



Ninth Replenishment of IFAD's Resources

Management response to the IFAD Office of Evaluation:

Annual Report on Results and Impact of IFAD Operations 2010
IFAD's Performance with regard to Gender Equality and Women's Empowerment

21 February 2011

Enabling poor rural people to overcome poverty



Management agrees with ARRI's finding that IFAD's 'performance has improved over time in a number of areas', but that there are important challenges

Our self-evaluations give similar results to those of the Office of Evaluation, which makes the areas of improvement clear

Management agrees with the Office of Evaluation on the areas that require more attention ...

- Project efficiency and IFAD efficiency
- Project sustainability
- Impact on the environment and natural resource management
- Scaling up
- Helping to improve government performance
- Improving our performance in sub-Saharan Africa

We are dealing with all of these issues by:

- Further revising guidelines on country strategy, project design, quality assurance and supervision to incorporate focus on these areas
- Closing projects that are not performing

Economic efficiency of IFAD-financed projects and IFAD efficiency

- Project economics are now analysed as a requirement in project design, and monitored during supervision
- Project economics are a specific focus of quality assurance reviews
- IFAD efficiency is addressed through our internal operational effectiveness measures

Project sustainability has improved but from a low base

Sustainability

- 44% projects rated moderately satisfactory or better at completion in 2005
- Improved to 65% moderately satisfactory or better by 2007-2009

How are we improving?

- We have adopted a **climate change policy** and are developing a **natural resources and environment policy** to improve environmental sustainability
- We are building **government** and other local **institutions' capacity** to manage projects and improve institutional sustainability
- We are increasingly linking farm production to markets by adopting a **value chain approach** for economic and financial sustainability

Improving government performance

- We discuss evaluation results with governments
- We monitor government response to evaluation findings
- We are expanding project capacity-building components

Scaling up

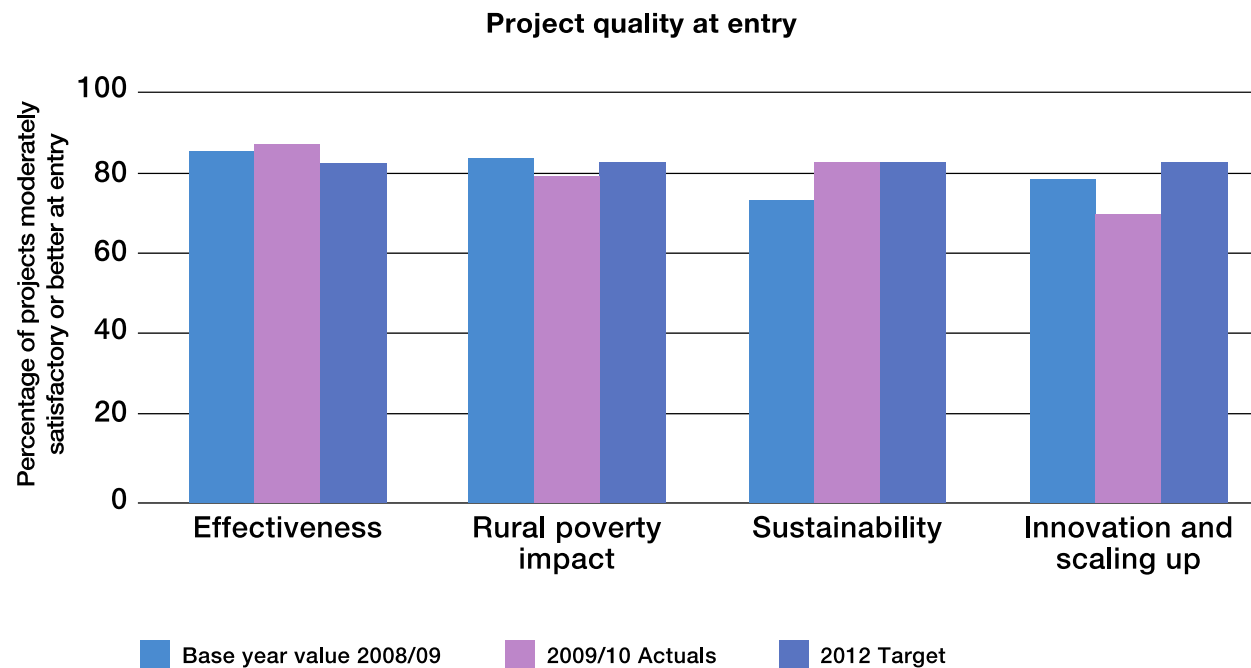
- Scaling up in IFAD-supported operations is mission critical
- Strategies for scaling up are required in IFAD project design and country strategies (COSOPs)

Our performance in sub-Saharan Africa

- We are building more intensive country presence in Africa
- We are putting particular focus on capacity-building, policy advice, environment and climate change
- We are giving more project implementation support

Recent designs show better performance

- Arms-length quality assurance reviews on all new projects show that recent designs are better
- We have already achieved quality targets for 2012 on most criteria for new projects, according to quality assurance reviews



Gender evaluation: management's position

- Management agrees that IFAD's performance on gender equality and women's empowerment is **better in new projects** than in older operations
- We agree that IFAD-funded projects perform **better on gender aspects** than other international financial institutions
- We also agree on the areas of challenge, including that project and programme results are **weak** on improving women's well-being and easing their workloads
- Management **endorses** the **recommendations** made in the report

Gender evaluation: management's commitments

- Management agrees that we need to improve the quality of our work on gender
- Management will implement the report's recommendations
- To do this, IFAD will mobilize resources and make institutional changes
- By end 2011, IFAD will develop **a policy and results framework** on gender equality and women's empowerment, to be submitted to the Executive Board

Gender evaluation: management's commitments (cont'd)

- We will also:
 - Review IFAD's **gender architecture** – make organizational changes to implement the new policy
 - Mainstream gender in IFAD's internal **business processes**, including human resources management
 - Develop an operational strategy for more effective **knowledge-sharing and innovation** on gender, to scale up successful approaches
 - Incorporate recent findings on improving women's well-being and easing their workload into project designs
 - Develop a system to **track resources spent on women-related issues, and report to the Executive Board**
 - Address the issues related to **organizational culture** and systems to make IFAD more responsive to gender and diversity

