

Document: EB 2011/104/R.9  
Agenda: 6  
Date: 24 November 2011  
Distribution: Public  
Original: English

**A**



تمكين السكان الريفيين الفقراء  
من التغلب على الفقر

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|---|--|
| : _____<br>: _____<br><b>Kelly Feenan</b><br>+39 06 5459 2058 :<br><a href="mailto:gb_office@ifad.org">gb_office@ifad.org</a> : | : _____<br>: _____<br><b>Gary Howe</b><br>+39 06 5459 2262 :<br><a href="mailto:g.howe@ifad.org">g.howe@ifad.org</a> : |
|   | <b>Shyam Khadka</b><br>+39 06 5459 2388 :<br><a href="mailto:s.khadka@ifad.org">s.khadka@ifad.org</a> :                |

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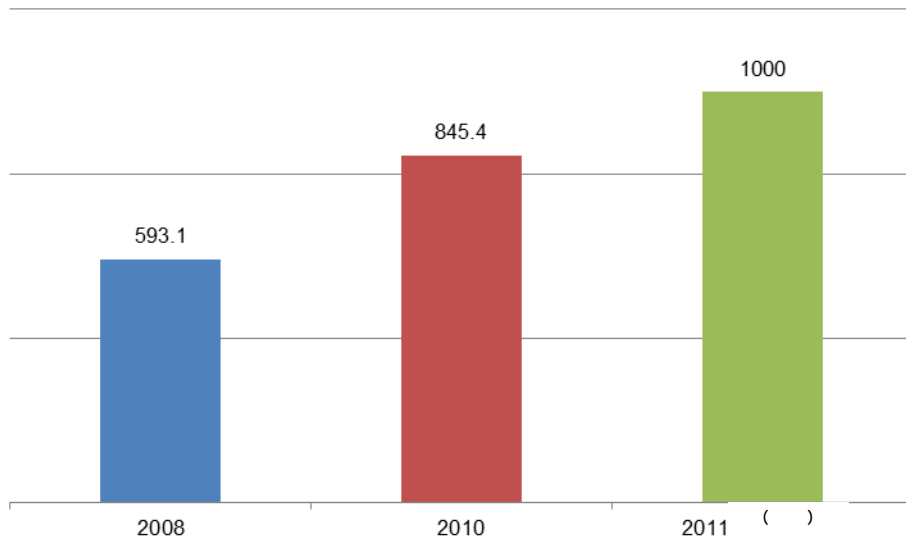
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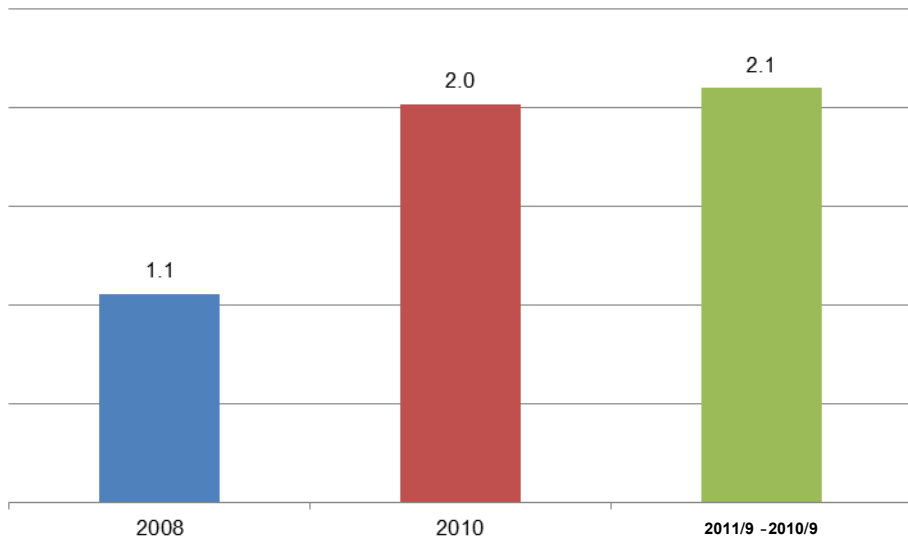
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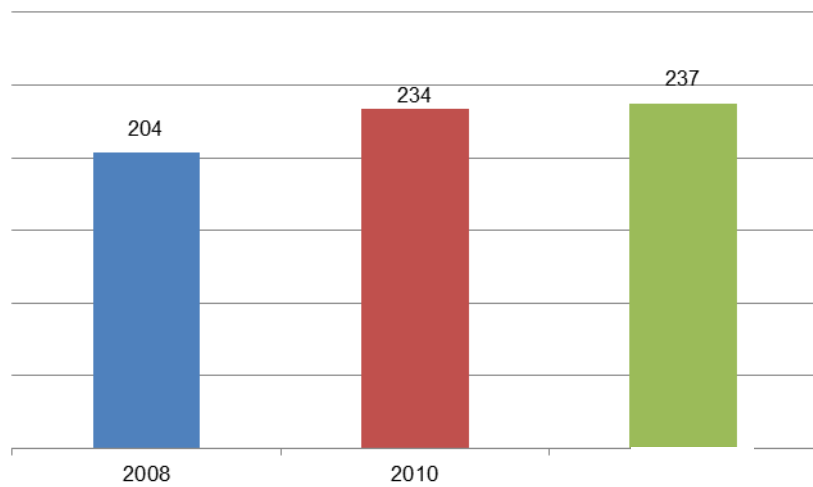
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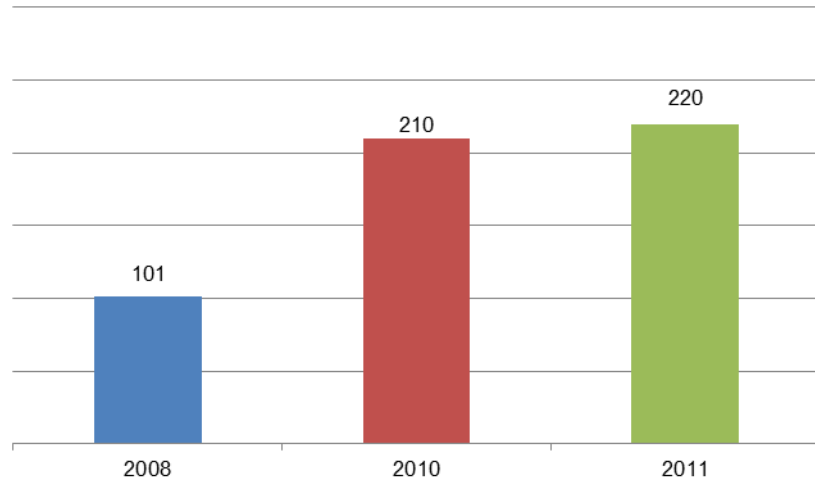
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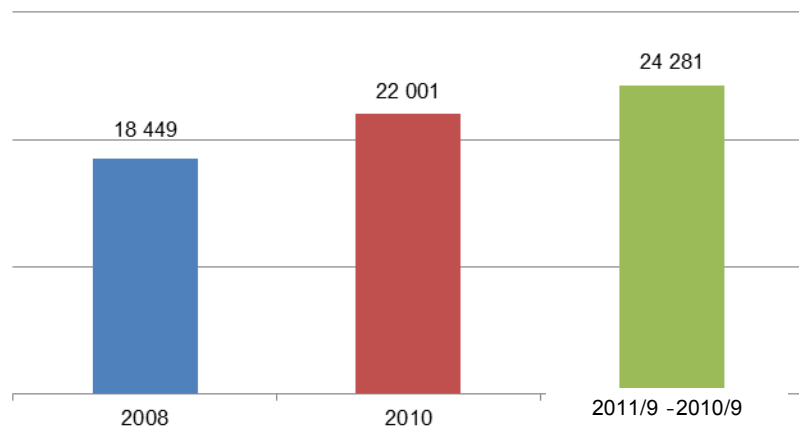


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عدد المشروعات تحت إشراف الصندوق



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متوسط حجم قروض ومنح الصندوق للمشروعات



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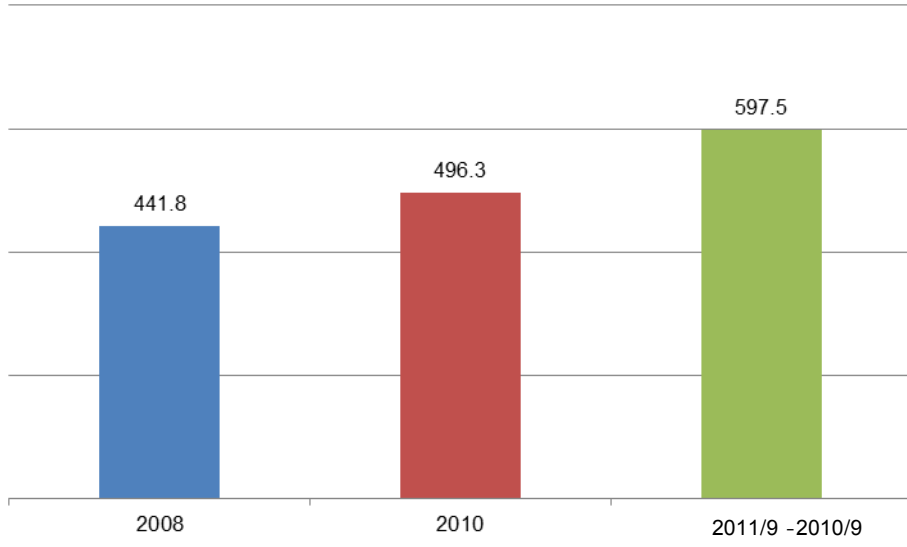
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مصروفات القروض ومنح إطار القدرة على تحمل الديون  
(لفترة 12 شهرا مستمرة، بملايين الدولارات الأمريكية)



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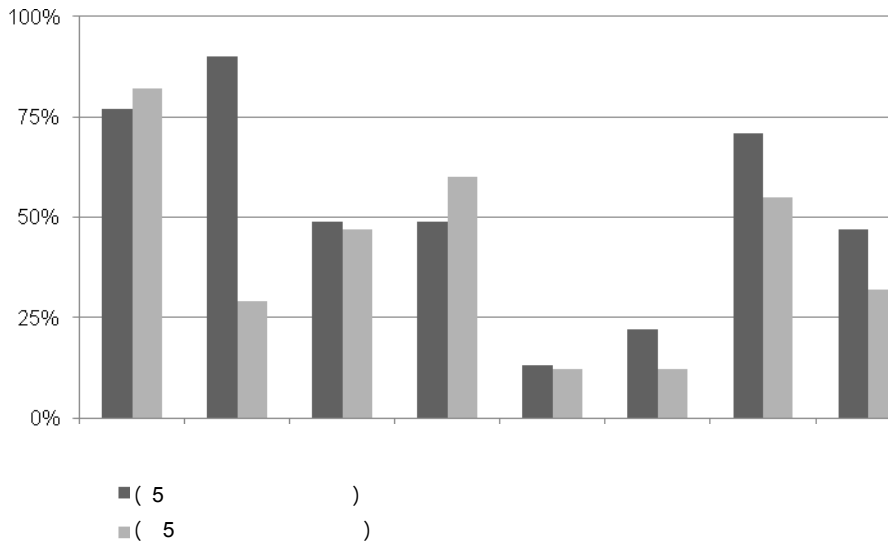
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الرسم البياني 7  
الملكية القطرية/استخدام النظم الوطنية



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(Paris: OECD/DAC, 2011)

REPL. IX/3/R.3

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| 200 000   | 2006 |     |   |
| 60 000    | 2006 |     |   |
| 1 500 000 | 2007 |     |   |
| 609 000   | 2007 |     |   |
| 900 000   | 2007 | -   |   |
| 200 000   | 2008 |     | - |
| 1 420 000 | 2008 |     |   |
| 200 000   | 2009 |     |   |
| 200 000   | 2009 | ( ) |   |
| 45 000    | 2009 | ( ) |   |
| 200 000   | 2010 |     |   |

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|                  |      |  |  |
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| 500 000          | 2010 |  |  |
| 100 000          | 2010 |  |  |
| 60 000           | 2010 |  |  |
| 200 000          | 2010 |  |  |
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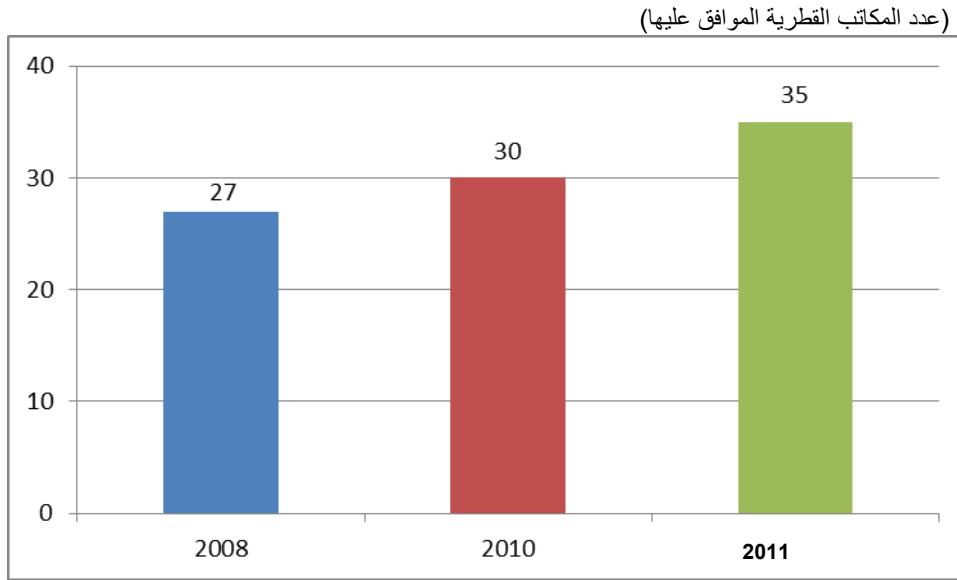
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المصدر: دائرة إدارة البرامج

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| 2008-2006 | "           |      | 33  |
| 61        | .2010-2008  | 70   |     |
| 2008-2006 |             |      |     |
|           | .2010-2008  | 75   |     |
|           |             | "    |     |
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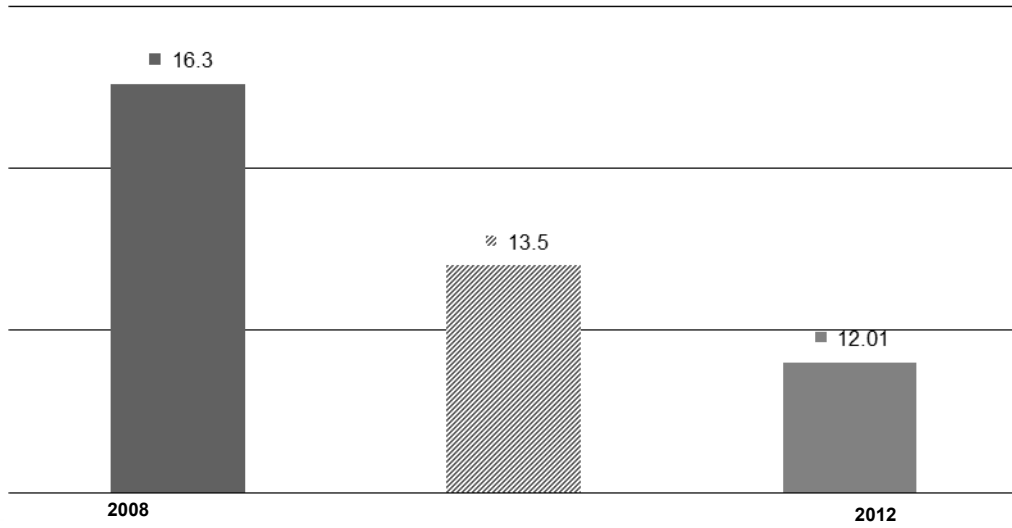
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| 2011 | (41    |
|      | -36    |
|      | .2011  |
|      | -37    |
|      | (1) :  |

<sup>5</sup> أعد مكتب الإستراتيجية وإدارة المعرفة الإطار الاستراتيجي الجديد للصندوق للفترة 2015-2011 ووافق عليه المجلس التنفيذي في مايو/أيار 2011.

|       |      |        |     |
|-------|------|--------|-----|
|       |      | (2)    |     |
|       |      | (3)    |     |
|       | :    |        | -38 |
| .2011 | 2010 |        |     |
| 2011  |      |        | -39 |
|       |      | 360    |     |
|       |      |        | -40 |
|       |      | 45     |     |
|       |      | (2009) |     |
|       |      |        | 25  |
|       |      |        | -   |
|       |      |        | -41 |
|       | 2009 |        |     |
| 13.5  | 2012 | 12     |     |
|       |      | (9     | )   |
| 67    |      |        |     |

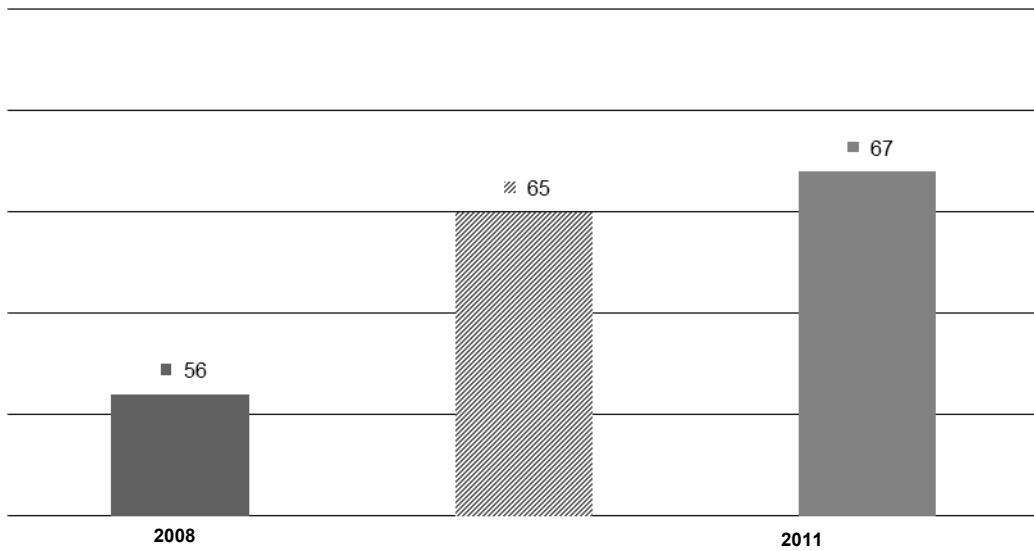
17 (10) 65  
29 2009 35

الرسم البياني 9  
تطور نسبة الكفاءة في الصندوق



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الرسم البياني 10  
تطور نسبة قوة العمل المخصصة للبرامج



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**(2012-2010)**

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| 2012  | ( )                    | ( )               |                       |      |   |     |
|-------|------------------------|-------------------|-----------------------|------|---|-----|
| 21    | 27 في المائة<br>(2005) | 26<br>(2005)      | ( ) :                 | 1.25 | 1 | 1-1 |
| 10    | 16<br>(2007-2005)      | 17<br>(2004-2002) | :                     | ( )  | 1 | 2-1 |
| 17    | 23<br>(2009)           | 27<br>(2005)      | :                     | ( )  | 1 | 3-1 |
|       | 122.2<br>(2009)        | 112.4<br>(2006)   | ( ) (100 = 2001-1900) |      |   | 4-1 |
|       | 4.0<br>(2008)          | 4.1<br>(2004)     | ( ) ( )               |      |   | 5-1 |
|       | 4.9<br>(2009)          | 4.2<br>(2007)     | ( )                   |      |   | 6-1 |
| تتبعي | 19<br>(2007)           | 23<br>(2005)      | ) ( )                 |      |   | 7-1 |

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( ) (http://data.worldbank.org )

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(http://stats.oecd.org/Index.aspx?DatasetCode=ODA\_SECTOR

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|  | (2012) |           | (2005) |       |     |     |
|--|--------|-----------|--------|-------|-----|-----|
|  | 90     | <b>80</b> | 87     | 67    |     | 1-2 |
|  | 90     | <b>80</b> | 83     | 55    |     | 2-2 |
|  | 80     | <b>90</b> | 76     | -     |     | 3-2 |
|  | 75     | <b>86</b> | 72     | 50-25 | / / | 4-2 |
|  | 75     | <b>73</b> | 75     | 40    |     | 5-2 |
|  | 90     | <b>98</b> | 94     | 100   |     | 6-2 |
|  | 75     | <b>69</b> | 65     | 45    |     | 7-2 |

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.2011/6/30 2010/7/1

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 74 79 .2011-2009 2008  
 1.15 2011-2009  
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| <i>2011-2009</i> | <i>2008-2006</i> |
|------------------|------------------|
|                  | 4                |
| 81               | 80               |
| 81               | 70               |
| 88               | 67               |
| 82               | 71               |
| 73               | 63               |
| 97               | 90               |
| 68               | 65               |

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43.1 29.2  
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**2010**

|                           |               |     |     |
|---------------------------|---------------|-----|-----|
| 43.1 مليون                | 29.2 مليون    | ( ) | 1-3 |
| (هدف عام 2012 : 60 مليون) |               |     |     |
| 45:54                     | 43:57         | ( ) |     |
| 5.5 مليون                 | 3.86 مليون    | :   | 2-3 |
| 373 000                   | 228 000 ( ) / | ( ) | 3-3 |
| 4.51 مليون                | 1.72 مليون /  | /   | 4-3 |
| 35:65                     | 50:50 ( )     | ( ) |     |

| <b>2010</b>    |            |     |   |      |
|----------------|------------|-----|---|------|
| 1.2 مليون      | 1.07 مليون | /   |   | 5-3  |
| <b>56:44</b>   | 65:35      | ( ) |   |      |
| 2.70 مليون     | 4.35 مليون |     |   | 6-3  |
| <b>57:43</b>   | 48:52      | ( ) |   |      |
| 7.86 مليون     | 5.44 مليون |     |   | 7-3  |
| <b>53:47</b>   | 49:51      | ( ) |   |      |
| <b>18 000</b>  | 15 000     | ( ) | / | 8-3  |
| <b>13 000</b>  | 25 000     | /   |   | 9-3  |
| <b>716 000</b> | 162 000    |     |   | 10-3 |
| <b>61:39</b>   | 47:53      | ( ) |   |      |
| <b>57 000</b>  | 19 000     |     |   | 11-3 |
| 2.13 مليون     | 0.67 مليون |     |   | 12-3 |
| <b>67:23</b>   | 62:38      | ( ) |   |      |
| <b>28 000</b>  | 24 000     |     | / | 13-3 |

|   | 2008 | 13-3 | 2-3 | 2007 | 1-3 | :         |
|---|------|------|-----|------|-----|-----------|
|   |      |      |     |      |     | <b>:4</b> |
| : |      |      |     |      |     | 4 -55     |
|   |      |      |     |      |     | 8         |
|   |      |      |     |      |     | <b>4</b>  |

| <b>(2012)</b>   |     |            |    |            |
|---|-----|------------|----|------------|
|   |     |            |    | <b>"4"</b> |
|  | 90  | <b>100</b> | 86 | 1-4        |
|  | 100 | <b>74</b>  | 79 | 2-4        |
|   |     |            |    | <b>"4"</b> |
|  | 90  | <b>94</b>  | 94 | 3-4        |
|  | 90  | <b>94</b>  | 88 | 4-4        |

| (2012) |      |                         |    |             |
|--------|------|-------------------------|----|-------------|
|        | 90   | <b>86</b>               | 81 | 5-4         |
|        | 90   | <b>80</b>               | 84 | 6-4         |
|        | 65   | <b>63</b>               | 56 | 7-4         |
|        | 14   | <b>19<sup>(0)</sup></b> | 21 | ( ) ( ) 8-4 |
|        | 75   | <b>50</b>               | 63 | ( ) 9-4     |
|        | 75   | <b>77</b>               | 64 | "4" 10-4    |
|        | 15   | <b>18</b>               | 17 | 11-4        |
|        | 20   | <b>19</b>               | 32 | ( 36 ) 12-4 |
|        | 31   | <b>29</b>               | 35 | ( 12 ) 13-4 |
|        | 17.1 |                         | 71 | ( )         |

(10-4) نظام إدارة المشروعات والحافطة (7-4، 8-4، 12-4)،  
 تقارير وضع المشروعات (9-4، 10-4)، نظام ضمان النوعية (1-4، 3-4 إلى 6-4)، نظام رصد طلبات السحب (13-4).  
 ملحوظة: سنة هي 2007 بالنسبة لمؤشرين 10-4 و 11-4 و 2008 بالنسبة للمؤشرات 1-4 و 8-4 و 9-4 و 2009  
 بالنسبة للمؤشرات 3-4 إلى 7-4 و 13-4 هـ.

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|  |             |                     |    |      |    |     |
|--|-------------|---------------------|----|------|----|-----|
|  | 100         | 86                  | 55 | )    | (  | 1-5 |
|  | 75          | 69.4 <sup>(0)</sup> | 70 | :    |    | 2-5 |
|  | 65          | 67                  | 56 | (1 ) |    | 3-5 |
|  | مؤشر تنديجي | 40                  | 33 |      |    | 4-5 |
|  | 35          | 28                  | 30 |      | 5- | 5-5 |

|      |      | (2012)             |       |             |       |       |
|------|------|--------------------|-------|-------------|-------|-------|
|      | 100  | 124 <sup>(a)</sup> | 141   | ( 12)       |       | 6-5   |
|      | 20   | 66 <sup>(a)</sup>  | 76    |             |       | 7-5   |
|      | 13.5 | 14.1<br>(المخطط)   | 16.3  |             |       | 8-5   |
| /    |      | 2011               | 2010  |             |       | ( )   |
|      |      | 101 ( 21 31        | 12)   | 119         | " "   | ( )   |
| 2008 | 6-5  | 2007               |       |             | "     | 7-5   |
|      |      | .1-5               | 2009  | 9-5 8-5 5-5 | "     | 2-5   |
|      |      |                    |       |             |       | -62   |
|      |      |                    |       |             |       | ( )   |
|      | 13.5 | 14.1               | 2011  |             | 16.3  |       |
|      | 2012 |                    |       | 12          | 2012  |       |
|      |      |                    |       |             |       | -63   |
|      |      |                    | ( 4 ) |             |       |       |
|      |      | 41                 |       |             | (.5 ) |       |
|      |      | 124                | 12    | 141         |       | .1    |
|      |      | .101               | 119   | 2011        |       |       |
|      |      | ( )                |       |             |       |       |
|      |      |                    | .2012 |             |       |       |
|      |      |                    |       |             |       | -64   |
|      |      | (                  |       |             |       |       |
|      |      | 65                 | 2012  | 56          |       | .2012 |
|      |      |                    |       |             |       | 67    |
|      | 33   | (                  |       |             |       |       |
|      |      |                    |       |             | 40    |       |
|      |      |                    |       |             |       | -65   |
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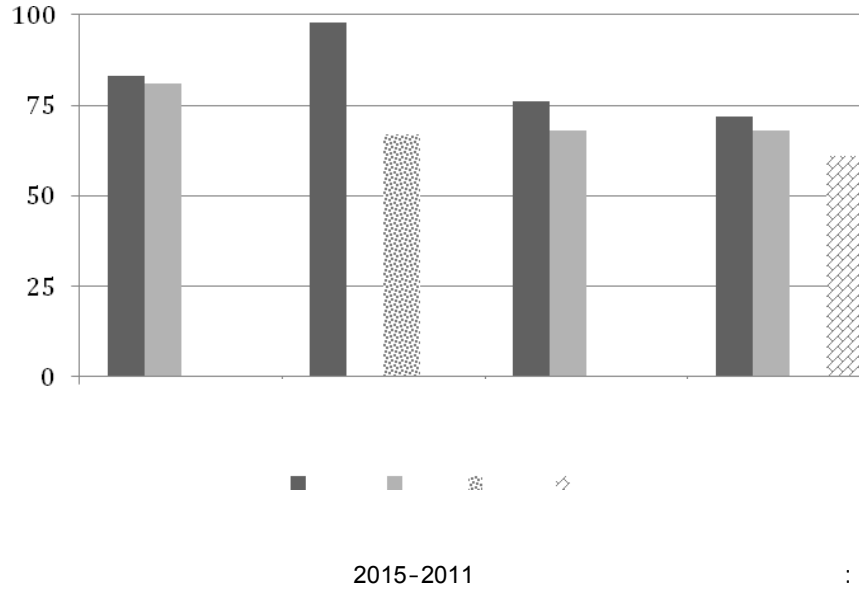
2011

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الرسم البياني 11  
قياس المشروعات بين  
6  
(نسبة المشروعات المقدرة مرضية بصورة معتدلة أو أفضل من ذلك)



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<sup>6</sup> أخذت البيانات المتعلقة بأفريقيا (2007-2003) من تقرير التقييم المشترك بين مصرف التنمية الأفريقي والصندوق (2010)، الجدول 3. وتشير بيانات الصندوق إلى بيانات التقييم للفترة 2010-2002 فيما عدا البيانات عن أفريقيا (2007-2003)، وهي مأخوذة من تقرير التقييم المشترك مع مصرف التنمية الأفريقي عن الزراعة في أفريقيا (2009). وتشمل بيانات البنك الدولي (2010-2005) عن المشاريع في مختلف أنحاء العالم العمليات الزراعية وغيرها من العمليات التي تعتبر جزءاً من الهدف الإنمائي الأساسي المتمثل في توسيع نطاق الفرص الاقتصادية، من قبيل خدمات النقل والطاقة والاتصالات. وتشمل بيانات البنك الدولي الخاصة بأفريقيا عمليات جميع القطاعات. أما "نجاح المشروع" الذي يستخدمه مصرف التنمية الآسيوي (2006-2001) فهو مؤشر مركب يشمل الصلة بالواقع والفعالية والكفاءة والاستدامة.

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|  |       | 24        |           |           |
|  |       | .( 1 )    | 2011      |           |
|  |       |           |           |           |
|  | 79    |           | 2011-2009 | 2008-2006 |
|  | 153   |           |           | 74        |
|  |       | 2011-2009 |           |           |
|  |       |           |           | 1.15      |
|  |       |           |           |           |
|  |       |           |           | -2        |
|  |       | .(2 )     |           |           |
|  |       | .(3 )     |           |           |
|  |       |           |           | 7         |
|  |       |           |           |           |
|  |       | 0.3       |           |           |
|  | .(4 ) | 2011-2010 | 0.1       | 2010-2009 |
|  |       |           |           |           |
|  |       |           |           | -3        |
|  |       |           |           | 8:        |
|  |       |           |           | (1)       |
|  |       |           |           | (2)       |
|  |       |           |           | (3)       |

<sup>7</sup> التقدير بدرجة 6 يساوي مرض للغاية؛ 5 =مرض؛ 4 = مرض إلى حد ما؛ 3 =غير مرض إلى حد ما؛ 2 = غير مرض؛ 1 =غير مرض للغاية. وتعبّر درجة 4 أو أعلى عن أداء إيجابي بشكل عام.

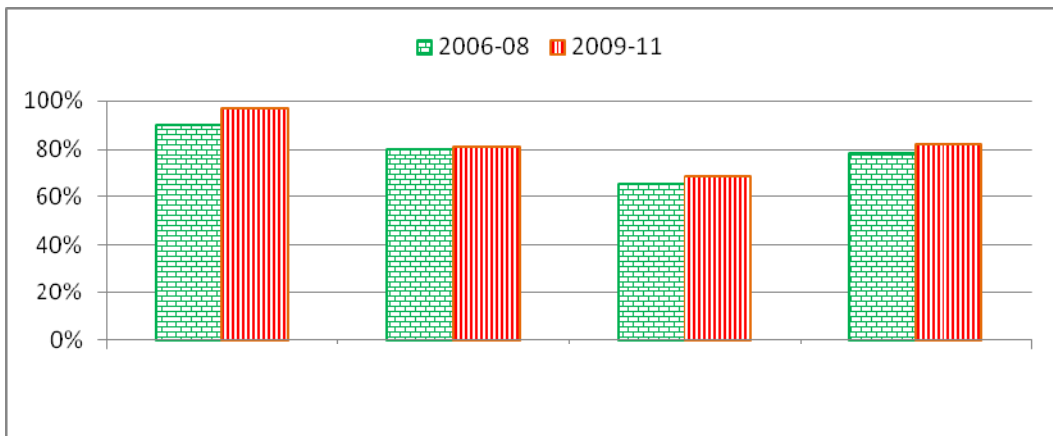
<sup>8</sup> يشمل استعراض تقارير إنجاز المشروعات مجموعة أكبر من مجالات التقييم معروضة في التقرير السنوي بشأن أداء المشروعات.

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<sup>9</sup> حسب هذا باعتباره المتوسط الحسابي للتقديرات المتعلقة بالمعايير الثلاثة الأساسية لأداء المشروعات، وهي: الصلة بالواقع، والفعالية، والكفاءة.

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#### الإطار 1: كيف حقق المشروع المدعم بموارد الصندوق التغير المطلوب في بوروندي

تم تصميم برنامج الإنعاش الريفي والتنمية الريفية في بوروندي في سياق الحرب الأهلية بهدف إعادة بناء ذلك المجتمع الذي مزقه الصراع. وقد حقق البرنامج نتائج مهمة في استعادة التماسك الاجتماعي وإعادة إرساء سبل الرزق للسكان (بما في ذلك قاعدة الإنتاج الزراعي) وتحسين الأمن الغذائي للأسر المعيشية. وعلى وجه أكثر تحديداً، حقق المشروع ما يلي:

- دعم إنشاء العديد من المجموعات والرابطات (1 750 منظمة للمنتجين و799 لجنة لتنمية المجتمعات المحلية و33 لجنة مجتمع محلي للتنمية المحلية و4 لجان إقليمية للتنمية؛
- مساعدة حوالي 33 100 من الأسر المعيشية المعرضة للمخاطر على معاودة الإنتاج الزراعي (توزيع كتيبات استهلال النشاط وإعادة تكوين قطعان الثروة الحيوانية وتنمية مناطق المستنقعات وغير ذلك)؛
- المساهمة في إحداث زيادة هائلة في النسبة المئوية للأسر المعيشية التي تتناول وجبتي غذاء يومياً – وذلك من 13 في المائة في عام 2000 إلى 69 في المائة في عام 2009.

ويفسر العاملان التاليان ما تحقق من نجاح:

- المستوى العالي جداً لصلة تدخلات المشروع بالواقع من منظور المستفيدين؛
- اتباع نهج قائم على المشاركة بدرجة عالية قام فيه المشاركون المستفيدون بدور بالغ الأهمية في تحديد وتيرة التنفيذ واتجاهه.

وقد اكتسب الصندوق معارف وخبرات مهمة في مجال تدابير ما بعد الصراع وتدابير الإنعاش، واستخدم الصندوق تلك المعارف والخبرات في وضع برنامج أوسع نطاقاً لتدخلاته في بوروندي للفترة 2009-2014 يركز على إعادة الإعمار الاجتماعي وإعادة إرساء التسيير الديمقراطي.

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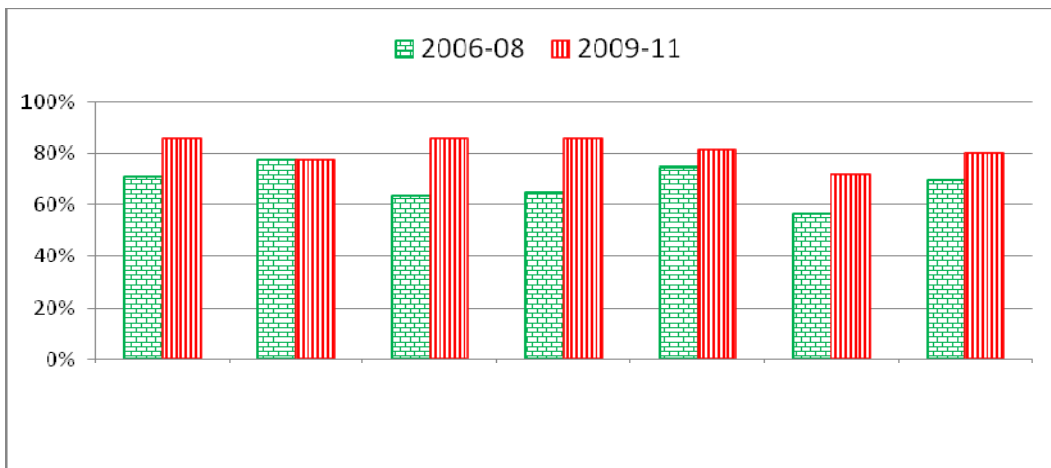
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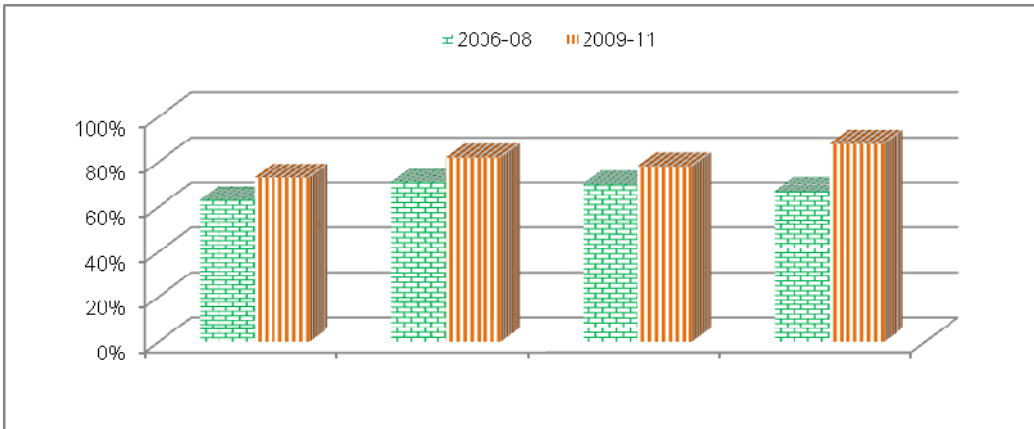
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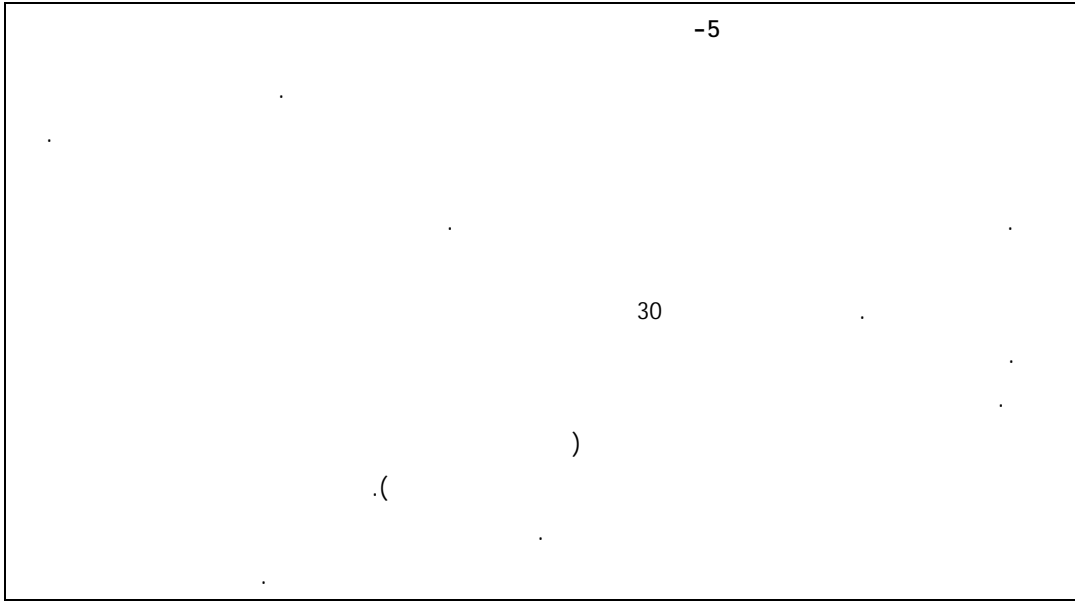
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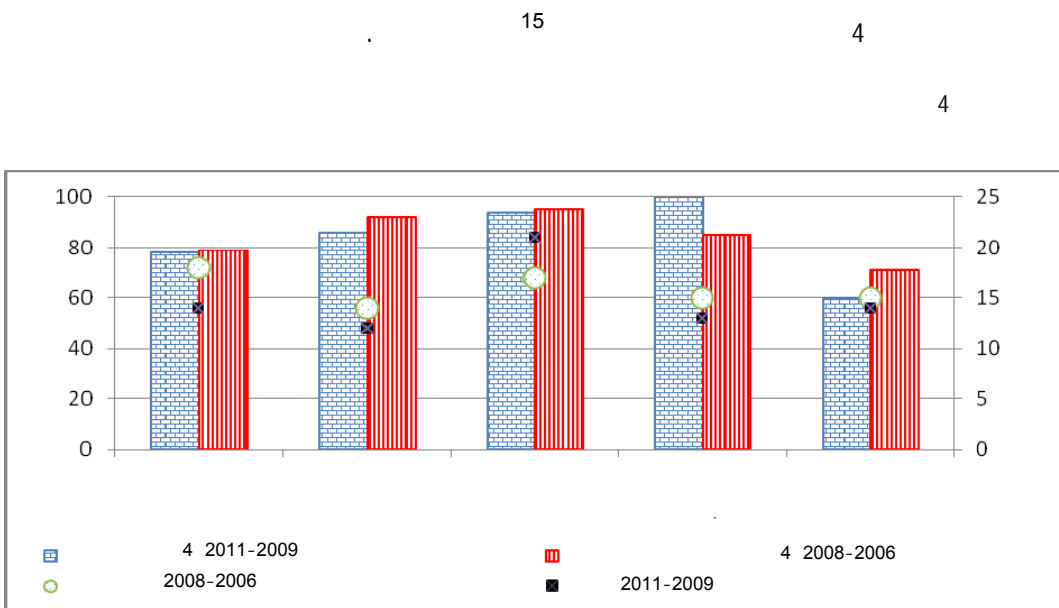
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## List of completed projects reviewed in 2011

| Region | Country     | Project Id | Project name              | Project type | IFAD approved financing (USD '000) | Project board approval | Loan effectiveness | Project completion date | Current closing | Cooperating institution | Disbursed amount (%) |
|--------|-------------|------------|---------------------------|--------------|------------------------------------|------------------------|--------------------|-------------------------|-----------------|-------------------------|----------------------|
| PA     | Cameroon    | 1136       | PADC                      | RURAL        | 11757                              | 23 Apr 02              | 25 May 03          | 30 Jun 09               | 31 Dec 10       | IFAD/IFAD               | 67                   |
| PA     | Chad        | 1144       | PSANG - Phase II          | RURAL        | 11674                              | 03 May 00              | 12 Dec 01          | 31 Dec 09               | 30 Giu 10       | UNOPS                   | 91                   |
| PA     | Chad        | 1259       | PRODER-K                  | RURAL        | 13000                              | 10 Apr 03              | 15 May 05          | 31 Dec 09               | 30 Jun 10       | IFAD/IFAD               | 30                   |
| PA     | Guinea      | 1135       | PPDR-HG                   | RURAL        | 14015                              | 09 Dec 99              | 18 Jan 01          | 01 Mar 10               | 30 Sept 10      | IFAD/IFAD               | 46                   |
| PA     | Mauritania  | 1179       | PASK                      | RURAL        | 11327                              | 12 Sept 01             | 31 Oct 02          | 31 Dec 09               | 30 Jun 10       | UNOPS                   | 90                   |
| PA     | Mauritania  | 1180       | Maghama II                | RURAL        | 10128                              | 05 Sept 02             | 23 Jul 03          | 31 Jul 10               | 31 Jan 11       | IFAD/IFAD               | 99                   |
| PF     | Burundi     | 1105       | PRDMR                     | RURAL        | 19998                              | 28 Apr 99              | 04 Aug 99          | 30 Jun 10               | 31 Dec 10       | IFAD/IFAD               | 97                   |
| PF     | Ethiopia    | 1237       | Pastoral Community Proj.  | RURAL        | 20000                              | 11 Sept 03             | 05 Apr 04          | 30 Jun 09               | 31 Dec 09       | World Bank: IDA         | 100                  |
| PF     | Tanzania    | 1166       | AMSDP                     | AGRIC        | 16345                              | 06 Dec 01              | 04 Oct 02          | 31 Dec 09               | 30 Jun 10       | IFAD/IFAD               | 100                  |
| PI     | Cambodia    | 1175       | Kampong Thom & Kampot     | AGRIC        | 9994                               | 07 Dec 00              | 29 Mar 01          | 31 Dec 09               | 30 Jun 10       | IFAD/IFAD               | 93                   |
| PI     | China       | 1227       | RFSP                      | CREDI        | 14669                              | 21 Apr 04              | 13 Sept 05         | 31 Mar 10               | 30 Sept 10      | IFAD/IFAD               | 96                   |
| PI     | India       | 1121       | National Microfinance     | CREDI        | 21961                              | 04 May 00              | 01 Apr 02          | 30 Jun 09               | 31 Dec 09       | IFAD/IFAD               | 100                  |
| PI     | Indonesia   | 1112       | PIDRA                     | RURAL        | 23520                              | 04 May 00              | 31 Jan 01          | 31 Mar 09               | 30 Sept 09      | IFAD Pilot              | 98                   |
| PI     | Laos        | 1207       | Oudomxai Community        | AGRIC        | 13414                              | 23 Apr 02              | 19 Sept 02         | 31 Mar 10               | 30 Sept 10      | IFAD/IFAD               | 100                  |
| PI     | Pakistan    | 1385       | REACH                     | RURAL        | 26389                              | 20 Apr 06              | 01 Aug 06          | 30 Sept 09              | 31 Mar 10       | World Bank: IDA         | 100                  |
| PI     | Philippines | 1137       | Northern Mindanao-CIREMP  | RURAL        | 14805                              | 06 Dec 01              | 01 Apr 03          | 30 Jun 09               | 31 Dec 09       | IFAD/IFAD               | 80                   |
| PI     | Viet Nam    | 1202       | RIDP in Tuyen Quang       | RURAL        | 20906                              | 06 Dec 01              | 21 Aug 02          | 30 Sept 09              | 31 Mar 10       | IFAD/IFAD               | 95                   |
| PL     | Brazil      | 1101       | Dom Helder Camara         | CREDI        | 25000                              | 03 Dec 98              | 21 Dec 00          | 31 Dec 09               | 31 Dec 10       | IFAD Pilot              | 100                  |
| PL     | Grenada     | 1181       | Rural Enterprise Project  | RURAL        | 4194                               | 26 Apr 01              | 03 Oct 02          | 30 Jun 09               | 31 Dec 09       | CDB                     | 76                   |
| PL     | Mexico      | 1141       | Rural Dev. Rubber         | AGRIC        | 25000                              | 03 May 00              | 21 Dec 01          | 31 Dec 09               | 21 Jan 11       | IFAD/IFAD               | 68                   |
| PL     | Venezuela   | 1186       | Barlovento                | RSRCH        | 13000                              | 13 Sept 00             | 29 Jul 03          | 30 Sept 09              | 31 Mar 10       | IFAD/IFAD               | 62                   |
| PN     | Armenia     | 1307       | RAEDP                     | CREDI        | 15301                              | 02 Dec 04              | 19 Jul 05          | 30 Sept 09              | 31 Mar 10       | IFAD/IFAD               | 100                  |
| PN     | Morocco     | 1010       | Rural Dev. Taourirt - Taf | AGRIC        | 19520                              | 04 Dec 96              | 16 Oct 98          | 31 Dec 09               | 30 Jun 10       | UNOPS                   | 80                   |
| PN     | Yemen       | 1095       | Al-Mahara Rural Dev.      | AGRIC        | 12241                              | 09 Dec 99              | 26 Lug 00          | 30 Sept 09              | 31 Mar 10       | UNOPS                   | 98                   |

## PCR assessment guidelines – 2011 PCR Review

| Criterion                        | Guiding Performance Questions   |
|----------------------------------|---|
| <b>Core Performance Criteria</b> |   |
| Relevance                        | <ol style="list-style-type: none"> <li>1. Were project objectives realistic and consistent with national agriculture and rural development strategies and poverty reduction strategies?</li> <li>2. Was project design focusing on the priorities and the needs of poor rural people? Did the project remain consistent with poor rural people's needs during its implementation? Did time overtake the project in ways that render it irrelevant?</li> <li>3. Did project goal and objectives reflect IFAD's strategy in the country as embedded in the COSOP, as well as relevant IFAD sector and subsector policies? Were IFAD policy concerns (targeting, innovation, etc.) adequately incorporated into design?</li> <li>4. Was the project design and objectives realistic and logical? Was the logical framework adequate? Were the outcome, impact and input/output indicators appropriate? Were planned outputs meaningful to achieving project objectives and goals?</li> <li>5. Were appropriate M&amp;E arrangements embedded into project design?</li> <li>6. Were human, physical and financial resources sufficient and well-targeted to achieve the expected outcomes?</li> <li>7. Were arrangements for annual work planning and budgeting, progress monitoring and impact evaluation adequate? <u>Were the roles of the implementing agencies appropriate considering institutional mindsets and past performance?</u></li> <li>8. Did design adequately reflect lessons learnt from relevant, past rural development programmes and operations by IFAD and/or others?</li> </ol> <p><b>Design-related issues</b></p> <ol style="list-style-type: none"> <li>9. Was the process design participatory in the sense that it took into consideration the inputs and needs of key stakeholders, and analysed their asset bases and the development opportunities open to them?</li> <li>10. Were inappropriate design assumptions promptly identified? Was the project changed or restructured accordingly? Was the logical framework updated to reflect changes during implementation?</li> <li>11. During project preparation, were alternative approaches considered and evaluated?</li> <li>12. What are the main factors that contributed to a positive or less positive assessment of relevance?</li> </ol> |
| Effectiveness                    | <ol style="list-style-type: none"> <li>13. To what extent have the objectives of the project been achieved both in quantitative and in qualitative terms?</li> <li>14. If the project is not yet complete, is it likely that so far objectives may be accomplished in full/in part before its closure?</li> <li>15. What factors in project design and implementation account for the estimated results in terms of effectiveness?</li> <li>16. If there were shortfalls, what caused them? Include problems that may have arisen from poor design or implementation.</li> <li>17. Did the project provide the expected benefits to the target population?</li> <li>18. What changes in the overall context (e.g. policy framework, political situation, institutional set up, economic shocks, civil unrest, etc.) have affected or are likely to affect project implementation and overall results?</li> <li>19. Were the M&amp;E systems in place and operational? Were stakeholders and beneficiaries consultations included as routine M&amp;E activities?</li> </ol>  |
| Efficiency                       | <ol style="list-style-type: none"> <li>20. How efficiently was the project implemented?</li> <li>21. What are the costs of investments to develop specific project outputs (e.g. what is the cost of constructing one kilometre of rural road)? The quality of works/supplies needs to be fully (and explicitly) recognized for such input/output comparisons.</li> <li>22. Is the cost ratio of inputs to outputs comparable to local, national or regional benchmarks?</li> <li>23. What are the costs per beneficiaries (both at the time of appraisal and at the time of evaluation) and how do they compare to other operations (or those of other donors) in the same countries or in other countries?</li> <li>24. For the resources spent, are the number/quality of outputs an efficient and appropriate investment? Could the project have produced more with the same resources or the same with less money?</li> <li>25. Where available, how does IRR compare to with EIRR (estimated during design)?</li> <li>26. Were timetables adequately met? Were there any cost overruns? Also note if any cost-/time-saving measures were/could have been taken.</li> <li>27. Was the project affected by delays in loan effectiveness and implementation? What were the causes? Could any of the problems have been anticipated?</li> <li>28. By how much time was the original closing date extended, and what were the additional administrative costs that were incurred during the extension period?</li> <li>29. What factors help account for project efficiency performance?</li> </ol>  |
| Project Performance              | This overall rating is calculated as an arithmetic average of the ratings for the three core performance criteria (Relevance, Effectiveness, Efficiency).   |
| <b>(i) Partner Performance</b>   |   |
| IFAD                             | <ol style="list-style-type: none"> <li>30. How did IFAD perform with respect to the roles defined in the project design?</li> <li>31. Did IFAD mobilize adequate technical expertise in preparatory and project design works?</li> <li>32. Was the design process participatory (with nation and local agencies, grassroots organizations) and did it promote ownership by the borrower?</li> </ol>   |

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|  | <p>33. Did IFAD adequately integrate comments made by its quality enhancement and quality assurance processes?</p> <p>34. How did IFAD perform in terms of capacity of dealing with changes in project environment, including amendments to the loan agreement? Were any measures taken to adjust the project in response to inadequacies in the original design or changes in the context, especially during the MTR?</p> <p>35. What was the performance of IFAD in projects that are under the direct supervision and implementation support? Did IFAD exercise its developmental and fiduciary responsibilities, including compliance with loan and grant agreement? Where applicable, what is the role and performance of IFAD's country presence team (including proxy country presence arrangements)?</p> <p>36. Was prompt action taken to ensure the timely implementation of recommendations stemming from the supervision and implementation support missions, including the MTR? Were specific efforts made to incorporate the lessons learned and recommendations from previous independent evaluations in project design and implementation?</p> <p>37. Has IFAD been active in creating an effective partnership for implementation as well as maintaining coordination among key partners to ensure the achievement of project objectives, including the replication and scaling up of pro-poor innovations?</p> <p>38. How was the relationship between IFAD and other partners? Did IFAD support the CI by taking prompt action whenever required? Did IFAD help to enforce CI recommendations?</p> <p>39. Has IFAD sought to influence poverty policies? Has IFAD made proactive efforts to be engaged in policy dialogue activities at different levels, in order to ensure, inter alia, the replication and scaling up of pro-poor innovations?</p> <p>40. Has IFAD, together with government, contributed to planning an exit strategy?</p>                                       |
| Cooperating Institution                  | <p>41. How did the CI perform with respect to the roles defined in the project?</p> <p>42. Has the supervision programme been properly managed (frequency, composition, continuity)? Did supervision mission provide adequate services and support? Was there an adequate balance between fiduciary supervision and implementation support?</p> <p>43. Has the CI been effective in financial management?</p> <p>44. Has the CI been responsive to requests and advice from IFAD when carrying out its supervision and project implementation processes?</p> <p>45. Have implementation problems been highlighted and appropriate remedies suggested?</p> <p>46. Were CI reports from supervision missions adequate? Were reports filed in a timely manner?</p> <p>47. Has the CI sought to monitor project impacts and IFAD concerns (e.g. targeting, participation, empowerment and gender aspects)?</p>  |
| Government                               | <p>48. To what extent was the Government involved in project design steps? Has cooperation with key potential implementation staff being maximised?</p> <p>49. Has the Government correctly assumed ownership and responsibility for the project?</p> <p>50. Did Government assure adequate staff and project management? Did government follow up on the recommendations of donors and support missions?</p> <p>51. By its actions and policies, has Government been fully supporting of project goals? Did government provide policy guidance to project management staff when required?</p> <p>52. Did government ensure suitable coordination of the various departments involved in execution?</p> <p>53. Did government comply with loan covenants, and if foreseen/required, allocated adequate funds for continued operations and maintenance after project completion? Was counterpart funding provided as agreed?</p> <p>54. Have the flow of funds and procurement procedures been suitable for ensuring timely implementation?</p> <p>55. Has auditing been undertaken in a timely manner and reports submitted as required?</p> <p>56. Did the government (and IFAD) take the initiative to suitably modify the project design (if required) during implementation in response to any major changes in the context?</p> <p>57. Was prompt action taken to ensure the timely implementation of recommendations from supervision and implementation support missions, including the MTR?</p> <p>58. Has an effective M&amp;E system put in place and does it generate information on performance and impact which is useful for project managers when they are called upon to take critical decisions?</p> <p>59. Has the government (and IFAD) contributed to planning and exit strategy and/or making arrangements for continued funding of certain activities?</p> <p>60. Has the government engaged in a policy dialogue with IFAD concerning the promotion of pro-poor innovations?</p> |
| NGO/CBOs                                 | <p>61. How did NGOs perform with respect to the roles defined in the project? Did they fulfil their contractual service agreements? (This may be based on timeliness and quality of service delivery, adherence to schedules and contracts, etc.)</p> <p>62. Have NGOs/CBOs acted to strengthen the capacities of poor rural organizations?</p> <p>63. Can NGOs/CBOs contribute to the sustainability of project activities?</p>  |
| Combined partner Performance             | <p>64. As a whole, how did they perform? How well did they work together? (No need to come give an overall rating)</p>  |
| <b>Rural Poverty Impact<sup>16</sup></b> |   |
| Household income and Net assets          | <p>65. Did the project affect the composition and level of household incomes (more incomes sources, more diversification, higher incomes)?</p> <p>66. Did households' ownership and access to land, water, livestock, tools, equipment, infrastructure and technology change? Did other household assets change (house, bicycles, radios, television sets, telephones, etc.)?</p>   |

<sup>16</sup> Rate each domain. Refer to both intended and unintended impact. Other factors that positively or negatively contributed to impact should be mentioned. If information is not provided, not relevant, or not assessable, say so. Rating should take into consideration the sustainability of benefits.

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|  | <p>67. Were poor people able to access financial markets more easily?</p> <p>68. Did poor people have better access to input and output markets?</p> <p>69. Did the project improve entitlement security of land, productive resources and technologies?</p> <p>70. Did the project improve the availability of financial services for investment and consumption to poor rural people?</p>   |
| Food Security                                    | <p>71. Did the project affected food availability, whether produced or purchased, to ensure a minimum necessary intake by all members?</p> <p>72. Did the project improve children nutritional status and household food security?</p> <p>73. To what extent did poor rural people improve their access to input and output markets that could help them enhance their productivity and access to food?</p>   |
| Agricultural Productivity                        | <p>74. Did the project contribute to increase agricultural, livestock and fish productivity measured in terms of cropping intensity, yields and land productivity?</p>  |
| Natural Resources and Environment <sup>17</sup>  | <p>75. Did the project contribute to the protection or rehabilitation of natural and common property resources (land, water, forests and pastures)?</p> <p>76. Were environmental concerns taken into consideration during project implementation? I.e., was environmental impact discussed in agricultural expansion/intensification, infrastructure development, natural resources management activities, etc.?</p> <p>77. Did local communities access to natural resources change (in general and specifically for poor people)?</p> <p>78. Has the degree of environmental vulnerability changed (e.g. exposure to pollutants, climate change effects, volatility in resources, potential natural disasters)?</p>  |
| Human and Social Capital and Empowerment         | <p>79. Did the project affect knowledge and skills of poor rural people? Did poor people gain access to better health and education facilities?</p> <p>80. Did the project improve access of poor rural people to safe water sources?</p> <p>81. Did rural people's organizations and grassroots institutions change?</p> <p>82. Did the project affect the capacity of poor rural people to influence decision making either on individual or collective basis? To what extent did the project empower poor rural people vis a vis development actors and local and national public authorities?</p> <p>83. Did the project improve the collective capacity of poor rural people to grasp potential economic opportunities and to develop stronger links with markets and external partners?</p> <p>84. Did the project impact on social capital, social cohesion and self-help capacity of rural communities?</p>   |
| Institutions and Policies                        | <p>85. Did the project affect institutions, policies or regulatory frameworks?</p> <p>86. Did the project improve the capacity of local public institutions in servicing poor rural people and reorienting institutions' existing policies in favour of poor people?</p> <p>87. Did the project affected sector and/or national policies relevant for poor rural people?</p> <p>88. Did the project improve institutional framework for rural financial services? Were there any changes in rural financial institutions (e.g. in facilitating access for poor rural people)?</p> <p>89. Did market structures and other institutional factors affecting poor producers' access to markets change?</p>  |
| Markets  | <p>90. Did the project improve rural people's access to markets through better transport routs and means of transportation?</p> <p>91. Did the project affect the participation of poor rural producers in competitive agribusiness value chain on equitable or favourable conditions?</p>  |
| Rural Poverty Impact                             | <p>92. Provide a weighted average which gives a general view of project impact. This should not be the arithmetic average of impact domain ratings. Intended project objectives should be considered.</p>   |
| <b>Other Performance Criteria</b>                |   |
| Pro-Poor Innovation Replicability and Scaling up | <p>93. How innovative was the project? What are the characteristics of innovation(s) promoted by the project or programme?</p> <p>94. Did the project introduce innovative ideas into the project area? (Innovations can be completely new, new to the country, new to the region, or new to the target population)</p> <p>95. How did the innovation originate (e.g. through the beneficiaries, government, IFAD, NGOs, research institutions, etc.)?</p> <p>96. Was the project designed to lead to innovation, for instance, by pilot testing new concepts or technologies, evaluating, up-scaling them and was it adapted in any particular way during project/programme design?</p> <p>97. Was the innovative part of the project implemented as planned?</p> <p>98. Was the successfully promoted innovations documented and shared?</p> <p>99. Have these innovations been replicated and scaled up and, if so, by whom? If not, what are the realistic prospects that they can and will be replicated and scaled up by the government, other donors and/or the private sectors?</p> |
| Sustainability and Ownership                     | <p>100. Was a specific exit strategy or approach prepared and agreed on by key partners to ensure post-project sustainability?</p> <p>101. What are the chances that project impacts may be sustainable beyond project interventions? What is the likely resilience of economic activities to shocks or progressive exposure to competition and reduction of subsidies? Can they continue without external financing/support? How vulnerable is project continuity to political/economic change? Are there any institutional or capacity issues that could/should have been addressed to ensure sustainability? Did the project include a strategy for transferring ownership and responsibilities for managing project facilities after project completion to local stakeholders? If so, how well designed and effective was this strategy?</p> <p>102. Is there a clear indication of government commitment after the loan closing date, for example in terms</p>   |

<sup>17</sup> Positive changes are high numbers (4-6); negative changes are low numbers (1-3). No impact would not be rated.

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|  | <p>of provision of funds for selected activities, human resources availability, continuity of pro-poor policies and participatory development approaches, and institutional support?</p> <p>103. Do project activities benefit from the engagement, participation and ownership of local communities, grassroots organizations, and poor rural people?</p> <p>104. Are adopted approaches technically viable? Do project users have access to adequate training for maintenance and to spare parts and repairs?</p> <p>105. Are the ecosystem and environmental resources (e.g. fresh water availability, soil fertility, vegetative cover) likely to contribute to project benefits or is there a depletion process taking place?</p>  |
| Targeting                                | <p>106. Did the project include instruments and/or criteria for enhancing participation of vulnerable socio-economic categories in planning, prioritisation and implementation of project initiatives? If yes, were they effective? Was the targeting approach appropriate to the country context?</p> <p>107. Did the project provide benefits to the poorest socio-economic categories, including women, youth and indigenous people?</p> <p>108. Were efforts to identify poverty characteristics and locations comprehensive, especially concerning women, youth and other disadvantaged people? (KSF 2.2)</p> <p>109. Did the project analyse the needs of poor rural people and determine specific strategies to address their needs? Were different groups of poor identified and different strategies defined for each group?</p> <p>110. What measures were included in the project to ensure service and goods produced by the project were relevant and accessible to poor people, or to ensure poor people were not excluded from accessing project benefits? Did the project meet priority needs of poor people?</p> |
| Gender equality and women's empowerment  | <p>111. Were gender issues given enough attention during project implementation? (KSF 2.3)</p> <p>112. Was the project designed to specifically target the needs of women?</p> <p>113. Did women's situation (workloads, access to credit, healthcare, primary education, literacy) change? Did the project contribute to increase social capital, income earning and employment opportunities for women?</p>   |
| <b>Overall Performance</b>               | 114. Provide a rating of project overall performance based on the ratings of six evaluation criteria (relevance, effectiveness, efficiency, rural poverty impact, sustainability and innovation, replication and scaling up). The project is rated as a whole.  |
| <b>Estimated number of beneficiaries</b> | 115. Specify whether it refers to individuals, households, communities, etc.  |
| <b>PCR Quality</b>                       |   |
| Scope                                    | 116. Does the PCR cover all or nearly all of the elements outlined in Chapter VI of the 2006 guidelines? Note major omissions.  |
| Quality                                  | <p>117. Are the description, analysis and conclusions convincing or flawed?</p> <p>118. Are data well chosen, well analysed and well presented? Quantitative or qualitative. Is there a re-estimated ERR?</p> <p>119. Ease of assessment. How easy was it to find all the relevant information for this assessment?</p>   |
| Lessons learned                          | 120. Are the lessons clearly drawn? Are these relevant?   |
| Candour                                  | 121. Is the assessment made reflects openness, frankness, and self-criticality?   |

## Characteristics and quality of the 2011 cohort of project completion reports

### A. Basic characteristics

1. The cohort being reviewed is a completion cohort, as opposed to an entry cohort and the 24 projects reviewed in 2011 were approved between 1996 (Morocco 1010) and 2006 (Pakistan 1385). Five projects (21 per cent) were approved between 1996 and 1999, while the large majority of the projects (19 projects or 79 per cent) were approved between 2000 and 2006. The total project cost of the 24 projects reviewed in 2011 is US\$828 million. Of these 24 projects, six were implemented in the WCA region, three in the ESA, eight in APR, four in LAC, three in NEN. Total IFAD financing of these projects is equivalent to about US\$388 million (47 per cent of total amount) with an average disbursement rate of 88 per cent. Of these 24 projects, 17 were directly supervised by IFAD, of which, two were IFAD-pilot, two projects were supervised by the WB, four projects were supervised by the United Nations Office for Project Service (UNOPS), and one project was supervised by the Caribbean Development Bank (CDB).
2. For the three-year cohort covering 2009, 2010 and 2011, the total project cost is about US\$2.6 billion and a total IFAD financing of US\$1.15 billion or about one-fourth of the total current portfolio of US\$4.6 billion. Of the 74 projects in this cohort, 14 were implemented in the WCA region, 12 in the ESA, 21 in APR, 14 in LAC, 13 in NEN. The total number of directly supervised projects in 2009-11 is 31 or 42 per cent of the universe.
3. **Project type.** The projects are classified into four different project types. The great majority of them (79 per cent) fall into the categories of *Rural Development* (13 projects), and *Agricultural Development* (six projects). Four projects fall in the category of *Credit*, and only one in the category of *Marketing and Research*. The 13 *Rural Development* projects concern almost exclusively integrated rural development projects. With regard to the six *Agricultural Development* projects, it is interesting to note that they are focused on very different aspects of agricultural development, depending on the main constraints affecting poor rural people (crop production; community development; rural infrastructure development; rural financial services; land development; agriculture development in general; support to processing and commercialization of agriculture production).
4. **Original loan and implementation period and extensions.** The average original loan implementation period of the portfolio under consideration is of 7.2 years with Pakistan having the shortest duration (3.1 years) and Morocco the longest (11.2 years), respectively. Altogether, 10 projects were extended for an average period of 1.9 year. While the reasons for these extensions are not always explained in the PCRs, it appears that they rest on a combination of factors, mainly the almost systematic underestimation of the time needed to get a project started coupled with a mismatch between the loan envelope, the complexity of project design and the weak capacities of local implementation partners which is often overestimated. In Brazil, the project was extended by three and a half years to compensate for the late start and the initial disbursement delays. In Burundi, the project was extended twice to compensate for initial political instability, insecurity and country's arrears that have negatively affected programme implementation.
5. On the other hand, in 2011 there were three projects which were closed in advance (Chad #1259, Cameroon, Guinea), as a result of a generally poor performance. In Cameroon, the project suffered throughout from implementation delays, late payment of services providers and general lack of motivation among implementation partners. As a result, it was completed one year ahead of time with an overall disbursement rate of only 70 per cent. In Guinea, the 10 year flexible programme,

was implemented during a period of social and political instability as well as it experienced serious delays, mainly due to weak project management and Government's financial difficulties. Thus, IFAD decided to close the programme one year ahead of time. In Chad #1259, the project was effectively operation for three years instead of eight, suffering from an overambitious design, country's cumbersome procedures, overall weak implementation capacity of the Project Management Unit, which all led to the unilateral IFAD's decision to close it ahead of time.

## B. Disconnect between PCRs and project status reports

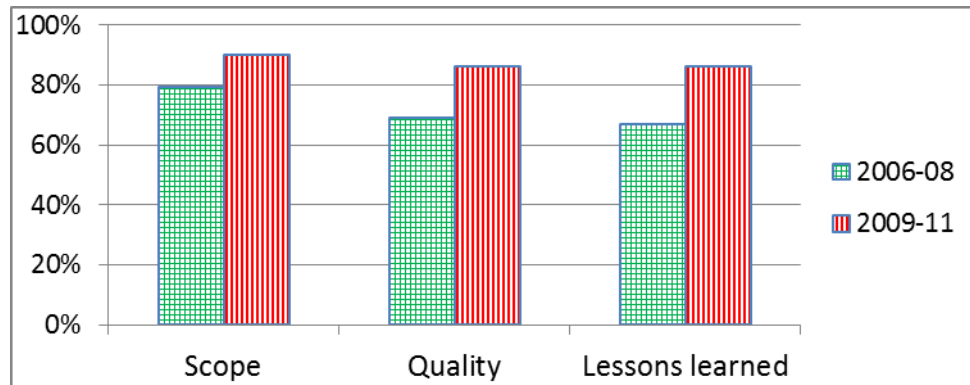
6. A review of the overall performance rating attributed to all 24 projects during the last year of implementation and at completion shows that for about 25 per cent of the concerned projects, the last project status reports (PSRs) are only slightly higher than the PCRs ratings. This represents an improvement compared to last year, when for about 50 per cent of the relevant projects, the PSRs ratings were found to be higher than the PCRs ratings. Overall, the average performance rating of the PSRs is higher than the average of the PCRs by only 0.1 point – negligible in a 6-point scale. This is also lower than last year's value (0.3). It is also interesting to note that there has been a better alignment between PCRs and PSRs in this year's cohort, especially with regards to the projects rated unsatisfactorily performing (1 or 2).

## C. Quality of PCRs

7. **Overview.** The quality of the PCRs is measured against four indicators: (i) the scope of the report which reflects how well the guidelines were respected; (ii) the quality and depth of the analysis; and (iii) the quality and relevance of lessons learned; (iv) the candour of the PCR (which has been analysed for the first time). The ratings given over the period 2009/10/11 show that the overall quality of the PCRs has improved compared to the 2006/07/08 period. The below chart reflecting the three year moving averages for all indicators shows that the scope, the quality, and the lessons learned of PCRs have improved since the introduction of the guidelines.

Chart 1

Quality of the project completion reports over time



8. **Scope.** As shown in the chart above, from 2006/07/08 to 2009/10/11, there has been an increase of projects rated '4' or better for their scope of their PCR, from 80 per cent to 90 per cent. In addition, no negative ratings have been given in 2009/10/11. This means that there has been a notable effort in order to make the PCRs better aligned to the guidelines. However, there is need for further improvements, as the share of average PCRs ('3' and '4') has been increasing (from 47 per cent to 55 per cent), while the share of positive ratings has risen only by one percentage point (from 44 per cent to 45 per cent).
9. In 2011, three PCRs were assessed as being highly satisfactory with regard to their scope (Chad #1144, Philippines, Morocco), while eight PCRs were considered being satisfactory (Burundi, Mauritania #1180, Chad #1259, Guinea, Indonesia, Pakistan, Grenada and Armenia). In addition, no negative rating ('1' and '2') was given to any



PCR. These well prepared reports showed a notable effort and commitment to be fully compliant with the format and structure of the Completion Guidelines issued by Project Management Department in 2006.

10. **Quality.** With regard to the quality of the PCRs, this has notably improved within the period 2006-08 and 2009-11, as the share of PCRs rated '4' or better has increased from 69 per cent to 86 per cent. In just one case (Philippines) the PCR was assessed as highly satisfactory, while nine PCRs (Burundi, Ethiopia, the United Republic of Tanzania, China, Lao, Pakistan, Mexico, Grenada and Armenia) were considered to have a satisfactory quality. In the exemplary case of the Philippines, the PCR was assessed as being well written and comprehensive, as well as reflecting a good level of analysis substantiated by a notable amount of quantitative and qualitative data.
11. Four PCRs (Mauritania #1179, Cambodia, Viet Nam and the Bolivarian Republic of Venezuela) were considered to be moderately unsatisfactory (rated '3') in terms of quality. The main weaknesses are: i) lack of evidence (quantitative and qualitative data) to substantiate the findings; ii) lack of an in-depth analysis of the results and causes; iii) contradictions in presenting the results; iv) analysis of effectiveness made based on outputs rather than on the achievement of development objectives. In addition, as already highlighted in the past, in the majority of cases, the financial and economic analyses are missing and thus the assessment of efficiency is not well covered. In general, more effort is needed to build an efficient M&E system. In many projects, this is still a major issue, especially with regard to the impact section.
12. **Lessons Learned.** A comparison between 2009/10/11 and 2006/07/08 shows that there has been a substantial improvement in the quality of lessons learned, as evidenced by the share of PCRs rated '4' or better that has passed from 67 per cent in 2006-08 to 86 per cent in 2009-11. The same improvement is also showed by the decreasing share of negative ratings (from 13 per cent to 3 per cent), as well as by an increasing share of positive ratings (from 44 per cent to 55 per cent).
13. In 2011, a satisfactory rating ('5') have been awarded to twelve PCRs (Burundi, Ethiopia, the United Republic of Tanzania, Mauritania #1179, Mauritania #1180, China, Pakistan, Philippines, Brazil, Mexico, Grenada, Morocco). In terms of lessons learned, these PCRs share some common findings, such as: i) the lessons learned are clearly drawn, and they are relevant, specific and practical; ii) they are well rooted in the project's history and build on a proper analysis of the project's main successful factors as well as on its major shortcomings; iii) they embrace strategic and operational issues; iv) they are substantive and meaningful enough to provide useful inputs for future interventions.
14. Conversely, in five PCRs, lessons learned have been rated only moderately unsatisfactory ('3') (Cameroon, Cambodia, India, Viet Nam, the Bolivarian Republic of Venezuela), while one PCR (Chad #1259) has been assessed as highly unsatisfactory ('1'). As a common finding, it seems that the concept of lessons learned was not given enough attention during the project's completion process and was not fully understood. The main issues are: i) some of the lessons learned were not generated from proper analysis in the report, as they were vague and too generic; ii) they were presented as sketched points and did not constitute a coherent and comprehensive reflection on project's main strengths and weaknesses; iii) they were mixed up with the recommendations; iv) they were an account of project's main achievements rather than actual lessons.
15. **Candour.** In 2011, for the first time, PCRs have been rated also in terms of their candour, namely considering if the PCRs have been transparent in their assessments, as well as self-critical in highlighting both positive and problem areas. Given that this was the first time for rating PCR in terms of their candour, no comparison has been possible with previous years. During 2011, 79 per cent of PCRs have been assessed as satisfactory or better in terms of candour. At the same time, no PCR has received a negative rating ('1' and '2'). Three PCRs were rated ('6') (Burundi, Mexico and

Philippines), while nine PCRs (Grenada, Armenia, Morocco, Brazil, China, the Lao People's Democratic Republic, Cameroon, Chad #1144, Ethiopia) were rated '5'. The common finding among these PCRs was their willingness and capacity to be fair and objective in assessing project's results, by not being biased towards positive features, but - on the contrary - by presenting and dealing with project's shortcomings in a transparent and critical way. A valid example is provided by the PCRs of Grenada and Mexico, where projects' poor results and performance have been presented in a fair and objective way, also by adopting a constructive approach in their self-critical assessment. Conversely, five PCRs (Mauritania #1180, Chad #1259, Guinea, Cambodia and the Bolivarian Republic of Venezuela) were given a rate of '3'. This is because they were considered to be weak, as these were not adequately self-critical and had some contradictions with other project documents (e.g. supervision reports).

## Overall Project Performance Rating, 2011

| Project ID | Country     | Project   | PCR Rating 2011 | Last PSR Rating <sup>18</sup> (2009 or 2010) |
|------------|-------------|---|-----------------|--|
| 1307       | Armenia     | Rural Areas Economic Development Programme (RAEDP)  | 6               | 5.5  |
| 1101       | Brazil      | Sustainable Development Project for Agrarian Reform Settlements in the Semi-Arid North-East (Dom Helder Camara) | 5               | 5  |
| 1105       | Burundi     | Rural Recovery and Development Programme (PRDMR)  | 5               | 5  |
| 1175       | Cambodia    | Community Based Rural Development project in Kampong Thom and Kampot (Kampong Thom and Kampot)                  | 4               | 4.5  |
| 1136       | Cameroon    | Community Development Support Project (PADC)  | 3               | 3  |
| 1144       | Chad        | Food Security Project in the Northern Guéra Region (PSANG – II)   | 5               | 4  |
| 1259       | Chad        | Kanem Rural Development Project (PRODER-K)  | 2               | 2  |
| 1227       | China       | Rural Finance Sector Programme (RFSP)   | 4               | 4.5  |
| 1237       | Ethiopia    | Pastoral Community Development Project (PCDP)   | 5               | 5  |
| 1181       | Grenada     | Rural Enterprise Project (GREP)   | 3               | 4  |
| 1135       | Guinea      | Programme for Participatory Rural Development in Haute-Guinée (PPDR-HG)   | 3               | 3  |
| 1121       | India       | National Microfinance Support Programme (NMSP)  | 5               | 5.5  |
| 1112       | Indonesia   | Post-crisis Program for Participatory Integrated Rural Development in Rain-Fed Areas (PIDRA)                    | 4               | 4.5  |
| 1207       | Lao         | Oudomxai Community Initiatives Support Project (OCISP)  | 5               | 5.5  |
| 1179       | Mauritania  | Poverty Reduction Project in Aftout South and Karakoro (PASK)   | 4               | 4  |
| 1180       | Mauritania  | Maghama Improved Flood Recession Farming Project (Maghama II)   | 5               | 4.5  |
| 1141       | Mexico      | Project for the Rural Development of the Rubber Producing Regions in Mexico (Rural Develop. Rubber)             | 2               | 2  |
| 1010       | Morocco     | Rural Development Project for Taourirt-Tafouralt (Rural. Dev. Taourirt – Taf)                                   | 5               | 5  |
| 1385       | Pakistan    | Restoration of Earthquake Affected Communities and Households (REACH)   | 3               | 5  |
| 1137       | Philippines | Northern Mindanao Community Initiatives and Resource Management Project (NMCIREMP)                              | 5               | 5  |
| 1166       | Tanzania    | Agricultural Marketing Systems Development Programme (AMSDP)  | 5               | 5  |
| 1186       | Venezuela   | AGRO-PRODUCTIVE-CHAINS DEVELOPMENT PROJECT IN THE BARLOVENTO REGION (Barlovento)                                | 4               | 3  |
| 1202       | Viet Nam    | Rural Income Diversification Project in Tueyn Quang Province (RIDP)   | 5               | 5  |
| 1095       | Yemen       | Al-Mahara Rural Development Project (Al Mahara Rural. Dev.)   | 4               | 4.5  |
|            |             | <b>Average<sup>7</sup></b>  | <b>4.2</b>      | <b>4.3</b>                                   |

<sup>18</sup> This is an average of two main indicators: i) likelihoods of achieving the development objectives and ii) overall implementation progress.

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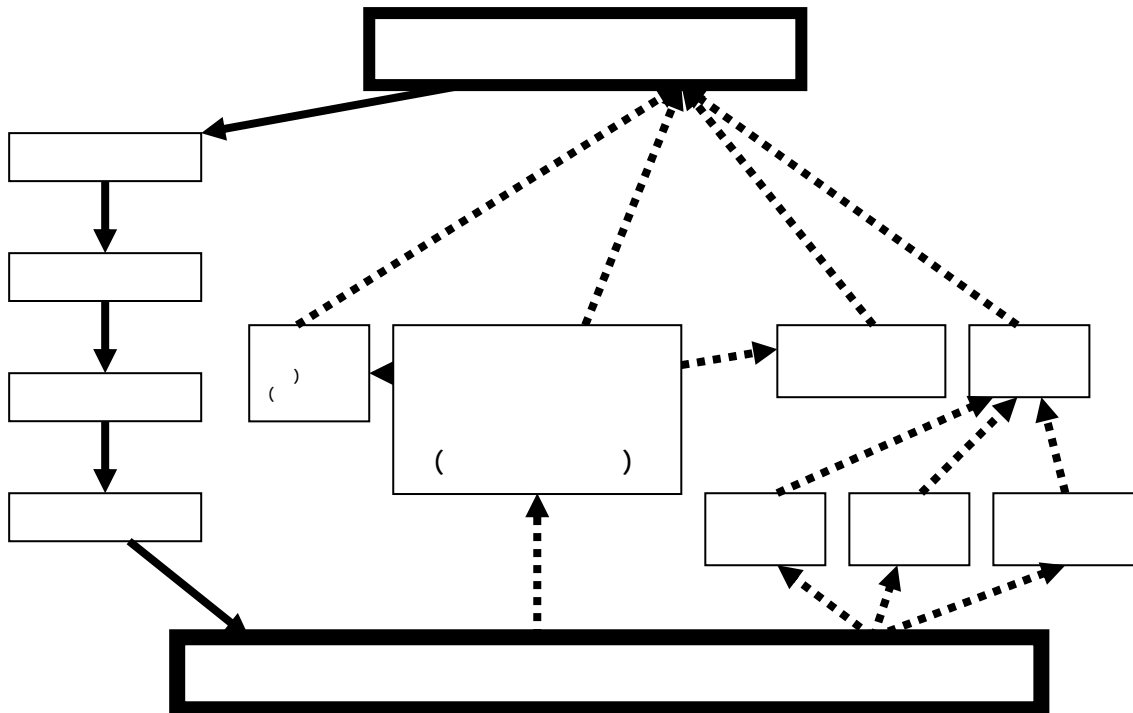
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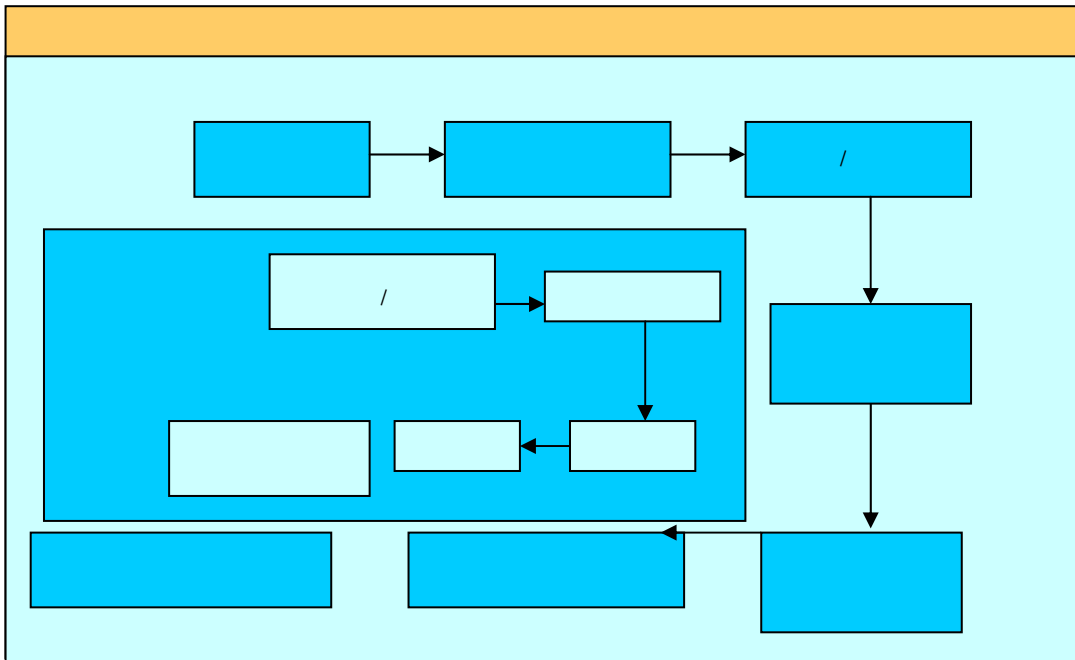
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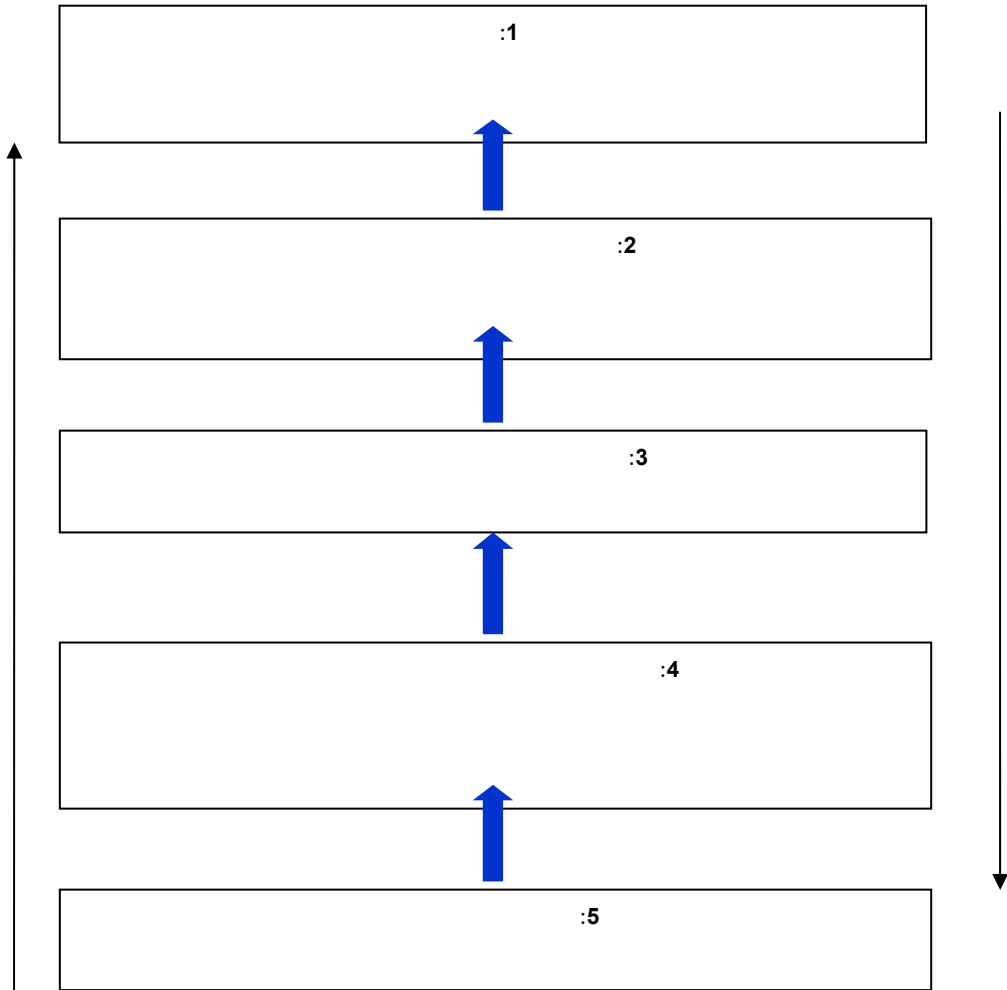
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