IFAD

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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Executive Board — 109th Session
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For: **Review**

Contents

Abbreviations and acronyms

ACP	agreement at completion point
ARRI	Annual Report on Results and Impact of IFAD Operations
CLE	corporate-level evaluation
COSOP	country strategic opportunities programme
CPE	country programme evaluation
CPM	country programme manager
GFP	gender focal point
ICO	IFAD country office
IE	interim evaluation
IOE	Independent Office of Evaluation of IFAD
PMD	Programme Management Department
PRISMA	President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
PTA	Policy and Technical Advisory division

Executive summary

1. The tenth edition of the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) reviews the follow-up actions taken on the recommendations made by the Independent Office of Evaluation of IFAD (IOE) in nine evaluations completed in recent years. This year's results show an all-time high performance, with 83 per cent of the recommendations being fully followed up. For the second year in a row, no recommendation was pending action. Over the last five years, 73 per cent of the recommendations were fully followed up, and only one per cent were pending. This signifies a consistent improvement in the response by IFAD and partner institutions, mainly Member State governments.

2. By theme, almost a third (31 per cent) of recommendations relate to technical areas, followed by targeting and gender (29 per cent), and project management, including monitoring and evaluation (17 per cent). Sustainability and scaling-up issues were well represented in the list of recommendations.

3. Significant actions have already been initiated as follow-up to the corporate-level evaluation of gender equality and women's empowerment, including conducting a study of IFAD's gender architecture; creating a network of staff to promote gender issues in the organization; developing training modules to raise awareness; and assigning clear responsibilities to Senior Management to enhance accountability. With respect to policy dialogue – the learning theme of the 2012 Annual Report on Results and Impact of IFAD Operations (ARRI) – a clear action plan has been formulated and submitted to the Board, committing resources to enhanced country-level engagement, and earmarking staff expertise to lead the process.

4. The improving uptake of IOE recommendations reflects stringent follow-up by the governments concerned and the increasing relevance of the recommendations made by IOE. Allowing sufficient time for implementation of the recommendation is, however, important.

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

I. Introduction and methodology

1. This President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) is the tenth in the series and primarily responds to nine evaluations undertaken by the Independent Office of Evaluation of IFAD (IOE) in recent years. In doing so the report encompasses all recommendations presented in the agreements at completion point (ACPs) and agreed upon by the Programme Management Department (PMD) and relevant government authorities.[1]

2. The PRISMA continues to serve an important accountability and learning function: responding to the evaluations conducted by IOE and highlighting issues emerging as a result of the implementation of these recommendations for PMD and project staff. The PRISMA also offers an opportunity to IFAD Management to provide feedback on evaluation processes and recommendations.

3. The first volume of the PRISMA summarizes the follow-up actions taken by IFAD and relevant country authorities. Details of follow-up actions undertaken in response to individual recommendations are provided in volume II. In line with the IFAD Evaluation Policy,[2] comments from IOE will be provided as an addendum.[3] As per the new proposal to reduce the length of documents presented to the Executive Board in support of enhanced efficiency in governance,[4] this year's PRISMA has been reduced to about one third of its previous length.

4. The nine evaluations covered in this PRISMA, after due consultation with IOE, are as follows:

   (i) **Corporate-level evaluation** on IFAD's performance with regard to gender equality and women's empowerment;

   (ii) **Country programme evaluations** for Ghana, Rwanda, Viet Nam, and Yemen; and

   (iii) **Interim evaluations** for the Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North East (Brazil); Rural Enterprises Project – Phase II (Ghana); and Rural Financial Services Programme and Agricultural Marketing Systems Development Programme (United Republic of Tanzania).[5]

5. At the first stage of the PRISMA process, the PMD front office reviewed the ACPs emerging from the evaluations, and extracted and listed the actions recommended. The recommendations were thereafter classified by level, nature and theme, as explained below.

6. **Level.** This classification pertains to the entity targeted by the recommendation, and therefore primarily responsible for implementation. The levels adopted were:

   • IFAD at the project level;

   • IFAD at the country level, in partnership with government;

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[1] The ACPs allow space for disagreeing with the recommendations, and for outlining an alternative course of action. The Evaluation Committee had requested that such recommendations be listed separately in the 2013 PRISMA. However, no recommendations were disputed by either PMD or the governments in this year's cohort.
[2] EB 2011/102/R.7/Rev.1.
[3] To be annexed in the Board version of this document.
[4] EB 2012/107/R.4.
[5] The two projects in the United Republic of Tanzania underwent a joint evaluation and a joint ACP was produced.

- Partner country government authorities;

- IFAD at the regional level; and

- IFAD at the corporate level.

7. **Nature.** This second classification categorizes the recommendation as per the revised IFAD Evaluation Policy:

- Operational, if the recommendation proposed a specific action;

- Strategic, if it suggested an approach or course of action; and

- Policy, if it was related to the principles guiding IFAD.

8. **Theme.** The third classification lists the recommendations by themes spread across five broad areas, namely, targeting and gender, technical areas, project management, non-lending activities and cross-cutting themes.

9. The list of recommendations was shared with and agreed upon by IOE. Once the information on the implementation status of recommendations was compiled, the degree of compliance was assessed using the following criteria:

- **Full follow-up:** recommendations fully incorporated into the new phase/design of activities, operations or programmes;

- **Ongoing:** actions initiated in the direction recommended in the ACP;

- **Partial:** recommendations followed up partially, with actions consistent with the rationale of the ACP;

- **Not yet due:** recommendations that will be incorporated into projects, country programmes or country strategic opportunities programmes (COSOPs) still to be completed and approved;

- **Not applicable:** recommendations that have not been complied with because of changing circumstances in country development or IFAD corporate governance contexts, or for other reasons;

- **Pending:** recommendations that could not be followed up; and

- **Not agreed upon:** as per the new ACP template, recommendations that were not agreed to by PMD or the respective government.

II. Implementation status of the recommendations

A. Evaluation coverage and contents

10. In terms of regional distribution, the nine evaluations covered in this year's PRISMA deal with all five regional divisions, as presented in table 1.

Table 1
Regional distribution of evaluations covered in the 2013 PRISMA

Regional distribution	IE	CE	CPE	CLE	Total
West and Central Africa	1	-	1	-	**2**
East and Southern Africa	2	-	1	-	**3**
Asia and the Pacific	-	-	1	-	**1**
Latin America and the Caribbean	1	-	-	-	**1**
Near East, North Africa and Europe	-	-	1	-	**1**
Corporate IFAD	-	-	-	1	**1**
Total	**4**	**-**	**4**	**1**	**9**

Note: IE = interim evaluation; CE = completion evaluation; CPE = country programme evaluation; CLE = corporate-level evaluation.

11. Over the last five years, PRISMA has covered 50 evaluations with 713 recommendations (annex I). Overall, in the 2013 cohort,

162 recommendations from nine evaluations were agreed upon. Evaluations included country programme evaluations, completion evaluations, interim evaluations and corporate-level evaluations dealing with specific themes, for example gender equality and IFAD efficiency. On average, each evaluation yielded 18 recommendations. This is in line with IOE producing more focused recommendations in recent years, with 19 recommendations per ACP in 2010, 18 in 2011 and 17 in 2012. Most recommendations – almost 70 per cent – are addressed to IFAD and development partners at the country level. A number of recommendations required joint action by IFAD and governments, implying a greater degree of harmonization in project design and implementation.

Table 2
Number of recommendation by type of evaluation and level

	IE	*CE*	*CPE*	*CLE*	*Total (number)*	*Total (percentage)*
IFAD corporate level	-	-	-	27	**27**	**17**
IFAD regional level	-	-	1	-	**1**	**1**
IFAD country/government	33	-	78	-	**111**	**69**
Government authorities and institutions	-	-	1	-	**1**	**1**
Project	21	-	1	-	**22**	**14**
Total (number)	**54**	**-**	**81**	**27**	**162**	**100**
Total (percentage)	**33**	**-**	**50**	**17**	**100**	

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

12. Most (57 per cent) of the recommendations were strategic in nature, in line with the trend observed in recent years. The policy level items originated from the gender CLE. The strategic recommendations addressed issues such as partnerships with government at the country level, suggestions to improve design of new projects, scaling up of successful approaches and targeting at the national level.

Table 3
Distribution of evaluation recommendations by level and nature

	Operational	*Strategic*	*Policy*	*Total (number)*
IFAD corporate level	6	11	10	**27**
IFAD regional level	1	-	-	**1**
IFAD country/government	36	75	-	**111**
Government authorities and institutions	-	1	-	**1**
Project	16	6	-	**22**
Total (number)	**59**	**93**	**10**	**162**
Total (percentage)	**36**	**57**	**6**	**100**

B. Implementation status: extent of compliance

13. The degree of implementation of the 162 recommendations is summarized in table 4 below.

Table 4
Implementation status of evaluation recommendations

Level	Full follow-up	Ongoing	Partial	Not yet due	Not applicable	Pending	Not agreed	Total (number)
IFAD corporate level	**18**	**8**	1	-	**-**	**-**	**-**	**27**
IFAD regional level	1			-	-	-	-	**1**
IFAD country/government	**93**	**11**	**7**	-	**-**	**-**	**-**	**111**
Government authorities and institutions	**1**	**-**	**-**	-	**-**	**-**	**-**	**1**
Project	**21**	**1**	-	-	-	-	-	**22**
Total (number)	**134**	**20**	**8**	**-**	**-**	**-**	**-**	**162**
Total (percentage)	**83**	**12**	**5**	**-**	**-**	**-**	**-**	**100**

14. As can be seen, all recommendations have received significant follow-up action. Eighty-three per cent of the recommendations were followed up completely. Of the rest, most are under implementation (not yet completed) or action was partially completed. Importantly, and for the second year in a row, no recommendation was pending.

15. The share of recommendations fully followed up has been consistently climbing: 57 per cent in 2009, 72 per cent in 2010, 71 per cent in 2011, 74 per cent in 2012 and 83 per cent in 2013. As a further reflection of the progress made in terms of the responsiveness of programmes to evaluations, no recommendations were classified as not applicable, as not yet due or not agreed upon.

16. Over the last five years, 73 per cent of the recommendations were fully followed up, and only about 1 per cent of the recommendations are pending (see table 1, annex I). The response has been vigorous across the regional divisions over this period: at least 70 per cent of the recommendations were completely implemented on time, in every division (see table 2, annex I). Only 2 per cent were classified not yet due and only 3 per cent were identified as not applicable.

Box 1
Example of recommendations fully followed up

In the United Republic of Tanzania, the IE suggested that memorandums of understanding (MoUs) be drawn up between beneficiary groups, the districts and the programme unit. Accordingly, under the Marketing Infrastructure, Value Addition and Rural Finance Support Programme, MoUs have been prepared that clearly define roles and responsibilities between beneficiary groups and local government authorities, between districts and regional authorities and the programme coordination team. Furthermore, in order to ensure sustainability – an issue emphasized by the evaluation – the selection of beneficiary groups is based on clear eligibility criteria that assess economic viability. Rigorous needs assessments precede decisions on the kind of support to be extended.

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17. This steady improvement in performance is a reflection of enhanced institutional processes:

(a) A more robust evaluation process that encourages mutual consultations during and at the completion point of each evaluation;

(b) More vigorous follow-up at the country level, supported by enhanced partnerships between IFAD and the government institutions that implement recommendations with joint responsibility;

(c) Improved PRISMA processes, with inclusion of evaluations that are ready for review and close follow-up; and

(d) Most importantly, more rigorous follow-up by the IFAD country office (ICO) and the country programme manager (CPM), and at the divisional and corporate levels, in part, facilitated by IFAD's direct supervision and the expansion of ICOs.

18. **Ongoing recommendations being followed up**. Twelve per cent of the recommendations are currently under implementation. These typically entail changes that take time to implement but for which steps have already been initiated. For example, in response to the CPE, the 2013-2018 COSOP for Rwanda includes plans for increased IFAD participation in major strategic and policy dialogue initiatives in the agriculture and rural development sector. Scaling up of innovative and successful pilots will be strongly pursued in the second financing cycle of the COSOP. Specific steps towards this objective have been initiated: preparation of concept notes on soil and water conservation and development of community innovation centres; the note for watershed management planning is under preparation.

19. **Recommendations partially followed up.** About 5 per cent of the recommendations have been partially followed up. In these cases, actions have been undertaken to follow up on the ACP recommendation, and in line with the rationale, but external constraints or contexts beyond the influence of IFAD may allow for only partial follow-up. For example, in Yemen, the CPE recommended different areas for IFAD intervention through policy dialogue, such as subsidized diesel fuel for agriculture or issues related to policy dialogue. However, it is often difficult for IFAD to have direct influence on the Government in areas where it has no investments – with regard to fuel costs for groundwater extraction for example. IFAD does participate in the relevant United Nations-Government forums dealing with policy aspects, such as the consultative group and the United Nations country team. On the other hand, in the area of rural finance, the Economic Opportunities Fund supported by IFAD has taken an equity position in a major microfinance institution, thereby obtaining a seat on its board of directors and influencing bank policy.

C. Implementation status by key themes and nature

20. Presenting the implementation status as above serves for accountability purposes. However, the follow-up of the evaluation recommendations should also provide a learning opportunity. With this in mind, a thematic classification of the recommendations made and how they have been implemented in practice was undertaken. Recommendations were classified into 25 thematic areas divided into five broad subjects. These were further classified into operational, strategic or policy recommendations. The findings are shown in detail in annex II, and are summarized in table 5 below.

Table 5
Evaluation recommendations by theme and nature

Thematic area	Nature			Total (number)	Total (Percentage)
	Operational	Strategic	Policy		
Targeting and gender	13	24	10	47	29
Technical areas (natural resource management, private sector, etc.)	22	29		51	31
Project management, including monitoring and evaluation, etc.	14	16		30	19
Cross-cutting themes (sustainability, scaling up, etc.)	9	17		26	16
Others (COSOP, governance, strategy)	1	7		8	5
Total (number)	**59**	**93**	**10**	**162**	**100**
Total (percentage)	**36**	**57**	**6**	**100**	

21. Analysis of the follow-up action taken in response to the CLE on gender equality and women's empowerment is presented in section D. Other recurring areas – targeting, private sector and markets, scaling up, and natural resource management – are analysed below.

22. **Targeting.** Seventeen recommendations dealt with targeting issues. These included advice related to geographic targeting at the national level and customized strategies for different categories of the rural poor including ethnic minorities. Some examples are given below.

   (a) **Geographic targeting.** This was the focus of a number of recommendations. In this regard, IFAD projects have traditionally worked in marginalized areas with a higher proportion of rural poor. In Ghana, the new Ghana Rural Growth Programme (GRGP) will combine the Government's scaling up and mainstreaming objectives with targeted investments focused on the northern region, and specifically in the upper-west and upper-east regions that have large pockets of poverty. This will also be done in collaboration with the private sector to ensure sustained access to markets and opportunities. Public-private partnerships are being facilitated by IFAD and the ongoing Northern Rural Growth Programme (NRGP). The purpose is to provide farmers in the north with access to larger commodity markets in the south and create an entry point for enhanced private and public investment.

   (b) **Different categories of poor people.** In Viet Nam, the 2012-2017 COSOP has integrated activities aimed at facilitating greater participation of ethnic minority groups and improving the flow of benefits to them, taking full advantage of their traditional knowledge, culture, governance systems and natural resources. Furthermore, the ongoing design of the new project in Ha Thinh and Quang Binh provinces incorporates a gradual approach to integrate these groups into the market, with an initial emphasis on livelihood improvement and vocational training.

   (c) **Focus on the active poor and the linkages with the private sector.** In the United Republic of Tanzania, the IE suggested focusing on the active poor. Accordingly the new Marketing Infrastructure, Value Addition and Rural Finance Support Programme targets this group, and uses the appropriate eligibility criteria to ensure their participation.

23. **Private sector and markets.** Some 12 recommendations focused on moving towards higher value products, facilitating linkages with value chains and providing institutional support to encourage the rural poor to engage in private sector activities. IFAD is facilitating strategic investments in agro-enterprises and cooperatives to ensure pro-poor growth of the private sector in several countries (see box 2).

Box 2
Strategic public-private investments to support the rural poor

As large private players start investing in agriculture, IFAD is playing a role in ensuring that smallholders engage with the market on a sustainable and equitable basis. One increasingly strategic point of intervention for IFAD at the country level is through IFAD-supported institutions taking equity positions in agribusinesses. For example, in Rwanda, building on previous experiences, the Project for Rural Income through Exports is supporting farmers' tea cooperatives to enable them to acquire up to 30-40 per cent of equity shares in the shareholdings of factories to be built on the four greenfield sites that have been allocated to private investors. This partnership will ensure that private investors will not exploit the small producers and will obtain the produce on the most sustainable and equitable terms.

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24. **Scaling up.** Twelve recommendations focused on scaling up successful IFAD interventions. These included suggestions for partnerships with development agencies to scale up innovations and mainstream activities into government systems to promote sustainability and further expansion. In Ghana, in response to such suggestions, the ICO is engaging with the German Agency for International Cooperation (GIZ), Danish International Development Assistance (DANIDA), the African Development Bank, the Food and Agriculture Organization of the United Nations (FAO) and other development partners. The ICO has initiated joint field

visits with development partners and the Government to identify successful interventions and innovations. The scaling-up approach is, as recommended by the evaluation, cautious and based on pilot testing. Overall IFAD plays a significant role in policy dialogue in the country, mainly through the ICO: IFAD is the co-chair of the donor working group on agriculture. This also allows IFAD to play a role in identifying successful interventions that can be mainstreamed and scaled up through the Government.

25. **Natural resource management and climate change.** Of the 162 recommendations followed up in this year's PRISMA, 11 urged for greater attention to community-based management of natural resources and greater support to smallholders in terms of adaptation to climate change. Some examples of how these recommendations have been addressed are presented below.

(a) In Brazil, the Dom Helder Camara Project – Phase II has integrated the approach of supporting small farmers' adaptation to climate change as a specific component, ensuring the continuation of the environmental conservation work realized under the first phase of the project.

(b) In Viet Nam, an initiative to enhance the capacity of poor rural people to adapt to climate change is being rolled out in the two ongoing project designs through the introduction of an innovative matching grant facility for climate change adaption and disaster mitigation in upland areas. For the Adaption to Climate Change in the Mekong River Delta Region project, funds from the Adaptation for Smallholder Agriculture Programme have been mobilized to develop measures to combat the effects of salt-water intrusion and introduce climate-smart agricultural practices.

D. Response to the CLE on gender equality and women's empowerment

26. With regard to the CLE on gender equality and women's empowerment,[6] all the steps highlighted in the Management response have received significant follow-up. In alignment with the CLE, a corporate Policy on Gender Equality and Women's Empowerment was submitted to and approved by the Executive Board in April 2012.[7] The policy was developed after wide discussion throughout the organization, which involved a policy reference group, a thematic group on gender and direct consultations with all relevant divisions. The policy is operational in its focus; it defines key gender concepts, an implementation plan and allocation of responsibilities throughout IFAD.

27. Both the process of preparing the policy and the enhanced momentum that followed its adoption have resulted in a number of key initiatives. This includes changes and increased focus on gender issues at the corporate level and project level and more rigorous results measurement and reporting.

28. At the corporate level, the initiatives relate to staffing, training sessions and ongoing development of further training modules to enhance awareness and capacity, accountability through performance evaluations of relevant staff and follow-up on gender issues in the workplace.

29. A study of IFAD's gender architecture was conducted in 2011 and the recommendations are being followed up, particularly with regard to gender focal points (GFPs) who are distributed across various divisions (including PMD regional divisions) and the role of the thematic group on gender (composed of over 70 staff, 77 per cent of whom are women). This is an important vehicle for sharing expertise, sounding out ideas and developing new products to meet priority needs in IFAD. Regarding the tracking of resources, an initial meeting has been held with Senior Management at which it was agreed that the Policy and Technical Advisory

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[6] EB 2010/101/R.9/Rev.1.
[7] EB 2012/105/R.2/Rev.1.

Division (PTA) would start developing a methodology for ex post tracking of allocation of IFAD's resources.

30.   Further, in preparing the job descriptions of the GFPs, gender equality and women's empowerment objectives will be considered and will form the basis for staff performance evaluation. Staff are also increasing their awareness and skills through gender-specific training initiatives that began in 2012 and will continue to be held for staff on a regular basis. The Operations Management Committee continues to be the reporting mechanism for gender issues and the Associate Vice-President, PMD has been nominated as the Senior Management gender champion, with support from the Director, Human Resources Division (HRD) and the Deputy Director, Partnership and Resource Mobilization Office.

31.   At the portfolio level, PTA has worked with regional divisions to produce a series of regional/subregional briefs that set key gender issues and responses within specific local contexts. Knowledge products are under preparation, some focused specifically on gender issues, others dealing with gender in relation to themes such as value chains, rural institutions, women's leadership and equitable workloads. A study of water and time use and household methodologies is also foreseen, and a toolkit on gender and targeting in the project cycle is being developed. PTA is also working on a capacity-building plan in partnership with HRD. GFPs have been identified at country office, programme and project level to perform duties in promotion of gender equality, in addition to their regular work.

32.   Finally, reporting on gender is being mainstreamed into corporate reporting. The first annual report on gender appeared as annex I of the 2012 Report on IFAD's Development Effectiveness. Steps are being taken to integrate gender into more elements of the results measurement framework, including through the work done on the women's empowerment in agriculture index.

E.   Response to the learning theme of the 2012 Annual Report on Results and Impact of IFAD Operations (ARRI): Policy dialogue

33.   The 2012 ARRI selected policy dialogue, specifically at the country level, as its learning theme. Overall, the ARRI called for greater emphasis on policy dialogue, something that would require both (i) a supportive institutional and policy context, and (ii) a focus on scaling up successful interventions in IFAD project areas. The ARRI also recommended a more systematic use of grants and the development of new products such as policy notes.

34.   In response,[8] Management stated that IFAD's focus has been on policy issues that have a significant bearing on IFAD-supported projects. Furthermore, a number of recent changes, and recently enhanced policy influence, had not been captured in the perspective that the ARRI adopted, which looked at IFAD's policy performance for the past 13 years. IFAD's strategy is to bring its knowledge and experience to bear on issues that emerge from, and have an effect on, its projects. This is also clear in examples such as IFAD's role in Yemen, outlined in this PRISMA, where IFAD has considerable influence on rural finance policy based on its experience and engagement with Yemen's microfinance institutions.

35.   Following the presentation of ARRI, IFAD Management developed a plan of action with regard to country-level policy dialogue which was submitted to the Board.[9] This included a concise and focused definition of policy dialogue engagement by IFAD at the country level, outlined the entry points and provided an action plan for strengthening IFAD's engagement. The plan has been supported with resource outlays: a grant of US$600,000 from the Initiative for Mainstreaming Innovation

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[8] Management response to the ARRI: EB 2012/107/R.7/Add.1.
[9] EB 2013/108/INF.3.

specifically for mainstreaming policy dialogue in country programmes, and a dedicated Senior Policy Advisor to lead the work on policy dialogue by PTA.

36. The action plan specifies that IFAD's role is to support national processes of policy development, and adopt a demand-led view. A number of steps have already been initiated in support of enhanced engagement. These include:

   (a) The recruitment of the Senior Policy Advisor in PTA and the enhanced focus on policy dialogue as part of the quality enhancement process.

   (b) Training session on policy dialogue conducted for CPMs and PMD staff.

   (c) Policy notes to be developed as an analytical tool for policy engagement.

   (d) Review of IFAD's operational guidelines to be undertaken to strengthen guidance to staff on conducting policy dialogue.

   (e) Partners to be identified in research organizations and think-tanks for policy analysis.

F. Response to the 2012 ARRI recommendations

37. Of the seven separate recommendations put forward in ARRI 2012, Management agreed to four recommendations. The status of implementation is as follows:

   (a) On improving the quality of project completion reports (PCRs), CPMs are receiving support in preparing more evidence-based PCRs. Given that supervision reports and midterm reviews are consulted alongside PCRs in the validation process, all necessary documents have been made easily available on xdesk, and tutorials for accurate storage and profiling of documents on xdesk have been developed. The PCR guidelines are currently being updated.

   (b) On dedicating a presentation slot to the ARRI at the first session of future replenishment consultations, IFAD Management has agreed to this in principle and allocation of a slot could be initiated from the Tenth Replenishment onwards.

   (c) All recommendations agreed at completion point are being tracked through the PRISMA.

   (d) On tracking and reporting on ARRI findings with respect to relevance, effectiveness, efficiency and government performance, this is now the standard practice.

38. Of the remaining two recommendations, action to improve performance in policy dialogue has been initiated as described above. With regard to the recommendation for ARRI to be considered as one of the first agenda items in the December sessions of the Executive Board, this decision will be taken when finalizing the agendas for the December sessions of the Executive Board.

III. Summary, conclusions and recommendations

A. Summary and conclusions

39. For the recommendations of the nine evaluations reviewed in 2013, follow-up reached an all-time high: 83 per cent were fully followed up and those remaining are either partially followed up or under implementation. This confirms the consistent increase in the proportion of recommendations with full follow-up: 57 per cent in 2009, 72 per cent in 2010, 71 per cent in 2011 and 74 per cent in 2012.

40. Importantly, no recommendation was left pending in this review cycle, for the second year in a row. Over the last five years, about 73 per cent of the recommendations were fully followed up and just one per cent were pending. The adherence to evaluation recommendations is strong across regional divisions with at least 70 per cent being followed up. Recent changes have paved the way for

these improvements: more relevant recommendations; vigorous follow-up at the country level through harmonized action by governments and IFAD; a more streamlined PRISMA process; and, most importantly, stringent follow-up by CPMs, ICOs and regional divisions.

41. Regarding the gender evaluation, the policy was presented to the Board and recommendations from the study of IFAD's gender architecture are being followed up. The Associate Vice-President, PMD, has been reappointed as the gender champion. This reflects the commitment of Senior Management to mainstreaming gender in IFAD's operations. Toolkits and training modules are also under development to integrate gender issues throughout the project cycle. With regard to policy dialogue, the focus will be on IFAD supporting national processes of policy dialogue, drawing on project experiences, and ensuring that smallholders' voices are part of the policymaking process.

B. Recommendations

42. The improving uptake of IOE recommendations reflects stringent follow-up by concerned governments and IFAD. It also demonstrates the relevance of the recommendations made by IOE in various evaluations. Allowing sufficient time for implementation of the recommendation has also played significant role in ensuring a high rate of follow-up and this practice should be continued in the future.

Coverage of evaluation recommendations and follow-up trends

A.   Evaluations covered in the 2013 PRISMA
Interim evaluations:
1.   Brazil: Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East
2.   Ghana: Rural Enterprises Project – Phase II
3.   United Republic of Tanzania: Rural Financial Services Programme
4.   United Republic of Tanzania: Agricultural Marketing Systems Development Programme

Country programme evaluations:
5.   Ghana
6.   Rwanda
7.   Viet Nam
8.   Yemen

Corporate-level evaluations:
9.   Evaluation on Gender Equality and Women's Empowerment

B.   Implementation status of recommendations by level, 2009-2013 PRISMA reviews

Table 1

Level	Full follow-up No.	%	Not yet due No.	%	Ongoing No.	%	Partial No.	%	Pending No.	%	Not applicable No.	%	Total No.	%
IFAD	53	67	-	-	9	11	11	14	3	4	3	4	**79**	**11**
Region	4	50	-	-	4	50	-	-	-	-	-	-	**8**	**1**
Country	371	76	6	1	76	16	18	4	2	-	15	3	**488**	**68**
Government	34	68	-	-	6	12	6	12	2	4	2	4	**50**	**7**
Project	58	66	9	10	7	8	10	11	-	-	4	5	**88**	**12**
Total (number)	520	-	15	-	102	-	45	-	7	-	24	-	**713**	**100**
Total (percentage)		**73**		**2**		**14**		**6**		**1**		**3**		**100**

C. Implementation status of recommendations by regional division, 2009-2012 PRISMAs

Table 2

Division	Full follow-up No.	%	Not yet due No.	%	Ongoing No.	%.	Partial No.	%	Pending No.	%	Not applicable No.	%	Total No.	%
WCA	62	60*	15	14	19	18	4	4			4	4	**104**	**21**
ESA	84	73			25	22	4	3	2	2			**115**	**23**
APR	92	70			16	12	10	8	2	2	12	9	**132**	**26**
LAC	80	72			16	14	10	9			5	5	**111**	**22**
NEN	33	87			5	13							**38**	**8**
Total (number)	**351**		**15**		**81**		**28**		**4**		**21**		**500**	**100**
Total (percentage)		**70**		**3**		**16**		**6**		**1**		**4**		**100**

* For WCA, not considering the not-yet-due recommendations, the full follow-up compliance rate jumps to 70 per cent.
Note: WCA = West and Central Africa Division; ESA = East and Southern Africa Division; APR = Asia and the Pacific Division; LAC = Latin America and the Caribbean Division; NEN = Near East, North Africa and Europe Division. The number of recommendations by level does not match the number by region, because evaluations addressed to the corporate level are not included in the regional classification.

Evaluation recommendations by theme (2013 PRISMA)

Table 1
Evaluation recommendations by theme and nature, in the 2013 PRISMA

Block	Theme	Nature			Total (number)	Total (percentage)
		Operational	Strategic	Policy		
Targeting and gender	Targeting	6	11		17	10
	Gender	6	12	10	28	17
	Beneficiaries	1			1	1
	Organizations of the poor		1		1	1
Technical areas	Private sector and markets	5	7		12	7
	Natural resource management	4	7		11	7
	Analysis, studies and research	1			1	1
	Rural finance	7	2		9	6
	Infrastructure		1		1	1
	Training and capacity-building					
	Project design and formulation	4	7		11	7
	Project management and administration	5	2		7	4
	Country presence	2	3		5	3
	Results measurement, monitoring and evaluation	2	2		4	2
	Human resources					
	Supervision	1	2		3	2
Non-lending activities	Partnerships	2	7		9	6
	Policy dialogue	3	5		8	5
	Knowledge management	2	3		5	3
Cross-cutting	Sustainability	5	4		9	6
	Innovation					
	Replication and scaling up	2	10		12	7
	COSOP	1	5		6	4
	Governance		1		1	1
	Strategy		1		1	1
Total (number)		**59**	**93**	**10**	**162**	**100**
Total (percentage)		**36**	**57**	**6**	**100**	