor and vulnerable groups within communities. The survey started with three villages in 2006 and had covered 120 villages and about 120,000 people by 2008. The results were used in selecting appropriate activities for the project.
54. **Gender.** Very few recommendations were classified under gender in the evaluations reviewed in 2011. In Mozambique, gender and HIV/AIDS were raised as issues to be considered in a targeting strategy. Accordingly, gender is emphasized within the targeting strategy to ensure participation of disadvantaged

groups. A specific grant related to HIV/AIDS in coastal areas is being negotiated through the Belgian Fund for Food Security (BFFS) in support of the Artisanal Fisheries Promotion Project (ProPESCA).

55. In earlier editions of PRISMA also, the numbers of gender-related recommendations were negligible: none in 2010, none in 2009, one in 2008, and two per cent in 2007. In sub-Saharan Africa, no recommendations related to gender have been issued in the last four years. In contrast, at the corporate level, gender is tracked as a separate indicator and assessed at different stages of the project cycle for the entire portfolio. Gender performance is assessed during the quality assurance reviews at the project design phase, and is also measured in the project status reports during implementation and in the project completion reports.
56. **Participation of stakeholders and beneficiaries.** Three recommendations in 2011 stressed the need for greater participation by beneficiaries and a greater voice for stakeholders. In Argentina, to ensure stakeholder participation, the design mission organized consultations with ministers, secretaries and officials from the Provinces of Catamarca, Córdoba, Entre Ríos, Jujuy, La Rioja and Tucumán. Further consultations will take place at the final part of the design phase. In China, the GIADP is being designed in full consultation with local technical experts, officials and target groups to ensure participation.
57. **Poor people's organizations.** Only two recommendations related to this theme were reviewed in evaluations this year. In Mozambique, a focus area of the new COSOP is to support producers' organizations in agriculture and fisheries to enable them to better respond to their members' needs and participate more actively in project implementation. However, IFAD must develop more suitable investment tools to directly support these groups.

## **B. Technical areas**

58. **Private sector and markets.** The evaluations reviewed in 2011 generated six recommendations concerning market development, enterprises and the private sector. In Benin, the Ministry of Agriculture, Livestock and Fisheries is currently examining production chains for different plants; upcoming missions will follow up on this issue. In Yemen, it was recommended that producers' associations and value chain actors actively provide services to rural poor people. Under the Economic Opportunities Programme (EOP) and Fisheries Investment Project (FIP), producers' associations and other value chain actors (primarily processors and exporters) will offer services to small producers. Technical extension and business advice will be provided to small producers and their associations by supply chain managers linked to processors/exporters, on the basis of contractual arrangements. The supply chain managers will be cost-shared by the project, on a declining basis.
59. In sub-Saharan Africa over the last four years, this theme has been addressed through ten recommendations. Some responses are described below.
- The evaluation (2008) of the Participatory Irrigation Development Programme (United Republic of Tanzania) recommended that the Government promote private-sector provision of services for projects. Specifically, the Government should explore ways to streamline tendering and procurement rules, regulations and procedures to facilitate private-sector involvement in irrigation scheme construction. In response, the Government established a database that included a profile of private-sector contractors' strengths and weaknesses in performing irrigation development works. The Government also collaborated with the National Construction Council to monitor and develop the capacity of the private sector to provide support in irrigation schemes.

- In response to the Sudan CPE (2010), new projects are focusing strongly on value chains. Three value chains are being supported by newly designed projects in terms of: (i) the monopoly of gum arabic trade in the Revitalizing The Sudan Gum Arabic Production and Marketing Project approved in September 2009; (ii) physical access to secondary markets in the Rural Access Project approved in December 2009; (iii) the organization of producers to enable scaling up of production, improve producers' bargaining power and attract traders to production areas in the forthcoming project in southern Sudan planned for presentation to the Executive Board in 2011.
- The Nigeria CPE (2010) suggested the adoption of a value-chain approach for the provision of rural financial and agroprocessing services. Accordingly, the two interventions have internalized an outgrower-processor linkage to enable farmers to supply raw materials to identified markets (processors). The outgrowers are also linked to agri-input suppliers, financial institutions and "spray-men" to leverage timely yield-enhancing agrochemicals, commercial credit and extension services respectively from private-sector operators.

60. **Natural resource management.** Two recommendations focused on natural resource management (NRM). Box 3 provides an example of an integrated approach to promoting and ensuring NRM issues in project design.

<b>Box 3</b>
<b>Integrating NRM into project design in Yemen</b>
<p>The two programmes and one project in Yemen being developed under the 2010-2012 PBAS cycle – the Economic Opportunities Programme (EOP), the Fisheries investment Project (FIP) and the YemenInvest (Rural Employment Programme) (REP) – have considered eventual environmental implications during design, in line with IFAD's Environmental and Social Assessment Guidelines and project design procedures. At the country level, concerns about groundwater depletion are already informing national development and poverty reduction strategies.</p> <p>The EOP focuses on improving water use efficiency in irrigation by introducing water-harvesting infrastructure and drip irrigation. The programme will not support new shallow wells/boreholes. Where groundwater is already in use and the settlement will continue to depend on it for irrigation, an environmental study will be carried out, even when not legally required. The reliability of the source and the risk of additional withdrawals in connection with potential shifts in land use will be assessed. Availability of water is a key settlement selection criterion in the targeting strategy. With respect to coping strategies, the EOP will support the adaptation of weather index-based insurance to enable poor farmers to transfer risk of drought to insurers.</p> <p>The FIP and REP will promote sustainable economic opportunities in sectors with low freshwater use intensity (fisheries, natural stone, textiles). The main uses of freshwater in fisheries are in ice production and fish processing. Where ice plants will be built, an assessment of available freshwater reserves will be undertaken; where insufficient freshwater is available, saline or seawater may be used to make ice. In the natural stone sector, water is used to cool cutting equipment used in quarrying/processing. An environmental impact assessment will be undertaken in advance of each investment, and an assessment of impact on available freshwater resources will be included. Water recycling systems will be developed to reduce water use.</p>

61. In sub-Saharan Africa, in the last four years, 14 recommendations focused on NRM-related issues. Responses from the region include:
- The interim evaluation (2009) of the Community-Based Rural Development Project (Burkina Faso) recommended developing instruments to build consensus in communities to adopt NRM rules. It was also recommended that the project strategy be based on a sound analysis of resource dynamics in the region. Accordingly, measures and financing instruments were developed to support inter-village and inter-community consensus, which encouraged decision makers to adopt NRM rules. This was promoted in five watersheds. The integrated watershed management approach, supported through a grant from the Global Environment and Climate Change Unit (GECC), ensured that the process of building a consensus among natural resource users and owner-managers involved elected commune officials, socio-professional organizations and public technical services. It was based on a sound analysis of the relevant resource dynamics, and on existing

operating approaches and management rules, and involved all villages in the watersheds concerned.

- In the Ethiopia CPE (2010), it was recommended that natural resource degradation should be given attention. In the Community-based Integrated Natural Resources Management Project, designed jointly with the GECC, soil and land management in the Lake Tana region was specifically addressed.
- In Niger's Special Country Programme Phase II (2008), the development models were based on a process of analysis and local planning as recommended by the evaluation. The NRM village plans were cofinanced by the GECC.

62. **Analysis, studies and research.** In recent years, evaluation recommendations have emphasized the need for enhanced IFAD involvement in analytical work and research. Six recommendations in this year's evaluations deal with this theme. In the joint evaluation, it was recommended that the two institutions engage more strategically in analytical work and allocate additional resources in both financial terms and capacity-building for staff. While analytical work and research have not been pursued in collaboration with AfDB to a great extent, IFAD has increased its focus on analytical studies and research at the corporate level. This includes the creation of the office of the Chief Development Strategist and a new focus on thematic publications and analytical work. Other initiatives include the finalization of the *Rural Poverty Report 2011* and the conference on new directions for smallholder agriculture in January 2011. The *Rural Poverty Report 2011*, in particular, has received widespread attention in global policy circles and is being used to further IFAD's policy objectives.
63. **Rural finance.** Four recommendations were made with regard to rural finance in the evaluations reviewed in 2011. In Argentina, Argentina Incluyente has a small rural financial services pilot component which, as per the evaluation recommendation, is designed to provide technical, commercial and financial assistance to small producers. In Mozambique, the new COSOP will focus on facilitating access to finance for poor rural people and small and medium-sized enterprises, in accordance with the recommendation. At the corporate level, rural finance has been receiving increased attention following the presentation of the Rural Finance Policy to the Board in April 2009.<sup>6</sup>
64. **Training and capacity-building.** Of the evaluations undertaken in 2011, a number of the recommendations pertained to capacity-building for local or decentralized entities. In China, for example, the designs of recent projects have focused on ensuring that the composition of village implementation groups includes more women and poor people. The groups prepare village development plans for presentation at township and higher levels.

### C. Project management

65. **Decentralization** was referred to in only one evaluation reviewed in 2011. In Argentina, the CPE recommended decentralized implementation of IFAD-funded projects through a model combining strong coordination at the national level with substantial provincial management supported by capacity-building. In response, the new programme will be coordinated by the Ministry of Agriculture's Unit for Rural Change (UCAR) at federal level and implemented by the provinces, with UCAR's direct support where needed.
66. **Project design and formulation.** There were nine recommendations related to design issues. In particular, active participation of stakeholders, coordination of federal and provincial levels, calculation of economic rates of return (ERR) and assessment of institutional capacity were emphasized. In Argentina, consultations have been conducted with all relevant ministries and partners at the federal level

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6 EB 2009/96/R.2/Rev.1.

and provincial level. With regard to the China project under development, an economic analysis will assess the ERR and make provisions for recalculation. In Yemen, the new projects and programmes are based on a sound understanding of institutional, social and economic capabilities in the country.

67. In the joint evaluation, it was recommended that simpler, more sharply focused projects and programmes be developed within the framework of coordinated sector plans. In response, given the significant increase in funding and focus on lessons learned and sustainability, emphasis in the region is on a single project per PBAS cycle that has fewer components/activities and is clearly aligned with the Comprehensive Africa Agriculture Development Programme (CAADP) framework. The joint evaluation also recommended the joint project identification, design and approval by AfDB and IFAD in five countries. This has not been fully achieved since it is difficult to align design priorities and procedures. However, efforts are ongoing to share respective cofinancing pipelines and therefore encourage joint participation at the design stage. In some countries, the joint design has already started, including in Burkina Faso and Togo.
68. The joint evaluation also recommended greater support for fragile states. IFAD is increasing support to address basic needs and food security in these countries by enabling the rural poor to start rebuilding productive asset bases; supporting social infrastructure and services; and reconstructing, developing and empowering rural organizations. For post-conflict countries, the sequencing of aid modalities is critical; hence, a two-pronged approach is being used to address short-term recovery needs while paving the way for development in the medium- and long-term.
69. **Project management and administration.** In the seven evaluations reviewed in 2011, three recommendations relate specifically to project management. In Argentina, final design of the new programme will incorporate selection mechanisms for technical assistance providers that reward good performance. Delays in implementation of the proposed programme will be addressed through appropriate implementation arrangements.
70. Overall, in recent years, project management has received greater attention from IFAD. As reported in last year's PRISMA, the shift to direct supervision (with over 90 per cent of the current portfolio now being directly supervised) and the establishment of the country offices (currently around 30) have helped IFAD become more responsive and flexible with respect to project needs and changing country circumstances. These operational changes have allowed easier and swifter identification of performance-related risks and mid-course changes in project implementation.
71. **Results measurement, monitoring and evaluation.** In this year's review, seven recommendations focused on M&E. In China, the evaluation recommended improving systems using state-of-the-art management information systems (MISs). In response, GIADP is promoting the development of M&E through MISs. Proposals are afoot to develop a more robust M&E system and MIS and associated guidelines for the projects and the country programme as a whole. The project will further define M&E responsibilities at each level, including monitoring of targeting; gender segregation of beneficiaries; and assessment of outcomes and impact through the Results and Impact Management System and through benchmark surveys. In Yemen, it was recommended that M&E should be well-resourced. The EOP, FIP and REP therefore include specific budgets allocated for M&E activities. Several members of the staff of the Economic Opportunities Fund (which will manage all three programmes) will be specifically assigned to M&E.

72. Strengthening M&E has been a key priority area for IFAD Management since the adoption of the Framework for a Results and Impact Management System (RIMS).<sup>7</sup> For the annual reporting of outputs and outcomes, a menu of indicators has been prepared under the RIMS framework that can be tracked through project level M&E systems. Over the last two years, more than 85 per cent of projects have reported on outputs.
73. For the third level of RIMS (i.e. impact level), data are being collected through baseline surveys or from reliable external sources. As reported earlier, IFAD has developed a tailored methodology and guidance template for conducting impact surveys and new software for data input and analysis by the projects.<sup>8</sup> Close to 70 projects have now completed the baseline surveys.
74. **Country presence.** The evaluations reviewed in 2011 contained four recommendations for expanded and enhanced country presence. These recommendations emphasized improved supervision and monitoring of projects. Enhanced country presence has helped improve supervision and implementation support. It has also enhanced the profile and intensity of non-lending activities, including participation in national-level policy dialogue and partnerships. Some responses to the evaluation recommendations are described below.
- In Mozambique, the host country agreement was signed in February 2011. An associate country programme manager has been outposted since March 2011.
  - The joint evaluation recommended strengthened country presence. The Africa regional divisions have significantly increased their country presence: seven country presence offices have been established in the WCA region, eight in ESA, and three in the Near East and North Africa region (of which one is in sub-Saharan Africa: Sudan). The divisions have also increased the technical and financial resources allocated for the country offices. ESA has further strengthened the Nairobi hub. These measures have enhanced efficiency, provision of technical support, contribution to policy dialogue and implementation support. As a result, country presence is increasingly augmenting the impact of IFAD-financed investments in the region and contributing more significantly to improved livelihoods for African smallholders.
75. **Human resources.** There were two recommendations related to human resource issues in the seven evaluations reviewed in 2011. However, these could not be fully followed up. The innovation evaluation recommended that knowledge management be incorporated as an indicator into the annual performance evaluation of staff. While the indicator has been included in some staff evaluations, use of the indicator has not been mainstreamed across the organization. With regard to the joint evaluation, a staff exchange programme between AfDB and IFAD was recommended. This is one of the pending recommendations and has to be explored further with AfDB in terms of identifying appropriate roles and responsibilities.
76. At the corporate level, HR-related issues have received increased attention. An HR reform process is under way and, once completed, will help rationalize and facilitate HR issues in a number of areas. With regard to efficiency and HR, a corporate institutional review was conducted. The review examined (i) the results-based incentive system and (ii) the compensation and entitlement system of the United Nations International Civil Service Commission (ICSC).
77. **Supervision.** In the seven evaluations reviewed, four recommendations dealt with project supervision. In Mozambique, as recommended, all projects are now directly

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<sup>7</sup> EB 2003/80/R.6/Rev.1.

<sup>8</sup> All RIMS-related information and resources for annual reporting on outputs and outcomes and for conducting surveys for impact assessment are available online at: <http://www.ifad.org/operations/rims/>.



supervised by IFAD. In terms of coordination among projects, there has been greater exchange and cross-use of expertise among projects (e.g. M&E, financial management). Joint planning and budgeting have also been started for complementary interventions (e.g. rural finance in PROMER and ProPESCA areas). Under the joint evaluation, it was recommended that all cofinanced projects be jointly supervised. While this has not been fully achieved, a number of countries have already started joint supervision, including Gambia, Ghana, Mozambique and Swaziland.

#### D. Non-lending activities

78. **Partnerships.** Altogether 12 recommendations pertain to building and sustaining partnerships in the seven evaluations reviewed in 2011. A number of these deal with the AfDB/IFAD partnership. Some specific recommendations and responses are presented below.
- The evaluation recommended stepping up support for the implementation of the CAADP mandate. IFAD has greatly increased its involvement with CAADP at various levels: Africa-wide through participation in the partnership meetings; at the regional economic community level, particularly with the Economic Community of West African States (ECOWAS); and at the country level through participation in the CAADP compact and the national investment plan processes.
  - The evaluation recommended that through a country-led approach, wherever possible the two institutions (AfDB and IFAD) should align their agriculture and rural development (ARD) strategies and business plans with national sector policies and strategies. Accordingly, all Africa COSOPs now specify how they are aligned and support CAADP compacts and investment plans; consistency with CAADP is also included as part of the COSOP annual and mid-term reviews. M&E systems are being adjusted to aggregate information in alignment with governments' overall CAADP framework indicators.
  - The evaluation recommended that IFAD manage and extend the current bilateral partnership between the two institutions – based on the memorandum of understanding of 2008 – to set a limited number of precise, strategic regional priorities. In response, the current bilateral partnership is being reviewed annually: a meeting was held in November 2010, and another in May 2011 with all the three regional divisions. The meetings covered thematic issues of common interest and the sharing of the respective pipelines for cofinancing.
  - It was recommended that a partnership coordinator be appointed. While this has not been fully implemented as envisaged, specific staff members have been assigned by regional divisions to coordinate the partnership with AfDB.
79. With regard to **sub-Saharan African countries** in the last four years, 13 recommendations focused on partnerships.
- The Nigeria results-based COSOP acknowledged the existence of a wide range of mutually strengthening partnerships: (i) partnerships between smallholders, the national agricultural research institutes (NARIs) and other specialized research organizations to develop affordable appropriate technologies to improve extension services at all levels of government and to raise smallholder productivity; (ii) collaboration with the World Bank, AfDB and the United States Agency for International Development (USAID) on value chain segments; (iii) a partnership with the Niger Delta Development Commission, the Ministry of Niger Delta Affairs, the national environment ministries, and the ministries of agriculture at all levels of government; (iv) partnership with local government councils, NGOs and community-based organizations, and farmers' and producers' organizations

to strengthen community involvement in local planning and development, which is key to the community-driven development approach.

- In Ethiopia, under the Agricultural Marketing Improvement Programme, partnerships with the private sector form a key component of programme design. The driving force in programme implementation are the district-based, commodity-specific agrimarketing improvement plans, which are prepared and implemented jointly with key players in the value chain: producers, brokers, transporters and traders. In response to a recommendation to forge partnerships with bilateral donors, under the Community-based Integrated Natural Resources Management Project, cofinancing has been mobilized from Spain.
80. **Policy dialogue.** Four recommendations related to policy dialogue were issued in the evaluations reviewed in 2011. In Argentina, a focus on non-lending activities and policy dialogue was recommended. Accordingly, a regional conference on policies for smallholder farmers is being organized by the Latin America and the Caribbean Division for September 2011 in Buenos Aires.
81. **Knowledge management.** Ten recommendations emphasized an increased role for knowledge management. Many of these recommendations were made by the CLE on innovation.
- The evaluation recommended greater efforts in exchanging experiences and lessons on innovation and scaling up within and across the five geographical regions in which IFAD works, both in the regions and among operational staff at headquarters. A number of corporate knowledge-sharing initiatives have been taken in the last year: a knowledge-sharing event was held on the occasion of the portfolio review presentation covering best practices, stories from the field, portfolio management tools and discussions on emerging issues; an event on the *Rural Poverty Report 2011*; consultations with all staff on the new strategic framework; inter-institutional conferences on smallholder farming and value chains; occasional papers written by divisions and distributed across divisions; and thematic papers (such as the paper on gender dimensions of agriculture and rural development). Similarly, project staff members have been invited from all divisions to regional implementation workshops and additional learning routes programmes were organized, attended by representatives from projects in Latin America visiting Asia and the Pacific region.
  - The evaluation recommended initiatives to ensure that country office staff are better integrated and have opportunities for sharing knowledge. Country staff members participate regularly in regional implementation workshops. All department-wide events now ensure that country staff members participate either in person or through teleconferencing (including PMD staff events, portfolio review events). An induction programme for over 30 staff from the country offices was organized in the first quarter of 2011.

## E. Cross-cutting themes

82. **Sustainability.** With respect to this theme, four recommendations were made in the cohort of the seven evaluations reviewed in 2011. The Benin CE recommended ensuring the sustainability of results and scaling up of innovations promoted by the Roots and Tubers Development Programme. This recommendation is being addressed through the transfer of many of the programme's activities to a new project, including the use and financing of improved varieties created under the programme. The programme in Benin is currently following up on the dissemination of sustainable production technologies for roots and tubers (including technical fiches in local languages, group training, demonstrations and radio broadcasts).
83. In **sub-Saharan Africa** in the last four years, 18 recommendations addressed sustainability. Some responses are described below.

- In the Ethiopia CPE (2010), the evaluation recommended that IFAD and the Government should develop their capacity in disaster preparedness and quick response. As a consequence, disaster preparedness was included under risk management in the results-based COSOP for 2009 to 2012. Measures were taken to respond to the severe deficiency of rainfall in 2009 and the ensuing food/feed/water gaps. Similarly, the Western Sudan Resources Management Programme included a series of short-term measures in its 2010 annual workplan and budget to bridge these gaps, particularly in the area of fodder availability and animal health.
  - The North Kordofan Rural Development Project (Sudan) received a recommendation to develop the capacity of field staff in conflict prevention as an integral component of its programmatic interventions. In response, it was stated that the main responsibility of the field staff was to analyse the root causes of the conflict and report to their management on potential conflict situations, recommending prevention or mitigation measures based on analysis conducted. The field staff are extension workers who are being trained in resource mapping, stakeholder analysis and development of inclusive action plans. In 2009, local administration was also trained in conflict management and a manual was developed, in collaboration with a national centre.
  - In the Upper Mandrare Basin Development Project – Phase II (Madagascar), the CE stated that the subsidies provided to farmer groups were justifiable as a first step in starting up or intensifying an economic activity, but should be gradually replaced by resources mobilized by the population and through individual and group credit. Accordingly, an implementation strategy to enhance sustainability was developed.
84. **Innovation.** In the seven evaluations reviewed in 2011, there were 17 recommendations relating to innovation and replication. In Benin, the evaluation recommended using innovation in the approaches and technologies designed for the poorest producers and processors of roots and tubers to develop their potential role in agriculture and rural development, and enable them to improve their living conditions. The Ministry of Agriculture, Livestock and Fisheries is currently examining how to address the needs of these groups and develop appropriate technologies and approaches. In China, it was recommended that innovations that already exist or emerge in the global context should be made available to IFAD-funded projects more proactively, possibly also via IFAD grants. As a response, three new grants are being considered in support of various innovations and global goods: a GECC grant and two large country grants (one to promote South-South cooperation and the other to support the shared sustainable use of natural resources common to China and Mongolia). These efforts will be further strengthened through future projects under the results-based COSOP currently being designed. Several of the innovation-related recommendations originated from the innovation CLE.
85. **Replication and scaling up.** There were five recommendations related to replication and scaling up (there are also synergies between this theme and innovation).
- The evaluation recommended that successful solutions be scaled up in IFAD's own programmes as well as in those of its partners. In IFAD, scaling up has been treated as "mission-critical"; financing this agenda includes options such as treating Initiative for Mainstreaming Innovation resources as a flexible resource pool or "seed money" for incubating ideas that can then be scaled up. An institutional review of scaling up in IFAD was conducted by the Wolfensohn Center for Development (Brookings Institution). The review found that scaling up successful development initiatives was key to development (and aid) effectiveness and to achieving

the Millennium Development Goals. It also found that turning IFAD into a “scaling-up institution” would require an institutional strategy focused on scaling up. This would entail changes in operational processes and institutional practices (including in operational instruments, knowledge management, and human and financial resource management).

- The evaluation suggested policy dialogue and partnership-building as routes to scaling up. A number of policy dialogue initiatives were undertaken in the last year: consultations for the *Rural Poverty Report 2011*; the international conference on “New Directions for Smallholder Agriculture” in January 2011; and the round-table conference held in April 2011 in collaboration with the International Finance Corporation “Smallholder agriculture as a business: legal dimensions of building inclusive value chains.”

86. **Governance.** There were no recommendations related to governance in the evaluations reviewed in 2011. At the corporate level, in response to the growing recognition of the link between good governance and successful poverty reduction, the current Portfolio Review Guidelines suggest examining governance-related issues in the divisional portfolio reports. This is also an issue that is assessed in all newly designed projects under the quality assurance reviews.
87. **Strategy.** Eight recommendations dealt with strategic issues at the project level. In Mozambique, for example, in response to the recommendation for selection of new intervention areas and new value chains based on agro-ecological potential and market opportunities, such criteria are used to select intervention areas in all new IFAD-financed projects.

## V. Summary, conclusions and recommendations

### A. Summary and conclusions

88. For the cohort of evaluations reviewed for the PRISMA in 2011, full follow-up was carried out on 71 per cent of the recommendations. This signifies a consistent improvement over time since the corresponding figures in 2009 and 2010 were 57 and 62 per cent, respectively. Only 2 per cent of the recommendations were pending, showing continued compliance with recommendations emerging from evaluations.
89. In the last four years (2008-2011), 64 per cent of the recommendations were fully followed up across the portfolio. In fact, excluding the recommendations not yet due, the full response rate rises to 69 per cent. Again, only 2 per cent of the recommendations remained pending in each of the last four years.
90. One issue raised in recent PRISMA reports has been the performance of government and government agencies. However in the four-year analysis conducted this year, governments have significantly improved their response. This trend is also supported by increased communication and support being provided through direct supervision and country presence. At the country level, where most of the recommendations are applicable, follow up has been strong with full follow-up on 68 per cent of the recommendations.
91. This year’s PRISMA laid a special emphasis on reviewing the performance of **sub-Saharan African countries**. Across the evaluations conducted on projects and programmes in these countries, 62 per cent of the recommendations were fully followed up, and only 2 per cent were pending. In other words, the performance in these countries in terms of responsiveness to evaluations is comparable to the rest of the portfolio. If recommendations not yet due are excluded from the sub-Saharan Africa portion of the portfolio, the ratio of recommendations fully followed up reaches to 71 per cent, which is better than the performance of the rest of the portfolio. In essence, IFAD and country-level partners in Africa are responsive to evaluations and are making use of the recommendations to improve subsequent country strategy, and project and programme design.

92. The joint evaluation of AfDB and IFAD highlighted that both institutions are crucial actors in the region and need to take advantage of further opportunities for collaboration. IFAD firmly supports the strengthening of national policies and strategies within the framework of the CAADP. Accordingly, IFAD country programmes are also being aligned with national and CAADP priorities and investment plans.
93. In terms of key themes, innovation emerges as the most common theme in this year's PRISMA. Predictably, a number of these recommendations emerged from the innovation CLE. Keeping in view the recommendations made in various evaluations, IFAD has also stepped up participation in global policy forums and has encouraged staff to share knowledge and make use of learning opportunities. As highlighted in the institutional review of scaling up in IFAD, such action will assist IFAD in further scaling up successful interventions and features and increasing its relevance.

## **B. Recommendations**

94. Over the years, the average number of recommendations has fallen, which has helped IFAD respond more effectively. The trend has also been towards more strategic recommendations; however, this year saw a decline in the share of strategic recommendations (61 per cent compared to 79 per cent in the previous year). This change may be a short-term phenomenon. Nevertheless, IOE may wish to reflect on this anomaly and take further action, if required.
95. A recurrent issue has been the timely resolution of agreements at completion point (ACPs). As many as six of the evaluations covered in ARRI 2010 could not be reviewed by PRISMA since the ACPs were not finalized on time. While this is explained by a number of factors, a robust consulting process among all critical stakeholders from the start of the evaluation process to its completion would most likely play an important role in expediting finalization.
96. As has been the case in the past, the number of recommendations related to gender was extremely low in this year's PRISMA. IFAD Management expects IOE to lay more emphasis on introducing gender-related indicators into its evaluations in line with the findings of the corporate-level evaluation of IFAD's performance with regard to gender equality and women's empowerment.

# Independent Office of Evaluation of IFAD comments on the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)

## I. General observations

1. This is the eighth PRISMA submitted by IFAD Management to the Evaluation Committee and the Executive Board for their review. In accordance with the IFAD Evaluation Policy,<sup>1</sup> the Independent Office of Evaluation of IFAD (IOE) hereby provides its comments on the report for consideration by Committee and Board members, respectively.
2. The 2011 PRISMA is well prepared. It analyses the implementation status of the recommendations contained in seven completed evaluations.<sup>2</sup> It also reports on the implementation status of recommendations from the Joint Evaluation with the African Development Bank (AfDB) on Agriculture and Rural Development in Africa.
3. The PRISMA continues to report on the follow-up to recommendations on non-lending activities (policy dialogue, partnership and knowledge management), and those included in the Annual Report on Results and Impact of IFAD Operations (ARRI), in accordance with suggestions made by IOE in the past. Moreover, IOE welcomes the introduction of "replication and scaling up" as an additional cross-cutting theme in the PRISMA, including reporting on the status of implementation of evaluation recommendations on the same topic.
4. The implementation status of the recommendations from the corporate-level evaluations on gender (completed in December 2010) and the private-sector strategy (completed in May 2011) will be covered in the 2012 edition.

## II. Specific comments

5. **Gender recommendations.** The PRISMA notes that there have been few recommendations in past evaluations devoted to gender. In this regard, it should be noted that IOE has introduced an additional evaluation criterion on gender (including specific indicators) in its Evaluation Manual, with the aim of assessing the performance of IFAD operations in promoting gender equality and women's empowerment. Starting from 2011, each independent evaluation undertaken by IOE now includes coverage and dedicated reporting on the gender evaluation criterion. More detailed assessment of and reporting on gender is likely to result in an increased number of recommendations on the topic in future evaluations (in addition to the recommendations contained in the corporate-level evaluation on gender, which, as mentioned, will be covered in next year's report).
6. **Timely resolution of agreement at completion point (ACP).** Paragraph 95 of the PRISMA underlines the timely resolution of ACPs as an issue that merits attention moving forward. In this regard, it must be recalled that IOE and the Programme Management Department jointly developed last year and introduced from 2011 a fine-tuned process and template for ACPs. The revised process and template clearly specify the key roles of IFAD Management and governments in finalizing the ACPs. The enhanced process and template should enable more timely completion of ACPs in the future, allowing for more comprehensive reporting on agreed evaluation recommendations through the PRISMA. Finally, starting from the July 2011 session of the Evaluation Committee, IOE will provide a semi-annual

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<sup>1</sup> See paragraphs 11 and 31(i) of the Revised IFAD Evaluation Policy (EC 2011/66/W.P.8).

<sup>2</sup> Six additional evaluations conducted primarily in 2009 are not included in the 2011 PRISMA, because either the corresponding agreement at completion point was not available at the time of the PRISMA review or not enough time was available to allow for meaningful follow-up.

overview to Committee members of the status of all ACPs completed in the past six months and those that are in preparation.

7. **Joint Africa evaluation.** The PRISMA notes at various points (e.g. paragraphs 21, 23, 75 and others) that several key recommendations from this important joint evaluation have not yet been implemented. IOE regrets this and believes that more attention is needed to ensure that all agreed recommendations from the joint evaluation are implemented in a timely manner. The full implementation of these recommendations is expected to contribute to strengthening partnership between IFAD and AfDB, as well as more broadly serving to enhance the performance of IFAD operations, especially in sub-Saharan Africa. For example, inter alia, it would be useful to move forward on implementation of the recommendations related to the staff exchange programme between IFAD and AfDB (see paragraph 75), undertake analysis as a basis for COSOP and project design (see para 23) and designate an IFAD coordinator for the partnership with the Bank (see para 23).
8. **Country presence.** In paragraph 74, the PRISMA recognizes that country programme evaluations have revealed the need to further strengthen IFAD country presence for better development effectiveness. It is worth further emphasizing that such evaluations have underlined the importance, among other issues, of outposting CPMs from Rome as the preferred model for IFAD's country presence. Evaluations consistently report that outposted CPMs with the required seniority, especially in large countries with a critical mass of ongoing operations, can play a more effective role in promoting IFAD/government partnership and achieving results in reducing rural poverty.
9. **Policy dialogue.** Paragraph 80 highlights that several evaluations have recommended greater efforts in promoting policy dialogue. Evaluations also underlined that the Fund continues to face several challenges in ensuring more effective policy dialogue. Some challenges, for example, are limited human and financial resources allocated for the purpose, and insufficient support from IFAD Management in pursuing policy dialogue as a priority, including inadequate incentives, lack of a coherent and realistic policy agenda at the country level, limited delegation of authority to national country presence officers to engage in policy processes, and so on. In the future, these and other related issues merit consideration if IFAD is to contribute to developing more conducive pro-poor agricultural and rural development policies in recipient countries.
10. **Government response.** IOE is pleased to note an improvement in the percentage of recommendations fully followed-up by government, from 51 per cent in 2010 to 61 per cent in 2011. The report mentions enhanced efforts by IFAD Management to communicate and follow up on evaluation findings and recommendations to governments. In the future, it would be useful if the PRISMA could present more specific examples of actions taken by Management in following up on the implementation by governments of agreed evaluation recommendations.
11. **Recommendations not yet due or pending.** In the 2010 PRISMA, 13 per cent of the evaluation recommendations were considered not yet due or pending. Of the recommendations from the 2008-2011 period, 7 per cent (see table 6, main report 2010) are not yet due or pending. Unfortunately, the PRISMA does not make provision for covering recommendations in this category, which are outstanding from past editions of the document. It is thus recommended that, in future, a section be introduced to cover the implementation status of these types of recommendations. This was already recommended by IOE in the last two editions of the PRISMA (2009 and 2010).

## Implementation status of evaluation recommendations by theme (2011 PRISMA)

(Percentage)

<i>Theme</i>	<i>Full</i>	<i>Not yet due</i>	<i>Ongoing</i>	<i>Partial</i>	<i>Pending</i>	<i>Not applicable</i>	<i>Total</i>
Targeting	53	-	47	-	-	-	100
Gender	-	-	-	-	-	-	-
Beneficiaries and stakeholders' participation and consultation	100	-	-	-	-	-	100
Poor people's organizations	50	-	50	-	-	-	100
Private sector, market and enterprise development	50	-	50	-	-	-	100
Natural resource management	100	-	-	-	-	-	100
Analysis, studies and research	-	-	17	50	17	17	100
Rural finance	50	-	50	-	-	-	100
Infrastructure	-	-	-	-	-	-	-
Training and capacity-building	100	-	-	-	-	-	100
Decentralization	100	-	-	-	-	-	100
Project design and formulation	78	-	-	11	-	11	100
Project management and administration	33	-	67	-	-	-	100
Country presence	75	-	-	25	-	-	100
Results measurement, M&E	100	-	-	-	-	-	100
Human resources	-	-	-	50	50	-	100
Supervision	75	-	-	25	-	-	100
Partnerships	83	-	-	-	8	8	100
Policy dialogue	75	-	-	25	-	-	100
Knowledge management	80	-	-	20	-	-	100
Sustainability	75	-	25	-	-	-	100
Innovation	76	-	18	-	-	6	100
Replication and scaling up	100	-	-	-	-	-	100
Governance	-	-	-	-	-	-	100
Strategy	88	-	-	13	-	-	100
<b>Total</b>	<b>71</b>	<b>-</b>	<b>16</b>	<b>9</b>	<b>2</b>	<b>3</b>	<b>100</b>

Note: The percentages may not add to 100 due to rounding.



## Evaluations covered in PRISMA 2008 to 2011

### A. Evaluations covered in PRISMA 2011

#### Completion evaluations (CEs):

1. Benin: Roots and Tubers Development Programme
2. China: West Guanxi Poverty Alleviation Project
3. Yemen: Raymah Area Development Project

#### Country programme evaluations (CPEs):

4. Argentina
5. Mozambique

#### Corporate-level evaluations (CLEs):

6. Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and IFAD
7. IFAD's capacity to promote pro-poor innovation and scaling up

### B. Evaluations covered in PRISMA 2010

#### Interim evaluations (IEs):

1. Guatemala: Rural Development Programme for Las Verapaces
2. Democratic People's Republic of Korea: Uplands Food Security Project
3. China: Qinling Mountain Area Poverty Alleviation Project
4. Philippines: Western Mindanao Community Initiatives Project (carried over from last year)

#### Completion evaluations (CEs):

5. Argentina: Rural Development Project for the North-Eastern Provinces (PRODERNEA)
6. Madagascar Upper Mandrare Basin Development Project – Phase II)
7. Ethiopia: Southern Region Cooperatives Development and Credit Project (carried over from last year)

#### Country programme evaluations (CPEs):

8. Nigeria
9. Sudan
10. Ethiopia (carried over from last year)
11. Pakistan (carried over from last year)

### C. Evaluations covered in PRISMA 2009

#### Interim evaluations (IEs):

1. Burkina Faso: Community-Based Rural Development Project

#### Completion evaluations (CEs):

2. Albania: Mountain Areas Development Programme
3. Belize: Community-Initiated Agriculture and Resource Management
4. Pakistan: Dir Area Support Project
5. Romania: Apuseni Development Project (carried over from 2006 evaluations)

#### Country programme evaluations (CPEs):

6. Brazil (carried over from 2006 evaluations)

### D. Evaluations covered in PRISMA 2008

#### Interim evaluations (IEs):

1. Peru: Development of the Puno-Cusco Corridor Project

#### Completion evaluations (CEs):

2. Colombia: Rural Micro-enterprise Development Programme
3. Georgia: Agricultural Development Project

4. Mongolia: Arhangai Rural Poverty Alleviation Project
5. Niger: Special Country Programme – Phase II
6. Philippines: Cordillera Highland Agricultural Resource Management Project
7. United Republic of Tanzania: Participatory Irrigation Development Programme

**Country programme evaluations (CPEs):**

8. Mali
9. Morocco

**Corporate-level evaluations (CLEs):**

10. IFAD's Regional Strategy in Asia and the Pacific (EVEREST)
11. IFAD's Field Presence Pilot Programme (FPPP)
12. IFAD's Rural Finance Policy