

Multilateral Organisation Performance Assessment Network

Institutional Report

International Fund for Agricultural Development (IFAD) 2013

**Volume II – Appendices
2013**



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Appendix I Methodology

1. Introduction

This document describes the MOPAN Common Approach methodology for the 2013 assessment, those who will participate in the study, and the data collection and analysis process to be applied this year.

Background

The Multilateral Organisation Performance Assessment Network (MOPAN) is a network of 17 donor countries¹ with a common interest in assessing the organisational effectiveness of and evidence of contribution to development and humanitarian results achieved by the multilateral organisations that they fund.

The MOPAN Common Approach methodology was developed to address the recognised need for a common comprehensive system to assess multilateral organisations. Its aim is to respond to the information needs of donors by producing information that would not be available otherwise about how an organisation is doing in areas that donors consider important.

The Common Approach aims to reduce the need for other assessment approaches by bilateral donors. It was derived from existing bilateral assessment tools and complements and draws on other assessment processes for multilateral organisations – such as the previous Survey on Monitoring the Paris Declaration on Aid Effectiveness and annual reports of the Common Performance Assessment System (COMPAS) published by the multilateral development banks.

Purpose

MOPAN assessments are intended to:

- Generate relevant, credible and robust information MOPAN members can use to meet their domestic accountability requirements and fulfil their responsibilities and obligations as bilateral donors.
- Provide an evidence base for MOPAN members, multilateral organisations and direct partners to discuss organisational effectiveness and a multilateral organisation's contributions to development and/or humanitarian results, in doing so, build better understanding and improve organisational effectiveness, results achieved and learning over time.
- Support dialogue between individual MOPAN members, multilateral organisations and their partners, with a specific focus on improving organisational effectiveness over time, both at country and headquarters level.

The MOPAN Common Approach does not compare multilateral organisations to one another as their mandates and structures vary too much in nature and scope. MOPAN assessments are repeated at intervals and, therefore, can help determine whether a multilateral organisation's performance is perceived to have changed over time in the areas examined by the MOPAN Common Approach. It is important to note, however, that as MOPAN continues to improve the methodology for the Common Approach from year to year, comparisons of this year's results with those of previous years should be handled with caution.

¹ MOPAN members in 2013: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, the Netherlands, Norway, Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States.

2. MOPAN Common Approach

2.1 Evolution

The MOPAN methodology was initially designed to assess the organisational effectiveness of multilateral organisations, which MOPAN defines as the extent to which a multilateral organisation is organised to contribute to development results in the countries where it operates. Given this focus, MOPAN assessments emphasised the organisational practices, systems, and behaviours that MOPAN believes are important for multilateral organisations in managing for development results.

The methodology has evolved in response to what is learned from year to year, and to accommodate multilateral organisations with different mandates (e.g. development, humanitarian, normative). In 2009, the MOPAN Common Approach replaced the Annual MOPAN Survey, which had been conducted since 2003. The MOPAN Common Approach is broader and deeper than the previous surveys and includes the following components:

- Survey – The MOPAN survey brings in the views of MOPAN members (at both headquarters and country level), as well as direct partners or clients of multilateral organisations, peer organisations, and other relevant stakeholder groups on the performance of the particular multilateral organisation.
- Document review – Since 2010, survey data are complemented by a review of documents prepared by the multilateral organisations being assessed and other sources. Evidence is analysed in detail to assess the extent to which a multilateral organisation has systems in place that MOPAN considers to be important factors that contribute to an organisation's internal effectiveness, as well as evidence of the extent of progress towards defined results at various levels.
- Interviews – Since 2012, MOPAN has complemented survey data and the document review with interviews with staff of the multilateral organisations assessed. These are intended to contextualise the analysis of organisational systems and results and to aid in the dialogue between MOPAN and the multilateral organisation. The interviews are not coded or used as a formal data source.
- Development and/or humanitarian results component – In 2013, the Common Approach includes a component to assess a multilateral organisation's contributions to development and/or humanitarian results, which was piloted in 2012.²

As MOPAN's methodology has changed significantly in the last three years, comparisons of this year's assessments and previous assessments should take this into consideration.

2.2 Performance areas and indicators

2.2.1 Overview

The MOPAN Common Approach assesses multilateral organisations in two areas: 1) organisational effectiveness and 2) development and/or humanitarian results. The assessment of organisational effectiveness examines the organisational systems, practices, and behaviours that MOPAN believes are important for aid effectiveness and that are likely to contribute to results at the country level; the development and/or humanitarian results component assesses the evidence of the achievement of results by the multilateral organisation.

² This component was tested in 2012 with the AfDB, UNICEF, UNDP, and the World Bank and focused solely on development results. In 2013, this component is part of all assessments and, in the case of WFP, includes an assessment of the evidence of contribution to humanitarian results.

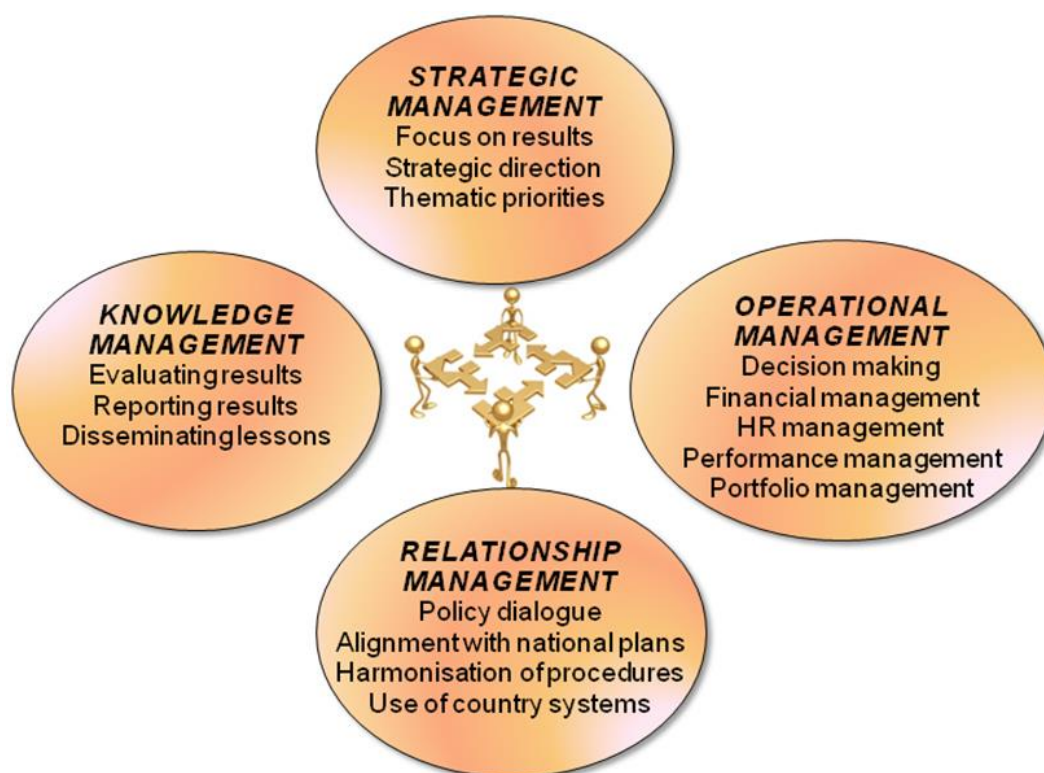
2.2.2 Key performance indicators and micro-indicators used to assess organisational effectiveness

The Common Approach framework groups organisational capacities in four areas of performance:

- *Strategic management*: developing and following strategies that reflect good practices in managing for development and/or humanitarian results;
- *Operational management*: managing operations in a way that is performance-oriented, thus ensuring organisational accountability for resources and results;
- *Relationship management*: engaging in relationships with direct partners/clients and other donors at the country level in ways that contribute to aid effectiveness and that are aligned with the principles of the Paris Declaration and subsequent Aid Effectiveness commitments, such as the Accra Agenda for Action and Busan Partnership for Effective Development Co-operation; and
- *Knowledge management*: developing feedback and reporting mechanisms and learning strategies that facilitate the sharing of knowledge and performance information.

While these definitions and performance areas are broadly applicable to a range of types of multilateral organisations (including those involved in humanitarian and normative work), the dimensions explored in the MOPAN Common Approach are adjusted, as required, to reflect the mandates of each organisation assessed.

Dimensions of organisational effectiveness in the MOPAN Common Approach



Within each performance area, organisational effectiveness is described using several key performance indicators (KPIs) that are then measured in a series of micro-indicators (MIs).

The 2013 assessment draws on indicators that MOPAN has developed since 2007 (see sidebar) and tailors them, as required, for each of the organisations being assessed.

Evolution of MOPAN Indicators

2007: In an initial mapping exercise of existing bilateral donor assessment tools, MOPAN identified 250 indicators, many of which were overlapping.

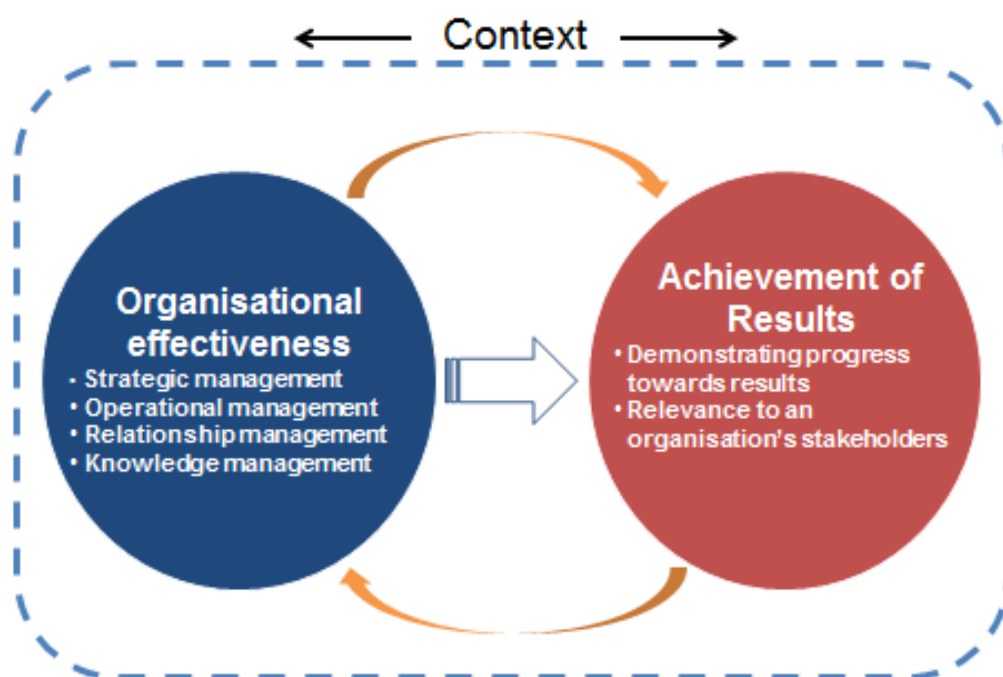
2008: MOPAN reduced these to 35 key performance indicators (KPI) and 120 micro-indicators (MI)

2009 – 2012: MOPAN assessments included between 18 and 21 key performance indicators and between 60 and 75 micro-indicators, depending on the nature of the organisation and its mandate.

2.2.3 Linking organisational effectiveness and progress towards development and/or humanitarian results

A key assumption in the Common Approach framework is that organisational effectiveness has an influence on an organisation's ability to achieve its strategic objectives as illustrated in the figure below. Feedback on the achievement of objectives/results can, in turn, provide insights for further improvements in organisational practices. With a component that examines how an organisation measures and reports on concrete development and/or humanitarian results, MOPAN members can better understand the way that organisational practices are facilitating or hindering the organisation's results on the ground.³ This information can then be used to enhance dialogue with the multilateral organisation.

A second assumption in the design of the methodology is that organisations provide or are moving towards evidence-based reporting on results. Thus, the assessment should also provide input for discussions between donors and multilateral organisations on how best to document and report on results.



³ However, it is important to recognise that organisational practices may not be the only facilitating/hindering factor with respect to the achievement of results. The country context or environment, for example, also plays an important role.

2.2.4 Key performance indicators used to assess contributions to development and/or humanitarian results

In 2012, MOPAN defined additional KPIs to examine the achievement of development results at both the institutional/organisation-wide level and the country level, as well as stakeholder perceptions of the relevance of the organisation's work in country. This component was tested with four of the six organisations assessed in 2012: the AfDB, UNDP, UNICEF, and the World Bank.⁴ In 2013, this component will be included in all four assessments and will examine the following three key performance indicators:

- **KPI A** – Evidence of the extent of the multilateral organisation's progress towards its institutional/organisation-wide results⁵
- **KPI B** – Evidence of the extent of the multilateral organisation's contributions to country-level goals and priorities, including relevant millennium development goals (MDGs)
- **KPI C** – Relevance of objectives and programme of work to stakeholders

The assessments at the institutional/organisational level (KPI A) and at the country level (KPI B and C) are separated due to differences in focus, scope and reporting on results at these two levels. Organisation-wide results are, by definition, very broad and provide the general strategic directions that in most cases are then operationalised by activities at the country level. The planned results found in country strategies normally follow the overall strategic framework but are more specific and typically linked to national strategies.

KPI A focuses on the extent to which an organisation is demonstrating progress towards planned organisation-wide results. It identifies the main areas of achievement and analyses the type of evidence produced by multilateral organisations to support conclusions in performance reports. In addition, the main factors affecting performance and evidence of improvement over time are discussed.

KPI B analyses similar issues, but from a country perspective. By focusing on the country level, MOPAN recognises the demand-driven nature of many of the activities of multilateral organisations and the key role that is played by their country assistance strategies or country programming documents. Country strategies and/or country programme documents usually articulate the planned results (goals/objectives/outcomes) and identify where there is shared responsibility between the multilateral organisation and its partner countries. Since most organisations have a large number of planned results, a limited number of key results to be assessed may be selected for the assessment.

Multilateral organisations have also made commitments to the MDGs and are concerned about making contributions in these areas. The MDGs are collective, global targets that, in many cases, have been used by partner countries in defining their priorities. While partner countries are responsible for making progress toward the MDGs, bilateral donors and multilateral organisations ensure that trade, finance, aid, and knowledge facilitate achievement of these goals.

Not all multilateral organisations will contribute to all of the MDGs. Thus, the analysis of this aspect of KPI B focuses on those specific areas that are relevant to the particular multilateral organisation. In this context, organisations may explicitly articulate or make links to the MDGs to which they are contributing at the country level, in which case evidence of these linkages will be sought. In cases where reference is not made to the MDGs in the accountability frameworks of the organisations, this may be noted in the final report.

⁴ These organisations were selected because they were assessed by MOPAN in 2009. The 2009 assessment focused on organisational effectiveness and was based only on survey data.

⁵ Different organisations use different terms to refer to their planned results – they may be called goals, objectives, outcomes, etc.

KPI C assesses relevance as the extent to which surveyed stakeholders perceive the multilateral organisation to be supporting country priorities and meeting the changing needs of direct partners and target populations.

2.3 Multilateral organisation selection

Each year MOPAN selects multilateral organisations for assessment on the basis of the following criteria:

- Perceived importance and interest to all MOPAN members
- Medium-term strategic planning (or equivalent) and replenishment cycles – with a view to assessing organisations prior to the planning process or the start of the replenishment negotiation process
- A mix of international financial institutions (IFI), UN funds, programmes, specialised agencies, and humanitarian organisations.

On the basis of these criteria MOPAN aims to assess multilateral organisations on a 3-5 year cycle.

In 2013, MOPAN will assess the following organisations: the Asian Development Bank (ADB), the International Fund for Agricultural and Development (IFAD), the World Health Organization (WHO) and the World Food Programme (WFP). All of these organisations, except WFP, were assessed in 2010.

2.4 Country selection

Each year countries are selected for the MOPAN assessment based on the following criteria:

- multilateral organisation presence in-country
- presence and availability of MOPAN members
- no inclusion in the survey in the past 2-3 years
- geographical spread
- a mix of low-income and middle-income countries (middle income countries being subdivided into lower middle and upper middle).

The assessment in 2013 will be conducted in Ethiopia, Guatemala, Indonesia, Mozambique, Pakistan and Viet Nam. Organisations are assessed only in those countries where they have operations (e.g. ADB will be assessed only in Indonesia, Pakistan and Viet Nam).

3. Survey

3.1 Overview

The MOPAN Common Approach gathers stakeholder perception data through a survey of MOPAN members (at headquarters and in-country) and other key stakeholders of the multilateral organisations under review, including direct partners or clients, peer organisations, and host or recipient government representatives. The questions asked relate both to organisational effectiveness and to the achievement of development and/or humanitarian results.

The main instrument used is an online survey. In 2013, respondents are able to complete the web-based survey in English, Spanish or Portuguese.⁶ When it is not possible for respondents to complete the online survey, off-line methods are used. Respondents may fill out a paper-

⁶ A paper version of the questionnaire is translated into local languages, as required.

based survey, complete an electronic version of the survey in Microsoft Word that is sent by email, or participate in a structured interview either in person or by telephone.

In order to ensure confidentiality, consultants (independent of MOPAN) manage the survey process and carry out the interviews.

Respondent types

To gather diverse perspectives on the multilateral organisations being assessed, MOPAN generally seeks the perceptions of the following primary respondent groups⁷:

- **Donor Headquarters Oversight (HQ):** Professional staff, working for a MOPAN donor government, who share responsibility for overseeing / observing a multilateral organisation at the institutional level. These respondents may be based at the permanent mission of the multilateral organisation or in the donor capital.
- **Donor Country Office Oversight (CO):** Individuals who work for a MOPAN donor government and are in a position that shares responsibility for overseeing/observing a multilateral organisation at the country level.
- **Direct Partner/Client (DP):** Typically, individuals who work for a national partner organisation (government or civil society) in a developing country. Respondents are usually professional staff from organisations that receive some sort of direct transfer from the multilateral organisation or that have direct interaction with it at country level (this could take the form of financial assistance, technical assistance, policy advice, equipment, supplies, etc.). The definition of “direct partner” varies according to the context of each organisation assessed. In some cases, direct partners include staff members from international agencies that are implementing projects in conjunction with the multilateral organisation being reviewed.

For some organisations, other respondent categories are also used, such as peer organisations, co-sponsoring agencies, technical partners and/or recipient/host governments.⁸

3.2 Sampling and response rates

Sampling

The Common Approach uses a purposive sampling method called ‘expert sampling’ in which potential respondents are identified by either MOPAN members or the multilateral organisations as having the basis for an expert opinion on the organisation being assessed.

The identification process, which involves MOPAN members in collaboration with the multilateral organisations assessed, results in a list of the population (all potential respondents identified by the MOs in country) for each of the multilateral organisations.

Individuals are invited to complete the survey for each organisation for which they have functional responsibility and sufficient knowledge.⁹ This is confirmed through a screening question that asks respondents to indicate their level of familiarity with the multilateral

⁷ The number and type of respondent groups may vary for each organisation and additional respondent types may be included.

⁸ **Peer organisations:** UN organisations or international NGOs that have significant investments in humanitarian assistance programming at the field level in the countries included in the assessment. These organisations coordinate with but do not receive any direct funding from the organisation assessed. **Recipient governments:** Governments in the countries selected for the assessment that receive assistance from or host the activities of the organisation assessed.

⁹ Each individual respondent is provided with a unique link that reflects the respondent type and the multilateral organisation(s) they have been assigned to. Some individuals, particularly MOPAN members, may complete surveys on more than one organisation.

organisation being assessed, using a scale from 1 (not at all familiar) to 5 (very familiar). Respondents can continue the survey only if they indicate they are familiar with the multilateral organisation (i.e. a rating of 2, 3, 4, or 5).

Following the finalisation of the institutional report, the sample size is taken into account when deciding how to present survey data at the country level. If a threshold of respondents is not met,¹⁰ data summaries exclude the respondent group.

Response rate

MOPAN aims to achieve a 70% response rate from donors at headquarters and a 50% response rate from all other target groups, which is considered acceptable for a survey of respondents who are required to have detailed knowledge about the organisation in order to participate.

During the survey period, response rates are monitored regularly. Respondents who do not access the survey or who do not complete it receive reminders from a range of sources:

- MOPAN country office and headquarter respondents will receive reminders from their MOPAN Focal Point
- Direct partners and any other respondent groups will receive reminders online and from the local survey consultant.

All responses provided through off-line methods (including paper-based surveys, surveys in MS Word provided by email, and surveys completed through structured interviews) are entered into the online instrument using a separate link to the survey. Data for online and off-line responses are merged only after quality control measures, such as confirming correct type of stakeholder, country, etc are performed.

3.3 Survey instrument

Survey customisation

The survey instrument draws on the existing set of indicators and is customised for each multilateral organisation assessed to reflect both the type of organisation and the types of respondents. This is done in consultation with the multilateral organisations being assessed and other individuals (MOPAN members and external resources) who are familiar with these organisations.

A core set of questions is developed for all respondents and additional questions are designed for specific respondent groups (reflecting their functional responsibility or relationship with the organisations). For example, questions relating to corporate issues, such as reporting to the Executive Board, are asked only of donors at headquarters. Questions on country-specific issues, such as the use of country systems or the extent of contribution to country-level goals, are asked only of donors in-country and clients/direct partners (or other country-based respondent groups) of multilateral organisations. Some questions are adjusted to reflect the nature of the multilateral organisation (e.g. cross-cutting thematic priorities).

Survey instrument

At the beginning of the survey, respondents are invited to assess the organisational effectiveness of the multilateral organisation. They are then asked two open-ended questions on their views of the organisation's overall strengths and areas for improvement. Subsequently, respondents are invited to provide comments on each of the four dimensions of organisational

¹⁰ The threshold has been set at 4 respondents/organisation/country in past years, but this will be reviewed once the data set from this year's survey has been compiled.

effectiveness and then to respond to the relevant questions related to development and/or humanitarian results.

The main part of the survey consists of a series of closed-ended questions on the micro-indicators for each key performance indicator (KPI). Respondents are presented with a statement describing an organisational practice, system, behaviour or specific result and asked to rate the organisation's performance on a scale of 'very weak' to 'very strong' as shown below. There is also a 'don't know' option.

Band	Rating	Definitions	
		Organisational Effectiveness	Development and/or Humanitarian Results
1	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern.	The multilateral organisation has not made any contribution in this area and this is a source of concern.
2	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.	The multilateral organisation has made some contributions in this area, but there are still some deficiencies.
3	Inadequate	The multilateral organisation's practice, behaviour or system in this area has deficiencies that make it less than acceptable.	The multilateral organisation has made some contributions in this area but they are less than acceptable.
4	Adequate	The multilateral organisation's practice, behaviour or system is acceptable in this area.	The multilateral organisation's contributions in this area are acceptable.
5	Strong	The multilateral organisation's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.	The multilateral organisation's contributions in this area are more than acceptable.
6	Very Strong	The multilateral organisation's practice, behaviour or system is "best practice" in this area.	The multilateral organisation's contributions in this area could be considered as "best practice".

3.4 Survey data analysis

SPSS and Stata statistical software are used to analyse survey responses.

First level data analysis

First level survey data analysis includes calculations of mean scores, medians, standard deviations, frequencies (including analysis of 'don't know' and missing responses), as well as content analysis of open-ended questions. This is carried out for all MIs and KPIs in both components.

Frequency Calculation: Frequencies are calculated on both a weighted and un-weighted basis (see below for further explanation of our approach to weighting) and are based on answers to survey questions corresponding to micro-indicators. In both sets of calculations, 'don't know' responses and missing responses are calculated as a part of the overall total frequencies. In addition to raw frequencies, all frequencies are translated into percentages for ease of interpretation.

Mean Score Calculation: Scores are calculated based on answers to survey questions corresponding to micro-indicators. Mean scores are calculated on a weighted basis only, based on the number of valid responses to each question. Valid responses exclude 'don't know' responses and missing data (i.e. where respondents decide not to answer, or do not conform to required criteria such as location of work).

In the organisational effectiveness component, mean scores are calculated for each survey question (micro-indicator) and then for each key performance indicator (KPI) by aggregating the scores for the micro-indicators (MI) within that KPI. Equal weight is applied to each MI. For example, a KPI consisting of three micro-indicators that individually score 2, 3, and 4 will have a KPI mean of 3. In cases where multiple survey questions are needed to develop a concept, micro-indicators are composed of multiple sub-indicators. In such cases, the mean score of the sub-indicators is used to calculate the score for that particular MI.

A weighting scheme is applied to all data ensure that no single respondent group or country is under-represented in the analysis. The weighting is intended to correct for discrepancies/variation in:

- The number of individuals in each respondent group;¹¹
- The number of countries where the survey took place; and,
- The numbers of donors in-country, direct partners, and other respondent groups within each country where the survey took place.¹²

A weight is calculated for each multilateral organisation using the following equation:

$$W = \frac{P}{RCG}$$

Where:

W = weight factor for a given respondent group set for the multilateral organisation

P = total number of respondents for the multilateral organisation

R = number of respondent groups in the survey sample for the multilateral organisation

C = number of countries in the survey sample (per respondent group)

G = number of respondents in a particular country/respondent group set for the multilateral organisation

Weighted figures are carefully reviewed and analysed before inclusion in the multilateral organisation reports.

Converting individual scores to group ratings

A mean score is calculated for each respondent group (e.g. donors at HQ). Since mean scores are not necessarily whole numbers (from 1 to 6) MOPAN assigns numerical ranges and descriptive ratings for each range (from very weak to very strong) as shown below.

Range of the mean scores	Rating
1.00 to 1.49	Very Weak
1.50 to 2.49	Weak
2.50 to 3.49	Inadequate

¹¹ To account for the different numbers of respondents in each respondent group, individual weights are applied to each group.

¹² Weights for these groups are determined by the total number of respondents from each group who answer in their country, relative to the total number answering in other countries. Thus, a respondent in a country with a lower number of respondents carries a higher individual weight than the equivalent respondent from a country with a higher number of respondents.

Range of the mean scores	Rating
3.50 to 4.49	Adequate
4.50 to 5.49	Strong
5.50 to 6.00	Very Strong

The ranges are presented to two decimal places, which is simply the result of a mathematical transformation and should not be interpreted as representing a high degree of precision. The ratings applied to the various KPIs should be viewed as indicative judgments rather than precise measurements.

Second level analysis

Second level analysis examines differences in the responses among categories of respondents and other variables, as relevant for each organisation. Appropriate methods of statistical analysis are applied, including analysis of variance (ANOVA) for differences among multiple groups, t-tests for comparisons of differences between pairs of groups, and non-parametric methods where numbers of respondents required such an approach (e.g. to address assumptions of non-normality where they exist). The normal convention for statistical significance is adopted ($p \leq 0.05$) and these are reported where statistically significant differences are found.

Given the small size of the samples, particularly for some respondent groups, the comparisons across respondent groups are provided as indicative information that can be used as a basis for discussion.

In the development/humanitarian results component, the same two levels of analysis are applied but without an aggregation of scores at the KPI level. Survey data at the MI level is presented along with ratings from the document review. These data sources, as well as information gathered during interviews with HQ and country-based MO staff, are assessed together to determine a rating for two of the three KPIs in the development results component (KPI A and B). KPI C is assessed by survey only.

4. Document Review

4.1 Overview

Through an examination of publicly available documents,¹³ the MOPAN document review explores evidence that multilateral organisations have the practices, behaviours or systems in place that MOPAN considers to be important factors in an organisation's effectiveness and evidence of its contributions to development and/or humanitarian results.

The document review considers various types of documents:

- Multilateral organisation documents relevant to the assessment of the MOPAN micro-indicators, such as strategic plans, results frameworks, policies and procedures in various areas of organisational effectiveness. Documents that present the results achieved at various levels of the organisation are also consulted. The organisations help to identify these documents.
- Organisational reviews or assessments (external or internal) about the organisation's performance on the dimensions of the MOPAN framework (strategic management, operational management, relationship management, and knowledge management).

¹³ Documents are considered to be "publicly available" if they are on the organisation's web site or if the organisation is able to provide them upon request for the purpose of assessing the micro-indicators.

These studies are either found on the organisation's web site or are provided by the organisation.

- External assessments such as the Survey on Monitoring the Paris Declaration (2011), the Common Performance Assessment (COMPAS) report (2011), and previous MOPAN surveys.¹⁴
- Evaluations, either internal or external, of the achievement of results at various levels.

4.2 Document sampling

The multilateral organisations selected for review represent a wide variety of organisational structures, processes, and practices – which makes it challenging to create a generic sampling strategy. However, the collection of documents follows a number of overall principles to ensure consistency and focus the sampling process.

All documents, regardless of type or level within the organisation, should be approved by the relevant authority (e.g. organisation-wide documents are usually approved by the multilateral organisation's Executive Management or Board).¹⁵

All documents (including policies, guidelines, strategies, thematic documents and web site information) are selected, at least in part, based on the requirements noted below.

- Policies or guidelines, at any level within the multilateral organisation, are selected only if they are in force as of the year of assessment.
- Strategies, regardless of level within the multilateral organisation, are selected only if they are being implemented within the year of assessment.
- Thematic documents, including strategies, plans and reports, regardless of the level within the multilateral organisation, are selected based on a principle of reviewing a mix of thematic areas.
- Any information presented on the multilateral organisation's web site (i.e. the text from a page on this site, not a downloadable document available on the site) is retrieved within the year of assessment, and is assumed to be current unless the web page itself states otherwise.
- All documents (except for policies, guidelines and strategies) should be published within the following timelines, unless there is a strong rationale for reviewing older documents:
 - Project/programme level documents: the current or previous year
 - Country, regional, or organisation-wide documents: the past three years inclusive of the year of assessment
- When specific MIs require a sample of sector strategies, country strategies, or project level documentation, a specific sampling approach is developed and tailored for each multilateral organisation.

4.3 Document collection

The collection of documents follows the general steps outlined below, although it is not a linear process:

- Initial document research on the web site of the multilateral organisation
- Collection of COMPAS and Paris Declaration Survey Data

¹⁴ If data from these sources are not available for the multilateral organisations participating in this year's survey, either an alternate approach is developed or the micro-indicators are not assessed.

¹⁵ This is intended to ensure that documents reviewed are final documents (rather than drafts) and that they are providing guidance for organisational behaviour.

- Consultation with the multilateral organisation, who review and refine the initial data set (through the MOPAN Institutional Lead)
- Finalisation of document list.

Once the document list is finalised and the document review has commenced, further documentation needed to fill any gaps in information for certain indicators is requested from the multilateral organisation. If the documents obtained from the third request do not contain the information needed, the consultant team makes the assessment based on the information available.

Other external assessments

As noted above, the document review includes a review of other external assessments.

Common performance assessment system (COMPAS) report, 2010 and 2011

COMPAS provides a framework through which the multilateral development banks (MDBs) can track their capacities to manage for development results (MfDR). The annual COMPAS report provides data in four categories (Country Strategies, Managing for Development Results through the Project Cycle, Corporate Results Reporting, Private Sector Development and Operations) that are relevant to the MDBs' implementation of the MfDR agenda. The data are gathered by internal management units in the MDBs, generally those that are supporting the implementation of MfDR. For the IFIs, MOPAN focuses primarily on the following indicators from the COMPAS report: B. Managing for Development Results through the Project Cycle.

- Implementation performance
 - B. 8. Number and percentage of projects that were unsatisfactory in FY10 and that became satisfactory in FY11.
- Project completion reporting and evaluation
 - B. 11. Number of projects independently reviewed ex post during FY11, as a percentage of the average number of projects completed annually during the last 5 years.

Survey on monitoring the Paris Declaration, 2008 and 2011

The two most recent monitoring surveys (2008 and 2011), managed by the OECD, highlight areas in which countries and organisations may be falling short in reaching the targets established by the Paris Declaration. Since a number of the MOPAN indicators are based on the Paris Declaration indicators, the assessment looks at the data provided in Appendix C of the monitoring survey report, entitled "Donor Data"¹⁶, for the following indicators, when applicable:

- Indicator 3: Aid flows aligned on national procedures
- Indicator 4: Strengthen capacity by co-ordinated support
- Indicator 5 a and b. Use of country public financial systems and use of country procurement systems
- Indicator 6: Strengthen capacity by avoiding parallel implementation structures
- Indicator 7: Aid is more predictable
- Indicator 9: Use of common arrangements or procedures
- Indicator 10a: Joint missions

¹⁶ In general, the assessment draws on the data from the "Average Country Ratio – All Countries", unless it is not available.

The OECD survey reports data for the United Nations as a whole, thus MOPAN relies on UN organisations to provide their data as input for these indicators. Other data sources will also be consulted to complement the OECD survey reports.

The indicators, targets and processes through which implementation of the Busan Partnership for Effective Development Co-operation will be monitored at the global level have not yet been agreed to. As long as the final set of indicators to be established by the Busan process (as a review of Paris and Accra agendas) has not been decided upon, MOPAN will continue to use the Paris Declaration indicators and will revise as soon as there is international agreement on a set of indicators that will replace them.

4.4 Document analysis

4.4.1 Content analysis

Documents are reviewed by content analysis based on the themes of the micro-indicators. Specific criteria for assessing the content of documents have been developed, based on existing standards and guidelines for each of the indicator areas (for example, any UNEG or OECD-DAC guidelines), on MOPAN identification of key aspects to consider, and on the input of subject-matter specialists.

The analysis of indicators in the organisational effectiveness component may include an examination of four broad areas:

- **Quality:** Documents are assessed in terms of their content, and in particular for the presence or absence of particular items or characteristics noted in standards as best practice.
- **Use:** While difficult to assess by document review, some proxy indicators for the use or implementation of a document are examined, such as evidence from budget documents that a certain policy or priority area is being financed, or evidence from evaluations that show implementation of a policy or priority area.
- **Consistency:** Where possible, several documents of the same type are examined (such as country strategies in different countries) to assess the extent to which criteria are met consistently across the organisation.
- **Improvement over time:** In some cases, documents are examined over several years to assess the extent to which progress can be seen over time.

Documents are also used to aid in the understanding of the context in which the multilateral organisations work.

In the development and/or humanitarian results component, documents will be reviewed at both the institutional and country levels to determine the extent to which planned results from the strategic period were achieved. The document review will be largely based on an examination of performance reports and thematic or programme evaluations in relevant areas to examine issues of quality and improvement over time, in particular.

4.4.2 Rating Scales

The multilateral organisations are assessed on relevant micro-indicators in the Common Approach document review framework.¹⁷ The document review ratings are defined according to three sets of scales: a) a six-point scale for the majority of the organisational effectiveness questions (very weak, weak, inadequate, adequate, strong, very strong); b) a three-point scale for organisational effectiveness micro-indicators informed, in part, by the Paris Declaration Indicators (inadequate, adequate, strong); and, c) a four-point scale for the assessment of evidence for the development and/or humanitarian results component (weak, inadequate,

¹⁷ Not all MOPAN micro-indicators are identified for document review.

adequate, strong). This last assessment is a data source that, together with survey data, is used to determine the overall “best fit” rating for KPIs A and B.¹⁸

a. Organisational Effectiveness Component

The document review ratings determined for the majority of the MIs in the Common Approach build on the definitions and scale used in the survey, as described in section 3.3 above.¹⁹ The document review ratings range from 1 (Very Weak) to 6 (Very Strong).

For most micro-indicators, five criteria are established which, taken together, are considered to represent the best practice in that topic area. Each criterion is designed as a ‘met/not met’ alternative and each ‘met’ counts as one point in the rating. Ratings are arrived at by totalling the number of criteria met, taking into account all the evidence in the assessment, and the assessment team’s judgment.

Document review criteria and rating

Number of criteria met	Descriptors	Definitions
No criteria met (or required document(s) do not exist)	Very Weak	The multilateral organisation does not have this practice, behaviour or system in place and this is a source of concern/ or the multilateral organisation has no document that provides evidence of such a system being in place.
One criterion met	Weak	The multilateral organisation has this practice, behaviour or system but there are important deficiencies.
Two criteria met	Inadequate	The multilateral organisation’s practice, behaviour or system in this area has deficiencies that make it less than acceptable.
Three criteria met	Adequate	The multilateral organisation’s practice, behaviour or system is acceptable in this area.
Four criteria met	Strong	The multilateral organisation’s practice, behaviour or system is more than acceptable yet without being “best practice” in this area.
All five criteria met	Very Strong	The multilateral organisation’s practice, behaviour or system is “best practice” in this area.

Some micro-indicators, such as those using Paris Declaration Survey or other related data as the primary data source,²⁰ follow a different rating method. In these cases, ratings are established on a case-by-case basis according to three descriptive criteria – ‘inadequate’, ‘adequate’ and ‘strong’. These ratings are then translated into a 3, 4 or 5 score to maintain consistency with the 6-point scale.

Ratings for key performance indicators (KPIs) are based solely on the ratings for the component micro-indicators in each KPI. Each KPI rating is calculated by taking the arithmetic mean of all micro-indicator ratings in that KPI rounded to the nearest whole number. This number is given the appropriate descriptor. In cases where the micro-indicator ratings for one key performance indicator are highly divergent (i.e. if there are two micro-indicators, and one is

¹⁸ The “best fit” approach takes into account all data – survey, document review and contextual – rather than solely the document review data. See section 6 for a more detailed description of the “best fit” approach.

¹⁹ For document review, however, the definition of “Very Weak” is expanded to mean that “the multilateral organisation does not have this system in place and this is a source of concern / or the organisation has no document that can provide evidence of such a system being in place.”

²⁰ Paris Declaration Survey data will be the primary, but not the only, source for those MIs that are based on Paris Declaration indicators.

rated as “very weak” while the other is rated as “very strong”), this is noted in the narrative of the report.

b. Development/Humanitarian Results Component

A set of criteria has been established as a basis upon which to assess the evidence of progress towards results. The criteria, which are assessed using ‘met/not met’ ratings, are:

- a) Evidence of an explicit theory or theories of change²¹
- b) Baselines included for indicators
- c) Targets included for indicators
- d) Reports on outputs²²
- e) Reports on outcomes²³
- f) Reports according to a theory or theories of change²⁴
- g) Data reliability and quality²⁵

The assessment of evidence in the document review of development and/or humanitarian results is a data source that, together with survey data, is used to determine the overall “best fit” rating for KPIs A and B.

5. Interviews

As of 2012, interviews are conducted at the headquarters and country offices of multilateral organisations with individuals who are knowledgeable in areas that relate to the MOPAN assessment.

Interviewees are asked to provide knowledge, insight, and contextual information that will assist the MOPAN assessment team in analysing document review data, and to identify other relevant documents for the assessment team to consider. This helps ensure that the assessment team has all the appropriate and necessary documents, enhances the team’s ability to triangulate data from various sources, and assists the assessment team in the analysis of the key performance indicators by providing contextual information.

Interviews are conducted with a small number of staff who work in the primary units that relate to areas of the MOPAN assessment (e.g. strategy and planning, human resources, RBM, and evaluation). Interviewees are identified by the multilateral organisation in conjunction with the assessment team and MOPAN.

The overall purpose of interviews is to ensure more reliable and valid assessments. In particular, the interviews aim to ensure better quality data and to help contextualise the analysis

²¹ ‘Theory of change’ is understood in the sense defined by Rist and Morra Imas (2009) as, “a representation of how an intervention is expected to lead to desired results”, which typically includes inputs, activities, outputs, outcomes and impacts as well as other features, “including target groups, and internal and external factors”.

²² This refers to the OECD definition of outputs (i.e. lower level results). Some MOs use different terminology for the various levels of results.

²³ This refers to the OECD definition of outcomes (i.e. higher level results). Some MOs use different terminology for the various levels of results.

²⁴ Evidence required to substantiate the reported changes defined in e) or higher-level results

²⁵ According to Rist and Morra Imas, *The Road to Results* – “Reliability is the term used to describe the stability of the measurement – the degree to which it measures the same thing, in the same way, in repeated tests.” Attention is also given to the quality of the evidence – specifically, whether or not it has been derived from or validated by an external and/or independent source.

of results. Initial interviews are conducted with staff of the multilateral organisation and are intended to facilitate:

- Identification and clarification of the organisation's strategic objectives and planned results at the institutional and country level
- Identification of data and documents to use for the assessment, including a discussion of the time period to be considered and selection of country level documentation
- Discussion and clarification of reporting practices and data that are available in order to understand the strengths and limitations of current reporting on results
- Identification of key staff to consult in each selected country office, if necessary, in order to better understand the logic of the organisation's interventions, the organisational contributions at the country level, and contextual factors affecting the organisation's performance.

Interviews are semi-structured but flexible, allowing new questions to be brought up during the interview as a result of what the interviewee says. This type of interview does not follow a tightly prescribed questionnaire, but does require prior preparation of the key interview themes. The interview themes and questions are shaped by the MOPAN assessment framework and are tailored for each of the respondents according to his/her functional responsibility. An interview guide is prepared and interviewees are advised of the content areas beforehand.

Interviews are intended to provide several benefits to the MOPAN assessment. First, they provide the multilateral organisation with a better understanding of the types of documented data that are required for the MOPAN assessment so that they can fill in any gaps in the documentation required for the document review. Second, they provide the MOPAN assessment team an opportunity to better understand the multilateral organisation's practices and systems.

Data gathered during interviews is used as background information on the various areas being assessed – specifically, to understand the context in which the agency is working, as well as how decisions are made. In the event that survey data presents a picture that is very different from the assessment made in the document review, information from the interviews can help to clarify how the multilateral organisation approached a certain issue.

The interviews are conducted after the assessment team has conducted a preliminary review of documents and are scheduled primarily during the months of February and March. If the multilateral organisation and MOPAN agree, the interviews are conducted in person during visits to the headquarters of the multilateral organisations. Alternatively, interviews are carried out by telephone or via video-conference.

6. Ratings

6.1 Overview

From 2003 to 2009, the basis for the determination of ratings in MOPAN assessments was the perceptions of survey respondents. With the introduction of the document review in 2010 and interviews in 2012, ratings now draw on a variety of sources that can be compared and triangulated.

- **Survey:** Survey respondent perceptions are still an important component of the ratings on multilateral organisation performance and now include a broader range of stakeholders.
- **Document Review:** The document review process is guided by specific criteria for assessing the content of documents in relation to the micro-indicators. These criteria draw on existing standards where available (e.g. OECD-DAC, UNEG or other standards) and are adapted to the needs of the MOPAN Common Approach.

- **Interviews:** The interviews are used to triangulate data with the other two data sources. The MOPAN assessment team explores the convergence (or non-convergence) of the data, and when there is no convergence the team relies on expert judgment.

To the extent possible, the assessment standards and criteria are tailored to reflect the nature and operating environment of the multilateral organisations under review.

6.2 Triangulation

Triangulation is the process of using multiple data sources, data collection methods, and/or theories to validate research findings. Triangulation helps eliminate bias, and detect errors or anomalies.²⁶ In the Common Approach, triangulation is done in a number of ways:

- Document review ratings are presented separately from survey results in order to illustrate convergence with or divergence from them.
- Additional assessments of the organisations are reviewed to help to validate or question the findings.
- Interviews are conducted to provide contextual information and highlight additional sources of data.
- The analysis and proposed ratings for the development and/or humanitarian results component is presented to a panel of experts for discussion and finalisation.
- The findings are widely vetted within the MOPAN network and revised based on feedback from members.
- The reports are shared with the multilateral organisations and their review constitutes the final stage of the data collection process.

The MOPAN reports gain trustworthiness through the multiple reviews and validation processes that are carried out by members of the network and by the multilateral organisations themselves.

6.3 “Best fit” approach

The development and/or humanitarian results component’s key performance indicators draw on a set of questions or criteria (see Annex I). The assessment team uses a “best fit approach,” which is a type of criteria-referenced basis for judgment that is more suitable when: criteria are multi-dimensional, there is a mix of both qualitative and quantitative data, and it is not possible to calculate a simple sum of the data points.²⁷ This approach is highly consultative (with institutional advisors, a panel of experts and the MOPAN network) and relies on consensus in the determination of ratings.

Ratings

The approach to the rating by key performance indicator in the results component is different from that in the organisational effectiveness component of the MOPAN assessment. This reflects the particular methodological approach used and the nature of the data. More specifically, four qualitative ratings (strong, adequate, inadequate, weak) have been defined, one of which is selected by the assessment team following an analysis of data from all sources and confirmed following a consensus-based consultation. As in the six-point scale used in the survey and for assessing the micro-indicators on organisational practices, a rating of “strong” signals that the organisation is approaching good practice based on the documentation

²⁶ Wholey, J.S., Hatry, H.P., Newcomer, K.E. Eds (2010) Handbook of Practical Program Evaluation (Third Edition), San Francisco, California: Jossey-Bass, p. 446-447.

²⁷ The “best fit” approach is used in public sector institutions (see Ofsted, 2011: *Criteria for making judgements*).

reviewed, while a rating of “weak” signals that the organisation still has important limitations in demonstrating progress towards its stated results, and particularly its contributions to development and/or humanitarian outcomes.

The descriptors and criteria for each of the ratings are specific to the different KPIs, as summarised in the tables in Annex 1 below. Descriptors illustrate the achievement level and the assessment team selects the achievement level that best describes the performance on all of the criteria.

In some cases, there might be divergence between survey respondent perceptions about the organisation’s progress towards its objectives and the nature and extent of data on results that is presented in the organisation’s reports. In these cases the assessment team takes into account the number and character of the areas for improvement identified in organisation’s reports and other relevant documents. If a majority of the assessment criteria are not fulfilled by the organisation’s reports, then the criteria-based assessment will weigh more heavily in the final rating. In order to justify the rating and provide input for dialogue on results and reporting on results, the MOPAN report presents details of the document analysis that have been emphasised in the determination of ratings.

Data analysis

- Data analysis at the institutional level focuses on the extent to which planned results from the strategic period were achieved. It is based largely on performance reports at the institutional level and organisation-wide thematic evaluations in relevant areas. Particular attention is given to reports and/or evaluations that include evidence that has been derived from or verified by external sources. Data analysis takes into account survey results and the interviews with the multilateral organisations.
- Analysis of data at the country level focuses on the organisation’s contribution to results in the sample of countries selected for the MOPAN assessment. Due to differences in planned results between countries, a separate analysis is conducted for each country. Based on the individual country analyses, an overall judgment of the multilateral organisation’s achievement of results at the country level is provided.
- The assessment is based on the same analytical approach at both levels. Content analysis is used for the review of documents and in the analysis of any open-ended survey questions. The review of documents analyses the evidence of results achievement. Answers to open-ended survey questions are coded by categories that emerge in the preliminary examination of data.

7. Reporting

7.1 Institutional reports

Individual institutional reports are produced for the multilateral organisations assessed. Survey results are reported using means and frequencies. At the organisation-wide level, mean scores are predominantly used to report results from micro-indicators.

The results of the document review are presented alongside the survey results and discussed in light of the perception-based scores and interviews, in order to further substantiate and contextualise the overall findings.

In individual institutional reports, the assessment of development and/or humanitarian results follows the assessment of organisational effectiveness.

7.2 Country data summaries

A short summary of survey results is produced for each of the MOs in each of the countries surveyed where sufficient survey data exists. Country data summaries (CDS) include a short

analysis of micro-indicators rated by MOPAN members, direct partners and other survey respondents at the country level.

Country Data Summaries are prepared in order to provide feedback to those who participated in the MOPAN assessment and to provide input for a dialogue process. These summaries highlight the main strengths and areas for improvement as perceived by survey respondents in each country. The data summaries are based on the perceptions of a range of stakeholders, which vary depending on the multilateral organisation assessed (MOPAN donors, clients/direct partners, peer organisations, etc.). They also describe differences in ratings between the different countries in which an organisation was assessed.

There are, however, some limitations to the MOPAN assessment at the country level. One relates to achieving an adequate response rate from each of the respondent groups and another is the sometimes high level of “don’t know” responses on the survey questions, particularly from MOPAN donors. The assessment team, together with MOPAN, takes these limitations into account when deciding what Country Data Summaries to prepare and which respondent groups to include in the analysis.

Country Data Summaries are not published and are shared only with individuals who attend the country workshop on the MOPAN assessment findings, which usually takes place in the first quarter of the year following the assessment.

8. Strengths and limitations of the Common Approach

MOPAN continues to improve methodology based on the experience of each year of implementation. The following strengths and limitations should be considered when reading MOPAN reports.

Strengths

- It has gone beyond an assessment of organisational systems, practices and behaviours to include an assessment of an organisation’s measurement of and reporting on development and/or humanitarian results at both the organisation-wide and country levels.
- The MOPAN Common Approach has its origin in bilateral assessment tools and is based on common international standards (as set out in bilateral assessments and internationally agreed indicators such as those developed as part of the Paris Declaration). In the long term, the intent is to replace or reduce the need for other assessment approaches by bilateral donors.
- It seeks perceptual information from different perspectives: MOPAN donors (at headquarters and in-country), direct partners/clients of multilateral organisations, peer organisations, and other relevant stakeholders. This is in line with the commitments made by donors to the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, and the Busan High Level Forum regarding harmonisation, partner voice, and mutual accountability.
- It complements perceptual data with document review and interviews, thus using multiple sources of data. This should enhance the analysis, provide a basis for discussion of agency effectiveness, and increase the validity of the assessment through triangulation of data.
- The reports undergo a validation process, including multiple reviews by MOPAN members, and review by the multilateral organisation being assessed.
- MOPAN strives for consistency across its survey questions and document review for each of the multilateral organisations, while allowing for customisation to account for differences between types of multilateral organisations.

Limitations

MOPAN framework

- The countries are selected based on established MOPAN criteria and comprise only a small proportion of each institution's operations, thus limiting broader generalisations.
- The Common Approach indicators were designed for multilateral organisations that have operations in the field. For organisations that have limited field presence or that have regional structures in addition to headquarters and country operations, there have been some modifications made in the data collection method and there will be a need for greater nuance in the analysis of the data.
- The Common Approach framework was initially designed for multilateral organisations that have a development mandate. MOPAN has also tested and applied the framework for organisations with a humanitarian mandate but considerable adaptation of the framework is required in such cases.

Data sources

- The MOPAN Common Approach asks MOPAN members and the organisations assessed to select the most appropriate individuals to complete the survey. While MOPAN sometimes discusses the selection with the organisation being assessed, it has no means of determining whether the most knowledgeable and qualified individuals are those that complete the survey.
- The document review component works within the confines of an organisation's disclosure policy. In some cases, low document review ratings may be due to unavailability of organisational documents that meet the MOPAN criteria (some of which require a sample of a type of document, such as country plans, or require certain aspects to be documented explicitly). When information is insufficient to make a rating, this is noted in the charts.

Data collection instruments

- Three issues potentially affect survey responses. First, the survey instrument is long and a fatigue factor may affect responses and rates of response. Second, respondents may not have the knowledge to respond to all the questions (e.g. survey questions referring to internal operations of the organisation, such as financial accountability and delegation of decision-making, seem difficult for many respondents, who frequently answer 'don't know.'). Third, a large number of 'don't know' responses may imply that respondents did not understand certain questions.
- The rating choices provided in the MOPAN survey may not be used consistently by all respondents, especially across the many cultures involved in the MOPAN assessment. One potential limitation is 'central tendency bias' (i.e. a tendency in respondents to avoid extremes on a scale). Cultural differences may also contribute to this bias as respondents in some cultures may be unwilling to criticise or too eager to praise.
- Because one of MOPAN's intentions is to merge previously existing assessment tools into one, and to forestall the development of others, the survey instrument remains quite long.

Data analysis

- While the document review can serve to evaluate the contents of a document, it cannot assess the extent to which the spirit of that document has been implemented within the organisation (unless implementation is documented elsewhere).
- Mean scores are used in the MOPAN reports to provide central tendency values of the survey results. The mean has the advantage of being the most commonly understood measure of central tendency, however, there is a disadvantage in using the mean because of its sensitivity to extreme scores (outliers), particularly when samples are

small. The assessment team also reviews the median and standard deviations for each survey question and they are appended to the institutional report.

Ratings

- Although MOPAN uses recognised standards and criteria for what constitutes good practice for a multilateral organisation, such criteria do not exist for all MOPAN indicators. As a result, many of the criteria used in reviewing document content were developed by MOPAN in the course of the assessment process. The criteria are a work in progress and should not be considered definitive standards.
- The Common Approach assessment produces numerical scores or ratings that appear to have a high degree of precision, yet can only provide general indications of how an organisation is doing and a basis for discussion among MOPAN members, the multilateral organisation, and other stakeholders, including direct partners.
- MOPAN assessments used different rating scales. Whereas these differences can be justified according to the methodology used, it can lead to confusion to the readers of the report.
- The methodology for the development/humanitarian results component was designed to draw on the evidence of results achieved, as presented in the reports of a multilateral organisation. However, there is a critical difference between assessing the actual results achieved on the ground and assessing the evidence of results in the organisation's reports to its key stakeholders. This is a limitation that is inherent in the current approach.

Despite these limitations, MOPAN believes that the reports generally provide a reasonable picture of both the systems associated with the organisational effectiveness of multilateral organisations and the evidence of development and/or humanitarian results achieved.

Annex I – Criteria to determine the rating for the development results component KPIs

KPI A

Strong	Given the context, the organisation provides solid evidence of its contributions towards higher level results. The organisation is demonstrating progress towards its key corporate objectives or outcomes and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the kinds of development and/or humanitarian outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	Given the context, the organisation is demonstrating progress in some of its planned outcome areas. Although the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes, it does have consistent evidence of the completion and quality of its outputs. The theories of change in different areas are understandable at the organisational level. There may be some inconsistency across data sources.
Inadequate	The organisation does not provide evidence that it is meeting or moving toward most of its stated results. In addition, the theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide consistent evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results, the evidence base is weak.
Weak	The organisation is not demonstrating progress towards its key corporate results. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO.

KPI B

Strong	The MO shows progress towards meeting its expected results in all countries assessed (taking into account their context). The organisation provides evidence that it is, in general, making progress towards higher level results at the country level. The country level data indicates that the MO is meeting its key goals or outcomes identified in its country strategy and clearly explains where progress has been significant or where progress has been slower, as well as the factors that have affected that progress. The description of progress is well supported by data from measuring indicators, evaluations, or other sources. The organisation has articulated theories of change that link the kinds of products and services that it provides to the kinds of development and/or humanitarian outcomes that it hopes to support. There is consistency across the different data sources, including the perceptions of the organisation's key stakeholders.
Adequate	The MO shows progress towards meeting its expected results in some of the countries assessed (taking into account their context). However, the organisation does not yet have a strong evidence base that describes progress or contributions towards outcomes. It does, however, have evidence on the completion of and quality of its outputs. The theories of change are understandable, but there may be some inconsistency across data sources.
Inadequate	The organisation does not provide useful evidence that indicates that it is meeting or moving toward most of its expected results in the countries assessed. In addition, its theories of change are not well articulated. The exploration of different sources of data (including perceptions of key stakeholders) does not provide a consistent picture of positive evidence with regard to achieving results. While the organisation presents some data on progress towards its expected results in the countries assessed, the evidence base is weak.
Weak	The organisation does not provide evidence that it is making progress towards key results articulated in its country strategy. The organisation does not clearly articulate theories of change and the various sources of data collected do not provide a picture of an effective MO.

KPI C

Strong	The organisation is consistently seen by surveyed stakeholders to respond to partner country priorities, provide innovative solutions to development and/or humanitarian challenges, and be flexible in its approach.
Adequate	The organisation demonstrates relevance through positive assessment on most, but not all, of the areas noted above. The assessment is somewhat inconsistent across the countries surveyed.
Inadequate	The organisation demonstrates relevance in only a few areas and the assessment is inconsistent across the countries surveyed.
Weak	There is a clear, more negative perception of the organisation's relevance in each area.

Appendix II MOPAN Common Approach Survey for IFAD 2013

Note: This is the survey used to assess IFAD in 2013. It contains all of the possible questions, but not all questions were asked of all respondent groups.

[Introduction]

Welcome to the Survey for the 2013 MOPAN Common Approach and thank you for agreeing to participate. In responding to the survey, please base your answers on your perceptions and knowledge of the International Fund for Agricultural Development (IFAD). Your perceptions may be shaped by your experience with and exposure to IFAD. Please rest assured that your answers will remain confidential. Any comments you make will not be attributable to you, or be used in a way which might identify you or your organisation as the author of these comments. Findings will be reported in aggregate form only. The survey should take approximately 45 minutes to complete. Please note however, that it may take longer depending on the answers you provide. Please also note that it would be ideal if you could complete the survey in one session. However, if you would like to continue the survey later, you can do this at any point by closing the internet browser that displays the survey (i.e. this window). When you are ready to continue, you can return to the point where you left off by clicking on the original link to the survey included in the email you received from us. If at any point you have questions about this survey please contact mopan@epinion.dk. You can move back and forth in the questionnaire at any point if you would like to change a response or a comment. Your time spent contributing to the MOPAN Common Approach is very much appreciated. Please click the 'Start' button below to begin.

[1 - Samplegroup - single]

Samplegroup - Auto answered

- ☐ 1. HQ
- ☐ 2. CO

☐ 3. DP

[2 - single]

You have been identified as a key respondent to assess the organisational practices, systems and behaviours of the International Fund for Agricultural Development (IFAD). You will also be asked to assess the extent to which IFAD has achieved the development results it has set for itself at either the institutional or country level. However, before answering the questionnaire we would like to know how familiar you are with IFAD and the way it works. Please use the scale below to indicate your degree of familiarity, where 5 is "very familiar" and 1 is "not at all familiar".

- ☐ 1 - Not at all familiar
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 - Very familiar

[Condition 2= 1]

[ScreenOut Confirm]

You have indicated that you are not at all familiar with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[3 - single]

Fake

- ☐ 1. Fake [Filtered]

[4 - single]

Which of the following best describes how often you have contact with IFAD?

- ☐ 1. Daily
- ☐ 2. Weekly
- ☐ 3. Monthly
- ☐ 4. A few times per year or less
- ☐ 5. Never

[Condition 4= 5]

[ScreenOut Confirm]

You indicated that you never have contact with this organisation. This means that you will be screened out of the survey. Please hit 'Back' to modify your answer or hit 'Next' to exit the survey.

[5 - single]

Fake

- ☐ 1. Fake [Filtered]

[Overall Performance]

We would like to ask you a few questions about the effectiveness of IFAD, its strengths and its areas for improvement.

[6 - single]

Thinking about IFAD and the way it operates, what do you consider to be its greatest strength? Please type your answer into the box below:

- ☐ 1. Note:

[7 - single]

And still thinking about IFAD and the way it operates, what do you consider to be the area where it most needs improvement? Please type your answer into the box below:

- ☐ 1. Note:

[8 - single]

How would you rate IFAD's overall organisational effectiveness? (SEE DEFINITION BELOW) Please use the scale

below, where 6 means "Very effective" and 1 means "Not effective at all".

- ☐ 1 - Not effective at all
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6 - Very effective
- ☐ Don't Know

DEFINITION: Organisational effectiveness = Being organised to support direct partners to deliver expected development results.

We would now like to ask you some questions regarding specific aspects of IFAD's organisational effectiveness. In thinking about these questions, please consider all you know about IFAD.

[Performance Areas]

You will see a series of statements that describe the practices, systems or behaviours in any multilateral organisation. Please rate how you perceive IFAD performs in these areas. You will see a six-point scale as described below. The scale will stay the same for all statements pertaining to IFAD's organisational effectiveness.

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE:

1 - Very weak = IFAD does not have this practice, behaviour or system in place and this is a source of concern.

2 - Weak = IFAD has this practice, behaviour or system, but there are important deficiencies.

3 - Inadequate = IFAD's practice, behaviour or system in this area has deficiencies that make it less than acceptable.

4 - Adequate = IFAD's practice, behaviour or system is acceptable in this area.

5 - Strong = IFAD's practice, behaviour or system is more than acceptable yet without being "best practice" in this area.

6 - Very strong = IFAD's practice, behaviour or system is "best practice" in this area.

At the end of each section, you will have the opportunity to make comments on any of the statements.

The statements are divided into four areas: Strategic Management, Operational Management, Relationship Management, and Knowledge Management.

[Strategic Management]

We would like to ask you about certain aspects of IFAD's Strategic Management.

[Corporate Governance]

Providing Direction for the Achievement of Results

We would like to ask you some questions related to IFAD's ability to provide direction for the achievement of results. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in the following statements?

[9 - single]

IFAD's institutional culture reinforces a focus on results.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[10 - single]

IFAD's institutional culture is direct-partner focused. (SEE DEFINITION BELOW)

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong

☐ 7. Don't Know

[Condition 1= 1]

[11 - single]

IFAD's senior management shows leadership on results management. (SEE DEFINITION BELOW)

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[12 - single]

IFAD ensures the application of results management across the organisation.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITION 1

Direct-partner focused = Emphasis on the organisations that receive a direct transfer of finances or technical assistance from a multilateral organisation – such as national government departments, civil society organisations and private entities.

[Condition 1= 1]

DEFINITION 2

Results management = Also known as management for results or results-based management (RBM), it consist of managing and implementing aid in a way that focuses on the desired results and uses information

on performance to improve decision-making.

[13 - single]

Do you have any additional comments on IFAD's institutional culture and values in providing direction for results?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 1]

[Corporate Strategy1]

Organisation-wide Strategy

Still thinking about Strategic Management but now more specifically about organisation-wide strategies, how do you think IFAD performs in relation to the practices, systems or behaviours described in each of the following statements?

[14 - single]

IFAD has a clear mandate.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[15 - single]

IFAD's organisation-wide strategy (Strategic Framework 2011-2015) is aligned with the mandate. (SEE DEFINITION BELOW)

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITION: Strategy = High level document that guides and directs the operations of the multilateral organisation.

[Corporate Strategy2]

Cross-cutting Priorities

We would like you to think about how IFAD approaches 'cross-cutting' priorities. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[16 - single]

IFAD sufficiently mainstreams gender equality in its operations.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[17 - single]

IFAD sufficiently mainstreams environment in its operations.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[18 - single]

IFAD sufficiently promotes the principles of good governance in its operations.

- ☐ 1. Very weak
- ☐ 2. Weak

- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[19 - single]

IFAD sufficiently promotes the principles of human rights in its operations, through its approach to social inclusion.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[20 - single]

IFAD sufficiently promotes strategies to improve food security and nutrition at the household level.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITION: Mainstreaming = The horizontal and vertical integration of a topic so as to produce process-related and programmatic results.

[21 - single]

Do you have any additional comments on IFAD's organisation-wide strategy?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 2 OR 1= 3]

[Strategies-Country, Regional]

Country Level Strategies

We would like to ask you about IFAD's country strategies known as Country Strategic Opportunity Programmes (COSOP). How do you think IFAD performs in relation to the practices, systems or behaviours described in each of the following statements?

[22 - single]

IFAD's Country Strategic Opportunity Programmes (COSOP) link results from project, sector and country levels. (SEE DEFINITION BELOW)

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[23 - single]

IFAD's Country Strategic Opportunity Programmes (COSOP) include indicators at all levels (country, sector and project).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[24 - single]

IFAD's Country Strategic Opportunity Programmes (COSOP) contain statements of expected results consistent with those in national development strategies. (SEE DEFINITION BELOW)

- ☐ 1. Very weak

- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[25 - single]

IFAD consults with direct partners to develop its expected results. (SEE DEFINITION BELOW)

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[26 - single]

IFAD's Country Strategic Opportunity Programmes (COSOP) include results for cross-cutting priorities (e.g. gender equality, environment, good governance, human rights-based approaches, and household strategies to improve food security and nutrition).

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

DEFINITIONS: Country level = At the country level, this question may refer to an organisation's country strategy. National development strategies = National development strategies are plans or strategies that set out the country's national development priorities. Direct partners = Organisations that receive a direct transfer

of finances or technical assistance from a Multilateral Organisation - such as national government departments, civil society organisations and private entities.

[Condition 1= 2 OR 1= 3]

[27 - single]

Do you have any additional comments on IFAD's country strategies?

- ☐ 1. Yes, please note:
- ☐ 2. No

[28 - single]

Is there anything further you would like to add about IFAD's Strategic Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
- ☐ 2. No

[Operational Management]

We would like to know what you think about Operational Management within IFAD.

[Financial Resources1]

Financial Resources Management

We would like to ask you some questions about IFAD's financial resources management. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[29 - single]

IFAD's criteria for allocating funding are publicly available.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong

☐ 7. Don't Know

[30 - single]

IFAD allocates resources according to its established criteria.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[31 - single]

IFAD links loans and grants to expected results.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1 OR 1= 3]

[32 - single]

IFAD's reports on results include the amount disbursed linked to achievement of outputs and outcomes.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[33 - single]

IFAD conducts internal financial audits to provide credible information to its governing bodies.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[34 - single]

IFAD procurement and contract management processes for the provision of services or goods are effective.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[35 - single]

Do you have any additional comments on IFAD's financial resources management?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Performance Management]

Performance Management

We would like you to think about performance management - the way IFAD manages the performance of its operations. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 1]

[36 - single]

IFAD uses project, sector and country information on performance to revise corporate strategies.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[37 - single]

IFAD uses information on country and sector performance to plan new interventions at country level.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[38 - single]

IFAD actively manages 'unsatisfactory' projects from the previous fiscal year.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[39 - single]

IFAD regularly tracks implementation of evaluation recommendations reported to the Executive Board.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[40 - single]

Do you have any additional comments on IFAD's performance management?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 2 OR 1= 3]

[Human Resources Management]

Human Resources Management

We would like you to think about the way IFAD manages human resources.

According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in the following statement?

[41 - single]

IFAD's country presence is sufficient for improving country-level performance.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[42 - single]

Do you have any additional comments on how IFAD manages human resources?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Portfolio Management]

Portfolio Management

We would like you to think about portfolio management. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in the following statement?

[Condition 1= 1]

[43 - single]

IFAD subjects new loans and grants to impact analysis prior to approval.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[44 - single]

IFAD has delegated appropriate decision making authority at the country level.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[DEFINITION]

DEFINITION: Impact analysis = Includes the analysis of environmental, social and economic impacts.

[45 - single]

Do you have any additional comments on IFAD's portfolio management?

- ☐ 1. Yes, please note:
- ☐ 2. No

[46 - single]

Before moving on to the next section, is there anything further you would like to add about IFAD's Operational Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
- ☐ 2. No

[Relationship Management]

Relationship Management

We would like to ask you about some aspects of Relationship Management particularly IFAD's relationship with its direct partners and other stakeholders.

[Condition 1= 2 OR 1= 3]

[Ownership]

Ownership

We would like you to consider the extent to which IFAD promotes national ownership through its work. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[47 - single]

IFAD supports funding proposals designed and developed by national government or direct partners.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[48 - single]

IFAD financial procedures are easily understood and followed by direct partners [e.g. audits and loan withdrawal procedures].

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[49 - single]

The length of time it takes to complete IFAD's financial procedures does not significantly delay implementation [e.g. audits and loan withdrawal procedures].

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[50 - single]

IFAD adjusts overall portfolio in country quickly, to respond to changing circumstances.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate

- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[51 - single]

IFAD flexibly adjusts its implementation of individual projects/programmes as learning occurs.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[52 - single]

Do you have any additional comments on IFAD's efforts to support country ownership?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Alignment]

Alignment

We would like you to think about the extent to which IFAD aligns its work with that of its partners. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[Condition 1= 2 OR 1= 3]

[53 - single]

IFAD uses country financial systems (e.g. procurement, public financial management, etc) as a first option for its operations where appropriate.

- ☐ 1. Very weak

- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[54 - single]

IFAD uses country non-financial systems (e.g. monitoring and evaluation) as a first option for its operations.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[55 - single]

IFAD avoids the use of parallel project implementation units.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[56 - single]

IFAD encourages mutual accountability assessments of Paris Declaration and subsequent Aid Effectiveness commitments (Accra Agenda for Action, Busan High Level Forum).

- ☐ 1. Very weak

- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[57 - single]

IFAD provides valuable inputs to policy dialogue.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[58 - single]

IFAD respects the views of direct partners when it undertakes policy dialogue.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[59 - single]

Do you have any additional comments on IFAD's performance with regard to alignment?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 2 OR 1= 3]

[Harmonisation]

Harmonisation

We would like to ask you questions on the extent to which IFAD harmonises its work with that of partners. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[60 - single]

IFAD often participates in joint missions.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[61 - single]

IFAD's technical assistance is provided through coordinated programmes in support of capacity development.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[62 - single]

Do you have any additional comments on IFAD's performance with regard to harmonisation?

- ☐ 1. Yes, please note:
- ☐ 2. No

[63 - single]

Before moving on to the next section, is there anything further you would like to add

about IFAD's Relationship Management?

This could be anything related to the statements you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
- ☐ 2. No

[Knowledge Management]

Knowledge Management

In this section we would like to ask you about Knowledge Management within IFAD.

[Performance Evaluation]

Performance Evaluation

We would like to ask you about performance evaluation. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in the following statement(s)?

[Condition 1= 1]

[64 - single]

IFAD has an independent evaluation unit that reports directly to its Executive Board.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[65 - single]

IFAD uses evaluation findings in its decisions on programming, policy and strategy.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate

- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 2 OR 1= 3]

[66 - single]

IFAD involves direct partners and beneficiaries in evaluation of its projects or programmes.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[67 - single]

Do you have any additional comments on IFAD's performance evaluation?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 1]

[Performance Reporting]

Performance Reporting

Please think now about performance reporting. According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[68 - single]

IFAD's reports to the Executive Board provide clear measures of achievement of outcomes.

- ☐ 1. Very weak
- ☐ 2. Weak

- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[69 - single]

IFAD reports adequately against its organisation-wide strategy.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[70 - single]

IFAD reports to the Executive Board on performance in relation to its Paris Declaration/Busan commitments.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[71 - single]

Do you have any additional comments on IFAD's performance reporting?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition 1= 1]

[Dissemination]

Dissemination of Lessons Learned

We would like you to think about how IFAD disseminates lessons learned.

According to what you know about IFAD, how do you think it performs in relation to the practices, systems or behaviours described in each of the following statements?

[72 - single]

IFAD identifies and disseminates lessons learned from performance information.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[73 - single]

IFAD provides opportunities at all levels of the organisation to share lessons from practical experience.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[74 - single]

Do you have any additional comments on how IFAD disseminates lessons learned?

- ☐ 1. Yes, please note:
- ☐ 2. No

[75 - single]

Is there anything further you would like to add about IFAD's Knowledge Management? This could be anything related to the statements you have rated, or anything else you would like us to know.

- ☐ 1. Yes, please type your answer into the box below:
- ☐ 2. No

[RESULTS COMPONENT]

We would like to ask you some questions related to IFAD's achievement of development results. In thinking about these questions, please consider all that you know about this multilateral organisation.

[Condition 1= 2 OR 1= 3]

[76 - single]

IFAD's achievement of results is being assessed in each of the six countries listed below. Please indicate the country where you are currently based:

- ☐ 1. Ethiopia
- ☐ 2. Guatemala
- ☐ 3. Indonesia
- ☐ 4. Mozambique
- ☐ 5. Pakistan
- ☐ 6. Viet Nam
- ☐ 7. None of the above - Please note:

[Condition 76= 7]

[Confirmation]

You have indicated that you are not based in any of the countries for which IFAD is being assessed on its achievement of country-level results. We will therefore not ask you questions on this matter. However, if you made an error and you are based in Ethiopia, Guatemala, Indonesia, Mozambique, Pakistan or Vietnam, please hit 'Back' to modify your answer. Otherwise, please hit 'Next' to proceed with the following sections of the survey.

[Condition 1= 1 OR 76= 1 OR 76= 2 OR 76= 3 OR 76= 4 OR 76= 5 OR 76= 6]

[Results Achievement]

Results Achievement

[Condition 1= 1]

[Info1]

You will see a series of statements related to the extent to which IFAD has contributed to meeting its organisation-wide results.

[Condition (1= 2 OR 1= 3) AND (76= 1 OR 76= 2 OR 76= 3 OR 76= 4 OR 76= 5 OR 76= 6)]

[Info2]

You will be presented with a series of statements on the extent to which IFAD has made progress towards reaching its country-level goals and priorities. You will also be asked questions regarding the relevance of IFAD's work vis-à-vis its major stakeholders.

[Condition 1= 1 OR 76= 1 OR 76= 2 OR 76= 3 OR 76= 4 OR 76= 5 OR 76= 6]

[Info3]

Please rate how you think IFAD performs in these areas. You will see a six-point scale from "Very weak" to "Very strong", as described below. The scale will remain the same for all statements pertaining to IFAD's achievement of development results..

DEFINITION OF THE SCALE USED IN THE QUESTIONNAIRE: 1 - Very weak = IFAD has not made any contribution in this area and this is a source of concern. 2 - Weak = IFAD has made some contributions in this area, but there are still some deficiencies. 3 - Inadequate = IFAD has made some contributions in this area but they are less than acceptable. 4 - Adequate = IFAD's contributions in this area are acceptable. 5 - Strong = IFAD's contributions in this area are more than acceptable. 6 - Very strong = IFAD's contributions in this area could be considered as "best practice". At the end of each section, you will have the opportunity

to make comments on any of the statements.

[Condition 1= 1]

[Institutional Results]

Results Achievement at the Institutional Level

We would like to ask you some questions about the extent to which IFAD is demonstrating progress towards its planned organisation-wide results. In thinking about these questions, please consider all that you know about IFAD and the programming strategies highlighted in its Strategic Framework 2011-2015.

[77 - single]

IFAD has effectively contributed to enhancing sustainable access to natural resources (land, water, energy and biodiversity) in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[78 - single]

IFAD has effectively contributed to adapting and mitigating climate change impacts in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[79 - single]

IFAD has effectively contributed to improving agricultural technologies and effective production services.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[80 - single]

IFAD has effectively contributed to working with private-sector institutions to provide a broad range of inclusive financial services to small-scale agricultural producers and other poor rural people in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[81 - single]

IFAD has effectively contributed to integrating poor rural people within value chains in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[82 - single]

IFAD has effectively contributed to developing rural enterprises in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[83 - single]

IFAD has effectively contributed to developing non-farm employment opportunities in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[84 - single]

IFAD has effectively contributed to developing technical and vocational skills in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[85 - single]

IFAD has effectively contributed to supporting rural producers' organisations in borrowing countries.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate

- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[86 - single]

IFAD has effectively contributed to promoting gender equality and women's empowerment.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[87 - single]

IFAD has effectively contributed to improving the resilience of household food security and nutrition.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[88 - single]

IFAD has effectively contributed to enabling rural women and men to overcome poverty.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[Condition 1= 1]

[89 - single]

Do you have any additional comments on how IFAD demonstrates progress towards its planned organisation-wide results?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition (1= 2 OR 1= 3) AND 76= 1]

[Ethiopia]

[Country Results]

Achievement of Results in Ethiopia

We would like to ask you some questions on the extent to which IFAD is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all that you know about IFAD's operations in Ethiopia.

[90 - single]

IFAD has effectively contributed to enhancing household incomes and food security in Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[91 - single]

IFAD has effectively contributed to improving sustainable land management and ecosystem integrity in Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[92 - single]

IFAD has effectively contributed to increased resilience of Ethiopian pastoralists to external shocks.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[93 - single]

IFAD has effectively contributed to developing a sustainable farmer-owned and managed model of small-scale irrigated agriculture in Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[94 - single]

IFAD has effectively contributed to improved effectiveness and efficiency of agricultural output marketing in Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[95 - single]

IFAD has effectively contributed to providing rural households with increased

access to a range of financial services in Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[96 - single]

IFAD has effectively contributed to promoting gender equality and women's empowerment in Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[97 - single]

Do you have any additional comments on how IFAD demonstrates progress towards its planned results in Ethiopia?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of IFAD's Work in Ethiopia

We would like to ask you some questions about the extent to which the objectives and programme of work of IFAD are relevant to its major stakeholders in Ethiopia. In thinking about these questions, please consider all that you know about IFAD's work in Ethiopia and reflect on IFAD's ability to meet priority stakeholders' needs and maintain their support.

[98 - single]

IFAD's activities respond to key development priorities of Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[99 - single]

IFAD provides innovative solutions for development challenges in Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[100 - single]

IFAD adapts its work to the changing conditions faced by Ethiopia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[101 - single]

Do you have any additional comments on IFAD's ability to meet the needs but also gain and maintain the support from its major stakeholders in Ethiopia?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition (1= 2 OR 1= 3) AND 76= 2]

[Guatemala]

[Country Results]

Achievement of Results in Guatemala

We would like to ask you some questions on the extent to which IFAD is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all that you know about IFAD's operations in Guatemala.

[102 - single]

IFAD has effectively contributed to increasing incomes and employment for the rural poor in Guatemala.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[103 - single]

IFAD has effectively contributed to promoting better linkages to production chains for the rural poor in Guatemala.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[104 - single]

IFAD has effectively contributed to promoting greater market access for the rural poor in Guatemala.

- ☐ 1. Very weak

- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[105 - single]

IFAD has effectively contributed to improving the level of education and technical / management skills of the rural poor in Guatemala.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[106 - single]

IFAD has effectively contributed to incorporating the rural poor in decentralized development structures in Guatemala.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[107 - single]

IFAD has effectively contributed to promoting the inclusion of rural poor women in the local economy in Guatemala.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate

- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[108 - single]

Do you have any additional comments on how IFAD demonstrates progress towards its planned results in Guatemala?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of IFAD's Work in Guatemala

We would like to ask you some questions about the extent to which the objectives and programme of work of IFAD are relevant to its major stakeholders in Guatemala. In thinking about these questions, please consider all that you know about IFAD's work in Guatemala and reflect on IFAD's ability to meet priority stakeholders' needs and maintain their support.

[109 - single]

IFAD's activities respond to key development priorities of Guatemala.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[110 - single]

IFAD provides innovative solutions for development challenges in Guatemala.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[111 - single]

IFAD adapts its work to the changing conditions faced by Guatemala.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[112 - single]

Do you have any additional comments on IFAD's ability to meet the needs but also gain and maintain the support from its major stakeholders in Guatemala?

- ☐ 1. Yes, please note:
☐ 2. No

[Condition (1= 2 OR 1= 3) AND 76= 3]
 [Indonesia]

[Country Results]

Achievement of Results in Indonesia

We would like to ask you some questions on the extent to which IFAD is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all that you know about IFAD's operations in Indonesia.

[113 - single]

IFAD has effectively contributed to sustaining the growth of economic activities in Indonesia.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate

- ☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[114 - single]

IFAD has effectively contributed to improving natural resource management in Indonesia.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[115 - single]

IFAD has effectively contributed to increasing household incomes for families involved in fisheries and marine activities in poor coastal and small island communities in Indonesia.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[116 - single]

IFAD has effectively contributed to ensuring villagers benefit from improved local governance conditions in Indonesia.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[117 - single]

IFAD has effectively contributed to promoting gender equality and women's empowerment in Indonesia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[118 - single]

IFAD has effectively contributed to improving livelihoods (food security) in Indonesia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[119 - single]

Do you have any additional comments on how IFAD demonstrates progress towards its planned results in Indonesia?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of IFAD's Work in Indonesia

We would like to ask you some questions about the extent to which the objectives and programme of work of IFAD are relevant to its major stakeholders in Indonesia. In thinking about these questions, please consider all that you know about IFAD's work in Indonesia and reflect on IFAD's ability to meet priority stakeholders' needs and maintain their support.

[120 - single]

IFAD's activities respond to key development priorities of Indonesia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[121 - single]

IFAD provides innovative solutions for development challenges in Indonesia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[122 - single]

IFAD adapts its work to the changing conditions faced by Indonesia.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[123 - single]

Do you have any additional comments on IFAD's ability to meet the needs but also gain and maintain the support from its major stakeholders in Indonesia?

- ☐ 1. Yes, please note:

☐ 2. No

[Condition (1= 2 OR 1= 3) AND 76= 4]

[Mozambique]

[Country Results]

Achievement of Results in Mozambique

We would like to ask you some questions on the extent to which IFAD is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all that you know about IFAD's operations in Mozambique.

[124 - single]

IFAD has effectively contributed to increasing returns from fish sales for artisanal fishers on a sustainable basis in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[125 - single]

IFAD has effectively contributed to increasing returns from fish sales for small market operators on a sustainable basis in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[126 - single]

IFAD has effectively contributed to increasing returns to smallholder farmers from increased production volumes and quality in target value chains in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[127 - single]

IFAD has effectively contributed to improving small-scale farmers' access to agricultural markets and value chains in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[128 - single]

IFAD has effectively contributed to developing more efficient market intermediaries and partnerships to stimulate increased agricultural production in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[129 - single]

IFAD has effectively contributed to creating a conducive policy and legislative framework for the development of rural financial services in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[130 - single]

IFAD has effectively contributed to creating an appropriate institutional environment for the development of rural financial services in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[131 - single]

IFAD has effectively contributed to improving sustainable access to financial services in rural areas in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[132 - single]

IFAD has effectively contributed to promoting gender equality and women's empowerment in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[133 - single]

IFAD has effectively contributed to improving household food security for subsistence farmers, including female-headed and disadvantaged households in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[134 - single]

Do you have any additional comments on how IFAD demonstrates progress towards its planned results in Mozambique?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of IFAD's Work in Mozambique

We would like to ask you some questions about the extent to which the objectives and programme of work of IFAD are relevant to its major stakeholders in Mozambique. In thinking about these questions, please consider all that you know about IFAD's work in Mozambique and reflect on IFAD's ability to meet priority stakeholders' needs and maintain their support.

[135 - single]

IFAD's activities respond to key development priorities of Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[136 - single]

IFAD provides innovative solutions for development challenges in Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[137 - single]

IFAD adapts its work to the changing conditions faced by Mozambique.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[138 - single]

Do you have any additional comments on IFAD's ability to meet the needs but also gain and maintain the support from its major stakeholders in Mozambique?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Condition (1= 2 OR 1= 3) AND 76= 5]

[Pakistan]

[Country Results]

Achievement of Results in Pakistan

We would like to ask you some questions on the extent to which IFAD is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all that you know about IFAD's operations in Pakistan.

[139 - single]

IFAD has effectively contributed to enhancing the employment potential of the rural poor in Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[140 - single]

IFAD has effectively contributed to increasing agricultural productivity and production in Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[141 - single]

IFAD has effectively contributed to facilitating sustainable growth in microfinance in order to give the rural poor greater access to financial services in Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[142 - single]

IFAD has effectively contributed to increasing incomes of poor rural and fisherman households in Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[143 - single]

IFAD has effectively contributed to promoting gender equality and women's empowerment in Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[144 - single]

Do you have any additional comments on how IFAD demonstrates progress towards its planned results in Pakistan?

- ☐ 1. Yes, please note:
- ☐ 2. No

[Relevance]

Relevance of IFAD's Work in Pakistan

We would like to ask you some questions about the extent to which the objectives and programme of work of IFAD are relevant to its major stakeholders in Pakistan. In thinking about these questions, please consider all that you know about IFAD's work in Pakistan and reflect on IFAD's ability to meet priority stakeholders' needs and maintain their support.

[145 - single]

IFAD's activities respond to key development priorities of Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[146 - single]

IFAD provides innovative solutions for development challenges in Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong
- ☐ 7. Don't Know

[147 - single]

IFAD adapts its work to the changing conditions faced by Pakistan.

- ☐ 1. Very weak
- ☐ 2. Weak
- ☐ 3. Inadequate
- ☐ 4. Adequate
- ☐ 5. Strong
- ☐ 6. Very strong

☐ 7. Don't Know

[148 - single]

Do you have any additional comments on IFAD's ability to meet the needs but also gain and maintain the support from its major stakeholders in Pakistan?

☐ 1. Yes, please note:

☐ 2. No

[Condition (1= 2 OR 1= 3) AND 76= 6]

[Vietnam]

[Country Results]

Achievement of Results in Viet Nam

We would like to ask you some questions on the extent to which IFAD is demonstrating progress towards its planned country-level results. In thinking about these questions, please consider all that you know about IFAD's operations in Viet Nam.

[149 - single]

IFAD has effectively contributed to the sustained economic participation of ethnic minority and rural poor households living in poor communes in targeted provinces in Viet Nam.

☐ 1. Very weak

☐ 2. Weak

☐ 3. Inadequate

☐ 4. Adequate

☐ 5. Strong

☐ 6. Very strong

☐ 7. Don't Know

[150 - single]

IFAD has effectively contributed to improving the agronomic and market conditions for food and cash crops in Viet Nam.

☐ 1. Very weak

☐ 2. Weak

☐ 3. Inadequate

☐ 4. Adequate

☐ 5. Strong

☐ 6. Very strong

☐ 7. Don't Know

[151 - single]

IFAD has effectively contributed to the development of alternative value chains for higher value products in Viet Nam.

☐ 1. Very weak

☐ 2. Weak

☐ 3. Inadequate

☐ 4. Adequate

☐ 5. Strong

☐ 6. Very strong

☐ 7. Don't Know

[152 - single]

IFAD has effectively contributed to improving the rural poor's ability to benefit from improved market participation in Viet Nam.

☐ 1. Very weak

☐ 2. Weak

☐ 3. Inadequate

☐ 4. Adequate

☐ 5. Strong

☐ 6. Very strong

☐ 7. Don't Know

[153 - single]

IFAD has effectively contributed to establishing a framework for sustainable agro-forestry development targeting rural poor households in Viet Nam.

☐ 1. Very weak

☐ 2. Weak

☐ 3. Inadequate

☐ 4. Adequate

☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[154 - single]

IFAD has effectively contributed to increased incomes of poor ethnic minorities, with a particular focus on women in Viet Nam.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[155 - single]

Do you have any additional comments on how IFAD demonstrates progress towards its planned results in Viet Nam?

- ☐ 1. Yes, please note:
☐ 2. No

[Relevance]

Relevance of IFAD's Work in Viet Nam

We would like to ask you some questions about the extent to which the objectives and programme of work of IFAD are relevant to its major stakeholders in Viet Nam. In thinking about these questions, please consider all that you know about IFAD's work in Viet Nam and reflect on IFAD's ability to meet priority stakeholders' needs and maintain their support.

[156 - single]

IFAD's activities respond to key development priorities of Viet Nam.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong

- ☐ 6. Very strong
☐ 7. Don't Know

[157 - single]

IFAD provides innovative solutions for development challenges in Viet Nam.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[158 - single]

IFAD adapts its work to the changing conditions faced by Viet Nam.

- ☐ 1. Very weak
☐ 2. Weak
☐ 3. Inadequate
☐ 4. Adequate
☐ 5. Strong
☐ 6. Very strong
☐ 7. Don't Know

[159 - single]

Do you have any additional comments on IFAD's ability to meet the needs but also gain and maintain the support from its major stakeholders in Viet Nam?

- ☐ 1. Yes, please note:
☐ 2. No

[Background Questions]

[Condition 1= 1 OR 1= 2]

[160 - single]

Background Questions

What MOPAN member country do you work for?

- ☐ 1. Australia

- ☐ 2. Austria
- ☐ 3. Belgium
- ☐ 4. Canada
- ☐ 5. Denmark
- ☐ 6. Finland
- ☐ 7. France
- ☐ 8. Germany
- ☐ 9. Ireland
- ☐ 10. Republic of Korea
- ☐ 11. The Netherlands
- ☐ 12. Norway
- ☐ 13. Spain
- ☐ 14. Sweden
- ☐ 15. Switzerland
- ☐ 16. United Kingdom
- ☐ 17. United States

[Condition 1= 1]

[161 - single]

What type of organisation do you work for?
Choose the one that best describes your organisation:

- ☐ 1. MOPAN member organisation, based in offices in the capital.
- ☐ 2. MOPAN member organisation, based in the permanent mission or executive board office at the multilateral organisation.
- ☐ 3. Other:

[Condition 1= 2]

[162 - single]

What type of organisation do you work for?
Choose the one that best describes your organisation:

- ☐ 1. MOPAN member organisation, based in country office (including embassies).
- ☐ 2. Other:

[Condition 1= 3]

[163 - single]

Background Questions

What type of organisation do you work for?
Choose the one that best describes your organisation:

- ☐ 1. National parliament or legislature
- ☐ 2. Government - line ministry
- ☐ 3. Government - ministry of finance/statistics/planning/economics
- ☐ 4. Government - other
- ☐ 5. NGO or other civil society organisation
- ☐ 6. Academic institution
- ☐ 7. Parastatal
- ☐ 8. Other:

[164 - single]

How would you define your level of seniority within the organisation? Choose the one that best describes your position:

- ☐ 1. Senior-level professional
- ☐ 2. Mid-level professional
- ☐ 3. Junior professional

[ALMOST DONE]

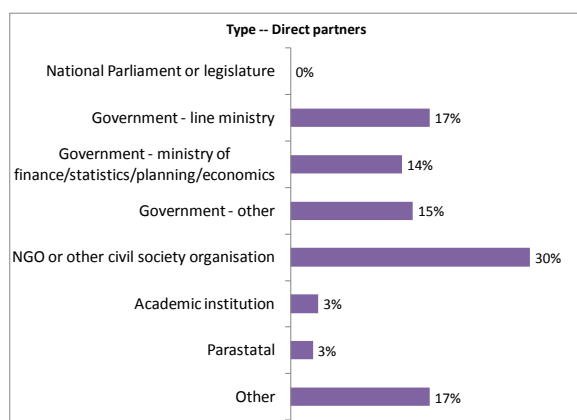
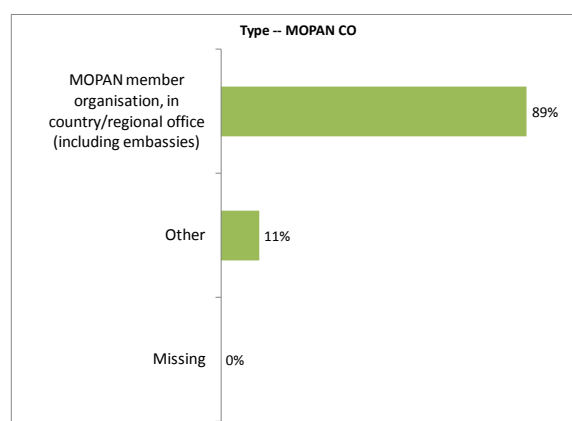
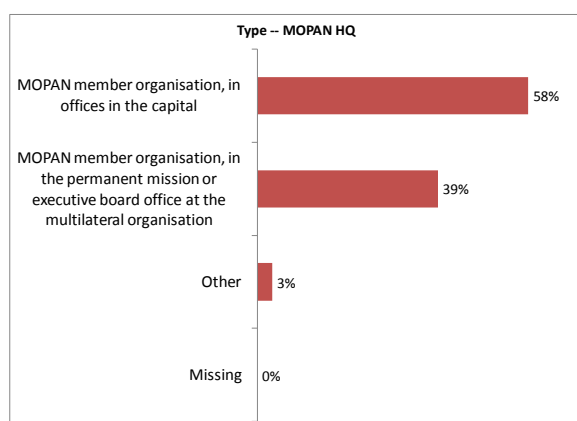
You have now answered the last question.
Once you click 'Next' you cannot go back and edit your answers.

[End of Interview]

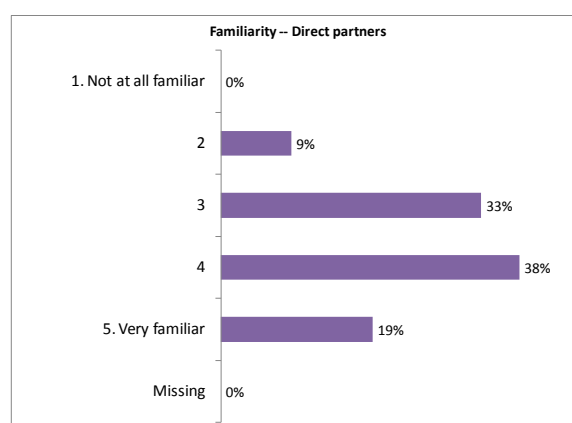
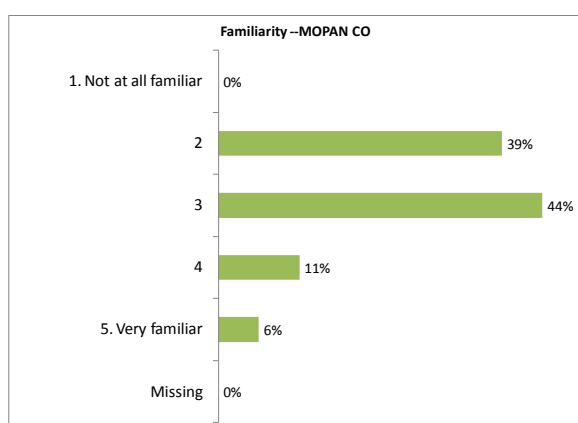
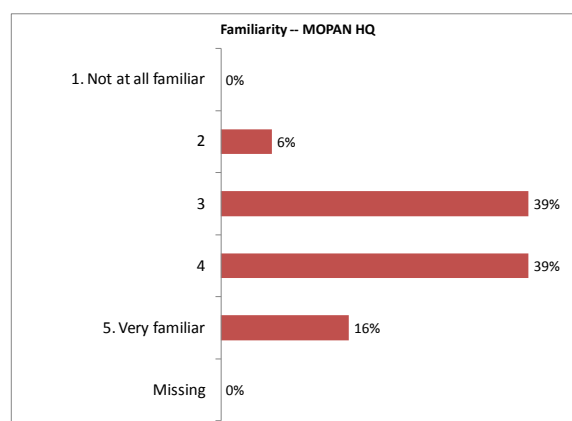
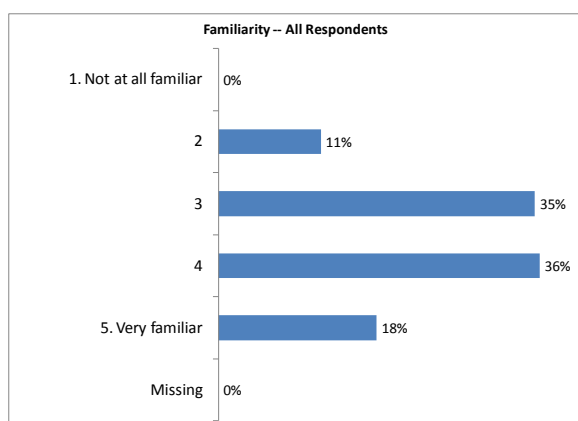
Thank you very much for sharing your insights and taking the time to answer this survey, which aims to improve the dialogue on the organisational learning and effectiveness of multilateral organisations.

Appendix III Respondent Profile

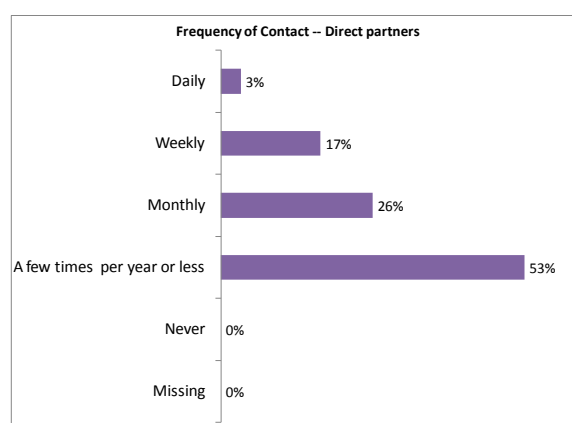
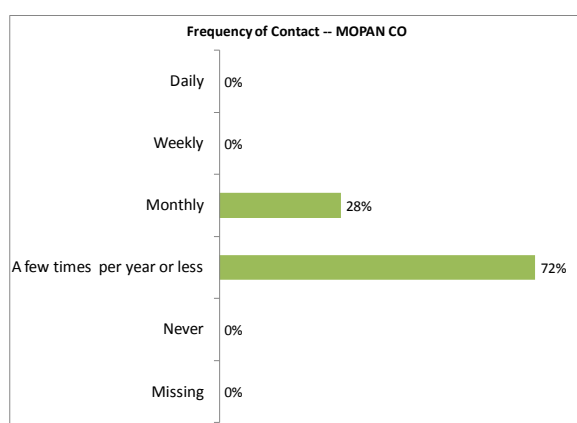
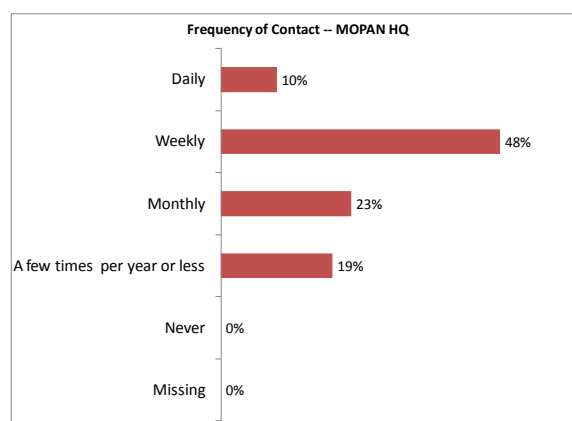
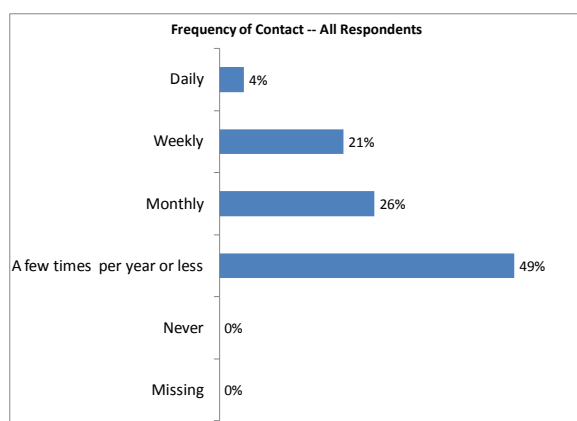
Type of Respondents



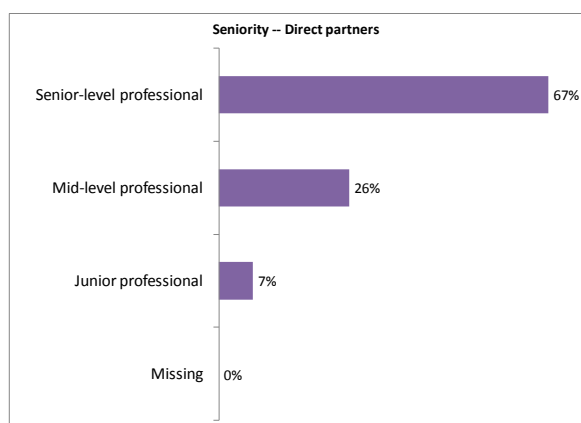
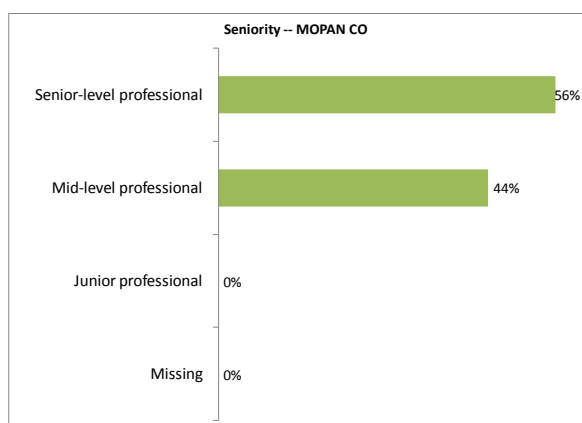
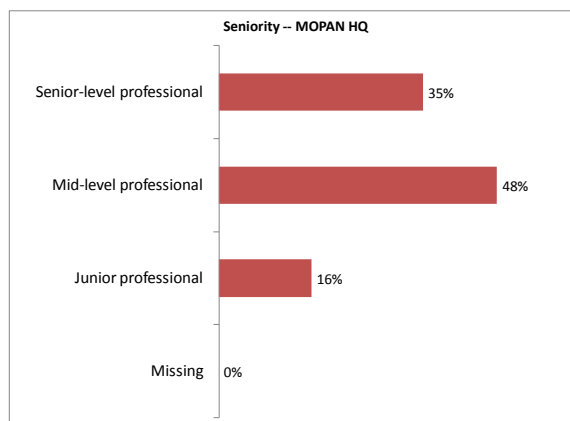
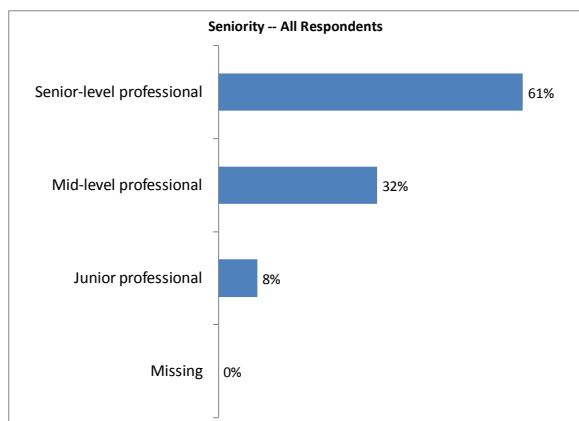
Respondent Familiarity with Multilateral Organisation



Respondent Frequency of Contact with Multilateral Organisation



Respondent Level of Seniority



Appendix IV Base Size and Rate of “Don’t Know” Responses

N (#) = number of respondents who were asked the question (un-weighted data) and replied ‘don’t know’.

% DK = percentage of respondents who indicated “Don’t Know” to the question (weighted data).

“--” indicates that the question was not asked among a particular respondent group

I- Strategic Management

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 1	The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results								
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus.	10	15%	5	15%	4	30%	2	1%
Sub-MI	i) IFAD's institutional culture reinforces a focus on results.	10	16%	5	16%	4	32%	1	0%
Sub-MI	ii) IFAD's institutional culture is direct partner-focused.	9	14%	4	13%	3	28%	2	1%
MI	1.2 The MO Executive Management shows leadership on results management.	4	13%	4	13%	--	--	--	--
MI	1.3 The MO promotes an organisation-wide policy on results management	7	23%	7	23%	--	--	--	--
KPI 2	The MO's corporate strategies and plans are focused on the achievement of results								
MI	2.1 The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	--	--	--	--	--	--	--	--
Sub-MI	i) IFAD has a clear mandate.	0	0%	0	0%	--	--	--	--
Sub-MI	ii) IFAD's organisation-wide strategy (Strategic Framework 2011-2015) is aligned with the mandate.	1	3%	1	3%	--	--	--	--

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 4	The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments								
MI	4.1 Gender equality	13	8%	1	3%	3	15%	9	7%
MI	4.2 Environment	10	8%	2	6%	3	15%	5	4%
MI	4.3 Good governance	14	15%	2	6%	5	34%	7	5%
MI	4.4 Human rights-based approaches	18	18%	4	13%	5	34%	9	7%
MI	4.5 Household strategies to improve food security and nutrition	10	7%	1	3%	3	15%	6	4%
KPI 5	The MO's country strategy is results-focused								
MI	5.1 Results frameworks link results at project, program, sector, and country levels	18	11%	--	--	2	12%	16	10%
MI	5.2 Frameworks include indicators at project, program, sector, and country levels	23	22%	--	--	4	32%	19	12%
MI	5.3 Statements of expected results are consistent with those in the national development strategies	21	22%	--	--	5	34%	16	10%
MI	5.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	13	14%	--	--	4	23%	9	6%
MI	5.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, good governance, human rights-based approaches, etc	15	18%	--	--	3	28%	12	7%

II- Operational Management

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 6	The MO makes transparent and predictable aid allocation decisions								
MI	6.1 The MO's criteria for allocating funding are publicly available.	26	20%	3	10%	8	40%	15	10%
MI	6.2 The MO's allocations follow the criteria	27	21%	5	16%	7	38%	15	10%
KPI 7	The MO engages in results-based budgeting								
MI	7.1 Financial allocations are linked to results.	5	16%	5	16%	--	--		
MI	7.2 Expenditures are linked to results.	18	16%	8	26%	--	--	10	7%
KPI 8	The MO has policies and processes for financial accountability (audits, risk management, anti-corruption)								
MI	8.5 Internal financial audit processes are used to provide management / governing bodies with credible information	6	19%	6	19%	--	--	--	--
MI	8.6 The MO's procurement and contract management processes for the provision of services or goods are effective	18	20%	--	--	7	32%	11	8%
KPI 9	Performance information on results is used by the MO for:								
MI	9.1 Revising and adjusting policies	4	13%	4	13%	--	--	--	--
MI	9.2 Planning new interventions	11	17%	--	--	3	28%	8	6%
MI	9.3 "Unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	41	39%	--	--	9	56%	32	21%
MI	9.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	6	19%	6	19%	--	--	--	--
KPI 11	Country / regional programming processes are performance oriented								

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	11.1 Prior to approval, new initiatives are subject to benefits/impact analysis (economic, social, etc)	9	29%	9	29%	--	--	--	--
KPI 12	The MO delegates decision-making authority (to the country or other levels)								
MI	12.2 New aid programs / projects can be approved locally within a budget cap.	23	27%	--	--	6	43%	17	11%
MI	12.3 Staff deployment in country is adequate for the development of effective country level partnerships	11	5%	--	--	1	3%	10	7%

III- Relationship Management

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 13	The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans								
MI	13.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	16	11%	--	--	3	14%	13	7%
KPI 14	The MO's procedures take into account local conditions and capacities								
MI	14.1 The procedures of the MO can be easily understood and completed by direct partners	24	25%	--	--	6	37%	18	13%
MI	14.2 The length of time for completing MO procedures does not have a negative effect on implementation	23	28%	--	--	7	46%	16	11%
MI	14.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	31	15%	--	--	4	12%	27	19%
MI	14.4 The MO has operational flexibility in the way it implements programmes / projects and deals with budget issues (during implementation).	18	8%	--	--	2	6%	16	10%
KPI 15	The MO uses country systems for disbursement and operations								
MI	15.2 The MO uses country's financial systems as a first option for its operations (i.e. procurement and public financial management, etc)	35	35%	--	--	7	52%	28	19%
MI	15.3 The MO uses the country's non-financial systems (e.g. monitoring and evaluation) as a first option for its operations	39	30%	--	--	6	38%	33	23%
MI	15.4 The MO avoids parallel implementation structures	39	20%	--	--	3	15%	36	26%

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	15.5 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	56	27%	--	--	4	18%	52	36%
KPI 16	The MO adds value to policy dialogue with its direct partners								
MI	16.1 The MO has a reputation among its stakeholders for high quality, valued policy dialogue inputs	20	10%	2	6%	2	12%	16	12%
MI	16.2 The MO's policy dialogue is undertaken in a manner which respects direct partner views and perspectives	26	22%	8	26%	4	32%	14	10%
KPI 17	The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate								
MI	17.1 The extent to which the MO engages in joint planning, programming, monitoring and reporting	16	19%	--	--	5	32%	11	7%
MI	17.2 The extent to which MO technical cooperation is disbursed through coordinated programs.	13	14%	--	--	4	23%	9	5%

IV- Knowledge Management

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI 18	The MO consistently evaluates its delivery and external results								
MI	18.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	4	13%	4	13%	--	--	--	--
MI	18.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	7	23%	7	23%	--	--	--	--
MI	18.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	13	26%	--	--	8	48%	5	4%
KPI 19	The MO presents performance information on its effectiveness								
MI	19.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	2	6%	2	6%	--	--	--	--
MI	19.3 Reports against its organisation-wide strategy, including expected management and development results	2	6%	2	6%	--	--	--	--
MI	19.4 Reports against its aid effectiveness commitments (e.g. Paris Declaration/Busan) using indicators and country targets	5	16%	5	16%	--	--	--	--
KPI 20	The MO encourages identification, documentation and dissemination of lessons learned and/or best practices								
MI	20.1 Reports on lessons learned based on performance information	5	16%	5	16%	--	--	--	--
MI	20.2 Learning opportunities are organised to share lessons at all levels of the organisation	10	32%	10	32%	--	--	--	--

Development Results Component

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
KPI A	Extent of MO progress towards its organisation-wide/institutional results								
MI	A1 Natural resources - land, water, energy and biodiversity	4	13%	4	13%	--	--	--	--
MI	A2 Climate change adaptation and mitigation	1	3%	1	3%	--	--	--	--
MI	A3 Improved agricultural technologies and effective production services	1	3%	1	3%	--	--	--	--
MI	A4 Broad range of inclusive financial services	1	3%	1	3%	--	--	--	--
MI	A5 Integration of poor rural people within value chains	2	6%	2	6%	--	--	--	--
MI	A6 Rural enterprises development and non-farm employment opportunities	--	--	--	--	--	--	--	--
Sub-MI	i) IFAD has effectively contributed to developing rural enterprises in borrowing countries.	2	6%	2	6%	--	--	--	--
Sub-MI	ii) IFAD has effectively contributed to developing non-farm employment opportunities in borrowing countries.	7	23%	7	23%	--	--	--	--
MI	A7 Technical and vocational skills development	6	19%	6	19%	--	--	--	--
MI	A8 Support to rural producers' organisations	2	6%	2	6%	--	--	--	--
MI	A9 Promotion of gender equality and women's empowerment	2	6%	2	6%	--	--	--	--
MI	A10 Resilience of household food security and nutrition	1	3%	1	3%	--	--	--	--
MI	A11 Support to poverty reduction	1	3%	1	3%	--	--	--	--
KPI B	Ethiopia: Extent of MO contributions to country-level goals and priorities								
MI	B1 Enhancing household incomes and food security.	1	3%	--	--	0	0%	1	5%

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	B2 Improving sustainable land management and ecosystem integrity.	3	8%	--	--	0	0%	3	15%
MI	B3 Increasing resilience of Ethiopian pastoralists to external shocks.	6	15%	--	--	0	0%	6	30%
MI	B4 Developing a sustainable farmer-owned and managed model of small-scale irrigated agriculture.	2	5%	--	--	0	0%	2	10%
MI	B5 Improving effectiveness and efficiency of agricultural output marketing.	1	3%	--	--	0	0%	1	5%
MI	B6 Providing rural households with increased access to a range of financial services.	2	5%	--	--	0	0%	2	10%
MI	B7 Promoting gender equality and women's empowerment.	4	33%	--	--	1	50%	3	15%
KPI C	MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	1	3%	--	--	0	0%	1	5%
MI	C2 The MO provides innovative solutions for development challenges in the country	2	5%	--	--	0	0%	2	10%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	3%	--	--	0	0%	1	5%
KPI B	Guatemala: Extent of MO contributions to country-level goals and priorities								
MI	B1 Increasing incomes and employment for the rural poor.	2	52%	--	--	1	100%	1	5%
MI	B2 Promoting better linkages to production chains for the rural poor.	1	3%	--	--	0	0%	1	5%
MI	B3 Promoting greater markets access for the rural poor.	1	3%	--	--	0	0%	1	5%

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	B4 Improving the level of education and technical / management skills of the rural poor.	1	3%	--	--	0	0%	1	5%
MI	B5 Incorporating the rural poor in decentralized development structures.	1	3%	--	--	0	0%	1	5%
MI	B6 Promoting the inclusion of rural poor women in the local economy.	1	3%	--	--	0	0%	1	5%
KPI C	MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	1	3%	--	--	0	0%	1	5%
MI	C2 The MO provides innovative solutions for development challenges in the country	1	3%	--	--	0	0%	1	5%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	3%	--	--	0	0%	1	5%
KPI B	Indonesia: Extent of MO contributions to country-level goals and priorities								
MI	B1 Sustaining the growth of economic activities	1	2%	--	--	0	0%	1	4%
MI	B2 Improvement of natural resource management	4	7%	--	--	0	0%	4	14%
MI	B3 Increasing household incomes for poor households involved in fisheries and marine activities	3	28%	--	--	1	50%	2	7%
MI	B4 Building capacity of rural people to engage in local policy and programming processes	2	4%	--	--	0	0%	2	7%
MI	B5 Promotion of gender equality and women's empowerment	1	2%	--	--	0	0%	1	4%
MI	B6 Improvement of household food security and nutrition	0	0%	--	--	0	0%	0	0%
KPI C	MO objectives and programme of work are relevant to major stakeholders								

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	C1 The activities of the MO respond to key development priorities of the country	0	0%	--	--	0	0%	0	0%
MI	C2 The MO provides innovative solutions for development challenges in the country	3	5%	--	--	0	0%	3	11%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	1	2%	--	--	0	0%	1	4%
KPI B	Mozambique: Extent of MO contributions to country-level goals and priorities								
MI	B1 Increasing returns from fish sales for artisanal fishers	7	36%	--	--	3	50%	4	22%
MI	B2 Increasing returns from fish sales for small market operators	8	39%	--	--	3	50%	5	28%
MI	B3 Increasing returns to smallholder farmers from increased production volumes and quality	3	14%	--	--	1	17%	2	11%
MI	B4 Improving small-scale farmers' access to agricultural markets and value chains	4	17%	--	--	1	17%	3	17%
MI	B5 Developing more efficient market intermediaries and partnerships to stimulate increased agricultural production.	3	14%	--	--	1	17%	2	11%
MI	B6 Creating a conducive policy and legislative framework for the development of rural financial services	4	22%	--	--	2	33%	2	11%
MI	B7 Creating an appropriate institutional environment for the development of rural financial services.	2	11%	--	--	1	17%	1	6%
MI	B8 Increasing the availability of and access to appropriate and sustainable financial services in rural areas	2	11%	--	--	1	17%	1	6%
MI	B9 Promotion of gender equality and women's empowerment	3	8%	--	--	0	0%	3	17%

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	B10 Improvement of household food security and nutrition	3	14%	--	--	1	17%	2	11%
KPI C	MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	0	0%	--	--	0	0%	0	0%
MI	C2 The MO provides innovative solutions for development challenges in the country	0	0%	--	--	0	0%	0	0%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	0	0%	--	--	0	0%	0	0%
KPI B	Pakistan: Extent of MO contributions to country-level goals and priorities								
MI	B1 Enhancing the employment potential of the rural poor.	3	27%	--	--	1	50%	2	5%
MI	B2 Increasing agricultural productivity and production	4	29%	--	--	1	50%	3	7%
MI	B3 Giving the rural poor greater access to financial services	2	26%	--	--	1	50%	1	2%
MI	B4 Increasing incomes of poor rural households	4	29%	--	--	1	50%	3	7%
MI	B5 Promotion of gender equality and women's empowerment	2	26%	--	--	1	50%	1	2%
KPI C	MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	3	27%	--	--	1	50%	2	5%
MI	C2 The MO provides innovative solutions for development challenges in the country	4	29%	--	--	1	50%	3	7%

		Total		HQ		CO		DP	
		N#	%DK	N#	%DK	N#	%DK	N#	%DK
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4	29%	--	--	1	50%	3	7%
KPI B	Vietnam: Extent of MO contributions to country-level goals and priorities								
MI	B1 Sustained economic participation of ethnic minority and poor rural households	2	20%	--	--	2	40%	0	0%
MI	B2 Improving agronomic and market conditions for food and cash crops	2	20%	--	--	2	40%	0	0%
MI	B3 Developing alternative value chains	2	20%	--	--	2	40%	0	0%
MI	B4 Improving the rural poor's ability to benefit from improved market participation.	2	20%	--	--	2	40%	0	0%
MI	B5 Establishing a framework for sustainable agro-forestry development	3	30%	--	--	3	60%	0	0%
MI	B6 Promotion of gender equality and women's empowerment	1	10%	--	--	1	20%	0	0%
KPI C	MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	1	10%	--	--	1	20%	0	0%
MI	C2 The MO provides innovative solutions for development challenges in the country	2	20%	--	--	2	40%	0	0%
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	2	20%	--	--	2	40%	0	0%

Appendix V KPI and MI Data by Performance Area

Mean Score: calculation of mean scores includes the application of weighting factors to the respondent sample as follows:

- a) equal weight is given to the views of each of the three respondent groups;
- b) equal weight is given to each of the countries where the survey took place;
- c) equal weight is given to respondent groups within each country where the survey took place

However, the base is un-weighted.²⁸ Total – includes all respondents. “--” indicates that the question was not asked among a particular respondent group

Strong (4.5-5.49)
Adequate (3.5-4.49)

I- Strategic Management

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
<i>Base (un-weighted)</i>		193	31	18	144	193	31	18	144
KPI 1	The Multilateral Organisation's (MO) Executive Management provides direction for the achievement of external / beneficiary focused results	4.55	4.60	4.31	4.58	0.80	0.77	0.86	1.01
MI	1.1 The MO has a value system that supports a results-orientation and a direct partner focus.	4.54	4.68	4.31	4.58	0.91	0.82	0.86	1.01
Sub-MI	i) IFAD's institutional culture reinforces a focus on results.	4.56	4.69	4.33	4.60	0.87	0.73	0.81	1.00
Sub-MI	ii) IFAD's institutional culture is direct partner-focused.	4.52	4.67	4.29	4.55	0.96	0.91	0.90	1.01
MI	1.2 The MO Executive Management shows leadership on results management.	4.67	4.67	--	--	0.78	0.78	--	--
MI	1.3 The MO promotes an organisation-wide policy on results management	4.46	4.46	--	--	0.71	0.71	--	--
KPI 2	The MO's corporate strategies and plans are focused on the achievement of results	5.29	5.29	--	--	0.61	0.61	--	--

²⁸ For a description of weighting, please see the Methodology in Appendix I.

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
		193	31	18	144	193	31	18	144
Base (un-weighted)									
MI	2.1 The MO's corporate/organisation-wide strategy is based on a clear definition of mandate	--	--	--	--	--	--	--	--
Sub-MI	i) IFAD has a clear mandate.	5.48	5.48	--	--	0.67	0.67	--	--
Sub-MI	ii) IFAD's organisation-wide strategy (Strategic Framework 2011-2015) is aligned with the mandate.	5.10	5.10	--	--	0.54	0.54	--	--
KPI 4	The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments	4.50	4.43	4.31	4.72	0.91	0.83	0.86	0.95
MI	4.1 Gender equality	4.40	4.23	4.18	4.77	1.00	0.93	1.08	0.91
MI	4.2 Environment	4.54	4.66	4.46	4.50	0.86	0.81	0.89	0.89
MI	4.3 Good governance	4.31	4.10	3.98	4.74	0.83	0.61	0.67	0.94
MI	4.4 Human rights-based approaches	4.35	4.22	4.05	4.68	0.98	0.92	0.91	0.99
MI	4.5 Household strategies to improve food security and nutrition	4.91	4.93	4.88	4.92	0.88	0.90	0.72	1.00
KPI 5	The MO's country strategy is results-focused	4.38	--	4.21	4.52	1.04	--	0.85	1.11
MI	5.1 Results frameworks link results at project, program, sector, and country levels	4.23	--	3.91	4.54	1.11	--	1.06	1.08
MI	5.2 Frameworks include indicators at project, program, sector, and country levels	4.42	--	4.42	4.42	0.92	--	0.65	1.09
MI	5.3 Statements of expected results are consistent with those in the national development strategies	4.61	--	4.70	4.54	0.95	--	0.63	1.13
MI	5.4 Statements of expected results are developed through consultation with direct partners and beneficiaries	4.28	--	3.86	4.62	1.38	--	1.47	1.22
MI	5.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, good governance, human rights-based approaches, etc	4.34	--	4.16	4.49	0.85	--	0.46	1.04

II- Operational Management

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
<i>Base (un-weighted)</i>		193	31	18	144	193	31	18	144
KPI 6	The MO makes transparent and predictable aid allocation decisions	4.54	4.82	4.18	4.51	0.93	0.86	0.59	1.09
MI	6.1 The MO's criteria for allocating funding are publicly available.	4.42	4.75	3.99	4.38	1.00	0.96	0.70	1.11
MI	6.2 The MO's allocations follow the criteria	4.66	4.88	4.37	4.64	0.86	0.76	0.49	1.07
KPI 7	The MO engages in results-based budgeting	4.48	4.34	--	4.72	0.97	0.88	--	1.02
MI	7.1 Financial allocations are linked to results.	4.46	4.46	--	--	0.98	0.98	--	
MI	7.2 Expenditures are linked to results.	4.50	4.22	--	4.72	0.95	0.79	--	1.02
KPI 8	The MO has policies and processes for financial accountability (audits, risk management, anti-corruption)	4.47	4.64	3.91	4.59	0.82	0.69	0.71	1.00
MI	8.5 Internal financial audit processes are used to provide management / governing bodies with credible information	4.64	4.64	--	--	0.69	0.69	--	--
MI	8.6 The MO's procurement and contract management processes for the provision of services or goods are effective	4.30	--	3.91	4.59	0.95	--	0.71	1.00
KPI 9	Performance information on results is used by the MO for:	4.41	4.45	4.23	4.44	0.84	0.72	0.68	1.08
MI	9.1 Revising and adjusting policies	4.37	4.37	--	--	0.62	0.62	--	--
MI	9.2 Planning new interventions	4.70	--	4.74	4.67	0.88	--	0.66	1.02
MI	9.3 "Unsatisfactory" investments, programs or projects from the previous fiscal year are subject to proactive management	4.03	--	3.72	4.21	1.02	--	0.70	1.13

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
Base (un-weighted)		193	31	18	144	193	31	18	144
MI	9.4 Evaluation recommendations reported to the Executive Committee/Board are acted upon by the responsible units	4.52	4.52	--	--	0.81	0.81	--	--
KPI 11	Country / regional programming processes are performance oriented	4.05	4.05	--	--	0.83	0.83	--	--
MI	11.1 Prior to approval, new initiatives are subject to benefits/impact analysis (economic, social, etc)	4.05	4.05	--	--	0.83	0.83	--	--
KPI 12	The MO delegates decision-making authority (to the country or other levels)	3.51	--	2.80	4.10	1.46	--	1.39	1.25
MI	12.2 New aid programs / projects can be approved locally within a budget cap.	3.73	--	3.01	4.19	1.50	--	1.56	1.27
MI	12.3 Staff deployment in country is adequate for the development of effective country level partnerships	3.29	--	2.59	4.01	1.42	--	1.22	1.23

III- Relationship Management

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
		193	31	18	144	193	31	18	144
Base (un-weighted)									
KPI 13	The MO coordinates and directs its programming (including capacity building) at the country level in support of agreed national plans or partner plans	4.51	--	4.52	4.49	0.91	--	0.91	0.93
MI	13.1 Extent to which MO supported funding proposals have been fully designed and developed with the national government or direct partners, rather than conceptualised or initiated by MO itself	4.51	--	4.52	4.49	0.91	--	0.91	0.93
KPI 14	The MO's procedures take into account local conditions and capacities	4.03	--	3.79	4.22	0.94	--	0.78	1.02
MI	14.1 The procedures of the MO can be easily understood and completed by direct partners	4.28	--	4.02	4.48	0.89	--	0.66	0.99
MI	14.2 The length of time for completing MO procedures does not have a negative effect on implementation	3.93	--	3.62	4.11	1.00	--	0.95	0.99
MI	14.3 The MO has the operational agility to respond quickly to changing circumstances on the ground	3.83	--	3.61	4.06	0.98	--	0.87	1.04
MI	14.4 The MO has operational flexibility in the way it implements programmes / projects and deals with budget issues (during implementation).	4.06	--	3.89	4.24	0.89	--	0.63	1.08
KPI 15	The MO uses country systems for disbursement and operations	4.13	--	3.89	4.38	1.08	--	1.10	0.98
MI	15.2 The MO uses country's financial systems as a first option for its operations (i.e. procurement and public financial management, etc)	4.47	--	4.47	4.47	0.92	--	0.86	0.96
MI	15.3 The MO uses the country's non-financial systems (e.g. monitoring and evaluation) as a first option for its operations	3.80	--	3.33	4.17	1.22	--	1.37	0.94
MI	15.4 The MO avoids parallel implementation structures	4.07	--	3.88	4.29	1.03	--	0.97	1.06

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
		193	31	18	144	193	31	18	144
Base (un-weighted)									
MI	15.5 The extent to which the MO has promoted a mutual assessment of progress in implementing agreed partnership commitments (mutual accountability)	4.20	--	3.89	4.60	1.14	--	1.19	0.95
KPI 16	The MO adds value to policy dialogue with its direct partners	4.17	4.35	3.58	4.54	1.15	0.78	1.34	1.04
MI	16.1 The MO has a reputation among its stakeholders for high quality, valued policy dialogue inputs	3.89	4.14	3.04	4.47	1.36	0.98	1.51	1.14
MI	16.2 The MO's policy dialogue is undertaken in a manner which respects direct partner views and perspectives	4.45	4.57	4.12	4.60	0.94	0.58	1.17	0.94
KPI 17	The MO harmonises arrangements and procedures with other programming partners (donors, development banks, UN agencies, etc) as appropriate	4.09	--	3.37	4.64	1.35	--	1.39	1.03
MI	17.1 The extent to which the MO engages in joint planning, programming, monitoring and reporting	4.03	--	3.20	4.65	1.51	--	1.67	1.02
MI	17.2 The extent to which MO technical cooperation is disbursed through coordinated programs.	4.15	--	3.55	4.62	1.20	--	1.10	1.05

IV- Knowledge Management

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
		193	31	18	144	193	31	18	144
Base (un-weighted)									
KPI 18	The MO consistently evaluates its delivery and external results	4.79	5.00	3.97	4.60	0.89	0.82	0.86	1.08
MI	18.1 The MO has a structurally independent evaluation unit within its organisational structure that reports to its Executive Management or Board	5.33	5.33	--	--	0.78	0.78	--	--

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
Base (un-weighted)		193	31	18	144	193	31	18	144
MI	18.4 Evaluation findings are used to inform decisions on programming, policy, and strategy	4.67	4.67	--	--	0.86	0.86	--	--
MI	18.5 Direct beneficiaries and stakeholder groups are involved in evaluation processes	4.38	--	3.97	4.60	1.05		0.86	1.08
KPI 19	The MO presents performance information on its effectiveness	4.41	4.41	--	--	0.78	0.78	--	--
MI	19.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	4.72	4.72	--	--	0.79	0.79	--	--
MI	19.3 Reports against its organisation-wide strategy, including expected management and development results	4.55	4.55	--	--	0.73	0.73	--	--
MI	19.4 Reports against its aid effectiveness commitments (e.g. Paris Declaration/Busan) using indicators and country targets	3.96	3.96	--	--	0.82	0.82	--	--
KPI 20	The MO encourages identification, documentation and dissemination of lessons learned and/or best practices	4.12	4.12	--	--	0.74	0.74	--	--
MI	20.1 Reports on lessons learned based on performance information	4.38	4.38	--	--	0.69	0.69	--	--
MI	20.2 Learning opportunities are organised to share lessons at all levels of the organisation	3.86	3.86	--	--	0.78	0.78	--	--

Development Results Component

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
		193	31	18	144	193	31	18	144
<i>Base (un-weighted)</i>									
KPI A	Evidence of the extent of MO progress towards its organisation-wide/institutional results								
MI	A1 Natural resources - land, water, energy and biodiversity	4.48	4.48	--	--	0.75	0.75	--	--
MI	A2 Climate change adaptation and mitigation	4.23	4.23	--	--	0.93	0.93	--	--
MI	A3 Improved agricultural technologies and effective production services	4.73	4.73	--	--	0.58	0.58	--	--
MI	A4 Broad range of inclusive financial services	4.47	4.47	--	--	0.77	0.77	--	--
MI	A5 Integration of poor rural people within value chains	4.79	4.79	--	--	0.85	0.85	--	--
MI	A6 Rural enterprises development and non-farm employment opportunities	--	--	--	--	--	--	--	--
Sub-MI	i) IFAD has effectively contributed to developing rural enterprises in borrowing countries.	4.48	4.48	--	--	0.78	0.78	--	--
Sub-MI	ii) IFAD has effectively contributed to developing non-farm employment opportunities in borrowing countries.	4.04	4.04	--	--	0.68	0.68	--	--
MI	A7 Technical and vocational skills development	4.28	4.28	--	--	0.73	0.73	--	--
MI	A8 Support to rural producers' organisations	4.86	4.86	--	--	0.78	0.78	--	--
MI	A9 Promotion of gender equality and women's empowerment	4.34	4.34	--	--	0.71	0.71	--	--
MI	A10 Resilience of household food security and nutrition	4.53	4.53	--	--	0.72	0.72	--	--
MI	A11 Support to poverty reduction	4.67	4.67	--	--	0.70	0.70	--	--
KPI B	Ethiopia: Extent of MO contributions to country-level goals and priorities								
MI	B1 Enhancing household incomes and food security.	4.67	--	4.50	4.84	0.54	--	0.52	0.51

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
Base (un-weighted)		193	31	18	144	193	31	18	144
MI	B2 Improving sustainable land management and ecosystem integrity.	4.22	--	4.00	4.47	0.96	--	1.05	0.82
MI	B3 Increasing resilience of Ethiopian pastoralists to external shocks.	3.97	--	3.50	4.64	0.84	--	0.52	0.77
MI	B4 Developing a sustainable farmer-owned and managed model of small-scale irrigated agriculture.	4.68	--	4.50	4.89	0.78	--	0.52	0.99
MI	B5 Improving effectiveness and efficiency of agricultural output marketing.	3.67	--	3.00	4.37	1.19	--	1.05	0.92
MI	B6 Providing rural households with increased access to a range of financial services.	4.24	--	3.50	5.06	1.06	--	0.52	0.89
MI	B7 Promoting gender equality and women's empowerment.	4.30	--	4.00	4.47	0.68	--	0.00	0.82
KPI C	Ethiopia: MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	5.23	--	5.00	5.47	0.49	--	0.00	0.63
MI	C2 The MO provides innovative solutions for development challenges in the country	4.18	--	3.50	4.94	1.05	--	0.52	0.96
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.46	--	4.00	4.95	0.65	--	0.00	0.64
KPI B	Guatemala: Extent of MO contributions to country-level goals and priorities								
MI	B1 Increasing incomes and employment for the rural poor.	4.22	--	--	4.22	1.03	--	--	1.03
MI	B2 Promoting better linkages to production chains for the rural poor.	4.14	--	4.00	4.28	0.80	--	0.00	1.16
MI	B3 Promoting greater markets access for the rural poor.	4.11	--	4.00	4.22	0.79	--	0.00	1.14

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
		193	31	18	144	193	31	18	144
Base (un-weighted)									
MI	B4 Improving the level of education and technical / management skills of the rural poor.	4.14	--	4.00	4.28	0.87	--	0.00	1.26
MI	B5 Incorporating the rural poor in decentralized development structures.	3.52	--	3.00	4.06	0.97	--	0.00	1.19
MI	B6 Promoting the inclusion of rural poor women in the local economy.	3.65	--	3.00	4.33	1.02	--	0.00	1.11
KPI C	Guatemala: MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	4.14	--	4.00	4.28	0.76	--	0.00	1.10
MI	C2 The MO provides innovative solutions for development challenges in the country	4.05	--	4.00	4.11	0.72	--	0.00	1.05
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3.92	--	4.00	3.83	0.87	--	0.00	1.28
KPI B	Indonesia: Extent of MO contributions to country-level goals and priorities								
MI	B1 Sustaining the growth of economic activities	2.97	--	2.00	3.96	1.37	--	1.04	0.87
MI	B2 Improvement of natural resource management	2.93	--	2.00	4.00	1.40	--	1.04	0.90
MI	B3 Increasing household incomes for poor households involved in fisheries and marine activities	4.20	--	4.00	4.31	0.83	--	0.00	1.03
MI	B4 Building capacity of rural people to engage in local policy and programming processes	3.08	--	2.00	4.23	1.45	--	1.04	0.78
MI	B5 Promotion of gender equality and women's empowerment	3.93	--	3.50	4.37	0.89	--	0.52	0.98
MI	B6 Improvement of household food security and nutrition	3.66	--	3.00	4.32	1.17	--	1.04	0.92

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
<i>Base (un-weighted)</i>		193	31	18	144	193	31	18	144
KPI C	Indonesia: MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	4.48	--	4.50	4.46	0.64	--	0.52	0.76
MI	C2 The MO provides innovative solutions for development challenges in the country	3.02	--	2.00	4.16	1.45	--	1.04	0.87
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	3.49	--	3.00	4.00	1.11	--	1.04	0.98
KPI B	Mozambique: Extent of MO contributions to country-level goals and priorities								
MI	B1 Increasing returns from fish sales for artisanal fishers	5.17	--	5.00	5.29	0.50	--	0.00	0.62
MI	B2 Increasing returns from fish sales for small market operators	4.55	--	4.00	4.92	0.75	--	0.00	0.78
MI	B3 Increasing returns to smallholder farmers from increased production volumes and quality	4.87	--	4.80	4.94	0.72	--	0.79	0.69
MI	B4 Improving small-scale farmers' access to agricultural markets and value chains	4.83	--	4.80	4.87	0.70	--	0.79	0.65
MI	B5 Developing more efficient market intermediaries and partnerships to stimulate increased agricultural production.	4.68	--	4.40	4.94	0.92	--	1.07	0.69
MI	B6 Creating a conducive policy and legislative framework for the development of rural financial services	4.89	--	5.00	4.81	1.04	--	1.07	1.06
MI	B7 Creating an appropriate institutional environment for the development of rural financial services.	4.88	--	4.80	4.94	0.98	--	1.03	0.98

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
Base (un-weighted)		193	31	18	144	193	31	18	144
MI	B8 Increasing the availability of and access to appropriate and sustainable financial services in rural areas	4.75	--	4.80	4.71	0.99	--	1.03	1.00
MI	B9 Promotion of gender equality and women's empowerment	4.36	--	4.00	4.80	0.94	--	0.85	0.88
MI	B10 Improvement of household food security and nutrition	4.94	--	4.80	5.06	0.58	--	0.42	0.69
KPI C	Mozambique: MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	5.39	--	5.50	5.28	0.65	--	0.52	0.76
MI	C2 The MO provides innovative solutions for development challenges in the country	4.89	--	4.83	4.94	0.71	--	0.72	0.74
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.67	--	4.33	5.00	0.96	--	0.98	0.85
KPI B	Pakistan: Extent of MO contributions to country-level goals and priorities								
MI	B1 Enhancing the employment potential of the rural poor.	4.33	--	4.00	4.50	0.84	--	0.00	1.00
MI	B2 Increasing agricultural productivity and production	4.25	--	4.00	4.38	0.78	--	0.00	0.95
MI	B3 Giving the rural poor greater access to financial services	4.71	--	5.00	4.56	0.97	--	0.00	1.18
MI	B4 Increasing incomes of poor rural households	4.58	--	5.00	4.36	0.77	--	0.00	0.88
MI	B5 Promotion of gender equality and women's empowerment	4.57	--	5.00	4.34	1.04	--	0.00	1.23
KPI C	Pakistan: MO objectives and programme of work are relevant to major stakeholders								

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
		193	31	18	144	193	31	18	144
Base (un-weighted)									
MI	C1 The activities of the MO respond to key development priorities of the country	4.69	--	5.00	4.53	0.79	--	0.00	0.94
MI	C2 The MO provides innovative solutions for development challenges in the country	4.47	--	4.00	4.72	0.95	--	0.00	1.11
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.17	--	4.00	4.26	0.93	--	0.00	1.15
KPI B	Viet Nam: Extent of MO contributions to country-level goals and priorities								
MI	B1 Sustained economic participation of ethnic minority and poor rural households	5.05	--	4.33	5.47	0.76	--	0.51	0.52
MI	B2 Improving agronomic and market conditions for food and cash crops	5.02	--	4.67	5.24	0.79	--	1.02	0.57
MI	B3 Developing alternative value chains	4.97	--	4.33	5.35	0.92	--	1.02	0.62
MI	B4 Improving the rural poor's ability to benefit from improved market participation.	4.86	--	4.33	5.18	0.66	--	0.51	0.54
MI	B5 Establishing a framework for sustainable agro-forestry development	4.94	--	4.50	5.12	0.77	--	0.57	0.79
MI	B6 Promotion of gender equality and women's empowerment	4.75	--	4.00	5.35	0.99	--	0.75	0.71
KPI C	Viet Nam: MO objectives and programme of work are relevant to major stakeholders								
MI	C1 The activities of the MO respond to key development priorities of the country	5.09	--	4.75	5.35	0.67	--	0.46	0.71
MI	C2 The MO provides innovative solutions for development challenges in the country	4.69	--	3.67	5.29	1.02	--	0.51	0.70

		Mean Scores				Standard Deviation			
		Total	HQ	CO	DP	Total	HQ	CO	DP
Base (un-weighted)		193	31	18	144	193	31	18	144
MI	C3 The MO adjusts its strategies and objectives according to the changing needs and priorities of the country	4.54	--	3.67	5.06	0.96	--	0.51	0.76

Appendix VI Document Review Ratings, Criteria and Evidence by KPI and MI

PERFORMANCE AREA I – STRATEGIC MANAGEMENT

KPI 1. The MO provides direction for the achievement of external/beneficiary focused results.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 1.3 The MO promotes an organisation-wide policy on results management	An organisation-wide policy, strategy, framework, or plan that describes the nature and role of results based management (RBM) and/or management for development results (MfDR) in the organisation is corporately approved (alternatively, the approach to RBM/MfDR may be described in the context of a strategic plan and further operationalised through other documents).	Met	<p>Results Measurement Framework 2013-2015 http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf</p> <p>A Management for Development Results Approach (IFAD website) http://www.ifad.org/actionplan/index.htm</p>
	The MO has guidelines on RBM/MfDR, either in hard copies or online.	Met	<p>Results and Impact Management System (RIMS) Handbook - First and Second Level Results HTTP://WWW.IFAD.ORG/OPERATIONS/RIMS/HANDBOOK/E.PDF</p> <p>Results and Impact Management System (RIMS) Handbook – Practical Guidance for Impact Surveys HTTP://WWW.IFAD.ORG/OPERATIONS/RIMS/GUIDE/E/PART1_E.PDF</p> <p>IFAD website: “Results and impact management system”</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			HTTP://WWW.IFAD.ORG/OPERATIONS/RIMS/INDEX.HTM
	The MO provides opportunities for capacity building of staff on RBM/ MfDR.	Met	IFAD website Interview with M. Gehringer, March 26, 2013 at IFAD headquarters (Rome) IFAD Learning and Development Strategy (May 2012) (<i>**internal document **</i>)
	There is evidence (e.g. in the policy itself, in the MO's general reform agenda, etc.) that the MO reviews its policy on RBM/MfDR to ensure its adequate implementation.	Met	Results Measurement Framework 2013-2015: http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf Report of the Consultation on the Ninth Replenishment of IFAD's Resources (GC-35-L.4) https://webapps.ifad.org/members/gc/35/docs/GC-35-L-4.pdf Corporate-level evaluation of IFAD's institutional efficiency and efficiency of IFAD-assisted operations (CLEE) https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
	There is evidence that the MO holds its partners accountable for results-based management (e.g. proposal and report formats require results-based formulations) .	Met	IFAD, Office of Evaluation, Evaluation Manual, April 2009 (page 23) http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf IFAD "A Guide for Project M&E – Section 3" http://www.ifad.org/evaluation/guide/3/3.htm Procedures for financing from the Grant programme http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-28.pdf IFAD website: Finance and Administration Department http://www.ifad.org/governance/internal/fad.htm Corporate-level evaluation of IFAD's efficiency (2013) https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
Overall Score MI 1.3		Very strong (6)	

KPI 2. The MO's corporate/organisation-wide strategies and plans are clearly focused on the mandate

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 2.1 The MO's organisation-wide strategy is based on a clear definition of mandate	The necessary periodic revisions of the MO mandate are made so it has continuing relevance.	Met	IFAD "Who we are" http://www.ifad.org/governance/index.htm
	The organisational strategic plan articulates goals & focus priorities.	Met	IFAD Strategic Framework 2011-2015 HTTP://WWW.IFAD.ORG/SF/STRATEGIC_E.PDF IFAD Medium Term Plan 2011-2013 : HTTP://WWW.IFAD.ORG/GBDOCS/EB/102/E/EB-2011-102-R-32.PDF
	The organisational strategic plan gives a clear indication of how the MO will implement the mandate in a certain period.	Met	IFAD Strategic Framework 2011-2015 http://www.ifad.org/sf/strategic_e.pdf IFAD Medium Term Plan 2011-2013 : HTTP://WWW.IFAD.ORG/GBDOCS/EB/102/E/EB-2011-102-R-32.PDF
	(If criteria two and three are met) there is an implicit link, between these goals and focus priorities to the organisation's mandate/articles of agreement.	Met	IFAD Strategic Framework 2011-2015 http://www.ifad.org/sf/strategic_e.pdf Agreement establishing the International Fund for Agricultural Development: http://www.ifad.org/pub/basic/agree/e/!01agree.pdf
	(If criteria two and three are met) there is an explicit link between these goals and focus priorities to the organisation's mandate/articles of agreement.	Met	IFAD Strategic Framework 2011-2015 http://www.ifad.org/sf/strategic_e.pdf Agreement establishing the International Fund for Agricultural Development: http://www.ifad.org/pub/basic/agree/e/!01agree.pdf
Overall Score MI 2.1		Very Strong (6)	

KPI 3. The MO's corporate strategies and plans are focused on the achievement of results.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 3.1 Organisation-wide plans and strategies contain frameworks of expected management and development results.	A corporate management results framework (MRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	Results Measurement Framework 2013-2015 http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf Update on IFAD's Accountability Framework (April 2013) EB 2013/208/R.14
	A development results framework (DRF) exists, either contained within the strategic plan or as a separate document which is referred to by the strategic plan.	Met	Results Measurement Framework 2013-2015 http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf
	(If either first or second criterion met) at least one results framework (MRF or DRF) contains both statements of outputs and expected outcomes.	Met	Results Measurement Framework 2013-2015 http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf
	(If third criterion met) in the same results framework as #3, all statements of results are appropriate to their results level (i.e., what are called outputs are actually outputs; what are	Not met	Results Measurement Framework 2013-2015 http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	called outcomes are actually outcomes).		
	(If most above criteria met) all above criteria are met for both MRF and DRF.	Not met	Results Measurement Framework 2013-2015 http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf
Overall Score MI 3.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 3.2 Results frameworks have causal links from outputs through to impacts / final outcomes.	At least one results framework exists at the organisation-wide level (i.e., MRF and/or DRF).	Met	Results Measurement Framework 2013-2015: http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf Report on IFAD's Development Effectiveness 2012 https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf Addendum to 2012 report: Comments of the Independent Office of Evaluation of IFAD https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1-Add-1.pdf
	(If first criterion is met) there is either an <i>implicit or explicit</i> description, in the DRF (or in the strategic plan), of the result chain – that is how the outputs in the results framework(s) are linked to the expected outcomes (i.e. there is no big leap from outputs to outcomes).	Met	ibidem
	In the DRF, there is a clear and logical	Not met	ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	progression from outcomes to impacts (i.e. there is no big leap from outcomes to impacts).		
	There is either an <i>implicit or explicit</i> description in the MRF of the results chain at the level of outputs and outcomes.	Met	ibidem
	(If first four criteria are met) there is a clear and logical progression from outcomes to impact in the MRF.	Not applicable	ibidem
Overall Score MI 3.2		Adequate (4)	

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
MI 3.3 Standard performance indicators are included in organisation-wide plans and strategies at a delivery (output) and development results level.	A development results framework exists at the organisation-wide level and contains adequate performance indicators at the outcome level and output level if necessary.	Not met	Results Measurement Framework http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf Results and Impact Measurement Handbook (RIMS Levels 1-2 = outputs and outcomes) http://www.ifad.org/operations/rims/handbook/e.pdf RIMS Guide (Level 3 = impacts)- Reporting on Impact Measurement http://www.ifad.org/operations/rims/guide/e/part1_e.pdf
	In the DRF, more than half of the	Met	Ibidem

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
	performance indicators are relevant to the results they are associated with in the framework(s).		
	In the DRF, more than half of the performance indicators are clear (i.e. it is clear what is to be measured).	Met	Ibidem
	In the DRF, more than half of all indicators (most likely at the outcome level) include targets with clear dates for achievement.	Met	Results Measurement Framework http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf Results and Impact Measurement Handbook (Levels 1-2) http://www.ifad.org/operations/rims/handbook/e.pdf RIMS Guide (Level 3)- Reporting on Impact Measurement http://www.ifad.org/operations/rims/guide/e/part1_e.pdf
	(All above criteria met) in both an MRF and DRF.	Not met	Ibidem
Overall Score MI 3.3		Adequate (4)	

KPI 4. The MO maintains focus on the cross-cutting priorities identified in its strategic framework, and/or based on its mandate and international commitments

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 4.1 Gender equality	The organisation has developed a policy or strategic framework on the mainstreaming	Met	IFAD Policy on Gender equality and women's empowerment http://www.ifad.org/gender/policy/gender_e.pdf IOE Comments on the IFAD Policy on Gender equality and women's empowerment

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	of gender.		https://webapps.ifad.org/members/eb/105/docs/Add-1-Rev-1.pdf
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of gender.	Met	IFAD Policy on Gender equality and women's empowerment http://www.ifad.org/gender/policy/gender_e.pdf Annual Report 2012 on IFAD Policy on Gender Equality and Women's Empowerment (attached to the RIDE 2012) https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming activities.	Not met	IFAD Policy on Gender Equality and Women's Empowerment http://www.ifad.org/gender/policy/gender_e.pdf Annual Report 2012 on IFAD Policy on Gender Equality and Women's Empowerment (attached to the RIDE 2012) https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf
	The organisation has functioning systems (organisational and programmatic) and relevant capacities (e.g. planning, human resources, budgeting, etc.) to ensure effective mainstreaming.	Met	IFAD's Performance with regard to Gender Equality and Women's Empowerment http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/gender.pdf IFAD Policy on Gender equality and women's empowerment http://www.ifad.org/gender/policy/gender_e.pdf Annual Report 2012 on IFAD Policy on Gender Equality and Women's Empowerment (attached to the RIDE 2012) https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf Interview with Clare Sambrook, Gender Advisor, Policy and Technical Advisory Division (PTA) on March 25 th , 2013 at IFAD headquarters
	The organisation has defined accountability mechanisms, both programmatic and operational, to ensure monitoring and continuous improvement of mainstreaming efforts.	Met	IFAD's Performance with regard to Gender Equality and Women's Empowerment http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/gender.pdf IFAD Policy on Gender equality and women's empowerment http://www.ifad.org/gender/policy/gender_e.pdf Annual Report 2012 on IFAD Policy on Gender Equality and Women's Empowerment (attached to the RIDE 2012) https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 4.1		Strong (5)	

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
MI 4.2 Environment	The organisation has undertaken a situation analysis and planning related to the mainstreaming of environmental issues	Met	Strategic Framework 2011-2015: http://www.ifad.org/sf/strategic_e.pdf IFAD's Environment and Natural Resource Management Policy (May 2011) http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-9.pdf IFAD's Environmental and Social Assessment Procedures http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-7.pdf Climate Change Strategy http://www.ifad.org/climate/strategy/e.pdf Proposal for a trust fund for the Adaptation for Smallholder Agriculture Programme https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-45.pdf ASAP web page http://www.ifad.org/climate/asap/
	The organisation has clearly defined roles and responsibilities with regard to the mainstreaming of environmental issues.	Met	Ibidem Description of the Adaptation for Smallholder Agriculture Programme http://www.ifad.org/climate/asap/note.pdf
	The organisation has carried out an expenditure review/costing and budgetary allocation for the implementation of mainstreaming activities.	Met	Ibidem IFAD's 2013 results-based programme of work and regular and capital budgets https://webapps.ifad.org/members/gc/36/docs/GC-36-L-8-Rev-1.pdf
	The organisation has	Met	Ibidem

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
	integrated institutional systems and associated capacities (e.g. policy, planning, human resources, budgeting, etc.) to ensure effective mainstreaming.		IFAD's 2013 results-based programme of work and regular and capital budgets https://webapps.ifad.org/members/gc/36/docs/GC-36-L-8-Rev-1.pdf
	The organisation has defined accountability mechanisms to ensure monitoring and continuous improvement of mainstreaming efforts (feedback loops).	Met	Ibidem
Overall Score MI 4.2		Very strong (6)	

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
MI 4.3 Good governance	The organisation-wide strategic plan identifies good governance as a cross-cutting priority or focus area	Not met	Strategic Framework 2011-2015 http://www.ifad.org/sf/strategic_e.pdf Medium-Term Plan - 2011- 2013 http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-32.pdf IFAD General Conditions for Agricultural Development Financing - Section 7.01 http://www.ifad.org/pub/basic/general/e/gencone.pdf The Structure and Operation of a Performance-Based Allocation System for IFAD (2003) -- Annex IV "Governance indicators" http://www.ifad.org/gbdocs/eb/79/e/EB-2003-79-R-2-REV-1.pdf IFAD website, Governance and Corruption http://www.ifad.org/operations/finance/governance.htm IFAD, Annual Report on Quality Assurance in IFAD's Projects and Programmes (2012) (EC 2012/74/W.P.4/Add.2)

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
			https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-4-Add-2.pdf
	(If the first criterion is met) the organisation has defined results related to good governance principles either in the organisation-wide strategic plan or in a separate policy document.	Not met	ibidem
	The organisation has a separate policy or strategy that describes how it promotes good governance in its programming.	Not met	ibidem
	There is evidence that the organisation supports good governance activities through the allocation of resources (financial, human, etc) as part of its programming (in reports to the Board, evaluations, etc.)	Met	IFAD General Conditions for Agricultural Development Financing - Section 7.01 http://www.ifad.org/pub/basic/general/e/gencone.pdf The Structure and Operation of a Performance-Based Allocation System for IFAD (2003) -- Annex IV "Governance indicators" http://www.ifad.org/gbdocs/eb/79/e/EB-2003-79-R-2-REV-1.pdf Update on the implementation of the Change and Reform Agenda http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-34-Rev-1.pdf
	An organisation-wide evaluation or review has been undertaken that documents progress in implementing the commitment to promoting good	Not met	

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
	governance.		
Overall Score MI 4.3		Weak (2)	

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
MI 4.4 Human rights-based approaches	The organisation-wide strategic plan identifies human rights as a priority or focus area.	Not met	Targeting Policy: Reaching the Rural Poor http://www.ifad.org/pub/policy/target/targeting_e.pdf
	(If the first criterion is met) The organisation has defined results related to principles of human rights either in the organisation-wide strategic plan or in a separate policy document.	N/A	
	The organisation has a separate policy or strategy that describes how it promotes human rights in its programming/operations.	Not met	
	There is evidence that the organisation supports human rights activities through the allocation of resources	Not met	

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
	(financial, human, etc.) as part of its approach to social inclusion (in reports to the Board, evaluations, etc.)		
	An organisation-wide evaluation or review has been undertaken that documents progress in implementing the commitment to promoting human rights.	Not met	
Overall Score MI 4.4		**White diamond**	

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
MI 4.5 Household strategies to improve food security and nutrition	The organisation-wide strategic plan identifies the improvement of food security and nutrition as a cross-cutting priority or a focus area.	Met	Strategic Framework 2011-2015: http://www.ifad.org/sf/strategic_e.pdf Medium-term plan 2011-2013 http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-32.pdf
	The organisation-wide strategic framework or another policy/strategy document contains results statements on improvement of food	Met	Results Measurement Framework 2013-2015 http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf RIDE 2012 https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf Targeting: Reaching the rural poor

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
	security and nutrition.		http://www.ifad.org/pub/policy/target/targeting_e.pdf
	The organisation has policy, strategy, and guidance in place to support activity for the improvement of food security and nutrition, either as a sector or as a cross-cutting theme.	Met	Strategic Framework 2011-2015: http://www.ifad.org/sf/strategic_e.pdf
	There is evidence (in the portfolio) that the MO supports the improvement of food security and nutrition.	Met	Viet Nam COSOP (2012): https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf Annual Portfolio Review 2012 https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-4-Annual-Review-of-Portfolio-Performance-2011-2012.pdf
	An organisation-wide evaluation or review has been undertaken and illustrates progress in implementing the commitment to promoting the improvement of food security and nutrition.	Not met	
Overall Score MI 4.5		Strong (5)	

KPI 5. The MO's country strategy is results-focused

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
MI 5.1 Results frameworks link results at project,	At least half of the countries surveyed have strategies that	Met	Country Strategic Opportunity Programmes (COSOP) a. Ethiopia COSOP: (2008)

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
programme, sector, and country levels	include statements of expected results articulated at output and outcome levels.		http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf b. Guatemala COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf c. Indonesia COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf d. Mozambique COSOP (2011): http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf e. Pakistan COSOP: (2009) http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf f. Viet Nam COSOP (2012): https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf
	(if first criterion is met) In more than half of the country strategies, almost all statements of results are appropriate to their results level (i.e., what are called outputs are actually outputs; what are called outcomes are actually outcomes).	Met	Ibidem
	(If first criterion is met) more than half of the COSOPs sampled explicitly link expected results of the MO's projects/programmes to the MO's expected results at country level.	Not met	Ibidem
	(If first criterion is met) at least two of	Met	Ibidem

Micro-Indicator	Criteria	Status of Criteria (met/not met)	Document consulted (Title and Hyperlink if available)
	the COSOPs sampled explicitly link expected results of the MO's sector strategies to the MO's expected results at country level.		
	(If all above criteria are met) All of the above criteria are met for all country strategies sampled.	Not met	Ibidem
Overall Score MI 5.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 5.2 Frameworks include indicators at project, programme, sector, and country levels	The majority (more than half) of the COSOPs/project logical frameworks sampled have the following characteristics: A set of performance indicators with data sources and data collection methods.	Not met	Country Strategic Opportunity Programmes (COSOP) a. Ethiopia COSOP: (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf b. Guatemala COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf c. Indonesia COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf d. Mozambique COSOP (2011): http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf e. Pakistan COSOP: (2009) http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf f. Viet Nam COSOP (2012): https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf
	More than half of the performance indicators are	Met	ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	<i>adequate</i> (i.e. provide a sufficient basis to assess performance).		
	More than half of the performance indicators are <i>clear</i> (i.e. it is clear what is to be measured).	Met	Ibidem
	More than half of the performance indicators are <i>relevant</i> to the results they are associated with in the COSOPs/project logical frameworks.	Met	Ibidem
	More than half of the performance indicators are <i>monitorable</i> (i.e. they have targets set for them and these targets are timebound).	Not met	Ibidem
Overall Score MI 5.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 5.3 Statements of expected results are consistent with those in the national development	At least half of the country strategies sampled contain statements of expected results	Met	Country Strategic Opportunity Programmes (COSOP) a. Ethiopia COSOP: (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf b. Guatemala COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf c. Indonesia COSOP (2008):

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
strategies.			http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf d. Mozambique COSOP (2011): http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf e. Pakistan COSOP: (2009) http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf f. Viet Nam COSOP (2012): https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf
	At least half of the country strategies contain reference to the country's national development strategies (e.g. PRSP) as applicable	Met	Ibidem
	(If first two criteria are met) in at least half of the cases, the link between the MO's expected results and those identified in the national development strategies (e.g. PRSP) is <i>implicit</i> .	Met	Ibidem
	(If all above criteria are met) at least half of the country strategies <i>explicitly</i> demonstrate how the MO's expected results are consistent with those in the national development strategies (e.g. PRSP)	Met	Ibidem
	(If all above criteria are met) all above	Met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	criteria are met for all country strategies sampled.		
Overall Score MI 5.3		Very Strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 5.5 Results for cross-cutting thematic priorities are included in country level results frameworks - gender equality, environment, food security and nutrition.	More than half of the country strategies sampled identify (at least briefly mention) at least two of the organisationally relevant cross-cutting themes (the same ones assessed in KPI 4).	Met	Country Strategic Opportunity Programmes (COSOP) a. Ethiopia COSOP: (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf b. Guatemala COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf c. Indonesia COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf d. Mozambique COSOP (2011): http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf e. Pakistan COSOP: (2009) http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf f. Viet Nam COSOP (2012): https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf Guidelines for preparation and implementation of a Results-based Country Strategic Opportunity Programme http://www.ifad.org/operations/policy/cosop/guidelines/
	More than half of the country strategies sampled identify (at least briefly mention) all of the key cross-cutting themes for the organisation being assessed.	Met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(If first criterion is met) more than half of country strategies sampled identify results that integrate at least two of the issues / themes, as relevant.	Met	ibidem
	(If first criterion is met) more than half of country strategies sampled provide evidence of strategies and approaches to address or apply the cross-cutting issue / theme.	Met	ibidem
	(If first criterion met) <i>all</i> country strategies sampled meet criteria 2-4.	Not met	ibidem
Overall Score MI 5.5		Strong (5)	

Performance area II – Operational Management

KPI 6. The MO makes transparent and predictable aid allocation decisions

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 6.1 The MO's criteria for allocating funding are publicly available.	A policy for the allocation of resources to country programmes exists	Met	Performance-Based Allocation System (PBAS) http://www.ifad.org/gbdocs/eb/79/e/EB-2003-79-R-2-REV-1.pdf Performance-Based Allocation System (PBAS) – context http://www.ifad.org/operations/pbas/index.htm PBAS Background Documents

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.ifad.org/operations/pbas/docs.htm#2003
	The policy is reviewed on at least a 5-year cycle.	Met	Performance-Based Allocation System (PBAS) (Main document) http://www.ifad.org/gbdocs/eb/79/e/EB-2003-79-R-2-REV-1.pdf Performance-Based Allocation System (PBAS) – context http://www.ifad.org/operations/pbas/index.htm PBAS Background Documents http://www.ifad.org/operations/pbas/docs.htm#2003 2011 Progress Report on implementation of the performance-based allocation system https://webapps.ifad.org/members/eb/104/docs/EB-2011-104-R-50.pdf
	There is evidence of the application of this policy.	Met	<i>An example among many =</i> President's Report: Proposed Loan and Grant to Viet Nam ... Project for the Sustainable Economic Empowerment of Ethnic Minorities in Dak Nong Province (3EM) http://www.ifad.org/operations/projects/design/99/vietnam.pdf Corporate-level evaluation of IFAD's institutional efficiency https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
	The policy is available on the agency's public website	Met	http://www.ifad.org/gbdocs/eb/79/e/EB-2003-79-R-2-REV-1.pdf
	The policy is available in more than one of the UN official languages.	Met	
Overall Score MI 6.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 6.3 Aid flows or planned resources (financial / technical co-operation, etc) are released according to agreed schedules (in-year).	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to improve predictability and delivery of funding.	Met	2011 Survey on Monitoring the Paris Declaration (indicator 7) Table B.7 page 152 - Are disbursements on schedule and recorded by government? http://www.oecd.org/dac/aideffectiveness/48726812.pdf 2012 Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/ride/index.htm
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to the predictability and delivery of funding.		
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to improve predictability and delivery of funding. context)		
Overall Score MI 6.3		Inadequate	

KPI 7. The MO engages in results-based budgeting.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 7.1 Financial allocations are linked to results.	In the most recent annual or multi-year organisation-wide budget, budget information is presented in a results-oriented way.	Met	IFAD's 2013 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2013 and indicative plan for 2014-2015, and the HIPC and PBAS progress reports https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-2-Rev-1.pdf Corporate-level evaluation of IFAD's institutional efficiency and efficiency of IFAD-funded operations: https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
	Some output costs and/or outcome costs in the DRF and MRF are presented in the budget document.	Met	IFAD's 2013 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2013 and indicative plan for 2014-2015, and the HIPC and PBAS progress reports https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-2-Rev-1.pdf
	Most output costs and/or outcome costs in the DRF and MRF are presented in the budget document.	Not met	IFAD's 2013 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2013 and indicative plan for 2014-2015, and the HIPC and PBAS progress reports https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-2-Rev-1.pdf
	There is evidence of improvement of outputs and outcomes costing over time in budget documents reviewed (evidence of building a better system).	Met	Update on the implementation of the Change and Reform Agenda, 2011 https://webapps.ifad.org/members/eb/104/docs/EB-2011-104-R-52.pdf
	There is evidence (from evaluations or audits conducted in this area) of a system that allows the organisation to track costs from activity through to outcome.	Not met	Report of the Consultation on the Ninth Replenishment of IFAD's Resources: https://webapps.ifad.org/members/gc/35/docs/GC-35-L-4.pdf
Overall Score MI 7.1		Adequate	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 7.2 Expenditures are linked to results.	The most recent annual reports show financial disbursements aligned with achieved results (i.e., the report shows how much was spent to achieve each result).	Not met	1997-2011 Annual Reports: http://www.ifad.org/pub/ar.htm Report on IFAD's Development Effectiveness 2012: https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf Consolidated financial statements, for year ended 31 December 2011 http://www.ifad.org/pub/ar/2011/e/12.pdf Consolidated financial statements of IFAD, as at 31 December 2010 http://www.ifad.org/pub/ar/2010/e/11.pdf
	In the most recent annual reports, statements of results achieved are aligned with expected results described in the organisation-wide strategic plan.	Met	Ibidem
	In the most recent annual reports, variances in operational expenditure and results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are reported.	Not Met	Ibidem
	(If the third criterion is met) In the most recent annual reports, variances in operational	Not met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	expenditure and results achievement (i.e. differences between planned and actual operational expenditures and between planned and actual results achievements) are explained.		
	In the documents consulted, there is evidence of consistent improvement over time in the degree of alignment between operational expenditures and results achievement.	Met	
Overall Score MI 7.2		Inadequate (3)	

KPI 8. The MO has policies and processes for financial accountability (financial accountability, risk management, anti-corruption)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 8.1 External financial audits meeting recognized international standards are performed across the organisation	Annual organisation-wide reports on financial performance exist	Met	Annual Report 2011 http://www.ifad.org/pub/ar/2011/e/full_report.pdf
	(If first criterion is met) the most recent annual financial report reviewed is accompanied by a letter from an external auditor	Met	Annual Report 2011 http://www.ifad.org/pub/ar.htm

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	confirming an external financial audit was undertaken at the organisation-wide level.		
	(If first two criteria are met) the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent).	Met	Annual Report 2011 http://www.ifad.org/pub/ar.htm
	(If first criterion is met) <i>all</i> annual financial reports reviewed are accompanied by a letter from an external auditor confirming an external financial audit was undertaken at the organisation-wide level.)	Met	Annual Reports 1997-2011 http://www.ifad.org/pub/ar.htm
	(If criterion 4 is met) in <i>all</i> financial reports reviewed, the letter from the external auditor confirms that the external financial audit was undertaken in adherence to international standards (GAAP or equivalent).	Met	Annual Reports 1997-2011 http://www.ifad.org/pub/ar.htm

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
Overall Score MI 8.1		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 8.2 External financial audits meeting recognized international standards are performed at the regional, country or project level (as appropriate)	The documents available provide evidence that audits are performed at regional, country, or project levels (as appropriate)	Met	Guidelines on Project Audits, 2011. http://www.ifad.org/pub/basic/audit/borrower_e.pdf Revisions to the IFAD Guidelines on Project Audits (2011) https://webapps.ifad.org/members/eb/104/docs/EB-2011-104-R-46.pdf IFAD Policy on the Disclosure of Documents (2010) http://www.ifad.org/gbdocs/eb/100/e/EB-2010-100-R-3-Rev-1.pdf The Agreement Establishing IFAD http://www.ifad.org/pub/basic/agree/e/!01agree.pdf Report of the Chairperson on the 125th meeting of the Audit Committee: https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-30.pdf
	There are established rules/procedures for the conduct of audits in the organisation.	Met	Ibid.
	The rules/procedures ensure ample audit coverage of the organisation's programmes and operations.	Met	Ibid.
	The evidence also indicates that the audits will be carried out using international standards, or provides an indication that the MO will be using national audit systems and	Met	Ibid.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	procedures.		
	External financial audit reports at country/project/regional level are made available to the public by the MO.	Not met	Ibid.
Overall Score MI 8.2		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 8.3 The MO has a policy on anti-corruption	Guidelines, policy or a framework on anti-corruption are corporately approved (in other words, not in draft form).	Met	IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations http://www.ifad.org/gbdocs/eb/86/e/eb-2005-86-inf-8.pdf
	(If first criterion is met) the document includes operational policy measures which pro-actively support solutions to counter corruption at the local level (e.g. training, incentive and reward structures for staff, complaint and advocacy mechanisms, whistle blowing mechanisms, etc.).	Met	IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations http://www.ifad.org/gbdocs/eb/86/e/eb-2005-86-inf-8.pdf Guidelines on Project Audits, 2011. http://www.ifad.org/pub/basic/audit/borrower_e.pdf General Conditions for Agricultural Development Financing http://www.ifad.org/pub/basic/general/e/gencone.pdf 2011 Annual Report on Investigation and Anticorruption Activities http://www.ifad.org/governance/anticorruption/report/2012/e.pdf 2012 Annual Report on Investigation and Anticorruption Activities http://www.ifad.org/governance/anticorruption/report/2013/e.pdf
	(If first criterion is met) the policy commits the organisation to design	Met	IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations http://www.ifad.org/gbdocs/eb/86/e/eb-2005-86-inf-8.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	and manage programs and services which are compliant with preventing and combating fraud and corruption.		
	(If first criterion is met) the policy defines the roles, responsibilities and accountabilities of Management, Staff and Experts / Specialists in implementing & complying with the policy.	Met	IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations http://www.ifad.org/gbdocs/eb/86/e/eb-2005-86-inf-8.pdf
	(If first criterion is met) the policy commits the organisation to review its activities on combating fraud and corruption or there is other evidence that the organisation has reviewed its policy and/or practice in this area.	Not met	IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations http://www.ifad.org/gbdocs/eb/86/e/eb-2005-86-inf-8.pdf Annual Reports on investigation and anticorruption policies. http://www.ifad.org/governance/anticorruption/index_full.htm
Overall Score MI 8.3		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 8.4 Systems are in place for immediate	There is a policy on financial audit that refers to measures to	Met	President's Bulletin, IFAD Investigation and Sanction Process (21 February 2007) Report of the Chairperson on the 125th meeting of the Audit Committee, December 2012

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
measures against irregularities identified at the country (or other) level	be taken against irregularities.		https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-30.pdf Annual Reports on investigation and anticorruption policies. http://www.ifad.org/governance/anticorruption/index_full.htm The IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations http://www.ifad.org/gbdocs/eb/86/e/eb-2005-86-inf-8.pdf External Quality Assessment of the internal audit function of AOU, 2012 The Charter of the IFAD Office of Audit and Oversight (2010) IFAD guidelines on Project Audits, 2011 http://www.ifad.org/pub/basic/audit/borrower_e.pdf RIDE 2012 https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf Interviews with staff members from AUO
	Management guidelines or rules support the policy and describe the procedure for a response to irregularities identified during an external financial audit.	Met	Ibid.
	(If second criterion is met) these guidelines set timelines for the response to irregularities identified during an external financial audit (in other words, the managers have to respond to audit findings within a certain period of time).	Met	Ibid.
	There is evidence (in audit reports to the	Met	Ibid.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	Board or other documents) that audit recommendations are followed up by management.		
	Major or systemic irregularities are reported to the board/governing body, as appropriate.	Not met	Ibid.
Overall Score MI 8.4		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 8.5 Internal financial audit processes are used to provide management / governing bodies with credible information.	There is evidence of practice of internal financial audits in the organisation.	Met	External Quality Assessment of the internal audit function of AOU, 2012
	(If the first criterion is met) an organisation-wide guideline/policy for the practice of internal financial audits exists and is corporately approved.	Met	The Charter of the IFAD Office of Audit and Oversight (2010) Guidelines on Project Audits (2011) http://www.ifad.org/pub/basic/audit/borrower_e.pdf Operational Procedures for Project and Programme Audits (2011) http://www.ifad.org/pub/basic/audit/operational_e.pdf
	(If first criterion is met) there is evidence in these documents that the internal audit function is separate from the programming areas, enabling it to provide an “independent” audit opinion. The key is that internal	Met	The Charter of the IFAD Office of Audit and Oversight (2010)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	auditors are not influenced by the programs they are auditing.		
	There is evidence in these documents that the internal audit function reports directly to the Executive Board, thus providing maximum assurance of its independence from programming.	Met	The Charter of the IFAD Office of Audit and Oversight (revised 2010).
	Reports available from the Audit Committee (or equivalent) of the Executive Board confirm receipt of internal audit information.	Met	Report of the Chairperson on the 121 st meeting of the Audit Committee, 2011 https://webapps.ifad.org/members/eb/104/docs/EB-2011-104-R-41.pdf Report of the Chairperson on the 122 nd meeting of the Audit Committee, 2012 https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-30.pdf Report of the Chairperson on the 123 rd meeting of the Audit Committee, 2012 https://webapps.ifad.org/members/eb/106/docs/EB-2012-106-R-30.pdf Report of the Chairperson on the 125 th meeting of the Audit Committee, 2012 https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-30.pdf
Overall Score MI 8.5		Very strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 8.6 The MO's procurement and contract management processes for the provision of services or goods are effective	There is one or more organisation-wide policy, guideline or instructions on procurement and contract management processes.	Met	IFAD Procurement of services and goods for Headquarters Operations http://www.ifad.org/governance/procurement/ Project Procurement Guidelines http://www.ifad.org/pub/basic/procure/e/proceng.pdf General Terms and Conditions for Procurement of Services http://www.ifad.org/governance/procurement/procure_11.pdf General Terms and Conditions for Procurement of Goods

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.ifad.org/governance/procurement/procure_21.pdf
	(If the first criterion has been met) This/these document(s) explicitly sets targets or requirements for timeliness of delivery of products and services.	Met	Ibid.
	(If the first criterion is met) This/these document(s) establish requirements to ensure quality, efficiency and effectiveness of these products and services.	Met	Ibid.
	An audit, evaluation or other review has been undertaken, at the country, regional or organisation-wide level, which examined the timeliness, efficiency and/or effectiveness of the MO's procurement and contract management processes, and found that these are in general satisfactory or better.	Not met	Corporate-level evaluation of IFAD's institutional efficiency and efficiency of IFAD-funded operations https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
	There is other documentary evidence that the MO	Not met	Ibid.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	has a functioning procurement and contract management systems in place.		
Overall Score MI 8.6		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 8.7 The MO has strategies in place for risk identification, mitigation, monitoring and reporting	An organisation-wide policy, strategy, framework or guideline on risk management is corporately approved.	Met	IFAD Policy on Enterprise Risk Management, 2008 http://www.ifad.org/gbdocs/eb/94/e/EB-2008-94-R-4.pdf
	(If first criterion is met) this document follows international standards on managing risk, including a description of roles and responsibilities of key actors.	Met	Ibidem
	(If first criterion is met) this document applies to country, regional and corporate activities. In other words, risk analysis is undertaken as appropriate at these different levels.	Met	Ibidem
	(If first criterion is met) major risk analysis (significant	Met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	programs, projects, etc) is presented to the Board.		
	(If first criterion is met) management and/or Board documents demonstrate utilization of risk management policy and procedures.	Not met	Ibidem
Overall Score MI 8.7		Strong (5)	

KPI 9. Performance information on results is used by the MO for:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 9.1 Revising and adjusting policies	Information on organisation-wide performance (i.e., progress towards outcomes) is available, for instance in annual performance reports, or from an organisation-wide evaluation or audit.	Met	Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/ride/index.htm Annual Review of Portfolio Performance 2011-2012 https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-4-Annual-Review-of-Portfolio-Performance-2011-2012.pdf Annual Report on Results and Impact of IFAD Operations 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf Annual Report on Results and Impact of IFAD Operations Evaluated in 2010 https://webapps.ifad.org/members/eb/104/docs/EB-2011-104-R-8.pdf
	(If first criterion is met) There is evidence that the MO analyses/ assesses its performance in a systematic manner and takes into account recommendations	Met	President's Report on the Implementation Status of Evaluation Recommendations – Volume I https://webapps.ifad.org/members/eb/106/docs/EB-2012-106-R-8.pdf Volume II https://webapps.ifad.org/members/eb/106/docs/EB-2012-106-R-8-Add-1.pdf Corporate-level Evaluation on IFAD's Field Presence pilot Programme (2007) http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/field_2007.htm http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/field_2007.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	from organisation-wide audits, performance reports and/or evaluations.		Corporate-level evaluation of IFAD's Rural Finance Policy (2007) http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/rural.pdf Evaluation Synthesis - IFAD's Direct Supervision and Implementation Support http://www.ifad.org/evaluation/public_html/eksyst/doc/syn/2012/supervision/report.pdf Corporate-level evaluation on gender: IFAD's Performance with regard to Gender Equality and Women's Empowerment (2010) http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/gender.pdf Corporate-level evaluation: IFAD's Private -Sector Development and Partnership Strategy http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/private_sector.pdf
	(If the first two criteria are met) There is evidence that the MO takes steps to respond to the <i>specific</i> performance-related problems highlighted in audits, performance reports and/or evaluations.	Met	Ibidem IFAD Policy on Gender equality and women's empowerment http://www.ifad.org/gender/policy/gender_e.pdf IOE Comments on the IFAD Policy on Gender equality and women's empowerment https://webapps.ifad.org/members/eb/105/docs/Add-1-Rev-1.pdf Country Presence Policy http://www.ifad.org/gbdocs/eb/102/e/eb-2011-102-R-10-Rev-2.pdf
	(If the first two criteria are met) there is evidence that the MO revises and adjusts its <i>broader</i> programming and policies in response to performance issues raised in audits, performance reports and /or evaluations (problems and successes).	Met	Ibidem.
	(If criterion 4 is met) There is evidence that the MO	Met	2013 IOE Programme of Work https://webapps.ifad.org/members/gc/36/docs/GC-36-L-8-Rev-1.pdf PRISMA 2012

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	systematically evaluates and audits its policies, procedures and practices so as to ensure continuous learning and improvement of processes and performance.		https://webapps.ifad.org/members/eb/106/docs/EB-2012-106-R-8.pdf IFAD Policy on Gender Equality and Women's Empowerment http://www.ifad.org/gender/policy/gender_e.pdf Annual Report 2012 on IFAD Policy on Gender Equality and Women's Empowerment (attached to the RIDE 2012) https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf IOE Comments on the IFAD Policy on Gender equality and women's empowerment https://webapps.ifad.org/members/eb/105/docs/Add-1-Rev-1.pdf Corporate-level evaluation of IFAD's Rural Finance Policy (2007) http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/rural.pdf Corporate-level evaluation: IFAD's Private -Sector Development and Partnership Strategy http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/private_sector.pdf +Annex: Excerpts of the Discussion on the Private Sector Evaluation from the Report of the Chairperson of the Evaluation Committee to the Executive Board Management's Response to the CLE on IFAD's Private Sector Development http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-8-Rev-1-Add-1.pdf
Overall Score MI 9.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 9.2 Planning new interventions	Information on the MO's performance in the country (i.e., progress towards outcomes) is available.	Met	Country Programme Evaluations for the following countries: Ethiopia (2009): http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pf/ethiopia/ethiopia.pdf Indonesia (2004, 2013) http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/indonesia/indonesia.pdf Vietnam (2012) http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/vietnam/2012/vnm2012.pdf Mozambique (2010) http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pf/mozambique/Mozambique.pdf Pakistan (2008) http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/pakistan/pakistan.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Project Evaluations:</p> <p>Mid-Term Review of the Agroforestry Project (Vietnam) http://operations.ifad.org/documents/654016/4f022219-2cc0-478d-b806-e691ee0fd104</p> <p>Project Completion Report Validations (PCRVs):</p> <p>Pastoral Community Development Project (PCDP), Ethiopia http://www.ifad.org/evaluation/public_html/eksyst/doc/validation/2011/ethiopia.pdf</p> <p>Indonesia, Post-Crisis Programme for Participatory Integrated Development in Rainfed Areas in the Republic of Indonesia http://www.ifad.org/evaluation/public_html/eksyst/doc/validation/2011/indonesia.pdf</p> <p>Pakistan, Restauration of Earthquake Affected Communities and Households (REACH) http://www.ifad.org/evaluation/public_html/eksyst/doc/validation/2011/pakistan.pdf</p> <p>Vietnam. Ha Tinh Rural Development Project http://www.ifad.org/evaluation/public_html/eksyst/doc/validation/2011/vietnam_ha.pdf</p> <p>Vietnam, Rural Income Diversification Project in Tuyen Quang Province http://www.ifad.org/evaluation/public_html/eksyst/doc/validation/2011/vietnam_rural.pdf</p> <p>Mozambique: Sofala Bank Artisanal Fisheries Project http://www.ifad.org/evaluation/public_html/eksyst/doc/validation/2013/mozambique.pdf</p>
	(If first criterion is met) for at least half of the countries, there is evidence of an analysis/assessment of performance (problems as well as successes).	Met	<p>Ibidem</p> <p>Ethiopia CPE summary: http://www.ifad.org/evaluation/public_html/eksyst/doc/profile/pf/ethiopia_09.htm</p> <p>IFAD Vietnam CPE summary: http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/vietnam/2012/index.htm</p>
	(If second criterion is met) There is evidence of an analysis of the implications of this performance information on planning new interventions (i.e., how new	Met	<p>Ibidem</p> <p>Draft Country Programme Evaluation, Indonesia (2013- draft soon to be released)</p> <p>RB-COSOPs Evaluation Synthesis, EC 2012/74/W.P.6 http://www.ifad.org/evaluation/events/2012/cosop/report.pdf</p> <p>Corporate-level evaluation on IFAD's institutional efficiency and efficiency of IFAD-funded operations (2013) https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf</p> <p>Country Strategic Opportunity Programmes (COSOP)</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	interventions in the planning stage need to be altered, or what new interventions should be developed in response to the performance information).		a. Ethiopia COSOP: (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf b. Guatemala COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf c. Indonesia COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf d. Mozambique COSOP (2011): http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf e. Pakistan COSOP: (2009) http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf f. Viet Nam COSOP (2012): https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf
	(If all above criteria are met) for at least half of the countries, there is evidence from country strategies or reports that new interventions have been introduced in response to the performance information.	Not met	Corporate-level evaluation of IFAD's institutional efficiency and efficiency of IFAD-funded operations (2013) https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
	(If all above criteria are met) all criteria met for all countries.	Not met	
Overall Score MI 9.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 9.3 (IFI) "unsatisfactory"	Inadequate: COMPAS data and	-	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
investments, programmes or projects from the previous fiscal year are subject to proactive management	other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to improve performance management.		
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to performance management.	Met	2011 COMPAS Report - page 44 http://www.mfdr.org/COMPAS/documents/2011_COMPAS-Report.pdf Report on IFAD's Development Effectiveness 2012 https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-8-Rev-1.pdf
	Strong: COMPAS data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to improve performance management.2	-	
Overall Score MI 9.3		Adequate	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 9.4 Evaluation recommendations reported to Executive Committee/Board are acted upon by	MO Evaluation Policy or guidelines exist and include the requirement of a management response, action plan	Met	Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
the responsible units	and/or agreement stating responsibilities and accountabilities for follow-up to evaluations (accepting recommendations).		
	MO Evaluation Policy outlines a process for tracking the implementation of accepted evaluation recommendations.	Met	Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf
	There is evidence that the management response, action plan and/or agreement accepting recommendations are presented to the Executive Management (Head of the Organisation) and/or Governing Bodies (Executive Boards).	Met	Executive Board documents, 108th session http://www.ifad.org/gbdocs/eb/108/e/index.htm Corporate-level evaluation of IFAD's institutional efficiency (CLEE) https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf Management's Response https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1-R-3-Add-2.pdf Executive Board, 102d session: http://www.ifad.org/gbdocs/eb/102/e/index.htm Corporate level evaluation of IFAD's Private Sector Development and Partnership Strategy: http://www.ifad.org/gbdocs/eb/102/e/EB-102-R-8-Rev-2.pdf Management's Response http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-8-Rev-1-Add-1.pdf
	There is evidence of <u>periodic reports</u> on the status of the implementation of these evaluation recommendations accepted by management/governing body.	Met	2012 PRISMA, vol I: https://webapps.ifad.org/members/ec/72/docs/EC-2012-72-W-P-7.pdf 2012 PRISMA, vol II: https://webapps.ifad.org/members/ec/72/docs/EC-2012-72-W-P-7-Add-1.pdf
	There is evidence of a systematic process	Met	2012 PRISMA, vol I: https://webapps.ifad.org/members/ec/72/docs/EC-2012-72-W-P-7.pdf 2012 PRISMA, vol II: https://webapps.ifad.org/members/ec/72/docs/EC-2012-72-W-P-7-Add-1.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	for follow-up on the evaluation of the recommendations accepted by management/governing body (regularly on the agenda of the Executive Board; reports or presentations to Board illustrate regular tracking of follow up) .		Report of the Chairperson on the progress report on the action plan for the implementation of the findings and recommendations of the Peer Review of IFAD's Office of Evaluation and Evaluation Function http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-4.pdf
Overall Score MI 9.4		Very Strong (6)	

KPI 10. The MO manages human resources using methods to improve organisational performance

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 10.1 Results-focused performance assessment systems are in place for senior staff	There is evidence in the documents reviewed that a system is in place that requires performance assessments for certain staff.	Met	Publicly available: Update on Change and Reform Agenda, April 2010 http://www.ifad.org/gbdocs/eb/99/e/EB-2010-99-R-31-REV-1.pdf Human resources reform – a people strategy for IFAD (EB 2008-95-R-60) Evaluation Policy http://www.ifad.org/pub/policy/oe.pdf Internal documents IFAD Reward and Recognition Framework “Supporting Performance Enhancement”: Performance Management Process and Competency Framework (Evaluation Guide), parts I to IV Wiki page (04/02/2013) – “Completing the 2012 year-end review and getting ready for the 2013 PES exercise”
	The evidence suggests that this applies to senior staff (e.g., president, vice	Met	Internal documents “Supporting Performance Enhancement”: Performance Management Process and Competency Framework (Evaluation Guide), parts I to IV

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	presidents, sector/programme/division directors, country representatives, country directors) and/or that the MO has a specific performance assessment system for senior staff.		Executive Management Committee individual member compact + EMC Scorecard
	The system includes a description of the approach to creating performance assessments and the content of those assessments.	Met	Update on IFAD'S Accountability Framework, EB 2013/108/R.14 Internal documents "Supporting Performance Enhancement": Performance Management Process and Competency Framework (Evaluation Guide), parts I to IV
	There is an explicit policy (HR or otherwise) that summarises all the aims and content of the performance assessment system for senior staff.	Not met	
	(If the first two criteria are met) There is evidence of compliance with the performance assessment system. In other words, there are management indicators that monitor the application of the performance	Met	Corporate-level evaluation on IFAD's institutional efficiency and efficiency of IFAD-funded operations https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf Internal Documentation: 2012 Q2 Corporate Performance Report 2012 Q3 Corporate Performance Report

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	assessment system, or there are other sources – newsletters, reports etc—that comment on how many senior staff go through this system every year.		
Overall Score MI 10.1		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 10.2 There is a transparent system in place to manage staff performance	There is evidence (either in a HR policy or through various documents) that the MO has a system for managing staff performance (see 9.1) that is operational.	Met	Human resources reform – a people strategy for IFAD (2008) Corporate-level evaluation on IFAD's institutional efficiency and efficiency of IFAD-funded operations https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf IFAD Brochure, "Giving the best, Getting the best: IFAD's new approach to performance management" Update on Change and Reform Implementation (Dec. 2011) Update on IFAD's accountability Framework, EB 2013/208/R.14 2012 Global Staff Survey – Follow up project: Strengthen transparency of recruitment process
	There is evidence that the organisation is making efforts to better link the assessment of staff performance with incentives and/or rewards (is it looking at this issue at all – for example, has it set up a working group, is it reviewing its policy to better address this, is it seeking data from partner agencies or other organisations,	Met	(Internal HRD document): Supporting Performance Enhancement- Reward and Recognition Framework for high-performing staff

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	etc)		
	There is an explicit effort to explain how performance of staff relates to promotion (advancing from one grade to the next).	Met	Internal document Human Resources Procedures Manual (HRPM)
	There is an explicit description of the relationship between staff performance and rewards.	Met	(Internal HRD document): IFAD'S Reward and Recognition Framework
	There is a review or evaluation that comments positively on the performance management system and MO transparency in HR decisions, specifically with regards to incentives and rewards.	Not met	Corporate-level evaluation on IFAD's institutional efficiency and efficiency of IFAD-funded operations https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
Overall Score MI 10.2		Strong (5)	

KPI 11. Country / regional programming processes are performance oriented

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 11.1 Prior to approval new initiatives are subject to benefits/impact analysis (economic, social, etc.)	There is a policy that requires an impact/benefits analysis to be conducted prior to initiating new programmes/projects/initiatives.	Met	Environmental and Social Assessment Procedures http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-7.pdf 2012 Annual Report on Quality Assurance in IFAD's Projects and Programmes https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-4-Add-2.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	There are guidelines for staff on the types of analysis to be carried out.	Met	Environmental and Social Assessment Procedures http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-7.pdf
	There is evidence that the MO's staff are informed about and trained on the guidelines.	Met	Internal documents IFAD Learning and Development Strategy Email from the Staff Development Manager of the HR division (May 05, 2013)
	There is evidence that the guidelines are implemented	Met	PCRV, Pastoral Community Development Project (PCDP) in Ethiopia (completed in July 2011) Environmental and Social Assessment Procedures http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-7.pdf
	There is evidence that benefits/impact analysis is used for decision-making in the sample of projects/initiatives reviewed.	Not met	
Overall Score MI 11.1		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 11.2 Milestones / targets are set to rate the progress of (project) implementation	At least two of the project implementation plans, country or other work plans sampled contain a description of milestones and/or targets for project/programme implementation.	Met	ANNUAL WORK PLAN AND BUDGET (AWPB) State of Eritrea : Fisheries Development Project: Annual Work Plan and Budget for the period January 2013-December 2013 Brief summary of Annual Work Plan and Budget 2011: The Pilot Project for Poverty Reduction in Ia Pa District, Gia Lai Province [Viet Nam] PROJECT DESIGN REPORTS Project Design Report, Rural Financial Intermediation Programme II, Ethiopia (May 2011) http://www.ifad.org/operations/projects/design/103/ethiopia.pdf Project Design Report, Economic Empowerment of Ethnic Minorities

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.ifad.org/operations/projects/design/99/vietnam.pdf Design Completion Report: Gwadar Livelihoods Support (Pakistan) http://www.ifad.org/operations/projects/design/102/pakistan.pdf Logical framework (Annex) for the President's Report on Proposed Loan and grant for the following projects: ETHIOPIA Participatory Small-scale Irrigation Development Programme (Ethiopia) Agricultural Marketing Improvement Programme (Ethiopia) Rural Financial Intermediation Programme II (RUFIP-II) http://operations.ifad.org/web/ifad/operations/country/project/tags/ethiopia/1521/documents GUATEMALA National Rural Development Programme-Central and Eastern Regions (Guatemala) http://www.ifad.org/gbdocs/eb/83/e/EB-2004-83-R-31-Rev-1.pdf National Rural Development Programme-Northern Regions (Guatemala) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-33-Rev-1.pdf Sustainable Development in El Quiché http://operations.ifad.org/web/ifad/operations/country/project/tags/guatemala/1519/documents INDONESIA Rural Empowerment and Agricultural Development Programme in Central Sulawesi (2006) (Indonesia) http://www.ifad.org/gbdocs/eb/88/e/EB-2006-88-R-18-Rev-1.pdf National Programme for Community Empowerment in Rural Areas Project (2008) http://www.ifad.org/gbdocs/eb/94/e/EB-2008-94-R-17-Rev-1.pdf Small holder Livelihood Development Project in Eastern Indonesia (2011) http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-19-Rev-1.pdf Coastal Community Development Project (2012 approval) https://webapps.ifad.org/members/eb/106/docs/EB-2012-106-R-20.pdf MOZAMBIQUE Rural Finance Support Programme (2003) http://www.ifad.org/gbdocs/eb/80/e/EB-2003-80-R-29-REV-1.pdf PRONEA (2006) http://www.ifad.org/gbdocs/eb/87/e/EB-2006-87-R-15.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Rural Markets Support (PROMER) http://www.ifad.org/gbdocs/eb/94/e/EB-2008-94-R-15-Rev-1.pdf</p> <p>Artisanal Fisheries Promotion (ProPESCA) http://www.ifad.org/gbdocs/eb/101/e/EB-2010-101-R-23-Rev-1.pdf</p> <p>Pro-poor value chain development project in the Maputo and Limpopo corridors https://webapps.ifad.org/members/eb/106/docs/EB-2012-106-R-17-Rev-1.pdf</p> <p>VIETNAM</p> <p>Developing Business with the Rural Poor http://www.ifad.org/gbdocs/eb/92/e/EB-2007-92-R-30-Rev-1.pdf</p> <p>Pro-Poor Partnerships for Agroforestry Development Project http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-28-Rev-1.pdf</p> <p>Agriculture, Farmers and Rural Areas Support Project in the Gia Lai, Ninh Thuan and Tuyen Quang Provinces http://www.ifad.org/gbdocs/eb/101/e/EB-2010-101-R-29-Rev-1.pdf</p> <p>Economic Empowerment of Ethnic Minorities http://www.ifad.org/gbdocs/eb/99/e/EB-2010-99-R-23-REV-1.pdf</p> <p>PAKISTAN</p> <p>Programme for Increasing Sustainable Microfinance http://www.ifad.org/gbdocs/eb/91/e/EB-2007-91-R-25-Rev-1.pdf</p> <p>Punjab Poverty Alleviation http://www.ifad.org/gbdocs/eb/101/e/EB-2010-101-R-27-Rev-1.pdf</p> <p>Gwadar Livelihoods Support http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-22-Rev-1.pdf</p> <p>Supervision Reports</p> <p>Vietnam: Mid-term Review of the Pro-Poor Partnerships for Agroforestry Development Project</p>
	(If first criterion is met) in most cases, baseline values have been established for each indicator used to measure the progress of project/programme implementation.	Not met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(If first criterion is met) In most cases, the milestones/ targets provided are appropriate to the activities described in the project/ programme implementation document.	Met	Ibidem
	(If first criterion is met) dates are established for the milestones/targets, in more than half of the project implementation plans, country or work plans sampled.	Met	Ibidem
	(If all above criteria are met) all above criteria are met for all PIPs/country or other work plans sampled.	Not applicable	Ibidem
Overall Score MI 11.2		Adequate (4)	

KPI 12. The MO delegates decision-making authority (to the country or other levels)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 12.2 New aid programmes / projects can be approved locally within a budget cap	An organisation-wide policy or guidelines exist and is corporately approved that describes the extent to which new programmes/projects can be proposed at different levels within	Met	Revised IFAD Manual and Framework for Delegation of Authority at IFAD (2011) (Internal document) President's Bulletin, 7 December 2011, Subject: Revised IFAD Manual and Framework for Delegation of Authority at IFAD (Internal document) Framework for delegation authority/operations (Internal document) IFAD Country Presence Policy – Update, 14 September 2011. http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-8-Rev-1.pdf Evaluation Synthesis : IFAD's Direct Supervision and Implementation Support

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	the organisation.		http://www.ifad.org/evaluation/public_html/eksyst/doc/syn/2012/supervision/Directsupervisionevaluationssynthesis-forweb_20120724110113_291552.pdf IFAD Country Presence Policy and Strategy http://www.ifad.org/gbdocs/eb/102/e/eb-2011-102-R-10-Rev-2.pdf Progress Report on the Field Office Pilot Programme (2007) http://www.ifad.org/gbdocs/eb/90/e/EB-2007-90-R-30.pdf Review of the Field Office Pilot Programme (Replenishment process) Supervision and implementation support Policy http://www.ifad.org/pub/policy/supervision/e.pdf
	(If first criterion is met) this policy or other documents provide sufficient evidence of the types of decisions about new initiatives (plans, projects, programs) that can be made at the country level (or other local level as appropriate).	Met	Framework for delegation authority/operations
	(If first two criteria are met) in the documents available, it is possible to identify the parameters (e.g. budget ceilings or allocations) within which the local level does not require central level approval prior to making decisions on new initiatives.	Met	Framework for delegation authority/operations
	The organisation has made efforts to improve delegation of decision	Not Met	President's Bulletin, 7 December 2011, Subject: Revised IFAD Manual and Framework for Delegation of Authority at IFAD

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	making to the country or other relevant levels.		
	An operational review/evaluation of the MO comments positively on progress in the delegation of authority to the country or other relevant level.	Not met	Corporate-level evaluation of IFAD's institutional efficiency and efficiency of IFAD-funded operations: https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
Overall Score MI 12.2		Adequate (4)	

Performance area III - Relationship Management

KPI 13. The MO coordinates and directs its aid programming (including capacity building) at the country level in support of agreed national plans or partner plans.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 13.2 The MO conditionality (if any) draws on national / government's own agreed benchmarks / indicators / results	(If applicable) The MO has a policy that aligns its conditions for lending – especially policy or program lending-- with the principles of country ownership.	Met	Lending Policies and Criteria http://www.ifad.org/pub/basic/lending/e/02polcri.pdf Review of the Lending Policies and Criteria (December 2012) https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-31-Rev-1.pdf Medium-Term Plan 2011-2013 http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-32.pdf
	(If first criterion is met), the MO policy also provides guidance to align the organisation with other good practice principles for conditionality.	Not met	Ibidem
	There is evidence of MO intent/or practice	Met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	(depending on the timing of the policy) of reviewing its progress in implementing changes in its approach to conditionality.		
	There is evidence of the MO reporting to the Board on progress/issues on implementation of the policy.	Met	Ibidem
	There is evidence of implementation of the policy either in special evaluation studies, or in the review of a sample of actual project documents/loan agreements.	Not met	Ibidem
Overall Score MI 13.2		Adequate	

KPI 15. The MO uses country systems for disbursement and operations

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 15.1 % of the MO's overall ODA disbursements / support recorded in the annual budget as revenue, grants, or ODA	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to use country systems for disbursements and operations.		The OECD. <i>2005-2010 Survey on Monitoring the Paris Declaration</i> , 2011, Paris Indicator 3 http://www.oecd.org/dac/aideffectiveness/48726812.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
loans	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to the use of country systems for disbursement and operations.		No data available.
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to use country systems for disbursements and operations		
Overall Score MI 15.1		Cannot be assessed (white diamond)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 15.2 The MO uses the country's financial systems as a first option for its operations (i.e. procurement and public	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to use country systems for disbursements and		

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
financial management)	operations		
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to the use of country systems for disbursement and operations.	Met	<p>2005-2010 Survey on Monitoring the Paris Declaration, 2011 - Table B.5 page 149 - How much aid for the government sectors uses country systems? http://www.oecd.org/dac/aideffectiveness/48726812.pdf</p> <p>Interview with the Director West and Central Africa Division, IFAD</p>
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to use country systems for disbursements and operations		
Overall Score MI 15.2		Adequate	

NOTE: Since based on two PD indicators, we are going to rate Indicator 5a and 5b separately and then determine a consolidated rating, where possible.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 15.3 The MO uses the country's non-financial systems (e.g. monitoring and evaluation) as a first option for its	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to use country systems for disbursements and		No data available.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
operations	operations.		
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to the use of country systems for disbursement and operations.		
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to use country systems for disbursements and operations.		
Overall Score MI 15.3		Cannot be assessed (white diamond)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 15.4 The MO avoids parallel implementation structures	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to avoid parallel		No data available.

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	implementation structures.		
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to the use of parallel implementation structures		
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to avoid parallel implementation structures		
Overall Score MI 15.4		Cannot be assessed (white diamond)	

KPI 17. The MO harmonises arrangements and procedures with other programming partners (donors, UN agencies, etc) as appropriate

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 17.1 The extent to which the MO participates in joint missions (coordination, analysis, design,	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to	-	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
evaluation)	participate in joint planning, monitoring and reporting.		
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to participate in joint planning, monitoring and reporting.	Met	<p>The OECD. <i>2005-2010 Survey on Monitoring the Paris Declaration</i>, 2011. Table 10a: How many donor missions were coordinated? http://www.oecd.org/dac/aideffectiveness/48726812.pdf</p> <p>Corporate-level evaluation of IFAD's institutional efficiency and efficiency of IFAD-assisted operations (CLEE) https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf</p>
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to participate in joint planning, monitoring and reporting.	Not met	
Overall Score MI 17.1		Adequate	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 17.2 The extent to which MO technical cooperation is disbursed through coordinated	Inadequate: Paris Declaration data and other sources indicate limited progress towards the target and limited evidence of the organisation's efforts to disburse through	Met	<p>The OECD. <i>2005-2010 Survey on Monitoring the Paris Declaration</i>, 2011. Table B.4 -: "How much technical assistance is co-ordinated with country programmes? " http://www.oecd.org/dac/aideffectiveness/48726812.pdf</p> <p>RIDE 2012 http://www.ifad.org/deveffect/ride/index.htm</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
programmes	coordinated programmes.		
	Adequate: Evidence exists of both progress made and areas requiring improvement with regard to disbursement through coordinated programmes.	Not met	
	Strong: Paris Declaration data and other sources consistently indicate progress towards the target and clear evidence of the organisation's efforts to disburse through coordinated programmes.	Not met	
OVERALL SCORE MI 17.2		Inadequate	

Performance area IV – Knowledge Management

KPI 18. The MO consistently evaluates its delivery and external results

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 18.1 The MO has a structurally	An organisation-wide (central) evaluation unit or function exists.	Met	Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
independent evaluation unit within its organisational structure that reports to its Executive Board			Minutes of the 78 th Executive Board meeting: http://www.ifad.org/gbdocs/eb/78/e/EB-78-Minutes.pdf Results based work programme and budget for 2013 [...] https://webapps.ifad.org/members/gc/36/docs/GC-36-L-8-Rev-1.pdf
	An organisation-wide evaluation policy exists, which includes guidance on how the MO is to conduct independent evaluations.	Met	Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf Terms of Reference and Rules of Procedure of the Evaluation Committee http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-47-Rev-1.pdf
	There is evidence in reports being submitted by the organisation-wide evaluation unit or function to senior management (Head of the Organisation) or Board/Committee responsible for independent evaluations.	Met	CLE: IFAD's Capacity to Promote Innovation and Scaling Up: http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/scalingup.pdf 2012 Vietnam Country Programme Evaluation http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/vietnam/2012/vnm2012.pdf Ethiopia: Rural Financial Intermediation Programme (RUFIP) Interim evaluation (March 2011) http://www.ifad.org/evaluation/public_html/eksyst/doc/prj/region/pf/ethiopia/rfip.pdf Evaluation Synthesis: Synthesis Report on Results-based COSOPs http://www.ifad.org/evaluation/events/2012/cosop/report.pdf
	(If first criterion is met), the organisation-wide evaluation unit has a direct reporting function to the senior management, but not the Executive Board.	Not met ** exceptionally, we count this as a "met" (positive rating) to generate an overall Very Strong (6) rating	Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf Terms of Reference and Rules of Procedure of the Evaluation Committee http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-47-Rev-1.pdf
	The central evaluation unit has a direct reporting function to the	Met	Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf Terms of Reference and Rules of Procedure of the Evaluation Committee

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	MO's Executive Board.		http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-47-Rev-1.pdf
Overall Score MI 18.1		Very Strong (6)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 18.2 The evaluation function provides sufficient coverage of the MO's programming activity (projects, programs, etc.)	An organisation-wide evaluation policy or plan exists and is corporately approved which identifies the need for independent evaluations of projects and programmes.	Met	Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf Results based work programme and budget for 2013 [...] https://webapps.ifad.org/members/gc/36/docs/GC-36-L-8-Rev-1.pdf
	(If first criterion is met) this policy or plan defines the evaluation coverage of projects and programmes (i.e., the number or percent of projects/programmes requiring evaluations of <i>any type</i>) or it clearly explains how evaluations are planned and prioritised.	Met	Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf IOE Results based work programme and budget for 2013 [...] https://webapps.ifad.org/members/gc/36/docs/GC-36-L-8-Rev-1.pdf
	(If first criterion is met) this policy or plan defines the amount or % of programming (or % of expenditures) that needs an <i>independent</i> evaluation.	Not Met	2011 Compas Report - p.39. http://www.mfdr.org/COMPAS/documents/2011_COMPAS-Report.pdf Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf IOE Results based work programme and budget for 2013 [...] https://webapps.ifad.org/members/gc/36/docs/GC-36-L-8-Rev-1.pdf
	Recent independent	Met	ETHIOPIA:

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	evaluation reports are available for <i>at least half of the</i> countries sampled.		Interim Evaluation (2011) - Rural Financial Intermediation Programme http://www.ifad.org/evaluation/public_html/eksyst/doc/prj/region/pf/ethiopia/rfip.pdf http://www.ifad.org/evaluation/public_html/eksyst/doc/prj/region/pf/ethiopia/rfip.htm GUATEMALA: Interim Evaluation - Rural Development Programme for Las Verapaces (ESP) http://www.ifad.org/evaluation/public_html/eksyst/doc/prj/region/pl/guatemala/prodever.pdf INDONESIA: Country Programme Evaluation (2013) – pending National Roundtable Workshop http://www.ifad.org/evaluation/events/2013/indonesia/ MOZAMBIQUE: Country Programme Evaluation (2010) http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pf/mozambique/Mozambique.pdf VIETNAM: Country Programme Evaluation (2012) http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/vietnam/2012/vnm2012.pdf Rural Income Diversification Project in Tuyen Quang Province - Project Performance Assessment (2011) http://www.ifad.org/evaluation/public_html/eksyst/doc/prj/region/pi/vietnam/tuyen.pdf
	(If fourth criterion is met) reports of independent evaluations exist for <i>all</i> countries sampled.	Not Met	
Overall Score MI 18.2		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 18.3 The MO ensures quality	The MO has a policy/ procedures for the quality control of their	Met	Evaluation Manual - page 17 "Learning Accountability" http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
of its evaluations	evaluations.		<p>Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf</p> <p>Guidelines for Project completion report validation and project performance assessment (PPA) - 2012 http://www.ifad.org/evaluation/process_methodology/doc/pr_completion.pdf</p> <p>Peer Review of IFAD's Office of Evaluation and Evaluation Function - March 2010 https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/\$defaultview/3F296435CE2C24C648257731002A9639/\$File/Final%20Peer%20Review%20Report%20March%202010.pdf?OpenElement</p> <p>CLE on IFAD's institutional efficiency and efficiency of IFAD-funded operations (2013) https://webapps.ifad.org/members/ec/76/docs/EC-2013-76-W-P-4-Rev-1.pdf</p> <p>Minutes of the seventy-third session of the Evaluation Committee</p>
	The MO implemented the quality control procedures (i.e. reviewed its evaluations) within the past five years.	Met	<p>Peer Review of IFAD's Office of Evaluation and Evaluation Function - March 2010 https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/\$defaultview/3F296435CE2C24C648257731002A9639/\$File/Final%20Peer%20Review%20Report%20March%202010.pdf?OpenElement</p> <p>Revised Evaluation Policy (May 2011) http://www.ifad.org/pub/policy/oe.pdf</p> <p>Guidelines for Project completion report validation and project performance assessment (PPA) - 2012 http://www.ifad.org/evaluation/process_methodology/doc/pr_completion.pdf</p> <p>Annual Report on IFAD's Results and Impact (ARRI) – 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf</p>
	There is evidence (in the reports on the quality of evaluations/review of evaluations) that the MO is respecting relevant evaluation standards (e.g. UNEG standards, DAC standards, ECG standards) in its centralised and decentralised evaluations.	Met	<p>Peer Review of IFAD's Office of Evaluation and Evaluation Function - March 2010 https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/\$defaultview/3F296435CE2C24C648257731002A9639/\$File/Final%20Peer%20Review%20Report%20March%202010.pdf?OpenElement</p> <p>Annual Report on IFAD's Results and Impact (ARRI) – 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf</p>
	The reviews of the	met	Peer Review of IFAD's Office of Evaluation and Evaluation Function - March 2010

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	MO's evaluations (i.e. the reports on the quality of evaluations) cover organisation-wide, country and project level evaluations.		https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/\$defaultview/3F296435CE2C24C648257731002A9639/\$File/Final%20Peer%20Review%20Report%20March%202010.pdf?OpenElement Annual Report on IFAD's Results and Impact (ARRI) – 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf
	There is evidence that the MO's evaluation practices have changed as a result of the review of evaluations.	Met	Peer Review of IFAD's Office of Evaluation and Evaluation Function - March 2010 https://wpqr1.adb.org/LotusQuickr/ecg/Main.nsf/\$defaultview/3F296435CE2C24C648257731002A9639/\$File/Final%20Peer%20Review%20Report%20March%202010.pdf?OpenElement Management Response to the Peer Review of IFAD's Office of Evaluation and Evaluation Function http://www.ifad.org/gbdocs/eb/99/e/EB-2010-99-R-6-Add-2.pdf Addendum to Management Response http://www.ifad.org/gbdocs/eb/99/e/EB-2010-99-R-6-ADD-3.pdf Comments by the Office of Evaluation http://www.ifad.org/gbdocs/eb/99/e/EB-2010-99-R-6-ADD-1.pdf Progress Report on the action plan for implementation of the findings and recommendations of the Peer Review (EC 2011/69/W.P.7)
Overall Score MI 18.3		Very strong (6)	

KPI 19. The MO presents performance information on its effectiveness

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 19.1 Reports on the achievement of outcomes, not just inputs, activities and outputs	Annual performance reports exist at the organisation-wide level.	Met	Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/ride/index.htm Annual Report on Results and Impact of IFAD Operations 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf
	(If first criterion is met) the most recent performance report sampled describes	Met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	outputs achieved.		
	(If first two criteria are met) the most recent performance report sampled discusses expected outcomes achieved.	Met	Ibidem
	(If first two criteria are met) the most recent performance report sampled provides evidence for the MO's contribution to outcome achievement (i.e., establishes a link between organisation-wide outputs and outcomes).	Not met	Ibidem
	(If all above criteria are met) all above criteria are met <i>for all performance reports sampled</i> .	Not met	
Overall Score MI 19.1		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 19.2 Reports performance using data obtained from measuring indicators	Annual performance reports exist at the organisation-wide level.	Met	Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/rde/index.htm RIMS First and Second Level Results Handbook http://www.ifad.org/operations/rims/
	(If first criterion is met) the most recent performance report	Not met	Ibidem

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	sampled specifies indicators for the reporting period that respect SMART or CREAM criteria for indicators.		
	(If first criterion is met) the most recent performance report sampled presents an illustration of trends in measurement over a period of time (i.e., indicator data are compared across X years).	Met	Report on IFAD's Development Effectiveness 2012 http://www.ifad.org/deveffect/ride/index.htm
	(If first criterion is met) the most recent performance report sampled compares indicator measurement to baseline (in the case of outcomes) and target amounts (in the case of both outputs and outcomes) (either in graph or narrative form).	Not Met	Report on IFAD's Development Effectiveness 2012 http://www.ifad.org/deveffect/ride/index.htm
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not met	
Overall Score MI 19.2		Inadequate (3)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 19.3 Reports against its organisation-wide strategy, including expected management and development results	Annual performance reports exist at the organisation-wide level.	Met	Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/ride/index.htm Annual Report on Results and Impact of IFAD Operations 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf IFAD's Annual Review of Portfolio performance (2012)
	(If first criterion is met) the most recent performance report sampled makes reference to the expected results identified in the organisation-wide DRF and MRF.	Met	Report on IFAD's Development Effectiveness (2012) http://www.ifad.org/deveffect/ride/index.htm Annual Report on Results and Impact of IFAD Operations 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf IFAD's Annual Review of Portfolio performance (2012)
	(If criterion two is met) the most recent performance report sampled describes the extent of achievement to date of results identified in the DRF and MRF, along with an explanation of any variances.	Met	2012 Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/ride/index.htm Annual Report on Results and Impact of IFAD Operations 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf IFAD's Annual Review of Portfolio performance (2012)
	(If all above criteria are met) all above criteria are met for all performance reports sampled.	Not Met	Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/ride/index.htm 2011 Report on IFAD's Development Effectiveness http://www.ifad.org/gbdocs/eb/104/e/EB-2011-104-R-9.pdf 2010 Report on IFAD's Development Effectiveness http://www.ifad.org/gbdocs/eb/101/e/EB-2010-101-R-11.pdf
	There is an independent	Not met	Annual Report on Results and Impact of IFAD Operations 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	evaluation/review confirming the quality of organisation-wide reporting on results.		Corporate-level evaluation of IFAD's institutional efficiency (2013)
Overall Score MI 19.3		Adequate (4)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 19.4 Reports against its Paris Declaration /Busan commitments using indicators and country targets	1. An annual, organisation-wide report on the MO's performance against Paris Declaration (PD) or related commitments exists (this may not be a separate report, but part of another report, such as the annual performance report).	Not Met	Report on IFAD's Development Effectiveness http://www.ifad.org/deveffect/ride/index.htm Paris Declaration http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm Busan Partnership for Effective Development Cooperation http://www.oecd.org/dac/effectiveness/49650173.pdf
	2. (If the first criterion is met) the most recent report describes the extent of overall achievement to date on PD or related commitments, using indicators.	Not met	
	3. (If the first two criteria are met) the most recent report shows country targets for PD or related commitments.	Not met	
	4. (If all above criteria are met) the most	Not met	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	recent report shows the extent of achievement to date of PD or related commitments by country.		
	5. (If all above criteria are met) all above criteria are met for all reports sampled.	Not met	
Overall Score MI 19.4		Very weak (1)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 19.5 Reports on adjustments made or recommended to the organisation wide policies and strategies based on performance information	1. The MO has a policy that defines how annual performance reporting will be carried out.	Met	Results Measurement Framework (Annex: Action plan to strengthen the self-evaluation system) http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf Annual Review of Portfolio Performance 2011-2012 https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-4-Annual-Review-of-Portfolio-Performance-2011-2012.pdf
	2. The MO has a policy that defines how annual performance reporting will be systematically used.	Met	Results Measurement Framework http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf
	3. There is evidence that annual performance reviews are systematically used to adjust strategies/policies.	Met	RIDE IFAD at the Midterm of the Eighth Replenishment http://www.ifad.org/gbdocs/repl/9/i/e/REPL-IX-1-R-2.pdf Annual Report on IFAD's Results and Impact of IFAD Operations (ARRI) – 2012 Management Response to the ARRI 2011 (operations evaluated in 2010) https://webapps.ifad.org/members/eb/104/docs/EB-2011-104-R-8-Add-1.pdf Annual Review of Portfolio Performance 2011-2012 (EC -2012-74-W) https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-4-Annual-Review-of-Portfolio-Performance-2011-2012.pdf

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			2012.pdf
	4. There is evidence that annual performance reviews are systematically used to adjust budgets.	Met	Budgets IFAD's 2013 results-based programme of work and regular and capital budgets,... https://webapps.ifad.org/members/eb/107/docs/EB-2012-107-R-2-Rev-1.pdf IFAD's 2012 results-based programme of work and administrative and capital budgets, and the Independent Office of Evaluation of IFAD's results-based work programme and budget for 2012 and indicative plan for 2013-2014 https://webapps.ifad.org/members/eb/104/docs/EB-2011-104-R-2-Rev-1.pdf
	5. The Board receives annual reports on strategy and/or budgetary changes that are based on performance information.	Not met	
Overall Score MI 19.5		Strong (5)	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 19.6 Reports on country (or other) level programming adjustments made or recommended based on performance information	1. The MO has a policy that defines how annual performance reporting will be carried out at the country (or project) level.	Met	Results Measurement Framework 2013-2015 + Action plan for strengthening the self-evaluation system http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf
	2. The MO has a policy that defines how annual performance reporting will be systematically used at the country or project level.	Met	Results Measurement Framework 2013-2015 + Action plan for strengthening the self-evaluation system http://www.ifad.org/gbdocs/repl/9/iii/e/REPL-IX-3-R-4.pdf
	3. There is evidence that annual performance reviews at	Met	COSOPs from Vietnam (2012)

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
	the country level are systematically used to adjust strategies/policies.		https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf Mozambique (2011) http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf Ethiopia (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf Guatemala (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf Indonesia (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf Pakistan (2009) http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf
	4. There is evidence that annual performance reviews at the country level are systematically used to adjust budgets.	Not met	Synthesis report on RB-COSOPS https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-6.pdf
	5. The Board receives annual reports on strategy and/or budgetary changes at the country level that are based on performance information.	Met	COSOPs from Vietnam (2012) https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf Mozambique (2011) http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf Ethiopia (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf Guatemala (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf Indonesia (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf Pakistan (2009) http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf
Overall Score MI 19.6		Strong (5)	

KPI 20. The MO encourages identification, documentation and dissemination of lessons learned and/or best practices

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 20.1 Reports on lessons learned based on performance information	1. There is evidence that the organisation is committed to the identification of lessons learned and/or best practices.	Met	Knowledge Management Strategy http://www.ifad.org/pub/policy/km/e.pdf IFAD Strategic Framework http://www.ifad.org/sf/index.htm
	2. There is a unit/coordinating group responsible for documenting and disseminating lessons learned and/or best practices.	Met	IFAD organizational chart http://www.ifad.org/governance/internal/organigramme.pdf Change and Reform: Implementation. Progress report on IFAD's operations, Medium-term plan, zero-based budget, strategic workforce plan, and human resources reforms, April 2010, EB 2010/99/R.31/rev.1
	3. The MO has a system for collecting and disseminating internal lessons learned and/or best practices.	Not met	Knowledge Management Strategy http://www.ifad.org/pub/policy/km/e.pdf Technical Advisory Notes http://www.ifad.org/lrkm/pub/ Interview with Carlos Sere (Chief Development Strategist at IFAD), March 26 th 2013
	4. (If third criterion is met) The MO has an easily accessible system that collects and disseminates <i>both</i> internal <i>and</i> external lessons learned and/or best practices.	Not met	Knowledge Management Strategy http://www.ifad.org/pub/policy/km/e.pdf
	5. There is evidence that the MO uses lessons learned and/or best practices based on performance to change management and programming practices.	Met	Annual Report 2011 http://www.ifad.org/pub/ar.htm Corporate-level evaluation on IFAD's institutional efficiency and efficiency of IFAD-funded operations (April 2013) https://webapps.ifad.org/members/eb/108/docs/EB-2013-108-R-3-Rev-1.pdf
Overall Score MI 20.1		Adequate	

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
		(4)	

KPI 21. The MO ensures the availability of documents in the public domain

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
MI 21.1 Key MO documents are available to the public	1. More than half of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	<p>GOVERNANCE</p> <p>Governing Council documents can be found here: (available in Arabic, English, French and Spanish) http://www.ifad.org/gbdocs/gc.htm</p> <p>Executive Board documents can be found here: (available in Arabic, English, French and Spanish) http://www.ifad.org/gbdocs/eb/index.htm</p> <p>Evaluation Committee documents can be found here: (only available in English since 2008) http://www.ifad.org/gbdocs/eb/ec/index.htm</p> <p>Minutes of the seventy-third session of the Evaluation Committee (Held October 2012) - Seventy-fourth Session (only available in English) https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-2.pdf http://www.ifad.org/gbdocs/eb/ec/e/74/index.htm</p> <p>IFAD Language Regime (page 2 of the "Support to IFAD's governance: Doing more with less - Framework for discussion prepared by the Office of the Secretary") https://webapps.ifad.org/members/eb/106/docs/EB-2012-106-R-3.pdf</p> <p>PERFORMANCE</p> <p>1) Annual Review of Portfolio Performance 2011-2012 https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-4-Annual-Review-of-Portfolio-Performance-2011-2012.pdf</p> <p>2) Annual Report on Results and Impact of IFAD Operations 2012 http://www.ifad.org/evaluation/arri/2012/arri.pdf (ARRI from 2003 - 2012) http://www.ifad.org/evaluation/arri/index.htm</p> <p>3) Report on IFAD's Development Effectiveness (RIDE) http://www.ifad.org/deveffect/ride/index.htm</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>IFAD MANDATE AND STRUCTURE</p> <p>i) Agreement establishing the International Fund for Agricultural Development: http://www.ifad.org/pub/basic/agree/e/101agree.pdf</p> <p>ii) IFAD's Core Values: http://www.ifad.org/governance/values/index.htm</p> <p>iii) IFAD At A Glance: http://www.ifad.org/pub/brochure/ifadglance.pdf</p> <p>iv) Internal Structure: http://www.ifad.org/governance/internal/index.htm</p> <p>STRATEGIC PLAN</p> <p>Strategic Framework 2011-2015: http://www.ifad.org/sf/strategic_e.pdf</p> <p>IFAD Medium Term Plan 2011-2013 : http://www.ifad.org/gbdocs/eb/102/e/EB-2011-102-R-32.pdf</p> <p>KEY FINANCIAL INFORMATION</p> <p>Consolidated financial statements, for year ended 31 December 2011 http://www.ifad.org/pub/ar/2011/e/12.pdf</p> <p>Consolidated financial statements of IFAD, as at 31 December 2010 http://www.ifad.org/pub/ar/2010/e/11.pdf</p> <p>Other Annual Financial Statements (included in Annual Reports) can be found at the following link: 1997-2011 Annual Reports: http://www.ifad.org/pub/ar.htm</p> <p>EVALUATIONS</p> <p>Corporate-level evaluation: IFAD's Private -Sector Development and Partnership Strategy http://www.ifad.org/evaluation/public_html/eksyst/doc/corporate/private_sector.pdf</p> <p>Evaluation Synthesis - IFAD's Direct Supervision and Implementation Support http://www.ifad.org/evaluation/public_html/eksyst/doc/syn/2012/supervision/report.pdf</p> <p>Synthesis Report on Results-based COSOPs: https://webapps.ifad.org/members/ec/74/docs/EC-2012-74-W-P-6.pdf</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			<p>Complete list of Country Program Evaluations (CPE): http://www.ifad.org/evaluation/public_html/eksyst/doc/country/index.htm</p> <p>a. Ethiopia 2009 CPE http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pf/ethiopia/ethiopia.pdf</p> <p>b. Guatemala not found</p> <p>c. Indonesia - last country program evaluation in 2004 http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/indonesia/indonesia.htm</p> <p>d. Mozambique - 2010 http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pf/mozambique/index.htm http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pf/mozambique/Mozambique.pdf</p> <p>e. Pakistan - 2008 http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/pakistan/pakistan.htm http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/pakistan/pakistan.pdf</p> <p>f. Viet Nam 2012 CPE: http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/vietnam/2012/index.htm http://www.ifad.org/evaluation/public_html/eksyst/doc/country/pi/vietnam/2012/vnm2012.pdf</p> <p>DISCLOSURE IFAD Policy on the Disclosure of Documents (2010) http://www.ifad.org/gbdocs/gc/34/e/GC-2011-34-INF-2-Rev-1.pdf</p> <p>Country Strategic Opportunities Programme (COSOPs) a. Ethiopia COSOP: (2008) http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-11.pdf b. Guatemala COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-12.pdf c. Indonesia COSOP (2008): http://www.ifad.org/gbdocs/eb/95/e/EB-2008-95-R-14.pdf d. Mozambique COSOP (2011): http://www.ifad.org/gbdocs/eb/103/e/EB-2011-103-R-13.pdf e. Pakistan COSOP: (2009)</p>

Micro-Indicator	Criteria	Status	Document consulted (Title and Hyperlink if available)
			http://www.ifad.org/gbdocs/eb/96/e/EB-2009-96-R-9.pdf f. Viet Nam COSOP (2012): https://webapps.ifad.org/members/eb/105/docs/EB-2012-105-R-6.pdf
	2. (If first criterion met) all of the documents in the sample (excluding the disclosure policy) are available on the public website.	Met	Ibidem
	3. (If first criterion met) More than 50% of the documents in the sample are available on the public website in multiple languages in keeping with the organisation's policies.	Met	Ibidem
	4. A disclosure / access to information policy exists and is available on the MO website.	Met	IFAD Policy on the Disclosure of Documents (2010) http://www.ifad.org/gbdocs/gc/34/e/GC-2011-34-INF-2-Rev-1.pdf
	5. Clear procedures exist to contact the MO and receive a timely reply.	Met	IFAD – Contact Us http://www.ifad.org/contacts.htm
Overall Score MI 21.1		Very Strong (6)	

Appendix VII IFAD – HQ and CO Interviewees

HQ Interviewees

Name	Title	Division
Brian Baldwin	Senior Operations Management Advisor	Programme Management Department
Adolfo Brizzi	Director, Policy and Technical Advisory Division	Programme Management Department
Clare Bishop Sambrook	Senior Technical Advisor, Gender, Empowerment and Social Inclusion , Policy and Technical Advisory Division	Programme Management Department
Périn L. Saint Ange	Director, East and Southern Africa Division	Programme Management Department
Francisco Pichon	Portfolio Adviser, East and Southern Africa Division	Programme Management Department
Claus Reiner	Country Programme Manager, Mozambique, East and Southern Africa Division	Programme Management Department
Michael Gehringer	Director, Human Resources Division	Corporate Services Department
Giorgia Salucci	Team Leader, Recruitment, Staffing and Servicing, Human Resources Division	Corporate Services Department
Ides v.d. Does de Willebois	Director, West and Central Africa Division	Programme Management Department
Sylvie Marzin	Portfolio Adviser, West and Central Africa Division	Programme Management Department
Gary Nigel Howe	Strategic Planning Division	Strategy and Knowledge Management Department
Tim Balint	Strategic Planning Division	Strategy and Knowledge Management Department
Hisham Zehni	Strategic Planning Division	Strategy and Knowledge Management Department
Ruth Farrant	Controller's and Financial Services Division	Financial Operations Department
Lakshmi Menon	Associate Vice President	Corporate Services Department
Paula Kim	Senior Operations Adviser	Corporate Services Department
Carlos Sere	Chief Development Strategist	Strategy and Knowledge Management Department
Henock Kifle	Advisor to IFAD President	Office of the President and Vice President
Ed Gallagher	Budget Officer	Office of the President and Vice President
Kevin Cleaver	Associate Vice President	Programme Management Department
Ashwani K. Muthoo	Acting Director, Independent Office of Evaluation of IFAD	
Bambis Constantinides	Director, Office of Audit and Oversight	Office of the President and Vice President

Name	Title	Division
Deirdre Walker	Senior Audit Officer, Office of Audit and Oversight	Office of the President and Vice President
Hoonae Kim	Director, Asia and the Pacific Division	Programme Management Department
Thomas Elhaut	Director, Statistics and Studies for Development Division	Strategy and Knowledge Management Department
Elwyn Grainger-Jones	Director, Environment and Climate Division	Programme Management Department
Theresa Rice	Operational Systems Adviser, Office of the Associate Vice President	Programme Management Department
Shyam Khadka	Senior Portfolio Manager, Office of the Associate Vice President, Programmes	Programme Management Department

CO Interviewees

Name	Title	Country
Abebe Zerihun	Country Programme Officer	Ethiopia
Ron Hartmann	Country Programme Manager	Indonesia
Anissa Lucky	Country Programme Officer	Indonesia
Henning Pedersen	Country Programme Manager	Vietnam
Matteo Marchisio	Country Programme Manager	Pakistan
Qaim Shah	Country Programme Officer	Pakistan
Joaquin Lozano	Country Programme Manager	Guatemala (email exchange)
Claus Reiner	Country Programme Manager	Mozambique (email exchange)

Appendix VIII Key Documents Consulted for Development Results Component

Organisation-wide strategy

- Strategic Framework 2011-2015: http://www.ifad.org/sf/strategic_e.pdf

Results measurement

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Appendix IX IFAD's reported contributions to outputs in areas of thematic focus

The following tables show IFAD's baselines and reported contributions to outputs from 2010-2012, as reported in the RIDE 2012, for its areas of thematic focus.²⁹

IFAD's reported contributions to A1: Natural resources - land, water, energy and biodiversity

Output Indicator from RIDE 2012	Baseline value (2008)	Reported in 2010 ³⁰	Reported in 2011	Reported in 2012
3.2 Common property resource land under improved management practices (ha)	3.86 million ha	4.9 million ha	5.5 million ha	3.73m ha
3.3 Area under constructed/rehabilitated irrigation schemes (ha)	228 000 ha	322 000 ha	373 000ha	356 000 ha

IFAD's reported contributions to A3: Improved agricultural technologies and effective production services

Output Indicator from RIDE 2012	Baseline Value (2008)	Reported in 2010	Reported in 2011	Reported in 2012
3.4 People trained in crop production practices/technologies: (male:female ratio in percentage)	1.72m (50:50)	4.10 m (63:37)	4.51m (65:35)	4.83m (64:36)
3.5 People trained in livestock production practices/technologies: (male:female ratio in percentage)	1.07m (35:65)	1.10 m (44:56)	1.2m (44:56)	1.20m (55:45)

IFAD's reported contributions to A4: Broad range of inclusive financial services

Output Indicator from RIDE 2012	Baseline Value (2008)	Reported in 2010	Reported in 2011	Reported in 2012
3.6 Active borrowers (Male:female ratio (percentage))	4.35m (52:48)	4.80 million (51:49)	2.70m (43:57)	4.26m (31:69)
3.7 Voluntary savers: (Male:female ratio (percentage))	5:44m (51:49)	8.40 million (49:51)	7.86m (47:53)	4.96m (32:68)

²⁹ As noted in the Volume I report, the RIDE 2012 did not report on A2: climate change or A7: technical and vocational skills development

³⁰ The 2010 edition of the Report on IFAD's Development Effectiveness (RIDE) was the first to be prepared within the Eighth Replenishment period, and the first to report on IFAD's progress against the indicators and targets for development and institutional effectiveness established in the Results Measurement Framework (RMF) for the Eighth Replenishment, as approved by the Executive Board in September 2009.

IFAD's reported contributions to A5: Integration of poor rural people within value chains

Output Indicator from RIDE 2012	Baseline Value (2008)	Reported in 2010	Reported in 2011	Reported in 2012
3.8 Roads constructed/rehabilitated (km)	15 000	21 000	18 000	20 972
3.9 Marketing groups formed/strengthened	25 000	28 000	13 000	16 394

N.B. The output indicators also apply to A6 below.

IFAD's reported contributions to A6: Rural enterprises development and non-farm employment opportunities

Output Indicator from RIDE 2012	Baseline Value (2008)	Reported in 2010	Reported in 2011	Reported in 2012
3.10 People trained in business and entrepreneurship (male:female ratio in percentage)	0.16m (53:47)	0.28m (48:52)	0.72m (39:61)	1.45m (25:75)
3.11 Enterprises accessing facilitated non-financial services	19 000	34 000	57 000	302 000

IFAD's reported contributions to A8: Support to rural producers' organisations

Output Indicator from RIDE 2012	Baseline Value (2008)	Reported in 2010	Reported in 2011	Reported in 2012
3.12 People trained in community management topics: (Male:female ratio in percentage)	0.67m (38:62)	1.17m (24:76)	2.13m (23:67)	3.18m (25:75)
3.13 Village/community action plans prepared	24 000	29 000	28 000	48 900

Appendix X Examples of IFAD contribution to country-level goals and priorities

The following tables show examples of IFAD's contributions to country-level goals and priorities, by project strategic objective.

Indonesia – examples of IFAD contribution to country-level goals and priorities, by project strategic objective³¹

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of outputs and outcomes achieved ³²	Stakeholder Survey (mean score)
B1: Sustaining the growth of economic activities and reducing the incidence of poverty	<p>2012 Annual Implementation Progress Report results:</p> <p>According to the review, IFAD's operations have resulted in a range of outputs and outcomes contributing to a reduction in poverty. However, based on the reporting alone it can be difficult to understand the extent to which these results can be attributed to IFAD's operations as potential causal links between outputs and outcomes are not explained or documented. In addition, not all the indicators measured have targets which makes it difficult to understand whether or not the results are satisfactory. Finally, the lack of context associated with the results means that there is a very limited sense of scale (i.e. what does 21,553 households represent given the overall population targeted and of the region, district or country)?</p> <p>Outputs:</p> <ul style="list-style-type: none"> • 8,491 savings and credit groups formed and or strengthened, comprising 42,625 members of whom almost half are women (217% achievement of the current COSOP target) <p>Extension of financial services through micro lending and formal banking services:</p> <ul style="list-style-type: none"> • 32,622 individuals are active borrowers and 2,380 enterprises have been provided with business development services • Across the on-going IFAD-supported programmes and projects, 334,040 loans have been provided for micro-enterprise activities worth around USD 853,774 • 223 loans have been provided by commercial banks or local financial institutions worth around USD 11,550 <p>Outcomes:</p> <p>Economic infrastructure improvements have impacted positively on market access, incomes and employment.</p> <ul style="list-style-type: none"> • Some 106,214 households have road access to markets, 63% of farmers have reported an increase income from agriculture produce making, which is 90% of the current COSOP target • 28,495 jobs have been generated by small and medium enterprises • 89% of targeted households have reported increased assets, which is 	2.97

³¹ The country objectives being assessed have been tailored to the work of IFAD in Indonesia and have been approved by IFAD HQ. Thus, survey respondents in Indonesia received questions that roughly correspond to the objectives of project log-frames for the following current projects: Rural Empowerment and Agricultural Development Programme in Central Sulawesi, National Programme for Community Empowerment in Rural Areas Project, Smallholder Livelihood Development Project in Eastern Indonesia, and Coastal Community Development Project. The document review draws on evidence from current projects where available, but also uses data from completed projects where applicable.

³² Data in this table is mainly based on evidence found in the 2013 Country Programme Evaluation of the COSOP 2009-2013 and the 2012 COSOP Implementation Progress Report.

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of outputs and outcomes achieved ³²	Stakeholder Survey (mean score)
	128% of the current COSOP target.	
B2: Improvement of natural resource management	CPE results: Outputs N/A Outcomes <ul style="list-style-type: none"> • The 2013 CPE of IFAD-funded activities in Indonesia gives IFAD's portfolio a rating of moderately satisfactory for natural resources and the environment. Most of the projects were not intended to focus on these areas but did not cause any negative impacts. • Through the PIDRA project, closed in 2009, more than 12,500 households have achieved long-term security of tenure over natural resources, as an outcome of IFAD-funded projects. The PIDRA project has contributed by improving the capacity of self-help groups in terms of management techniques for vulnerable areas. Some communities also formulated natural resource management plans. 	2.93
B3: Increasing household incomes for poor households involved in fisheries and marine activities	No data directly related to this objective available	4.20
B4: Building capacity of rural people to engage in local policy and programming processes	CPE results: Outputs <ul style="list-style-type: none"> • More than 800 village and community development plans have been formulated and 225 policy studies have been carried out. • 170 pro-poor legislations and regulations have been enforced at the local or central level; 170 village administrations have improved their capacity to lead social and economic development; and 170 village pro-poor development plans have been developed. Outcomes N/A	3.08
B5: Promotion of gender equality and women's empowerment	CPE results: Outputs N/A Outcomes <ul style="list-style-type: none"> • The CPE rated the performance of IFAD-funded projects for gender equality and women's empowerment as "moderately satisfactory". • According to the COSOP Mid-Term Report the target percentages of women in leadership roles are almost met: in West Papua 39 out of 85 village agriculturalists are women, however less than 10 out of 35 Sub-District Facilitators are women. While women are less active than men in village meetings, they are equally involved in proposal formation. 	3.93
B6: Improvement of household food security and nutrition	CPE results: <ul style="list-style-type: none"> • The 2013 Indonesia CPE gives IFAD-funded projects a rating of "moderately unsatisfactory" for their performance under Food Security and Agricultural Productivity. • However, at project completion of the PIDRA project, between 71 and 87% of the respondents included in the completion survey reported an increase in income from agriculture and livestock. All the respondents reported improved marketing of their produce and increased food security. Between 33 and 82% of the respondents reported an increase of cultivable area. 	3.66

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of outputs and outcomes achieved ³²	Stakeholder Survey (mean score)
	2012 Annual Implementation Progress Report results: <ul style="list-style-type: none"> According to the 2012 Midterm Review of the COSOP, a total of 21,553 households have reported improved food security, 7,836 farmers have reported a 10-25% increase in crop and livestock production and or yield increase. Furthermore, 24,478 hectares of land has been brought under improved management practices, Finally, 12,535 households have long-term security of tenure over natural resources. 	

Vietnam – examples of IFAD contribution to country-level goals and priorities, by project strategic objective

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of outputs and outcomes from document review ³³	Stakeholder Survey (mean score)
B1: Sustained economic participation of ethnic minority and poor rural households	CPE results In Quang Binh, a province dominated by the ethnic majority, the ARCDP project formed 76 enterprises and cooperatives, and created at least 1,500 jobs. However, according to the CPE, it has been particularly challenging to develop microenterprises in provinces with a high concentration of ethnic minorities. In Ha Giang, an ethnic minority province, one of the projects evaluated was unable to form even one enterprise and, of the 196 trained individuals, only one found employment.	5.05
B2: Improving agronomic and market conditions for food and cash crops	No documentation directly related to this objective currently available.	5.02
B3: Developing alternative value chains	Results from the Supervision Report of the “Developing Business with the Rural Poor project” (DBRP)³⁴ The assessment team has not received any documentation on outcomes of this project. However, according to the Supervision report, it has made progress in value chain development planning, in particular for those activities under the coconut value chain, as follows: (i) a comprehensive value chain analysis has proposed strategies for upgrading the coconut sub-sector in Ben Tre; (ii) a steering committee and a drafting team have been set up to formulate a Coconut Development Plan for 2013-2015 and Vision for 2025; and (iii) the detailed outline of the coconut development plan has been formulated and its final approval is expected in the first quarter of 2013. Results from the Supervision Report of the “Sustainable Economic Empowerment of Ethnic Minorities in Dak Nong Province” (3EM) project A number of value chain activities are also being implemented by the 3EM project. Its activities in this area were rated as moderately satisfactory by the recent Supervision Mission in September 2012.	4.97

³³ Data in this table is mainly based on evidence found in the 2012 Country Programme Evaluation.

³⁴ Effective in 2008 and ending in 2014.

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of outputs and outcomes from document review ³³	Stakeholder Survey (mean score)
B4: Improving the rural poor's ability to benefit from improved market participation	<p>CPE results</p> <p>The major impact of the IFAD-funded programme has been to build up capacity at the local level through strengthening provincial, district and commune institutions (decentralisation). Several projects - PRMP, RIDP and HPM- all had positive results in terms of improving the ability of provincial, district and commune institutions to deliver agriculture extension and other development services (increased effectiveness of extension and use of participatory approaches when making local development plans).</p>	4.86
B5: Establishing a framework for sustainable agro-forestry development	<p>Examples of outputs and outcomes of the Pro-Poor Partnerships for Agroforestry Development Project (3PAD)</p> <p>Outputs</p> <ul style="list-style-type: none"> • Forest land allocation planning has been completed for 78,531 ha, against the target of 72,000 • Red books have been issued for 5,524 ha against the target of 12,000 ha (46%) • Total 1,975 HHs have received Red Books of which 788 are poor and 394 Ethnic minorities <p>Outcomes</p> <ul style="list-style-type: none"> • Under RIDP in Tuyen Quang, 40,000 ha of certified forest land were provided for the use of 26,000 families. Evidence reported in the country programme evaluation (2012) suggests that providing forest land-use rights has substantially helped improve living standards of recipients. • Physical progress for all key activities remains satisfactory. Quality aspects of targeting and coordination and integration need further improvements for enhanced impact on project's target group." (MTE, p. 32) 	4.94
B6: Promotion of gender equality and women's empowerment	<p>CPE results:</p> <p>Evidence from the CPE (backed by high rates of female participation in IFAD-funded projects) generally indicates that IFAD programmes have helped empower women in several manners: providing technical training, ensuring ethnic women have improved status in their families, improving women's health, ensuring women have access to forests and forest land use titles.</p> <p>Results from the Supervision report for the "Sustainable Economic Empowerment of Ethnic Minorities in Dak Nong Province" (3EM)</p> <p>The "Women's savings and credit group" sub-component was rated as satisfactory. The report noted the following outputs and outcomes:</p> <ul style="list-style-type: none"> • The formation of 56 groups with 920 members in the Women's Union, of which 587 (63.8%) were ethnic minorities. • There were 516 poor households (56%) and 403 near-poor households (44%) in the groups. • As of 30 June 2012 VND 1,227,000,000 was disbursed for 17 qualified groups. • Women in WSCG started to form groups and set their own regulations. These women could save up to VND 500,000/month which is significant given the poverty levels of the province • The total savings balance for these 17 groups is VND 280,400,000. 	4.75

Pakistan – examples of IFAD contribution to country-level goals and priorities, by project strategic objective

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of evidence from document review ³⁵	Stakeholder Survey (mean score)
B1: Enhancing the employment potential of the rural poor	No document data directly related to this objective.	4.33
B2: Increasing agricultural productivity and production	<p>PCR Completion Digest of MIOP</p> <ul style="list-style-type: none"> Higher production and significant increase in the monthly income of poor households. Enhanced financial inclusion of poor households in the formal system, by introducing low-cost delivery channels through the establishment of village banking and branchless banking. High impact on the whole microfinance sector in terms of: i) contribution to sector development; ii) product diversification and market segmentation; iii) expansion of the geographical coverage of microfinance activities; iv) increased efficiency; v) enhanced accountability and transparency in the sector. <p>COSOP MTR Review Results</p> <ul style="list-style-type: none"> Target: 70% of the 120,000 rural households participating in the IFAD programme report an increase in productivity by 2012 and 200,000 by 2014. Achieved by 2012: NADP project reported that more than 127,000 people experienced increase in productivity. 	4.25
B3: Giving the rural poor greater access to financial services	<p>COSOP MTR Review Results</p> <ul style="list-style-type: none"> Target: Increased access to financial services for 100,000 rural households. Achieved by 2012: Increased access to financial services for more than 200,000 households. 	4.71
B4: Increasing incomes of poor rural households	<p>COSOP MTR Review Results</p> <ul style="list-style-type: none"> Target: 50% of the 200,000 households participating in the IFAD programme report improvement in household assets by 2014. Achieved by 2012: Increase in asset ownership was not measured for all participating households. However, some of the projects which were directly distributing assets such as livestock and reconstructing houses estimate that they have benefited 23,000 households. Actual results were behind target at mid-term. 	4.58
B5: Promotion of	Reported in Supervision report of PRISM	4.57

³⁵ Data in this table is mainly based on evidence found in the 2012 COSOP Mid-Term Review 2011 Main Report and in the Project Completion Digest of the Microfinance Innovation and Outreach Programme that closed in 2011, a Project Completion Digest of the Restoration of Earthquake Affected Communities and Households (REACH) project that closed in 2010, a Supervision Report of the Programme for Increasing Sustainable Microfinance (PRISM) from 2012.

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of evidence from document review ³⁵	Stakeholder Survey (mean score)
gender equality and women's empowerment	<ul style="list-style-type: none"> The ratio of women borrowers, financed through PRISM funds, has increased to 75% as compared to the ratio of 50% set as a target under the programme. All PO proposals to Pakistan Poverty Alleviation Fund (PPAF) now establish a target (a minimum of 40% of the POs entire portfolio) for POs with respect to the ratio of women clients to be financed over the project period. The ratio of women staff in PPAF has now increased to around 30 % and includes induction of women in senior management positions; <p>Reported in PCR synthesis of MIOP</p> <ul style="list-style-type: none"> Under the Young Professional Scheme, 36% of enrolled participants were women, based on specific eligibility criteria developed. 40% of those participants who graduated and found employment were women, which can be considered a great success. 	

Ethiopia – examples of IFAD contribution to country-level goals and priorities, by project strategic objective

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of evidence from document review	Stakeholder Survey (mean score)
B1: Enhancing household incomes and food security	Not enough data to provide an assessment	4.67
B2: Improving sustainable land management and ecosystem integrity	Not enough data to provide an assessment	4.22
B3: Increasing resilience of Ethiopian pastoralists to external shocks	<p>Results reported in the Project Completion Digest of the Pastoral Community Development Project (PCDP)</p> <p>The project was successful in developing six new crop and forage varieties. The new crop and forage varieties were introduced in 780 agro-pastoral communities. However, no data is provided in order to quantify the magnitude of the PCDP's impact within this domain.</p> <p>According to the PCD, pastoral communities strongly benefitted from water supply projects which contributed to minimise the rate of mobility, and also in improving the livelihood of the intended beneficiaries.</p> <p>Results reported in the Mid-Term Review of the Pastoral Community Development Project II (PCDP II)</p> <p>Out of the 300 rural saving & credit cooperatives established, 157 are still providing credit services. This is a "survival rate" of 52% which is slightly over the target of 50%. Among the saving and credit beneficiaries of PCDP II, 40 % have experienced an increase in household income. This is somewhat lower than the 60% expected.</p> <p>Pastoral saving and credit loan beneficiaries in beneficiary communities experienced a 20% increase in their average income of against a target 75%. Although the targets have not been fully met for all the expected outcomes, the numbers look promising given the fact that they are reported at mid-term.</p>	3.97

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of evidence from document review	Stakeholder Survey (mean score)
B4: Developing a sustainable farmer-owned and managed model of small-scale irrigated agriculture	Not enough data to provide an assessment	4.68
B5: Improving effectiveness and efficiency of agricultural output marketing	<p>Results reported in the Mid-Term Review of the Agricultural Marketing Improvement Program (AMIP)</p> <p>Limited evidence of results (see discussion below). The project experienced initial delays, but according to a Mid-Term Review, some results had been recorded.³⁶</p> <ul style="list-style-type: none"> • 19.6% of households (HHs) surveyed reported an increase in draught animals from. However, the situation of 70.5% of the HHs, remains the same when compared with their situations the year before. • 9.9% of the households reported that the number of draught animal they currently have decreased compared to what they had a year ago. • 21.9% of respondents reported that their HH food security situation was much better while 49.9% of them reported that their situation was only a little better. 	3.67
B6: Providing rural households with increased access to a range of financial services	<p>Results reported in the Interim Evaluation of the Rural Financial Intermediation Programme (RUFIP I)</p> <p>The project achieved both its primary objective of promoting access to financial services for the rural poor, and its specific objectives, expanding outreach to well over 1.5 million rural households targeted at appraisal, and promoting linkages between rural financial institutions and the commercial banking sector.</p> <p>The project helped to bring about a significant increase in the number of MFIs. As of mid-2009, 26 such institutions were operational (19 of which have benefited from RUFIP assistance) with 2.2 million active clients (147% of the appraisal target and 14.4% of all Ethiopian households). By the end of PY5, eight micro-finance institutions (MFIs) under RUFIP had borrowed a total of US\$133.1 million from commercial banks.</p> <p>Financial outreach data on the microfinance sub-sector has also been significant, as exemplified by a 14-fold increase in the value of loans (in United States Dollars) outstanding over the life of the programme and an almost fourfold increase in average loan sizes (again, in United States Dollars).</p>	4.24
B7: Promoting gender equality and women's empowerment	<p>IFAD-funded projects were moderately successful at integrating women into microfinance activities. The proportion of active female clients for microfinance institutions (MFIs) is lower in Ethiopia than in some Asian countries (38% for Ethiopian MFIs, according to data from Wolday, 2008, reported in the RUFIP Project Evaluation). Less than one quarter of the clients of two of the largest MFIs were women (22% OCCSO, 23% DECSI).</p> <p>However, IFAD-funded projects seem to have had better success at involving women in Rural Savings and Credit Cooperatives (RUSACCOs) and in supporting the formation of women-only RUSACCOs. Women constitute 49% of RUSACCO clients. Women-only RUSACCOs represent 26% of the sub-sector with more than 24,000 members.</p>	4.30

³⁶ The results reported are based on a perception-based survey of project beneficiaries conducted during the mid-term review.

Guatemala – examples of IFAD contribution to goals and priorities, by project strategic objective

Project Strategic Objectives and Themes of Interest to MOPAN ³⁷	Examples of evidence from document review	Stakeholder Survey (mean score)
B1: Increasing incomes and employment for the rural poor.	<p>Results reported in the PRODEVER Interim Evaluation, December 2009 & PRODEVER, Final Supervision Report, May 2012</p> <p>The PRODEVER project contributed to poverty reduction among land-owning smallholders, especially those producing traditional cash crops such as coffee. At least 250 families increased their incomes and crossed the poverty line as a result of improvements to the production system and value chain integration. (p.xxvii)</p> <ul style="list-style-type: none"> • In addition, 1,170 families participated in income-generating microenterprises (117% of target). • On average, beneficiary families participating in the PRODEVER project which cultivated the following cash crops increased their annual revenue by the following percentages: cardamom, 8%; coffee, 13%; cacao, 9%; mandarins, 55%; bananas, 146%. 	4.22
B2: Promoting better linkages to production chains for the rural poor.	<p>Results reported in an Aide-Mémoire, November 2012</p> <p>The PRODENORTE project (begun in 2012) is a continuation of PRODEVER. Preliminary information from a November 2012 supervision visit indicates that the project has so far been moderately successful in strengthening community and municipal development associations (COCODE and COMUDE).</p>	4.14
B3: Promoting greater markets access for the rural poor.	<p>Results reported in the PRODEVER Interim Evaluation, December 2009</p> <ul style="list-style-type: none"> • The main request from communities in Las Verapaces was to build access roads. PRODEVER complied with this request and was able to facilitate the construction or rehabilitation of 171,416 km of rural roads in 57 different projects (p. xxviii) <p>Results reported in the PCR Digest, Guatemala: Programme for Rural Development and Reconstruction in the Quiche' Programme, 2009</p> <ul style="list-style-type: none"> • PRODERQUI (completed in 2007) produced positive outcomes: nine producer organisations were successfully linked to the market, both national and international, as a result of this project. However no information was provided on whether this contributed to increasing sales. 	4.11
B4: Improving the level of education and technical / management skills of the rural poor	<p>Results reported in the PRODEVER Interim Evaluation, December 2009</p> <ul style="list-style-type: none"> • PRODEVER provided support and training to 56 micro-enterprises, with a focus on business management training and value chains. (p. xxvii) • PRODEVER was not very successful at reaching the landless rural poor through its targeted education projects (in literacy, reproductive health and environmental issues). The PRODEVER report notes that training and community investment projects require a significantly longer period of time to have an effect. (p. xxix) • Through the National Rural Development Programme for the Central and Eastern Regions, 23 community training units have been trained and equipped (58% of target met) according to data from 2011 (in: Portfolio Review of LAC). 	4.14

³⁷ These strategic objectives correspond to development or project objectives set out in current project logframes – please see President's Reports on individual projects for more details.

Project Strategic Objectives and Themes of Interest to MOPAN ³⁷	Examples of evidence from document review	Stakeholder Survey (mean score)
B5: Incorporating the rural poor in decentralised development structures	No data on outputs or outcomes has been made available	3.52
B6: Promoting the inclusion of rural poor women in the local economy	<p>The documents assessed showed mixed results in the area of gender equality.</p> <ul style="list-style-type: none"> According to portfolio review information, the National Rural Development Programme: Western Region, and PNDR: Central and Eastern Regions were both rated moderately unsatisfactory on gender. 50 of 202 groups with strengthened planning, productive and management capacities are led by women (112% of target) as a result of the PRODEVER project. This project was rated highly satisfactory on gender (according to the project completion report/ portfolio review). In 2011, supervision reports for the National Rural Development Programme (Central and Eastern Region; and Western Region (completed project)) identified flaws in how the Rural Development Project had been carrying out gender equality/ women's empowerment activities. Namely, the projects had not supported affirmative action to promote women's access to project services. 	3.65

Mozambique – examples of IFAD contribution to country-level goals and priorities, by project strategic objective

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of evidence from document review	Stakeholder Survey (mean score)
B1: Increasing returns from fish sales for artisanal fishers	<p>Results reported in the follow-up mission Aide Memoire of the Artisanal Fisheries Promotion Project” (ProPESCA) from 2013</p> <p>No data on outcomes available.</p> <p>The project became effective in early 2012. According to personal communication with IFAD and the follow-up mission Aide Memoire, the project has shown solid progress recently. However, there has been a slight implementation lag which, according to IFAD, was due to a detailed Growth Pole Planning process and some delays in consultations and planning processes. In addition, the use of a new governmental financial management tool (e-sistafe) caused some delays due to the learning process for the project team regarding the setup and management of the system.</p>	5.17
B2: Increasing returns from fish sales for small market operators	As above	4.55
B3: Increasing returns	Results reported in CPE 2010	4.87

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of evidence from document review	Stakeholder Survey (mean score)
to smallholder farmers from increased production volumes and quality	<p>No data available from on-going projects</p> <p>According to the CPE from 2010, two IFAD-financed interventions had a significant impact on production volumes and income (the Agricultural Markets Support Programme (PAMA active from 2001 to 2008) and Sofala Bank Artisanal Fisheries Project (SBAFP active from 2002 to 2011).</p> <ul style="list-style-type: none"> • In the case of PAMA, volumes of marketed crops increased by about 100% (double the design target) and association members obtained prices which were 23% higher than prices obtained by smallholders outside the supported associations. • 12% of smallholder farmers in Cabo Delgado and Niassa reported a substantial improvement of their income while 76% reported moderate improvement, with the highest average increase in household income (176%) found among amongst beneficiaries in Maputo province. • Credit and business development services for rural traders, provided under FAMA, also had direct positive impact on the traders, and indirectly on their clients. Some 86% of the traders improved their premises and average annual turnover increased by about three times (from US\$4,500 to US\$15,000). 	
B4: Improving small-scale farmers' access to agricultural markets and value chains	<p>Results reported in the Supervision Report of the Rural Markets Promotion Programme (PROMER) from April 2013</p> <p>According to the, the main results of the programme to date are:</p> <ul style="list-style-type: none"> • The establishment of 330 farmer groups as of April 2013, with more than 11,000 members (of which 50% are women) including approximately 500 selling crops under contract arrangements. • The spot rehabilitation of 112 km of roads. • The development of a strategic investment plan which is actively aiming to support some 3,000 contract farmers. 	4.83
B5: Developing more efficient market intermediaries and partnerships to stimulate increased agricultural production	This objective is related to PROMER. See examples of results in B4 above.	4.68
B6: Creating a conducive policy and legislative framework for the development of rural financial services	No data on outputs or outcomes has been made available.	4.89
B7: Creating an appropriate institutional environment for the development of rural financial services	No data on outputs or outcomes has been made available.	4.88
B8: Increasing the	Results reported in the Supervision report of the Rural Finance	4.75

Project Strategic Objectives and Themes of Interest to MOPAN	Examples of evidence from document review	Stakeholder Survey (mean score)
availability of and access to appropriate and sustainable financial services in rural areas	<p>Support Programme (PAFIR)</p> <p>The results of the Community-Based Financial Institution component include:</p> <ul style="list-style-type: none"> • The savings and credit groups established so far include 21,089 members operating in 1,243 groups, with women forming a majority of the members. This indicates that the ultimate target for the component of 25,896 members and 1,333 will be fully reached before the programme closes. • 95,535 borrowers and/or depositors, 40% of whom are women, covering 74 districts, have so far benefited from the programme services (although the report indicates that the calculation method used may exaggerate this outcome). <p>However, according to the report, fairly little information on the impact of these operations on the livelihoods of the beneficiaries is available. A Final Impact Evaluation, to be conducted later in 2013, aims to address this issue.</p>	
B9: Promotion of gender equality and women's empowerment	<p>Results reported in the CLE from 2010:</p> <p>According to the evaluation, none of the projects had developed a dedicated gender strategy. However, the main impact on women's empowerment had been achieved through the savings and credit groups (ASCAs) and through the literacy programmes supported by the PAMA Support Project and SBAFP. The support for water points (NADP, NAFP and SBAFP) has also made an important contribution by reducing the time and burden of women and children in water collection and by involving women in water users' committees.</p>	4.36
B10: Improvement of household food security and nutrition	No data on outputs or outcomes has been made available.	4.94