

MOPAN ASSESSMENT REPORT

International Fund for Agricultural Development (IFAD)

Part II. Technical and Statistical Annex

February 2024



Table of contents

Explanatory Note	6
PART II: Technical and Statistical Annex	8
Annex A: Performance analysis	9
Methodology for scoring and rating	9
Rating scales	9
IFAD's performance analysis table	12
Strategic management	13
KPI 1: Organisational architecture and financial framework enable mandate implementation and achievement of expected results	13
KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for crosscutting issues at all levels, in line with the 2030 Sustainable Development Agenda principles	34
Operational management	47
KPI 3: Operating model and human and financial resources support relevance and agility	47
KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency and accountability.	60
Relationship management	86
KPI 5: Operational planning and intervention design tools support relevance and agility within partnerships	86
Overall MI rating	90
Overall MI score	90
Element 1: Intervention designs contain a clear statement positioning the intervention within the operating context	90
Element 2: Reflection points with partners take note of any significant changes in context	90
Overall MI rating	92
Overall MI score	92
Element 1: Intervention designs contain a clear statement of capacities of key national implementing partners	92
Element 2: Capacity analysis, from the perspective of using and building country systems, considers resourcing, staffing, monitoring and operating structure.	92
Element 3: Capacity analysis statement has been jointly developed with country partners and shared with development partners	92
Element 4: Capacity analysis statement includes clear strategies for addressing any weaknesses, with a view to sustainability, where applicable developed jointly with development partners	92
Element 5: Reflection points with partners take note of any significant changes in capacity	92
MI 5.3 Analysis	92
Overall MI rating	97
Overall MI score	97

Element 1: Intervention designs include detailed analysis of and mitigation strategies for operational risk	97
Element 2: Intervention designs include detailed analysis of and mitigation strategies for strategic risk	97
Element 3: Intervention designs include detailed analysis of and mitigation strategies for political risk	97
Element 4: Intervention designs include detailed analysis of and mitigation strategies for reputational risk	97
Element 5: Intervention design is based on contextual analysis including of potential risks of sexual abuse and other misconduct with respect to host populations	97
MI 5.4 Analysis	97
KPI 6: Working in coherent partnerships directed at leveraging and catalysing the use of resources	109
Relationship management	129
KPI 7: Strong and transparent results focus, explicitly geared towards function	129
KPI 8: Evidence-based planning and programming applied	142
Results	154
KPI 9: Development and humanitarian objectives are achieved and results contribute to normative and cross-cutting goals.	154
KPI 10: Interventions are relevant to the needs and priorities of partner countries and beneficiaries, as the organisation works towards results in areas within its mandate	167
KPI 11: Results are delivered efficiently	170
KPI 12: Results are sustainable	174
Annex B: Document list	179

FIGURES

Figure 1. IFAD's strategies demonstrate clarity.	15
Figure 2. IFAD demonstrates a good understanding of its comparative advantage.	17
Figure 3. IFAD organigram	19
Figure 4. IFAD only income/loss from 2012-2022 (USD thousands)	22
Figure 5. IFAD internal procedures and processes are efficient (positive response (%) to staff survey statement.	25
Figure 6. IFAD organises and runs itself in a way that fully supports its vision.	26
Figure 7. Share (%) of Approved Administrative Budget Allocated to Country programme development and implementation.	30
Figure 8. IFAD's financial framework supports effective implementation of the mandate and strategy.	31
Figure 9. IFAD's active project portfolio (Millions USD)	32
Figure 10. Regional distribution of supplementary funds for co-financing IFAD projects	33
Figure 11. IFAD manages a range of trust funds and other concessional resources that can be applied flexibly and efficiently to address emergencies, conflict, knowledge work and global public goods.	33
Figure 12. IFAD promotes gender equality	36
Figure 13. IFAD promotes environmental sustainability and addresses climate change.	39
Figure 14. IFAD promotes the protection of vulnerable people.	42
Figure 14. Share of Youth-Sensitive Projects Mainstreamed in IFAD 11	46
Figure 16. IFAD has a sufficient number of staff, either in or accessible to [country where it operated] to deliver intended results in [country].	50
Figure 17. Work effectiveness, efficiency and innovation	51
Figure 18. IFAD's staff have the relevant experience and skills to work successfully in their technical/sectoral context.	52
Figure 19. IFAD makes critical strategic or programming decisions affecting [country] in an agile and responsive way.	56
Figure 20. Share (%) of Staff Respondents reacting positively to "My division has sufficient delegated authority to act on its own".	57

Figure 21. Share of staff reacting positively to the statement: “IFAD’s processes and procedures to evaluate performance are implemented effectively”.	59
Figure 22. IFAD openly communicates the criteria for approving operations and allocating financial resources [in COUNTRY].	62
Figure 23. IFAD has been able to adapt its programming and financing response to COVID-19 in an agile and responsive way.	62
Figure 24. IFAD provides reliable information on when financial allocations and disbursement will happen, and the respective amounts.	64
Figure 25. Concerns raised by internal control mechanisms.	69
Figure 26. IFAD requires its partners to apply clear standards for preventing and responding to sexual misconduct in relation to host population.	78
Figure 27. IFAD’s work responds to the needs of the beneficiaries, including the most vulnerable populations.	88
Figure 28. IFAD’s work in [COUNTRY] is selective, targeting sectors where it can contribute to long-term impacts.	88
Figure 29. IFAD’s work is aligned with the development needs and priorities of [“the countries in which it works”/ COUNTRY]	89
Figure 30. IFAD’s strategies and interventions [in COUNTRY] are informed by an analysis of situations and needs, including those in the local context as relevant.	90
Figure 31. IFAD has been able to adapt its operating model [in COUNTRY] in response to COVID-19 to ensure operational continuity.	92
Figure 32. IFAD’s work [in COUNTRY] takes into account national/regional capacity including of government, civil society, private sector and other actors.	93
Figure 33. IFAD appropriately managed risk within the context of its work [in COUNTRY]	98
Figure 34. IFAD designs and implements its work [in COUNTRY] in such way that its effects and impact are likely to be sustained over time.	104
Figure 35. Portfolio at Risk	107
Figure 36. IFAD adapts its work as necessary when the context [in COUNTRY] changes.	108
Figure 37. IFAD’s work with partners [in COUNTRY] is based on a clear understanding of why it is why it is best placed to target specific sectoral and/or thematic areas	113
Figure 38. IFAD seizes opportunities to support countries in furthering their development partnerships through South-South cooperation and triangular relationships (e.g. support to regional organisations and initiatives).	115
Figure 39. IFAD helps develop institutional capacity of borrowing partners through its strategies and interventions [in COUNTRY].	116
Figure 40. IFAD convenes development partners [in COUNTRY] to promote a coherent response to development challenges.	118
Figure 41. IFAD shares key information (analysis, budgeting, management, results) with partners in line with IATI (International Transparency Initiative) requirements.	121
Figure 42. IFAD engages civil society and Project Affected People (PAPs) in [COUNTRY] and addresses any grievances raised.	123
Figure 43. IFAD jointly monitors progress on shared goals in [COUNTRY] with local and regional partners.	124
Figure 44. IFAD allocates sufficient resources to support strategic knowledge work [in COUNTRY].	126
Figure 45. IFAD’s knowledge products are useful for my work.	126
Figure 46. IFAD’s knowledge products are provided in a format that makes them easy to use.	127
Figure 47. IFAD’s knowledge products are timely.	128
Figure 48. IFAD provides high-quality inputs to (global) policy dialogue in [COUNTRY] or at a regional level that affects [COUNTRY].	129
Figure 49. Evolution of the IFAD RMF	131
Figure 50. IFAD prioritises a results-based approach – for example when engaging in policy dialogue or planning and implementing interventions.	133
Figure 51. IFAD’s operations and strategies target long-term development outcomes and changes in capacity.	136
Figure 52. Proactivity Index	151
Figure 53. IFAD consults with stakeholders on the setting of results targets at country level.	151
Figure 54. IFAD supports implementation through regular supervision of projects.	151
Figure 55. IFAD consistently identifies which interventions are under-performing.	151
Figure 56. IFAD addresses any areas of intervention under-performance, for example, through technical support or changing funding patterns if appropriate.	152
Figure 57. Impact results for IFAD11	156
Figure 58. Project Effectiveness – PCR ratings	157

Figure 59. Project Effectiveness–IOE ratings (Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)	157
Figure 60. IFAD Rating Description	158
Figure 61. Performance of non-lending activities – Percentage of country evaluations rated moderately satisfactory or better in 2011-2021 (year of evaluation)	159
Figure 62. IFAD Gender equality-PCR ratings	160
Figure 63. GEWE criteria using IOE ratings Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)	161
Figure 64. ENRM and adaptation to Climate Change – PCR ratings	163
Figure 65. ENRM	163
Figure 66. Combined overview of ENRM and Adaption to Climate Change using IOE Ratings	163
Figure 67. Overview of the Relevance using IOE ratings (Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)	168
Figure 68. Combined overview of relevance from IOE and PCR ratings (2011- 2020, by year of project completion) - Average IOE and PCR ratings for project performance by three-year moving period	169
Figure 69. Combined overview of relevance/ criteria	169
Figure 70. Efficiency (ratings 4 and above)	171
Figure 71. Overview of the core performance criteria using IOE ratings - Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)	172
Figure 72. Sustainability of Benefits (PCR ratings 4 and above)	176
Figure 73. Overview of Sustainability using IOE ratings - Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)	176

TABLES

Table 1. Approved IFAD Budget 2012-2022 by Major Expenditure Category	29
Table 2. Approved IFAD Budget 2018-2022 by Department	29
Table 3. Programme of Work by PoLG, Supplementary Funds, and International Co-financing (USD Million).	32
Table 4. Replenishment Trends (USD Million)	54
Table 5. Resource mobilisation and leveraging co financing	55
Table 6. IFAD11 RMF – Portfolio Management	65
Table 7. Portfolio Management Indicators	107
Table 8. Adaptation to climate change	164
Table 9. CSPEs Efficiency Rating and Occurrence of High Costs and Delays	172

Explanatory Note

MOPAN is the only collective action mechanism that meets member countries' information needs regarding the performance of multilateral organisations (MOs). Through its institutional assessment report, MOPAN provides comprehensive, independent, and credible performance information to inform members' engagement and accountability mechanisms.

MOPAN's assessment reports tell the story of the multilateral organisation (MO) and its performance. Through detailing the major findings and conclusions of the assessment, alongside the MO's performance journeys, strengths, and areas for improvement, the reports support member's decision-making regarding MOs and the wider multilateral system.

This document is published under the responsibility of the Multilateral Organisation Performance Assessment Network (MOPAN). MOPAN is an independent body that is governed by a Steering Committee composed of representatives of all of its member countries and served by a permanent Secretariat. The Secretariat is hosted at the Organisation for Economic Co-operation and Development (OECD) and bound by its administrative rules and procedures and is independent in terms of financing and the content and implementation of its work programme.

This document, as well as any data and any map included herein, are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

PART II: Technical and Statistical Annex

Part II: Technical and Statistical Annex provides the background to the key findings and scores presented in the first part of the report. It starts by outlining the underlying analysis of each score by key performance indicators, micro-indicators and elements. Then, it lists the documents used as evidence for analyses and scores. Last, it summarises the results of the external partner survey that fed into the assessment.

Annex A: Performance analysis

Methodology for scoring and rating

The approach to scoring and rating under MOPAN 3.1 is described in the 2020 Methodology Manual¹, which can be found MOPAN's website.

Each of the 12 key performance indicators (KPIs) contains several micro-indicators (MIs), which vary in number. The KPI rating is calculated by taking the average of the ratings of its constituent MIs.

Scoring of KPIs 1-8









The scoring of KPIs 1-8 are based upon an aggregated scoring the MIs. Each MI contains a several elements, which vary in number, that represent international good practice. Taking the average of the constituent scores per element, a score is then calculated per MI. The same logic is pursued at aggregation to the KPI level, to ensure a consistent approach. Taking the average of the constituent scores per MI, an aggregated score is then calculated per KPI.

Scoring of KPIs 9-12

The scoring of KPIs 9-12 is based upon a meta-analysis of evaluations and performance information, rated at the MI level and aggregated to the KPI level. For KPI 9, results against the mandate and contribution to cross-cutting results are given equal weight. KPIs 9-12 assess results achieved as assessed in evaluations and annual performance reporting from the organisations.

Rating scales

Whenever scores are aggregated, rating scales are used to translate scores into ratings that summarise the assessment across KPIs and MIs. The rating scale used under MOPAN 3.1 is shown below.

 Highly satisfactory (3.51-4.00)	 High evidence confidence
 Satisfactory (2.51-3.50)	 Medium evidence confidence
 Unsatisfactory (1.51-2.50)	 Low evidence confidence
 Highly Unsatisfactory (0.00-1.50)	
 No evidence / Not applicable	

A score of "N/E" means "no evidence" and indicates that the assessment team could not find any evidence but was not confident of whether or not there was evidence to be found. The team assumes that "no evidence" does not necessarily mean that the element is not present (which would result in a zero score). Elements rated N/E are excluded from any calculation of the average. A significant number of N/E scores in a report indicates an assessment limitation (see the

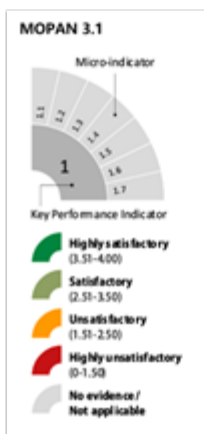
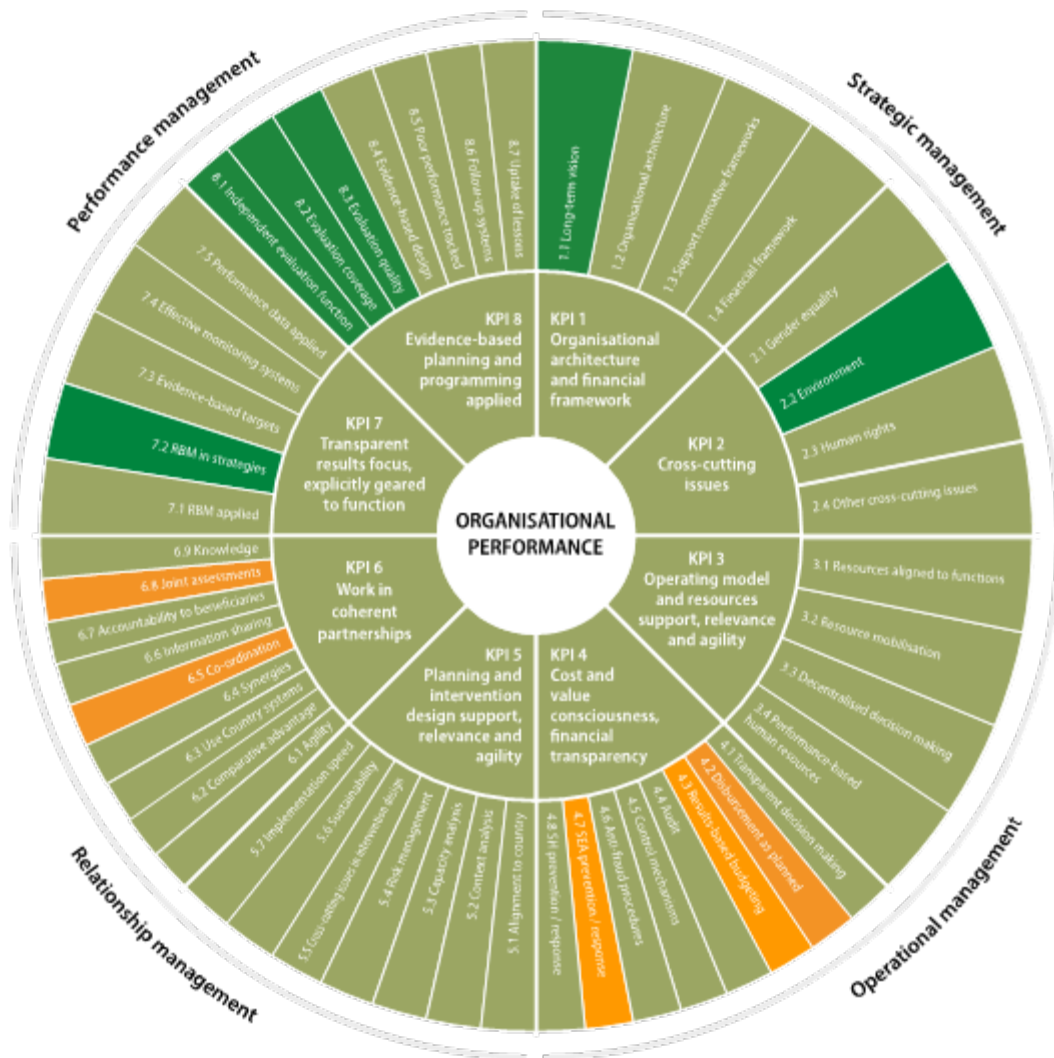
¹ MOPAN 3.1 Methodology Manual, 2020 Assessment Cycle, http://www.mopanonline.org/ourwork/themopanapproach/MOPAN_3.1_Methodology.pdf

Limitations section at the beginning of the report). A note indicating “N/A” means that an element is considered to be “not applicable”. This usually owes to the organisation’s specific nature.

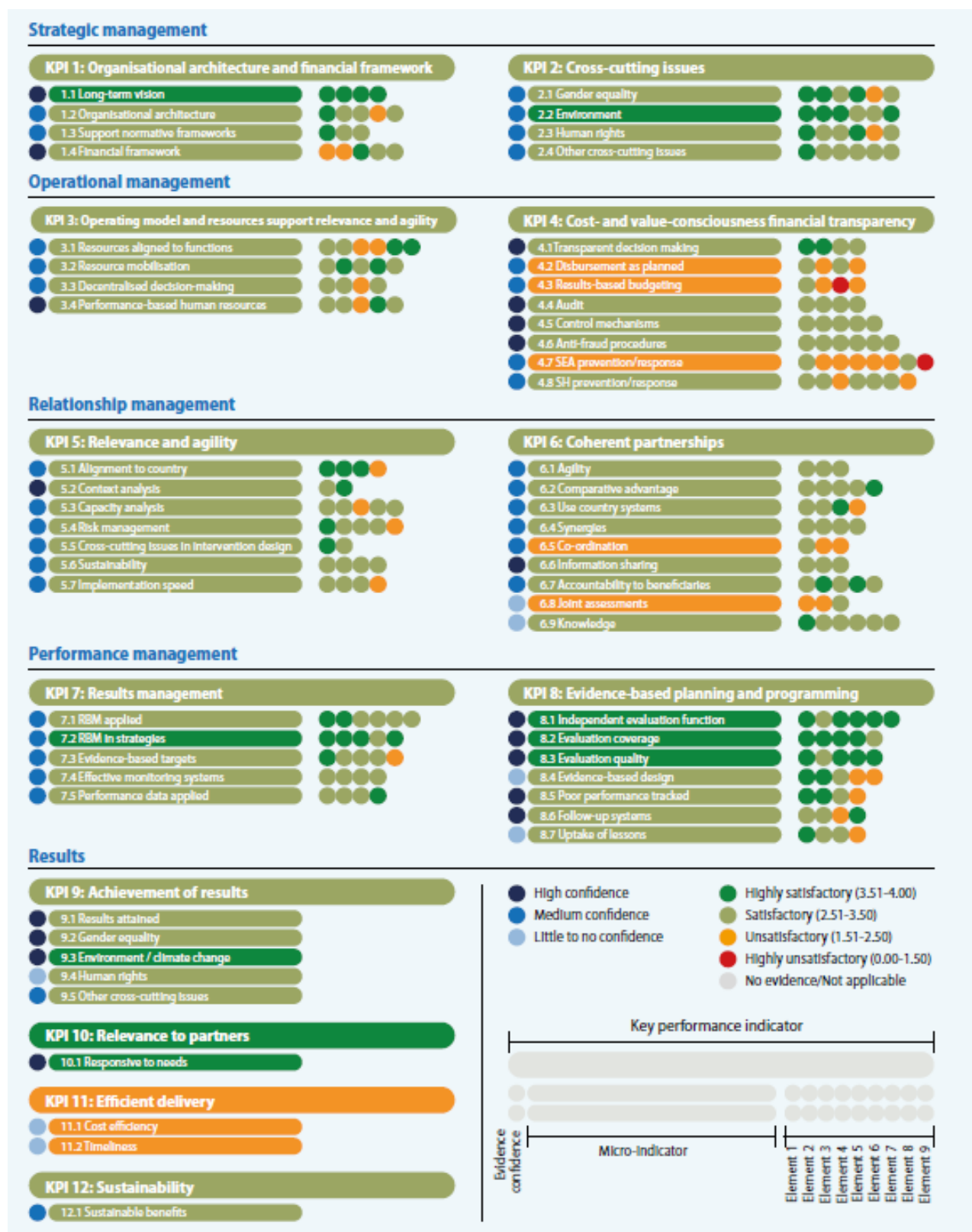
Changes to MOPAN’s rating system

MOPAN’s methodology is continuously evolving, and a recent notable change concerns how ratings (and their corresponding colours) are applied based on the scores at micro indicator (MI) and key performance indicator (KPI) levels. Compared to the pre-2019 rating scale, the threshold for each rating has been raised to reflect the increasing demands of organisational performance in the multilateral system. The underlying scores and approach to scoring are unaffected.

IFAD's performance rating summary



IFAD's performance analysis table



This section provides the background to the scoring of individual key performance indicators across the five performance areas, by including detailed analysis and score justifications at the level of micro-indicators and elements. It also highlights the key sources of information used for analysis and scoring. For more information on the assessment methodology, please refer to Chapter 4, Part I of the report.

As highlighted under Part I: Chapter 4, certain indicators have been adapted to fit the organisation's context. Any adaptations and interpretations to the standard methodology are underlined within the performance analysis table.

Strategic management

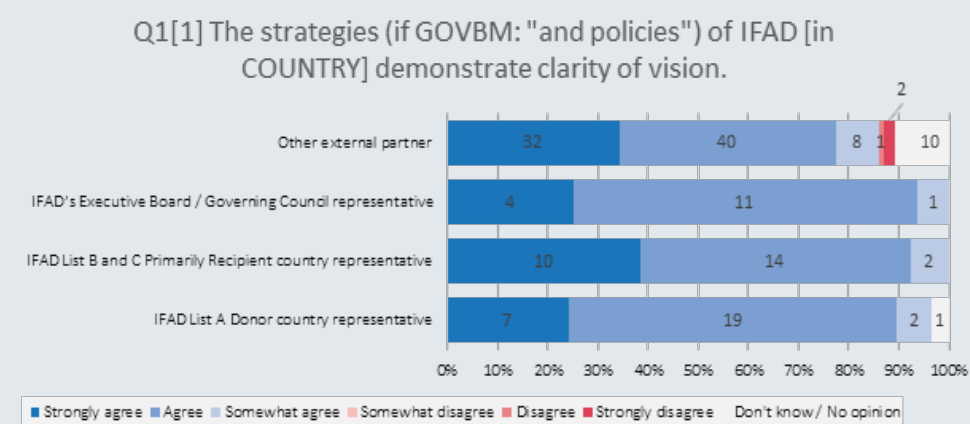
Clear strategic direction geared to key functions, intended results and integration of relevant cross-cutting priorities.

KPI 1: Organisational architecture and financial framework enable mandate implementation and achievement of expected results	KPI score
Satisfactory	3.28
<p>IFAD has a strategic framework that presents a clear vision. The framework and, in turn, the organisation, has a clearly articulated comparative advantage and mandate. The replenishment cycle consultation and corresponding Results Management Framework (RMF) operationalise the strategic framework. The RMF measures progress against targets and baselines set by the replenishment consultation process. As part of the regular replenishment process, IFAD and its member states review its comparative advantages and constraints to achieving its articulated vision in a constantly changing external development context.</p> <p>IFAD's organisational structure remains broadly aligned with the strategic framework with a strong country-driven engagement which enables implementation of activities and achievement of results in accordance with IFAD's focus on meeting the needs of smallholder farmers and rural communities, which are often underserved by larger IFIs. IFAD focuses on the most disadvantaged and marginalised smallholder farmers by allocating resources to those who have the highest levels of need. IFAD's strategic framework recognises the diversity of rural poverty and applies a multidimensional framework to identify target groups. The business model supports the implementation of the strategic framework. Like the RMF, IFAD regularly reviews and refines its business model as part of its replenishment cycle. The current IFAD12 business plan outlines coordination across divisions and departments, but its operational structure hinders strong cooperation. The Delegation of Authority (DoA) adequately delineates responsibilities for results.</p> <p>The Strategic Framework is closely aligned with the 2030 Sustainable Development and Leave No One Behind Agendas. Similarly, the RMF is centred around supporting the 2030 Sustainable Development Agenda and SDGs. The annual Report on IFAD's Development Effectiveness (RIDE) publicly presents IFAD's performance against the indicators and targets set in its RMF.</p> <p>IFAD largely relies on un-earmarked core resources but increasingly uses earmarked (supplementary) resources. IFAD is committed to using earmarked resources per its mandate, corporate priorities, and country and regional strategies.</p> <p>IFAD has a dual mandate as an IFI and UN Agency, is committed to a range of ambitious and important goals, whilst also working in challenging external contexts. This creates a variety of competing demands for limited resources. IFAD's budget management, which is reviewed by the Executive Board, attempts to balance these demands. Between 2018 and 2022, IFAD reduced the share of its budget allocated for the Country</p>	

Programme Delivery results pillar from 52 to 47 per cent. In 2023, 55 per cent of the budget was allocated to the country programme delivery pillar and IFAD's 2024 results-based programme of work, regular and capital budgets, and budget outlook for 2025-2026 show that the budget for country programme delivery, as a proportion of total costs is projected to increase to 57% in 2024.

MI 1.1 Strategic plan and intended results based on a clear long-term vision and analysis of comparative advantage in the context of the 2030 Sustainable Development Agenda.	Score
Overall MI rating	Highly satisfactory
Overall MI score	4.00
Element 1: A publicly available strategic plan (or equivalent) contains a long-term vision	4
Element 2: The vision is based on a clear analysis and articulation of comparative advantage	4
Element 3: The strategic plan operationalises the vision and defines intended results	4
Element 4: The strategic plan is reviewed regularly to ensure continued relevance and attention to risks	4
MI 1.1 Analysis	Evidence Documents
<p>Element 1: IFAD benefits from a long-term strategic vision and framework. IFAD's Strategic Framework for 2016-2025 is publicly available. Its overarching long-term goal is to invest in "rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable and resilient livelihoods." The components of the strategy are: (i) IFAD's principles of engagement; (ii) strategic objectives; (iii) outcomes and pillars of results delivery. IFAD has five principles of engagement: (i) Targeting; (ii) Empowerment; (iii) Gender equality; (iv) Innovation, learning and scaling up and (v) Partnerships. IFAD's work is meant to adhere to these five principles. The strategy sets out three Strategic Objectives:</p> <ul style="list-style-type: none"> • SO1: Increase poor rural people's productive capacities; • SO2: Increase poor rural people's benefits from market participation; • SO3: Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities sustainability and climate resilience of poor rural people's economic activities. <p>Lastly, the Strategic Framework outlines four pillars critical to "sustaining the achievement of IFAD's development results." These pillars are its country programme delivery; knowledge building, dissemination, and policy engagement; financial capacity and instruments; and institutional functions, services and systems. Together the framework is meant to support the 2030 Agenda, particularly SDGs 1 and 2, as well as SDGs 5, 8, 10, 13, and 15.</p> <p>The RMF measures the performance outlined in each replenishment cycle as part of replenishment consultation, which in turn is informed by the strategic framework. The RMFs are developed and agreed upon with Member States (MS) as part of the IFAD's replenishment consultations. The process entails several rounds of consultations with MS, in which management works with them to review performance, agree on future pathways and priorities, and replenish the Fund's resources. Annual progress is reported through the RIDE and the Annual Report on Results and Impact of IFAD Operations produced by the Independent Office of Evaluation (IOE). MOPAN survey evidence finds that the majority of partners with knowledge or an opinion either strongly agree or agree that IFAD's strategies demonstrate clarity (Figure 1).</p>	17, 27-28, 41, 68, 141

Figure 1. IFAD's strategies demonstrate clarity.



Element 2: IFAD has a clearly articulated comparative advantage and mandate. IFAD's comparative advantage emerged when it was founded in 1977 after the first World Food Conference (WFC) in 1974. The WFC was held in response to several food crises in the early 1970s, in which leaders recognised that food insecurity and famine were caused by failures in food production and broader structural problems relating to rural poverty. Furthermore, most of the developing world lived in rural areas. IFAD's core priority since its founding has been reducing poverty and food insecurity in rural areas through agriculture and rural development.

As a result of its long engagement, IFAD has developed specialised experience and expertise to work in agricultural and rural development. From the 1970s through the end of the 1990s, the main rural development paradigm was based on the idea that country agriculture could be developed by applying improved technology. Green revolution technology, including improved seeds, irrigation, chemical fertilisers, appropriate farm machinery, farmer education, research and development, and improved rural infrastructure, was the backbone of donor projects in agriculture. IFAD followed this model.

A substantial body of literature attests to the positive impact of these projects and this approach, notably spurring agricultural growth in numerous developing nations, often with notable effect. Moreover, it played a pivotal role in elevating farmer livelihoods, thereby diminishing rural poverty and food scarcity.

However, the same literature underscores a significant caveat: while these interventions yielded progress, they also perpetuated the marginalisation of certain farming communities, allowing the persistence of rural impoverishment and hunger. Vulnerable demographics such as smallholders tending to less fertile lands, disabled and elderly farmers, female heads of households, indigenous populations, and those operating in remote or water-scarce locales often found themselves excluded or underrepresented in these endeavours. In some instances, private sector initiatives effectively catered to medium and large-scale farmers, but their outreach to the marginalised smallholders was limited. Indeed, the economically complex task of uplifting less productive disadvantaged farmers has often taken a back seat, given its lower profitability potential. The approach also neglected nutrition. Malnutrition has grown over time, and today has reached alarming dimensions. This is in part related to lack of access to food, but also consumption of foods which have little nutritional

content. An increasing problem of obesity also suggests that many people with access to food are eating foods with little nutritional content, but with substantial calories. Dealing with the problem requires a multi layered effort including expanding access to food, dissemination of knowledge about the nutritional content of food. Health systems, education systems as well as agriculturally related institutions such as those engaged in agricultural extension and research must all be involved.

Since 2019, the number of rural individuals grappling with extreme poverty, food insecurity, and malnutrition has increased. The most recent data from the FAO suggests that 2.4 billion people are moderately or severely food insecure. The ramifications of climate change have assumed a progressively graver dimension in agriculture, aggravated not just by rising temperatures, but also by heightened rainfall variability. Simultaneously, pressures from deforestation, expanding croplands, water contamination, and urban encroachments have compounded the adversity faced by rural ecosystems. Recent geopolitical conflicts and civil unrest, spanning developing countries and extending to events like the war in Ukraine, have further exacerbated the already strained circumstances.

IFAD focuses on the most disadvantaged and marginalised farmers by providing its resources to those who need them the most. This is done at three levels:

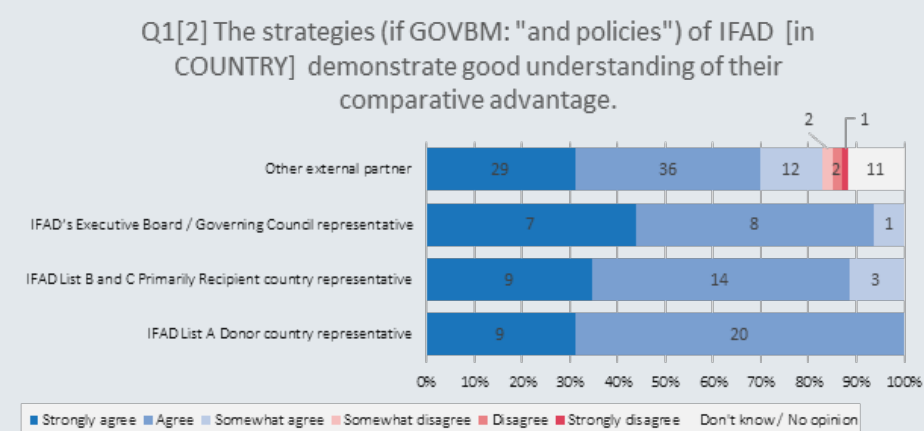
At the global level by allocating resources to the countries in lower lower-middle income groups, disadvantaged regions, and countries in fragile situations.

At the country level by channelling resources to the disadvantaged regions and most vulnerable socio-economic groups through the process of country strategy (COSOP); and

At the project level, by targeting the poorest and most excluded within the project area.

IFADs Strategic Framework identifies its comparative advantage around its "focus on smallholder agriculture and rural development, its specialised experience and expertise, and the strengths and qualities of its approach." While food aid and direct nutritional assistance provided by other UN agencies positively affect food security, IFADs focus on the agricultural production of the most disadvantaged rural dwellers is its comparative advantage in the food security arena. IFADs approach strategically positions it as a key partner in promoting inclusive and sustainable rural transformation and contributing to the SDGs. To support this further, "IFAD will continue to develop and innovate in its areas of comparative advantage and thematic focus as defined in this framework and in its operational policies and strategies, while taking larger strides to ensure that programme successes are scaled up for greater impact wherever possible." Furthermore, IFAD, in its Strategic Framework, acknowledges the comparative advantage of others and to achieve its objectives, it must collaborate with partners that have comparative advantages beyond its own. Despite its relatively small size among IFIs, IFAD according to its Strategic Framework is "a recognised leader in the field of rural women's empowerment and is also considered a 'global pioneer' among UN agencies for its work in securing indigenous peoples' rights, an acclaimed promoter of poor rural communities' resilience to climate change, and one of the largest lenders supporting inclusive rural finance." MOPAN survey evidence finds that the overwhelming majority of partners, who identify themselves as having sufficient knowledge or an opinion about IFAD, strongly agree or agree that IFAD demonstrates a good understanding of its comparative advantage (Figure 2).

Figure 2. IFAD demonstrates a good understanding of its comparative advantage.



Element 3: The strategic framework is operationalised through replenishment cycle consultations and corresponding RMF. These include discussions on contributing to the 2030 Agenda, business model, financial framework, RMF, commitments made, and arrangements for a midterm review and next cycles consultation. The consultation also identifies intended results that link to the higher-level results articulated in the strategic framework. The operationalisation of the framework is reviewed regularly through replenishment cycles and their corresponding RMF. Each RMF consists of indicators and outcomes that seek to measure and track the progress of strategic objectives but also thematic areas of focus. For instance, the IFAD 12 Tier II indicator "Number of people with improved market access (millions)", which has a target of 48 million people, supports the second objective. Similarly, the other two objectives have corresponding indicators. Altogether the strategic objectives are meant to help IFAD reach 120 million poor rural people. Each cycle, these targets are raised, with IFAD 12 committing to reach 127 million poor rural people.

Element 4: The work and comparative advantage are examined through periodic touchpoints. IFAD's regular replenishments, which take place every three years, provide an opportunity to reflect upon its comparative advantages and constraints to achieving its articulated vision in a constantly changing external development context. The last completed replenishment (IFAD11) identified the need to expand beyond member contributions and consolidate sovereign borrowing and embark on a path to private borrowing. The expansion of leverage is in line with the Strategic Framework's commitment to consolidate its position as a reliable manager of funds supporting rural development. The IFAD 11 midterm review of the IFAD 11 Cycle highlights the need to "fully implement the recommendations emerging from the important assessments conducted on the financial architecture, risk management, workforce skills and capacities, and the business process review." In IFAD 12, as IFAD prepared to borrow from the market, it strengthened its risk management capacity and financial architecture to integrate both sovereign and non-sovereign borrowing. In terms of workforce, IFAD 12 underscores the importance of staff or people as one of three pillars critical to supporting transformational country programme delivery. Specifically, further analysis is needed to identify divisional needs, upskilling and reskilling staff, and bolster weaknesses in managing underperformance. In addition, IFAD, as acknowledged in its IFAD 12 consultation report, has made the new "enhancements to IFAD financial architecture have been recognised by the successful credit rating and are aimed at

building resilience to future shocks." For instance, it has an "updated internal control framework and controllership function, new guidelines on financial crime and an updated ERM framework also reinforces the Fund's governance for enhanced financial discipline."

The RMF is updated with every replenishment to address gaps from previous replenishments and incorporate developments such as the 2030 Agenda. Based on IFAD12, IFAD refined the RMF to "better reflect actual results, tying results to a specific ToC [Theory of Change], to the Strategic Framework and to the SDGs."

MI 1.1 Evidence confidence

High confidence

MI 1.2: Organisational architecture congruent with a clear long-term vision and associated operating model

Score

Overall MI rating

Satisfactory

Overall MI score

3.00

Element 1: The organisational architecture is congruent with the strategic plan

4

Element 2: The operating model supports implementation of the strategic plan

3

Element 3: The operating model is reviewed regularly to ensure continued relevance

3

Element 4: The operating model allows for strong co-operation across the organisation

2

Element 5: The operating model clearly delineates responsibilities for results

3

MI 1.2 Analysis

Evidence documents

Element 1: IFAD's organisational structure remains broadly aligned with the strategic framework with a strong country-driven engagement. IFAD is divided into five core departments: External Relations and Governance Department (ERG), Financial Operation Department (FOD), Programme Management Department (PMD), Strategy and Knowledge Department (SKD), and Corporate Services Department (CSD). PMD is the central operating department and is broken into five regions in which IFAD works: Latin America and the Caribbean (LAC); West and Central Africa (WCA); East and Central Africa (ESA); Near East, North Africa, and Europe (NEN); and Asia Pacific Region (APR). Other departments contain divisions handling specialised functions. Of particular relevance to operations is SKD, which contains two technical operating divisions: Environment, Climate, Gender and Social Inclusion Group (ECG) and Sustainable Production, Markets, and Institutions Division (PMI). These two technical divisions help ensure technical components of project designs and supervision in co-leadership with Country Directors from PMD. In addition, both divisions participate in COSOP Preparation. PMI also plays a key role in leading IFAD's non-sovereign operations, which lend directly to private sector entities. In addition, ERG's role is vital to IFAD's efforts to mobilise more money from member states, including supplementary funds. Key functions also lie with FOD, which through its Treasury Services, supports sovereign and private borrowing. FOD's Financial Management Division (FMD) plays a critical role in supporting the financial management of IFAD projects. In addition, FCD plays a critical role in protecting IFAD by ensuring accurate finance data and financial reporting, custodian of Delegation of authority and assessment of optimal controls, supporting the payment and disbursement process and lastly FCD is a custodian of the Anti-money laundering and Countering the Financing of Terrorism (AML-CFT) Policy. Importantly, IFAD also has several offices that report to the Office of the President and Vice-President. The Office of Enterprise Risk Management (RMO), in particular, plays a critical role in supporting

11, 13, 15, 17-18, 24, 27, 35, 43, 61, 85-86, 90, 99, 114

its latest Enterprise Risk Management (ERM) policy as it takes on additional risks by leveraging its balance sheet and engaging with the private sector. Lastly, CSD plays a central role in ensuring IFAD has the right technological resources and human resources as it pursues its objectives.

Figure 3. IFAD organigram



Source: IFAD website

IFAD began decentralisation in 2004, through the Field Presence Pilot Programme and a budget of US\$3 million but this has been accelerating over the period under review. Initially, IFAD created 15 small country offices consisting of a country programme manager and locally recruited staff. This evolved into expanding staff in country offices, with country directors and, in some cases, regional offices containing the Regional Director (RD) and staff responsible for IFAD work in multiple countries. Following an independent evaluation in 2007, 15 additional offices were approved. Currently, IFAD has set up two Regional Offices (RO) along with 41 Country Offices in line with its prior commitments. Importantly, IFAD also has 12 multi-country offices in China, India, Vietnam, Ethiopia, South Africa, Panama, Peru, Egypt, Turkey, Cameroon, Ghana, and Senegal. IFAD developed a DoA and Accountability Framework to decentralise certain roles to Country Directors (CDs). The framework emphasises the need to ensure that In-County Offices (ICOs) reflect programme size and country circumstances. Importantly, decentralisation is still ongoing and accordingly will take time to materialise. MOPAN survey finds that the almost all partners, who identify themselves as having sufficient knowledge or an opinion about IFAD, agree to varying degrees that IFAD organizes and runs itself in a way that supports its vision (Figure 6).

IFAD, as a single-sector IFI and UN agency, faces considerable risks given its target groups and countries. As IFAD engages with the private sector through borrowing and lending, it also takes on greater risks. In support of this, IFAD overhauled its risk architecture with the Enterprise Risk Management (ERM) Policy. Within this context, each management position has a rationale and a function.

Element 2: IFAD's business model supports the implementation of the strategic framework. Central to IFAD's business model are its products and services. IFAD provides financing primarily to developing member states through loans, grants, and its Debt Sustainability Framework (DSF). The allocation to borrowing and grant recipient countries is determined through a PBAS approved by the Board. Similarly, loan terms and eligibility to receive grants for developing member states are determined at every replenishment cycle and can be reviewed annually by the Board. IFAD has recently introduced Borrowed Resource Access Mechanism (BRAM) funded by borrowed resources which will complement PBAS-allocated resources, subject to demand and some eligibility criteria.

IFAD offers borrowing countries either highly concessional loans, ordinary loans, or loans on blended terms. Member states with Gross National Income (GNI) per capita less than the threshold set by the International Development Association (IDA) or classified as a small state economy are eligible for highly concessional loans. Member states with a GNI higher than the IDA threshold but are not gap countries or blend countries defined by IDA are also eligible for highly concessional terms. Member states determined by IDA to be a gap country or blend country are eligible for IFAD's blended lending terms. All other countries are eligible for ordinary terms.

DSF is a conceptual framework for providing grant resources to countries eligible for highly concessional loans experiencing debt distress. Depending on the countries' debt distress level and capacity to absorb shock, their allocations through the PBAS will be in the form of grants or a combination of a loan on highly concessional terms and grants.

In its current cycle, IFAD12, 100 per cent of "IFAD's core resources will be devoted to meeting the needs of the poorest countries – LICs and LMICs – that face the greatest challenges in achieving the SDGs. This means allocating more of IFAD's core resources to countries that receive all or most of their funding in the form of DSF grants as well as super highly concessional and concessional loans." Thereby ensuring IFAD financing targets the poorest countries. Finally, building on IFAD11's allocation to Africa, IFAD increased allocation to 55 percent, of which 50 per cent to sub-Saharan Africa. Lastly, IFAD12 ensures that 25 per cent of core resources are allocated to fragile situations.

In response to limited growth in ODA and the need to meet goals set forth in its Strategic Framework, the IFAD12 Business Model was refined. The new business model lays out three transformational changes: "country programmes should be transformational in their ambition and at the centre of IFAD's focus, and this needs to be supported by transformational changes in the institution and an accompanying transformational financial framework." IFAD's business model, despite transformational changes, still ensures the targeting of resources and focus on poor smallholder farmers and vulnerable groups. This is most evident with the continuation

of DSF, which represents a key instrument to the poorest and most vulnerable indebted countries. Despite its importance and reflection of IFAD's commitment to targeting its resources to the most vulnerable and poorest, it has posed a considerable financial burden to IFAD. Member states still need to deliver adequate resources to cover past DSF costs as agreed. Importantly, new DSF grants will be pre-financed through new replenishment contributions. This change in IFAD's DSF approach will ensure that IFAD commitments for new DSF grants do not further erode the Fund's liquidity and capital. Finally, the introduction of the BRAM further ensures all core resources are allocated to LICs and LMICs.

IFAD describes its transformational country programme as integrating cross-cutting issues, ensuring the sustainability of benefits and project efficiency. Transforming rural economies and food systems in ways that are inclusive, productive and resilient are central to IFAD's vision of transformation. In addition, IFAD12 will rely on two pillars: proximity and adaptability and agility. Altogether these attributes are projected to help meet the ambition set in the strategic framework. IFAD's ability to achieve transformative impact is partly dependent on its achievement of improvements in sustainability and project efficiency, which need to be defined and understood in the contexts in which the organisation works.

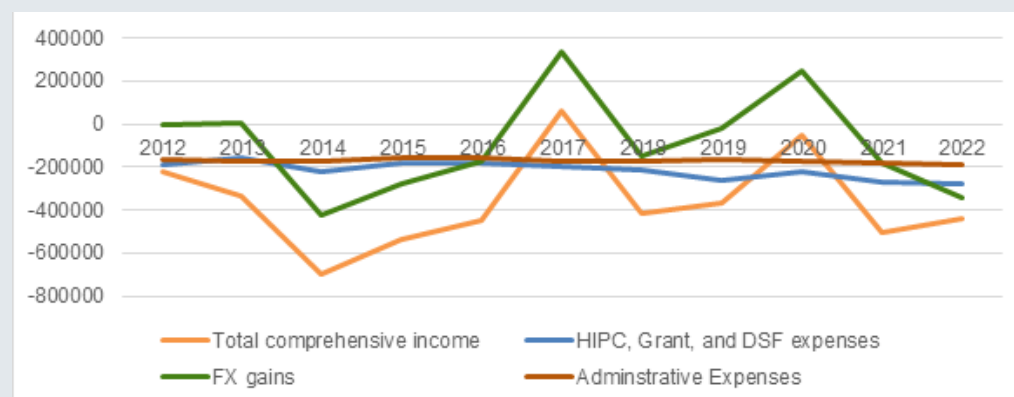
Regarding its transformation financial framework, the IFAD12 Business Model seeks to mobilise borrowed resources to support its ordinary term lending primarily to UMICs. In turn, freeing up its core resources to support LMICs and LICs as well as increase its overall impact. Both mechanisms, BRAM and PBAS, have good uptake among borrower countries, as seen with IFAD reaching 89 per cent of its Programme of Loans and Grants (PoLG) target for IFAD 11. To support the borrowing, the business model laid out three enhancements: "first, the completion of IFAD's credit rating process; second, the implementation of the Integrated Borrowing Framework; and last, the adoption of key principles to support IFAD's financial sustainability as part of the revision of the existing procedures and definitions for determining the resources available for commitment."

IFAD's business model, particularly its focus on allocating concessional and grant resources to the LICs and LMICs, coupled with unrealised foreign exchange movements, has led IFAD to experience losses 9 of the last 10 years. Importantly, these losses on IFAD's income statement are covered by replenishment contributions, which appear on its balance sheet rather than the income statement. Also, IFAD's reported foreign exchange fluctuations, as seen Figure 1.4, are significant but according to IFAD, it is too expensive to hedge against. Lastly, recent changes to the DSF funding mechanism will help ensure DSF grants reflection of replenishment contributions.

Under this model, IFAD can lose money as long as replenishments fully offset this. If member states reduced replenishments significantly, the current financial model would not permit IFAD to continue to operate in the medium and long term and IFAD would be required to change significantly its business and financial model. However, IFAD has demonstrated an ability to replenish its resources. The institution has also taken steps to curtail its regular grant programme while augmenting replenishments to secure its financial viability. For instance, IFAD reformed DSF grants and capped its regular grant programme at USD100 million. These adjustments, in conjunction with IFAD's

elevated status as a preferred creditor owing to its member states' backing, have led to an impressive credit rating (AA+) and facilitated IFAD's ability to engage in borrowing activities.

Figure 4. IFAD only income/loss from 2012-2022 (USD thousands)



Source: IFAD Financial statements 2013-2022

The central goal of IFAD's Private Sector Engagement Strategy 2019-2024 is to crowd in "private sector funding and know-how to benefit small-scale producers and rural areas." The strategy outlines four activities:

- Deploy financial instruments that play a catalytic role in directing private sector financing into rural MSMEs and small-scale agriculture;
- Use IFAD's PoLG to crowd in private sector investments;
- Develop inclusive value chains with private sector partners;
- Test and scale up new technologies and cost-effective solutions.

Importantly, IFAD already engages with the private sector in value chains but seeks to scale it further. As part of the strategy's gradual approach, IFAD's financial assistance to the private sector will focus on "mainly debt and risk-sharing instruments to financial intermediaries such as commercial and agricultural banks, non-bank financial institutions (e.g. leasing and microfinance institutions) and impact and blended finance facilities."

IFAD has developed and recruited staff to support the rollout of six private sector projects totalling USD25.5 million and an aggregated total project cost of USD166.2 million. At the onset of the private sector operations, within IFAD and outside, mission drift was one of many risks. Based on the information available from six projects, 60 per cent are expected to be women and 35 per cent to be youth. Also, three of the six projects have climate themes. Therefore, based on these projects, IFAD has ensured coherence with its mandate and comparative advantage of targeting the rural poor. Importantly, not all projects have started implementation, and thus, results cannot yet be assessed. However, IFAD's targeting and mission also add to the risks associated with its non-sovereign operations. Lending to the private sector to engage with vulnerable people and underserved rural areas entails significant risks for the private sector and, in turn, IFAD. The Private sector strategy and IFAD's risk management group acknowledges these risks and bolster IFAD's capacity to design and supervise these operations.

In 2022, IFAD completed a Mid-term Review (MTR) of its private sector strategy. Much like this assessment's examination of the private sector operations, the review is limited because most projects have yet to begin implementation. Nevertheless, the review highlights some areas of improvement that are vital to ensuring alignment with IFAD's mission and comparative advantage. First, IFAD had to build the capacity to source, negotiate, and supervise Non-Sovereign Operations (NSOs). With the added risks associated with working with rural poor and vulnerable groups in countries with weaker private sectors, IFAD staff capacity is critical to ensure that risks related to NSOs are flagged, mitigated, and monitored. Second, given the need for additional resources, there are challenges with resource mobilisation. As stated in the MTR, the private sector needs clear financial incentives to want to engage with IFAD. The MTR also found that private sector entities may not have the capacity or interest to engage with IFAD's target groups. Third, despite the recruitment and budgetary allocation needed to roll out the PSS, IFAD still has limited capacity. The MTR identifies "limited financial resources, staff and project management unit capacity, and gaps in the toolbox for private sector interventions, design budgets, enterprise experience and market analysis capacity." These shortcomings, if unresolved, pose significant risks. Management is currently considering a risk assessment of IFAD's Risk Management Framework for Private Sector Operations. Fourth, given the limited capacities and limited growth in the administrative budget, IFAD has reached out to partners, including RBAs and private sector facing IFIs. However, engagements with other IFIs have not materialised because IFAD operates in different segments and has a different focus with a higher risk appetite. Nevertheless, given IFAD's niche role as an IFI and UN agency, it would be prudent to pursue partnerships with IFIs to scale its operations from a financial and informative perspective.

Element 3: IFAD regularly reviews and refines its business model. Typically, this happens with every replenishment cycle, which is normally conducted every three years. IFAD is in its 12th Replenishment Cycle, or IFAD-12, spanning 2022-2024. Changes ensure relevance with developments and aspirations set by the strategic framework. For example, the current business model for IFAD-12 was adapted to factor in lessons learned from COVID-19 and supported recovery amid long-term priorities set in the framework. As part of the replenishment process, IFAD also conducts a midterm review that is designed to inform consultations for the subsequent replenishment cycle.

Changes to IFAD's Business model are also informed by responses to issues flagged by IOE's annual report. For instance, IOE "has rated IFAD's performance on policy engagement at the country programme level as the weakest of the three "non-lending" areas." In response, the business model indicates that it would, among other actions, introduce "new instruments to ensure that policy studies and processes have sufficient financing beyond project funds."

Element 4: The IFAD12 Business Plan outlines coordination across divisions and departments, but it is not fully working. Decentralisation is the central pillar of the business plan. The rationale for greater decentralisation of staff and decision-making are greater coordination among staff at the country level and delegated authority to Regional and Country Directors (CDs). However, evidence from IOE's decentralisation CLE, staff survey results, and interview evidence indicate mixed results in cooperation across IFAD's departments. IOE does note several improvements, such as requiring a Project Technical Lead (PTL), who is either from SKD's ECG or PMI divisions, in all Project Delivery Teams (PDTs) and the agreement

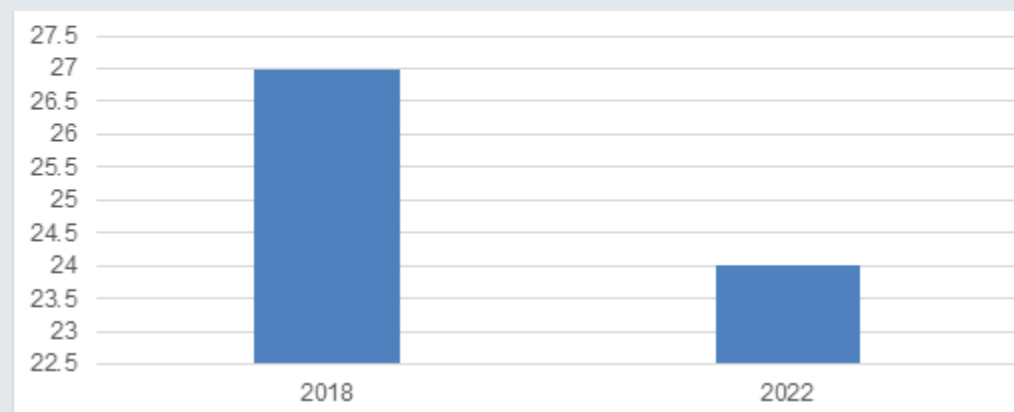
of PTL in all key milestones of design with the CD. However, these efforts also require further cooperation and incentives between staff in both departments. Moreover, IFAD has done this only in one of two regions with new ROs. In ESA, IOE notes that there is "regular communications between Regional Director and SKD staff in RO Nairobi and arrangements for the RD to review annual work plans of SKD staff based in the RO prior to their finalisation." However, there is no evidence of similar efforts in WCA—the only other region with a RO. Additionally, interviews raise wider cooperation issues, particularly with staff based in offices outside of Rome in many (but not all) cases feeling disconnected from decisions made in Rome. The management response to this evaluation notes that during the review phase of the first draft evaluation report, IFAD's Management expressed concerns about how evidence and analysis supported the conclusions drawn. Whilst the final report partially addresses this issue, Management still has a different position on some of the evidence and data presented and their link to the conclusions. Minutes of the Evaluation Committee meeting held in May 2023 also note that 'the large number of indicators that were included in the report did not allow for a clear-cut analyses.

As such, the management response shows that, IFAD's Management does not fully agree with several recommendations. In its response to the evaluation, management agreed with Recommendation 3 and noted that 'the share of IFAD budget allocated to country programme delivery in 2023 is on the rise, as acknowledged in the CLE. Management will strive to ensure that this trend continues going forward and noted that the IFAD 2023 budget prioritizes country programmes, with an increase of US\$3.49 million allocated to project design/supervision/implementation support'. IFAD's Management only partially agreed with Recommendation 4. Recommendation 3 proposes "a means for further improving prioritization/guidance/support for non-lending activities. Such measures should recognize the limitations of the existing approaches and include options for more assured funding, and ensure adequate and more structured involvement of SKD and PMD." Meanwhile, Recommendation 4 notes that "SKD, while contributing design and implementation support to IFAD operations and COSOPs, needs to sufficiently prioritize supporting PMD efforts to strengthen non-lending activities in client countries and promoting KM globally and across IFAD." In regards to fourth recommendation, management notes that "the knowledge function is undergoing change, with a greater focus on data and evidence curation, analysis for advice and diagnostics. In-country and global policy advice is a challenge, and management will work on improving this." The 2022 staff survey found that only 30 per cent of staff responded positively to the statement that "decentralisation has increased cooperation and connection between HQ and ICOs." Coordination is also limited by impacts of previously declining allocation to country programme delivery (see KPI 1.4.1) and inefficient processes (see element 5 below).

Element 5: IFAD's business model adequately delineates responsibilities for results. IFAD has an Accountability Framework and DoA Framework that delegates responsibilities, especially as it relates to decentralisation. The Accountability Framework seeks to show the overall structure for accountability within IFAD. Furthermore, the Accountability Framework is meant to "promote organisational performance and to connect each staff member to IFAD's Strategic Framework and goals." In conjunction with the Accountability Framework, the DoA Framework provides an "integrated accountability and control system designed to improve risk-based performance in all aspects and at all levels of the organisation to ensure the efficient functioning of IFAD's new business model." According to interviews, DoA is clearly

understood by Country Directors. However, the IFAD staff survey for 2022 shows 54 per cent of staff respondents agreed or strongly agreed that their division had sufficient delegated authority to act on its own. This is an increase in comparison, 43 per cent of respondents in 2018. The relative improvement from 2018, likely reflects the introduction of the DoA (DoA) and Accountability Framework. While there is general agreements of DoA, there is significant staff dissatisfaction with the decentralisation process and the finding that internal processes were inefficient. This reflects wider views among interviewed staff that decentralisation is appropriate, but its implementation did not fully consider staff views or concerns. Importantly, the survey defined Internal Procedures and Processes as all IFAD policies and procedures, including IT systems. MOPAN client survey evidence indicates that partners generally agree that IFAD organises and runs itself in a way that fully supports its vision (Figure 1.6). However, external partners, by their very nature, have limited knowledge base of IFAD to comment on IFAD's internal processes and their efficiency. Furthermore, interviews with staff also raised similar concerns with internal processes, in that they perceive that they have reduced time and resources available for designing new operations and country strategies and for supervising these operations (Figure 5). The true extent of the impact, if any, of these processes is difficult to determine in the absence of a time management system. This poses significant challenges given that the majority of IFAD's administrative budget is staff costs.

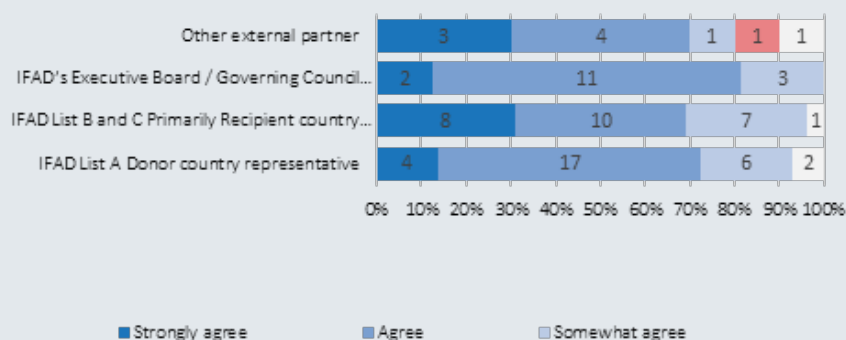
Figure 5. IFAD internal procedures and processes are efficient (positive response (%) to staff survey statement.



Source: IFAD Global Staff Survey 2022 - Overall Report

Figure 6. IFAD organises and runs itself in a way that fully supports its vision.

Q1[3] IFAD organises and runs itself in a way that fully supports its vision.



MI 1.2 Evidence confidence

Medium confidence

MI 1.3: Strategic plan supports the implementation of global commitments and associated results

Score

Overall MI rating

Satisfactory

Overall MI score

3.33

Element 1: The strategic plan is aligned to the 2030 Sustainable Development Agenda, wider normative frameworks and their results (including, for example, the Grand Bargain and the QCPR)

4

Element 2: A system is being applied to track normative results for the 2030 Sustainable Development Agenda and other relevant global commitments (for example, the QCPR and the Grand Bargain, where applicable)

3

Element 3: Progress on implementation and aggregated results against global commitments are published at least annually

3

MI 1.3 Analysis

Evidence documents

Element 1: IFAD's Strategic Framework is closely aligned with the 2030 Sustainable Development Agenda. This alignment reflects IFAD's dual mandate as both a UN Agency and an IFI. The strategic objectives together help IFAD primarily support SDGs 1 and 2, as well as SDGs 5, 8, 10, 13, and 15. Through IFAD's focus on marginalised rural communities, the strategic framework is also closely aligned with the SDG commitment to Leave No One Behind. IFAD's results architecture is built to support the strategic framework, including the broader 2030 agenda. Both IFAD 11 and IFAD 12 have been designed to specifically support the 2030 agenda. As of 2021, as part of IFAD 11, IFAD raised USD1.07 billion, or 89 per cent of the RMF11 target of USD1.2 billion, in core resources.

18, 43, 98

Element 2: IFAD's Results Management Framework is centred around supporting the 2030 Sustainable Development Agenda and SDGs. The 2030 Agenda and SDGs are at the top of the IFADs results framework, in which all indicators and outcomes support them. IFAD is also committed to the Grand Bargain and to the Paris Agreement. However, its commitment to the Grand Bargain is a relatively lower priority,

as IFAD is not a humanitarian agency. IFADs commitment to supporting the ambitions of the Paris Agreement is captured by its existing results architecture. IFAD's RMF has clear indicators and outcomes to track its support of the Paris Agreement and, more broadly, SDGs and the 2030 Agenda, some of which have baselines and targets. For instance, the RIDE, which reports on the RMF, annually tracks the number of tons of greenhouse gas emissions (CO₂) avoided or sequestered in support of SDG 13 (Climate Action) against its target. As a UN agency, IFAD participates in meetings of the UN Sustainable Development Group (UNSDG) Principals and the UN System Chief Executives Board for Coordination (CEB). Both groups are key for heads of UN agencies to discuss system-wide issues and solutions, including progress on reaching SDGs and their related goals.

Element 3: The RIDE annually and publicly presents IFADs performance against the indicators and targets set in its RMF. The RIDE is complemented by the IOE's Annual Report on the Independent Office of Evaluation (ARIE) (formerly ARRI), which is a synthesis of the Fund's performance, lessons and challenges to enhance its development effectiveness. While the intention In addition, IFAD has rolled out an RMF dashboard on its website. The RMF publicly, both through the RIDE and website dashboard, presents data and progress towards set against them where relevant as part of IFAD 12 replenishment. For instance, as of 2023, IFAD has reached 91 million people who have directly received or used services promoted or supported by the project, or 76 per cent of its target of 120 million people.

MI 1.3 Evidence confidence

Medium confidence

MI 1.4: Financial framework supports mandate implementation	Score
Overall MI rating	Satisfactory
Overall MI score	2.80
Element 1: Financial and budgetary planning ensures that all priority areas have adequate funding in the short term or are at least given clear priority in cases where funding is very limited	2
Element 2: A single integrated budgetary framework ensures transparency	2
Element 3: The financial framework is reviewed regularly by the governing bodies	4
Element 4: Funding windows or other incentives in place to encourage donors to provide more flexible/un-earmarked funding at global and country levels	3
Element 5: Policies/measures are in place to ensure that earmarked funds are targeted at priority areas	3
Element 6: [UN] Funding modalities with UN reform: 15% of total resources are from pooled funding	-
MI 1.4 Analysis	Evidence documents

Element 1: IFAD faces a dual challenge of a high administrative budget relative to its portfolio resulting in pressure to restrain its administrative budget while managing an increasing number of priorities --thus creating a difficult balancing act. IFAD's budget process has different processes for non-staff and staff budgets. Non-staff budget submissions by departments are categorised by Institutional Output Group (IOG). IFAD has several IOGs, such as 'Country Strategies and Programmes' and 'Enable and Support.' The Office of Strategic Budgeting works closely with departments to identify areas requiring greater focus and investments. IFAD assesses staffing requirements based on agreed priorities and affordability criteria while also assessing functional and structural alignments using the dynamic workforce planning approach.

IFAD's administrative budget has seen limited growth despite its growing ambition around decentralisation and expanding priorities such as with disabled people, youth, indigenous peoples, gender transformative change and climate change. Within IFAD's overall administrative budget, the allocation to country programme delivery declined between 2018 and 2022 but has increased in 2023 and there are further commitments within IFAD-13 to increase budget to country programmes. Country programme delivery is key to obtaining results on the expanding number of targeted deliverables at country level. There is therefore a disconnect between IFAD's detailed strategies and action plans, and its budget allocations. IOE in its CLE on Decentralisation found that key non-country programme delivery costs were other IFAD reforms, such as obtaining a credit rating to borrow. Significantly, management has recently realised this problem, and in the 2023 and 2024 budgets increased the allocation for country programme delivery.

Element 2: IFAD budget framework transparently shows significant expenditures and breaks down its allocation across departments and results pillars. The budget framework is informed by past trends and analyses trends when possible. IFAD's regular administrative budget had zero real growth from 2018 to 2021. The 2022 regular budget rose to USD 166.9 million from USD 159.4 million in 2021. In addition to the regular budget, the capital budget also increased from USD 4.4 million in 2020 to USD 6.5 million in 2022 to support decentralisation plans.

IFAD has recently led work to develop more streamlined and efficient budgeting processes and to better track expenditure. New budgeting process will be adopted as part of IFAD13-related reforms. In doing so, IFAD will be formalising key processes in 2024 that started in 2023. Budget preparation templates will include corporate priorities and expected results for each budget line that is proposed for investments. A more precise determination of the level of vacant positions will be made towards the end of 2023, to ensure that an early provisional full allocation of resources for departments to facilitate better planning for temporary staffing needs. This has the potential to enhance optimal use of resources early in the year. In addition, efforts to more precisely determine the level of carry forward will be made towards the end of 2023, to ensure that an early provisional allocation of resources for unforeseen, unbudgeted and/or incomplete programmes from prior years. Quarterly budget performance reporting to IFADs Executive Management Committee was introduced in 2023 and they will be further enhanced by the implementation of Business Intelligence dashboards thereby reducing the transaction costs associated with the production of reports and making information for decision making more readily available. In addition, a methodology for the costing of each of the final IFAD13 commitments agreed will be implemented in early 2024.

17, 41, 95

Table 1. Approved IFAD Budget 2012-2022 by Major Expenditure Category

Cost Category	2018	2019	2020	2021	2022
Staff	90.2	93.3	94.3	95.5	102.1
Consultants	24.1	22.9	22.5	24.3	25.0
Duty Travel	10.0	9.4	9.6	7.0	9.9
ICT non-staff costs	5.2	5.5	5.5	5.9	6.7
Other Costs	26.1	27.1	26.0	26.7	21.6
CORP (allocable)					5.9
CORP (unallocable)					4.4
Total	155.5	158.2	157.9	159.4	175.7

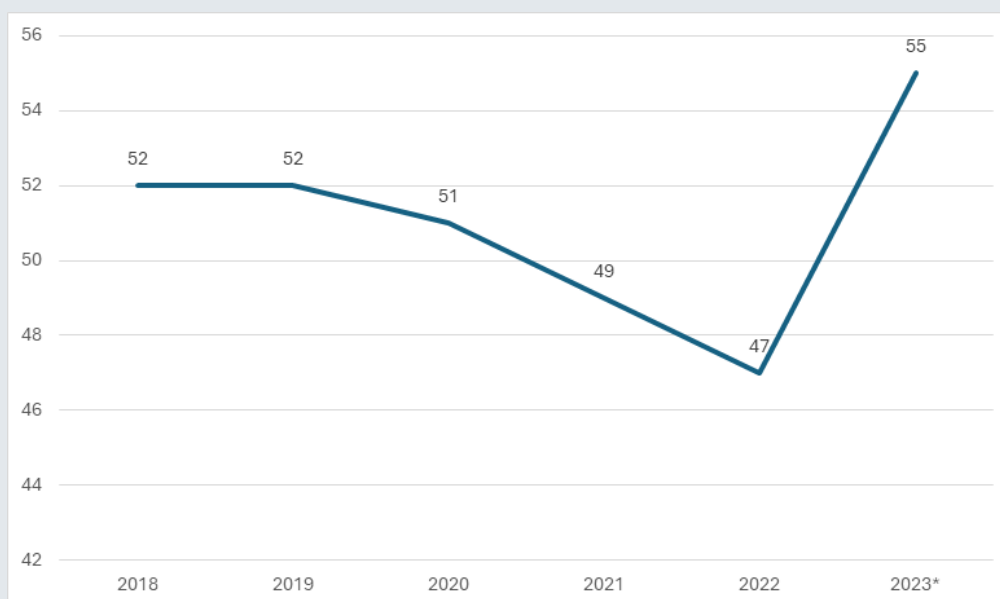
Source: IFAD 2012-2023 results-based programme of work, regular and capital budget

Table 2. Approved IFAD Budget 2018-2022 by Department

	2018	Share	2019	Share	2020	Share	2021	Share	2022	Share
Office of the President and Vice-President	2.39	2%	2.78	2%	3.18	2%	2.77	2%	2.79	2%
Corporate Services Support Group	7.79	5%	8.92	6%	9.08	6%	10.73	7%	11.7	7%
External Relations and Governance Group	16.88	11%	17.36	11%	16.59	11%	17.22	11%	17.9	11%
Strategy and Knowledge Department	15.15	10%	15.84	10%	15.81	10%	15.82	10%	19.59	12%
Programme Management Department	62.64	40%	63.23	41%	62.91	40%	60.52	38%	61.58	37%
Financial Operations Department	12.76	8%	13.63	9%	13.52	9%	13.1	8%	13.25	8%
Corporate Services Department	28.32	18%	26.4	17%	26.77	17%	28.53	18%	30.34	18%
Corporate cost centre (allocable)	9.63	6%	10.07	7%	10.04	6%	10.70%	7%	9.78	6%
Planned reductions			3.43	2%						
Total	155.56		154.8		157.9		159.41		166.93	

Source: IFAD 2018-2023 results-based programme of work, regular and capital budgets

Figure 7. Share (%) of Approved Administrative Budget Allocated to Country programme development and implementation.



Note: In 2023 IFAD made changes in the way country programme delivery was accounted for. Therefore the share is not directly comparable.

IFAD publicly breaks down its budget by department, cost category, and allocation by each result pillar. Beyond the annual budget, IFAD, as part of commitments to the Executive Board, develops medium-term budget outlooks.

Figure 7 shows that between 2018 and 2022 IFAD reduced country programme delivery budgets as a share of its total administrative budget, as seen by allocation to the country programme's result pillar. Notably, the latest proposed budget for 2023 shows a reversal in the decline with 55 per cent allocation.

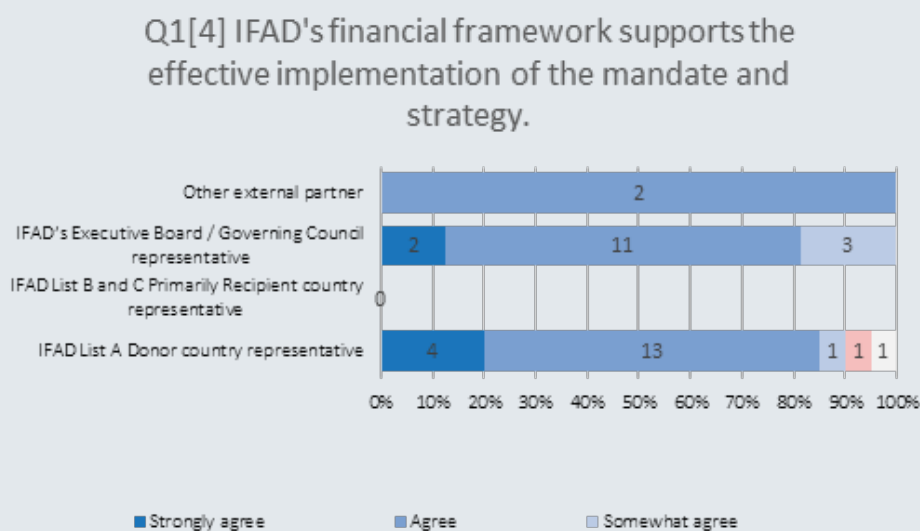
Budgets for new project designs have fallen significantly despite the need to integrate more cross-cutting and mainstreaming areas that add complexity to project designs. For instance, the total design budget fell from USD 7.07 million in 2018 to USD 4.83 million in 2022. The 2023 budget saw the design budget rise to USD 8.64 million. Regarding supervision, the budget fell from USD 15.32 million in 2018 to USD 13.39 million in 2022. Similar to the design budget, the 2023 budget saw the supervision budget rise to USD 14.94 million. Importantly, reductions during the assessment period largely occurred during the COVID-19 pandemic, limiting travel and consequently reducing budgetary needs. However, as noted in budget documents, IOE decentralisation evaluation and interviews, these cuts were part of a more extended period of reduction in country programme delivery budgets, including project design and supervision. While interview evidence indicates that workarounds are possible through supplementary funds, this is not across the board, as supplementary funds are usually tied to specific objectives. Importantly, it is difficult to determine resources allocated to individual operations since the supplementary funds are accounted for separately, and there is no timesheet analysis of how much staff time is allocated per project. In MOPAN interviews, operational staff expressed a perception that budgetary resources have been consistently reduced while operational objectives have expanded. Operational staff interviews were nearly all concerned with the shift of

resources to compliance and away from designing and supervising operations and country strategy activities.

Furthermore, the IOE’s evaluation of IFAD’s decentralisation experience confirms these findings. IOE in its CLE of IFAD’s Decentralisation Experience found that “consequences of this decline became apparent in case studies, where ICOs found inadequate resources to provide these core client services. An e-survey from the evaluation showed that a large majority of operational staff disagreed that there was sufficient budget and resources allocated for project processing and supervision (75 per cent), and mainstreaming efforts (79 per cent). IFAD’s 2022 Global Engagement Survey responses echoed the finding from the evaluation and found that during Decentralisation 2.0, the adequacy of resources became an increasing problem.” In the management response to this evaluation IFAD noted that ‘the share of IFAD budget allocated to country programme delivery in 2023 is on the rise, as acknowledged in the CLE. Management will strive to ensure that this trend continues going forward’ and noted that ‘the IFAD 2023 budget, which has been endorsed by the Board, prioritizes country programmes, with an increase of US\$3.49 million allocated to project design/supervision/implementation support’. The IFAD Management response to this evaluation also notes that IFAD has a different position on some of the evidence and data presented and their link to the conclusions.

In contrast, the MOPAN survey found that partners mostly strongly agree or agree that IFAD’s financial framework supports effective implementation of the mandate and strategy (Figure 8).

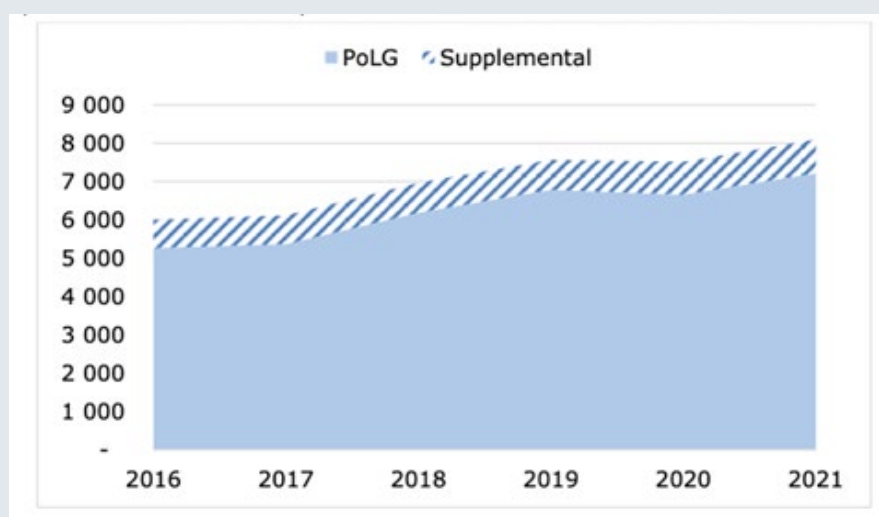
Figure 8. IFAD's financial framework supports effective implementation of the mandate and strategy.



Element 3: The budget framework is prepared by IFAD and reviewed by the Executive Board. The board has frequently reviewed and requested clarification of the budget, which IFAD has provided. For instance, member states had requested IFAD’s administrative efficiency ratio to understand its administrative efficiency better. In addition to the annual budget, IFAD also releases medium-term budget outlooks in response to board consultations.

Element 4: IFAD largely relies on un-earmarked core resources but also uses earmarked (supplementary) resources. Importantly, IFAD continues to strengthen its ability to mobilise and manage supplementary resources while ensuring they are used in line with the Fund's strategic objectives and priorities. IFAD has a partnership framework and strategy on supplementary funds, both of which guide its resource mobilisation efforts. A big focus for IFAD has been climate funds, which in 2021, accounted for 35 per cent of supplementary funds mobilised. While IFAD has successfully mobilised additional resources, most funding (as shown in Figure 9 below) is unearmarked. In 2021, total outstanding loans and grants from all IFAD's funding sources were USD 8.1 billion, of which USD 883 million was financed from supplementary sources, of which climate funds were the largest share. Outside of core resources from replenishment, borrowed resources are currently unearmarked. However, the Integrated Borrowing Framework does allow lenders to set thematic focuses.

Figure 9. IFAD's active project portfolio (Millions USD)



Source: Medium-term budget outlook 2023-2025 (2022)

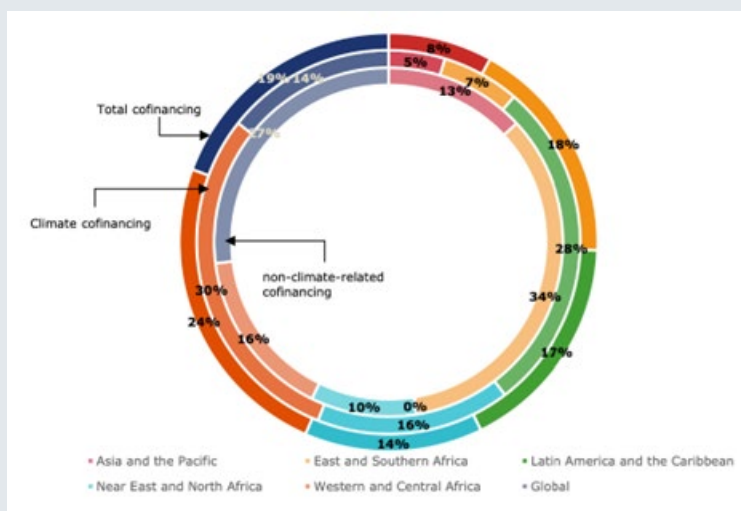
Element 5: IFAD is committed to using earmarked resources per its mandate, corporate priorities, and country and regional strategies. IFAD allocates around 68 per cent (USD836 million) of the supplementary funds to co-financing IFAD investments. The remaining are used to support global and thematic initiatives. IFAD's supplementary resources for co-financing IFAD projects by region align with its strategic priorities, with 42 per cent of co-financing allocated to sub-Saharan Africa compared to 55 per cent for IFAD resources (Figure 10). Similarly, other regions, except for APR, have a proportionate breakdown of co-financing. MOPAN survey evidence shows that most partners agree that IFAD manages a range of trust funds that can be applied with flexibility (Figure 9). Importantly IFAD includes trust funds as part of supplementary resources.

Table 3. Programme of Work by PoLG, Supplementary Funds, and International Co-financing (USD Million).

	Total IFAD10	IFAD11	IFAD12

	2018	Total IFAD10	2019	2020	2021	Total IFAD11	2022
IFAD PoLG	1,159	3,150	1,660	813	1,038	3,510	882
Domestic co-financing	811	1,888	1,557	938	1,001	3,497	461
Supplementary funds managed by IFAD	175	413	261	98	334	692	197
Other international cofinancing	284	458	1,652	115	1,054	2,821	498
Total Programme of work	2,430	5,909	5,129	1,964	3,427	10,520	2,038
Supplementary funds mobilised	160	333	151	158	420	729	361

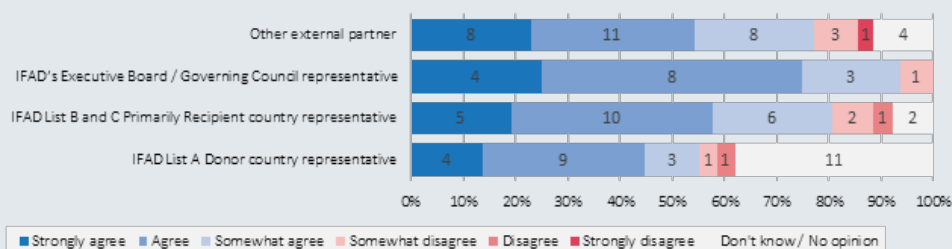
Figure 10. Regional distribution of supplementary funds for co-financing IFAD projects



Source: IFAD (2022) Overview of supplementary funds received, committed and used in 2021

Figure 11. IFAD manages a range of trust funds and other concessional resources that can be applied flexibly and efficiently to address emergencies, conflict, knowledge work and global public goods.

Q1[8] IFAD manages a range of trust funds and other concessional resources that can be applied flexibly and efficiently to address emergencies, conflict, knowledge work and global public goods "in [COUNTRY]" / "in different countries".



Element 6: This element is not applicable and will not be rated

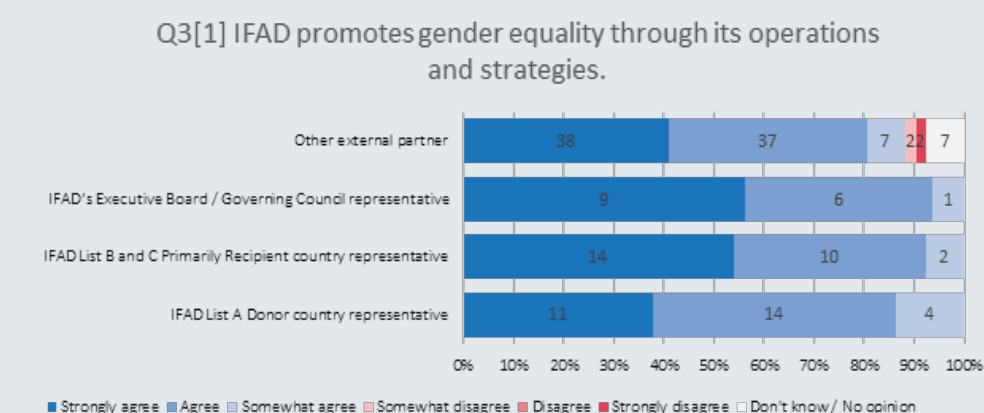
MI 1.4 Evidence confidence

High confidence

<i>KPI 2: Structures and mechanisms in place and applied to support the implementation of global frameworks for crosscutting issues at all levels, in line with the 2030 Sustainable Development Agenda principles</i>	KPI score
Satisfactory	3.34
<p>IFAD's commitment to Gender Equality and Women's Empowerment (GEWE) is clearly reflected in its dedicated policy on the subject, which has been in place since 2012. The Gender Action Plan (GAP) operationalises the policy, which sets out IFAD's indicators and targets for both gender equality and gender transformation. All targets and indicators are fully integrated into IFAD's RMF and mainstreaming agenda, which are tracked as part of the RIDE. The GAP also outlines a series of internal and external tools and procedures to help inform project design on gender equality. IFAD's GEWE activities are supported by a gender team under the social inclusion team housed in ECG. To further support the institution and its staff, IFAD has capacity development plans for staff and mandatory e-learning on GEWE for all staff.</p> <p>IFAD has two dedicated statements on climate change and Environmental and Natural Resource Management (ERNM) from 2011 and 2012; in 2018 they were updated through a combined strategy and action plan. The RIDE regularly reports on the environmental sustainability and climate change indicators and targets as laid out in the RMF. IFAD screens all projects for environmental and climate risks as part of its safeguard procedures. Human and financial resources are available to address environmental sustainability and climate change issues. As part of its Strategy and Action Plan, IFAD has improved and expanded its capacity development training for staff and partners.</p> <p>IFAD has within its mandate only a limited set of objectives with respect to human rights. In this regard, it has two separate dedicated policy statements on indigenous peoples and persons with disabilities as part of its efforts to the "Leave No One Behind" agenda. This work is complemented by a statement regarding IFAD's plan to reduce undernutrition among rural and vulnerable people. IFAD's engagement with indigenous peoples is fully aligned with the Strategic Framework. While the Strategic Framework does not touch on disability inclusion, it is relevant to its 2030 Agenda and the 'Leave No One Behind' commitment, which is central to the Framework. Each three priority areas have specific targets and indicators as part of its commitment to vulnerable people. However, they are not reflected in the RMF except for nutrition, where IFAD failed to meet targets established in IFAD-11 replenishment. As part of IFAD's SECAP procedures, it screens all projects for social risks, including specific risks to indigenous peoples, nutrition, and persons with disabilities. IFAD has human and financial resources to support the inclusion of vulnerable people, but – given the high ambition of IFAD and its dual mandate as an IFI and UN agency - it is not always sufficient to meet needs and ambition. Furthermore, IFAD is planning to support the protection of vulnerable people.</p> <p>In terms of youth, IFAD has updated its policy statement on youth in each consequent Strategic Framework since its first reference in the 2007-2011 Strategic Framework. As laid out in the Strategic Framework, rural youth are critical to IFAD's focus on vulnerable and marginalised populations as part of its broader goal of inclusive and sustainable rural transformation. Indicators and targets are embedded and tracked in both RMF for IFAD 11 and 12. IFAD has developed mandatory guidelines for youth-sensitive projects and screens projects for youth risks as part of SECAP. IFAD has made human and financial resources available to address youth issues. Finally, IFAD has mandatory capacity development activities to ensure staff, particularly relevant social inclusion officers from ECG, can effectively target rural young people and address specific risks and issues that they face.</p>	
<i>MI 2.1 Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for gender equality and women's empowerment</i>	Score
Overall MI rating	Satisfactory

Overall MI score	3.33
Element 1: Dedicated policy statement on gender equality available and showing evidence of application	4
Element 2: Gender equality indicators and targets fully integrated into the MO's strategic plan and corporate objectives	4
Element 3: Accountability systems (including corporate reporting and evaluation) reflect gender equality indicators and targets	3
Element 4: Gender equality screening checklists or similar tools inform the design for all new interventions	4
Element 5: Human and financial resources are available to address gender equality issues	2
Element 6: Staff capacity development on gender is being or has been conducted	3
MI 2.1 Analysis	Evidence documents
<p>Element 1: A dedicated policy on GEWE has been in place since 2012. The policy aims to increase IFAD's impact on GEWE in poor rural areas. The policy lays out three objectives:</p> <ul style="list-style-type: none"> • Strategic objective 1: Promote economic empowerment to enable rural women and men to have equal opportunity to participate in, and benefit from, profitable economic activities; • Strategic objective 2: Enable women and men to have equal voice and influence in rural institutions and organisations; • Strategic objective 3: Achieve a more equitable balance in workloads and in the sharing of economic and social benefits between women and men. <p>Since the policy was developed in 2012, it has supported the previous Strategic Framework. However, the current Strategic Framework (2016-25) states that it is guided "by its Policy on Gender Equality and Women's Empowerment, IFAD will consolidate its position as a leading agency on innovative measures to promote rural women's empowerment." The Framework also highlights GEWE as one of the three cross-cutting areas and one of the five principal pillars of engagement. A Gender Action Plan (GAP) was developed in 2019 that operationalises the policy for 2019-2025. The GAP ToC "illustrates the mutually reinforcing pathways and activities to sustainably reduce inequalities between women and men in rural areas, with a focus on greater impact of IFAD's investments; and a new target for gender-transformative projects of 25 percent." RMF, which RIDE reports on, highlights progress on GEWE. MOPAN survey confirms that almost all partners agree that IFAD promotes gender equality (Figure 12).</p>	<p>8, 17, 25, 29, 39, 70, 95, 101, 143</p>

Figure 12. IFAD promotes gender equality



Element 2 and 3: GEWE indicators and targets are fully integrated into IFAD's RMF and mainstreaming agenda, which are tracked as part of the RIDE. The current Gender Action Plan (GAP) has clear indicators, some of which are embedded in the RMF and tracked and reported on as part of the annual RIDE. While RMF does not include all indicators, the RIDE does dive into design-level and COSOP-level indicators and targets set by management in GAP that have been reaffirmed or increased in the current replenishment cycle. In the RMF, IFAD has two outcome indicators tracked as part of the RMF, percentage of gender equality with a rating of moderately satisfactory (4) or above and ratings of satisfactory (5) or above at project completion. For IFAD 11, the share of operations scoring satisfactory or above on gender equality was 53 percent, below the target of 60 percent. However, the share of projects rated moderately satisfactory was 90 percent, in line with its target. For IFAD 11, Project Completion Report (PCR) results were drawn from a sample of 79 PCRs that closed in IFAD 11 and were approved between 2005-2015. In addition to project completion ratings, IFAD has GEWE-mainstreamed all COSOPs in IFAD 11. In addition, to gender equality ratings, IFAD has targets for gender transformative projects. For a project to be considered gender transformative, it needs to "create opportunities for individuals to actively challenge gender norms, promote women's social and political influence in communities, and address power inequities between persons of different genders." The share of new designs considered gender transformative has also exceeded targets, with 41 per cent of all new designs being gender transformative compared to a target of 25 percent.

Element 4: The GAP outlines a series of internal and external tools and procedures to help inform project design on GEWE. The most high-level and external facing is ensuring all new COSOPs and CSNs are GEWE mainstreamed, which was achieved for IFAD11. These strategies are meant to inform designs coupled with the internal guidelines and checklists prepared. IFAD has developed guidelines for social inclusion mainstreaming, including GEWE. The guidelines include checklists for projects to be considered gender transformative. For instance, the ToC must address all three GEWE policy objectives (economic empowerment, equal voice, and balanced workloads); showcase gender transformative pathways; and plan for policy engagement on GEWE. In addition, guidelines also set clear requirements for outcomes to support monitoring and evaluation, with indicators such as the IFAD empowerment index. As part of its Gender Action Plan for 2019-2025, IFAD

acknowledges the importance of measuring gender transformation through appropriate methodologies such as the Women's Empowerment in Agriculture Index (WEAI), case studies and participatory and qualitative research to complement standard Monitoring and Evaluation (M&E) data. Beyond requirements to be considered gender project, IFAD also has a checklist to guide and assess targeting at design. All in all, IFAD has clear guidance and conditions for a gender-transformative project.

Element 5: The Fund has a GEWE team under the social inclusion team, which is housed in ECG. The gender desk, which covers three streams of work: gender, targeting and persons with disabilities inclusion, has four staff and four long-term consultants. The gender and social inclusion desk collaborates with two outposted social inclusion officers, with another three positions expected to be filled. ICOs make strategic decisions about spending resources and hiring suitable consultants to complement IFAD's staff that work in this area. In addition, core staff are complemented by a strong GEWE architecture. In 2022 it included one Senior Management Champion at the Assistant President level, 17 Gender Focal Points in multi-country offices, 21 Gender focal points and alternates at the divisional level (outside PMD). They have clear terms of references and specific yearly commitments.

Staff on the gender and social inclusion team join PDTs either as representatives of Social Inclusion or as a PTL. Staff in PDTs are responsible for developing the technical components of the project design and SECAP. Technical staff are also responsible for undertaking requirements as laid out in the guidance. As interviews indicate, staff can retain consultants to supplement their work in areas such as SECAP. However, there are limitations, given the limited project design budget. Technical specialists are expected to join supervision missions, but staff can be limited given their dual operational and corporate roles. The IFAD project team can hire consultants instead of staff in missions, but limited budgets pose problems. The total design budget fell from USD 7.07 million in 2018 to USD 4.83 million in 2022. The 2023 budget saw the design budget rise to USD 8.64 million. Regarding supervision, the budget fell from USD 15.32 million in 2018 to USD 13.39 million in 2022. Similar to the design budget, the 2023 budget saw the supervision budget rise to USD 14.94 million.

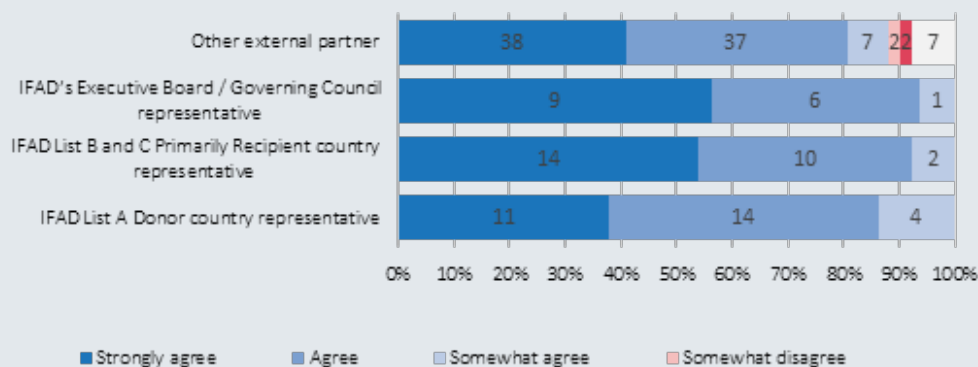
In total, 9.3 per cent of total staff costs were attributed to gender-related activities in 2020, up from 9.1 per cent in 2019. As part of the UN system, IFAD does report its progress as part of the UN System-wide Action Plan (SWAP) on GEWE. UN SWAP is designed to help improve the UN system's accountability to support gender equality and the empowerment of women in a more coordinated and comprehensive manner. In addition, the UN SWAP helps the UN system better deliver on SDG 5: Gender Equality. An area of improvement has been the financial allocation of resources to GEWE and equal representation of women. Interview evidence highlights the limited resources to effectively mainstream or integrate GEWE, especially as some governments resist such projects. Furthermore, data from IOE's decentralisation CLE indicate 79 per cent of operational staff surveyed as part of CLE E-Survey disagreed that there was sufficient budget and resources allocated for mainstreaming efforts, which includes GEWE.

Element 6: IFAD has capacity development plans for staff and mandatory e-learning on gender for all staff. As part of broader mainstreaming efforts, which include GEWE, IFAD has undertaken capacity development training, which 800 participants have completed (staff and project management staff). A total of 32 staff completed the OPAC mainstreaming course, including a module on GEWE, while another 45 staff are currently working to complete it. Furthermore, the completion of

the IFAD Gender Equality mandatory training was 78 percent, indicates a strong engagement within the organisation. The staff attitude survey indicates strong engagement with IFAD objectives, including an ambitious agenda concerning GEWE.	
MI 2.1 Evidence confidence	Medium confidence
<i>MI 2.2: Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for environmental sustainability and climate change</i>	Score
Overall MI rating	Highly satisfactory
Overall MI score	3.67
Element 1: Dedicated policy statement on environmental sustainability and climate change available and showing evidence of application	4
Element 2: Environmental sustainability and climate change indicators and targets fully integrated into the MO's strategic plan and corporate objectives	4
Element 3: Accountability systems (including corporate reporting and evaluation) reflect environmental sustainability and climate change indicators and targets	4
Element 4: Environmental screening checklists or similar tools inform design for all new interventions	3
Element 5: Human and financial resources are available to address environmental sustainability and climate change issues	3
Element 6: Staff capacity development on environmental sustainability and climate change is being or has been conducted	4
MI 2.2 Analysis	Evidence documents
<p>Element 1: IFAD had two dedicated statements on climate change and ENRM from 2011 and 2012. However, in 2018, they were updated through a combined strategy and action plan. The combined strategy and action plan, IFAD Strategy and Action Plan on Environment and Climate Change 2019-2025 responded to an IFAD 11 commitment to develop a new environment and climate change strategy and action plan that underpins "the strengthened approach to mainstreaming climate change and environmental sustainability." The RMF and the mainstreaming section in the RIDE track progress.</p> <p>The strategy and action plan "elaborates IFAD's approach to strategic objective 3: Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities in order to reduce poverty and protect the ecosystems on which they depend." In addition, the strategy also relies on SO 1: Increasing poor rural people's productive capacities and SO 2: benefits from market participation. Also, three of the eleven key thematic areas that underpin the current strategic framework are climate change and ENRM. The thematic areas are Access to Natural Resources, Environmental sustainability, and Climate Change. According to the MOPAN survey, almost all external partners surveyed agreed that IFAD promotes environmental sustainability and addresses climate change (Figure 13).</p>	17, 25, 50, 70, 145

Figure 13. IFAD promotes environmental sustainability and addresses climate change.

Q3[2] IFAD promotes environmental sustainability and addresses climate change through its operations and strategies.



Element 2 and 3: The RIDE regularly reports on the environmental sustainability and climate change indicators and targets in the RMF. The RMF contains both project-level output and outcome targets under Tier II: Development Results. For IFAD 11, the 2022 RIDE found that at output level, IFAD exceeded its target of "groups supported to sustainably manage natural resources and climate-related risks" more than four times over (some 46,000 groups were supported compared to the target of 10,000) and brought some 270,000 additional hectares of "land under climate resilient practices" (1.77 million in total, as compared to 1.5 million targeted). Notably, the outcome level indicator on "Number of persons/households reporting adoption of environmentally sustainable and climate-resilient technologies and practices" also delivered beyond expectations: IFAD11 looked to ensure adoption among at least 300,000 beneficiaries and reached 367,684." Also, these indicators are explicitly linked to SDGs. For instance, the "land under climate resilient practice" supports SDG 2.4, which ensures sustainable food production systems and resilient agricultural practices. Project-level data and its Impact Assessments feed IFAD RMF indicators. The assessment assesses a share of the projects for each cycle, including the project's climate and environmental impact. For instance, IFAD11 supported 38.2 million people with greater resilience in line with SDG 1.5.

IFAD's work to support small holder farmers adapt to climate change began over a decade ago. This work has been valuable and groundbreaking. This is a strength of IFAD. This is further evidenced by organisational performance in IFAD 11, in which IFAD exceeded all its environmental sustainability and climate change indicators and targets. IOE's thematic Evaluation of IFAD's Support for Smallholder Farmers' Adaption to Climate Change found that the organisation's experience of working with vulnerable and marginalised farming communities has led to it being well placed to address the increasingly severe risks from climate change and make climate change adaptation an institutional priority. The evaluation found that 'IFAD's approach to climate change adaptation is evolving and progressing in the right direction' and noted that IFAD assessed climate risks in all its country strategies and operations and integrated climate response in interventions facing 'moderate' or 'high' climate risk.

Element 4: IFAD screens all projects for environmental and climate risks as part of its safeguard procedures. As outlined in IFAD's Strategy and Action Plan on Environment and Climate Change 2019-2025, IFAD sought for the SECAP to identify risks and more actively guide the enhancement of climate and environmental benefits in projects. The latest SECAP from 2021 made those changes and outlined clear procedures to integrate IFAD's mainstreaming themes. Beyond screening all projects, IFAD exceeded its target on climate mainstreaming. In IFAD 11, climate finance as a share of total PoLG was 35 percent, above the 25 per cent target. Interview evidence confirms that SECAP procedures are robust and comprehensive, but staff express concerns about the availability of human and budgetary resources to implement these procedures effectively.

All COSOPs in IFAD 11 mainstreamed climate adaptation and mitigation actions by analysing and reflecting on the nationally determined contributions (NDCs). In turn, "ensuring that IFAD's climate investments are well-aligned with national climate ambition and finance targets." Also, analysing NDCs helps IFAD support the Paris Agreement and countries reach their commitments.

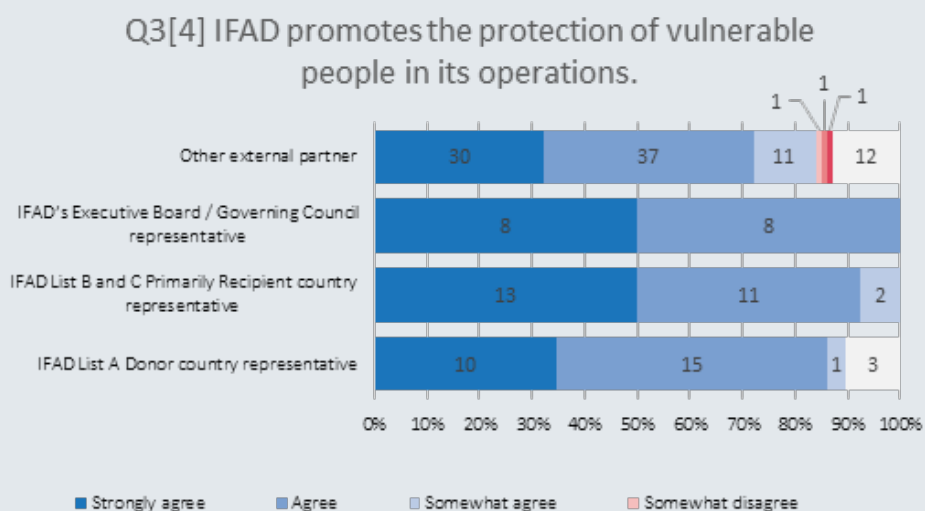
IFAD has a range of contextually relevant and tailored knowledge products as part of its long-standing focus on climate change and the environment. These products help IFAD stimulate knowledge exchange, innovation, and commitment to investing in rural people. For example, as part of SKD's research series, a paper on The Impact of Climate Change on Livestock Production in Mozambique found project beneficiaries in drought-prone areas are more likely to provide supplemental feed in the dry season, though livestock birth rates are still lower in those areas. Another key channel through which IFAD feeds knowledge into future products is through Knowledge Packs. The packs are short notes summarising relevant external and internal evidence, lessons and knowledge products. They are prepared by regional teams and shared with PDT at the start of the design cycle. Based on the project's focus, the concept note summarises relevant knowledge on key cross-cutting issues. These findings and others from the paper provide useful information for IFAD to inform future designs.

Element 5: Human and financial resources are available to address environmental sustainability and climate change issues. IFAD environmental and climate teams are housed within ECG and PMI) within the Strategy and Knowledge Department (SKD). The Strategy and Action Plan outlines that the ECG team is meant to "analyse and address cross-cutting issues, searching for linkages and complementarities whenever possible to improve environment, climate, gender, nutrition and social inclusion, increase resilience and mitigate risks." ECG helps support these activities by placing specialists from the environment, climate, and social inclusion in Project Delivery Team. In total, 76 staff at HQ and regional levels work for ECG and PMI. Importantly, these positions and the budget are funded through a budget of roughly USD 3.5 million sourced from core, supplementary, and direct financing from donors. In addition to ECG, PMI also has an entire cluster working on sustainable production. Importantly, interview evidence indicates that ECG staff are spread thin, as the workload has increased due to the complexity of climate finance requirements and SECAP. At the same time, climate finance has supported project design and supervision budgets with additional funds and corresponding management fees.

In addition to using its own instrument to support smallholder farmers adapting to climate change, such as its flagship Adaptation for Smallholder Agriculture Programme (ASAP). IFAD actively seeks to access resources elsewhere to support country and

<p>regional projects. In line with its work on food systems transformation and value chains, 91 per cent of its portfolio is dedicated to food systems transformations.</p> <p>Element 6: IFAD has improved and expanded its capacity development training for staff and partners as outlined in its Strategy and Action Plan. As part of the new SECAP, the Fund has also rolled out a mandatory 4-part training module for pertinent staff and consultants. In IFAD, a total of 228 unique users completed the SECAP curriculum. Of those 228 users, 151 were required to complete the training. Across the organisation, 81 per cent of staff required to complete SECAP have done so. Importantly, within PMD, 98 per cent of CDs, CPOs, and POs have completed the training. The SECAP training also includes additional specialised training.</p>	
<p>MI 2.2 Evidence confidence</p>	<p>Medium confidence</p>
<p>MI 2.3: Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for human rights including the protection of vulnerable people (those at risk of being “left behind”)</p> <p><i>For the purpose of this assessment, it was agreed with IFAD in the inception phase of the assessment that human rights is considered from a vulnerability perspective and specifically, MI 2.3 will reflect on inclusion of indigenous peoples and other marginalised groups.</i></p>	<p>Score</p>
<p>Overall MI rating</p>	<p>Satisfactory</p>
<p>Overall MI score</p>	<p>3.17</p>
<p>Element 1: Dedicated policy statement on human rights available and showing evidence of application</p>	<p>4</p>
<p>Element 2: Human rights indicators and targets fully integrated into the MO's strategic plan and corporate objectives</p>	<p>3</p>
<p>Element 3: Accountability systems (including corporate reporting and evaluation) reflect human rights indicators and targets</p>	<p>3</p>
<p>Element 4: Human rights screening checklists or similar tools inform design for all new interventions</p>	<p>4</p>
<p>Element 5: Human and financial resources are available to address human rights issues</p>	<p>2</p>
<p>Element 6: Staff capacity development on human rights is being or has been conducted</p>	<p>3</p>
<p>MI 2.3 Analysis</p>	<p>Evidence documents</p>
<p>Element 1: IFAD has within its mandate only a limited set of objectives with respect to human rights. In this regard, it has two separate dedicated policy statements on indigenous peoples and persons with disabilities as part of its efforts to the "Leave No One Behind" agenda. This work is complemented by a statement regarding IFAD's plan to reduce undernutrition among rural and vulnerable people. The Fund's approach to vulnerable people, particularly disabled and indigenous peoples, is transparent in its respective strategy and policy documents. Notably, IFAD only developed its disability inclusion strategy in December 2022 and, therefore, lacks a history of application or results. In contrast, IFAD has had a long relationship working with indigenous peoples. Importantly, IFAD's Disability Inclusion Strategy 2022-2027 aligns its principles of engagement with those of the Convention on the Rights of Persons with Disabilities (CRPD). MOPAN survey evidence finds most partners, who have knowledge or an opinion, strongly agree or agree that IFAD promotes the protection of vulnerable people (Figure 14).</p>	<p>20, 48, 54, 70, 87, 89, 110</p>

Figure 14. IFAD promotes the protection of vulnerable people.



The first Policy on Indigenous Peoples was developed in 2009 and updated in 2022. IFAD's first policy was designed to enhance its development effectiveness in its engagement with indigenous peoples. In 2012, IFAD translated its policy commitments into action by establishing the Indigenous Peoples' Forum at IFAD (IPFI). The IPFI is central to IFAD's engagement with indigenous peoples and promoting dialogue among indigenous peoples, staff and MS. IPFI has helped "monitor policy implementation and contributed to the strategic direction of IFAD's engagement with Indigenous Peoples." The United Nations Permanent Forum on Indigenous Issues has recognised the IPFI as good practice. The 2022 policy update reframes and recommits IFAD to its long engagement with indigenous peoples and overcoming their challenges. The updated policy restates the nine principles of engagement of the previous policy, as it strengthens links to IFAD mainstreaming priority areas, featuring a new principle of engagement on food sovereignty and nutrition security. The policy is based on lessons, such as that "direct engagement of Indigenous Peoples at all levels improves impact, country ownership and sustainability of livelihoods based on Indigenous Peoples' perspectives and reduces conflicts and risks." Beyond lessons, the policy positions itself to leverage comparative advantages in areas of climate change and its unique mandate to eradicate rural poverty. Lastly, it reaffirms the role of IPFI and indigenous peoples role and knowledge in providing "possible judicious and equitable pathways for development in many developing countries." The IPFI provides IFAD management and staff with an opportunity to obtain input from indigenous people's groups from various countries regarding issues, opportunities for IFAD assistance, and feedback to IFAD management on the effectiveness of IFAD operations which affect indigenous peoples. The IPFI has also ensured indigenous peoples' engagement in IFAD's replenishment Consultations and contribution to the Strategic Framework 2016-2025.

IFAD's Disability Inclusion Strategy 2022-2027 was developed in December 2022. The strategy was designed in response to several projects targeting persons with disabilities as a target group, but few have taken a strategic approach to disability inclusion. Therefore, the strategy is designed to help IFAD more systematically support disability inclusion both in its operations and in the workplace. The strategy lays out four actions: (i) leadership, strategic planning and management; (ii) inclusiveness; (iii)

programming; and (iv) organisational culture. Altogether these action areas will help drive two outcomes: (i) more IFAD-supported programmes and projects promote the rights of persons with disabilities; and (ii) IFAD is established as a well-known and respected organisation that values and promotes diversity and inclusiveness. As the strategy was developed only in 2022, it lacks a history of application or results.

IFAD's nutrition focus was operationalised by its first Nutrition Action Plan (NAP) in 2016-2018, which sought to deepen its nutrition mainstreaming commitment and leverage its comparative advantage. The latest NAP for 2019-2025 was revised with the objective of aligning with the new IFAD11 target of mainstreaming nutrition into 50 per cent of projects at design, capturing lessons learned to date in order to accelerate nutrition mainstreaming during IFAD11 and IFAD12, and building on opportunities created by IFAD's decentralisation and restructuring. Importantly the NAP positions itself within IFAD's comparative advantage, mainly its focus and targeting of poor and vulnerable rural people. The latest NAP refers to the vulnerability of women, children, youth – particularly adolescent girls – and indigenous peoples. In addition, NAP also touches on IFAD's approach to addressing all forms of malnutrition (undernutrition, micronutrient deficiencies and overweight and obesity). IFAD considers nutrition commitments in connection with its broader efforts to ensure that vulnerable groups and rural poor are not left behind.

Element 2: IFAD's commitment to engaging with indigenous peoples is in alignment with its Strategic Framework, which outlines its overarching goals and priorities. Similarly, the emphasis on disability inclusion, although predating the Strategic Framework, is consistent with the principles of the 2030 Agenda for Sustainable Development and the broader commitment to 'Leave No One Behind.' The strategic framework, which was developed in consultation with the IPFI steering committee, references the importance of indigenous peoples as part of IFAD's work with vulnerable communities. In 2020, responding to the SWAP call to action, IFAD committed to strengthening targeted actions at the country level to support the rights of indigenous peoples and learning from good practices. IFAD narrowly defines its rights-based approach, given its role as an IFI, as "to empower Indigenous Peoples to participate in and monitor national implementation of the goals and targets to ensure that they are not being left behind once again and that their rights are respected and protected." Nutrition is one of the thematic areas in the Strategic Framework, which explicitly supports the first strategic objective: Increase poor rural people's productive capacities. IFAD's latest Strategic Framework states that "nutrition plays an important part in this regard, leading – through better health – to greater lifetime earnings and resilience of rural households. Agricultural productivity growth alone is not sufficient to generate improved nutritional outcomes." To support this, it outlines the need for its country programmes to systematically promote the availability, accessibility, affordability and consumption of diverse and nutritious foods. Disabled people, indigenous peoples, nutrition, young people, and women are critical to IFAD's inclusive and sustainable rural transformation objective. To support this, IFAD has updated its Mainstreaming Guidelines for Social Inclusion Themes to reflect the new strategies, action plans, policy updates, and commitments as part of IFAD12. In addition, IFAD has set targets and indicators as part of its policy update and strategy. Given the relative nascency of nutrition and persons with disabilities efforts or specific reporting channels for indigenous peoples, many targets are not tracked in the RMF—still, specific annexes of the RIDE and a standalone biennium report on progress on all three areas.

Element 3: IFAD has set targets and indicators as part of its commitments to vulnerable people but these are not reflected in the RMF except for nutrition.

Importantly, disability targets and indicators have only recently been established and therefore have only more recently begun to be monitored. Thus, there is limited information available in RIDE. However, the strategy has set clear targets, such as the five projects between 2022-24 in which disabled people are a priority target group. Meanwhile, IFAD's commitments to indigenous peoples are tracked through its biennium reports on IPFIs. Some of the targets are for all COSOP preparatory studies, in countries where indigenous peoples are vulnerable to rural poverty, nutrition and climate change, analysis will draw on data disaggregated by indigenous peoples, and country strategies will take these aspects into account in the country-specific dimensions of rural poverty. Another key target is that IFAD seeks to "reach an overall target of 11 million Indigenous Peoples are expected to be reached by 2032, through a phased increase in projects prioritising Indigenous Peoples." For IFAD 12, IFAD committed to designing ten new projects that will include indigenous peoples. Around 30 per cent of IFAD projects include indigenous peoples as target groups.

Regarding nutrition, IFAD has set and failed to meet targets established in IFAD 11, namely that it would improve the nutrition of 12 million people and has revised the target to a range of 9-13 million for IFAD 13. Importantly, IFAD associates the shortfall with the fact that IFAD only systematically mainstreamed nutrition in 2019, but the projects closed in IFAD11 were designed well before then. Nevertheless, this raises questions on the realism of those targets given that nutritional improvement requires not only more and better-quality food but also better health systems, improved incomes generally, and better education, all activities beyond IFAD's remit. IFAD has set other targets around its pipelines, in which performance is much better and even exceeds targets. For example, In IFAD 11, all COSOPs had a nutrition assessment, and 64 per cent of new designs were nutrition sensitive.

Element 4: IFAD screens all projects for social risks as part of its SECAP procedures, including specific risks to indigenous peoples, nutrition, and persons with disabilities.

The latest SECAP has a specific standard focused on indigenous peoples and explicit reference to procedures when working with indigenous peoples and persons with disabilities. In contrast, while the previous SECAP did not touch on persons with disability as it predated the strategy, it did integrate indigenous people into the procedures for project design. As part of the latest SECAP procedures, IFAD requires the project to identify potential unintended negative impacts on nutrition in the project design phase based on the unique project context and develop a mitigation plan. Furthermore, IFAD has developed specific requirements for new designs to consider regarding the ToC, indicators, dedicated human and financial resources, and situational analysis. For a project with indigenous peoples, project ToCs must demonstrate pathways to indigenous peoples socio/economic empowerment (e.g. self-determination, traditional knowledge and traditional food systems, food and nutrition security, resilience of indigenous peoples' ecosystems, their role as stewards of natural resources and biodiversity and inclusive income generation). For a project with persons with disability, as part of thematic situational analysis must consider "describe the main groupings among persons with disabilities (e.g. by sex, youth, indigenous peoples, type and severity of impairment)." For a project to be considered a nutrition-sensitive projects it must address the underlying causes of malnutrition related to inadequate household food security, maternal and childcare and environmental health.

Element 5: The level of human and financial resources to support the inclusion of vulnerable people is not sufficient. The social inclusion team, which covers indigenous peoples and persons with disabilities, covers issues regarding vulnerable people. A senior technical specialist on indigenous peoples and tribal issues from ECG, with three long-term consultants, manages the Indigenous Peoples Assistance Facility. This specialist also oversees the Indigenous Peoples Assistance Facility and IFPI, further stretching capacity. The disability team is also supported by staff in the gender and targeting team. While ECG is a relatively large division, only one technical specialist covers indigenous peoples, and another is responsible for people with disabilities. Regarding nutrition, IFAD has mobilised supplementary funds, such as funds from Norwegian Agency for Development Cooperation, as well as a nutrition team to support nutrition-sensitive projects at design and supervision. Given the recent nature of the disability strategy and the small number of projects committed, current staffing is appropriate. However, given the depth of IFAD's continued engagement and commitment to engaging with indigenous peoples, it needs more human resources. Furthermore, given that engagement with indigenous peoples requires additional procedures and steps to ensure effective inclusion it would benefit from greater capacity and technical support. For 2023, IFAD has non-staff budgets of USD10,000 for disability related activities and around USD56,000 for nutrition activities. Nutrition also receives supplementary fund management fees. Between 2020-2023 nutrition teams are allocated about USD2 million

Element 6: IFAD is planning to or has developed training to support the protection of vulnerable people. Capacity development of staff is scheduled as part of a recently updated Policy on Indigenous Peoples. SECAP training, which includes sections on indigenous peoples, is mandatory for most staff in ECG and PMD. In addition, there is a non-mandatory eLearning course on Integrating Environment and Climate, Gender, Nutrition and Youth in IFAD Operations, developed by ECG, which includes a section on IPs. IFAD has developed training on disability inclusion in its operations, but no staff has completed it yet. IFAD has training as part of its new SECAP procedures that includes some material related to the treatment of people with disabilities and indigenous people. Currently, 134 people have completed the training, and an additional 86 people have started but have not completed it yet. IFAD has nutrition-sensitive agriculture training, which 13 staff completed, and another five have started but not completed.

MI 2.3 Evidence confidence

Medium confidence

MI 2.4: Corporate/sectoral and country strategies respond to and/or reflect the intended results of normative frameworks for other cross-cutting issues (e.g. good governance, protection, nutrition, innovation)

Score

Overall MI rating

Satisfactory

Overall MI score

3.17

Element 1: Dedicated policy statement on any other cross-cutting issue available and showing evidence of application

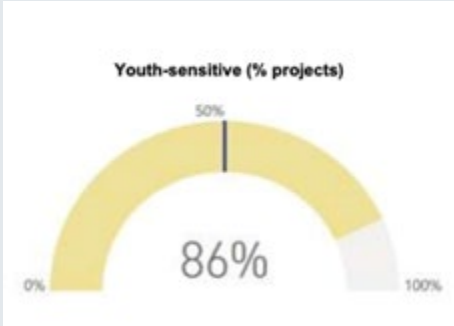
4

Element 2: Cross-cutting issue indicators and targets fully integrated into the MO's strategic plan and corporate objectives

3

Element 3: Accountability systems (including corporate reporting and evaluation) reflect cross-cutting issue indicators and targets

3

Element 4: Cross-cutting issue screening checklists or similar tools inform design for all new interventions	3
Element 5: Human and financial resources (exceeding benchmarks) are available to address cross-cutting issues	3
Element 6: Staff capacity development on cross-cutting issue is being or has been conducted	3
MI 2.4 Analysis	Evidence documents
<p>Element 1: IFAD has consistently recognised and addressed the importance of youth through its policy statements and Strategic Frameworks over the years. Since its first reference in the 2007-2011 Strategic Framework, IFAD has updated its policy statement on youth in each subsequent Strategic Framework. The current policy statement was operationalised by the Rural Youth Action Plan for 2019-2021 that seeks to set out the framework and guides youth-sensitive agriculture and rural development investments at IFAD. IFAD defines 'youth-sensitive' projects as one that (i) describes youth and its context-based challenges and opportunities in the project design analysis; (ii) informs a targeting strategy that explicitly targets youth with concrete objectives and activities to achieve impact in priority areas (see below), expressed as part of the project's theory of change, approach and results framework; and (iii) allocates resources to deliver activities targeting youth. Given that IFAD developed the plan in 2019, the most relevant evidence of implementation is contained in indicators monitoring quality at design or the share of projects with youth-sensitive projects.</p> <p>Element 2 and 3: As laid out in the Strategic Framework, rural youth are critical to IFAD's focus on vulnerable and marginalised populations as part of its broader goal of inclusive and sustainable rural transformation. Indicators and targets are embedded and tracked in the RMF for both IFAD 11 and 12. Both cycles represent IFAD's commitment to rural youth mainstreaming as outlined in the strategic framework. The RIDE reflects progress on youth indicators and targets. The report touches on the indicators included in the RMF and those associated with the mainstreaming progress. In IFAD11, all new COSOPs were youth sensitive in line with its target. Also, in IFAD 11, 86 per cent of all new designs (25 out of 29) were youth-sensitive, well above the target of 50 percent. Over the same time, the Quality Assurance Group (QAG) rated 64 per cent of the approved youth-sensitive projects (16 out of 25) as satisfactory or highly satisfactory at design.</p> <p>Figure 15. Share of Youth-Sensitive Projects Mainstreamed in IFAD 11</p>  <p>Source: RIDE 2022</p>	<p>17, 19-20, 25, 52, 70, 95</p>

Element 4: IFAD has developed mandatory guidelines for youth-sensitive projects and screened for youth risks as part of SECAP. IFAD uses the UN's definition of youth as those between the age of 15 and 24. Youth is actively being mainstreamed in projects as part of targets and incentives set up in the action plan. The previous and current SECAP assessed child labour risks and, if present, required mitigation plans. While the previous SECAP did highlight the importance of youth inclusion and consultation, it fell short of the current SECAPs mainstreaming of youth. Beyond SECAP, IFAD youth-sensitive designs have to adhere to guidelines. For instance, designs need to dedicate financial and human resources by planning staff with youth-specific TOR and allocating funds for youth activities. Similar to other social inclusion themes, there are also dedicated indicators such as "persons with new jobs/employment opportunities."

Element 5: IFAD has made human and financial resources available to address youth issues. IFAD's ECG division has six staff to address youth issues in an integrated way alongside other environmental, climate, and wider social inclusion issues. IFAD has increased the level of financial resources over the past five years to ensure that the organisation is equipped to design and implement appropriate engagement and targeting of this group. In the IFAD 11 cycle, programmed youth-sensitive projects are estimated to support more than five million young people with an estimated USD 108 million mobilised for youth-sensitive approaches.

Element 6: IFAD has mandatory capacity development activities to ensure staff, particularly relevant social inclusion officers from ECG, can address youth issues. According to the RIDE, these activities have taken place. However, IFAD does not have any standalone youth training for staff. Youth is covered as part of the Mainstreaming environment and climate, gender, nutrition, and youth into IFAD-financed projects. The training was completed by 32 staff and an additional 45 have begun. In addition, IFAD also has a guidance note on mainstreaming youth sensitivity in design and implementation to guide PDTs during design and implementation.

MI 2.4 Evidence confidence

Medium confidence

Operational management

Assets and capacities organised behind strategic direction and intended results, to ensure relevance, agility and accountability

KPI 3: Operating model and human and financial resources support relevance and agility

KPI score

Satisfactory

3.04

IFAD's organisational structure is broadly aligned with its strategic objectives. However, inadequate resource allocation of the budget to corporate programme delivery along with some challenges from decentralisation have limited alignment with key functions. Recognising this, IFAD is reorganising staff to meet the ambitions of its Strategic Framework and enhance its development impact. Evidence from the corporate-level evaluation of IFAD's decentralisation experience shows that whilst this approach was based on clear logic and rationale – to increase IFAD's development impact, it had adverse consequences. The evaluation shows that the process was disruptive and not well-planned and adversely impacted on staff morale. The accelerated

decentralisation process was also not adequately informed by the decentralisation experiences of other IFIs and UN agencies and required stronger Board oversight.

IFAD, as a UN agency, supports and engages with the Resident Coordinator (RC) system and signed the mutual recognition principles in 2017. Since 2019, when the UN reforms outlined by the Secretary General went into effect, IFAD has contributed its share (one per cent levy). However, at this stage it is unclear how the reforms will affect IFAD.

IFAD does not have a stand-alone resource mobilisation strategy or policy. However, as part of its three-year replenishment cycle IFAD sets out a specific resource mobilisation strategy with targets and plans to achieve them. The strategy is grounded in the need to diversify its resource base to double its impact by 2030. A key part of resource mobilisation is its co-financing target, broken down into domestic and international co-financing targets.

IFAD has an organisation wide DoA framework. The framework was issued in 2022 and covers decision making authority at various levels. Decentralisation has led to some devolution of power to regional and country directors to reallocate resources in certain circumstances. IOE's corporate-level evaluation of IFAD's Decentralisation 2.0 experience, shows that in-country offices have not necessarily resulted in better development effectiveness and can be negated by other variables such as inadequate staffing or funding for project preparation, supervision, and non-lending activities. IFAD has made efforts to improve its delegation of decision-making on resource allocation and programming at the country and regional levels. IOE recognises this progress and notes that the DoA continues to be updated periodically in line with feedback.

IFAD has a Performance Management Process (PMP) that assesses staff performance. The process has helped management better assess organisational performance and encourages greater feedback between supervisors and staff. The PMP is intended to support, develop and improve staff effectiveness to maximise their contribution to the Fund's corporate goals, yet staff do not broadly agree. Staff performance assessments inform promotions, awards, salary increments, or disciplinary measures. In the event staff challenge their staff performance assessments, IFAD has a clear process for rebuttals.

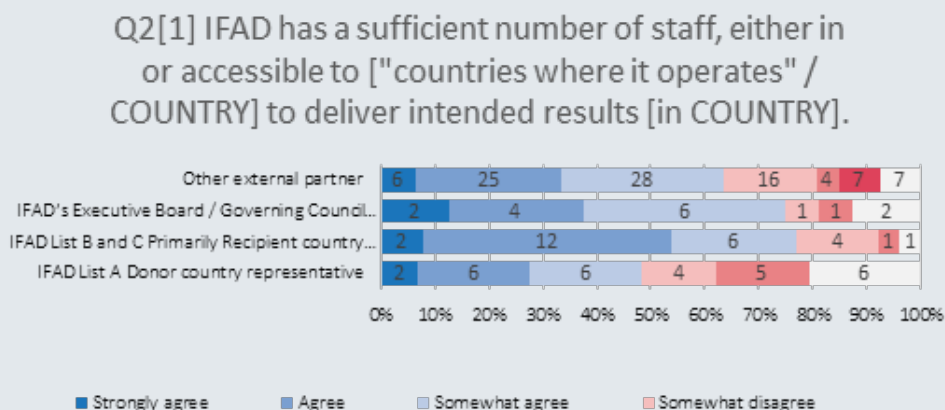
MI 3.1: Organisational structures and staffing ensure that human and financial resources are constantly aligned and adjusted to key functions	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: Organisational structure is aligned with, or being reorganised to, requirements set out in the current strategic plan	3
Element 2: Staffing is aligned with, or being reorganised to, requirements set out in the current strategic plan	3
Element 3: Resource allocations across functions are aligned to current organisational priorities and goals as set out in the current strategic plan	2
Element 4: Internal restructuring exercises have a clear purpose and intent aligned to the priorities of the current Strategic Plan	2
Element 5: [UN] Engagement in supporting the resident coordinator systems through cost-sharing and resident coordinator nominations	4
Element 6: [UN] Application of mutual recognition principles in key functional areas	4
MI 3.1 Analysis	Evidence documents
Element 1: IFAD's organisational structure is broadly aligned with its strategic objectives. IFAD has five core departments: External Relations and Governance Department (ERG), Financial Operation Department (FOD), Programme Management Department (PMD), Strategy and Knowledge Department (SKD), and Corporate Services Department (CSD). The departments work through IFAD's five principles of	50, 66, 72, 88, 114, 142

engagement: (i) Targeting; (ii) Empowerment; (iii) Gender equality (SKD includes an Environment, climate, gender and social inclusion division (ECG)); (iv) Innovation, learning and scaling up; and (v) Partnerships (ERG includes a Global engagement, partnership and resource mobilisation division (GPR)) to deliver on IFAD's three strategic objectives. The departments also deliver results through four key pillars: (i) country programme delivery; (ii) knowledge building, dissemination, and policy engagement; (iii) financial capacity and instruments; and (iv) institutional functions, services and systems – as noted in IFAD's strategic framework. IFAD operates through five regions which are reflected in PMD's regional divisions: LAC, WCA, ESA, NEN, and APR

As outlined in its Strategic Framework, IFAD is pursuing decentralisation as part of its overall strategy to move operations closer to the field and ultimately deliver greater development impact. While this does not have drastic changes to the organisation's structure, which is still organised across the five departments, it will ensure a large share of the departmental staff in the field. Importantly, current decentralisation efforts are not new and are guided by Decentralisation 2.0 roadmap and targets established in consequent replenishment cycles. For example, at the start of the IFAD11 cycle, only 16 per cent of staff were located outside of HQ, and at the end (2021), 36.5 per cent were--above the target of 33 percent.

Element 2: IFAD is taking steps to reorganise its staffing structure and enhance its workforce in order to align with the goals of its Strategic Framework and increase its impact. Decentralisation and right sizing the workforce are essential aspects of adapting to the changing development landscape and effectively addressing the challenges and opportunities in the field. The Human Resource study conducted in 2019, which has led to an increase in staff by 40 full-time equivalents, primarily based in the field, is a significant step towards strengthening IFAD's operational capacity. New staff were recruited in 2022. The increased staff capacity will support IFAD's new business model. However, MOPAN survey evidence shows that across all partners only 42.4 percent, who have knowledge or an opinion, strongly agree or agree that IFAD has enough decentralised staff to deliver intended results (Figure 16). Importantly, board and governing council representatives and recipient country representatives, who would have more exposure to IFAD and its efforts in decentralising, have a higher share of those that agree, strongly agree, and somewhat agree.

Figure 16. IFAD has a sufficient number of staff, either in or accessible to [country where it operated] to deliver intended results in [country].



Element 3: The results-based programme of work and the regular and capital budget reflects a declining and inadequate allocation to country programme delivery.

The budget is allocated to each department, headed by an AVP. OSB makes these allocations based on budget parameters such as inflation and the overall budget trajectory. OSB also ensures that all supported requests are primary contributions to IFAD strategic priorities and key requirements. Budget and staff allocation is guided in principle by corporate priorities of decentralisation and right-sizing. For 2023, the following priorities and requirements are prioritised: (i) Decentralisation 2.0; (ii) support programme delivery; and (iii) supporting financial architecture, external engagement and visibility, and institutional change. Once the budget is consolidated and adjusted, the draft budget proposal is submitted for review and approval. The proposal breaks down the administrative budget into four pillars (Country programme delivery, Knowledge building, dissemination and policy engagement; Financial capacity and instruments; and Institutional functions, services and governance). Management seeks to balance rising staffing costs associated with its plans by reducing consultant and travel costs. Yet, staff costs have increased due to the need to re-align staffing to align with the strategic plan. In 2020, IFAD launched its People, Processes and Technology Plan (PPTP). It aims to support IFAD in maximising its contribution to the 2030 Agenda by equipping it with the appropriate human resource capacities and capabilities, efficient corporate processes, and technological solutions. Resource alignment activities take place in IFAD. The budget for operations for 2023 has been revised upwards from 49 in 2022 to 55 per cent. IFAD's People, Processes and Technology Plan (PPTP) was launched in 2020. It aims to support IFAD to maximize its contribution to the 2030 Agenda by equipping it with the appropriate human resource capacities and capabilities, efficient corporate processes and technological solutions.

The 2023 CLE of Decentralisation confirmed that IFAD's decision to decentralise further was based on clear rationale and logic. However, the CLE found that "the decentralisation process was top-down, not fully responsive to the concerns of the staff and not adequately informed by the decentralisation experiences of other IFIs and UN agencies. IFAD's Management response notes a different position on some of the evidence and data presented and their link to the conclusions. IFAD's 2023 budget, which has been endorsed by the Board, prioritizes country programmes, with an increase of US\$3.49 million allocated to project design/supervision/implementation

support. For IFAD12, management seeks to increase the field staff's share to 45 percent. The other two key decentralisation indicators in the RMF have already met or exceeded their targets with all investment projects (by financing volume) managed by ICOs/regional hubs and all supervision/implementation support budgets used through ICOs/regional hubs. Significantly the pursuit of decentralisation has increased administrative costs, which has seen IFAD's efficiency metrics deteriorate relative to its portfolio. Importantly, decentralisation costs are meant to be one-time and yield medium to long-term benefits. Interviews of staff and the staff attitude survey provide mixed evidence regarding the early phase of decentralisation. Operations staff generally agree that they are more effective when located in the countries in which they are responsible for IFAD work. However, the staff survey and interviews suggest that some organisational processes and procedures still negatively affect efficiency which may compromise work effectiveness and efficiency (Figure 17). Importantly, Figure 16, shows improvement in promoting an innovative culture. However, responses to question 74, 75, and 78 show lower share of positive responses from staff respondents.

Figure 17. Work effectiveness, efficiency and innovation

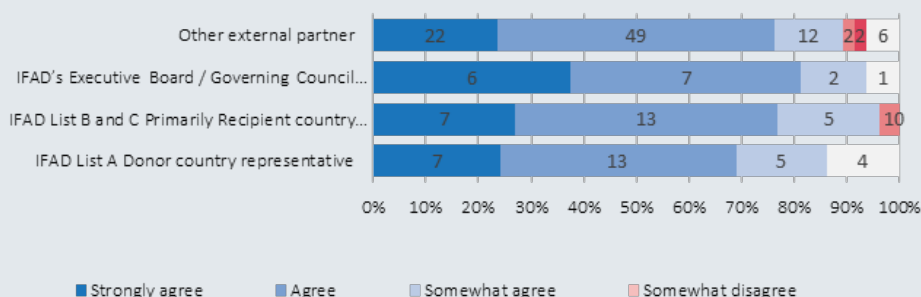


Source: 2022 Staff Attitude Survey

Despite the reduction in the consultant budget, consultants continue to play a critical role in IFAD's operations. MOPAN survey evidence shows that most partners strongly agreed or agreed that IFAD staff have relevant experience and skills to work successfully (Figure 18). While the survey shows IFAD staff have skills, evidence from interviews with decentralised staff confirm that while staff have the requisite skills, they do not have enough decentralised staff. The combination of heightened vacancy rates coupled with a reduction in the share of the administrative budget for country programme delivery is concerning. Vacancy rates strain existing staff members and hinder the organisation's ability to carry out its programmes effectively. Additionally, reducing the budget for country programme delivery impacts the resources available for critical activities on the ground, potentially affecting the quality and impact of IFAD's projects.

Figure 18. IFAD's staff have the relevant experience and skills to work successfully in their technical/sectoral context.

Q2[2] IFAD's staff have the relevant experience and skills to work successfully in their technical/sectoral context.



Feedback shared in interviews highlights issues with filling staff vacancies. The vacancy rate has been flagged in interviews with staff and are being addressed by HRD. HRD has set up a task force and prepared an action plan. However, the average time to fill a post is slightly above 100 days and below the 90-day target. In response to this challenge HRD, in coordination with OSB, has hired short-term consultants or temporary staff to fill positions as an interim measure until the staff positions are filled. Meanwhile, IFAD's vacancy rate has decreased from a peak value of 16.2 per cent in 2018. In 2019, the rate fell to 9.7 per cent to increase progressively again to 11.6 per cent in 2020, 15.2 per cent in 2021, and 15.8 per cent in 2022 [vacancy rate reported at year end].

Importantly, interview evidence indicates that these rates were exacerbated by COVID-19, as seen with a peak in staff resignation but other non-COVID reasons such as higher uptake in voluntary separation, rise in news posts through reassignment, reassignment process-related resignations, and insufficient resources for HRD to respond. Management has acknowledged the need for a holistic approach to work-life balance and high workload. One key change in this regard has been adjustments to the reassignment process, which previously did not consider factors such as the school calendar, presenting challenges for staff with families.

Element 4: IFAD's reorganisation has been guided in principle by corporate priorities of decentralisation and right-sizing to improve development impact. The human resource study helped translate objectives into necessary action steps. Departments, as part of the budget process, use corporate priorities to inform their financial and human resources requests. However, issues of the benefits of decentralisation (including the process) a high vacancy rate, and the squeezing on budgets remain. This is likely to affect project outcomes in the future. In 2021, in response to these issues and to ensure the workforce is aligned with operational needs and corporate vision, IFAD launched a Dynamic Workforce Planning (DWP) process. The process starts with department heads who feed evolving medium-term workforce needs into the DWP process. The outcome of this will then be prioritised within the annual budget cycles. In the event of vacancies throughout the year will be reviewed by the DWP technical team in close collaboration with the relevant Head of Department

to assess continuing needs and functions. Projected vacancies will over the medium-term will be actively addressed through talent management mechanisms to reduce recruitment times and costs and to focus on building internal capabilities through individual learning support and coaching. The DWP process is ongoing and has yet to show results.

Element 5: IFAD, as a UN agency, supports and engages with the Resident Coordinator (RC) system. IFAD participates in the RC process by nominating staff members for consideration and assessment. Annually, IFAD issues a call for interest allowing staff members meeting the eligibility criteria to be considered for RC vacancies. HRD screens these applications, and eligible staff members are submitted to the President for approval. Once the President approves nominations, these are submitted to United Nations Development Coordination Office (DCO) and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to be taken forward through the relevant assessment steps before they can be considered eligible for RC vacancies. Currently, IFAD has one staff appointed as an RC.

Element 6: IFAD signed the mutual recognition principles in 2017; since then, IFAD has continued to make progress in implementation. A key benefit has been a number of efficiency gains at the country level. For instance, IFAD has updated annual Business Operations Strategy (BOS) papers in all duty stations where it maintains a presence. As a result, the annual recurring cost avoidance from BOS is projected to be about USD92 million per year, with IFAD's cost avoidance of USD1,080,220 as of March 31st, 2023. IFAD has also surpassed the UNDS target of 50 per cent common premises. IFAD reached 60 per cent allowing it to further reduces costs.

MI 3.1 Evidence confidence

Medium confidence

MI 3.2: Resource mobilisation efforts consistent with the core mandate and strategic priorities	Score
Overall MI rating	Satisfactory
Overall MI score	3.40
Element 1: Resource mobilisation strategy/case for support explicitly aligned to current strategic plan	3
Element 2: Resource mobilisation strategy/case for support reflects recognition of need to diversify the funding base, particularly in relation to the private sector	4
Element 3: Resource mobilisation strategy/case for support seeks multi-year funding within mandate and strategic priorities	3
Element 4: Resource mobilisation strategy/case for support prioritises the raising of domestic resources from partner countries/institutions, aligned to goals and objectives of the strategic plan/relevant country plan	4
Element 5: [UN] 1% levy systematically collected and passed on to the UN Secretariat	3
MI 3.2 Analysis	Evidence documents:
Element 1: IFAD does not have a stand-alone resource mobilisation strategy or policy. However, as part of its replenishment process, IFAD sets out a specific resource mobilisation strategy with targets and plans to achieve them. A key element of the replenishment consultations is alignment with the strategic framework. The IFAD	45, 47, 49, 54, 68, 83, 96

replenishment exercise is conducted every three years and, along with repayment of past loans, is a primary source of funds. For example, in IFAD12, management seeks to have a Programme of Work (PoW) of USD11.1 billion, up from USD8.4 billion in IFAD 11.

Table 4. Replenishment Trends (USD Million)

	End of IFAD11	Scenario C	Scenario D	Scenario E
Replenishment target*	110	1350	1550	1750
Total PoLG	3500	3400	3800	4200
Sustainable total grants	790	600	750	840
DSF grants	595	450	600	690
DSF reserve		50	50	50
Regular grants	190	100	100	100
Level of concessionality 'end of IFAD12)	52%	47%	49%	50%
Leverage ratio IFAD12 (debt/equity)	17%	29%	28%	27%
Total new IFAD12 debt**	-	1275	1225	1200
Deployable capital (en of IFAD12)	30%	19%	19%	19%

Note: * IFAD12 amounts include the cash component of the IFAD12 new replenishment amounts, and an assumed CPL grant element of US\$50 million, derived from the US\$225 million forecast for CPLs in IFAD12 across all scenarios, with current estimated discount rates. Note that the IFAD11 amount reflects the predicted actual level of contributions at the end of IFAD11, not the original target of US\$1.2 billion. ** Includes US\$225 million forecast for CPLs to be secured in IFAD12 across all scenarios.

Source: IFAD (2021), Report of the Consultation on the Twelfth Replenishment of IFAD's Resources

Element 2: IFAD's resource mobilisation strategy is grounded in its need to diversify its resource base to double its impact by 2030 amid slow growth in official development assistance. IFAD taps into diverse sources to supplement resources received from replenishments to increase its PoW that is driven by the imperative to double its impact by 2030. IFAD tracks four key indicators related to resource mobilisation: Co-financing ratio (domestic and international), Debt to equity, and Percentage achievement of PoLG target. In IFAD11, the Fund developed frameworks to enable sovereign and concessional partner loans. In IFAD12, IFAD began private sector borrowing via private placements. Finally, IFAD resource mobilisation is also pursued opportunistically, particularly for supplementary funds. Specifically, IFAD has already engaged in sovereign and concessional borrowing and, more recently, from capital markets. Since 2014, IFAD has, in addition to contributions, relied on borrowing from various funding sources. These loans allow IFAD to increase its leverage through Sovereign Loans, Concessional Partner Loans (CPLs), and Private Placements bought by institutional impact investors. The strategy foresees a gradual and prudent increase in leverage within the thresholds as approved by the EB. As of 2021, IFAD's debt-to-equity ratio is 15 percent, well below the 50 per cent threshold. As a part of IFAD12, IFAD seeks to borrow USD1.2 billion. In addition, IFAD has also maintained its co-financing target of 1:1.4 from IFAD11. As of 2023, IFAD has surpassed that with a ratio of 1:1.95. Together, these resources help meet IFAD's ambition to have a larger PoW, which includes co-financing and external resources.

Element 3: IFAD operates on a three-year replenishment cycle. As part of the cycle, MS come together to review the previous cycle's performance, agree on future directions and priorities, and replenish the Fund's resources to achieve its objectives. As part of each cycle, efforts are made to address shortcomings and move forward on

agreed plans. Notably, efforts to increase PoW, including domestic and international co-financing, are essential given the limited growth opportunities management raises in its PoLG. The PoLG represents IFAD's financing of its projects. IFAD has committed as part of IFAD 12 replenishment to increase its target for the climate finance share of its PoLG to 40 percent. Altogether, these commitments and others support IFAD's strategic framework.

Element 4: IFAD has had a domestic co-financing target that feeds into its general co-financing target. Co-financing is critical to IFAD's goal of increasing development impact. While IFAD raised the co-financing target in IFAD12, the domestic co-financing target remained the same at 80 cents of domestic co-financing for every dollar IFAD commits, which IFAD11 met. In the Report of the Consultation on the Twelfth Replenishment of IFAD's Resources, management states that this is "a strong determinant of country ownership, efficiency and sustainability."

Table 5. Resource mobilisation and leveraging co financing

	2019	2020	2021	IFAD11 Target (End-2021)
Cofinancing ratio(international)	1:0.61	1:0.74	1:0.94	1:0.6
Cofinancing ratio(domestic)	1:0.76	1:0.93	1:1.01	1:0.8

Source: IFAD (2022), RIDE 2022

Across all regions, except for LAC, national governments are the largest domestic co-financier. In the case of LAC, domestic financial institutions are the largest domestic co-financiers. Typically, the top three co-financiers are beneficiaries (either direct or in-kind), domestic financial institutions, and national governments. In terms of international co-financiers, top donors vary by region, with strong co-financing by respective regional MDBs. For instance, for the Asia Region, the Asian Development Bank is the largest co-financier. Similarly, in West Africa, the African Development Bank is the largest. WBG entities are the top co-financier in ESA, NEN, and LAC.

Element 5: IFAD has contributed its 1 per cent levy since 2019 when the UN reforms outlined by the Secretary General went into effect. Where applicable to a supplementary fund agreement, IFAD contributes its UN levy to the ONE UN system through the United Nations Development Coordination Office. The last payment was made at the end of 2022.

MI 3.2 Evidence confidence

Medium confidence

MI 3.3: Resource reallocation/programming decisions responsive to need can be made at a decentralised level

Score

Overall MI rating

Satisfactory

Overall MI score

2.75

Element 1: An organisation-wide policy or guidelines exist that describe the delegation of decision-making authorities at different levels of the organisation

3

Element 2: Policy/guidelines or other documents provide evidence of a sufficient level of decision-making autonomy available at the country level (or other decentralised level as appropriate) regarding resource reallocation/programming	3
Element 3: Evaluations or other reports contain evidence that reallocation/programming decisions have been made to positive effect at country or other local level as appropriate	2
Element 4: The MO has made efforts to improve or sustain the delegation of decision-making on resource allocation/programming to the country or other relevant levels	3

MI 3.3 Analysis

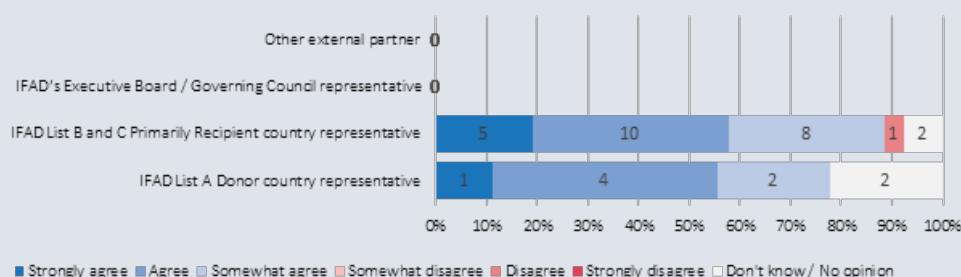
Evidence documents

Element 1: IFAD has an organisational-wide DoA framework. This was issued in 2022 and covers decision-making authority at various levels. Management updated both IFAD's DoA and accountability frameworks as they are interlinked to foster a risk-aware culture of trust, transparency, and accountability. The update seeks to facilitate IFAD's decentralisation process. The DoA "provides greater DoA within the organisation by: (i) assigning clear accountabilities and decision-making authority for each key approval or signature; (ii) cascading the delegation of authority to lower levels to ensure decisions are made by those who own the processes in order to guarantee more flexibility and reduce layers of approvals;(iii) improving division of roles and responsibilities, enhancing coordination and providing effective accountability systems." Annex II of the DoA provides an extensive list of delegated authorities, including the delegee and links to relevant documents. Feedback, and experiences shared in interviews shows that interviewed staff clearly understand DoA and reported that it has been rescinded when misused. MOPAN survey evidence shows that almost all partners surveyed strongly agree or agree that IFAD makes critical strategic or programming decisions affecting country programmes in an agile and responsive way (Figure 19).

Figure 19. IFAD makes critical strategic or programming decisions affecting [country] in an agile and responsive way.

51, 86, 93, 114, 142

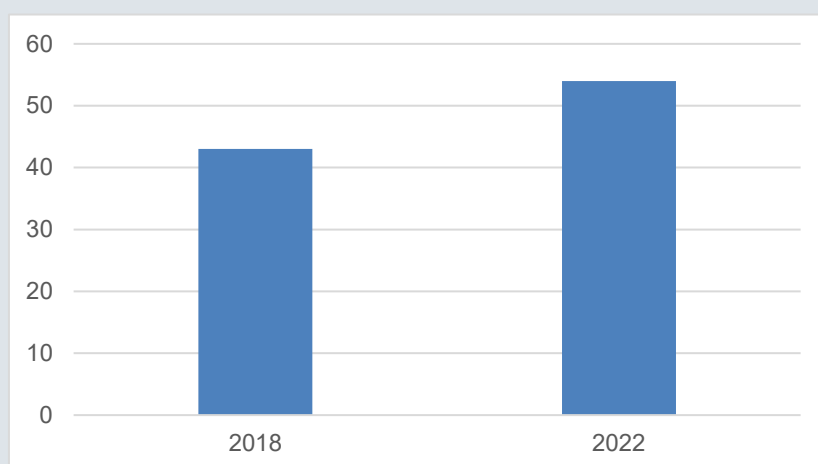
Q2[4] IFAD makes critical strategic or programming decisions affecting [COUNTRY] in an agile and responsive way.



Element 2: IFAD decentralisation has led to increased devolution of power to regional and country directors to reallocate resources under certain circumstances. Depending on the nature of the decisions, Country Directors require approval from Regional Directors (RDs), Associate Vice Presidents (AVPs), or President. While the country and regional directors do not have a broad decision-making autonomy regarding resource allocation, they contribute and play critical roles

in the project development and implementation process. For instance, a regional director can reallocate funding from unused funds. The 2022 staff survey shows that more than half the respondents believe their division has sufficient delegated authority to act independently. Interview evidence is mixed in that many staff believe that the DoA was a step in the right direction but is insufficient. Some staff acknowledge that greater devolution of decision-making will likely evolve as decentralisation continues. However, more broadly, IFAD staff are concerned with a lack of delegation, so there appears to be a divide in opinion between country directors and management (positive about the status of delegation), and other staff (See Figure 20 below).

Figure 20. Share (%) of Staff Respondents reacting positively to “My division has sufficient delegated authority to act on its own”.



Source: IFAD 2022, IFAD Global Staff Survey 2022 - Overall Report

Element 3: IFAD has taken several steps to improve client service delivery. Central to that is IFAD’s ongoing decentralisation efforts, which, given the context and measures needed to fund, could pose risks to IFAD’s development effectiveness. As noted earlier, decentralisation of benefits typically matures in the long and medium term. Nevertheless, evidence from IOE shows that whilst most staff agree that decentralisation was the ‘right thing to do’, the reassignment process was disruptive and poorly planned. The accelerated pace also adversely impacted staff morale. All of this compound pressures on staff that have to contend with a higher workload with fewer resources both from budgetary, as seen in the cut of design, country strategy, and supervision budgets, and elevated vacancies limiting staff resources. Notably, IFAD has taken short-term measures to release unused staff budgets to recruit temporary consultants, limiting the impacts of prolonged vacancies and longer time to fill positions. Nevertheless, problems persist given the increase in new full-time positions as part of the wider Right-Sizing exercise. The staffing and budgetary constraints were flagged in interview evidence and the 2022 staff survey. IOE’s CLE on Decentralisation found that “weak resource planning and inadequate funding for country programme delivery pose threats to IFAD’s development effectiveness.” Motivated staff with better qualifications and experience were central to improving country ownership, partnerships, preparation and supervision of the project and non-lending activities. In the management response to this evaluation, IFAD notes that ‘Management also agrees on the need to address staff well-being and the organisational culture. A number of initiatives have already been or are in the process of being rolled out, including an immediate action plan to reduce IFAD’s vacancy rate in order to ensure the needed resources to fulfil emerging decentralized

responsibilities.’ The response also notes that IFAD’s Management has a different position on some of the evidence and data presented and their link to the conclusions.

Element 4: IFAD has made efforts to improve its delegation of decision-making on resource allocation and programming at the country and regional levels. IOE recognises this progress and notes that the DoA continues to be updated periodically in line with feedback. As previously noted, progress has been made with additional authority on the capacity to reallocate resources. Also, all projects are managed from ICOs/regional hubs. Similarly, all supervision / implementation support budget is used through ICOs/regional hubs.

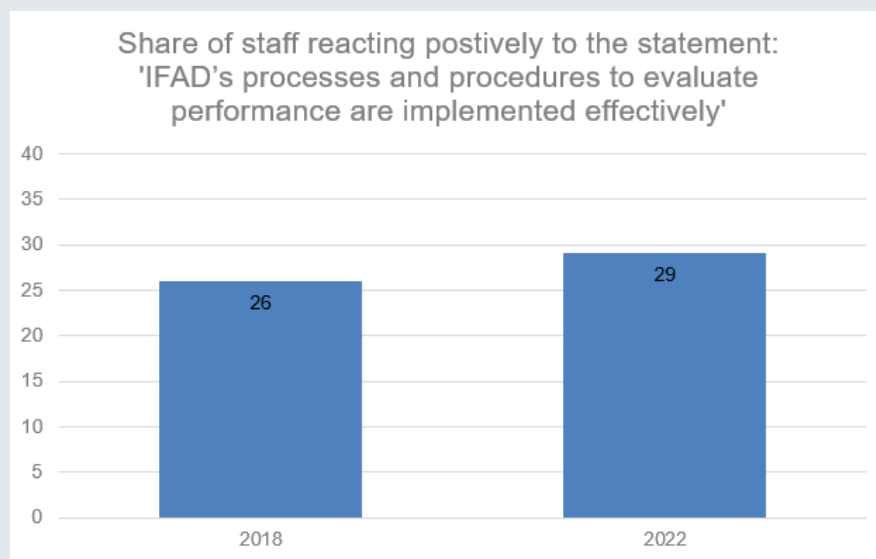
MI 3.3 Evidence confidence

Medium confidence

MI 3.4: HR systems and policies are performance based and geared to the achievement of results	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: A system is in place which requires all staff, including senior staff, to undergo performance assessment	3
Element 2: There is evidence that the performance assessment system is systematically and implemented by the organisation for all staff and to the required frequency	3
Element 3: The performance assessment system is clearly linked to organisational improvement, particularly the achievement of corporate objectives, and to demonstrate ability to work with other entities	2
Element 4: Staff performance assessment is applied in decision-making on promotion, incentives, rewards, sanctions etc.	4
Element 5: A clear process is in place to manage disagreement and complaints regarding staff performance assessments	3
MI 3.4 Analysis	Evidence documents
<p>Element 1: As indicated in IFAD’s 2019 Human Resources Policy, IFAD has a Performance Management Process (PMP) that assesses staff performance. The PMP applies to all staff up to grade level D-2 appointed by the President. Beyond evaluating staff, the process is meant to establish a culture of development among staff. IFAD has taken good steps to integrate mandatory training as part of PES to incentivise uptake.</p> <p>Element 2: The process is used and has helped management better assess organisational performance and encourages greater feedback between supervisors and staff. As part of PMP, there are three key formal meeting points. The first is usually at the start of the year for goal setting, followed by a mid-year and end-year review. Importantly, additional check-ins can and are encouraged between supervisors and supervisees. The reviews help measure achievements against the set goals and competencies. The scores based on the reviews feed into the annual performance review. In 2021, 203 staff were rated as superior or outstanding performance, and only ten were rated underperforming. IFAD has used these findings to launch Performance Improvement Plans (PIPs), nine were completed by 2023, and one did not start as the staff separated.</p> <p>Element 3: The PMP is intended to support, develop, and improve staff effectiveness to maximise their contribution to the Fund’s corporate goals, yet</p>	36, 63, 91

staff do not broadly agree. Goals set at the start of the year are meant to be linked to divisional goals that then support departmental and corporate goals. Staff performance ratings against these goals is assigned by the supervisor, endorsed by the division director and reviewed by the respective departmental career review groups. However, the latest staff attitude survey in 2022, as shown in Figure 21 below, demonstrates continued limited agreement that the PMP are implemented effectively.

Figure 21. Share of staff reacting positively to the statement: “IFAD’s processes and procedures to evaluate performance are implemented effectively”.



Source: IFAD 2022, IFAD Global Staff Survey 2022 - Overall Report

Element 4: Staff performance assessment is considered when making decisions about promotions, awards, salary increments, or disciplinary measures. Promotions, awards, and incentives consider evidence from the staff performance assessment. For example, merit-based promotion requires satisfactory or higher performance in the previous two performance cycles. Results from performance cycles similarly inform disciplinary or corrective measures. Poor performance ratings trigger a performance improvement period. If improvements are not made at the close of the improvement period, further measures can be taken, including termination.

Element 5: IFAD has a clear process for managing staff performance assessment rebuttals. The rebuttal process has clear procedures for staff performance ratings to be reconsidered. Importantly, staff can only dispute unsatisfactory or partly satisfactory ratings.

MI 3.4 Evidence confidence

High confidence

<i>KPI 4: Organisational systems are cost- and value-conscious and enable financial transparency and accountability.</i>	KPI score
Satisfactory	2.73

IFAD has specific statements that clearly define its criteria for allocating resources to borrowing countries and other partners. IFAD has two main financing mechanisms loans and grants: The PBAS and BRAM. The criteria and commitments used to allocate IFAD's resources target the highest priority countries in line with its Strategic Framework. IFAD, together with its member states, frequently reviews and updates its allocation policy as part of its replenishment process.

Disbursement targets are set in its financial agreements for projects and programmes. IFAD's Financial Controller's Division execute disbursements and records disbursements in IFAD's corporate systems such Flexcube and People Soft and other information are also kept by Financial Management division (FMD) as part of its dashboard.

While the latest budget priorities align financial resources with the strategic objectives of the current strategic framework, there are gaps, given operational staff concerns, supported by IOE, over the declining resource share for country programme delivery. IFAD has annual consolidated financial statements that are publicly available. However, the financial statements do not track costs from activity to results. IFAD budget documents reflect areas in which IFAD has sought to reduce costs, yet overall, IFAD is increasing its budget.

IFAD is externally audited in compliance with internationally accepted standards. Audited financial statements are produced annually. The Financial Controller's Division (FCD) ensure compliance to IFRS and IFAD is externally audited in compliance with internationally accepted standards. Audited financial statements are produced annually. The annual comprehensive income statements include an external auditor's report, which certifies compliance with internationally accepted standards. In addition, IFAD's internal audits appear independent and competent by international standards and rate themselves as such. The annual comprehensive income statements include an external auditor's report, which certifies compliance with internationally accepted standards. In addition, IFAD's internal audits appear independent and competent by international standards and rate themselves as such.

IFAD has a clear code of conduct that serves as a reference tool for staff on ethics culture it seeks to create and serve as a guide when in need of assistance. There is a straightforward and independent process for processing complaints. However, timelines are not provided. Complaints can be made to the Ethics Office via varied means. Information on these reporting channels is publicly available on the Ethics Office webpage and internal platforms. As part of its publicly available Annual Report on IFAD's Investigation and Anticorruption Activities, AUO details the number of complaints received, type of complaint, complainant, investigation status, and, if investigated, referral status. The Annual Report on the Activities of the AUO is reviewed annually by the audit committee and presented to the board.

In 2018, IFAD revised its Preventing Fraud and Corruption in its Activities and Operations policy. The policy clearly defines the roles of management, staff, non-staff personnel, third parties, recipients, and vendors. To support the policy, IFAD has developed two pieces of training on anticorruption activities for staff and consultants. The policy has been implemented and enforced, as evidenced by the AUO annual report.

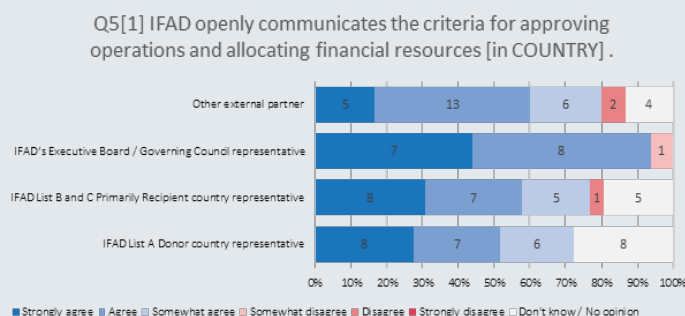
In 2018, FAD also issued its first policy for preventing and responding to sexual harassment, sexual exploitation and abuse. On SEA, it is largely aligned with UN practice and prohibits sexual misconduct, but lacks detail and therefore requires some adjustments, On SH, the policy conveys the spirit and substance of the 2018 Model UN Policy. The operational differences between addressing SEA and SH are however not yet clearly spelled out. IFAD's two-year action plans serve to regularly track the status of activities related to SEA and SH policy implementation at headquarters and in the field. IFAD has defined roles for implementing the policy, including a SEA/SH taskforce led by the Ethics Office, and focal points in countries, but there are

no dedicated human or financial resources. While mandatory training for personnel on SEA policies has good completion rates, awareness-raising of affected populations (important for SEA prevention) is limited.

In IFAD's business model, the main risk of sexual exploitation and abuse lies in projects that are overseen by recipients of loans or grants (typically governments) and delivered by implementing partners who are in direct contact with host populations. These relationships are managed by the governments that IFAD funds. Although the organisation has strong requirements and clear sanctions for non-compliance, there are opportunities for IFAD to do more to assess the capacity of its partners and seek further assurance that they are upholding IFAD's financial, procurement and risk-related standards regarding sexual abuse and exploitation.

MI 4.1: Transparent decision-making for resource allocation, consistent with strategic priorities over time (adaptability)	Score
Overall MI rating	Satisfactory
Overall MI score	3.50
Element 1: An explicit organisational statement or policy is available that clearly defines criteria for allocating resources to partners	4
Element 2: The criteria reflect targeting to the highest priority themes/countries/areas of intervention as set out in the current strategic plan	4
Element 3: Resource allocation mechanisms allow for adaptation in different contexts	3
Element 4: The organisational policy or statement is regularly reviewed and updated	3
MI 4.1 Analysis	Evidence documents
<p>Element 1: IFAD has clear statements that define its criteria for allocating resources to borrowing countries and other partners. The PBAS and BRAM are the two main means of allocating resources. The key criteria for PBAS allocation are the country's strategic focus, absorptive capacity, and ownership. Similarly, BRAM criteria consider debt burden but also experience working with IFAD. In addition, IFAD has specific commitments and priorities to ensure the allocation of resources to the most vulnerable and poorest countries, limiting financing as a share of PoLG. For example, total financing from BRAM and PBAS is capped to Upper Middle-Income Countries (UMICs) at 20 percent. In contrast, financing to Lower Income Countries (LICs)/Lower Middle-Income Countries (LMICs) has to be at least 80 percent. The allocation of borrowed and core resources reflects prioritising concessional resources to the neediest countries. Borrowed resources are allocated to countries with greater capacity to borrow at non-concessional rates. MOPAN survey evidence finds that almost all partners surveyed, with knowledge or an opinion, agree that IFAD openly communicates the criteria for approving operations and allocating financial resources.</p>	<p>22, 40, 42, 49, 64, 92, 100, 115,147</p>

Figure 22. IFAD openly communicates the criteria for approving operations and allocating financial resources [in COUNTRY].

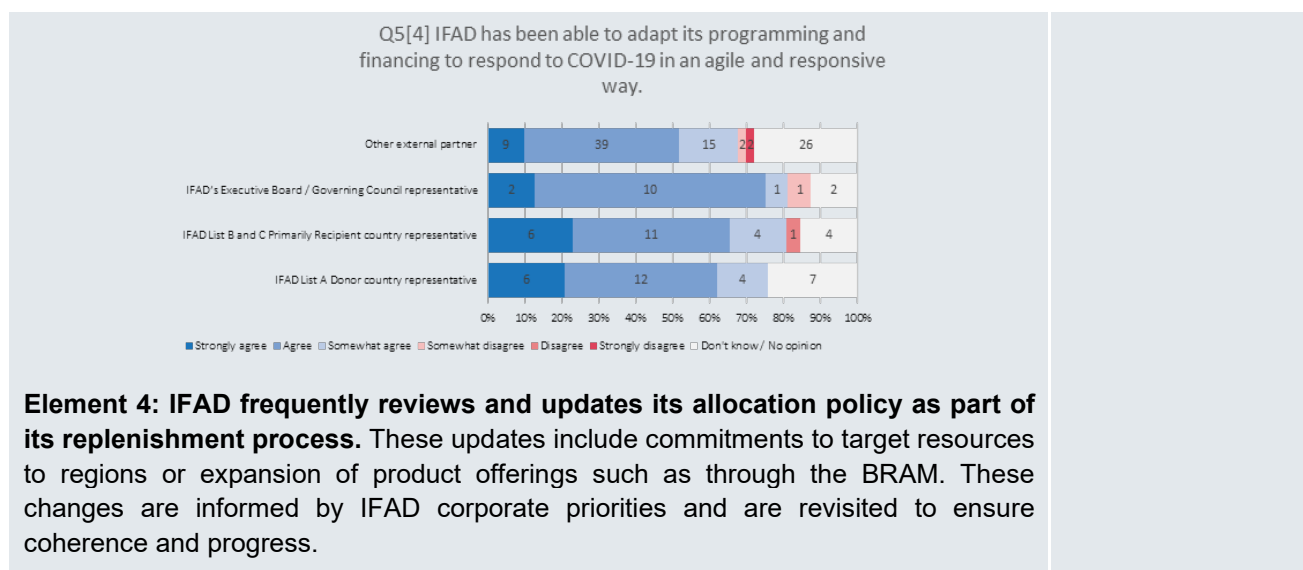


Element 2: IFAD criteria and commitments to allocating its resources are designed to target the highest priority countries in line with its Strategic Framework.

First, the allocation of PBAS to LICs/LMICs underscores its prioritisation of the poorest countries. Furthermore, PBAS allocations depending on the socio-economic level of the country and level of debt distress, are lent or given as grants. BRAM resources, on the other hand, target UMICs and select LICs and LMICs. These allocations allow larger project sizes, which is an IFAD priority. It also provides for concessional resources to better target the poorest. In addition, to the socio-economic lens, IFAD allocation also has a geographical focus. IFAD committed to allocate 55 per cent of PoLG in IFAD12 to Africa and 50 per cent to Sub-Saharan Africa. Moreover, a quarter of PoLG must go to fragile countries. IFAD, as of 2017, increased the minimum allocation to countries to USD4.5 million to better service small countries, typically SSA countries, LICs and small island developing states (SIDS). Evidence from the IOE shows that targeting poor rural people remains central to IFAD's mandate, and the organisation updated its guidelines in 2019 to better align with the Agenda 2030. Although progress has been made over the last five years, there are opportunities to better internalise people-centred development throughout project cycles and actions and empower extremely poor people.

Element 3: IFAD has two main financing mechanisms loans and grants. Within loan offerings, the concessionality varies based on the partner's socio-economic context. Furthermore, certain countries can receive their PBAS allocation through grants depending on their level of debt distress. IFAD has launched short-term facilities in response to severe crises, such as COVID-19 and the war in Ukraine. In response to COVID-19, IFAD launched the Rural Poor Stimulus Facility (RPSF) to ensure timely access to farm inputs, agricultural information, agricultural markets, and liquidity. According to the MOPAN survey, most partners surveyed, with the knowledge or an opinion, strongly agree or agree that IFAD has been able to adapt its programming and financing to respond to COVID-19 in an agile and responsive way (Figure 23).

Figure 23. IFAD has been able to adapt its programming and financing response to COVID-19 in an agile and responsive way.



Element 4: IFAD frequently reviews and updates its allocation policy as part of its replenishment process. These updates include commitments to target resources to regions or expansion of product offerings such as through the BRAM. These changes are informed by IFAD corporate priorities and are revisited to ensure coherence and progress.

MI 4.1 Evidence confidence

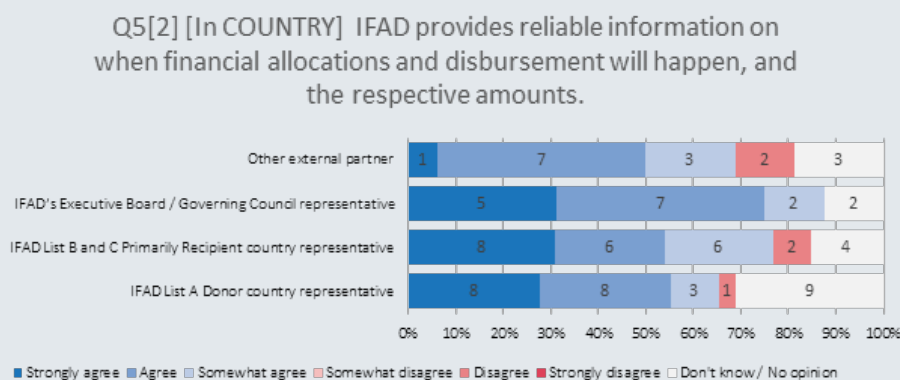
High confidence

MI 4.2: Allocated resources disbursed as planned	Score
Overall MI rating	Unsatisfactory
Overall MI score	2.50
Element 1: The institution sets clear targets for disbursement to partners	3
Element 2: Financial information indicates that planned disbursements were met within institutionally agreed margins	2
Element 3: Clear explanations, including changes in context, are available for any variances against plans	3
Element 4: Variances relate to external factors rather than to internal procedural blockages	2
MI 4.2 Analysis	Evidence documents
<p>Element 1: IFAD disbursement targets for projects and programmes are set in its financial agreements. Completing thresholds or targets is required before funds can be disbursed. The project's disbursement profile determines the disbursement rate, although this can be overridden by the Financial Management (FM) specialist for cause. According to management, these targets are often too optimistic and therefore unrealistic. IFAD-13 includes plans to develop more realistic disbursement profiles for different types of projects.</p> <p>Element 2: IFAD's Financial Management Division (FMD) tracks disbursements and other information as part of its dashboard system, FMDB. FMD also provides disbursement inputs to Operational Results Management System (ORMS). The system provides project details on key dates (approval, duration or end of project date), lessons learned, activity, related documents, missions, employees involved in the project's implementation, supervision, financial aspects or impact of the project. Previous MOPAN assessments of IFAD have cited poor project disbursement performance as an issue. However, the last five years have shown an improvement in disbursement. In the last MOPAN assessment, the first disbursement in new IFAD-financed projects</p>	53, 94-95

took an average of 17 months after Board approval. The average delay has fallen to 13 months, according to the 2022 RIDE. While this is a significant improvement, further progress would be desirable, especially as the disbursement ratio has fallen to 15.8 per cent which is the lowest in the last five years and below the target of 17 percent. This could be made possible by starting project initiation actions (staff recruitment, baseline studies, country implementation capacity etc) prior to Board consideration.

Element 3: Changes to a project's disbursement schedule or ratio require explanation. If the project requires an extension of its closing date, these require a clear rationale and justification. In the event of noncompliance or delay in compliance, the CD discusses issues with the recipient, explaining the possible consequences of noncompliance and agree on remedial measures. MOPAN survey shows that partners, with the knowledge or an opinion, strongly agree or agree that IFAD provides reliable information on when financial allocations and disbursements will happen (Figure 24).

Figure 24. IFAD provides reliable information on when financial allocations and disbursement will happen, and the respective amounts.



Element 4: IFAD's disbursement performance is impacted by both external and internal factors. Both the RIDE and ARIE show that procedural delays, particularly with recipient governments, have impeded the speed of implementation. Interview evidence confirms that parliamentary ratification can be particularly time-consuming. IFAD's own optimistic and unrealistic targets also hurt performance. Unrealistic targets pose a strategic and reputational risk for IFAD because they may lead to a relaxation of targeting criteria to speed up implementation. Since an unrealistically high disbursement target is caused by disbursement profiles for various types of projects, according to IFAD, these are being reviewed and expected to be downwardly adjusted. In addition, IFAD has approved projects without completed baseline and studies, which can lead to issues if local PMUs lack capacity, causing delays and adversely affecting disbursement. Notably, IFAD has a Pre-Financing Facility to help finance project preparation activities. However, the facility has limited resources and requirements that not all countries can satisfy. Lastly, in the past IFAD placed disbursement caps to manage liquidity concerns that affected disbursements. In sum, realistic targets and thorough project preparation including readiness for implementation are key to higher disbursement rates.

IFAD reports and tracks the portfolio performance of some key indicators in its RIDES (Table 5).

Table 6. IFAD11 RMF – Portfolio Management

Portfolio management	2019	2020	2021	IFAD11 Target (end-2021)
Time from concept note to approval (months)	10	11.06	9.92	8
Time from project approval to first disbursement (months)	15	10.09	13.67	12
Disbursement ratio (percentage) ^{**} , ^e	17.9	16.51	15.8	17
Disbursement ratio ^{**} – fragile situations only (percentage)	19.1	17.58	16.55	16

MI 4.2 Evidence confidence

Medium confidence

MI 4.3: Principles of results-based budgeting applied

Score

Overall MI rating

Unsatisfactory

Overall MI score

2.00

Element 1: The most recent organisational budget clearly aligns financial resources with strategic objectives/intended results of the current strategic plan

3

Element 2: A budget document is available that provides clear costs for the achievement of each management result

2

Element 3: Systems are available and used to track costs from activity to result (outcome)

1

Element 4: There is evidence of improved costing of management and development results in budget documents reviewed over time (evidence of building a better system)

2

MI 4.3 Analysis

Evidence documents

Element 1: The latest budget priorities align financial resources with the strategic objectives of the current strategic framework. Currently, IFAD tracks expenditures in different categories, pillars, and objectives. Key expenditure categories are staff, travel costs, and consultants. Pillars also help break down the cost of Country programme delivery between departments. These categories include knowledge building, dissemination and policy engagement; financial capacity and instruments; and institutional functions, services and governance. Also, the budget is broken down by objectives such as decentralization, right-sizing, and information and communication technology costs. The IOE evaluation, notes that the budget information provided for field presence was often not supported by details of previous year's budget and actual spending against such budgets. Notably, IFAD later provided these details "in special purpose documents such as the April 2022 Medium-term Budget Outlook paper and the earlier August 2018 Information Note on OpEx." These different breakdowns help inform the budget process and showcase how the budget is expanding in line with IFAD's expanding ambitions.

22, 26, 38, 46, 65, 88, 99

Element 2: The budget does not clearly specify the costs for the achievement of each management result. As mentioned in Element 1, transparency on the costs of field presence is critical to the executive board in its oversight of key aspect of IFAD's Strategic Framework. In response to further Executive Board requests, IFAD has provided more information. For instance, "IFAD aimed to improve transparency from

<p>2023 in budget documents by distinguishing between the direct costs of country programmes and indirect costs that were not directly linked or traceable to country programmes. This will help to provide a clearer picture of the incremental resources required for field presence and thus is a move in the right direction.”</p> <p>Element 3: IFAD has annual consolidated financial statements (compliant to IFRS requirements) that are publicly available, showing income and expenditures. However, the financial statements do not track costs from activity to results as this is not required by IFRS. Notably, the administrative budget documents relate to the four pillars, such as Country programme delivery. Similarly, there are no systems available that track activities and their costs to results identified in the strategic framework.</p> <p>Element 4: IFAD has sought to improve reporting on the costs of key activities like Decentralisation. However, these efforts are limited. IFAD in the end provided the Board with more transparent costs. More broadly, efforts will be limited without a system to monetise staff costs by different activities and in turn outputs and outcomes. Staff costs in 2022 accounted for 58.1 per cent of the USD 175 million budget. Budget documents do not present granular connection to results chain.</p>	
MI 4.3 Evidence confidence	Medium confidence
MI 4.4: External audit or other external reviews certify that international standards are met at all levels, including with respect to internal audit	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: External audit conducted which complies with international standards	3
Element 2: Most recent external audit confirms compliance with international standards across functions	3
Element 3: Management response is available to external audit	3
Element 4: Management response provides clear action plan for addressing any gaps or weaknesses identified by external audit	3
MI 4.4 Analysis	Evidence documents
<p>Element 1: IFAD is audited externally in compliance with internationally accepted standards. IFAD selects an auditor for 5-year periods, in which external audits are conducted at least annually. IFAD's external auditors are competitively selected and the audits meet international standards. The current auditor is PricewaterhouseCoopers for 2022-2026.</p> <p>Element 2: IFAD annual comprehensive income statements include an external auditor's report that certifies compliance with internationally accepted standards across all functions.</p> <p>Element 3: Audited financial statements are produced annually. Management provides a response to the findings of the audits including a statement regarding the Effectiveness of Internal Control Over Financial Reporting as part of the financial statement.</p>	59, 69, 74, 99, 128

<p>Element 4: IFAD prepared a management response provides an action plan to address any weaknesses identified by the external audit. The action plans are discussed at the Office of Audit and Oversight (AUO) and the Board. Progress against these is tracked and monitored by the AUO.</p>	
<p>MI 4.4 Evidence confidence</p>	<p>High confidence</p>
<p>MI 4.5: Issues or concerns raised by internal control mechanisms (operational and financial risk management, internal audit, safeguards etc.) are adequately addressed</p>	<p>Score</p>
<p>Overall MI rating</p>	<p>Satisfactory</p>
<p>Overall MI score</p>	<p>3.00</p>
<p>Element 1: A clear policy or organisational statement exists on how issues identified through internal control mechanisms/reporting channels (including misconduct such as fraud, sexual misconduct) will be addressed</p>	<p>3</p>
<p>Element 2: Management guidelines or rules provide clear guidance on the procedures for addressing any identified issues and include timelines</p>	<p>3</p>
<p>Element 3: Clear guidelines are available for staff on reporting any issues identified</p>	<p>3</p>
<p>Element 4: A tracking system is available that records responses and actions taken to address any identified issues</p>	<p>3</p>
<p>Element 5: Governing body or management documents indicate that relevant procedures have been followed/action taken in response to identified issues, including recommendations from audits (internal and external) with clear timelines for action</p>	<p>3</p>
<p>MI 4.5 Analysis</p>	<p>Evidence documents</p>
<p>Element 1: IFAD has a clear code of conduct that serves as a reference tool for staff on ethics culture it seeks to create and serve as a guide when in need of assistance. The code of conduct covers the following topics:</p> <ul style="list-style-type: none"> • Privacy. • Exercise of authority. • Supervisory relationships. • Hiring and advancement of close relatives. • Dress requirements. • Relations with external parties. • Remuneration from outside sources. • Information Required of Staff Members. • Activities outside IFAD. • Personal legal obligations, including obligations to spouses or domestic partners, separation, divorce, and child support. • Information and assets. <p>Certain actions are only permitted if certain procedures and permission are obtained. For instance, unless authorised, staff members cannot receive external remuneration from governments or other entities. The code of conduct also outlines clear procedures. For example, staff are required to disclose any close relatives working at IFAD and work with the Chief of the Ethics Office and other relevant divisions to ensure staff “remove themselves from any activities that involve the hiring, advancement, promotion or evaluation of close relatives.” Failure to seek approval where applicable may result in corrective or disciplinary measures. Violations of the code of conduct can be referred</p>	<p>24, 60, 73, 84, 113</p>

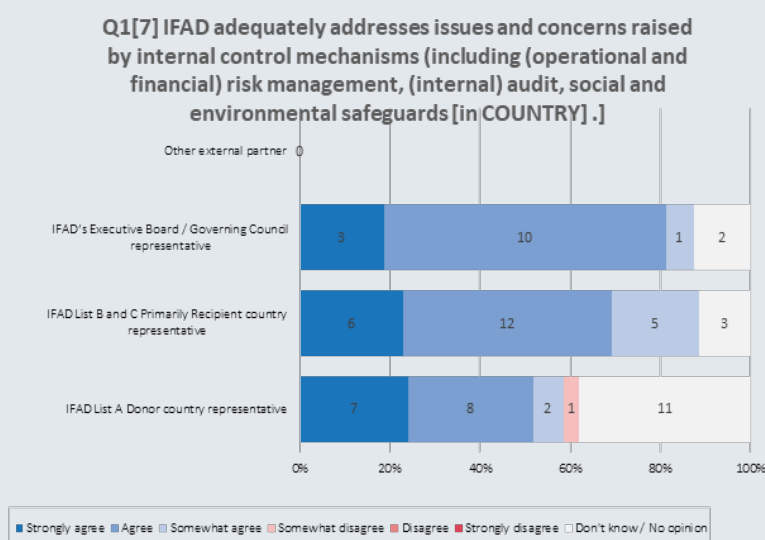
to AUO or Ethics Office. According to the code of conduct, the Chief of the Ethics Office is responsible for monitoring compliance with the code of conduct.

Element 2: There is a straightforward and independent process for processing complaints. However, indicative timelines are not provided. The Ethics office reviews complaints and, when warranted, refers cases for investigation to AUO. The AUO investigates allegations only if they fall under the mandate. Before an investigation, AUO, per its 2022 annual report, conducts a preliminary assessment to determine whether the allegation is credible, verifiable and material. If these three conditions are met, it then proceeds to investigate and, if necessary, refer the matter to the sanctions committee to determine sanctions against individuals or entities. Significantly, staff-related issues are referred to Human Resources Division (HRD) to determine disciplinary measures, which are then forwarded to the sanction committee for approval. IFAD also protects whistleblowers from retribution. IFAD does not have timelines except for instances of whistleblower retaliation.

Element 3: There are clear guidelines available to staff for reporting issues. Complaints can be made to the Ethics Office via varied platforms including a hotline, WhatsApp, and email; information on these reporting channels is publicly available on the Ethics Office webpage and internal platforms. Complaints can also be made directly to the AUO via email, mail, phone, or in person. Individuals can also report SEA complaints to focal points in IFAD offices for non-staff and project staff. For staff and project staff, including consultants, complaints can be sent to the Ethics Office or AUO.

Element 4: As part of its publicly available Annual Report on IFAD's Investigation and Anticorruption Activities, AUO details the number of complaints received, type of complaint, complainant, investigation status, and, if investigated, referral status. The report also provides details of some instances, types of cases, and corresponding actions taken based on the outcome. In addition to the annual complaint figures, in its 2022 report, AUO shows a growing investigation caseload over time. In 2021 it received 80 complaints, of which 61 were related to external parties. Of the 61 related to external parties, 36 were related to IFAD's anti-corruption policy violations, and 25 were related to other issues, such as bidding. Regarding internal complaints, including mixed (internal and external) complaints, AUO received six related violations of IFAD's anti-corruption policy, six workplace conflicts, eight other Code of Conduct violations, and two others. In 2021, AUO closed 83 cases, of which 39 were received before 2021. The Ethics office also produces an annual report, but only has been made public in 2022. Similar to AUO's report Ethics report details caseload and general trends as well reporting its wider activities such awareness raising and trainings. MOPAN survey finds that partners surveyed, with knowledge or an opinion, generally agree that IFAD adequately address issues and concerns raised by internal control mechanisms (Figure 25).

Figure 25. Concerns raised by internal control mechanisms.



Element 5: The Annual Report on the Activities of the AUO is reviewed annually by the audit committee and presented to the board. Salient observations from internal audit work and the status of internal audit recommendations are provided. Also, a progress report on the annual work plan is provided to the audit committee mid-year, including an update on the status of recommendations. The external auditors report to the audit committee annually on internal control and accounting procedures.

MI 4.5 Evidence confidence

High confidence

MI 4.6: Policies and procedures effectively prevent, detect, investigate and sanction cases of fraud, corruption and other financial irregularities

Score

Overall MI rating

Satisfactory

Overall MI score

3.00

Element 1: A clear policy/guidelines on fraud, corruption and any other financial irregularities is available and made public

3

Element 2: The policy/guidelines clearly define/s the roles management and staff roles in implementing/complying with them

3

Element 3: Staff training/awareness-raising has been conducted on policy/guidelines

3

Element 4: There is evidence of policy/guidelines implementation, e.g. through regular monitoring and reporting to the governing body

3

Element 5: There are channels/mechanisms in place for reporting suspicion of misuse of funds (e.g. anonymous reporting channels and “whistle-blower” protection policy)

3

Element 6: Annual reporting on cases of fraud, corruption and other irregularities, including actions taken, and ensures that they are made public

3

MI 4.6 Analysis

Evidence documents

Element 1: IFAD revised its Preventing Fraud and Corruption in its Activities and Operations policy in 2018; it is publicly available. The policy defines five prohibited practices: corrupt, fraudulent, collusive, coercive, and obstructive practice. IFAD may suspend payments and/or bar accused individuals or entities from IFAD activities for up to 12 months as part of the investigation into any of these activities. After the investigation, if AUO finds the accused engaged in prohibited practices, they may face sanctions such as being ineligible from working with IFAD for a period of time.

Element 2: The policy clearly defines the roles of management, staff, non-staff personnel, third parties, recipients, and vendors. For example, staff, vendors, non-staff personnel, and third parties are meant to:

Refrain from engaging in prohibited activities,

Conduct relevant due diligence checks and disclose prior convictions or sanctions, conflict of interests, commissions or fees paid, report and cooperate with any investigation into prohibited activities, and

Maintain the confidentiality of their participation in an investigation or sanctioning process.

One of the key updates of the revised policy was to strengthen partner obligation towards their downstream partners.

Element 3: IFAD has developed two main programmes of training on anticorruption activities for both staff and consultants. In addition, IFAD mandatory online ethics training under the purview of the Ethics Office on the Code of Conduct also covers anticorruption. An automated notification is sent to newly appointed staff and new consultancy/internship contract holders, informing them of the requirement to complete the training within one month of joining IFAD. The Ethics Office requires recertification for all staff after three years. The Ethics Office monitors the completion and the recertification programme for staff using the data generated by the learning platform and lists developed and maintained by the Ethics Office. Being up to date with the mandatory training is a pre-requisite for completing the annual performance evaluation process for staff, and hiring managers are also responsible for ensuring that consultants/interns comply with the ethics mandatory training. Also, AUO has undertaken awareness efforts.

59, 112

Element 4: The policy has been implemented and enforced, as evidenced by the AUO annual report on Annual Report on IFAD's Investigation and Anticorruption Activities. The report, as mentioned earlier, provides details of allegations and the status and outcome of investigations. The report is publicly available, and trends in AUO investigations are shared with management and the audit committee.

Element 5: AUO has developed a confidential channel for reporting prohibited activities and protections for whistleblowers. IFAD has two channels to report activities, email or hotline, both listed on its Anti-Corruption webpage. Whistleblowers are protected as part of IFAD's Whistleblower Protection Procedures.

Element 6: AUO's Annual Report on IFAD's Investigation and Anticorruption Activities provides details on activities through the year as well as trends of allegations received and investigations undertaken. The report is publicly available. The report also highlights corrective measures taken.

MI 4.6 Evidence confidence

High confidence

MI 4.7: Prevention and response to sexual exploitation and abuse (SEA)	Score
Overall MI rating	Unsatisfactory
Overall MI score	2.12
Element 1: Organisation-specific dedicated policy statement(s), action plan and/or code of conduct that address SEA are available, aligned to international standards, and applicable to all categories of personnel	3
Element 2: Mechanisms are in place to regularly track the status of implementation of the SEA policy at HQ and at field levels	2
Element 3: Dedicated resources and structures are in place to support implementation of policy and/or action plan at HQ and in programmes (covering safe reporting channels, and procedures for access to sexual and gender-based violence services)	2
Element 4: Quality training of personnel / awareness-raising on SEA policies is conducted with adequate frequency	2
Element 5: The organisation has clear standards and due diligence processes in place to ensure that implementing partners prevent and respond to SEA	2
Element 6: The organisation can demonstrate its contribution to interagency efforts to prevent and respond to SEA at field level, and SEA policy/best practice coordination fora at HQ	2
Element 7: Actions taken on SEA allegations are timely and their number related to basic information and actions taken / reported publicly	3
Element 8: The MO adopts a victim-centred approach to SEA and has a victim support function in place (stand-alone or part of existing structures) in line with its exposure/risk of SEA	1
4.7 Analysis	Evidence documents
<p>Element 1: IFAD published its first policy related to preventing and responding sexual harassment, sexual exploitation and abuse on 11 April 2018 and committed to the Joint Statement on Continuous Advancement of Standards to Prevent Sexual Harassment, Abuse, and Exploitation together with nine other IFIs one week later. IFAD, as a UN entity, and the World Bank are the only IFIs that also align to the UN SG's Bulletin on SEA and report annually on SEA allegations and investigation outcomes for the SG's Special Measures report. In its policy, IFAD refers to the definition of SEA from the UN SG's Bulletin on SEA (ST/SGB/2003/13). IFAD defines SEA as sexual misconduct "towards beneficiaries of IFAD-funded or -managed activities and operations (defined as "persons that IFAD intends to serve through its grants and loans"). In interviews, IFAD staff noted that the agency is not required to report to the SG, as they are a UN Specialised Agency, and are not required to adhere to and to implement the SGs bulletin. However, interviewees highlighted that the agency has chosen to align and to work in ways that are consistent with the SG's bulletin.</p> <p>It is worth noting that as IFAD's policy limits the definition of victims/survivors to those who are 'beneficiaries', this does not include victims from the wider community in which IFAD projects take place and potentially limits how commitments on conduct related to sexual misconduct might be perceived. The new policy, which was under preparation as this assessment was conducted, may be an opportunity to address this further aligning with other recent policy issued by other MOs and could be beneficial given the decentralisation process and increased presence at country level.</p>	<p>58, 60, 62, 70-71, 73, 74, 96, 97, 149-155, 157</p>

Since its release, the policy has been translated into three joint organisation-wide SH/SEA action plans (2018-19, 2020-21, 2022-23) that are annexed to IFAD's Updates to the Board and thus publicly available. The current action plan lists 16 items distributed over four strategic areas.

- (I) Preventing SH/SEA (including training, communication, risk identification),
- (II) Responding to SH/SEA (including complaints mechanisms and identification of in-country mechanisms for victim assistance),
- (III) Mainstreaming IFAD no-tolerance for SH/SEA in its operations and funded activities (such as capacitating the focal points, integrating SEA/SH into the Project Implementation Manual) and
- (IV): Coordination and cooperation (covering UN/IFI Ethics Networks, RBAs, IASC [SEA] / CEB [SH]).

Of the 16 items, 11 do not delineate between SEA/SH action; only two differentiate actions for SEA and SH, respectively; one is exclusively on SEA, and two exclusively on SH. The action plan qualifies actions as continuous, ongoing, or completed.

IFAD, in essence, takes a twin-track approach, distinguishing between 'internal' SEA incidents involving IFAD staff and personnel, and "external" SEA, for incidents involving the projects funded by IFAD. For the latter, IFAD manages SEA risks through its financing and procurement instruments with its fund recipients, usually being national governments.

IFAD's policy on SEA and SH outlines the obligations of both staff and others holding work contracts, including staff on loan, and personnel under "non-staff" contracts such as consultants and interns. The policy also applies to borrowers and recipients of IFAD funding, as well as third parties contracted using IFAD's funding such as contractors and vendors. IFAD's Code of Conduct of 2021 for staff, however, which forms part of IFAD's Human Resources Implementing Procedures, has no reference to SEA. The 2023 Code of Conduct for Project Parties, in turn, does require project parties to "ensure that the Project is carried out in accordance with the provisions of the [...] IFAD Policy on Preventing and Responding to Sexual Harassment and Sexual Exploitation and Abuse," and that "Failure to comply with these Policies may result in an investigation by IFAD and imposition of measures as referred thereto."

A weakness of both the policy and the action plan it is that they do not spell out where actions may be different for SEA from SH where they are mentioned jointly. IFAD does not clarify in its policy and action plan what the differences are in operational terms i.e. type of victims/survivors, differing means of prevention (e.g. types and target groups of awareness-raising activities), types of complaints mechanisms, organisational authority and response etc. This provides potential for conflation between SEA and SH; which was also confirmed by some of the staff we interviewed.

The policy would also benefit from spelling out what "zero tolerance" means, and what the consequences are of "not tolerating". SEAH. Several staff interviewed said that the possible interpretation of zero-tolerance as meaning "zero cases" or else withdrawal of funding, rather than "no tolerance of impunity", was potentially deterring victims/survivors in projects from reporting, out of fear that this would lead to a suspension of funding to the entire community. Phrasing 'zero tolerance' clearly in terms of a commitment to take action and ensure accountability is important. The new policy being developed as this assessment was concluding is an would be an

opportunity to clarify this. It is also an opportunity to and draw on IFAD's clear commitment and demonstrated strong track record in meeting the needs of marginalised rural communities, tackling gender-based violence and supporting gender-transformative change.

Element 2: The IFAD policy on SEAH has been translated into a joint SEA/SH action plan (see 4.7.1). **IFAD regularly tracks the status of implementation of the SEA policy at HQ and field levels.** The Chief of the Ethics Office, heading the SH/SEA task force, provides a progress update on the action plan every quarter to the Executive Board meeting the status of each activity being either continuous, ongoing, or completed. The action plan or update sets specific targets for activities, such as the number of people reached. Activities are often specific, such as the production of a short video on IFAD's efforts to prevent and respond to SEA in the field. ICOs we interviewed confirmed that they feed into these progress reports by listing the activities they have undertaken. Evidence from the interviews shows that considerable efforts are made to translate corporate policies in the field, however there is no clear role for ICOs in supporting reporting on the implementation of the SEA policy and the corresponding action plan.

In addition to these regular updates, the reports also touch upon developments and data on SEA. Although MOPAN has not assessed in detail to what extent IFAD has met its targets, it is worth pointing out that survey information shows that IFAD staff seem to have a good understanding of IFAD's policies (98.14 percent) and of its zero-tolerance policy for SEA (97.19 percent). As explained above in 4.7.1 however the full meaning of zero tolerance is not detailed in the policy so it is not possible to know how IFAD staff understand the zero tolerance policy. This data comes from the Ethics update from 2022, which included statistics on IFAD's participation in the UN SEA Survey for 2021 and some contextual figures for 2020. (115 of 188 staff across 36 country offices responded to the survey). Furthermore, almost all respondents say that they understood the prohibitions around SEA. Examples of action plan activities which have been completed include that IFAD requires SEA focal points to be appointed in all ICOs (See 4.7.3 below). According to interview evidence, focal points help raise awareness and frequently support and attend SEA workshops for project start-up missions. They also play a key role in connecting corporate policies and requirements to field offices and projects that receive IFAD finances.

Element 3: IFAD has defined the necessary roles for supporting the implementation of its SH/SEA action plan, although all staff cover PSEA alongside with other duties and no specific budget is available. The most senior lead on SEA matters is the Chief of the Ethics Office, who leads the SH/SEA task force and reports directly to the President. Over the past five years IFAD has made significant progress in developing complaints mechanisms, structures and allocating resources to PSEAH. There are plans to monitor and further enhance these activities that reflect lessons learned from IFAD's pioneering work to address sexual and gender-based violence. IFAD started rolling out a system of (part-time) focal points and alternates in all ICOs in 2018 to bolster awareness in offices and in their respective countries. In 2022, IFAD expanded the SH/SEA focal points programme to all IFAD country offices. Focal points interviewed for this assessment indicated that they had terms of reference, understood their responsibilities and were able to execute them. However, it is noted in documentation that "no specific time or budget is allocated for this corporate role", and interviewees confirmed they had no dedicated financial resources for their PSEA-related activities. The Ethics office uses a significant part of

its yearly administrative budget to develop awareness-raising material. No separate money is set aside in projects either; one country representative paid awareness-raising material or translations of PSEA-related material into local languages through the supervision budget. Our interviews have confirmed that some focal points actively support in-country coordination efforts with local UN SEA networks and resident coordinators, although this, too, is an additional time investment that is not specifically accounted for.

Complaints of SEA can be made at three levels at IFAD, and all mechanisms are expected to be confidential. First, there are an email address and an Italian phone number that IFAD says can receive calls, text and WhatsApp messages and that are channelled to the Ethics Office and AUO in Rome. IFAD noted that although they are not part of IFAD's reporting channels, complaints can also be received by the CD through the project, or the UN Country Team (RC's office). Project partners, according to IFAD's Guidelines for Target Group Engagement and Feedback (TGEF), are obliged to put in place a grievance redress mechanism (GRM) for all projects, regardless of their risk categorisation. Complaints made to national governments and Implementing Partners are subject to the jurisdictions in each of these countries.

There is potential to improve SEA complaints mechanisms. In interviews, senior staff expressed commitments to further improving these mechanisms. Evidence from interviews with IFAD's staff confirm that while current mechanisms are advertised as being safe and confidential, several were not sure they would trust them fully. Importantly for SEA, several country-based staff expressed concern that these mechanisms were not easily accessible to communities. Interviewees explained to the assessment team that they had been put in place assuming that it would not be the community members, women, minors or sex workers themselves coming forward, but rather, a bystander or someone from the project office.

Irrespective of where the complaint from victims is received, the Ethics Office will first conduct prior reviews on a prima facie basis to determine if any facts could potentially substantiate the allegations. If this is substantiated Ethics refers the case to AUO for investigation.

Despite its wide remit, the Ethics Office is small – it currently consists of a Chief, one staff and one assistant. The total 2023 budget for the Ethics Office, including staff costs, is around USD 606,000. The budget covers SEA, SH, and the wider code of conduct work. The most recent budget for the Ethics Office, whose Chief leads the task force and SEA activities, has been reduced by 11 per cent from 2019 to 2023. Furthermore, the post was downgraded from D-1 to P-5. While these efforts reflect broader cost measure, reducing resources raises questions about the future capacity of IFAD to ensure SEA policy is rolled out as IFAD decentralises and increases its programme of work.

Element 4: Training of personnel on SEA policies is mandatory, but awareness-raising of affected populations on the obligations of the organisation and its personnel is more limited. IFAD's policy states that "staff and individuals holding a work contract with IFAD are required to participate in [...] SEA trainings and support the Ethics Office in awareness-raising campaigns involving third parties, in particular project staff and local communities." SECAP also notes training as a preventive measure for mitigating risk at the project level.

Over the past five years IFAD has made significant progress in training staff and raising awareness about SEA policies. IFAD has deployed online SEA training for staff and

non-staff. Staff, managers, and focal points have to complete it within two months of appointment. IFAD requires staff and people with work contracts to complete a refresher training every three years or whenever a new training is rolled out. SEA/SH Focal Points in countries receive online training – which they have to renew every two years - to internally promote the SH/SEA policy, raise local awareness, and engage with partners. The three mandatory Ethics training modules are on the Code of Conduct, Anti-harassment Awareness, and on Preventing and Responding to SEA. Each takes approximately 40 minutes to complete. A certificate is provided upon completion of the test at the end of each module with a passing score; this ensures that participants need to prove they have understood the basic concepts.

As of August 2023, IFAD reports that 98% of staff have completed the mandatory SEA training for the first time or have been recertified as part of the refresher. Training is also tied to the staff performance evaluation system - a good incentive for completing it. IFAD has started to offer additional SH/SEA training events in physical or digital classroom settings; a further step towards improving its practice (face to face training being best practice, where feasible).

According to the latest update to the board, efforts are underway to review and update training along with procedures and policy.

In addition, IFAD has made SH/SEA training mandatory for all project start-up workshops for implementing partners. This demonstrates IFAD's commitment to addressing PSEAH and supporting IPs and Governments in doing so. The latest annual Ethics report states that over 1,200 implementing partners and government officials received training on SEA/SH over 2022, although it is unclear what share of implementing partners this covers or the extent to which coverage is increasing.

IFAD has also developed communications material. The “No Excuse Card”, which outlines in simple terms the prohibition of SEA for anyone working under the IFAD flag, is a positive example in this regard.

Awareness raising beyond IFAD staff and contractors to directly communicate with beneficiaries and host communities is important. In IFAD's case, sensitising communities, especially vulnerable populations, would mean informing them on the potential risks of an influx of labour associated with an IFAD-financed project, and making them aware of the laws and services that can protect them and provide redress in case of an incident. If training and awareness raising does not include those who typically have more direct contact with vulnerable persons, questions can be raised about the last mile accountability in the chain on PSEA.

Also, interviews with country-based IFAD personnel revealed that there is still room for improvement when it comes to raising awareness of SEA among employees, contractors, and in the communities IFAD serves. They partly attributed that to the fact that IFAD, by default, only conveys its communications in IFAD languages, but not in local languages. Also, they noted that making information accessible on IFAD's website on how to make a complaint was insufficient – even if it was compliant with IFAD policy. It is encouraging to see that some country offices have chosen to make awareness-raising about SEA part of their communications strategy.

Evidence from interviews shows that whilst there are indications that IFAD's SEA training of its own personnel is increasingly effective; but is not yet fully demonstrated across the board. The UN SEA survey found a high level of awareness among IFAD staff, demonstrating the effectiveness of SEA training possibly as a result of SEA

training. Interview evidence confirms that SEA focal points believe that their training, both standard staff training and focal point training, provides adequate information to do their jobs. Nonetheless, interviews with country offices indicated that some found that their staff had not yet fully understood IFAD's policy (e.g. still being unclear about whether engaging with prostitutes was allowed, when the policy clearly identifies it as misconduct).

An important remaining area of concern is that there seems to be less awareness of SEA beyond IFAD personnel. Tracking compliance with training among external consultants was mentioned as challenging. Project and Country-level IFAD Task Teams are responsible for discussing "best practices in SEA awareness-raising and protection strategies" with local beneficiary populations. Evidence from interviews and review of documents shows that it is not clear to what extent this has been done, and if these engagements also touch on inter-agency SEA training. Also, IFAD does not require proof that vendors and contractors conduct any training or other awareness raising measures with to SEA (and SH). Senior staff noted that this is a delegated responsibility to national governments in receipt of loans or grants.

While SECAP procedures require SEA risk to be considered and, if necessary, mitigated with appropriate measures at the project-level, there are no procedures or guidance for raising awareness outside IFAD's projects in line with SEA's exposure and risk levels.

Element 5: IFAD has standards and requirements in place for implementing partners to “prevent and prohibit” SEA. However, it does not use any mechanism for assessing whether partners have the capacity to do meet these contractual obligations and how they will do so, and only has limited monitoring in place to track how the SEA-related requirements are implemented.

As noted above, IFAD distinguishes between 'internal' SEA incidents involving IFAD staff and personnel, and 'external' SEA, for incidents in projects funded by IFAD. For the latter, IFAD manages SEA risks through its financing and procurement instruments with its fund recipients.

Although we found no reference to the UN Protocol on SEA Allegations Involving Implementing Partners, IFAD has several instruments to set PSEA standards vis-à-vis its fund recipients (that are mainly government entities). They include its financing conditions vis-à-vis its partners, reflected in IFAD's General Conditions for Agricultural Development Financing, and its Terms and Conditions for Procurement, as well as its Social, Environmental, and Climate Assessment Procedures (SECAP).

SECAP covers SEA safeguard procedures through Standard 5: Labour and Working Conditions and Standard 6: Community Health and Safety (for further detail, see MI 5.4 Element 5). Standard 5 requires projects to have “[c]lear provisions regarding non-discrimination and prevention of [SEAH] have been included in all contracts with project employers, contractors and suppliers.” Standard 6 requires the project to assess risks of project-related SH and SEA alongside with gender-based violence and human trafficking, and to adopt specific measures where appropriate to address and prevent those risks. Such measures include confidential channels for reporting incidents and for providing support, reporting and response protocols in line with IFAD's SEA/SH policy, and procedures for services and redress for survivors. SECAP also notes that IFAD will “take appropriate measures, including the termination of the Contract” in case

SH or SEA “arising out of or in connection with the performance of the Contract” is proven.

The General Conditions for Agricultural Development Financing state that “the Fund may require that all Project procurement documents and contracts for procurement of goods, works and services financed by the Financing include provisions requiring bidders, suppliers, contractors, sub-contractors and consultants to [...] abide by the IFAD policy on preventing and responding to [SH and SEA]. Accordingly, the General Terms and Conditions for Procurement Services of 2018 require contractors to comply with IFAD's Policy SH and SEA, to “take all appropriate measures” to prevent and prohibit SH and SEA “on the part of its personnel and subcontractors or anyone else directly or indirectly employed by the Contractor or any of its subcontractors in the performance of the Contract”. They require the contractor to report any incidents in connection with the contract or prior to it, and states, in line with the SECAP, that “IFAD may take appropriate measures, including the termination of the Contract, on the basis of proven acts of SH, SEA [...]” (Art. 30). Our interview evidence indicates that procurement training for CDs and country officers includes a part on SEA/SH, and that country/regional offices indeed apply such clauses since 2019 in contracts financed by IFAD. They require “that all beneficiaries of IFAD, including the purchaser and any bidders, implementing partners, service providers, suppliers, sub-suppliers, contractors, sub-contractors, consultants, sub-consultants, and any of their agents [...] comply with IFAD's Policy” [on PSEAH]. The latest annual Ethics report notes that over 1,200 implementing partners and government officials received training on SEA/SH over 2022, although it is not stated what share of implementing partners this covers.

Staff interviewed at country offices also confirmed that the CD touched on issues of SEA with project leaders twice a year during the monitoring/supervision visits, albeit not systematically.

Despite the requirement from contractors to provide “all appropriate measures to prevent and prohibit” SEA (and SH), the organisation does not require its partners provide proof of regular training, awareness raising, of its confidential mechanism for complaints or advice, or to prove that it has adequate investigative capacity. It does not check the capacity of the partner on PSEA in this regard. Since 2023, it has a template for a code of conduct in the PIM, but it is not mandatory.

. Instead, interviewees mentioned that they relied on the joint PSEA working group at country level to obtain information about partners.

MOPAN survey evidence finds that most partners with related knowledge or an opinion agree that IFAD requires partners to apply clear standards for preventing and responding to sexual misconduct in relation to host populations (Figure 26). However, a larger share of external partner respondents state that they have no knowledge or opinion on this. The lack of awareness is of concern, especially if they are involved in implementation.

All in all, IFAD is now initiating new positive requirements; but these have yet to be complemented by awareness raising, capacity checks, capacity building and compliance monitoring. For the time being, several field-based IFAD staff doubted whether fund recipients, their contractors or communities really understood the implications of the SEA clause.

Figure 26. IFAD requires its partners to apply clear standards for preventing and responding to sexual misconduct in relation to host population.



Element 6: IFAD clearly states in its policy that it may liaise with other International Organisations, think tanks, government agencies and not-for-profit organisations to prevent and respond to SEA. IFAD has the mandate and status of an IFI. IFAD participates in several fora on the UN side as well as with IFIs, has presented some of its good practice to these constituencies (e.g. its Member States Interactive Platform). Whilst IFAD lists inter-agency meetings in its Action Plan as an “ongoing” activity, evidence from the assessment did not identify IFAD’s tangible contribution to interagency efforts. Given IFAD’s demonstrated track record tackling GBV and sexual violence in its programmes, IFAD has potential to share valuable lessons learned across agencies.

The Action Plan notes ongoing participation in **IASC** Task Team on Accountability to Affected Populations. IFAD reports in its action plan that it participates in the **UN SEA working group led by the Office of the Special Coordinator** and shared its 2022–23 SH/SEA action plan with that Office (a standard requirement in the UN). The action plan further makes note that “collaboration is ongoing with the **Rome-based agencies**,” although no evidence was available on what this entailed. The Ethics Chief also engages in the IFI working group, where IFAD presented some of its good practice on PSEA (the above-mentioned Platform). At HQ level, the Ethics Chief engages with the **Ethics Network** (United Nations and IFIs); and the AUO participates in the group of UN Representatives of Investigation Services (**UNRIS**). At the same time, IFAD interacts with 11 other banks in the MFI SEA/SH Working Group.

At country level coordination of IFAD offices on PSEAH is mainly with UN entities through the UN Country Team and RC’s office; interviewees did not have any exchange with other IFIs on this topic at country level. As noted above in 4.7.5, IFAD often relies upon the inter-agency Network for analysis of partner capacity at country level.

Element 7: IFAD’s policy does not set a goal for how quickly the organisation will respond to allegations of SEA, but the Ethics Office and AUO give priority to all SEA cases and internally have a performance goal of concluding any case within 6 months of receipt of an allegation. IFAD publicly reports on SEA allegations against its personnel and implementing partners, through several channels. The organisation has a prompt reporting system on any credible SEA (and SH) allegations is only accessible to member states – the Member States Interactive Platform. Another channel are the Ethics and AOU annual reports. Since 2022, Annual Ethics reports are made public, and they contain the number of allegations of SEA and SH received every year. Cases transmitted to AOU for investigation are then accounted for in AOU’s

publicly available Annual Report on IFAD's Investigation and Anticorruption Activities. The report breaks down allegations against its personnel and external parties as well as their outcomes, but it is not possible to track what the outcomes of SEA/SH allegations were, specifically. The report provides detail on the caseloads it has received including those involving SEA. A third way in which IFAD reports data – on SEA only though - is through the [UN System-Wide Data on Allegations](#), mandatory for all UN entities. Although IFAD reports to it, currently no SEA allegations from IFAD figure in it, consistent with IFAD's own reporting.

To prevent the rehiring of preparators, IFAD has fed into the UN's ClearCheck mechanisms and been screening candidates since April 2018; it also reports using OneHR for background checks and, according to its latest Board update, is exploring the possibility of joining other schemes such as the Misconduct Disclosure Scheme, which goes beyond UN entities.

Element 8: IFAD's 2018 policy is not yet victim-centred, and although IFAD has recognised the need to strength policy in this area through the 2022-23 Action Plan. However, IFAD cannot yet demonstrate that it is implementing a victim-centred approach, monitoring its implementation, and making progress. The section on “Support to affected persons” of the IFAD policy only covers support to victims, but does commit to a victim-centred approach more broadly. The policy predates the [UN Protocol on the provision of assistance to victims of SEA](#), but the 2022-23 Action Plan shows that IFAD has come to recognise the need to develop a victim-centred approach. The revision of the SEA/SH policy will be an opportunity to do so. Importantly, however, IFAD has no clear definition yet of what that means. Several other documents already refer to victim-centred approaches. One action step in the Action Plan is to, “update relevant policies/procedures/trainings to embed references to SH/SEA and promote a victim-centred approach based on respect for the victim's dignity as well as principles such as confidentiality and required consent.” Accordingly, IFAD's guide for borrowers/recipients of IFAD funding states that “paramount to this [victim-centred] approach is the protection of survivors, the importance of confidentiality in treating allegations and the respect of survivors' wishes and needs.” Interviewees confirm they recognise the need for IFAD to take a victim-centred approach.

The Action Plan contains some “ongoing” activities to strengthen assistance to victims/survivors through SEA focal points and to work with relevant partners such as governments and other peer organisations. With the assistance of UNCTs and RCs, IFAD SEA focal points are expected to identify and promote the mapping of existing assistance services and available local support mechanisms for victims of SEA and affected persons. They are expected to serve as key confidential resources, help direct victims/survivors to assistance, and explore means to facilitate access to such services and mechanisms, in consultation with the Ethics Office. The Ethics Chief serves as caseload manager by reviewing SEA allegation and contacts the victims to obtain as much information as possible to assess the allegation and provide support. It would be good to clarify responsibilities vis-à-vis victims/survivors as several things do not seem clear. As noted in 4.8.3, it is clearly set out in guidance that the Ethics Chief serves as a key focal point or case manager during the review phase, but after it is forwarded to AUO, there is no clarity on who and how IFAD engages with the victim/survivor. Also, whether the Country Director and PSEAH Focal Point has a role in receiving complaints is not understood evenly across the organisation, as per our interviews.

Based on the prima facie review, and only if the perpetrator is IFAD personnel, the Chief of the Ethics Office can recommend interim measures to the President to protect

the alleged victim, such as suspending the alleged perpetrator until an internal investigation has been carried out. This is, however, not the case, when the perpetrator is employed by an implementing partner.

AUO prioritises SEA allegations for investigation. In addition, AUO investigators who handle SEA/SH cases receive training to that effect, including in interviewing victims of SEA/SH and interviewing minors.

In its policy, IFAD states that beneficiaries are provided support through existing programmes, services, and networks. All victims, per the policy, may also seek out support from the "Ethics Office, human resources officers, supervisors/managers, the Staff Counsellor, a qualified psychologist, and staff representatives of the Executive Committee of the IFAD Staff Association." In addition, they may be supported by someone of their own choice throughout the internal processes. The guide for borrowers states that partners are "expected to take a proactive approach to identify local health centres, clinics and legal services where victims of sexual harassment, sexual exploitation and abuse can find the support they need." There is no evidence, however, that these efforts are tracked and how they link with IFAD's own mapping.

As IFAD moves towards defining a victim/survivor-centred approach, it will be important to create an environment of trust where victims feel safe coming forward, know where to turn to, and are confident they will receive support. Clear procedures for victim support, well-defined referral pathways with clear responsibilities – and partnership arrangements for any shared arrangements - are good practice.

MI 4.7 Evidence confidence

Medium confidence

MI 4.8: Prevention of and response to sexual harassment (SH)	Score
Overall MI rating	Satisfactory
Overall MI score	2.71
Element 1: Organisation-specific dedicated policy statements and/or codes of conduct that address SH available, aligned to international standards and applicable to all categories of personnel	3
Element 2: Mechanisms are in place to regularly track the status of implementation of the policy on SH at HQ and at field levels	3
Element 3: The MO has clearly identifiable roles, structures and resources in place for implementing its policy/guidelines on SH at HQ and in the field: support channel for victims, a body coordinating the response, and clear responsibilities for following up with victims	2
Element 4: All managers have undergone training on preventing and responding to SH, and all staff have been trained to set behavioural expectations (including with respect to SH)	3
Element 5: Multiple mechanisms can be accessed to seek advice, pursue informal resolution or formally report SH allegations	3
Element 6: The organisation ensures that it acts in a timely manner on formal complaints of SH allegations	3
Element 7: The organisation transparently reports the number and nature of actions taken in response to SH in annual reporting and feeds into inter-agency HR mechanisms	2
MI 4.8 Analysis	Evidence documents

Element 1: As noted above (4.7, Element 1), IFAD published its first policy to preventing and responding to sexual harassment, sexual exploitation and abuse on 11 April 2018 and committed to the Joint Statement on Continuous Advancement of Standards to Prevent Sexual Harassment, Abuse, and Exploitation together with nine other IFIs one week later.

IFAD's 2018 policy covers SH alongside with SEA, and IFAD has corresponding action plan for preventing and responding to both. The policy predates the SG's bulletin from 2019 (ST/SGB/2019/8) and thus is not aligned with it. It does however convey the spirit and substance of the 2018 UN Policy Model, albeit in slightly different words. IFAD defines SH as "any unwelcome sexual advance, request for sexual favour or other verbal, non-verbal or physical conduct of a sexual nature that unreasonably interferes with work [...]". It lists not only the different forms that SH can include (as the UN model policy does) but also states that SH is not limited to those examples. According to the 2022-23 SEA/SH action plan, IFAD plans to align IFAD's applicable policies, rules and procedures with the UN model policy on SH where appropriate. The assessment team was told that an updated Policy on SEA/SH was under preparation for late 2023.

The policy is translated into actions through same action plan as SEA, updated every two years. The Action plan and reporting against it capture the status of actions. The current action plan lists 16 items distributed over four strategic areas. – (I): Preventing SH/SEA (including training, communication, risk identification), (II) Responding to SH/SEA (including complaints mechanisms and identification of in-country mechanisms for victim assistance), (III) Mainstreaming IFAD no-tolerance for SH/SEA in its operations and funded activities (such as capacitating the focal points, integrating SEA/SH into the Project Implementation Manual) and (IV): Coordination and cooperation (covering UN/IFI Ethics Networks, RBAs, IASC [SEA] / CEB [SH]). Of the 16 items, 11 do not delineate between SEA/SH action; only two differentiate actions for SEA and SH, respectively; one is exclusively on SEA, and two exclusively on SH.

As noted above (4.7, Element 1), one weakness of the policy, which subsequently affects the action plan, is that IFAD does not spell out where actions may be different for SH from SEA, where they are listed together. IFAD does not clarify in its policy and action plan what the differences are in operational terms i.e. type of victims/survivors, differing means of prevention (e.g. types and target groups of awareness-raising activities), differing types of complaints mechanisms, organisational authority and response etc. This provides potential for conflation between SEA and SH; which was also confirmed by some of the staff we interviewed.

The policy outlines the obligations of both staff and others holding work contracts, including staff on loan, and personnel under "non-staff" contracts such as consultants and interns. The policy also applies to borrowers and recipients of IFAD funding, as well as third parties contracted using IFAD's funding such as contractors and vendors. There are specific Guidelines to prevent harassment, sexual harassment and discrimination at events hosted or organised by IFAD.

IFAD's Code of Conduct of 2021 for staff, however, consisting of extracts from IFAD's Human Resources Implementing Procedures, has no reference to SH or the SG Bulletin of 2019. The 2023 Code of Conduct for Project Parties, in turn, does require project parties to "ensure that the Project is carried out in accordance with the provisions of the [...] IFAD Policy on Preventing and Responding to Sexual Harassment and Sexual Exploitation and Abuse," and states that "Failure to comply

1, 24, 60, 71, 96, 150,
153, 156-15, 159

with these Policies may result in an investigation by IFAD and imposition of measures as referred thereto.”

Element 2: IFAD has a structure in place to track the implementation of the SH policy. The Chief of the Ethics Office, who oversees the SEA/SH Task Force (see Element 3) reports progress on implementing the policy and action plan on SH (as well as SEA) to the Executive Board every four months and on any lessons and good practices identified.

CDs confirmed that they provide updates to the Ethics office on a regular basis. However, as noted in 4.8.1 and 4.7.1, SEA and SH are not separated in the policy and only to a limited extent in the Action Plan, which makes it difficult to delineate progress specifically on protection from SH. The assessment team is not aware of any external SEA/SH evaluations or audits of IFAD to date.

While the policy is being updated in 2023 for the first time since 2018, its two-year Action Plans have evolved over time. For instance, the action plan notes the need to take a victim-centred approach or align better with the UN Model Policy on SH. The action plan lists all meetings with the CEB task force on addressing SH within the organisations of the UN System that IFAD attends, although it does not say what concrete outcomes IFAD pursues with its participation. Similarly, all joint SH and SEA start-up workshops for new projects are also reported on in the action plan. Interview evidence confirms that the activities in the action plan related to SH have been implemented.

Element 3: IFAD has an inter-divisional task force, leadership, but no specific resources in place to support the implementation of the policy on SH and its respective action plan at HQ and in the field. Interviewees considered that IFAD had the necessary leadership to implement the policy from the Chief of the Ethics Office, who leads IFAD's SH/SEA Task Force. The Task Force includes members from the Office of the General Counsel, HRD, AUO, Communications Division, PMD and Corporate Services Department. As noted earlier, the Chief of the Ethics Office is responsible for implementing the action plan and works with relevant members of the task force to implement specific activities. For instance, the linking of the PES with the completion of required Ethics training entailed collaborating with the HRD. In addition to the task force, IFAD indicates that it has nominated focal points and alternates in all ICOs to support the implementation of the policy and its action plans. These focal points have their own Terms of Reference and are responsible for both SEA and SH. In interviews, they confirm that they fully understand their roles and responsibilities for SH. Among other things, they are required to report in a timely manner any allegations of SH occurring in the office or in an IFAD-funded operation. In addition, IFAD has clear responsibilities for supervisors and managers, who are also responsible for creating and maintaining a work environment that helps prevent SH and SEA, and for encouraging reporting of any such allegations.

IFAD has identifiable and accessible channels for victims/survivors to report their concerns on sexual harassment, and considers its structures to file complaints on sexual harassment confidential. Victims/survivors may contact Ethics Office to report any SH concerns and obtain related advice. The office can also be contacted via a confidential e-mail address, helplines and a dedicated confidential WhatsApp-enabled mobile platform. Staff can also report concerns and complaints to AUO. Both channels are open to all types of personnel. All procedures and responsibilities are available on the IFAD intranet and on the corporate website.

Numbers show that the complaints channels have been used; the Ethics office has received between 1 and 10 reports of SH year between 2018 and 2023 and saw an uptick from 2 to 6 between 2021 and 2022. Of those, one allegation made from internal parties was investigated in 2020 and another one in 2022, according to the AOU's latest annual report. While the Ethics office is being solicited more frequently (generally) over the last years, and despite this channel being advertised as safe and confidential, and even though complaints can be made anonymously, several interviewees we spoke to said that they would not use them to seek advice or file a complaint of SH, for fear of them being identified, and information being channelled to persons they know, or in a way that would disclose their identity. There still seems to be a need to further build trust in the confidentiality and capacity of the office.

The response to any SH allegation is co-ordinated between the Ethics Office and other the entities of the SEA/SH task team. As for SEA, the Ethics Office first reviews and refers complaints to AUO for investigation. After an SH allegation has been investigated and verified, the matter is referred to the Sanctions Committee for review and any applicable disciplinary action. The guidance sets clear the role of the Chief of the Ethics Office during the review phase serving as the key focal point or case manager, but after it is forwarded to AUO, there is no clarity on who and how will engage with the victim. Also, the assessment team did not hear of any specific procedures for addressing the distinct needs for SEA and SH victims in a differentiated way.

The roles and responsibilities of the specific entities within IFAD vis-à-vis SH are broadly outlined in the policy; its risk framework also integrates them through the SECAP standards (5 and 6), which cover procedures to assess and mitigate the risk of SH (and SEA) in its projects. Similarly, ECG leads risk assessment, and standards require preventative and retaliatory measures. Workshops and training sessions raise awareness of the activities and procedures outlined therein (see Element 4). The AUO and Ethics Office entry points are accessible to personnel through the phone numbers and email address on the Ethics Office's website. The same numbers should be used by HQs and field with no distinction.

As noted in 4.7.2, survey information referred to in the latest Annual Ethics report shows that IFAD staff seem to have a good understanding of IFAD's policies (98.14 percent) and of its zero-tolerance policy for SEA (97.19 percent).

Given the joint nature of the policy and action plan along with relevant independent offices, it is not clear how offices divide time and resources between SH and SEA. No specific funds at HQ or in projects are set aside to prevent or address sexual misconduct, As mentioned earlier, the Ethics Office has a total budget, including staff costs, of USD \$606,000 that covers SH, SEA, and wider code of conduct work. The reduction in budget and downgrading of position, in spite of an increased number of matters addressed, raises concerns about the capacity of the Office to prevent and respond to SH. Based on interviews and exchanges with management, this situation is explained by competing interests to balance competing budget priorities in a zero-growth budget environment.

Element 4: IFAD staff are required to take training to set the behavioural expectations regarding SH. However, IFAD does not have a dedicated training module for managers on SH, as recommended by the UN Model policy. It has, however, a toolkit for managers to address and handle staff workplace concerns, focusing on SH/SEA.

According to the IFAD SEA/SH policy, “IFAD staff and individuals holding a work contract with IFAD are required to participate in anti-harassment [...] trainings and support the Ethics Office in awareness-raising campaigns involving third parties, in particular project staff and local communities.”

The mandatory online Ethics training includes an individual module on Anti-harassment awareness. Staff and people with work contracts are required to complete refresher training every three years or whenever the training is updated. Successful completion of the online training module (with an integrated test) results in a certificate.

Although the Ethics and HR office recognise that training on sexual misconduct should ideally be in person, training is mostly online, but IFAD has also started to provide virtual classroom training.

The 4-monthly updates on the Action Plan contain evidence of the training sessions that are planned and those that have been conducted.

As of early 2023, 98% of all staff have completed Ethics training. Interview evidence confirms that staff believes that the training gives them sufficient knowledge. As mentioned in 4.7, IFAD also has strong incentives for staff to complete training; completion is part of performance assessments.

IFAD raises awareness of SH through internal communications, an ongoing activity tracked in the action plan. For example, Ethics Office is working on a "video to further raise awareness about IFAD's SH/SEA policy and approach in IFAD field operations. The goal is to present an overview of IFAD's efforts and impact on the ground, highlighting key features of IFAD's approach, while hearing from local stakeholders who are actively involved in implementing the policy." In addition, SH/SEA focal points also provide support by circulating internal communications, such as SH/SEA awareness-raising materials and information on reporting mechanisms, in their respective offices. For instance, IFAD in June released a video, Speak up, Report, Support - We Are IFAD, outlining its policy for preventing and responding to SH (and SEA) and encouraging people to report. In addition, IFAD has a section on its Intranet called 'Ethics in Action – Living IFAD's Core Values: Respect, Integrity, Professionalism, and Focus on Results,' which seeks to start a conversation between colleagues and share best practices around ethics and ethical behaviour interactively. The content on this page changes frequently. As of August 2023, the page contains a comic book graphic demonstrating the importance of confidentiality in its process and procedures in handling allegations generally.

Element 5: IFAD has several mechanisms for seeking advice and formally reporting allegations of sexual harassment. The policy states that victims/survivors of SH may seek support from various individuals and entities such as the Ethics Office, HR officers, supervisors/managers, the Staff Counsellor, the psychologist, and the staff representative. We have not been able to verify the extent to which they function or were used with regard to SH matters. Having multiple channels is however important for catering to potential victims'/survivors' needs.

IFAD lists the same complaints mechanisms for SEA and SH, with no distinction. As mentioned in 4.7.3, complaints can be made in person, via email and phone or sms/WhatsApp to an Italian number that is linked to the Ethics Office. At the country level, complaints can also be made to the CD, directly or through the channels set up by the project, or to the UNCT.

Although interviewees confirm that these mechanisms are supposed to be safe and confidential, several interviewees said they would not use them, for fear of information being channelled to the wrong persons or in a way that would disclose their identity (this was sometimes linked to IFAD's small size).

Although those mechanisms are not gender-sensitive, it is worth pointing out that IFAD makes available both a male and a female staff member to receive and process grievances so that personnel can choose to whom they wish to speak.

IFAD states that its whistleblower protection procedures protect any individual "who has, in good faith, engaged in a protected activity such as: cooperated with an IFAD audit or investigation, reported suspected unsatisfactory conduct or misconduct, or availed themselves of IFAD's established dispute resolution procedures."

All mechanisms are clarified in training and as well in the policy. In addition, interview evidence also indicates material is available on the intranet accessible to staff. Interview evidence confirms that staff are aware of the reporting channels. Complaints made through these channels are being used for statistics on trends seen by the Ethics Office Annual Report.

Element 6: The PSEAH policy commits IFAD to 'timely and objective' investigations. The AOU reports having a KPI that sets the target at 6 months between receiving an allegation to the issuance of a report that defines what measures, including disciplinary ones, are being taken. The AUO and Ethics Office also have a commitment to prioritise SH and SEA investigations. AUO explained that the reason for not having set targets for the timeliness of a response explicitly, or for any delays, is rooted in IFAD's recent commitment via its action plan to have a victim-centred approach, and the due process requirements that this entails. However, this should not prevent IFAD from setting a target, as long as the reasons for deviations are monitored and explained as appropriate.

For the time being, neither the Ethics Office's nor AUO's annual report discuss the time taken to review SH allegations specifically, nor does it identify any bottlenecks that would have been identified in reviewing and investigating. The AOU report notes general issues with timeliness, given higher caseloads of anti-corruption cases.

Element 7: IFAD reports on the SH allegations deemed credible, and on any measures taken, through a specific and confidential reporting mechanism to member states and staff. Through the interactive platform, member states can access information about the type of allegation (SH or SEA), if the alleged offender and the alleged victim/survivor are either an IFAD staff, a non-staff, or an external party, the status of the report ("ongoing" or "completed") and, the outcome including whether sanctions or disciplinary measures were imposed.

This information is, however, only available to member states that have access to the platform. It is not available publicly. The information that is available publicly is in the annual AUO and Ethics reports. The annual AUO report touches on the number of complaints, trends, investigation status, and, if relevant disciplinary outcomes. It is not possible, from these two annual reports, to discern how cases of SH have been resolved, as information follow-up action is only available in aggregate form (i.e. includes all forms of misconduct). Disaggregating this data by form of misconduct – while protecting the identity of victims/survivors, perpetrators, witnesses, and whistleblower - could however be an effective measure to improve trust of staff in the functioning of the mechanism and support a speak-up culture.

As mentioned earlier, IFAD uses and provides information to the UN's ClearCheck, a tool to screen applicants for sexual misconduct so as to stop perpetrators moving between organisations undetected. The action plan lists this as an ongoing activity, and interview evidence confirms that IFAD enters information into ClearCheck and uses it to screen applicants. In addition, IFAD provided data to the CEB Task Force on Addressing Sexual Harassment for their Narrative report on the results of the 2021 survey of CEB entities on Improved Reporting of Sexual Harassment in the UN System. IFAD is currently considering whether to join other platforms such as the Misconduct Disclosure Scheme, which is also accessible to entities beyond the UN.

MI 4.8 Evidence confidence

Medium confidence

Relationship management

Engaging in inclusive partnerships to support relevance, leverage effective solutions and maximise results.

KPI 5: Operational planning and intervention design tools support relevance and agility within partnerships

KPI score

Satisfactory

3.15

IFAD's country strategies are designed jointly with the national government. The strategies refer to the needs of beneficiaries, particularly among vulnerable populations. In addition, the strategies are linked with national goals and priorities as part of the joint consultation process. Decentralisation has allowed IFAD to locate CDT staff in or near countries where IFAD has a project. However, high vacancies and inadequate staffing limit CDT's ability to allocate sufficient time and resources to take full advantage of the proximity to the beneficiaries. IFAD project designs clearly position the intervention within the operating context. IFAD encourages regular and open communication with its partners.

IFAD designs contain a clear statement of the capacities of national implementing partners. Risk analysis and mitigation measures consider resourcing, staffing, monitoring and operating structure of country systems. Capacity analysis also includes clear strategies to mitigate risks. Changes in capacity are assessed at regular intervals.

IFAD considers operational risks at two levels: corporate operational risk and project-level operational risk. Both are covered by respective procedures. IFAD does not explicitly examine strategic risks in project designs. On the other hand, political risk is analysed in each intervention's project delivery risk taxonomy. Reputational risk is considered a cross-cutting risk across all four risk domains, including project delivery. Sexual abuse and other misconduct vis-a-vis host populations are assessed as part of the safeguard procedures.

Projects must identify which of IFAD's four corporate mainstreaming priorities (climate, youth, nutrition, and gender) the project will support. ORMS has been updated to ensure all project templates facilitate monitoring IFAD's mainstreaming targets.

As part of the project design process, sustainability and exit strategy are required and evaluated before approval. Projects consider the legal and policy environment as part of SECAP. The sustainability of project benefits and corresponding exit strategy is meant to be monitored and updated as needed. Projects contingent on shifts in policy and legislation have activities structured accordingly.

ORMS tracks the speed of project implementation by reporting on projects' outputs and outcomes. Institutional procedures are partially adaptable to local contexts and needs. IFAD has set project management indicators and corresponding targets in its RMF. Procedural delays have hindered the speed of implementation.

MI 5.1: Interventions/strategies aligned with needs of beneficiaries and regional/ country priorities and intended national/regional results	Score
Overall MI rating	Satisfactory
Overall MI score	3.50
Element 1: The organisation's country or regional strategies refer to national/regional body strategies or objectives	4
Element 2: Reviewed interventions/strategies refer to the needs of beneficiaries, including vulnerable populations	4
Element 3: The organisation's country strategies or regional strategies link targeted results to national or regional goals	4
Element 4: Structures and incentives in place for technical staff that allow them to invest time and effort in alignment process	2
MI 5.1 Analysis	Evidence documents
<p>Element 1: IFAD's country strategies are designed jointly with the national government. Country strategies provide a framework for IFAD's engagement at the country level. The strategy includes "country-level goals but also contributes to the 2030 Agenda for Sustainable Development and IFAD's overarching mandate of achieving the UN's Sustainable Development Goals (SDGs)." All countries with an active portfolio or proposed programme have a country strategy prepared either as a country strategic opportunities programme (COSOP) or a country strategy note (CSN). If country conditions prevent a COSOP, a CSN is prepared as an interim strategy. Country Directors (CD) lead the country development process. Like a PDT, a COSOP delivery team (CDT) is put together by CD with staff, typically the regional economist and a technical specialist from ECG. However, CDT teams can also request staff from other divisions to support.</p> <p>The strategy development process starts with the CD preparing a decision memo for PMD AVP for approval. The memo outlines "(i) rationale; (ii) design schedule; (iii) in-house CDT and in-country compositions; (iv) milestones, including background studies and papers; and (v) budget." After the memo is approved, consultations begin with a stakeholder workshop to present the objectives. The workshop participants are country-specific and typically include government, civil society, development partners, and the private sector. During the workshop, the government presents its goals and strategies, and the CD presents the current COSOP along with its results, lessons learned and new COSOP design process. After that, CDT will undertake field missions to interview stakeholders, potential IFAD target groups and their institutions. Finally, based on the mission, lessons learned from previous COSOPs, and government goals, the COSOP is finalised and submitted for review and approval. COSOP undergo internal PMD and SKD review by respective AVPs and staff. After an internal review, CDT submits the COSOP to Operational Strategy and Policy Guidance Committee (OSC) for review.</p> <p>Element 2: Country strategies refer to the needs of beneficiaries, particularly vulnerable populations. According to the Operational Procedures and Guidelines for Country Strategies, COSOPs must map out the key objectives and development results that IFAD aims to pursue in a country to improve the lives of rural people living in extreme poverty and food insecurity sustainably. Furthermore, COSOPs analyse a country's poverty situation and identify target groups. IFAD's decision to mainstream youth, GEWE, climate, and where relevant indigenous peoples in COSOPs demonstrates its commitment to vulnerable populations. CDTs must explain how the</p>	34, 51, 91, 105, 142

COSOP will integrate the mainstreaming themes into the country programme. COSOPs have a section that "draws on the SECAP background study, which also contains an analysis of the country's NDC and ongoing or potential support for IFAD in achieving the commitments and priorities it outlines." At the project level, projects are meant to reflect the target prioritisation of COSOPs and be tailored to the project's specifics. Moreover, IFAD targeting guidelines emphasise the importance of targeting the poorest and most vulnerable groups and people in fragile contexts. MOPAN survey evidence confirms broad agreement that IFAD's work, which at the country level is guided by COSOPs, responds to the need of beneficiaries and is targeted for impact. The survey finds most partners, with the knowledge or an opinion, strongly agree or agree that IFAD's work responds to the needs of the beneficiaries (Figure 27). Similarly, most partners, with knowledge or an opinion, strongly agree or agree that IFAD's work in countries is selective and targeted to sectors that can contribute to long-term impact (Figure 28).

Figure 27. IFAD's work responds to the needs of the beneficiaries, including the most vulnerable populations.

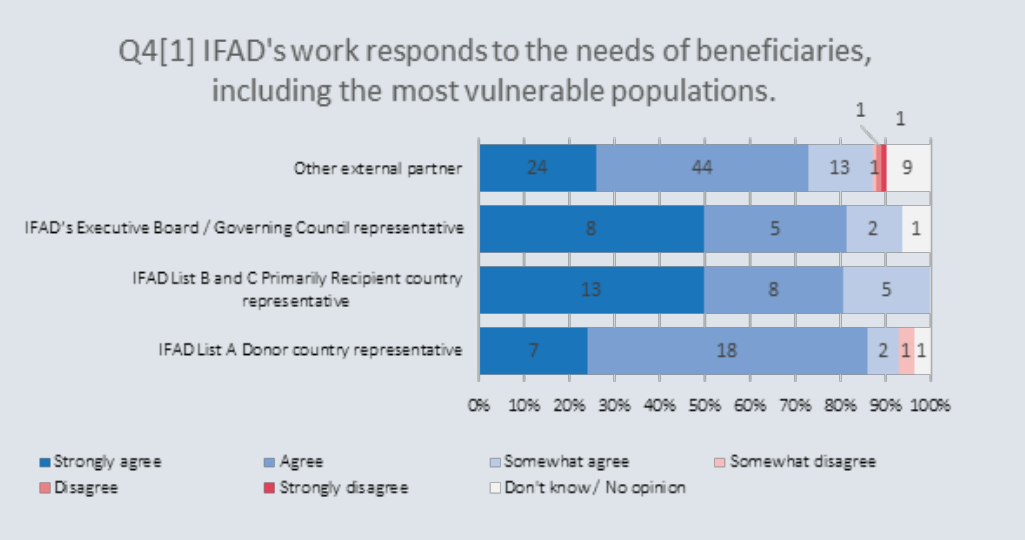
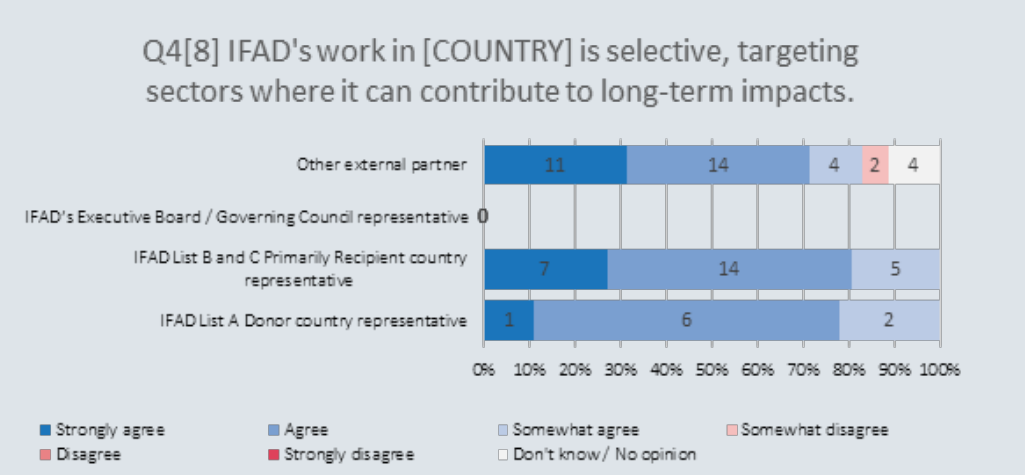
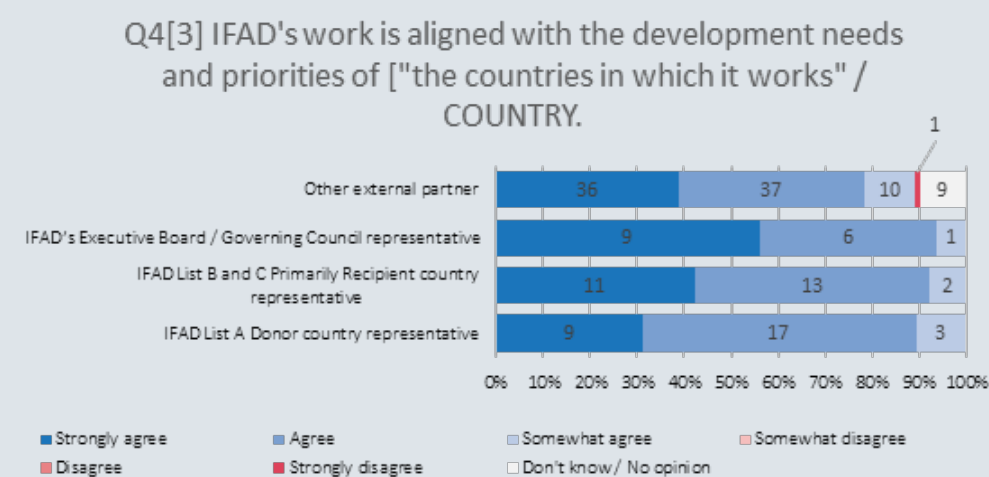


Figure 28. IFAD's work in [COUNTRY] is selective, targeting sectors where it can contribute to long-term impacts.



Element 3: IFAD strategies are linked with national goals and priorities as part of the joint consultation process. A review of CPSEs of sample countries, along with interview evidence, confirms alignment with national goals and strategies. Moreover, each COSOP's results framework, which summarises project results logic, must align with national priorities. The review process explicitly serves to ensure alignment. MOPAN survey evidence indicates all Executive Board (EB) members and country representatives surveyed, including from borrower countries, have positive views on IFAD's alignment with country development needs and priorities (Figure 29). Importantly, almost all external partners with an opinion or knowledge strongly agree or agree that IFAD's work aligns with the country's development needs and priorities.

Figure 29. IFAD's work is aligned with the development needs and priorities of ["the countries in which it works"/ COUNTRY]



Element 4: Decentralisation has allowed IFAD to locate staff in or near countries where IFAD has a project, which has facilitated better alignment. However, high vacancies and inadequate staffing limit staff ability to allocate sufficient time and resources to do so. As part of decentralisation, IFAD has increased staff in countries receiving IFAD loans and grants. This has helped Country Directors (CDs), who oversee country strategies, to better engage with country counterparts and stakeholders. Interview evidence confirms that decentralisation has provided greater engagement opportunities with the government and other partners. However, CDs with multi-country portfolios based in multi-country or regional offices have significant challenges. CDs with one or two countries can devote more time and effort to engage with the government and develop and manage a portfolio while CDs with more than three countries have challenges. This is understandable and seen in ESA, WCA, and LAC. Furthermore, CDs based in ICOs can better engage with the government and other stakeholders, which is important for quality COSOPs. CDs responsible for countries that lack ICOs are further handicapped in their engagement. IOE's decentralisation evaluation found that countries where ICOs have been in existence for many years (e.g., Kenya, Sudan, and Vietnam), showed evidence of country presence helping to better reflect country priorities and local conditions in COSOPs. Another critical component of decentralisation is the decentralisation of technical staff to regions, such as the regional economist and a technical specialist from the Environment, Climate, Gender and Social Inclusion Division. Both positions play a role

in the strategy development process. Importantly, a mixture of vacancies and limited out posting in certain regions has limited the benefits associated with decentralisation.

MI 5.1 Evidence confidence

Medium confidence

MI 5.2: Contextual/ situational analysis (shared where possible) applied to shape intervention designs and implementation

Score

Overall MI rating

Satisfactory

Overall MI score

3.50

Element 1: Intervention designs contain a clear statement positioning the intervention within the operating context

3

Element 2: Reflection points with partners take note of any significant changes in context

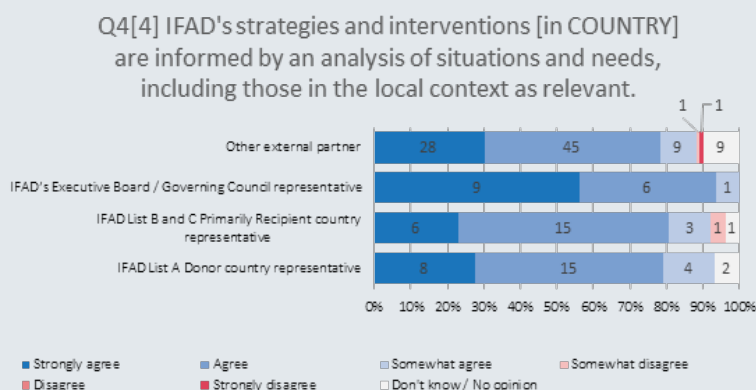
4

MI 5.2 Analysis

Evidence documents

Element 1: IFAD designs contain a clear statement positioning the intervention within the operating context. Guidelines for both projects and strategies require situational analysis. Furthermore, survey evidence confirms that across partner groups, there is a high level of agreement that analysis of the country's circumstances and needs inform IFAD strategies and interventions (Figure 30).

Figure 30. IFAD's strategies and interventions [in COUNTRY] are informed by an analysis of situations and needs, including those in the local context as relevant.



32, 51, 53, 93, 107-108

Development Effectiveness Matrix Plus (DEM+) outlines the design criteria and guides PDTs in designing projects. The DEM+ covers Project Approach, Compliance, Operational Aspects, and Overall Quality of the Design. DEM+ ensures projects are adequately situated projects in the operating context. As part of the 'Project Approach,' designs are evaluated on the context and rationale for IFAD's engagement, including fragility and conflict sensitivity and effectiveness and the likelihood of achieving the development objective. Furthermore, all projects must contain an Integrated Project Risk Matrix (IPRM) covering the environmental, climate, macroeconomic, political, governance, and fragility context. DEM+ considers the project in the context of IFAD and national priorities. Importantly, project design guidelines do not specifically require designs to map out other similar projects and how the project will seek to avoid duplication or at least complement each other.

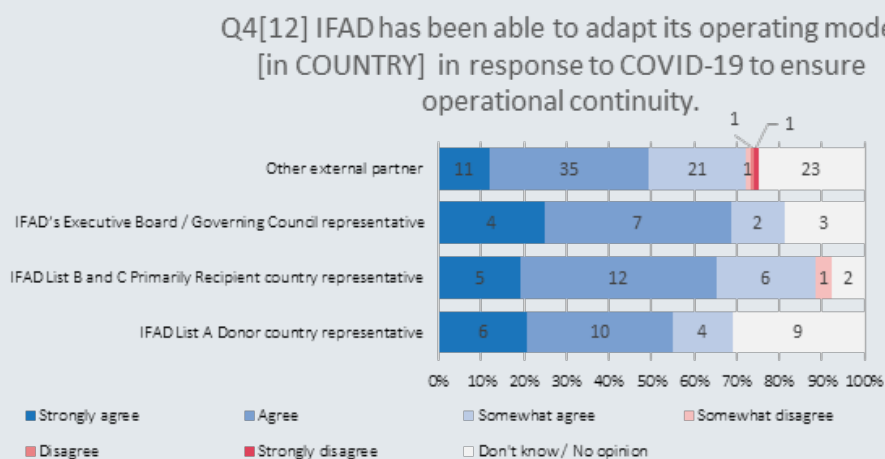
COSOPs, as indicated earlier, are framed with lessons learned by IFAD and other partners. As part of its guidance for COSOPs, IFAD requires CDTs to review and summarise key lessons from any IFAD programmes, Country Strategy and Programme Evaluation (CSPEs), impact assessments, PCRs, and other relevant thematic reviews. If CSPE was completed recently, the COSOP must attach the agreement at the completion point (ACP) in the annexe. The ACP is a signed agreement between the government and senior management containing CSPE's findings and recommendations.

Element 2: IFAD encourages regular and open communication with its partners. COSOPs are meant to map out and identify potential partnerships for the pipeline to consider. All COSOPs have a "framework based on these six objectives to plan, implement and monitor partnerships, recognising that partnerships will also evolve over the life of a COSOP and cannot be fully predetermined." These frameworks are reviewed along the several touchpoints of the strategy cycle. Furthermore, IFAD's partnership toolkit emphasises the importance of regular and open communication with partners for effective partnerships. These communication channels provide opportunities to discuss the progress of partnerships and emerging issues such as a change in context. At the project level, the financing agreement sets out reporting arrangements with borrower governments and any development partners.

At the operational level, to prepare new projects, IFAD uses staff, consultants, clients (largely government staff) and partners staff to undertake relevant analysis. Because Project preparation budgets are very limited in IFAD (about USD110,000 per project), staff need to use innovative means to undertake the required analysis. Interviews suggest that staff use other donor and partner analyses, the analyses undertaken in other IFAD-financed projects, government data and analysis, as well as surveys and analyses undertaken in the earliest stages of project implementation. It would be highly desirable for IFAD to have access to more adequate project preparation funds to undertake the required analysis early in the project preparation process.

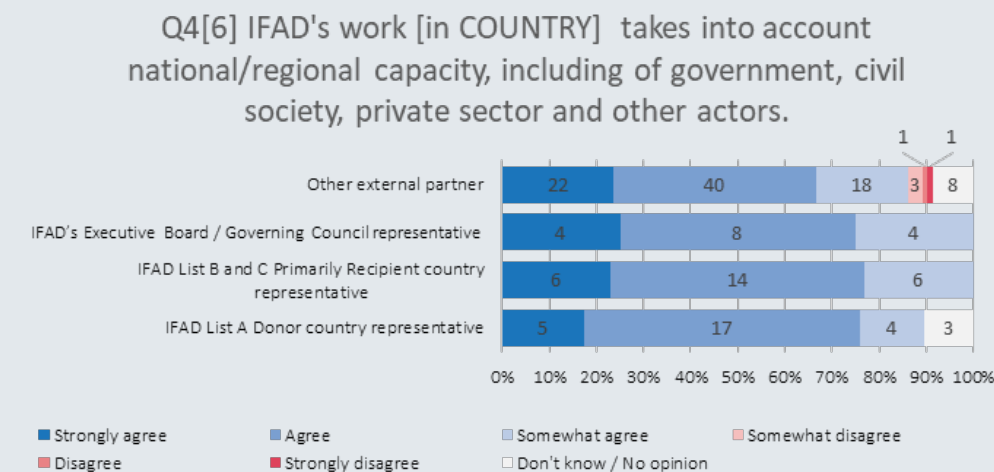
IFAD's close and valuable communication with governments, especially to significant changes in context, is evidenced by IFAD's COVID-19 response. IFAD country teams worked with governments during the pandemic to find solutions to active projects. For instance, in India, Mexico and Palestine, "there are plans to purchase agricultural surpluses from farmers to ease the effects of reduced market access." These were generally part of broader efforts to restructure projects to respond to immediate needs. In addition, IFAD offered support through its Rural Poor Stimulus Facility to complement repurposed activities. Overall, IFAD's response to COVID-19 was rooted in close collaboration with the government. Survey evidence reaffirms general agreement from partners, with an opinion or knowledge, that IFAD adapted its operating model in countries in response to COVID-19 to ensure operational continuity (Figure 31).

Figure 31. IFAD has been able to adapt its operating model [in COUNTRY] in response to COVID-19 to ensure operational continuity.



MI 5.2 Evidence confidence	High confidence
MI 5.3: Capacity analysis informing intervention design and implementation, and strategies to address any weakness found are employed	Score
Overall MI rating	Satisfactory
Overall MI score	2.80
Element 1: Intervention designs contain a clear statement of capacities of key national implementing partners	3
Element 2: Capacity analysis, from the perspective of using and building country systems, considers resourcing, staffing, monitoring and operating structure.	3
Element 3: Capacity analysis statement has been jointly developed with country partners and shared with development partners	2
Element 4: Capacity analysis statement includes clear strategies for addressing any weaknesses, with a view to sustainability, where applicable developed jointly with development partners	3
Element 5: Reflection points with partners take note of any significant changes in capacity	3
MI 5.3 Analysis	Evidence documents
Element 1: IFAD designs clearly state the capacities of national implementing partners. IFAD reviews national capacity at the country level during COSOPs and the project level during design. The PDT should “review available risk or performance analyses conducted for the COSOP.” PDT also review other ongoing projects or recently closed projects. Survey evidence shows a high level of agreement that IFAD considers national capacity, especially among donor and borrower government representatives (Figure 32). Over 85 per cent of respondents from each category strongly agreed or agreed that IFAD’s work takes into account national and regional capacity, including of government, civil society, private sector and other actors.	29, 51, 93, 105

Figure 32. IFAD's work [in COUNTRY] takes into account national/regional capacity including of government, civil society, private sector and other actors.



COSOPs identify how IFAD, working with the government, will manage risks to mitigate their impact. These risks are reviewed in the Integrated COSOP Risk Matrix (ICRM). The ICRM examines 20 different risks, but in terms of national capacity, it reviews the following: financial management; internal country controls; account and financial reporting; external audit; procurement issues. In addition, procurement, financial management, and SECAP are further explored by respective analysis. For instance, Procurement Risk Matrix (PRM) contains four pillars:

- Pillar I. Legal, Regulatory and Policy frameworks (3 Indicators and 18 sub-Indicators).
- Pillar II: Institutional Framework and Management Capacity (5 Indicators and 14 sub-indicators).
- Pillar III: Public Procurement Operations and Market Practices (2 Indicators and 6 sub-indicators).
- Pillar IV. Accountability, Integrity and Transparency of the Public Procurement System (4 Indicators and 17 sub-indicators).

The PRM is required for all COSOPs. Interview evidence confirms that the country system analysis occurs at the COSOP level in its ICRM. The risk assessment processes for SECAP rely on a Preliminary Project Review Note, and financial management has a financial management assessment questionnaire. The financial management (FM) issues summary is prepared by FMD as part of the documentation for every Concept note, or COSOP presented for OSC approval. The summary provides various diagnostics on the Country PFM systems, the status of the ongoing portfolio, the foreseen risks and mitigation measures to the CN and the proposed FM arrangements for consideration at design. Notably, if any of the risks identified materialise that significantly affect IFAD's programming, adjustments to the strategy and its financing can be considered during the annual review, the midterm COSOP results review (CRR), or if necessary, in a new COSOP or CSN.

At the project level, these risks are reviewed through the Integrated Project Risk Matrix (IPRM). The IPRM is meant to "succinctly capture key project risk information and serve

as a summary project risk register, comprising identified risks, risk ratings, mitigation plans, and updates on risk trends.” The matrix reviews risks such as project financial and procurement management and institutional capacity for implementation and sustainability. The SECAP, financial, and procurement risk analysis are meant to feed into the IPRM. IFAD has adopted the MAPS methodology for its risk assessment for project procurement. To the degree they are acceptable to IFAD, it aims to work through national procurement systems as much as possible. While IFAD identifies local implementing partners' capacity outside of procurement through BUILDPROC, these efforts are more limited. For more details on these capacity building efforts, please refer to Element 2 below.

With respect to the project procurement, since its establishment in 2019, the following activities have been successfully completed: (i) assessment of the status of IFAD's project procurement practices in IFAD; (ii) reform in project procurement policies, including release of a simpler-to-use reference manual, standard procurement documents, internal procurement manual for use by staff and consultants, and introduction of a risk-based approach to the supervision and oversight of project procurement; (iii) launching of IFAD's Online Procurement End-to-End System (IFAD OPEN) that supports IFAD-financed projects in planning, recording, and tracking the procurement process from the procurement plan to contract completion ("from end to end") and addition of a new section in project procurement page that constitutes a one-stop-shop for accessing resources; (iv) internal as well as external capacity building, including through BUILDPROC ongoing training initiative that certifies each and every IFAD financed project staff in public procurement. So far, more than 1000 project staff have been trained; and (v) partnerships including holding of meeting of MDB's Heads of Procurement Group Meeting in December 2020, and mutual reliance agreement in project procurement with the World Bank.

Element 2: Risk analysis and mitigation measures consider resourcing, staffing, monitoring and operating structure of country systems. In particular, the matrix within the project delivery risk taxonomy considers the institutional capacity and processes related to project implementation, monitoring and evaluation, procurement, and financial management. The IPRM is completed in ORMS, and guidance exists for staff. For example, when staff select a risk category to input, a generic description of the risk category will guide staff. Guidelines instruct staff to edit and tailor the generic risk description to the specific risk circumstances faced by the project. Assess and record the inherent (pre-mitigation) and residual (taking account of mitigating actions) levels of risk. Add the risk mitigating actions. In addition, IPRM requires staff to include key responsibilities and timelines for implementing mitigation actions. Interview evidence confirms that IFAD attempts to do so with the perspective of using and building country systems.

According to IFAD's COSOP guideline, it mainstreams capacity-building and empowerment throughout its lending and non-lending operations, and supports strengthening capacities within national and local governments, implementing agencies and rural people's organisations. COSOPs provide an opportunity to analyse weaknesses in capacity and identify how IFAD can utilise its lending, grants, and non-lending expertise (including that financed by RTAs) to improve capacity to enable policies and institutions, service delivery, or the institutions of beneficiaries. More specifically, IFAD has several initiatives supported by its grant programme for areas such as project management (RESOLVE and SUSTAIN), M&E (PRIME), financial management (APEX), and procurement (BUILDPROC). Importantly, IFAD's revised

M&E action plan mentions it will support projects to leverage digital technologies to enhance project-level M&E capacity and strengthen systems. Also, its grant-funded capacity-building for procurement in IFAD's project portfolio (BUILDPROC) training is set to certify at least 700 procurement officers in over 80 countries.

In Ethiopia, IFAD has ongoing capacity-building efforts in social safeguards and monitoring and evaluation in order for IFAD to use country systems. These efforts in Ethiopia are funded through the PoLG allocation used for the project. However, the government is also financing another capacity building on monitoring and reporting on development finance using digital data collection, data analytics and visualisation.

In terms of financial management, FMD has recently planned to enhance the use of the country systems for project financial management (PFM) in 2023 through the following approaches:

Clear guidance on what we mean by the use of public financial management systems from the IFAD perspective. This was necessary given that IFAD does not directly support the development of country systems. Hence, we can only use what is available to the extent that we are comfortable that IFAD's fiduciary obligation of ensuring the proper use of funds is not compromised. The review of the systems is supported by the availability of secondary data (PEFA or other alternative sources)

Staff training on how to analyse the secondary data as part of the assessment of the PFM systems and thus be able to determine which systems to leverage for the project under design.

FMD Regional teams to develop strategies on how they would enhance the use of the various aspects of the PFM systems within their portfolios, such as the use of SAIs for external audits.

Piloting some of the low-hanging fruits are being rolled out this year, including the establishment of country audit strategies in 2 countries in each region.

Revalidate the current data in the system to have a more recent status as of 31st May 2023. Progress is being monitored on a quarterly basis, including reporting to senior management.

For 2023 designs going forward, prioritise the use of PFM systems through detailed assessments.

Importantly these efforts are limited by IFAD's single sector focus, given that its country of operations typically has weaker capacity in rural areas. However, for that very reason, IFAD would be best positioned to support those efforts, given its expertise. Nevertheless, given IFAD's size and limited resources, it has made efforts to improve capacity. If these efforts are successful, they should help enhance project sustainability and other areas depending on the capacity efforts. Interview evidence does indicate that the government's appetite for incorporating capacity building within project activities – which is beyond the control of IFAD – can be a limiting factor. A second limiting factor – which is also dependent upon the external context - is the weakness of some Government systems. IFAD's desire to strengthen local systems is constrained by its size, resources fiduciary responsibility to ensure its resources' most effective and efficient use. In addition, IFAD is constrained by its limited budget for country programme delivery and staff resources. IOE has found that IFAD's capacity-building efforts have been limited by a combination of all of these factors. This may be

an area where partnering with institutions with more substantial staff and resources for capacity building, such as FAO, may be productive.

Element 3: IFAD has no formal requirement to prepare or share capacity analysis with partners. PDTs are encouraged to share their risk analysis with government counterparts, especially if it promotes a more collaborative risk identification and management approach. However, there is no formal requirement to do so, and interview evidence suggests that risk analysis is rarely shared formally with other partners. Feedback from IFAD staff in interviews note that analysis is shared with government counterparts and is used as the basis to build capacity and determine additional measures to ensure compliance with IFAD requirements.

Element 4: Capacity analysis also includes clear strategies to mitigate risks. In instances of shortcomings with country systems, IPRM requires mitigation plans to address identified risks. Mitigation plans and corresponding residual risk must consider whether it is “line with the established risk appetite for the associated risk category.” In addition, the guidance suggests that staff should develop mitigation plans that “describe specific actions that will be undertaken, and indicate responsibilities and timelines for their implementation, as this will facilitate later follow-up during implementation.” The initial IPRM at the concept stage is reviewed at OSC, which reviews concept notes and IPRM. After the PDT will further improve and develop the IPRM based on OSC recommendations. Finally, before consideration by the board, project IPRMs are reviewed at DRM to ensure OSC recommendations are taken up and also consider the following:

Key risks are well-identified and clearly defined;

The assessment of inherent and residual risk levels is sufficiently robust, realistic and consistent (see paragraphs 11-14 and 29), including the assessment of risk mitigation/control effectiveness (see paragraphs 18-19);

Robust risk mitigation plans are presented, especially for risks having an inherent risk rating of High or Substantial; and,

The risks that, after taking account of proposed mitigation plans (i.e. on a residual basis), still remain outside the established risk appetite are duly noted, with agreement that a differentiated risk appetite will apply and that the risks will be proactively monitored.

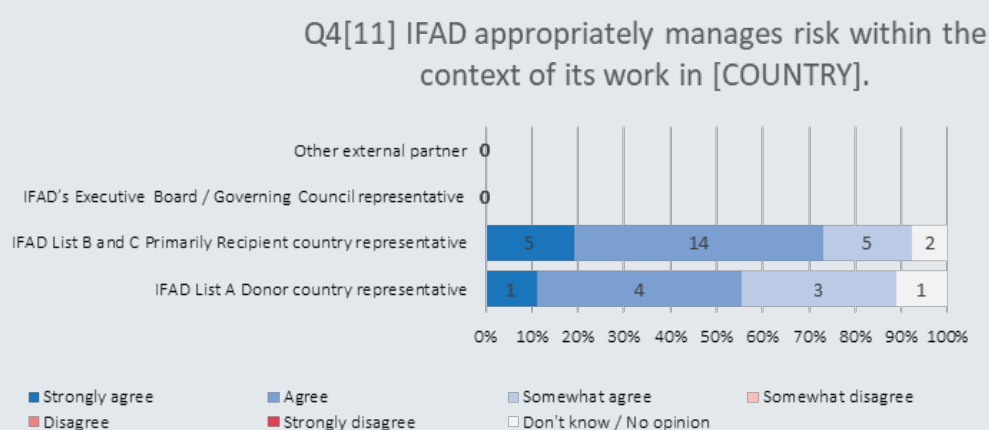
Depending on the nature of mitigation measures, they will be embedded in the financing agreement. Importantly, as raised in interview evidence, some of these measures are not necessarily building capacity and can entail additional work. The rollout of a new procurement system, OPEN, is anticipated to allow for flexibility in adapting to different country procurement systems. The problem with imposing donor systems of management on borrowing countries is that other donors are doing the same, creating multiple management systems (financial management, M&E, multiple approaches to services such as extension or rural banking. This can easily create incoherence at the country level. What appears to each donor as necessary to ensure proper use of its funds and responsiveness to issues that it has seen in the past, when multiplied over several donors, the result may be incoherent and unsustainable.

Element 5: Changes in capacity are assessed at regular intervals both as part of project supervision reports and COSOP annual and mid-term results review. IFAD regularly communicates changes with partners depending on the implementation arrangements and communication modality. In the case of a COSOP

or CSN, if the risks materialise, IFAD can require a new COSOP or CSN, in which the government would be closely involved, given the joint nature of country strategies. For projects, the IPRM is required to be updated both as a result of supervision missions and in the event of a change in the risk profile. Changes include a change in capacity, among other factors. Supervision missions should monitor and assess the efficiency and effectiveness of risk mitigation measures. The guidance states that supervision teams “should explicitly verify and seek adequate evidence that planned risk mitigation measures are actually being applied in a timely, effective, and consistent manner, and are actually yielding anticipated risk reduction benefits. These assessments will help ascertain the need to adjust mitigation actions and revise risk ratings, as well as the emergence of significant new risks.” The periodic review helps ensure that changes are made if capacity or issues with mitigation measures are raised and that risks are addressed appropriately.	
MI 5.3 Evidence confidence	Medium confidence
MI 5.4: Detailed risk (strategic, political, reputational, operational) management strategies ensure the identification, mitigation, monitoring and reporting of risks	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: Intervention designs include detailed analysis of and mitigation strategies for operational risk	4
Element 2: Intervention designs include detailed analysis of and mitigation strategies for strategic risk	3
Element 3: Intervention designs include detailed analysis of and mitigation strategies for political risk	3
Element 4: Intervention designs include detailed analysis of and mitigation strategies for reputational risk	3
Element 5: Intervention design is based on contextual analysis including of potential risks of sexual abuse and other misconduct with respect to host populations	2
MI 5.4 Analysis	Evidence documents
Element 1: IFAD considers operational risks at two levels corporate operational risk and project-level operational risk. Both of these risks are covered by respective procedures. In 2022 IFAD introduced Operational Risk Management Procedures covering corporate-level operational risks. The Enterprise Risk Management (ERM) Policy covers the Operational Risk Management (ORM) Procedures, which seek to “establish the course of actions for the effective management of operational risk and for the implementation of a systematic process designed for the identification, assessment, monitoring and mitigation of operational risks across the Fund.” As part of the Office of Enterprise Risk Management (RMO), the Operational Risk Management Unit (ORMU) oversees operational risk. IFAD’s Operational Risk Management Framework (ORMF) supports “identification, assessment, monitoring and reporting of operational risks, which requires a clearly designed structure.” The scope of the President’s Bulletin on Operational Risk Management Procedures is to set up provisions for the identification of operational risks resulting from inadequate or failed internal processes, people and systems or from external events that may result in financial loss or damage to the Fund’s reputation (corporate level). Recently, IFAD finalised the incident/loss data collection reporting process for the establishment of a reliable database on which to build increasingly effective risk assessment and impact analysis. RMO is now launching an e-learning mandatory training for all IFAD staff in	24, 29, 58, 62, 70, 80

order to internalise the process of reporting operational risk incidents across the institution. Focal points have been identified in each unit (including at the country level) who will act as coordinators within their division for the reporting of operational risk in their area of activity. The Incident/Loss Data Collection Reporting Process works in tandem with three other risk components: Risk Control Self-Assessment (RCSA), Key Risk Indicators (KRIs), and Scenario Analysis. From the projects' perspective, instead, the related document is the "Enhancing Risk Management in IFAD Investment Projects" guidelines developed in 2021 which provides a set of tools to technical staff to manage and monitor projects related risks, including the operational ones. Survey evidence confirms that donor and borrower government officials based in recipient countries and engaging with IFAD widely agree that IFAD manages risks in the context of its work in different countries. (Figure 33).

Figure 33. IFAD appropriately managed risk within the context of its work [in COUNTRY]



In addition, IFAD has established safeguard procedures called the Social, Environmental and Climate Assessment Procedures (SECAP), which were updated in 2021 that are required for all projects. The first step in SECAP is the screening and categorisation process, in which projects are categorised as one of the following: High, Substantial, Moderate, and Low for both environmental and social risks and climate risks. The ECG representative on the PDT leads the process and proposes a "preliminary environmental and social category, and climate risk classification for the project, together with the necessary actions to address the associated environmental, social and climate risks, and their expected impacts." Screening tools and checklists are used in conjunction with the exclusion list to guide the process. The Project Concept Note (PCN) includes preliminary categorisation and mitigation measures. The project will proceed to the full design stage, subject to PCN approval. The final design will consist of a full SECAP review note and, depending on the nature of the risks, any required studies or plans. For instance, high environmental and social risk projects will require an Environmental, Social and Climate Management Framework/Plan or Environmental and Social Impact Assessment. Depending on the nature of the project, financing agreements may include provisions monitored as part of the supervision process. High and substantial-risk projects are subject to more periodic monitoring and supervision missions. Supervision missions will review the implementation of management plans and any relevant causes in the financing agreement. In the event of changes in the risks identified or failure in mitigation measures, revised management

plans will be required that may include additional consultations and assessments depending on the nature of the risk.

Element 2: Project designs do not specifically examine and analyse strategic risk. Strategic risk is assessed with COSOPs and considered at the country and corporate level. IFAD's Enterprise Risk Management (ERM) Policy labels strategic risk as one of its four risk domains. Strategic risk is defined as "risks having impact on the Fund's ability to achieve its mission, execute its strategies and meet its objectives." Strategic risk is also not evaluated at the COSOP level. There is no policy or guidelines on how strategic risk is considered at the project level or country (COSOP) level.

Strategic risks at the COSOP are assessed initially by the COSOP development teams as they undertake thorough analytic work (e.g., assessment of Country's Policy and Institutional Environment, lessons learned from evaluation, etc.) as a basis for the country strategy preparation. Beyond that, QAG conducts an arms-length review of each COSOP before they are finalised and presented to the Board. QAG review includes criteria mainly to assess strategic and other risks at design (project perspective of other risk domains, e.g. financial, operational risks etc.).

Given the Board also considers each COSOP, they too have a role in assessing Strategic Risk, though their reviews are holistic and do not necessarily focus only on strategic risks. Similar approaches are applied at the project level. IFAD has internal mechanisms to mitigate strategic risks in COSOPs and projects. One example is that, if QAG quality at entry assessment of COSOP and project design are below moderately satisfactory, IFAD Management (OSC Chair and PMD AVP) will not allow the design to proceed further unless the design is strengthened (through appropriate/effective controls) in line with QAG and Operational Strategy and Policy Guidance Committee (OSC) recommendations. Some indicators (effectiveness and sustainability at design) and related assessments are monitored and reported through the IFAD Corporate Risk Dashboard, for which an indicative threshold has been put in place.

During implementation phase, risks are analysed through project supervision missions and COSOP Mid Terms Reviews and at the time of project completion (through the preparation of PCRs). During implementation IFAD has a developed IPRM which allows for a structured assessment of risks based on numerous risk indicators. Also, the overall performance in terms of achieving the development objective and performance is assessed during annual SIS missions and reported in ORMS. The data from the ORMS are monitored and feed the annual RIDE - which is a monitoring and reporting instrument at aggregated level to the EB. The results from partnership engagement and perception are also reported by PMD and monitored in the IFAD Corporate Risk Dashboard through the KRIS: a) Percentage of partnership-oriented RMF targets met during the current replenishment and b) partnership building measuring CCRs and Stakeholder Survey.

Element 3: Political risk is analysed in each intervention's project delivery risk taxonomy. Project delivery risk is another of the four risk domains identified in the ERM Policy. Within the project delivery risk, political commitment risk is reviewed. The risk is included as part of the IPRM, which is embedded in each design. An example of political commitment risk would be the risk that a government reverses key political decisions and commitments central to a project's success. Identified risks are assigned risk ratings based on the likelihood of a risk occurring and its potential impact on the project objectives. IFAD has four risk ratings: High, Substantial, Moderate, and Low. Depending on the level, PDTs must plan mitigation actions to reduce risk to align with

its Risk Appetite Policy. According to guidance on Enhancing Risk Management in IFAD Investment Projects, proposed actions to mitigate a risk should be realistic, cost-effective and proportionate to the risk being managed. As mentioned earlier in MI 5.4 Element 5, project delivery risks are tracked as part of IPRM throughout the project cycle, especially during missions. Supervision missions, in particular, monitor and assess the efficiency and effectiveness of risk mitigation measures.

Element 4: Reputational risk is considered a cross-cutting risk across all four risk domains, including project delivery. In the context of interventions, IFAD's highest risk ratings (high and moderate) contextualise the ratings further by the impact on reputational risk if the underlying risk is not adequately mitigated. Project preparation and supervision budgets are adjusted as a function of project risks. As part of supervision missions, IFAD staff examine any reputational risks and mitigation measures. In addition, missions also consider any changes in circumstances that may alter previous risk ratings.

Element 5: Assessing risks of sexual abuse and other misconduct vis-a-vis host populations is part of the safeguard procedures for each project, but IFAD's SEAH risk measures merit being reviewed.

Given IFAD's goal to "work where poverty and hunger are deepest: in the most remote regions of developing countries and fragile situations, where few development agencies venture" (IFAD, n.d.f), also mean that it works in the types of situations that are vulnerable to abuse of authority – such as SEA - towards beneficiaries and the host population.

IFAD's Corporate Risk Dashboard, updated quarterly, lists "unsatisfactory conduct or misconduct" as a sub-domain of operational risks. In the latest dashboard available to the assessment team (2019), this risk was identified as low / green; recent dashboards are not available to the public. However, measures (for SEA risk) underlying the dashboard continue to have major flaws: One is that the risk threshold for misconduct is expressed in terms of numbers of allegations of misconduct received by ETH/AOU. Given that SEA and SH in general are widely known to be under-reported, and given our analysis of adequacy of IFAD's prevention and complaints mechanisms for SEA (see MI 4.7), it is highly debatable whether the number of allegations is an accurate measure for risk. Also, the risk measure would only take into account allegations where the perpetrator is an individual with a staff or non-staff contract with IFAD. Implementing partners (where the highest risk is to be expected) are not included.

Thus, one risk worth noting that does not seem to be accounted for is the risk of impunity in case of an allegation of SEA in a project where the partner government is unable to handle SEA complaints. IFAD is responsible for investigating its personnel, but staff employed by the (government) partner has to be investigated by the host government, not IFAD. There is currently no plan for situations in which the partner does not have that capacity to lead a satisfactory investigation. Various options could be looked into – ranging from capacity assessment pilots coupled with training, to agreements with partner organisations that have investigative capacity.

At project level, IFAD's SEA safeguard procedures are contained in SECAP Standard 5: Labour and Working Conditions and Standard 6: Community Health and Safety. Standard 5 requires projects to have "[c]lear provisions regarding non-discrimination and prevention of [SEAH] have been included in all contracts with project employers, contractors and suppliers." Standard 6 requires the project to assess "risks of project-related SH and SEA alongside with gender-based violence and human trafficking." It

requires partners to “adopt specific measures where appropriate to address and prevent those risks, including confidential channels for reporting incidents and for providing support, reporting and response protocols in line with IFAD’s SEA/SH policy.” Finally, it also establishes “procedures to provide services and redress for survivors/affected persons”. SECAP also notes that IFAD will “take appropriate measures, including the termination of the Contract” in case SH or SEA “arising out of or in connection with the performance of the Contract” is proven.

In addition, SECAP, in Annex 4, has clear procedures and requirements for the integration of PSEAH into procurement. Contractors would be required to sensitise their workforce on GBV/SEA and sign a code of conduct (a model CoC has been added to the Project Implementation Manual in 2023). For instance, contract conditions state that any instance of GBV, SH and SEA “will lead to an employee's termination of the contract under the contractor's code of conduct.” This is part of IFAD's efforts to embed its zero-tolerance policy on SH and SEA by embedding statements and requirements to that effect. SEA issues are also reviewed as part of supervision and support missions.

At concept and design stage, IFAD mandatorily screens each project for SEA/SH risk, using a screening tool. The tool determines the severity and likelihood of SEA risk. A risk judged “substantial” would require teams to develop a community health and safety management plan with detailed mitigation measures, such as sensitisation campaigns, or support through service providers.

Although IFAD has put tools in place to identify SEA risks as part of the social risk assessment of all projects, there are several shortcomings that IFAD has yet to address.

First, although the organisation intends to address deficiencies in capacity with mitigation measures, we found no evidence that the capacity of implementing partners (typically governments) is assessed before entering into a contractual relationship.

Second, to assess severity of a risk at screening stage, IFAD’s screening tool asks if “the project [could] lead to the potential for GBV, including SH, SEA, as a result of labour influx, land redistribution, or other actions that alter community dynamics”. However, the way in which probability of the risk is determined merits reviewing it asks whether there has been a “history of regular occurrence at IFAD, similar organisations or investments”. This is not a good measure, and likely to consistently lead to a “low” probability, given SEA is known to be notoriously under-reported and that IFAD has had only one allegation of SEA to date. It is therefore perhaps not surprising that no community health and safety management plan with SEA mitigation measures has yet been set up since SECAP was introduced in 2021.

Furthermore, interviews indicate that if IFAD staff identify a heightened risk of SEA, they would have to enter it into the Integrated Project Risk Matrix (IPRM), the country strategy risk matrix or the SECAP at the outset of a project. However, these are publicly available and have to be signed off by the government. Identifying a SEA risk in those tools could therefore provoke controversy and CDs may be inclined to avoid it. There is, however, no alternative tool in which they would be asked to raise such risks internally and more informally. All these factors seem to indicate that there is a high probability that SEA risks are being under-estimated in IFAD’s projects.

MI 5.4 Evidence confidence

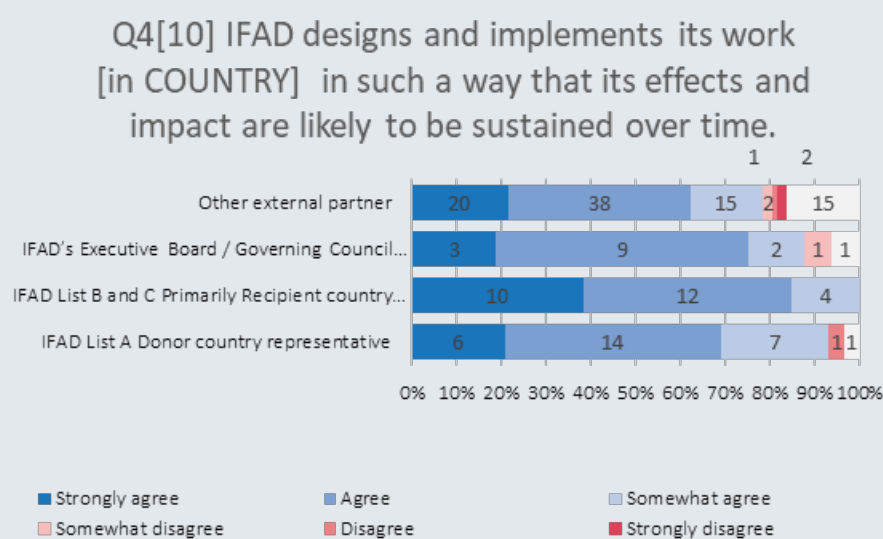
Medium confidence

MI 5.5: Intervention designs include the analysis of cross-cutting issues (as defined in KPI 2)	Score
Overall MI rating	Satisfactory
Overall MI score	3.50
Element 1: Approval procedures require an assessment of the extent to which cross-cutting issues have been integrated in the design	4
Element 2: Plans for intervention monitoring and evaluation include attention to cross-cutting issues	3
MI 5.5 Analysis	Evidence documents
<p>Element 1: Projects must identify which of IFAD's four corporate mainstreaming priorities (climate, youth, nutrition, and GEWE) the project will support. Furthermore, these mainstreaming priorities have clear criteria for consideration and are led by ECG division staff. The criteria consist of theme-specific situational analysis, integrated ToC; specific indicators and outcomes; and dedicated financial and human resources. For youth guidance, as part of the Mainstreaming Guidelines for Social Inclusion Themes, the "ratio between total outreach and youth outreach should be consistent with the ratio between the total number of new jobs/employment opportunities and the number of new jobs/employment opportunities for young people." Similarly, for GEWE and nutrition-sensitive projects, the guidelines set clear indicators and requirements for consideration as GEWE or nutrition-sensitive project. Regarding climate, IFAD has IFAD Climate Finance Tracking Guidelines, which guide staff on ensuring climate project designs support IFAD 12 commitment to build adaptive capacity and support nature-based solutions. PDT technical staff is responsible for mainstreaming these priorities. To ensure selectivity, IFAD tracks how many projects have multiple themes. The inclusion of multiple themes is guided by country demand and Framework for Implementing transformational approaches to mainstreaming themes. While IFAD has processes to assess cross-cutting themes in projects, implementing these processes is critical to the success of its projects and achieving corporate targets. In particular, sufficient staff and budgetary resources will be critical in ensuring IFAD's projects can deliver increasingly laudable goals on transformative gender and nutrition impact. Given IFAD's efforts to address resource constraints, as seen in the recent 2023 budget and beyond, will likely be pivotal to ensuring proper assessment, integration, and finally delivery of these critical cross-cutting objectives and targets.</p> <p>Element 2: ORMS has been updated to ensure all project templates facilitate monitoring IFAD's mainstreaming targets. All four mainstreaming areas have specific indicators and outcomes that enable monitoring and evaluation. Each mainstreaming area has a set of core indicators that must be integrated into project log frames. Starting in IFAD12, IFAD now requires youth-sensitive projects to monitor the number of people with new jobs/employment opportunities and disaggregate it by sex, youth, and, if relevant, indigenous peoples. All mandatory indicators must set targets and their multipliers at design. The Core Indicator Framework states that "results for output level CIs (and other output indicators in the log frame) are reported during supervision,</p>	51-52, 93

<p>and at least once a year. Results for outcome level CIs are captured through surveys carried out at three times over the course of project implementation: at project baseline, mid-term and completion stages." Furthermore, based on the project mainstreaming areas, the supervision team will include relevant ECG staff who will update the log frame and relevant reporting requirements within ORMS.</p>	
<p>MI 5.5 Evidence confidence</p>	<p>Medium confidence</p>
<p>MI 5.6: Intervention designs include detailed, realistic measures to ensure sustainability (as defined in KPI 12)</p>	<p>Score</p>
<p>Overall MI rating</p>	<p>Satisfactory</p>
<p>Overall MI score</p>	<p>3.00</p>
<p>Element 1: Intervention designs include statement of critical aspects of sustainability, including institutional framework, resources and human capacity, social behaviour, technical developments and trade, as appropriate</p>	<p>3</p>
<p>Element 2: Intervention design defines key elements of the enabling policy and legal environment required to sustain the expected benefits of successful implementation</p>	<p>3</p>
<p>Element 3: The critical assumptions that underpin sustainability form part of the approved monitoring and evaluation plan</p>	<p>3</p>
<p>Element 4: Where shifts in policy and legislation will be required for sustainability, the intervention plan directly addresses these reforms and processes in a time-sensitive manner</p>	<p>3</p>
<p>MI 5.6 Analysis</p>	<p>Evidence documents</p>
<p>Element 1: As part of the project design process, sustainability and exit strategy are required and evaluated before approval. An exit strategy is required as part of the design document, but it evolves and adapts during project implementation. The project exit strategies must be assessed and reviewed from MTR onwards. The sustainability strategy outlines how the project impact will continue after the intervention is completed in the long run. The exit strategy is part of the sustainability strategy and outlines the approaches, roles and responsibilities after project completion. Project teams should continuously assess the exit strategy and final exit plans during annual supervision missions. The exit strategy becomes a mandatory rating at MTR and annually after that until project completion. Exit strategies inevitably evolve, especially around MTR and after that. While these changes in exit strategy are tracked at the individual project level and recorded in the MTR, as a proxy, the improvements in exit strategy rating from MTR until the final supervision can be used. For projects completed over the last four years (2019-2022) at MTR, 50 per cent were rating 4+ on their exit strategy. In the latest supervision mission round, this went up to 80 per cent rated 4+ on the exit strategy, showing an improvement and evolution of the exit strategy.</p> <p>The issue of sustainability of benefits affects agriculture projects funded by all IFIs and UN agencies involved with agriculture and is therefore not unique to IFAD. IFAD likely finds this more challenging than other IFIs because it targets the poorest farmers who are found in the poorest regions of countries. Typically, management capacity in the poorest regions, including conflict affected states will be weakest.</p>	<p>51, 70, 93, 105, 108</p>

In response to weakness in the sustainability of benefits, IFAD, as part of IFAD12 replenishment, committed to adopting a Sustainability Action Plan (SAP). The dedicated action plan seeks to provide operational and technical actions to improve sustainability performance to reach the IFAD12 RMF target. The SAP tackles financial and economic, social, environmental and climate change, institutional and technical dimensions. Regarding progress, as of end-2021, IFAD's RIDE finds that IFAD is just 3 per cent away from reaching the IFAD12 replenishment target of 85 per cent of projects with moderately satisfactory ratings or higher (4+) for sustainability. Whilst the IOE also documents a positive trajectory of improvement over the past five years, it shows a lower share (68 per cent) of projects rated moderately satisfactory on sustainability. The SAP aims to identify additional actions to bridge this gap by building on this improvement. Also, the SAP proposes actions around improving the integration of sustainability in the IFAD project cycle, operational tools and training, and monitoring sustainability across project lifecycles and interventions. While IFAD has taken several steps, given their recent nature, evaluative evidence is not available to assess the efficacy of these efforts. Survey evidence demonstrates that most partners strongly agree or agree that IFAD designs and implements its work in ways that its effects and impact are likely to be sustained over time (Figure 34).

Figure 34. IFAD designs and implements its work [in COUNTRY] in such way that its effects and impact are likely to be sustained over time.



As part of COSOPs templates, COSOP will adopt a medium-to-long-term vision of the country programme and a sustainability strategy. The template specifies the following areas of focus:

- Institutional capacities and if/how these need to be strengthened under the COSOP;
- Government commitment and how it materialises in terms of carrying on COSOP investments, for example, through policy adjustments and/or the expansion of IFAD investments either by the government itself or through development partners' sponsored programmes;

- Engagement and ownership of local communities and their financial and human capacities to continue results promoted under the COSOP;
- Environmental and climate impacts.

The strategy should also include clear roles and responsibilities after completing the COSOP. While COSOPs have sustainability strategies, they do not specifically assess country risk to sustainability. The annotated outline of COSOP Guidelines is dedicated to risk management and requires IFAD to identify and propose risk mitigation measures for risks related to political/governance, macro-economic, sector strategies and policies, institutional capacity, portfolio, fiduciary, environment and climate.

Element 2: Interventions consider the legal and policy environment as part of SECAP. Interventions in countries or regions in which the legal and policy environment is uncertain or subject to change automatically trigger high or substantial risk. For example, if the intervention country is in the process of changing applicable legislation, the project would be considered a high or substantial risk. Similarly, if enforcement is weak, the project can be categorised as high or substantial risk.

Element 3: The sustainability of project benefits and corresponding exit strategy is monitored and updated as needed. An exit strategy is required as part of the design document, but it evolves and adapts during project implementation. A review of project exit strategies needs to be performed from MTR onwards, which interview evidence confirms relevant staff are aware of and pay close attention to. After MTR, annual supervision missions are required to rate exit strategies until project completion. However, the guidelines emphasise it is an iterative process and, therefore, can and should happen if needed outside the MTR. For projects completed over the last four years (2019-2022) at MTR, 50 per cent were rating 4+ on their exit strategy. In the most recent batch of supervision missions, the share of projects rated 4+ on their exit strategy rose to 80 percent. In contrast, however, the most recent IOE annual report indicated a decline in the percentage of projects rated moderately satisfactory or better for scaling up (from 84per cent in 2012-2014 to 69 per cent in 2019-2021). The reasons included weak or non-existent exit strategies and weak government capacity (see KPI 12 for a fuller discussion).

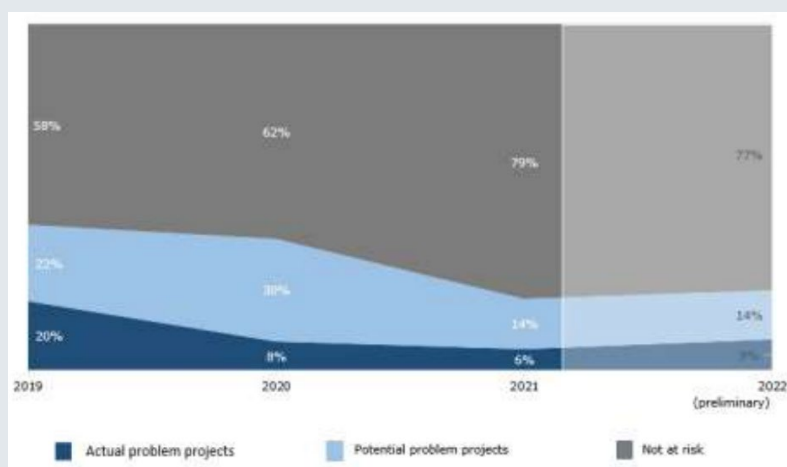
Element 4: Projects contingent on shifts in policy and legislation must have activities structured accordingly. IFAD can include output and outcome indicators related to policy and legislation-related activities. If included, these indicators are tracked and evaluated alongside other indicators in the log frame during supervision. COSOPs can also include policy and legislation-related indicators, which are then tracked and evaluated throughout the COSOP cycle. Interview evidence confirms that IFAD projects can and have been adapted to the impending legislation or policy changes. Also, the project activities can often include promotion and dissemination workshops to ensure wider uptake and benefits. There is a trade-off between IFAD measures to assure sustainability through the use of national or local systems (procurement, audit, M&E, financial control, etc.), which are likely to continue after IFAD financing ends, and IFAD's needs for accountability (results, procurement, audit, etc.). Building local systems is key to sustainability, but where local systems are very weak, IFAD's need to ensure that its resources are used efficiently and effectively may induce it to impose its own systems. IFAD managers are aware of these trade-offs.

MI 5.6 Evidence confidence

Medium confidence

MI 5.7: Institutional procedures (including systems for hiring staff, procuring project inputs, disbursing payment, logistical arrangements etc.) positively support speed of implementation and adaptability in line with local contexts and needs	Score
Overall MI rating	Satisfactory
Overall MI score	2.75
Element 1: The organisation has internal standards set to track implementation speed	3
Element 2: Institutional procedures are adaptable to local contexts and needs	3
Element 3: The organisation's benchmarks (internally and externally) its performance on implementation speed across different operating contexts	3
Element 4: Evidence that procedural delays have not hindered speed of implementation across interventions reviewed	2
MI 5.7 Analysis	Evidence documents
<p>Element 1: ORMS tracks the speed of project implementation by reporting on projects' outputs and outcomes. The speed to and of initial implementation is tracked by two indicators in the IFAD 11 and 12 RMF: time from concept note to approval (months) and time from project approval to first disbursement (months). While both indicators are pre-implementation phase, IFAD has found that quality of design and start-up delays are significant in causing disruptions to project implementation speed and overall project performance. ORMS is crucial to IFAD's effort to streamline project cycle processes and enhance data analytics. Disbursement is also tracked and scored against a project disbursement profile for the disbursement year for the same type of project. This rating is being auto-calculated by the systems ORMS and does not take supplementary funds and/or other forms of co-financing into consideration.</p> <p>IFAD also tracks the share of projects that are at risk, which has shown improvement over the assessment period (Figure 35). IFAD's proactivity index increased to 80 per cent due to a restructuring policy, which was approved in 2018, more robust internal reviews, enhanced project delivery teams and strengthened reporting through ORMS. Also, the projects rated as "actual problem" in 2021 improved their classification or formalised corrective action such as early closure, partial or total cancellation, extension and reallocation of funds in 2022. The remaining 20 per cent have established corrective measures in a performance improvement action plan that needs to be formalised.</p>	70, 95, 102, 109, 128

Figure 35. Portfolio at Risk



Percentage calculations were based on the modifications in portfolio classification approved by the PMC in July 2020 for all years under analysis – i.e. projects classified as “Not at risk” when both key SIS indicators are > 3.75. Before July 2020, projects were classified as “Not at risk” when both key SIS indicators were ≥ 3.5 and projects had fewer than five “risk flags” rated moderately unsatisfactory (< 3).

IFAD performance along these indicators has gradually improved, but as seen in IFAD 11, performance is below target. Importantly, RIDE 2022 points out that any fluctuations in the share of the portfolio at risk will also necessarily reflect the fact that IFAD is adjusting to a new business model, based on adaptive management and enhanced financial sustainability. Corrective action to improve performance may have a short-term negative effect on yearly performance indicators but a long-term positive effect on outcomes. With that in mind, IFAD has had liquidity issues that negatively impacted the implementation of projects due to disbursement caps. In 2019, IFAD was able to mobilise much higher levels of co-financing. In the same year, IFAD also exceeded the disbursement ratio for IFAD11. The 2020 RIDE states that its efficiency in disbursing a larger volume of funds in recent years and the steady growth of its PoLG have created the need to adjust the Fund's current liquidity profile and strengthen its long-term financial sustainability so that it can play a countercyclical role of weathering unexpected economic shocks, such as that brought on by COVID-19. Interview evidence and consequent RIDEs highlight the impact of disbursement caps. The RIDE 2022 cites liquidity constraints along with COVID-19 and short-term institutional reforms for missing a third of IFAD 11 targets. Notably, the 2022 RIDE also acknowledged the IFAD11 target for disbursement did not consider liquidity constraints and therefore set lower targets for IFAD12.

The 2021 ARRI found that staffing issues and cost-related factors were the key reasons for a delay in implementation and disbursement. Poor staffing of PMU entailed insufficient expertise that caused implementation delays, which manifested in inadequate preparedness and poor decision-making. Cost-related issues were also driven by PMU staffing issues and increased costs than estimated at design.

Table 7. Portfolio Management Indicators

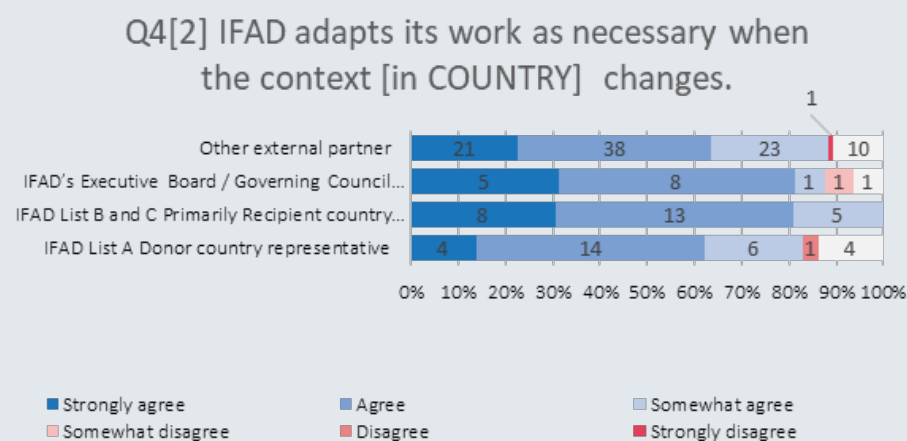
	2018	2019	2020	2021	IFAD11 Target

Time from concept note to approval (months)		10	11.06	9.92	8
Time from project approval to first disbursement (months)	15.7	15	10.9	13.67	12
Disbursement ratio (percentage)	17.8	17.9	16.51	15.8	17
Disbursement ratio – fragile situations only (percentage)	18.5	19.1	17.58	16.55	16

Source: RIDE (2019-2022)

Element 2: Institutional procedures are adaptable to local contexts and needs. To speed up project implementation, IFAD can advance funds for borrowing members from the eventual loan of the projects as part of the Project pre-Financing Facility (PFF). For each project, up to USD1.5 million can be advanced with a floor of USD0.5 million. The facility can fund studies and assessments and set up information systems. To request PFF funds, borrowers must send a request that should provide a "list of activities with detailed costs to be financed by the PFF, along with a justification for the requests of the funds based on lessons learnt from supervision of on-going projects on implementation challenges (e.g. start-up delays, disbursement delays, project management recurrent issues), describing how the project will overcome the challenges or replicate good practices." Requests are meant to be submitted alongside or shortly after the PCN is submitted and no later than six months before board approval. The first PFF was approved in July 2019, and since then, there have been 13 PFF agreements signed so far. Survey evidence indicates that most stakeholders that have opinions or knowledge strongly agree or agree that IFAD adapts its work as necessary when the context changes.

Figure 36. IFAD adapts its work as necessary when the context [in COUNTRY] changes.



Element 3: IFAD has set project management indicators and corresponding targets in its RMF. Since IFAD11, IFAD no longer tracks the time between approval and first disbursement due to the heavy influence of external factors. While not tracked in the RMF, it is still tracked internally for efficient and effective portfolio management. The 2022 RIDE states that the current lag is justified by the need to ensure project quality and risk categorisation, as well as full compliance with SECAP, and is magnified by fiscal space during a given year, government turnover or shifting priorities. IFAD acknowledges the issues due to COVID-19 and staff but believes the target was too

optimistic and, therefore, no longer uses it. While the complexity and difficulties of IFAD's new procedures are further confirmed by interview evidence, that should not detract from the importance of setting realistic targets. The second indicator is the disbursement ratio for fragile situations and non-fragile situations. IFAD fell short of its target in IFAD11, with the disbursement ratio averaging 15.8 per cent short of the 17 per cent target. However, in fragile countries, IFAD exceeded its target of 16 per cent with a ratio of 16.55 percent.

Element 4: Procedural delays have hindered the speed of implementation. Analysis of the RIDE and ARIE, shows that procedural delays, particularly with recipient governments, have impeded the speed of implementation. Interview evidence confirms that parliamentary ratification can be particularly time-consuming. However, these requirements are not specific to IFAD alone but apply to all development partners. They are also outside the control of IFAD, but interviewed staff in country offices were aware of the challenges in their respective countries. In turn, plans should reflect these challenges. Beyond government procedures, IFAD procedures allow approval of projects without completed surveys used for baselines. In turn increasing the workload of PMU staff, which can and has led to delays if they lack capacity.

MI 5.7 Evidence confidence

Medium confidence

KPI 6: Working in coherent partnerships directed at leveraging and catalysing the use of resources

KPI score

Satisfactory

2.94

IFAD currently has 41 CD or CPM-led country offices, which place key IFAD staff closer to borrowers and other development partners in the field and region. Furthermore, IFAD can change and reprogramme projects when conditions change. Restructuring procedures allow for revisions to ensure projects meet the initial results and impact set.

IFAD has a partnership strategy, developed in 2012, and a framework, developed in 2019. The strategy and framework require comparative and collaborative advantage to be assessed through a given partnership. The guidance for effective partnerships in the framework covers resources or competencies needed for intervention. IFAD considers its comparative advantage and those of its partners in terms of financial, knowledge, and human resources. Lastly, as a member of the UN Sustainable Development Group, IFAD is implementing the UN Management and Accountability Framework.

IFAD's Strategic Framework is rooted in expanding its contribution to the 2030 Agenda. IFAD supports regional development partnerships between countries, guided by regional strategies and regional pilot projects. There are guidelines on how to determine which country systems to use. IFAD has committed to promoting national procurement systems, but progress is limited.

IFAD has set clear co-financing goals for its portfolio of 1:1.4. To support these ambitions, IFAD has a Cofinancing Strategy and Action Plan. The strategy and action plan outline actions to articulate the responsibilities and scope of partnerships. IFAD uses mapping exercises to inform priority intervention areas. IFAD can narrow a list of potential partners based on the priority areas by their experience, mutual interests (cross-cutting issues), and resources. Furthermore, IFAD has an integrated borrowing framework that outlines how IFAD will leverage its resources.

IFAD aims to work closely with partners given shared and interconnected interests. Despite good intentions for partnerships, IFAD has yet to participate in joint monitoring and reporting with key development partners. In addition, a recent evaluation raised significant shortcomings of Rome-Based Agencies (RBA) collaboration.

IFAD has a clear policy on disclosing documents, particularly documents provided to the board and independent evaluations. Since 2011, IFAD has been a signatory to IATI. Accordingly, IFAD provides IATI with additional documents annually. IFAD policy on document disclosure allows access to specific information that is automatically published.

IFAD project design and supervision procedures require beneficiary consultation throughout the project cycle. Staff have access to guidance, and consultation training is available and has been utilised. SECAP procedures state that consultation is a mandatory part of the design process and ought to happen early in the design process.

IFAD has no policy statement that specifies joint assessments. Also, there is no guidance on when IFAD should participate in multi-stakeholder dialogue and around which issues. IFAD assesses how partners view IFAD and their impact through various mechanisms.

IFAD prepared its Knowledge Management (KM) Strategy in 2019 and its implementation is led by SKD AVP and Knowledge Management Unit within SKD front office. The strategy acknowledges that KM is vital to ensuring IFAD is agile, responsive, and innovative enough to bring the solutions needed to deliver on its corporate objectives, such as the SDGs. Knowledge use is a key action area of the strategy. One of the areas for improvement in the midterm review of the strategy was that it is focused on processes rather than substantive knowledge that IFAD could use to inform policy. IFAD's knowledge products are perceived to be timely by partners. As part of its strategy, IFAD will track users' views on the calibre of its knowledge products along with a wider push to improve the dissemination of its knowledge products.

MI 6.1: Planning, programming and approval procedures make partnerships more agile when conditions change	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: Procedures in place to encourage joint planning and programming	3
Element 2: Mechanisms, including budgetary, in place to allow programmatic changes and adjustments when conditions change	3
Element 3: Institutional procedures for revisions permit changes to be made at the appropriate level to ensure efficiency	3
MI 6.1 Analysis	Evidence documents
Element 1: IFAD currently has 41 CD or CPM-led country offices, which place key IFAD staff closer to borrowers and other development partners in the field and region. A key mechanism for joint planning with the government is through IFAD's country strategies. IFAD has two country strategies: the country strategy note and the country strategic opportunities programme (COSOP). The type of strategy depends on the country's characteristics. Furthermore, COSOP and CSN must identify strategic partnerships that will help deliver results and impact beyond IFAD's resources. IFAD can develop joint country strategies with other RBAs or UN agencies where feasible. While IFAD has not previously developed joint planning and programming, RBAs are currently piloting three joint strategic planning and programming for Indonesia, Colombia, and Niger. The selection of countries was based on agreed-upon criteria. Importantly, these pilots do not seek to replace country strategies, given the unique	32, 50-51, 53, 57, 134

nature of each RBA. Currently, WFP and FAO are awaiting government authorities to take a position and for more clarity regarding the implementation of the policy reforms. The Joint evaluation of collaboration among the United Nations RBA identified 129 examples of RBA collaboration in thematic, global, or country and regional activities since 2016. The evaluation notes that further systematic analysis would be needed to uncover the true extent of activities. The evaluation found that "RBA collaborative efforts have had mixed results in strengthening co-ordination over the review period. In some countries, a strongly collaborative spirit has developed. In many, the RBAs collaborate effectively where there is a clear advantage in doing so; and in some others, there is little or no evidence of strengthened collaboration. Co-ordination is generally easier around thematic and advocacy work than in formal operational project settings, where transaction costs are higher and arranging joint action may be slower."

IFAD has a partnership strategy, developed in 2012, and a framework, developed in 2019. The goal of the 2012 strategy was for "IFAD to have greater clarity about why it should enter into specific partnerships, what it wants those partnerships to achieve, and which organisations it should partner with. It will help IFAD to become a better partner for others and to identify and communicate better the value it brings to diverse partnerships." The 2012 Partnership strategy has seven broad areas of action: Assessment of potential partners, Facilitation of formal partnerships, Effective management of partnerships, Knowledge management, Internalise partnerships in IFAD's business processes, Upgrade staff capacity and skills and strengthening IFAD's institutional culture for partnerships, and Communication for partnerships.

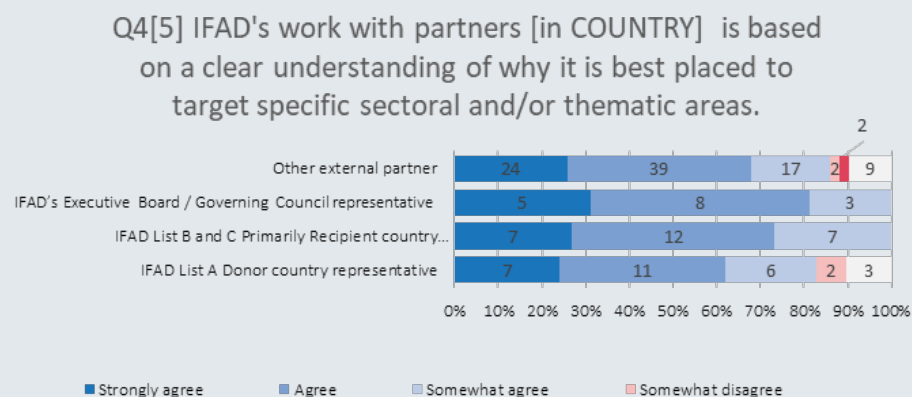
The strategy provided clarity as to how IFAD should develop, manage and monitor its partnerships; and when and why to end them. It also enabled IFAD to recognise when a partnership is not the best way to manage an institutional relationship. The strategy identified the responsible units in IFAD for various partnership-related activities; however, it did not centralise responsibility for the development and management of individual partnerships. The strategy applied to country, regional, and global partners.

The Partnership Framework is designed to support the objectives and ToC of IFAD 11 and beyond within the context of the Strategic Framework. The framework also outlines several steps to meet the ambitions it set out. The mid-term review of the framework indicates that most of these action steps are in three areas: (i) Embedding of enhanced partnering practices in key business processes; (ii) Embedding of enhanced partnership reporting in existing results reporting, evaluation and information systems; and (iii) Development of IFAD-specific partnering tools and capacity development. As of December 2021, 15 of the 20 actions have been completed, with four still pending and one 'to be developed.'

Element 2: IFAD can change and reprogramme projects when conditions change. As part of its COVID-19 response, IFAD reprogrammed USD147 million in 2020 to support project participants. Even outside global crises, IFAD can restructure projects and reallocate funding to ensure project impact. The process differs depending on the level of change required in the project design to deal with the problem. Over the last four years, IFAD has restructured 135 projects. Importantly, many projects are restructured more than once or have a complex restructuring in that more than one change is made to the project. For instance, among the 135 projects, there have been 100 extensions, 93 reallocations or changes in the cost structure, 30 changes in the log frame, four changes in the project areas, 15 adjustments of the implementation arrangements, and six modifications in the co-financing structure.

<p>Element 3: IFAD's restructuring procedures allow for revisions to ensure projects meet the initial results and impact set. IFAD can also restructure a well-performing project to bolster the results and impact. There are two types of restructurings: Level 1 or 2. Both restructurings are led by the CD, who works with the partner. The more significant the project change, the more complex the approval process becomes.</p>	
<p>MI 6.1 Evidence confidence</p>	<p>Medium confidence</p>
<p>MI 6.2: Partnerships are based on an explicit statement of comparative or collaborative advantage i.e. technical knowledge, convening power/partnerships, policy dialogue/advocacy</p>	<p>Score</p>
<p>Overall MI rating</p>	<p>Satisfactory</p>
<p>Overall MI score</p>	<p>3.20</p>
<p>Element 1: Corporate documentation contains clear and explicit statement on the comparative advantage that the organisation is intending to bring to a given partnership</p>	<p>3</p>
<p>Element 2: Corporate documentation contains a clear and explicit statement on the collaborative advantage that the organisation intends to realise through a given partnership</p>	<p>3</p>
<p>Element 3: Resources/competencies needed for intervention area(s) are aligned to the perceived comparative or collaborative advantage</p>	<p>3</p>
<p>Element 4: Comparative or collaborative advantage is reflected in the resources (people, information, knowledge, physical resources, networks) that each partner commits (and is willing) to bring to the partnership.</p>	<p>3</p>
<p>Element 5: [UN] Guidance on implementing the Management and Accountability Framework exist and is being applied</p>	<p>4</p>
<p>MI 6.2 Analysis</p>	<p>Evidence documents</p>
<p>Element 1: IFAD's Partnership Strategy and Framework require comparative advantage to be assessed through a given partnership. IFADs Partnership Framework supports "prioritizing and strengthening partnerships within IFAD business processes; and monitoring and reporting on partnership results." It applies to country, regional, and global partnerships. IFAD's partnership framework "provides guidance to enhance a more selective and prioritised approach for effective partnership selection, development, management and review." Project supervision and guidelines require references to joint monitoring and/or supervision with partners. COSOP guidance also refers to the value of partnerships. Interview evidence shows that IFAD staff are using a comparative advantage lens when considering appropriate partnerships ranging from those at the global level, such as through Food System Coordination Hub, or at the country level. Survey evidence shows that majority of respondents strongly agree or agree that IFAD works with partners based on a clear understanding of its comparative advantage within a specific thematic or sectoral area.</p>	<p>32, 105</p>

Figure 37. IFAD's work with partners [in COUNTRY] is based on a clear understanding of why it is best placed to target specific sectoral and/or thematic areas



Element 2: IFAD's Partnership Strategy and Framework require collaborative advantage to be assessed through a given partnership. IFAD's 2012 Partnership Strategy requires IFAD to "develop a checklist for partnership assessment, which enables staff members seeking to create partnerships to ask systematic questions of any potential partner, so as to ensure a good fit with the (already defined) goals and requirements of the partnership...it would not be intended to provide definitive "screening", nor would it replace any formal due diligence or risk assessment process. The questions focus both on the prospective partner itself, covering issues such as the mandate/agenda, track record and reputation, skills and competencies that complement IFAD's, management and governance structures, financial record and on the proposed partnership, identifying clearly the expected outcomes, likely costs and associated risks." Applying a "partnering lens" is critical to ensure that IFAD selects the right partners – using the approach laid out in the framework, assessing the need for formal (e.g. Memorandum of Understanding) versus informal partnerships, and defining the requirements for the partnership to deliver towards IFAD's objectives. IFAD Partnership policy describes partnerships as "collaborative relationships between institutional actors that combine complementary strengths and resources to achieve common goals and objectives." IFAD also has a Strategy for Supplementary Resources, which is designed to strengthen IFAD's position as an assembler of development finance and proposes a shift away from past practice which has been relatively ad hoc, towards a more structured approach, with stronger internal governance. The strategy also "recognizes and will systematically manage the risks associated with Supplementary resources." In particular, "reputational and financial risks will be managed through clear standards and procedures with sound governance and oversight."

Element 3: The guidance for effective partnerships in the Partnership Framework covers resources or competencies needed for intervention. For instance, it examines if partners have the time and resources to commit to the delivery of partnership objectives. In addition, before signing a Memorandum of Understanding, the guidance recommends assessing the partner's capability to deliver an effective partnership covering key issues such as staff capability and its track record. Interview

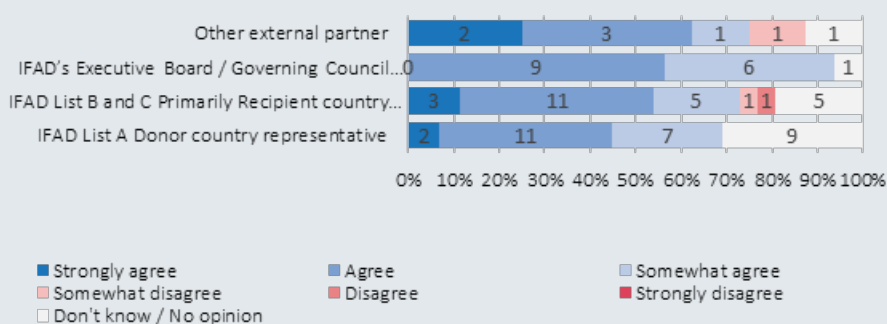
<p>evidence confirms that staff consider their capacity to lead or participate in working groups or coalitions.</p> <p>Element 4: IFAD considers its comparative advantage and those of its partners in terms of financial, knowledge, and human resources. Templates for COSOPs and projects include and consider the essential resources and inputs needed to make the partnership work. These inputs include human resources, capacity, know-how, financial resources, and commitment. Interview evidence underscores that staff should consider these when considering partnerships, especially regarding staff capacity to handle the additional workload. IFAD partnerships are important for it to scale up its activities to have a broader impact.</p> <p>Element 5: As a member of the UN Sustainable Development Group, IFAD is implementing the UN Management and Accountability Framework. RBAs have engaged in UN Sustainable Development Cooperation Framework guidelines—particularly concerning COSOPs. In addition, RBAs committed to working together in UN Common Country Analysis and with RCs to ensure RBA priorities gain the proper attention at the country level to meet the SDGs. IFAD has also paid its 1 per cent levy to support these efforts and has a staff serving as an RC.</p>	
MI 6.2 Evidence confidence	Medium confidence
MI 6.3 Demonstrated commitment to furthering development partnerships for countries (i.e. support for South-South collaboration, triangular arrangements, and use of country systems)	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: Clear statement on how the organisation will support principles of collaboration with countries on their development agenda (Nairobi Principles, 2030 Sustainable Development Agenda)	3
Element 2: Clear statement/guidelines for how the organisation will support development partnerships between countries	3
Element 3: Clear statement/guidelines for how the organisation will use country systems	4
Element 4: Internal structures and incentives supportive of collaboration/cooperation with countries, and use of country systems where appropriate	2
MI 6.3 Analysis	Evidence documents
<p>Element 1: IFAD's Strategic Framework is rooted in expanding its contribution to the 2030 Agenda. The framework outlines the need for IFAD to be bigger, better and smarter. The framework highlights the importance of delivering results efficiently that best respond to partner countries' evolving needs. IFAD country strategies are expected to be guided by the need to meet country goals and the 2030 Agenda and SDGs. IFAD will specifically contribute to SDGs 1 and 2, as well as to SDGs 5, 8, 10, 13, and 15. The IFAD11 RMF's Tier 1 includes "seven indicators related to SDG 1 – No poverty and SDG 2 – Zero hunger...will also contribute to SDG 5 – Gender equality; SDG8 – Decent work and economic growth; SDG10 – Reduced inequalities; SDG13 – Climate action; SDG15 – Life on land; and SDG17 – Partnerships for the goals." However, SDG indicators for these areas are not included in the RMF, given its focus on IFAD's core business and comparative advantage. Other SDG focus areas, such</p>	32, 82, 105

as gender equality (SDG 5), climate change (SDG13) and partnerships (SDG17), will be monitored and reported through the indicators in Tiers II and III of the RMF.

Element 2: IFAD supports regional development partnerships between countries. While most regions have regional projects in the pipeline or under implementation, outside of LAC, there are no regional strategies to guide regional projects. The fund highlights these opportunities in COSOPs. In particular, IFAD suggested regional projects among SIDS to enhance IFAD relevance in different country contexts. IFAD has developed regional projects and has more in the pipeline. IFAD and its fellow RBAs launched The Joint Sahel programme in response to the challenges of COVID-19, conflicts and climate change. The programme seeks to contribute to the G5 Sahel strategy for development and security. Regional strategies guide these programmes. Outside of WCA, LAC has prepared several strategies, such as a white paper for 2022-2027 and a regional partnership strategy. The White Paper lays out IFAD's vision for the region and priority areas of engagement at a thematic and operational level. The paper provides high- level operational considerations and can serve as an outlook to consider when developing COSOPS. There is no evidence that similar paper or strategic note is prepared to guide regional projects outside LAC. Survey evidence indicates that IFAD is seizing opportunities to support regional organisations and initiatives.

Figure 38. IFAD seizes opportunities to support countries in furthering their development partnerships through South-South cooperation and triangular relationships (e.g. support to regional organisations and initiatives).

Q6[10] IFAD seizes opportunities to support countries in furthering their development partnerships through South-South Cooperation and triangular relationships (e.g. support to regional organisations and initiatives).



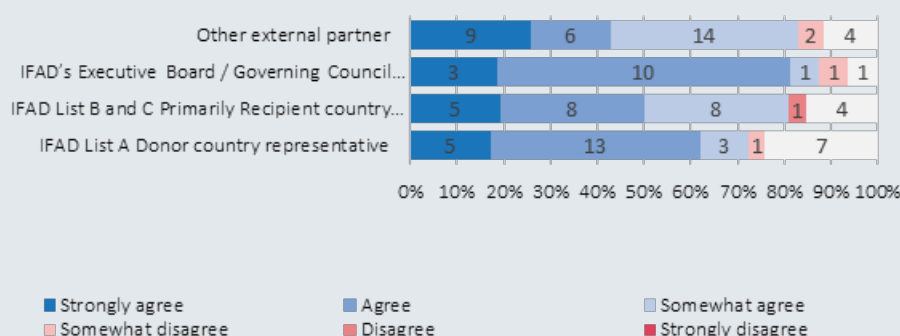
Element 3: IFAD has clear guidelines on how to determine which country systems to use. These guidelines include Operational procedures and guidelines for country programme strategies – standard (COSOPs) and Enhancing Risk Management in IFAD Investment Projects Guidance for Staff. As part of COSOPs and project designs, assessments are undertaken to determine congruence between IFAD and country systems. If local systems are insufficient, project teams can propose mitigation, or additional measures can be presented. As indicated in MI 5.2, COSOPs review risk through the ICRM, which feeds into project-level IPRM. Based on these risk

matrices, country systems will be selected and, if necessary, conditioned on additional measures. Regarding procurement, IFAD invested USD3 million in grant funding into a global certification programme, BUIDLPROC. The programme has been adopted by the Asian Development Bank, who scaled it up for all their projects; consideration by African Development Bank and Inter-American Development Bank are ongoing. In addition to coordinating with other partners, the programme targets all IFAD projects and associated line ministries.

Element 4: IFAD has committed to promoting national procurement systems, yet IFAD’s fiduciary responsibility limits adoption. Interview and documentary evidence confirm that projects use country systems with and without additional requirements. The most common additional requirement is the need for international competitive bidding processes. In addition, to using country systems where appropriate, IFAD also engages with relevant line agencies to support capacity building as part of its projects. Survey evidence indicates that most stakeholders agree that IFAD engages in the capacity development of national systems. As shown above, there is often a trade-off between IFAD’s accountability needs from its fiduciary responsibility and the sustainability objective of building national and local systems (procurement, audit, financial management, M&E, among others). Also, governments are reticent to use PoLG allocations to finance capacity building. Therefore, putting a strain on grant resources at a time when IFAD seeks to reduce and control grant expenses. As detailed in MI 5.3, IFAD has engaged in capacity development related to procurement.

Figure 39. IFAD helps develop institutional capacity of borrowing partners through its strategies and interventions [in COUNTRY].

Q6[8] IFAD helps develop institutional capacity of borrowing partners through its strategies and interventions [in COUNTRY] .



MI 6.3 Evidence confidence

Medium confidence

MI 6.4: Strategies or designs identify and address synergies with development partners, to encourage leverage/catalytic use of resources and avoid fragmentation in relation to 2030 Sustainable Development Agenda implementation.

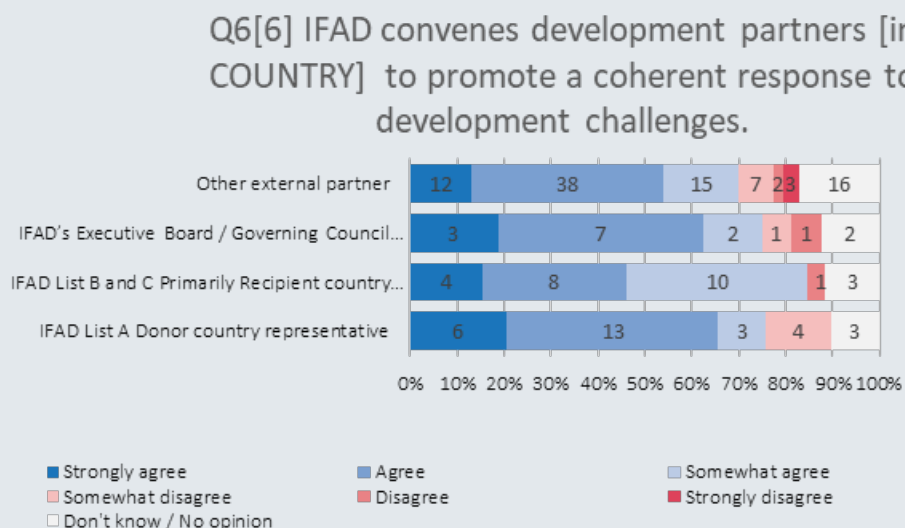
Score

Overall MI rating

Satisfactory

Overall MI score	3.00
Element 1: Strategies or designs clearly identify possible synergies with development partners and leverage of resources/catalytic use of resources and results	3
Element 2: Strategies or designs clearly articulate responsibilities and scope of the partnership	3
Element 3: Strategies or designs are based on a clear assessment of external coherence	3
Element 4: Strategies or designs contain a clear statement of how leverage will be ensured	3
MI 6.4 Analysis	Evidence documents
<p>Element 1: IFAD has set clear co-financing goals for its portfolio of 1:1.4. To support these ambitions, IFAD has a Cofinancing Strategy and Action Plan. The strategy relies on deepening ties with existing bilateral and multilateral partners and identifying additional domestic and international partners through COSOPs. CDs or CPMs are responsible for identifying and engaging with partners in COSOPs and project design. They also need to agree on the level of co-financing. Interview evidence suggests that synergies with development partners are central to engagement with other country-level development partners with specific sector focuses.</p> <p>Element 2: IFAD's Cofinancing Strategy and Acton Plan outline actions to articulate the responsibilities and scope of partnerships. Engaging with donors early and mapping the donor landscape is intended to help identify impactful projects and best partners. Project developed jointly or in which an MDB is the lead entity, the respective CD will prepare an Engagement Memo explaining IFAD's role and value added to the project. In addition, the memo breaks down implementation arrangements and the Fund's role in supervision.</p> <p>Element 3: IFAD uses mapping exercises to inform priority intervention areas. Based on the priority areas, IFAD can then narrow a list of potential partners by their experience, mutual interests (cross-cutting issues), and resources. Furthermore, to ensure coherence, IFAD also shares COSOPs with partners to avoid duplication with other development activities. Survey evidence shows that the majority of respondents agree that IFAD coordinates its activities with partners to ensure coherence and avoid duplication and convenes development partners to promote a coherence response to development challenges. The survey data shows that more external partners strongly agree or agree that IFAD does a better job at coordinating with partners to ensure coherence than convening partners.</p>	23, 93, 95, 105

Figure 40. IFAD convenes development partners [in COUNTRY] to promote a coherent response to development challenges.



Element 4: IFAD has an integrated borrowing framework that outlines how IFAD will leverage its resources. IFAD is authorised to leverage its balance sheet up to 35 per cent. The integrated framework combines previous sovereign and private borrowing frameworks. The new integrated framework also expanded the criteria of eligible lenders to include private institutional impact investors and supranational and multilateral institutions. Lastly, the framework also expands the borrowing instruments from bilaterally negotiated loans to include private bonds.

MI 6.4 Evidence confidence	Medium confidence
MI 6.5: Key business practices (planning, design, implementation, monitoring and reporting) co-ordinated with relevant partners	Score
Overall MI rating	Unsatisfactory
Overall MI score	2.33
Element 1: Active engagement in joint exercises/mechanisms (planning, coordination, monitoring, evaluation) to support external coherence	3
Element 2: Participating in joint monitoring and reporting processes with key development partners	2
Element 3: Identifying shared information or efficiency gaps with development partners and developing strategies to address them	2
MI 6.5 Analysis	Evidence documents
Element 1: IFAD aims to work closely with partners given shared and interconnected interests. Decentralisation is expected to facilitate these efforts. As a financing institution, IFAD has to ensure IFAD financed projects are based on effective partnerships with governments and relevant development partners. Over the past four years (2019-2023 Year-to-date), IFAD approved 134 projects, of which 114 contained domestic co-financing and 102 contained international co-financing. When factoring in	32, 134

either domestic or international co-financing, only four projects had neither. In aggregate, over the same period, for every dollar (USD) of financing, IFAD leveraged USD0.90 from domestic partners and USD0.87 from international partners. Also, as part of UN reforms, RBAs are committed to engaging together in Climate Change Adaptation (CCAs) and working closely with the RCs on their interconnected issue areas. By working together, RBAs seek to reduce duplication efforts and improve efficiency. IFAD participates in country-level donor coordination groups, where these exist, and UN CT meetings. Importantly participation and level of engagement are largely dependent on ICO presence. External survey respondents frequently raise this as an area for improvement. However, IFAD is relatively smaller IFI and therefore has less power to convene partnerships in comparison to large partners.

Element 2: Despite good intentions for partnerships, IFAD has yet to participate in joint monitoring and reporting with key development partners. Even among RBAs, joint monitoring has always been complex, despite collaboration. A key barrier has been the lack of shared results frameworks and indicators against which they could monitor progress. RBAs are piloting three joint country strategies and are in the process of developing monitoring plans for them. There is no evidence of joint monitoring and reporting with other development partners.

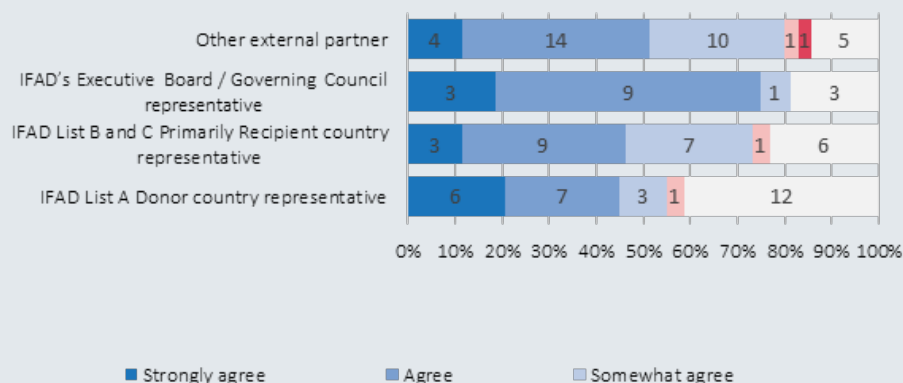
Element 3: Outside RBA collaboration, IFAD has not shared information or efficiency gaps with development partners such as MDBs. In 2022, IFAD and its fellow RBAs' evaluation offices undertook a joint evaluation on RBA collaboration, which includes management response with some commitments to address on some shortcomings. The evaluation was partially refuted by a joint RBA management response. The main area of disagreement was around the finding that RBAs have made limited progress in reducing overlap, competition and duplication of work. Management believes "their collaboration is built on synergies and complementarities which are key to addressing any competition, overlap and duplication." Other than this disagreement, Management accepted all five recommendations. Despite the shortcomings, a Joint evaluation of collaboration among the United Nations Rome-Based Agencies (2022) found that RBA collaboration is a daily reality, but that staff don't "need instruction or compulsion to identify ways of increasing their effectiveness by working together in advocacy, communicating on issues and achievements, sharing expertise, tackling emergencies, developing technical approaches and building knowledge. There are administrative challenges in building a working interface that unites three such different organisations; but it is a simple daily reality that the people of FAO, IFAD and WFP believe in working together where they see that it is useful and where the transaction costs are not excessive." Interview evidence further confirms that staff in ICOs apply such a lens. Furthermore, the evaluation highlighted that "official systems and procedures to promote and coordinate RBA collaboration add little value, frustrating staff more often than they inspire them." Interview evidence confirms that official systems make collaboration difficult; for instance, not all RBAs, like IFAD, consider RBA collaboration in country evaluations and varied country presence. In response to these findings, RBAs took up several of the recommendations made in the evaluation. For example, management said they would create budgets for RBA collaboration.

RBAs collaboration is important, but the top-down structure does not appear effective in its current form. Furthermore, RBA collaboration is not an end-all in that collaboration with UN agencies can be more effective than just among RBAs. As it relates to comparative advantage, staff are using that lens to pursue partnerships, as seen in the

evaluations and interview evidence. One area of likely benefit to both IFAD and FAO would be capacity-building efforts at the country level. IFAD's resources and staffing available for such activity are very limited and already stretched in undertaking its country strategy, project design and supervision activities. FAO has more staff who have a background in capacity building and might be engaged in such activity within the structure of IFAD-financed projects. Beyond RBAs, there is no evidence of sharing information or gaps systematically with other development partners, nor building joint strategies and plans to address them.	
MI 6.5 Evidence confidence	Medium confidence
MI 6.6: Key information (analysis, budgeting, management, results etc.) shared with strategic/implementation partners on an on-going basis.	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: Clear corporate statement on transparency of information is aligned to the International Aid Transparency Initiative	3
Element 2: Information is available on analysis, budgeting, management in line with the guidance provided by the International Aid Transparency Initiative	3
Element 3: Responses to partner queries on analysis, budgeting, management and results are of good quality and responded to in a timely fashion	3
MI 6.6 Analysis	Evidence documents
Element 1: IFAD has a clear policy disclosure policy particularly with respect to documents provided to the board and independent evaluations. In addition, IFAD has been a signatory to IATI since 2011. IFAD undertook significant steps in 2014 by publishing a wide range of project information and later automated the process in 2017.	4, 104
Element 2: IFAD provides IATI with additional documents annually. According to the 2022 RIDE, IFAD's comprehensive reporting from 2019-2021 to IATI was at 86 per cent (above the target of 75 percent). The documents on IATI range from project reports to country programme evaluations. Survey evidence shows that the majority of partners with opinions or knowledge strongly agree or agree that IFAD shares key information with partners in line with IATI.	

Figure 41. IFAD shares key information (analysis, budgeting, management, results) with partners in line with IATI (International Transparency Initiative) requirements.

Q6[7] IFAD shares key information (analysis, budgeting, management, results) with partners in line with IATI (International Aid Transparency Initiative) requirements.



Element 3: IFAD policy on disclosure allows access to specific information that is automatically published. However, individuals can also request restricted documents through an appeals process. The process has clear timelines and criteria for release.

MI 6.6 Evidence confidence	High confidence
-----------------------------------	------------------------

MI 6.7: Clear standards and procedures for accountability to beneficiaries implemented.	Score
Overall MI rating	Satisfactory
Overall MI score	3.40
Element 1: Explicit statement available on standards and procedures for accountability to beneficiary populations i.e. Accountability to Affected Populations.	3
Element 2: Staff guidance is available on the implementation of the procedures for accountability to beneficiaries.	4
Element 3: Training has been conducted on the implementation of procedures for accountability to beneficiaries.	3
Element 4: Programming tools explicitly contain the requirement to implement procedures for accountability to beneficiaries.	4
Element 5: Approval mechanisms explicitly include the requirement to assess the extent to which procedures for accountability to beneficiaries will be addressed in the intervention.	3
MI 6.7 Analysis	Evidence documents
Element 1: IFAD project design and supervision procedures require beneficiary consultation throughout the project cycle. Consultations with beneficiaries are expected to be inclusive and meant to provide opportunities for all stakeholders to	31, 70, 93

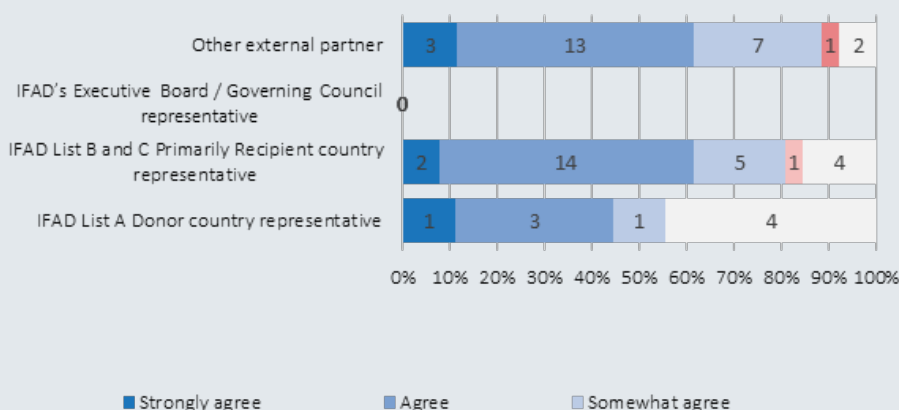
participate and identify their needs that are then considered. IFAD has created a Framework for Operational Feedback from Stakeholders in 2019 work to further strengthen consultation with beneficiaries in project design and COSOP processes. Project designs after 2019 have guidance on the target group feedback processes. Also, they are required to use logical framework indicators to assess their effectiveness. Furthermore, 2021 SECAP requires all new projects to prepare a Stakeholder Engagement Plan at the design stage to promote stakeholder engagement throughout implementation. The project design guidelines state that project teams must plan to engage in consultation after the initial project delivery team meeting. Several IFAD policies and SECAP require that “free, prior and informed consent (FPIC) be sought during the design and implementation of the projects it funds.” Beneficiaries are also included as part of start-up workshops and participatory monitoring of project activities. Lastly, the Framework for Operational Feedback from Stakeholders states that “consultations with IFAD supervision teams to share perspectives on project implementation, suggestions for improvement and feedback on the extent of their participation in project activities.” Guidelines for Project Target Group Engagement, Feedback and Grievance Redress further complement the Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability (2019). After project design, consultations with beneficiaries are meant to continue but done through feedback mechanisms and redress mechanisms. At the project’s close, beneficiaries are consulted again as a part evaluation process. Budget constraints may limit the quality of such consultations (this remains to be verified).

Element 2 and 3: Staff guidance and training on consultations are available and have been utilised. The latest SECAP outlines that consultation is a mandatory part of the design process and should happen early in the design process. Beyond initial consultations, IFAD requires projects to set up grievance mechanisms that are accessible to beneficiaries. 134 staff have completed SECAP training, with another 84 in progress. For PMD staff required to complete training, such as CDs, CPOs and POs, the deadline is within the first six months in the position. In SKD, PTL members had until April 1st, 2023, to complete the course. Guidance can also be found in the project implementation guidelines, mainly regarding site visits and focus groups during supervision. IFAD offers online training on strengthening project implementation, which 36 staff have completed, with another 23 in progress.

Element 4 and 5: IFAD SECAP procedures state that consultation is a mandatory part of the design process and ought to happen early in the design process. Beyond initial consultations, IFAD requires projects to set up grievance mechanisms that are accessible to beneficiaries. Furthermore, subject to the environmental and social impacts of the project, additional consultations may be required in line with SECAP and, if relevant, country legislation. For instance, projects involving indigenous peoples or impacting land access and use rights require FPIC plan. According to FPIC how-to-note, consultations before any decision are critical throughout the process. Survey evidence indicates that almost all partners, with opinions or knowledge, mostly agree that IFAD engages with civil society and affected people and addresses their grievances.

Figure 42. IFAD engages civil society and Project Affected People (PAPs) in [COUNTRY] and addresses any grievances raised.

Q6[15] IFAD engages civil society and Project Affected People (PAPs) in [COUNTRY] and addresses any grievances raised.



MI 6.7 Evidence confidence

Medium confidence

MI 6.8: Participation with national and other partners in mutual assessments of progress in implementing agreed commitments.

Score

Overall MI rating

Unsatisfactory

Overall MI score

2.33

Element 1: Participation in joint performance reviews of interventions e.g. joint assessments

2

Element 2: Participation in multi-stakeholder dialogue around joint sectoral or normative commitments

2

Element 3: Use of surveys or other methods to understand how partners are experiencing working together on implementing mutually agreed commitments.

3

MI 6.8 Analysis

Evidence documents

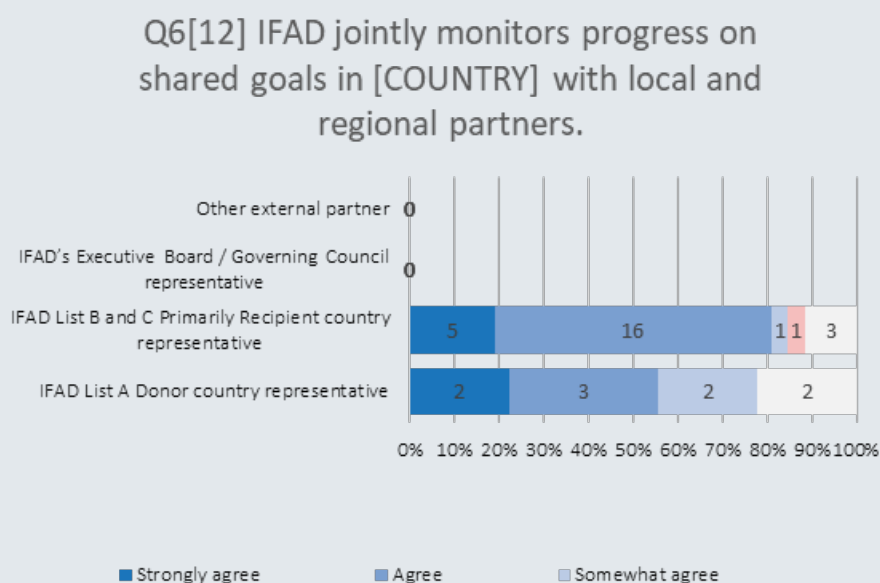
Element 1: IFAD does not have a policy or guideline that specifies joint assessments. There is a requirement for the MTR to be completed jointly with the recipient. During supervision missions, the supervision team with project management units also review development outcomes and risks to achieving them. If the borrower country requires joint PCRs, Guidelines for Project Completion Reports state that "IFAD and the other co-financiers may jointly take the lead for the completion process and form a joint completion review team (in which case borrower's appointed staff/consultants would also be expected to join the team). In the event that another co-financier working with the government takes the lead responsibility for preparing the PCR, the areas that require IFAD-specific attention need to be identified and agreed

53, 76, 97-98, 105

upon with the government and co-financier." However, there is no evidence of systematic application of joint assessments with other development partners.

Element 2: There is no guidance on when IFAD should participate in multi-stakeholder dialogue and around which issues. Similarly, there is no monitoring or tracking of such commitments at a global, country, or sector level. Despite no formal guidance, staff understand that they should participate in relevant multi-stakeholder platforms. Interview evidence with staff in sample countries report engagement with UN CT and, in some countries, chairs or co-chairs agricultural coordination committees consisting of the Ministry of Agriculture and donors engaged in agricultural development. However, given limitations in staff availability and budget, participation varies. For instance, CDs not based in the country (because they are based in MCOs) are severely limited in their capacity to engage in UN CT meetings, particularly if there is no ICO. Country strategies are prepared jointly with national governments and in consultation with other development partners. Meanwhile, there is no evidence on how IFAD systematically consults partners to make mid-course corrections to country strategies or joint projects. The majority of donor and borrower government representatives, with knowledge or an opinion, strongly agree or agree that IFAD jointly monitors progress on shared goals with local and regional partners.

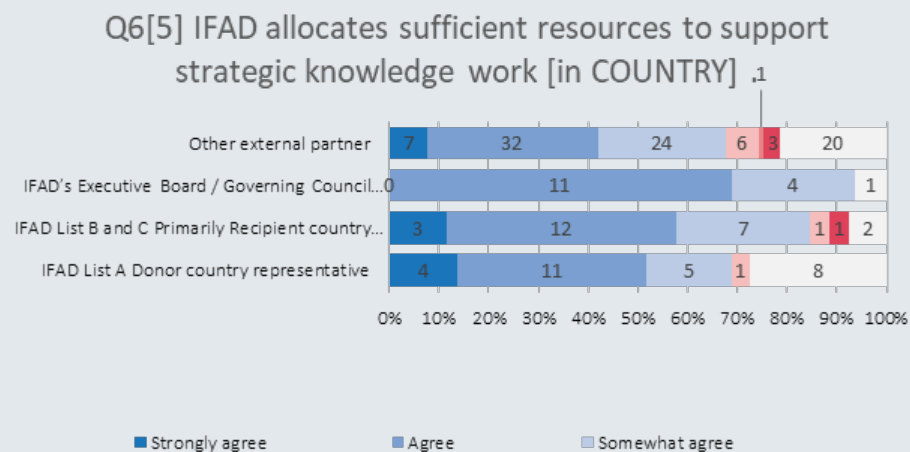
Figure 43. IFAD jointly monitors progress on shared goals in [COUNTRY] with local and regional partners.



Element 3: IFAD uses different approaches to assess how partners are experiencing working with IFAD. The most high-level view is through the annual stakeholder surveys. The survey covers topics such as IFAD's role in partnership building and its operations' effectiveness. Respondents to the annual survey include civil society, the private sector, government, multilaterals and bilaterals, and others. Beyond the survey, IFAD consultations around COSOPs and projects under design and under implementation also provide an avenue to understand how partners view IFAD.

MI 6.8 Evidence confidence	Low confidence
MI 6.9: Use of knowledge base to support policy dialogue and/or advocacy.	Score
Overall MI rating	Satisfactory
Overall MI score	3.17
Element 1: Statement in corporate documentation explicitly recognises the organisation's role in knowledge production	4
Element 2: Knowledge products produced and utilised by partners to inform action	3
Element 3: Knowledge products generated and applied to inform advocacy, where relevant, at country, regional, or global level	3
Element 4: Knowledge products generated are timely/perceived as timely by partners	3
Element 5: Knowledge products are perceived as high quality by partners	3
Element 6: Knowledge products are produced in a format that supports their utility to partners	3
MI 6.9 Analysis	Evidence documents
<p>Element 1: IFAD prepared its KM Strategy in 2019. The strategy acknowledges that KM is vital to ensuring IFAD is agile, responsive, and innovative enough to bring the solutions needed to deliver on its corporate objectives, such as the SDGs. The strategy aims to improve IFAD's ability to generate, use and share the best available evidence and experiential knowledge to achieve higher quality operations, and greater visibility and influence in the global development community. In turn, allowing IFAD to generate more development results and impact supporting the 2030 Agenda and SDGs (1 and 2). A theory of change is provided for each of these outcomes. The strategy acknowledges that limited capacities, incentives and resources – especially at country programme and project levels – are major obstacles to KM and learning and need to be addressed. The strategy provides an inventory of IFAD's existing types of knowledge work. The strategy which has a detailed RMF notes that an "annual review of KM activities, products, outreach and partnerships will be presented to Management." Survey evidence indicates that respondents, with knowledge or an opinion, generally agree IFAD has sufficient resources to support knowledge management.</p>	33, 76, 78

Figure 44. IFAD allocates sufficient resources to support strategic knowledge work [in COUNTRY].



In addition, IFAD also provides grant resources to normative agencies, such as FAO and CGIAR, to conduct knowledge work. Between 2019-2022, IFAD provided USD27.4 million to partners for knowledge work.

Element 2: Knowledge use is a key action area of the strategy. The 2022 IFAD stakeholder survey indicates that knowledge management is one of IFAD's top-performing areas, behind only relevance and ahead of partnership building, effectiveness, transparency, country-level policy engagement, and COVID-19 impact. Yet, the IFAD stakeholder survey notes that the role of IFAD's knowledge product in informing action is unclear. As part of its strategy, IFAD in 2022 began publishing a series of knowledge products on relevant topics, such as an operational toolkit (digital toolkit) to analyse indigenous people's food systems. Currently, IFAD has a wide range of publicly available knowledge products such as how-to-do notes, learning notes, research series, toolkits, and e-learning courses. IFAD uses Elastic Cloud and Google Analytics to gather data on the online dissemination of its knowledge products. Together, they allow IFAD to monitor page views, downloads, citations with Google Scholar, key audiences and trends. For example, page views for the IFAD Impact Assessment report, Research Series, Advantage Series, stand-alone How-to-do-notes and toolkits have been increasing over the past 3-years, with half of the readers being from developing countries' research centres, agricultural, economic and international development academia. These insights are shared internally and are considered when deciding on additional dissemination or on a new product. Interview evidence indicates that IFAD has a good understanding of users but not to the level it could ascertain if partners utilised it to inform their actions. Survey evidence shows most partners with knowledge, or an opinion agree that IFAD knowledge products are useful to their work. Importantly, the majority of respondents in all external partner categories strongly agree or agree that IFAD's knowledge work is useful for their work. Regarding format, the majority of government partners, agreed that IFAD's knowledge projects are in an easy-to-use format. External partners have a higher share of those without opinion or knowledge but mostly agree IFAD's knowledge products are easy to use.

Figure 45. IFAD's knowledge products are useful for my work.

Q6[1] IFAD's knowledge products are useful for my work.

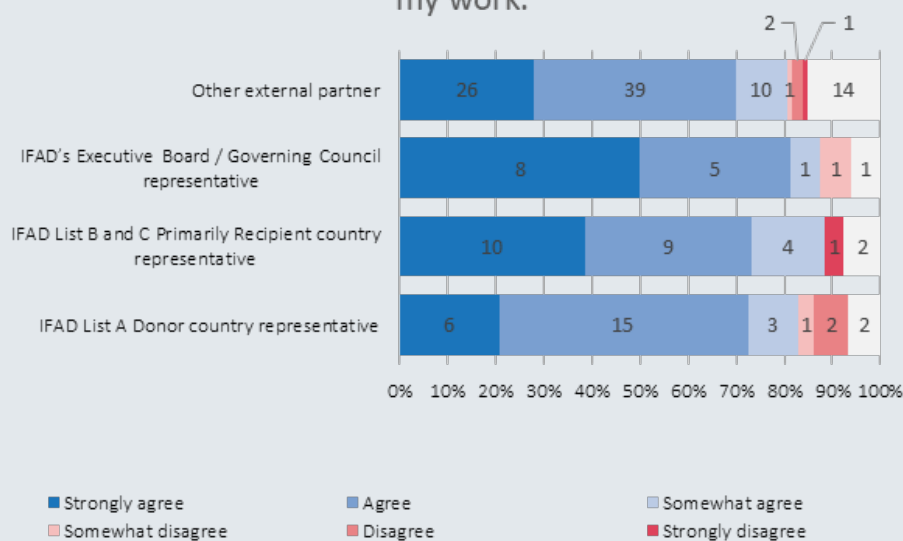
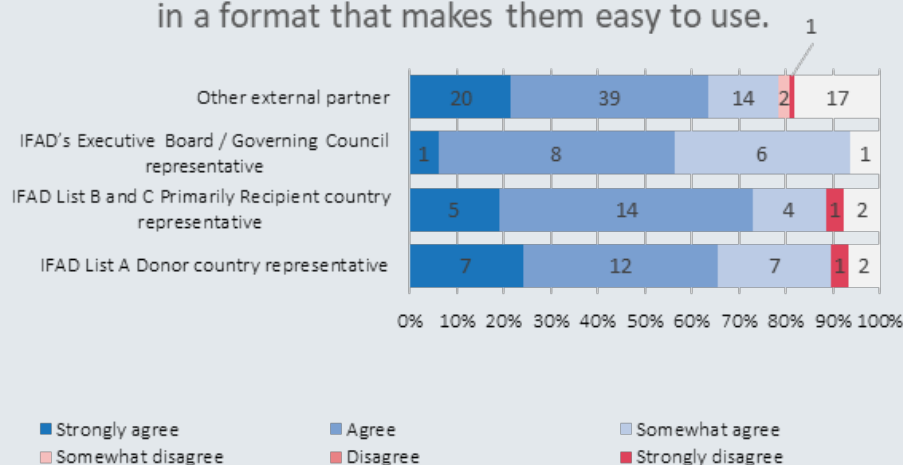


Figure 46. IFAD's knowledge products are provided in a format that makes them easy to use.

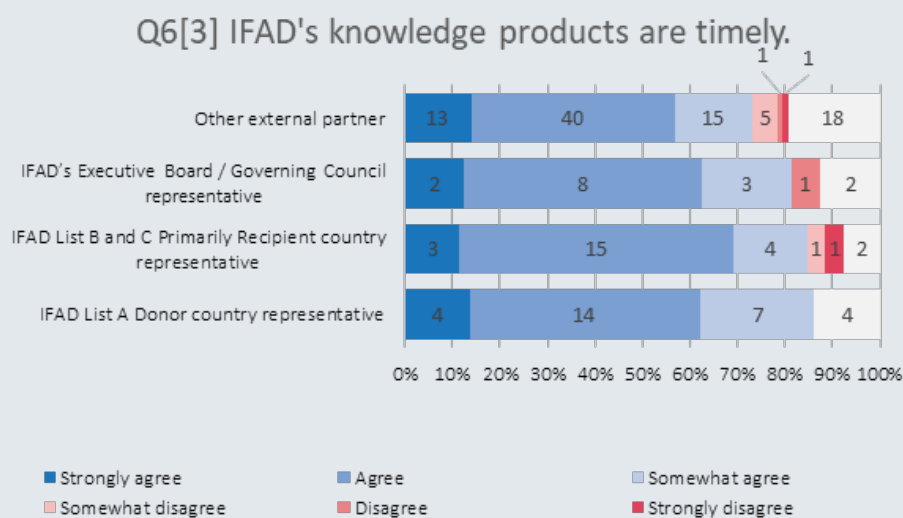
Q6[2] IFAD's knowledge products are provided in a format that makes them easy to use.



Element 3: IFAD has processes and knowledge products that have informed policy dialogue and advocacy, but application is not uniform. Interview evidence indicates that knowledge products are informed by analysis of demand and audience. However, interview evidence with some staff raised the limited resources to fund such activities. Furthermore, in the midterm review of IFAD's knowledge management strategy found that IFAD is focused on processes rather than substantive knowledge that IFAD could use to inform policy. Despite these challenges, in LAC, most of the grant projects under implementation have a strong component of policy dialogue and advocacy. For instance, as part of a grant to the ACUA foundation project, specific legislation was developed in Colombia regarding Afro-descendants.

Element 4: IFAD's knowledge products are perceived to be timely by partners. Previously internal lessons systems had been flagged as dated and needing an update to prevent them from being obsolete. The lessons learned component of ORMS has resolved these issues. In addition, the latest strategy references the importance of releasing relevant and timely knowledge products. IFAD's own stakeholder surveys did not ask users what they think about the current range of products based. Meanwhile, MOPAN survey evidence indicates that partners with opinions or knowledge mostly strongly agree or agree that IFAD knowledge products are timely.

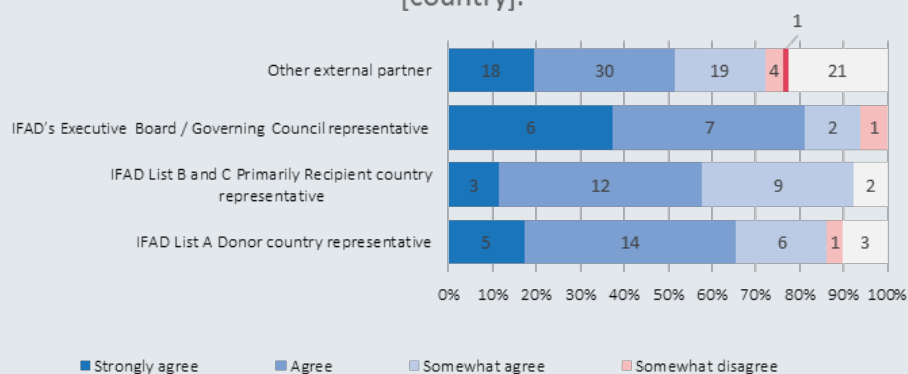
Figure 47. IFAD's knowledge products are timely.



Element 5: IFAD has been unable to properly track users' views on the calibre of its knowledge products as outlined in its KM strategy. However more general stakeholder and MOPAN survey indicate stakeholders view IFAD's knowledge products positively. Interview evidence indicates that IFAD utilises a peer-review process to ensure high-quality knowledge products. In addition to the peer-review process, in 2022, a knowledge product standard checklist was developed to improve the quality of IFAD knowledge and probability of use. While additional data on the quality of knowledge products is not fully indicative due to low response rates, the general high performance of knowledge management in IFAD stakeholder surveys indicates that progress has been made. MOPAN survey evidence finds that the majority of partners with an opinion or knowledge strongly agree or agree that IFAD produces high-quality inputs designed for global policy dialogue.

Figure 48. IFAD provides high-quality inputs to (global) policy dialogue in [COUNTRY] or at a regional level that affects [COUNTRY].

Q6[4] IFAD provides high-quality inputs to (global) policy dialogue [in country] or at a regional level that affects [country].



Element 6: Over the past five years IFAD has improved the dissemination and utility of its knowledge products. IFAD's library structures its outreach on this analysis as part of its wider efforts to inform knowledge products by analysing demand and audience. Furthermore, interview evidence confirms that its knowledge standards promote more digestible product formats as part of its audience-centric approach.

MI 6.9 Evidence confidence

Low confidence

Relationship management

Systems geared to managing and accounting for development and humanitarian results and the use of performance information, including evaluation and lesson-learning.

KPI 7: Strong and transparent results focus, explicitly geared towards function

KPI score

Satisfactory

3.28

IFAD's commitment to Result-based Management (RBM) is outlined in its current strategic framework and replenishment commitments. There are clear requirements for using an RBM approach in planning and programming. IFAD has guidance on setting results targets and developing indicators that are clear and accessible to all staff. IFAD's core indicator framework provides greater detail on each indicator's data source, collection method, and any required data disaggregation. IFAD allocates adequate resources to the RBM system.

IFAD-wide plans and strategies include results frameworks. The ToC for each action plan and strategy connects the different layers of the results framework, from project-level activities to the high-level SDG goals they support. IFAD updates strategies and policies based on need or if the period of time for strategy has elapsed. The annual RIDE examines and discusses IFAD's performance against the indicators and targets

with member states under the RMF. The RIDE shows progress and deviations from outlined goals in the RMF.

Targets and indicators are based on sound evidence, causal pathways and logic. RMF indicators are relevant to the outcomes they support. All interventions are required to set baselines as part of key impact studies. Results targets are regularly reviewed and adjusted as needed. IFAD requires projects to consult with relevant stakeholders as part of the project design process, yet their involvement in setting results targets is not clear.

The RMF is adequately supported. IFAD's RMF indicators capture output and outcome level indicators. IFAD ensures data is available for key reporting and planning processes by developing indicators with sector priorities in mind and guaranteeing application throughout the results chain. There are processes to ensure data quality exists. OPR, in coordination with other divisions, is leading the implementation of a Project-level M&E Action Plan that seeks to improve the quality of project M&E reporting data. RIA plays a key role in capacity building and RIA contributes through the development of tools and guidelines for data collection and analysis. However, an internal review of Impact Assessments within IFAD-11 (2019-21), IOE raised concerns about the IAs reliance on project M&E reporting and the quality of this data.

IFAD uses performance data in its planning documents. Performance data inform the proposed restructuring of projects. IFAD relies on performance data to inform consequent RMF during the consultation process. IFAD also uses self-validated and IOE-validated performance data to support dialogue in its partnerships.

MI 7.1: Leadership ensures application of an organisation-wide RBM approach	Score
Overall MI rating	Satisfactory
Overall MI score	3.33
Element 1: Corporate commitment to a result culture is made clear in strategic planning documents	4
Element 2: Clear requirements/incentives in place for the use of an RBM approach in planning and programming	4
Element 3: Guidance for setting results targets and developing indicators is clear and accessible to all staff	3
Element 4: Tools and methods for measuring and managing results are available	3
Element 5: Adequate resources are allocated to the RBM system	3
Element 6: All relevant staff are trained in RBM approaches and method	3
MI 7.1 Analysis	Evidence documents
<p>Element 1: While no explicit policy exists, IFAD's commitment to RBM is evident in various documents, including its replenishment commitments and current strategic framework. The RMF serves as a tool to implement RBM across its projects and programmes. As part of the replenishment process, since IFAD7 replenishment in 2005, IFAD has reaffirmed its commitment to results culture through its RMF which has undergone updates and improvements in each replenishment cycle, indicating a continuous effort to enhance its effectiveness and relevance. As a result, the framework has improved over time, become more robust, and fit for purpose. Figure 53 below shows that the number of indicators in the RMF for IFAD12 fell by 11 from IFAD11.</p>	<p>51, 55, 93, 103, 105, 107</p>

Figure 49. Evolution of the IFAD RMF



Source: IFAD 2020, IFAD12 Results Management Framework

IFAD has replaced and introduced several indicators, such as empowerment based on the "International Food Policy Research Institute's (IFPRI) project-level Women's Empowerment in Agriculture Index (pro-WEAI), which has been adapted to be included in core outcome indicator surveys at project design, midterm and completion." In general, IFAD made clear in its IFAD 12 RMF report that it seeks to shift from ratings-based assessments and focus on outcomes and outputs.

The current RMF consists of three tiers: (i) tracking Goals [SDGs] and Context, (ii) Development Results, and (iii) Operational and Organisation Performance. Tier I covers IFAD's contribution to SDGs framed within the context of its Strategic Objectives. Data for these indicators are from the SDG database maintained by UNSDG. Tier II covers IFAD development's results using data from impact assessment; ORMS for project-level outreach, outcome and output; and PCRs for development outcome ratings. Tier III touches on internal performance, such as operational efficiency, and as a result, is mainly fed by data from internal databases. Not all indicators in the RMF have targets, but all are tracked as part of replenishment mid-term review and annual RIDE. Both documents touch on progress towards targets outlined in RMF.

In addition to the RMF, the commitments matrix includes and tracks the commitments IFAD management made as part of the consultation process of replenishment cycles. While many indicators track the progress of commitments, IFAD tries to keep more qualitative commitments in the matrix and more quantitative ones in the RMF. Any commitment not included in the RMF can be found in the commitments matrix.

Knowledge management plays a critical role in the RBM process. IFAD's Knowledge Unit and SKD, in particular, integrate evidence and data on past performance and actual results into management decision-making to ensure lessons are learnt. At the operational level, resources make it possible to undertake activities that lead to results.

In turn, this contributes to and culminates in outputs and IFAD's strategic outcomes. The KM Unit and SKD ensure this process is cyclical, with evidence feeding into programming activities, these activities generating new evidence and knowledge, and impact assessments enabling us to understand the results achieved to date, thus allowing for an adaptive process.

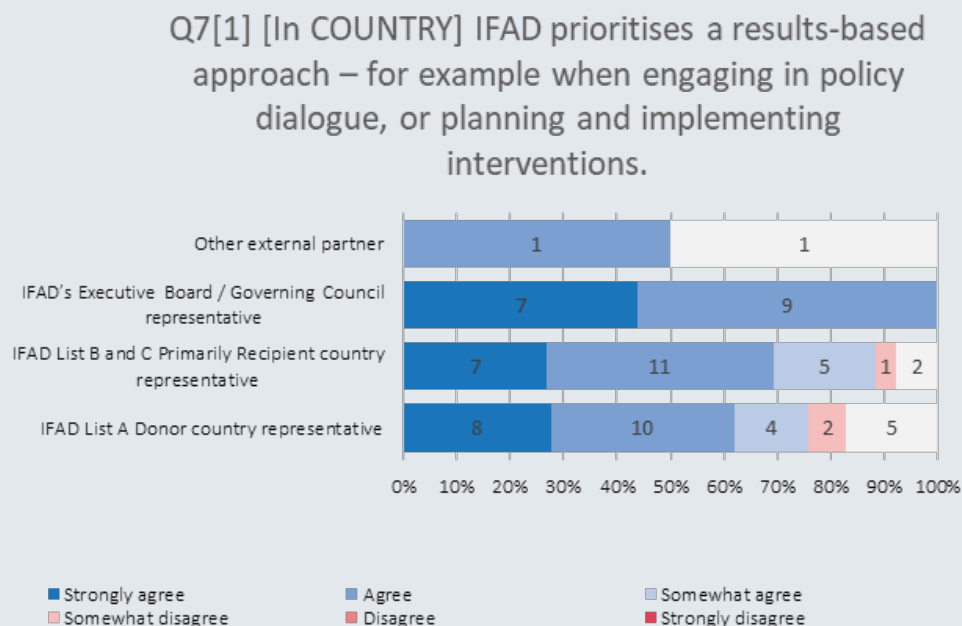
Element 2: IFAD has clear requirements for the use of an RBM approach in planning and programming. IFAD's COSOPs and projects use the RBM approach. COSOPs outline how IFAD can engage with countries to support their respective goals. In addition, COSOPs also outline a pipeline that helps it meet its goals.

COSOPs are required to have a ToC that connects COSOP to the corporate RMF. More specifically, the Operational procedures and Guidelines for country programme strategies standard (COSOP-S) state that ToCs lay out the causal chain from inputs to outputs, outcomes and impacts as well as the assumptions underlying the success of the COSOP. The logic of the ToC and strategy are subject to the quality assurance process. The ToC and RMF are reviewed by both Operations, Programme, and Results (OPR) division and QAG reviewers. QAG is responsible for quality assurance of all designs, including country strategies, before approval. QAG reviewers review proposals in entirety, as part of that process, examine ToC closely given its centrality to the design. QAG also uses its position as a reviewer to provide general trends and recommendations for future designs to consider. After the initial review, QAG consolidates the comments and sends them to OSC for final review.

Similarly, all projects are required to have clear ToCs and project log frames must include core indicators. Projects as part of the IPRM also consider the capacity of borrowers' M&E systems. As part of the quality assurance process, IFAD, in addition to ensuring strategic alignment, ensures logical frameworks and ToCs. In particular, projects must contribute and align with IFAD's national and international goals and priorities. In addition, the project must be aligned with national priorities and plans. In addition, COSOPs must also be aligned with corporate commitments, specifically as it relates to those within the replenishment cycle. For instance, in IFAD12, all new COSOPs need to mainstream nutrition, GEWE, youth and climate and how they will be integrated into the country programme. In turn, relevant mainstreaming of these, where appropriate, will be embedded into the COSOP RMF.

MOPAN survey evidence finds that Executive Board members and Governing Council representatives all agree or strongly agree that IFAD prioritises a results-based approach (Figure 50). The majority of donor and borrower government representatives strongly agree or agree with the statement, with a small share somewhat disagreeing.

Figure 50. IFAD prioritises a results-based approach – for example when engaging in policy dialogue or planning and implementing interventions.



Element 3: IFAD has guidance on setting results targets and developing indicators that are clear and accessible to all staff. In particular, IFAD has a set of indicators called the core indicators framework, which consists of 45 indicators: 3 outreaches, 20 output and 22 outcome indicators. These indicators are required to be applied if relevant to the ToC. IFAD has integrated mainstreaming indicators into mainstreaming guidelines. Importantly projects may have additional project-specific indicators. Beyond guidance, IFAD also offers training.' Operations Academy - Pillar II - Fundamentals of Monitoring & Evaluation (M&E) - Level 1' covers ToCs. Although not required, it is strongly recommended for those involved in M&E. Currently, 38 people have completed it, and another 35 people have started. "Operations Academy - Pillar II - Monitoring & Evaluation (M&E) in IFAD-financed projects" covers core indicators. Similar to Level 1, it is not required but strongly recommended for those involved in M&E. One person completed it, and seven people started it. IFAD also offers "Core Outcome Indicators measurement guidelines (COI) – online training" that covers IFAD's Core outcome indicators survey guidance. While not mandatory, it is strongly recommended for staff of IFAD-funded projects and programmes as well as technical consultants involved in the process. Lastly, Operational Policy and Results Division (OPR) rolled out multiple trainings across all five regional divisions as part of the COI guideline rollout.

Element 4: IFAD's core indicator framework provides greater detail on each indicator's data source, collection method, and any required data disaggregation. The framework identifies potential data sources, such as existing data sources or a household survey. Importantly, staff have indicated in interviews that some staff struggle with specific guidance on M&E. Many indicators are tracked as part

of this. Data collection is embedded into M&E systems but also reported to ORMS. IOE's ARIE reports continued issues with the quality of M&E at the project level. Therefore, while guidance is clear, it is also clear that there needs to be more effort to ensure staff capacity to oversee these requirements. As part of stocktakes, M&E is sometimes a focus, such as in 2017 and 2020. Furthermore, PMD in 2020 commissioned a dedicated study on M&E quality and lessons. In turn, the study led to the development of the M&E Action Plan and the establishment of a dedicated M&E position in OPR. Currently, senior M&E positions are being recruited at the regional level. Beyond additional staff and an action plan, OPR also reviews PCN and PDR for M&E and, if deficient, proposes remedies. Lastly, lessons learned on ORMS are also available for staff to integrate into new projects.

Element 5: IFAD allocates adequate resources to the RBM system. ORMS supports reporting on project outputs and outcomes in the RMF and RIDE. ORMS gathers data throughout the project cycle and is central to managing and tracking project data. Based on interview evidence, ORMS has adequate resources allocated to it. Furthermore, supervision budgets are fungible in that problem projects automatically allocate additional resources to support additional missions. The standard cost for implementation support per mission ranges from USD 25,000 - USD 30,000. Similarly, high-risk projects can be allocated up to USD 60,000 per supervision mission. High-risk missions in conflict affected areas can be budgeted at USD 90,000 for the first year and USD70,000 for consequent missions.

Element 6: OPR regularly conducts training on ORMS. Since the launch of ORMS in 2017, OPR has held regular trainings on ORMS. The most recent were held in June 2022 (for 34 newly appointed staff) and March 2023 (88 participants). The training prepares staff on how to use all functions of the platform.

MI 7.1 Evidence confidence

Medium confidence

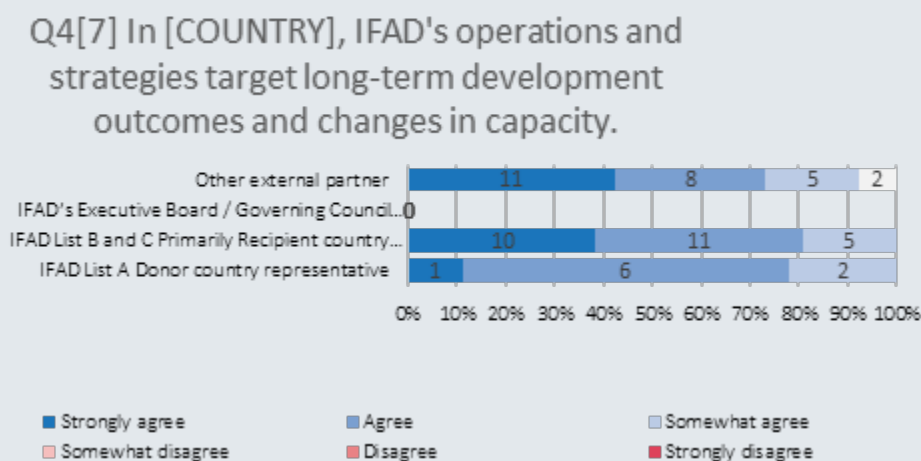
MI 7.2: Corporate strategies, including country strategies, based on a sound RBM focus and logic	Score
Overall MI rating	Highly satisfactory
Overall MI score	3.80
Element 1: Organisation-wide plans and strategies include results frameworks	4
Element 2: Clear linkages exist between the different layers of the results framework, from project to country and corporate level	4
Element 3: An annual report on performance is discussed with the governing bodies	4
Element 4: Corporate strategies are updated regularly	3
Element 5: The annual corporate reports show progress over time and notes areas of strong performance as well as deviations between planned and actual results	4
MI 7.2 Analysis	Evidence documents
Element 1: IFAD-wide plans and strategies include results frameworks. IFAD has ten corporate strategies based on a sound RBM focus and logic. All corporate strategies and action plans have a results framework. Furthermore, a Theory of	7, 19, 25, 27, 33, 37, 77, 81, 89, 103, 105

Change underpins all strategies and action plans. Some of the results framework targets are monitored as part of RMF. For example, the Strategy and Action Plan on Environment and Climate Change 2019-2025's results framework has two indicators in the RMF: the number of hectares of land under climate-resilient management and the number of tons of greenhouse gas emissions (CO²) avoided and/or sequestered.

Beyond thematic strategies, IFAD's COSOPs are also linked to the corporate results framework via a ToC and tracked as part of the framework. As indicated earlier, COSOP's connection to RMF and its own ToC are reviewed as part of the quality assurance process. While COSOPs are not directly linked to individual mainstreaming strategies, the SECAP background study examines mainstreaming areas and frames the COSOP accordingly. According to the Guidance for COSOP-S, states the SECAP background study should include: "(i) a synthesis of the key climate, environmental and social challenges identified as mainstreaming priorities for IFAD; (ii) an institutional analysis; and (iii) key recommendations to address the challenges to targeting vulnerable groups including women, youth, indigenous peoples, people with disabilities and undernourished individuals in the face of climate change, land degradation and other environmental challenges."

Element 2: The ToC for each action plan and strategy connects the different layers of the results framework, from project-level activities to the high-level SDG goals they support. At the project preparation level, projects must incorporate core indicators whenever relevant to the project's ToC. Each core indicator is connected to one of three strategic objectives and SDGs. Formal and informal review processes ensure that projects have strong logic and, where possible, integrate COI. IFAD reviews its RMF as part of every replenishment cycle. As part of IFAD12, IFAD undertook several changes to several indicators in the RMF. As part of those changes, IFAD added several indicators around cross-cutting issues. These indicators provide better information on IFAD's contributions per its respective strategies. For example, IFAD 12 measures the share of projects strengthening resilience by building adaptive capacity to climate change. MOPAN survey evidence finds that all partners, with opinions or knowledge, agree that IFAD's operations and strategies target long-term development outcomes and changes in capacity (Figure 51).

Figure 51. IFAD's operations and strategies target long-term development outcomes and changes in capacity.



Element 3: The annual RIDE examines and discusses IFAD's performance against the indicators and targets with Member States under the Results Management Framework. The report analyses performance against immediate outcomes, such as kilometres of roads built, and medium-term goals, such as sustainability of benefits over time. In addition, the report also touches on contributions to overarching Sustainable Development Goals and mainstreaming agenda. In addition, to the RIDE, IOE prepares an ARIE, which presents the IFAD's performance based on independent evaluations.

Element 4: IFAD updates strategies and policies based on need or if the period of time for strategy has elapsed. Most strategies have clear timelines, such as Strategy and Action Plan on Environment and Climate Change 2019-2025. Newer strategies, particularly on thematic areas such as climate or private sector engagement, have clear coverage periods suggesting they have clear timelines for updating them. However, some strategies, such as Knowledge Strategy, do not have clear timelines. IFAD updated its Knowledge Management Strategy in 2019, replacing the previous one in 2007. A new strategy was developed to respond to changes in its structure, business model, and development effectiveness framework. All strategies are required to undergo an MTR, which is mentioned in each strategy. On the other hand, policies are updated based on need. For instance, IFAD updated the Policy on Engagement with Indigenous Peoples in 2022 due to changing circumstances and the elevation of indigenous people as horizontal partners.

Element 5: The RIDE shows progress and deviations from outlined goals in the RMF. The report provides details and narrative explanations on deviations from targets as well as the context of progress. For example, the 2022 RIDE highlighted that IFAD has missed a third of the targets set in the IFAD11 RMF due to "COVID-19, liquidity constraints and the short-term effects of institutional reforms." The report further dives into individual indicators, missed targets, and key reasons.

MI 7.2 Evidence confidence

Medium confidence

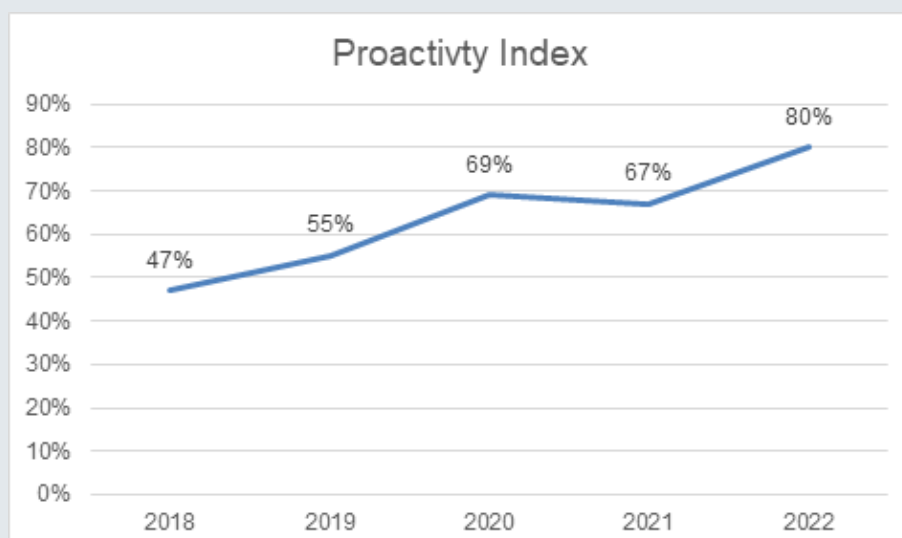
MI 7.3: Results targets set on a foundation of sound evidence base and logic	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: Targets and indicators are adequate to capture causal pathways between interventions and the outcomes that contribute to higher order objectives	4
Element 2: Indicators are relevant to expected results to enable the measurement of the degree of goal achievement	3
Element 3: Development of baselines are mandatory for new Interventions	3
Element 4: Results targets are regularly reviewed and adjusted when needed	3
Element 5: Results targets are set through a process that includes consultation with beneficiaries	2
MI 7.3 Analysis	Evidence documents
<p>Element 1: Targets and indicators are based on sound evidence, causal pathways and logic. Since IFAD10, all RMFs are based on a ToC in which operational pillars (Tier 3) support development impact and results (Tier 2), which in turn supports SDG (Tier 1). Furthermore, sector strategies dive deeper into the causal relationship of sector interventions and how they align with organisational RMF. For instance, the biodiversity strategy's key performance indicators are the number of ha of converted or degraded agricultural lands restored and the hectares of agricultural lands under sustainable agrobiodiversity practices. These two indicators are associated with output indicator 3.1.4. These indicators and others found in the COI framework are all mapped to the strategic objectives and thematic areas detailed in the Strategic Framework. The COI was designed to incorporate into project log frames easily. As a result, they can be aggregated across projects and countries to facilitate corporate reporting, such as RIDE and RMF. COI must be included if relevant to the project, thereby ensuring coverage.</p> <p>Element 2: RMF indicators are relevant to the outcomes they support. Furthermore, they help measure the degree of achievement. Not all indicators have targets, but they do track progress. For IFAD 11, 6 out of 79 indicators did not have targets. These include the Debt-to-equity ratio, IOE ratings, and the number of staff from List B and C countries. Similarly, not all indicators have baselines. For instance, none of the Tier I indicators have baselines, given they present SDG data, such as the prevalence of stunting among children under five. Baselines usually come from values measured in previous cycles, but it depends on the indicator. For example, for impact indicators in the IFAD12 RMF, the baseline came from the values measured in IFAD10 (2016-2018). Some global-level information is either not available or agreed upon by concerned stakeholders. IFAD12 RMF committed to using "specific, measurable, achievable, relevant and time-bound (SMART) indicators, more real-time data, and the introduction of the RMF dashboard."</p> <p>IOE has not completed a recent evaluation of indicators but does examine and report on indicators as part of evaluation work in specific areas such as infrastructure. Both the evaluation on infrastructure and innovation raised issues around poor M&E</p>	34, 41, 51, 53, 56, 77, 95, 106

systems and, in turn, poor or limited data to determine impact. The evaluation of Infrastructure at IFAD (2001-2019) stated that M&E for infrastructure projects "mainly relies on counting some outputs, mostly on the hard infrastructure side, and mainly for corporate reporting purposes. There is little emphasis on monitoring the soft dimensions of infrastructure, which are hard to measure, such as ownership, capacities and governance." As a result, IOE found it difficult to assess the impact and therefore help inform management. Notably, both evaluations examined projects well beyond the review period for this assessment and rollout of the new COI framework. Furthermore, given that the new COI indicators are recent, it is still early to use them to assess the project's effectiveness systematically.

Element 3: All interventions are required to set baselines as part of key impact studies. Before collecting baselines, the log frame must first integrate required indicators and develop any additional ones as needed. These are then updated throughout the project cycle. The project design guidelines from 2020 have instructions and frequency of monitoring indicators against the baseline. As mentioned, COIs have clear guidance and framework specifying data sources and collection methods. General guidance on COI indicators can be found on SMART indicators, which are available in the Operations Manual. More recently, the new ToC and Log frame Guidance Note has a specific section on the development of measurable indicators.

Element 4: Results targets are regularly reviewed and adjusted as needed. IFAD reviews and adjusts targets as needed as part of the implementation and monitoring process. Project targets can be revised when projects are not performing well or to enhance projects further. The process requires restructuring for this to happen, but it can happen at any stage during implementation. According to the 2022 RIDE, IFAD measures proactivity by the share of "projects rated "actual problem" in the previous approved performance ratings, which have been upgraded, restructured, completed/closed, cancelled or suspended in the most recent approved performance ratings." Figure 52 below shows that the IFAD proactivity index has improved, confirming that IFAD reviews and adjusts projects accordingly.

Figure 52. Proactivity Index

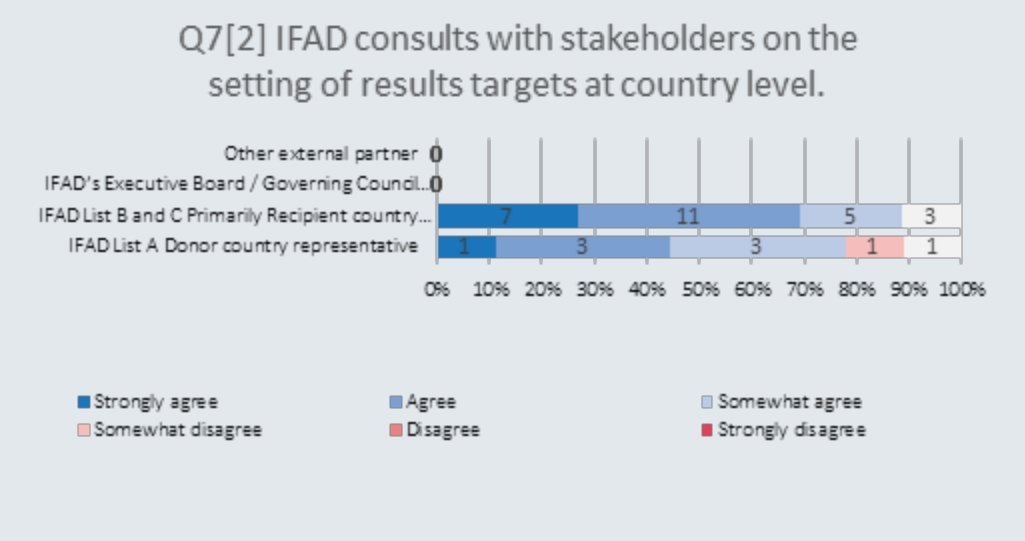


Source: RIDE 2022

COSOPs are reviewed annually and at midterm to identify any issues and propose corrections to ensure they remain effective and relevant. As part of COSOP-S guidance, the annual review has specific questions such as “are the targets still relevant?” At midterm, IFAD requires a COSOP results review (CRR), a more in-depth examination of the annual review and performance. However, it does review the results targets and progress against them as well as the relevance.

Element 5: IFAD requires projects to consult with relevant stakeholders as part of the project design process; however, there is no guidance on setting results targets with beneficiaries. As part of redoubling IFADs engagement with beneficiaries, it has committed to deeper consultation with beneficiaries. In particular, IFAD has promoted FPIC and a more participatory approach to targeting. Despite the involvement, the guidance does not indicate the involvement of beneficiaries in setting results targets. MOPAN survey evidence shows that most borrower and donor country representatives, who have knowledge or an opinion, agree that IFAD consults with stakeholders on setting results targets (Figure 53).

Figure 53. IFAD consults with stakeholders on the setting of results targets at country level.



MI 7.3 Evidence confidence

Medium confidence

MI 7.4: Monitoring systems generate high-quality, useful performance data in response to strategic priorities

Score

Overall MI rating

Satisfactory

Overall MI score

3.00

Element 1: The corporate monitoring system is adequately resourced	3
Element 2: Monitoring systems generate data at output and outcome levels of the results chain	3
Element 3: Reporting processes ensure data is available for key corporate reporting and planning, including for internal change processes	3
Element 4: A system for ensuring data quality exists	3
MI 7.4 Analysis	Evidence documents
<p>Element 1: The Results Management Framework is adequately supported. Importantly, RMF uses data gathered from ORMS, which is adequately supported and resourced. Within OPR, a dedicated Policy and Results Analyst position broadly has specific functions related to systems but also ORMS. Platforms and systems, like ORMS, are supported through IFAD’s capital budget. The level of data provided and the annual report indicates that IFAD takes corporate monitoring seriously, which is reflected in its comprehensive RMF. While most of the data for the RMF is from ORMS and other internal systems, the Impact Assessments are also key for Tier 1 Development Results and are undertaken by RIA in SKD.</p> <p>Element 2: IFAD’s RMF indicators capture output and outcome level indicators. As part of IFAD12, IFAD sought to increase reliance on input and outcome-centric indicators instead of assessment-based ratings. Tier II of Development Results has a project-level outcomes and outputs section. For instance, IFAD 11 and 12 track the “number of persons trained in income-generating activities or business management (millions) e (SDG 4.4).” All RMF results are available on IFAD’s RMF dashboard on its website and in the RIDE.</p> <p>IFAD is reducing its reliance on assessment-based ratings because it wants to track results more concretely. Therefore, IFAD has offset reliance on assessment-based ratings with stronger output and outcome indicators. However, IFAD 12 RMF report acknowledges and plans to keep assessment-based ratings to support the quality of designs and performance management. The report asserts these changes align with other MDBs like the World Bank.</p> <p>Element 3: IFAD ensures data is available for key reporting and planning processes by developing indicators with sector priorities in mind and guaranteeing application throughout the results chain. As indicated earlier in MI 2.1-2.4, IFAD has theme-specific indicators to support data collection and aggregation for RMF. Projects, whenever possible, are required to include indicators from RMF whenever feasible. Indicators are typically assessed as part of baseline, mid-term, and final surveys. Furthermore, each strategy has its own set of indicators or key performance indicators that feed into the RMF indicators.</p> <p>Element 4: IFAD has processes to ensure data quality. The COI framework has clear guidance and detail on the type of data needed to report on each indicator. Furthermore, at the design stage, design quality is reviewed, including the log frame and quality of indicators. Once data is collected as set out in the project design, it is recorded into ORMS as part of the supervision report. The RD must approve the report, which ensures quality assurance. At the RD’s discretion, reports and ratings can be subject to a peer review that can revise ratings and other information inputted into</p>	25, 33, 41, 51, 53, 55, 68, 93, 95, 103

ORMS. At the corporate level, IFAD carries out quality checks on the results data in ORMS, with some of these functions, such as aggregations and quality checks, are automated. Furthermore, additional qualitative and quantitative quality checks are undertaken once results data are collected for the RIDE. For instance, OPR identifies outliers based on past performance and consults with respective projects to ensure data quality. IOE has flagged some concerns about the data quality of impact assessments as part of its comments on IFAD11 Impact Assessments (IAs). In its internal review of Impact Assessments, IOE has raised concerns related to extrapolating results from a sample without considering the diverse nature of interventions and sufficiently contextualizing findings and IAs reliance on project M&E reporting. The issue of relying on self-reported project M&E data is a common challenges for global results measurements methodologies including many SDG indicators and wider data collection for IAs across IFIs. IFAD is addressing concerns raised by IOE on sampling through use a stratified random sampling by region to identify projects for the IFAD12 Impact Assessments. To strengthen the rigour of IAs, IFAD currently uses innovative methods of research including GIS satellite imagery data and remote sensing data. Given the need to further improve data quality and as part of implementing the Data Governance Policy, which was approved by the EB in December 2022, efforts to enhance the quality of outreach numbers estimated and captured through ORMS are underway. In IFAD's Management response to the IOE led review of IFAD-11's Impact Assessments, IFAD noted that additional statistical validation checks show that overall there is no ex-ante selection bias and the sample selection criteria do not have implications for the final results reported. IFAD applies the level of conflicts as exclusion criteria as this presents real life threatening constraints to collecting data.

More broadly, OPR is currently leading the implementation of a Project-level M&E Action Plan that seeks to improve the quality of project M&E reporting data. OPR is leading the efforts in collaboration with multiple IFAD divisions. RIA in, in particular, is largely responsible for capacity building. RIA contributes through the development of tools and guidelines for data collection and analysis and implementing capacity strengthening activities at PMU and country level, including through the 50x2030 Initiative in collaboration with FAO and the World Bank.

MI 7.4 Evidence confidence

Medium confidence

MI 7.5: Performance data transparently applied in planning and decision-making	Score
Overall MI rating	Satisfactory
Overall MI score	3.25
Element 1: Planning documents are clearly based on performance data	3
Element 2: Proposed adjustments to interventions are clearly informed by performance data	3
Element 3: At corporate level, management regularly reviews corporate performance data and makes adjustments as appropriate	3

Element 4: Performance data support dialogue in partnerships at global, regional and country levels	4
MI 7.5 Analysis	Evidence documents
<p>Element 1: IFAD uses performance data in its planning documents. The medium-term budget outlook examines past administrative budget data, the programme of loans and grants, and staffing. In particular, the budget outlook examined and reaffirmed commitment to Decentralisation due to better performance by country programmes.</p> <p>For projects, IFAD has been shown to use performance data to identify areas of improvement and design responses to help improve performance. For instance, IFAD project efficiency ratings have long been below management ambitions and targets. Therefore, for IFAD 11, management rolled out several measures to support project efficiency, such as the PFF to facilitate project start-up and the IFAD Client Portal to speed up the submission of requests.</p> <p>Element 2: Performance data inform the proposed restructuring of projects. Project data is collected and used to track problems as part of the supervision process, which informs the restructuring level and scope. While IFAD usually restructures problem projects, it can also restructure projects to enhance development impacts further. Even well-performing projects can be restructured to improve development impacts. As indicated in MI 7.3, IFAD uses project performance ratings to change projects, as seen with its 2022 proactivity index ratio. Project performance data is based on 26 criteria, grouped under two key Supervision and Implementation Support (SIS) indicators: the likelihood of achieving the development objective and overall implementation progress.</p> <p>Element 3: IFAD updates RMF based on performance data. For instance, IFAD10 RMF was the first to include a ToC, but because it predated strategic reforms and the 2030 agenda, it fell short of its contribution. Consequently, IFAD revised the IFAD10 RMF in 2016 to reflect the reforms and agenda.</p> <p>Element 4: The fund uses self-validated and IOE-validated performance data to support dialogue in its partnerships. IFAD's primary partnerships are with governments, which are shaped by COSOPs. All new COSOPs refer to past performance data and IOE's CSPEs to inform new COSOPs. IOE conducts 5 CSPEs annually. In addition, consultations as part of replenishment are also informed by performance data. After a CSPE publication, IOE holds workshops with IFAD and the government, after which IFAD and the government sign an ACP covering the CSPE's findings and recommendations. As mentioned in 5.2, COSOPs use both lines of performance data to inform new COSOPs.</p>	41, 50, 68, 95, 105
MI 7.5 Evidence confidence	Medium confidence
KPI 8: Evidence-based planning and programming applied	KPI score
Satisfactory	3.38

IFAD's commitment to RBM is outlined in its current strategic framework and replenishment commitments. There are clear requirements for using an RBM approach in planning and programming. IFAD has guidance on setting results targets and developing indicators that are clear and accessible to all staff. IFAD's core indicator framework provides greater detail on each indicator's data source, collection method, and any required data disaggregation. IFAD allocates adequate resources to the RBM system.

IFAD-wide plans and strategies include results frameworks. The ToC for each action plan and strategy connects the different layers of the results framework, from project-level activities to the high-level SDG goals they support. IFAD updates strategies and policies based on need or if the period of time for strategy has elapsed. The annual RIDE examines and discusses IFAD's performance against the indicators and targets with member states under the RMF. The RIDE shows progress and deviations from outlined goals in the RMF.

Targets and indicators are based on sound evidence, causal pathways and logic. RMF indicators are relevant to the outcomes they support. All interventions are required to set baselines as part of key impact studies. Results targets are regularly reviewed and adjusted as needed. IFAD requires projects to consult with relevant stakeholders as part of the project design process, yet their involvement in setting results targets is not clear.

The RMF is adequately supported. IFAD's RMF indicators capture output and outcome level indicators. IFAD ensures data is available for key reporting and planning processes by developing indicators with sector priorities in mind and guaranteeing application throughout the results chain. There are processes to ensure data quality exists.

IFAD uses performance data in its planning documents. Performance data inform the proposed restructuring of projects. IFAD relies on performance data to inform consequent RMF during the consultation process. IFAD also uses self-validated and IOE-validated performance data to support dialogue in its partnerships.

MI 8.1: A corporate independent evaluation function exists	Score
Overall MI rating	Highly satisfactory
Overall MI score	3.83
Element 1: The evaluation function is independent from other management functions (operational and financial independence)	4
Element 2: The head of evaluation reports directly to the governing body of the organisation (structural independence)	3
Element 3: The evaluation office has full discretion in deciding the evaluation programme	4
Element 4: The central evaluation programme is fully funded by core funds	4
Element 5: Evaluations are submitted directly for consideration at the appropriate level of decision-making for the subject of evaluation	4
Element 6: Evaluators are able to conduct their work during the evaluation without undue interference by those involved in implementing the unit of analysis being evaluated (behavioural independence)	4
MI 8.1 Analysis	Evidence documents
Element 1: The evaluation function is independent from management, directly reports to the Executive Board and manages its resources independently within the limits of a Board approved budget. IFAD has an evaluation unit, the Independent Office of Evaluation (IOE), which is financially and operationally independent from management. The latest Evaluation Policy, in 2021, in line with the second independent external peer review by the evaluation cooperation group, reaffirmed IOE's	131

independence. To ensure operational independence from management, IOE reports to the Executive Board (EB), which also approves IOE's budget.

Element 2: IOE demonstrates structural independence as its Director reports directly to the EB. Furthermore, the appointment and termination (for cause) of the IOE director are handled and overseen by the EB through the Executive Committee. Importantly, the EB has an Evaluation Committee, which dives into issues around IOE's strategy, methodology, and work programme. In the event of disciplinary issues, the board will review findings collected by the management through AUO and decide on any disciplinary measures. According to the policy, the IOE Director also "has delegated authority to make personnel and operational decisions concerning IOE staff and consultants in accordance with the provisions contained in this policy as well as other applicable IFAD rules covering human resources."

Element 3: IOE has full discretion in deciding its evaluation programme. IOE works in consultation with management and the board to formulate a useful evaluation work programme. The evaluation committee reviews the programme, and the board approves it. IOE's programme is divided into three parts:

The validation of the project's self-evaluations is carried out under the responsibility of management.

The evaluation of country programmes (CSPEs) (5 every year).

IOE also carries out corporate-level and thematic evaluations are selected through consultations with management and respective division requests.

The new evaluation policy provides a framework through which self-evaluation and independent evaluation will be planned, conducted and used. To support this, IOE "sets norms and standards for evaluations in line with international standards promoted by evaluation networks (e.g. OECD-DAC Evaluation Network, UNEG, ECG) and professional associations, and coordinates with management the use and implementation of the standards in self-evaluation. IOE reviews self-evaluations and may periodically evaluate the functioning of the evaluation system."

As stated in the 2019 evaluation policy: "Self-evaluation serves three important functions: to offer real-time feedback that enables Management to take immediate responsive actions to improve project design and implementation performance of IFAD policies, strategies and operations; to learn from experience and inform new measures; and to provide and report on aggregate impact of its operations for the corporate indicators laid out in the strategic framework."

Element 4: The core budget funds IOE's budget. The IOE budget is reviewed by the audit committee and approved by the governing body. The IOE budget is presented alongside the administrative budget to the board. Currently, the IOE budget is roughly 0.5 per cent of the total administrative budget. Interview evidence indicates that IOE has a sufficient budget to do its work. Furthermore, IOE has been able to request and receive additional resources, as evidenced by the recent addition of additional staff.

Element 5: Evaluations are submitted directly for consideration at the appropriate level of decision-making for the subject of evaluation. According to the 2019 policy, "Evaluation findings are communicated based on the requirements and needs of the intended users. All evaluations and related documents submitted to the Executive Board (and the Evaluation Committee) are made accessible to the public, as required by the IFAD Policy on the Disclosure of Documents (2010) and the

<p>principles of partnership, collaboration and transparency." In practice, the Director has complete discretion to issue and publish final evaluation reports after submission to the board. This does not prevent the evaluation process from being carried out in transparency with management. Indeed, IOE shares the report with management before submission and publication to check and obtain any issues on facts and accuracy. If any factual issues or inaccuracies are raised, the report will be revised. As stated in the policy: "With respect to independent evaluation, constructive collaboration between IOE and IFAD Management, as well as with their partners, notably the recipient countries, is essential both for generating evaluation recommendations and for enhancing ownership and uptake."</p> <p>Element 6: IOE can conduct its work throughout the evaluation process without undue interference. IOE has the authority to communicate and interview outside parties as part of the evaluation process. In addition to the authority to engage with external parties, management ensures that IOE has access to any source of information and documents relating to the fund's work and projects. Interview evidence affirms that IOE can conduct their work without undue interference.</p>	
MI 8.1 Evidence confidence	High confidence
MI 8.2: Consistent, independent evaluation of results (coverage).	Score
Overall MI rating	Highly satisfactory
Overall MI score	3.80
Element 1: An evaluation policy describes the principles to ensure the coverage, quality and use of findings, including in decentralised evaluations	4
Element 2: The policy/an evaluation manual guides the implementation of the different categories of evaluations, such as strategic, thematic, corporate level evaluations, as well as decentralised evaluations	4
Element 3: A prioritised and funded evaluation plan covering the organisation's planning and budgeting cycle is available	4
Element 4: The annual evaluation plan presents a systematic and periodic coverage of the MO's interventions, reflecting key priorities	4
Element 5: Evidence demonstrates that the evaluation policy is being implemented at country-level	3
MI 8.2 Analysis	Evidence documents
<p>Element 1: IFAD's revised evaluation policy describes the principles to ensure coverage, quality, and use of findings. The new policy focuses on "strategic and higher-level principles and ensures that the coverage provided is in line with international standards and practices." Evaluability is identified as a condition for ensuring high-quality evaluation: "Evaluability refers to the extent to which an activity or programme can be evaluated in a reliable and credible fashion and is central to a culture of results. A strong focus on evaluability at the design stage facilitates monitoring and subsequent evaluation. It calls for the design of policies, strategies, programmes and projects to take into consideration the requirements of subsequent evaluation." In addition, the policy notes the importance of evidence-based programming and enabling organisational framework. IOE supports management to help bolster the self-evaluation function. For its evaluation, IOE ensures quality by</p>	65, 131, 135

working with technically competent people on evaluations and formulating adapted methodologies for specific mandates. Methodologies are grounded in internationally agreed standards. Lastly, the policy reaffirms the use of findings to support a feedback loop feeding strategic and operational decisions.

Element 2: The evaluation manual guides the implementation of the different types of evaluations. The primary purpose of the IFAD 2022 Evaluation Manual is to ensure the quality, consistency, rigour and transparency of the evaluation function at IFAD in order to increase the effectiveness of IFAD's efforts. Along these lines, it provides guidance on adapting international standards, practices and evaluation criteria to the context of rural development, particularly when the end-clients of development interventions are smallholder farmers and small rural producers. The manual also offers methodological guidance and standards for evaluations across the Fund.

IFAD's evaluation strategy outlines the different types of IOE products. The latest manual reflects and provides guidance for these products. The strategy touches on the ARIE, Corporate-Level/Thematic Evaluations (CLEs /TEs), Evaluation synthesis, Subregional evaluations, CSPEs, Project Cluster Evaluation, Impact Evaluations, Project Performance Evaluations, and Project Completion Report Validations (PCRVs). Subregional evaluations and project cluster evaluations are new IOE products. The wide product range will provide IOE with a wide range to select in its consultations with management and the board.

Element 3: IOE's evaluation programme and corresponding budget are available as part of its annual work programme and budget submission. The programme outlines the plan for the work year and beyond. For instance, the 2022 budget proposal mentions the three CLEs, five CSPEs, and validations it is undertaking or completing this year. In addition, to outlining future evaluations and products, the budget and programme also provide an update on the progress of current evaluations and other work products. For instance, the 2022 programme and budget mentioned that the joint-RBA evaluation would be presented to the board. The budget and programme clearly show readers IOE's workload and progress in completing active evaluations within the context of its budgetary trends and needs.

Element 4: IOE's strategy and evaluation programme presents a systematic and periodic coverage of IFAD's interventions, reflecting key priorities. The multi-year evaluation strategy provides the guiding framework for future IOE work programmes and a bridge between the Revised IFAD Evaluation Policy and the annual work programmes. The strategy spans a period of six years. It helps operationalise the principles of the 2021 Evaluation Policy and provides guidance and stability over the medium term. IOE prepares an annual work programme and budget for discussion with the Evaluation Committee and Audit Committee and seeks approval of the work programme by the Executive Board and final approval of the budget by the Governing Council.

Element 5: In its programme and budget proposal, IOE touches on its country-level coverage. The latest IOE RMF has an indicator to track the number of higher-level evaluation reports, which include CSPEs and subregional evaluations. IOE has conducted five new CSPEs each year. In 2023 it published its first sub-regional evaluation on fragile states in WCA.

MI 8.2 Evidence confidence

High confidence

MI 8.3: Systems applied to ensure the quality of evaluations.	Score
Overall MI rating	Highly satisfactory
Overall MI score	3.80
Element 1: Evaluations are based on design, planning and implementation processes that are inherently quality oriented	4
Element 2: Evaluations use appropriate methodologies for data collection, analysis and interpretation	3
Element 3: Evaluation reports present the evidence, findings, conclusions, and where relevant, recommendations in a complete and balanced way	4
Element 4: The methodology presented includes the methodological limitations and concerns	4
Element 5: A process exists to ensure the quality of all evaluations, including decentralised evaluations	4
MI 8.3 Analysis	Evidence documents
<p>Element 1: IOE evaluations are based on design, planning, and implementation that are quality oriented. The evaluation manual notes that IFAD’s evaluation function has been ranked fourth among development institutions for the “quality of providers’ learning and evaluation systems.” IOE evaluations are designed and planned with quality in mind by ensuring appropriate technical competencies and alignment of adapted methodologies with international standards. IFAD subscribes to evaluation criteria, norms and standards agreed upon by the members of the DAC Network on Development Evaluation (OECD) and the Evaluation Cooperation Group (ECG) of the Multilateral Development Banks.</p> <p>Element 2: Evaluations use appropriate methodologies for data collection, analysis, and interpretation per its guidance. The 2015 edition of the IFAD Evaluation Manual, which guided the evaluations carried out during the review period, was recognised by some peers as particularly comprehensive. The Evaluation Manual has been updated in 2022. As presented by IFAD, the 2022 edition of the Evaluation Manual, prepared in consultation with IFAD Management, is the third version of the document and represents a major revision of the 2015 edition. Its guidance and standards are applied and inform the methodology used for data collection, analysis, and interoperation.</p> <p>Conceived as a living document, the 2022 Manual draws on contemporary evaluation literature and advances made since the launch of the 2030 Agenda for Sustainable Development, such as the notion of transformative change and addressing sustainability and climate resilience. It also relies on IFAD’s wealth of experience and good practices in evaluating rural development and poverty reduction programmes, as well as corporate policies and processes. IOE manual states that it is “not to provide a set of rigid and immutable directives. It is a living document that draws from the wealth of experience and good practices at IFAD in evaluating rural development and poverty reduction programmes as well as corporate policies and processes.” The Evaluation Manual is envisaged to be of interest to IFAD staff members and consultants, as well as to a broader group of stakeholders – governments, the private sector, civil society and other development partners involved in IFAD’s planning, monitoring and evaluation processes – and professionals who are committed to rural development and poverty</p>	130-131

reduction. The IFAD Evaluation Manual comprises two parts. Part I establishes general principles, methodological standards and processes that foster collaboration between IOE and IFAD Management. Part II is devoted to specific evaluation products, including both IOE and self-evaluation products.

Element 3: IOE presents the evidence, findings, conclusions and recommendations of its evaluations. Evidence and findings are collected and analysed per the methodology and parameters in the approach paper. Significantly IOE's manual clarifies that triangulation is used to deepen and cross-check information from different sources. Conclusions are meant to bring evaluation findings to a higher level by providing answers and main lessons from the evaluation. Recommendations, when provided, are intended to help the relevant audience improve its performance and results.

Element 4: IOE considers and presents the limitations of its methodology. The IOE manual clarifies that all evaluations must explicitly consider limitations related to the analysis conducted. Furthermore, evaluations must consider how other methods may compensate for the limitations associated with the selected method. When possible, these limitations are raised and addressed in the approach paper.

Element 5: IOE has processes to ensure high-quality evaluations. Evaluation approach papers and reports are peer-reviewed prior to being shared with IFAD and other relevant stakeholders. IOE had recently revised its peer-review process when it developed the current manual. Each type of evaluation has its own set of peer-review processes at both approach paper and report levels.

MI 8.3 Evidence confidence

High confidence

<i>MI 8.4: Mandatory demonstration of the evidence base to design new interventions.</i>	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: A formal requirement exists to demonstrate how lessons from past interventions have been taken into account in the design of new interventions	4
Element 2: Clear feedback loops exist to feed lessons into the design of new interventions	4
Element 3: Lessons from past interventions inform new interventions	3
Element 4: Incentives exist to apply lessons learned to new interventions	2
Element 5: The number/share of new operations designs that draw on lessons from evaluative approaches is made public	2
MI 8.4 Analysis	Evidence documents
Element 1: IFAD has processes to ensure that lessons learned inform new interventions. All projects and COSOPs have a dedicated section on lessons learned from past COSOPs, projects, and IOE's analysis. In addition, the Development Effectiveness Matrix + (DEM +) ensures that lessons learned are incorporated at three levels: financial management, targeting, and project management and institutional arrangements. FMD has an internal quality assurance process that considers four	33, 51, 105-106, 131, 141

areas, one of which covers lessons considered and incorporated into the project design. Internal lesson systems are available for staff to use in new designs.

Element 2: IFAD has platforms to help staff find and use lessons learned in new designs. The DEM+ assess the Knowledge Management plan on several factors, including how lessons and good practices from project implementation will be analysed, documented, used and shared. The ORMS is an internal system for managing and tracking quantitative and qualitative project information related to log frame indicators – baselines, targets and progress data; performance during implementation; development effectiveness at completion; action tracker; and lessons learned. It has a lessons learned section that staff can use to find lessons they can filter by their tags. Interview evidence confirms these systems are being used by staff. In addition, divisions, such as FMD, have a process to ensure new designs incorporate relevant lessons. IOE lessons are not integrated into the ORMS lessons learned section as it is an internal management system. As part of the online version of the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA), there will be a search function that will allow users to search and learn what relevant evaluations have been found and how IFAD has put into practice that recommendation to improve project design and implementation.

Element 3: Lessons from past interventions inform new interventions, but IOE lessons are less accessible than non-IOE lessons learned. Interview evidence confirms that staff are using the ORMS platform to learn non-IOE lessons. IOE lessons learned are not available in a searchable format as in ORMS. However, efforts are underway to ensure staff can similarly search IOE lessons. Beyond individual projects, COSOPs also incorporate lessons from CSPEs. Furthermore, QAG also reviews projects to integrate lessons learned. IOE's new ARIE format, from 2022 onwards, has and is meant to continue to highlight lessons learned from evaluations.

Element 4: IFAD review processes are meant to ensure projects incorporate lessons learned, but reviews are limited by the reviewer's own knowledge of lessons learned. As indicated in interviews, QAG reviews lessons learned in projects. However, interview evidence also finds that QAG is limited because its members are unaware of all lessons learned. Therefore, reviews mostly flag the need for lessons learned when QAG members have expertise in the sector or area of the project. However, the ORMS lessons learned module captures all the non-IOE lessons gathered by the country team during the project lifecycle. The lessons have a tagging system to allow them to be searchable. It is not clear if QAG uses ORMS for this purpose. As a result, it is possible for projects with limited use of lessons learned to avoid scrutiny at QAG.

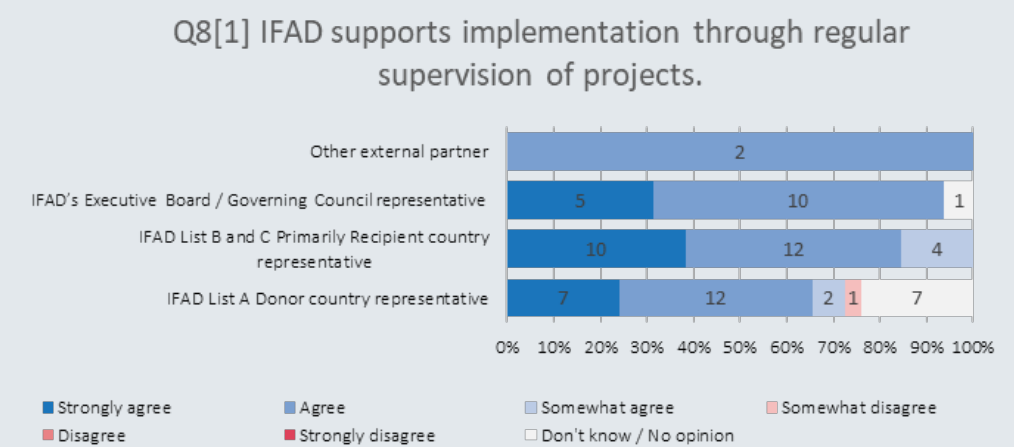
Element 5: IFAD does not publicly disclose the number of operation designs that draw on lessons from evaluative approaches either from IOE or from Management. IFAD requires both country strategies and project designs to incorporate lessons learned. These efforts are supported by an internal, searchable lessons learned database, knowledge packs for PDTs, impact assessments, and SECAP. However, IFAD does not track the share of projects that use these different mechanisms to incorporate evaluative approaches in new designs nor does it synthesise these lessons or report on them.

MI 8.4 Evidence confidence

Medium confidence

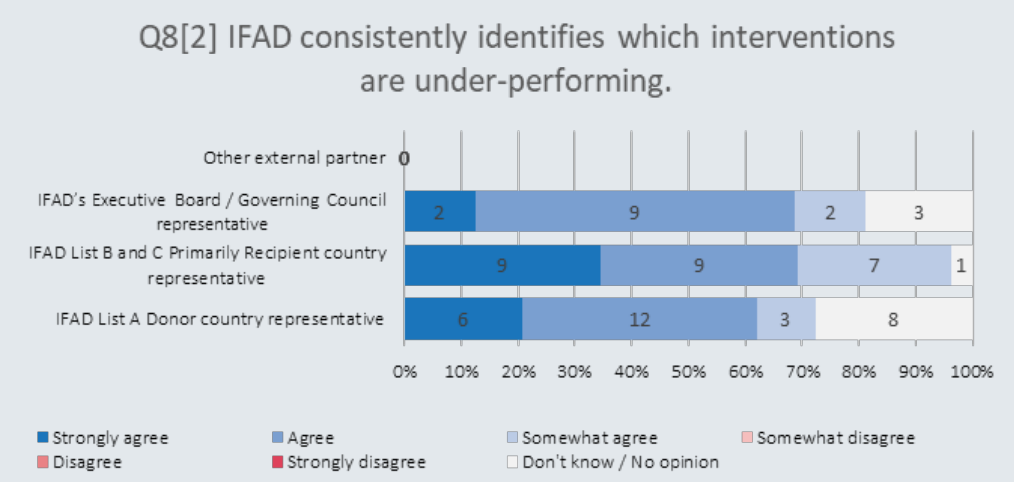
MI 8.5: Poorly performing interventions proactively identified, tracked and addressed.	Score
Overall MI rating	Satisfactory
Overall MI score	3.25
Element 1: A system exists to identify poorly performing interventions.	4
Element 2: Regular reporting tracks the status and evolution of poorly performing interventions.	4
Element 3: A process for addressing poor performance exists, with evidence of its use.	3
Element 4: The process clearly delineates the responsibility to take action.	2
MI 8.5 Analysis	Evidence documents
<p>Element 1: IFAD tracks project performance as part of the supervision process. The project performance rating at each supervision mission informs the status of a project. IFAD has automatic mechanisms to alert staff on poor project performance and measures needed. CDs are notified when projects are rated as Actual or Chronic Problem Projects and need a Project Improvement Plan. Once the PIP is prepared, Country Teams are reminded to provide quarterly updates on ORMS. These mechanisms include disbursement performance, and procurement performance, among others.</p> <p>Element 2: Supervision mission reporting helps track the status and evolution of poorly performing projects. As supervision missions provide performance data, IFAD will assign projects the following ratings: not-at-risk (NAR), potential problem project (PPP), and actual problem project (APP). PPP status serves as an early warning to IFAD and the recipient about the deterioration of the project. APP status means that the project is rated moderately unsatisfactory or below on either key supervision and implementation support (SIS) indicators: the likelihood of achieving the development objective or the overall implementation performance. Projects categorised as APP or PPP for the past three of five supervision missions are categorised as Chronic Problem Projects (CPP). The annual RIDE touches on problem projects. IFAD 11 saw SIS indicators improve significantly, with overall implementation progress rising from 59 per cent of projects rated moderately satisfactory or better in 2019 to 82 per cent in 2021. MOPAN survey evidence finds that most partners, with some knowledge or an opinion, agreed that IFAD supports implementation through regular supervision (Figure 54).</p>	51, 95

Figure 54. IFAD supports implementation through regular supervision of projects.



Element 3: IFAD has a process to address poorly performing projects. In the event of the APP or CPP category, projects are required to have two supervision missions within 12 months and develop Project Improvement Plans (PIP). PIPs can also be undertaken for PPP but are not required. The PIP is meant to help ensure the project can meet its objectives and results. The PIP is automatically triggered for APP or CPP projects. Any indicator rated less than moderately satisfactory will need remedies to be incorporated into the PIP. Thereafter, the implementation of PIP will be tracked by the country team, and progress will be updated in ORMS quarterly. As SIS indicators have improved, so have the Fund's proactivity index, which measures the share of APP projects in the previously approved performance ratings, which have since been restructured, upgraded, completed, closed, cancelled or suspended in the recently approved performance ratings. In 2019, the index was only at 55 per cent. In 2022, the index rose to 80 per cent. The remaining 20 per cent have PIPs that need to be formalised. MOPAN survey confirms that all partners with knowledge or an opinion agree its processes are working (Figure 55).

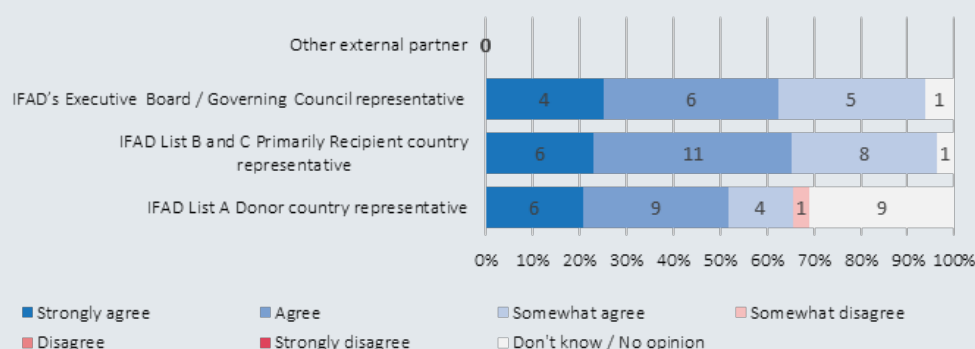
Figure 55. IFAD consistently identifies which interventions are under-performing.



Element 4: The project improvement process does not clearly delineate roles and responsibilities. The PDT monitors compliance and helps assist the recipient in addressing additional issues. It is not clear who leads the PIP development, but automatic triggers notify the relevant CD. PIPs, if they involve restructuring, will be led by CD. Also, it is not clear if additional supervision missions are handled by additional or alternative staff. Country teams are in charge of updating ORMS quarterly on the progress of PIP. MOPAN survey evidence confirms that most government partners, who have knowledge or an opinion, agree that IFAD addresses areas of underperformance (Figure 56).

Figure 56. IFAD addresses any areas of intervention under-performance, for example, through technical support or changing funding patterns if appropriate.

Q8[3] IFAD addresses any areas of intervention under-performance, for example, through technical support or changing funding patterns if appropriate.



MI 8.5 Evidence confidence

High confidence

MI 8.6: Clear accountability system ensures responses and follow-up to and use of evaluation recommendations.

Score

Overall MI rating

Satisfactory

Overall MI score

3.00

Element 1: Evaluation reports include a management response (or has one attached or associated with it)

3

Element 2: Management responses include an action plan and/ or agreement clearly stating responsibilities and accountabilities

3

Element 3: A timeline for implementation of key recommendations is proposed

2

Element 4: An annual report on the status of use and implementation of evaluation recommendations is made public

4

MI 8.6 Analysis

Evidence documents

Element 1: All independent evaluation reports, except PCR validations, require a management response. The management response typically touches on the high-level conclusions and recommendations outlined in the report. According to the project

75, 121, 131

manual, some evaluations, such as project performance evaluation, include an action plan to take up recommendations.

Element 2: Most management responses include information on a commitment to implement some or all recommendations. These are consequently tracked as part of the annual PRISMA. *According to IOE, “The 2022 PRISMA presents a sound analysis of the action taken in response to IOE recommendations. IOE appreciates the PRISMA’s analysis of the implementation status of recommendations, the clear explanation of how the recommendations were used to improve project and country strategies and the update on the status of efforts to implement IOE comments on the 2020 PRISMA to improve the PRISMA system. It takes particular note of the analysis provided in section B.2, which presents a brief description of how each evaluation was used by IFAD, and section III, which outlines the learning strategy from evaluation recommendations. Both are good practices that IOE hopes to see recurring in future PRISMAs.”*

Element 3: IFAD management responses do not outline a timeline for its implementation. However, IFAD agreed to implement IOE’s recommendation to set up an online PRISMA to track the real-time implementation of evaluation recommendations and their timeliness. IOE, in its response to the latest PRISMA, highlighted the need for a timeline for the online PRISMA rollout.

Element 4: PRISMA, which tracks the implementation of evaluation recommendations, is made public. Currently, the PRISMA is updated annually. However, the PRISMA only summarises the progress and uptake of recommendations. The online PRISMA, as envisioned, will allow public examination of the uptake of recommendations and consequent progress. Management is currently undertaking efforts to launch an online PRISMA.

MI 8.6 Evidence confidence

High confidence

MI 8.7: Uptake of lessons learned and best practices from evaluations.	Score
Overall MI rating	Satisfactory
Overall MI score	3.00
Element 1: A complete and current repository of evaluations and their recommendations is available for use	4
Element 2: A mechanism for distilling and disseminating lessons learned internally exists	3
Element 3: A dissemination mechanism to partners, peers and other stakeholders is available and employed	3
Element 4: Evidence is available that lessons learned and best practices are being applied	2
MI 8.7 Analysis	Evidence documents
Element 1: IOE has a repository of evaluation reports on its website, which includes its recommendations. The repository houses six products: ARIE (previously ARRI), Evaluation synthesis, Corporate-level and thematic evaluations, Sub-regional evaluations, Country strategy and operations evaluations, and Project cluster evaluations. However, the repository does not have all management responses	133-135

available but only the ones submitted with the final report. The repository is up-to-date and has evaluations dating back to 2001.

Element 2: IFAD has specific dissemination approaches for each evaluation product in line with IFAD’s Evaluation Policy to publicly share and disseminate all evaluations. For instance, for project performance evaluations, learning initiatives are organised internally. The Evaluation Manual suggests that these can cover individual PPEs or a group based on specific themes, which could also include management.

Element 3: Many of IOE’s dissemination approaches integrate internal and external outreach depending on the nature of the evaluation. CSPEs, for example, include national workshops with national stakeholders and regional divisions to spur further conversations. After workshops, IOE produces communication material and shares findings on its website and newsletter.

Element 4: Lessons learned, both from IOE and internal mechanisms, are required to be considered in new interventions. However, applying IOE lessons learned at the project level faces challenges. Since 2019, when a peer review of IOE in 2019 found that IOE’s lessons learned from evaluations were not being systematically applied to new projects or country strategies, IFAD has better-integrated lessons learned from CSPEs into new COSOPs. On the other hand, IOE lessons learned at the project level are not centralised or as accessible as those from CSPEs and make it more challenging to incorporate. At the same time, interviews with some staff highlight that not all IOE lessons learned are applicable or appropriate to a specific national or sub-national context. Nevertheless, a search function like IFAD has for internal lessons learned embedded in ORMS would greatly alleviate challenges with incorporating IOE lessons learned into new designs.

MI 8.7 Evidence confidence

Medium confidence

Results

Achievement of relevant, inclusive and sustainable contributions to humanitarian and development results are achieved in an efficient manner

KPI 9: Development and humanitarian objectives are achieved and results contribute to normative and cross-cutting goals.

KPI score

Satisfactory

3.12

IFAD publishes its results in two separate documents: The RIDE, presented by Management, based on PCRs, and the ARIE (previously ARRI), presented by IOE, based on IOE-validated PCRs (PCRVs), project evaluations and CSPEs. Both sources are presented here, and the discrepancy between the two levels is assessed when possible. IOE ratings are preferred as a basis for the overall assessment.

The assessment of IFAD project effectiveness, as rated by IOE, indicates that there has been relatively little significant change or improvement between certain time periods. According to the information provided, there was limited improvement in project effectiveness between 2017 and 2019, but this improvement was not

sustained in the subsequent period of 2018-2020. Management's assessment shows a positive trend in the subsequent years of 2019-2021.

The share of non-lending activities rated moderately satisfactory or above, including knowledge management, partnership building and country-level policy engagement has significantly improved since 2017, mainly due to a better performance of the country-level policy engagement and improved knowledge management.

According to the 2022 RIDE, interventions implemented as part of IFAD11 have contributed to marginal improvements in gender equality and women's empowerment compared to IFAD10. This information is derived from PCR ratings, which assess the outcomes of IFAD-financed projects. IOE ratings for GEWE have shown a marginal increase from 73 to 76 per cent of projects rated moderately satisfactory and above from the period of 2017-2019 to 2018-2020. However, according to the IFAD11 Impact Assessment, the impact of IFAD activities that closed between 2019-2021 on the actual ownership of assets by women was found to be negligible. Finally, the percentage of women reporting an improved quality of their diets decreased from 24 per cent in 2020 to 14 per cent in 2021. This decline could be attributed to various factors such as the economic impacts of the COVID-19 pandemic, increased insecurity and conflict, and a high inflationary environment, which could affect women's access to nutritious food and overall well-being.

Intervention in IFAD11 have helped tackle the effects of climate change and improve environmental sustainability. IOE confirms the positive trends and relatively high ratings in that field. These evolutions are also observed in fragile countries and confirmed by CSPEs. According to the IFAD11 Impact Assessment, the Fund's flagship programme, ASAP, which channels climate and environmental finance to smallholder farmers, strongly influenced the integration of and use of techniques and strategies to support the target groups to adapt to climate change in the six assessed projects. IFAD increasingly includes environmental sustainability and climate change adaptation as a major dimension of its activities.

IFAD also prioritises interventions focused or partially focused on disadvantaged youth, nutrition, disabled people and indigenous peoples. However, these target groups and areas of expenditure have only recently been prioritised and still need to show outcomes. Between 2019-2021, IFAD helped improve 600,000 people's nutrition, whilst the impact target, measured through household dietary diversity, is 12 million people. This suggests that this target may have been unrealistic and insufficiently reflected on the time required to achieve this target.

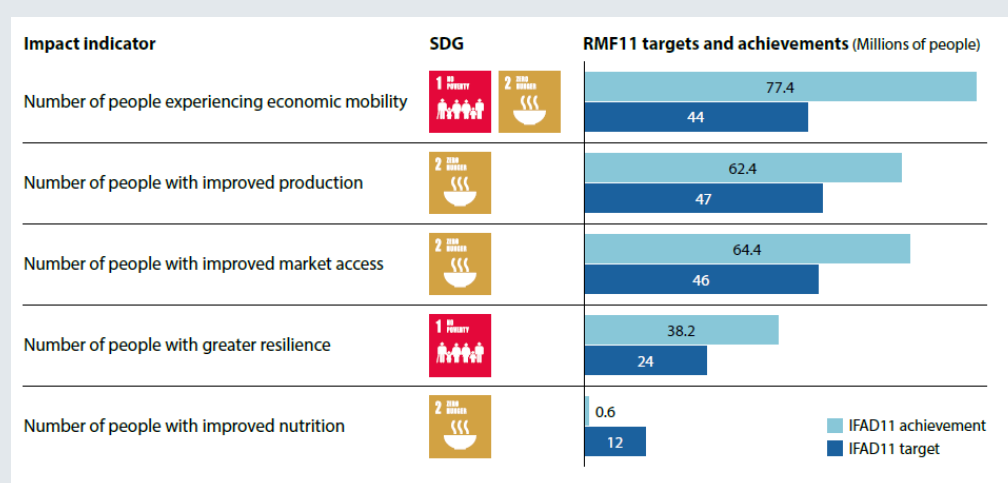
MI 9.1: Interventions assessed as having achieved their objectives, and results (analysing differential results across target groups, and changes in national development policies and programmes or system reforms).

Score

MI rating	Satisfactory
MI score	3
4. Highly satisfactory: The organisation achieves all or almost all intended significant development, normative and/or humanitarian objectives at the output and outcome level. Results are differentiated across target groups.	
3. Satisfactory: The organisation either achieves at least a majority of stated output and outcome objectives (more than 50% if stated) or the most important of stated output and outcome objectives is achieved	
2. Unsatisfactory: Half or less than half of stated output and outcome level objectives is achieved	
1. Highly unsatisfactory: Less than half of stated output and outcome objectives has been achieved, including one or more very important output and/or outcome level objectives	
MI 9.1 Analysis	Evidence documents
Impacts: IFAD assesses the impact of its interventions (see Figure 57 below). According to the RIDE 2022, 77 million beneficiaries of IFAD-supported interventions experienced economic mobility. IFAD improved the productive capacities (SO1) of 62.4	78, 95, 115, 118, 120, 122-127, 129, 136-141

million beneficiaries, significantly exceeding the target of 47 million people. Similarly, 64.4 million beneficiaries of IFAD supported interventions improved their access to the market against a target of 46 million, showing a significant exceeding of target. Around 38 million beneficiaries have seen their resilience (SO3) improve by at least 20 per cent against a target of 24 million beneficiaries. IFAD defines greater resilience as a “households’ ability to recover from any shocks they dealt with during the project or reference period.” However, IFAD did not meet its target of 12 million people with improved dietary diversity. This was the only target not met during IFAD11. Impact Assessments do breakdown five key impact indicators by number of beneficiaries by target group. However, Impact Assessments do assess the impact on key target groups such as women and persons with disabilities.

Figure 57. Impact results for IFAD11

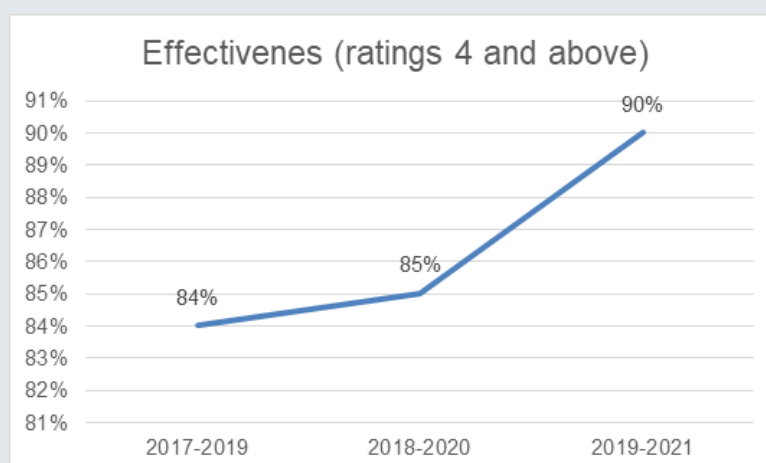


Source: IFAD 2022, RIDE 2022

Outcomes:

According to the RIDE 2022, the majority of IFAD’s interventions have achieved their objectives. This is evidenced by interventions assessed as part of IFAD11 and a review of CSPEs from 2019-2022. Project effectiveness assessed throughout IFAD 11 shows that 90 per cent of all projects closed were rated moderately satisfactory or above. (Figure 58). IFAD in the IOE manual defines moderately satisfactory as an activity that “achieved a relative majority of the targets, objectives, expectations, results or impacts.” A further description of IFAD ratings can be found in Figure 59.

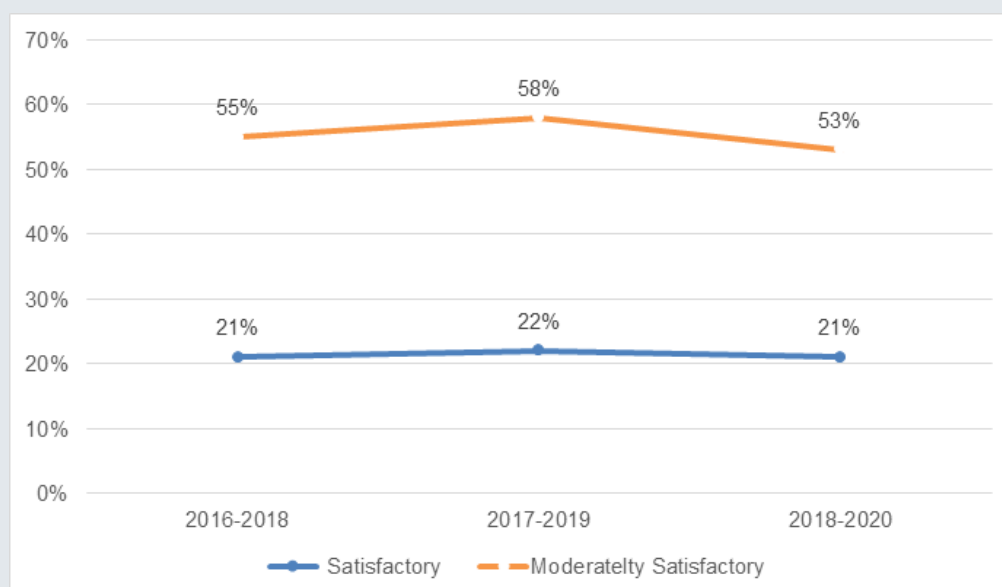
Figure 58. Project Effectiveness – PCR ratings



Source: Centennial 2023 based on IFAD 2022, RIDE 2022

However, according to the IOE's evaluation of project effectiveness presented in the ARIE 2022, only 74 per cent of all projects that were closed during the period 2018-2020 were rated as moderately satisfactory or above. This represents a negative trend compared to the previous period of 2017-2019.

Figure 59. Project Effectiveness–IOE ratings (Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion))



Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

Comparing figures 9.2a and 9.2b shows that the gap between Management and IEO ratings has been stable from 2014-2016 to 2018-20. Management found a significant improvement in effectiveness in 2019-21, which has not been confirmed by IOE so far

since the ARIE 2022 does not provide these details, but identifies a negative evolution during the period 2018-2020.

At the country level, the average effectiveness rating given by CSPEs completed between 2019-2022, which covers 14 countries, is 4.14. All country portfolios except Mexico had moderately satisfactory ratings (4) or higher.

Figure 60. IFAD Rating Description

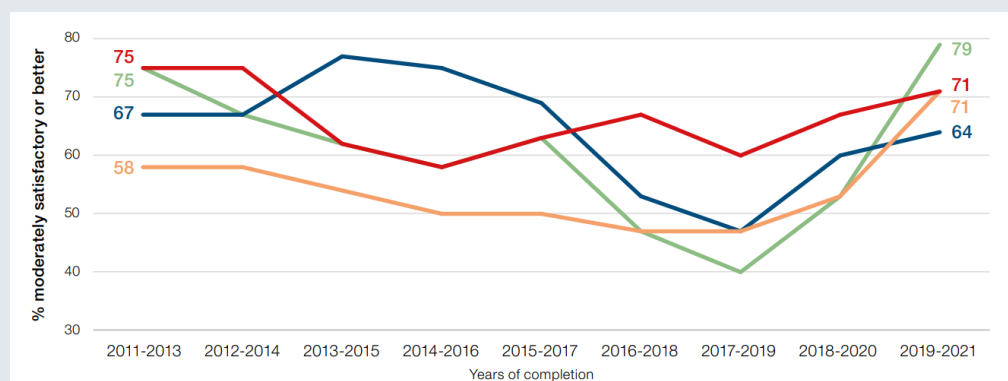
Score	Assessment	Indicative description	Category
6	Highly satisfactory	The activity, project, programme or policy achieved the vast majority of the main targets, objectives, expectations and results (or impacts). Due to its high quality, it could be considered an "outstanding practice" case. A rating of "6" may also signal that results (e.g. effectiveness, impacts) are "transformational."	
5	Satisfactory	The activity, project, programme or policy achieved the vast majority of the main targets, objectives, expectations and results (or impacts). In qualitative terms, the intervention/policy in question could be considered an example of good practice that inspires other programmes/policies.	Satisfactory
4	Moderately satisfactory	The activity achieved a relative majority of the targets, objectives, expectations, results or impacts. At the same time, there were some noticeable gaps in achievement. The quality of what was achieved was good, although not a special case of good practice.	
3	Moderately unsatisfactory	Under the criterion in question, the activity did not achieve a relative majority of its targets and objectives, results (or impact). There were areas of clear underachievement. In qualitative terms, the achievements were below standards and expectations.	
2	Unsatisfactory	Under the criterion in question, the activity achieved only a minority of its targets, objectives, expectations, results or impacts. The quality of achievement was low and well below standards.	Unsatisfactory
1	Highly unsatisfactory	Under the criterion in question, the activity (project, programme, non-lending) achieved almost none of its targets, objectives, expectations, results or impacts. The quality was very poor, and there may have been cases in which the situation was worsened.	

Source: [IOE Manual Part 1 \(2022\)](#)

Non-lending activities

All CSPEs assess the performance of non-lending activities. These include knowledge management, partnership building and country-level policy engagement. In the CSPEs conducted between 2019 and 2021, the share of evaluations with ratings of 4 and above increased for all non-lending activities compared to the previous years (Figure 61). Among the different areas of non-lending activities, knowledge management registered the lowest proportion of ratings of 4 and above. In recent years, the percentage of ratings of 4 and above has reached similar levels as ten years earlier. The performance of partnership-building activities was rated at a relatively stable level of 70 per cent being moderately satisfactory or higher during the review period, while country-level policy engagement and knowledge management started from a lower performance rating (50 per cent assessed as moderately satisfactory or higher) but improved significantly between 2017 and 2021. IOE found that knowledge management performance was supported by "IFAD's strategic clarity, earmarked resources and partnership were success factors." In addition, it was noted that strong commitment and ownership from the governments were also important factors. In contrast, IFAD's lack of sufficient resources, poor project-level M&E, and unclear scope all hindered M&E performance.

Figure 61. Performance of non-lending activities – Percentage of country evaluations rated moderately satisfactory or better in 2011-2021 (year of evaluation)



Source: [IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD](#)

MI 9.1 Evidence confidence

High confidence

MI 9.2: Interventions assessed as having helped improve gender equality and women’s empowerment.

Score

MI rating

Satisfactory

MI scor

3

4. Highly satisfactory: Interventions achieve all or nearly all of their stated gender equality objectives

3. Satisfactory: Interventions achieve a majority (more than 50%) of their stated gender objectives

2. Unsatisfactory: Interventions either lack gender equality objectives or achieve less than half of their stated gender equality objectives. (Note: where a programme or activity is clearly gender-focused (maternal health programming for example) achievement of more than half its stated objectives warrants a rating of satisfactory

1. Highly unsatisfactory: Interventions are unlikely to contribute to gender equality or may in fact lead to increases in gender inequalities

MI 9.2 Analysis

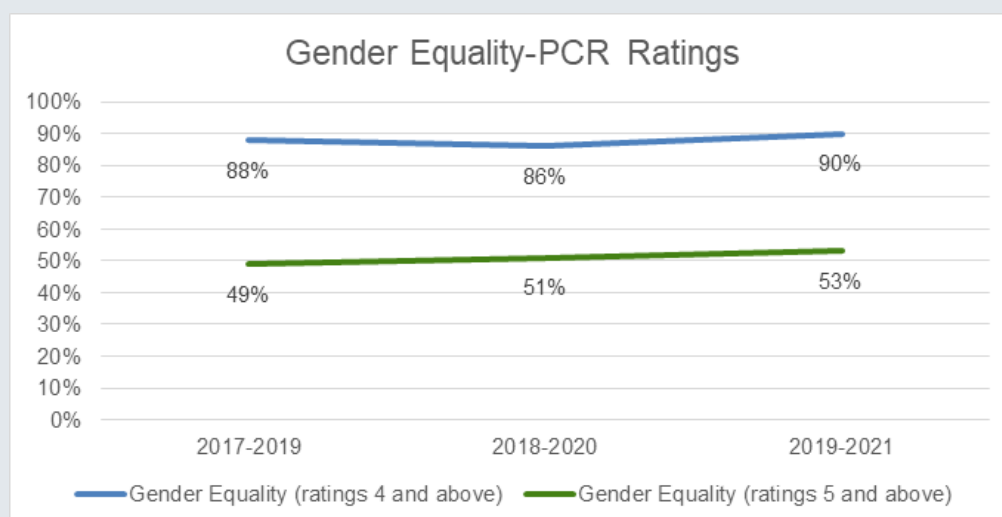
Evidence documents

IFAD11 witnessed marginal improvements in GEWE compared to IFAD10, although these improvements fell below the targets set for IFAD11. Projects rated satisfactory or above on GEWE (according to PCR ratings) were 53 percent, below the target of 60 per cent (Figure 9.5). The share of projects rated moderately satisfactory or above did meet its IFAD11 target of 90 per cent and exceeded the IFAD10 baseline of 84 per cent (according to PCR ratings). One of the lessons that IFAD learned during in IFAD11 is the importance of project-specific gender action plans to meeting targets and increasing results related to GEWE. However, analysis of PCR ratings shows that only some projects have a comprehensive one. In response to this finding, IFAD is improving guidance and identifying projects without action plans to provide dedicated support.

78, 95, 115-120, 122-127, 129, 136-41

IFAD's commitment to GEWE extends to including Gender-Transformative Approaches (GTAs) in its projects. The "Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025" outlines GTAs as programmes and interventions that actively challenge the underlying causes of inequalities between women and men, elevate women's social and political influence within communities, and address power imbalances between genders. These approaches align with the need for structural changes in line with the 2030 Agenda for Sustainable Development. As part of this Action Plan, IFAD set a target to design 25 per cent of its projects to be Gender Transformative. During IFAD11, approximately 26 per cent of the total loan value was rated as Gender Transformative. Encouraged by this progress, IFAD raised its target to achieve 35 per cent of Gender Transformative projects for IFAD12. This strategic shift towards Gender-Transformative Approaches underscores IFAD's commitment to driving substantial change in GEWE and addressing the root causes of gender disparities.

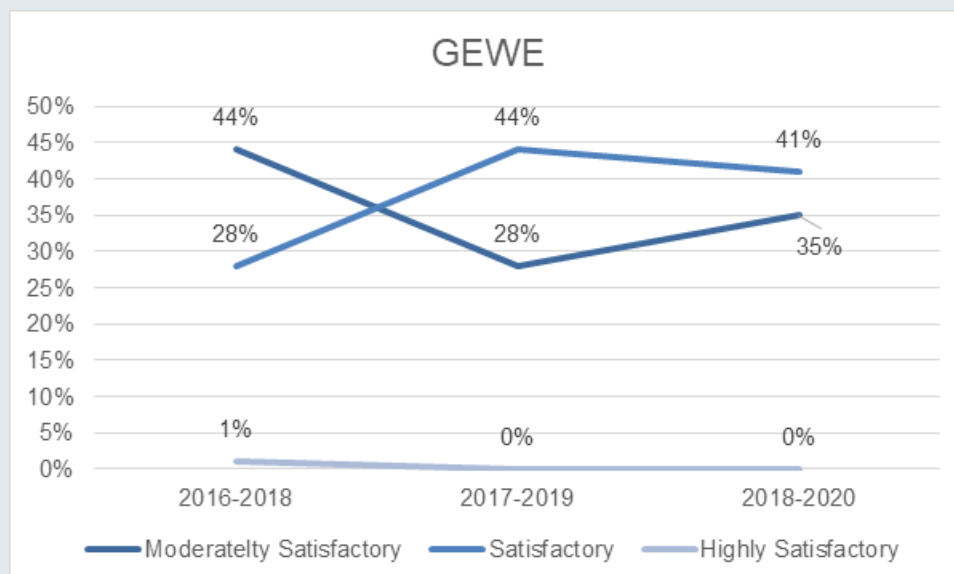
Figure 62. IFAD Gender equality-PCR ratings



Source: IFAD 2022, RIDE 2022

IOE ratings for GEWE have been less positive than PCR ratings for GEWE (Figure 63). 76 per cent of projects in 2018-2020 were rated moderately satisfactory or above and only 35 per cent were rated satisfactory or above.

Figure 63. GEWE criteria using IOE ratings Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)



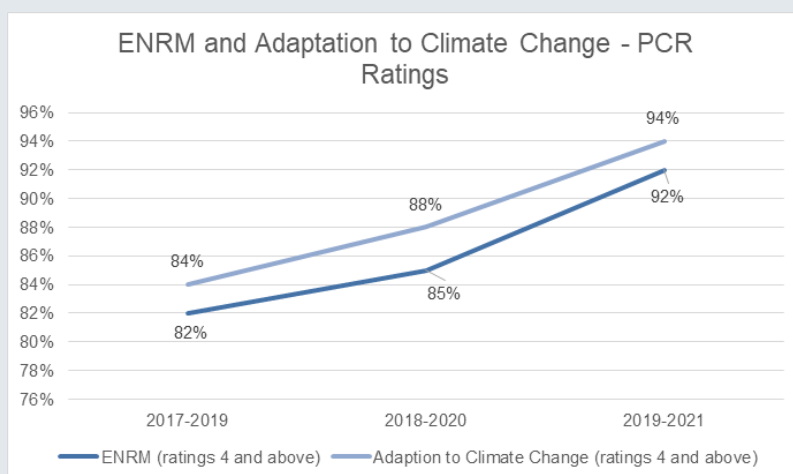
Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

In fragile countries, the share of projects rated moderately satisfactory or above on GEWE fell from 95 per cent in IFAD10 to 81 per cent in IFAD11 (according to PCR ratings). However, projects rated satisfactory or above increased considerably from 32 per cent in IFAD10 to 63 per cent in IFAD11. The average GEWE ratings from CSPes from 2019-2022 was 4.1.

While GEWE have not been the focus of a specific thematic evaluation, several have included it as a secondary topic. Overall, they highlight satisfactory performance in line with evidence from the RIDE and ARRI but highlight the challenges and importance of certain modalities over others. For instance, a corporate-level evaluation of the support for innovations for inclusive and sustainable smallholder agriculture found that “innovations in the SEP [Socio-Economic Pillars Component] domain was critical for GEWE, complemented by PIPA [Project implementation procedures and approaches].” The evaluation emphasised that in addition to specific innovations, country context and respective gender considerations vary. Similarly, an evaluation of Pro-Poor Value Chains found that “the degree of women’s participation in projects depended largely on the value chains selected and whether or not affirmative action measures were in place (e.g. quotas).” While projects have varying levels of female participation based on the value chain, the evaluation generally found “evidence on achieving an equitable balance between women and men in workloads and benefits.” IFAD11 impact assessment found that women in “beneficiary households have 27 per cent more decision-making power than women in comparison households.” Notably, the assessment also found a negligible impact on actual asset ownership. While an interdisciplinary indicator, the percentage of women reporting improved quality of their diets was 14 per cent in 2021, down from 24 per cent in 2020 compared to the 20 per cent target for IFAD11. The shortcomings in nutrition and respective indicators reflect wider nutrition shortfalls that will be covered below (MI 9.4).

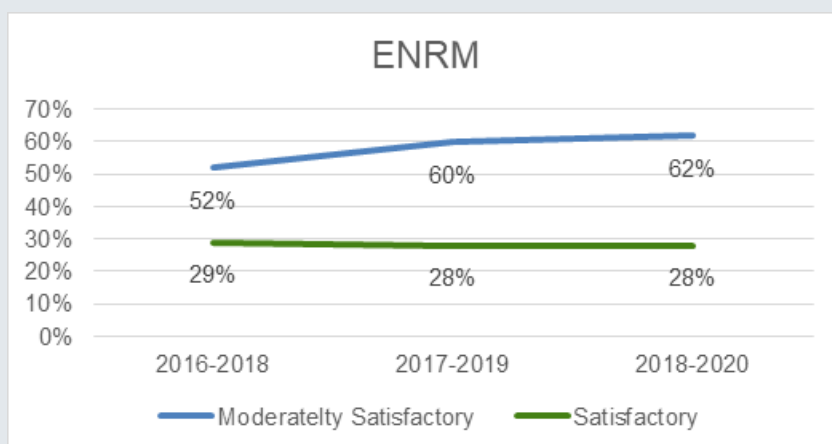
MI 9.2 Evidence confidence	High confidence
MI 9.3: Interventions assessed as having helped improve environmental sustainability/tackle the effects of climate change.	Score
MI rating	Highly satisfactory
MI score	4
<p>4. Highly satisfactory: Interventions include substantial planned activities and project design criteria to achieve environmental sustainability and contribute to tackle the effects of climate change. These plans are implemented successfully and the results are environmentally sustainable and contribute to tackling the effects of climate change</p>	
<p>3. Satisfactory: Interventions include some planned activities and project design criteria to ensure environmental sustainability and help tackle climate change. Activities are implemented successfully and the results are environmentally sustainable and contribute to tackling the effects of climate change</p>	
<p>2. Unsatisfactory: EITHER Interventions do not include planned activities or project design criteria intended to promote environmental sustainability and help tackle the effects of climate change. There is, however, no direct indication that project or programme results are not environmentally sustainable. AND/OR The intervention includes planned activities or project</p>	
<p>1. Highly unsatisfactory: Interventions do not include planned activities or project design criteria intended to promote environmental sustainability and help tackle climate change. In addition changes resulting from interventions are not environmentally sustainable/do not contribute to tackling climate change.</p>	
MI 9.3 Analysis	Evidence documents
<p>Interventions in IFAD11 have helped tackle the effects of climate change, support smallholder farmers to adapt to climate change and improve environmental sustainability. Management ratings show IFAD 11 targets were exceeded. For the IFAD11 period, IFAD Management rated 96 per cent of the projects moderately satisfactory or above on ENRM compared to the 90 per cent target (Figure 64). In terms of adaptation to climate change, 92 per cent of the projects were rated moderately satisfactory or above compared to the 85 per cent target.</p>	78, 95, 141

Figure 64. ENRM and adaptation to Climate Change – PCR ratings



Source: IFAD 2022, RIDE 2022

Figure 65. ENRM

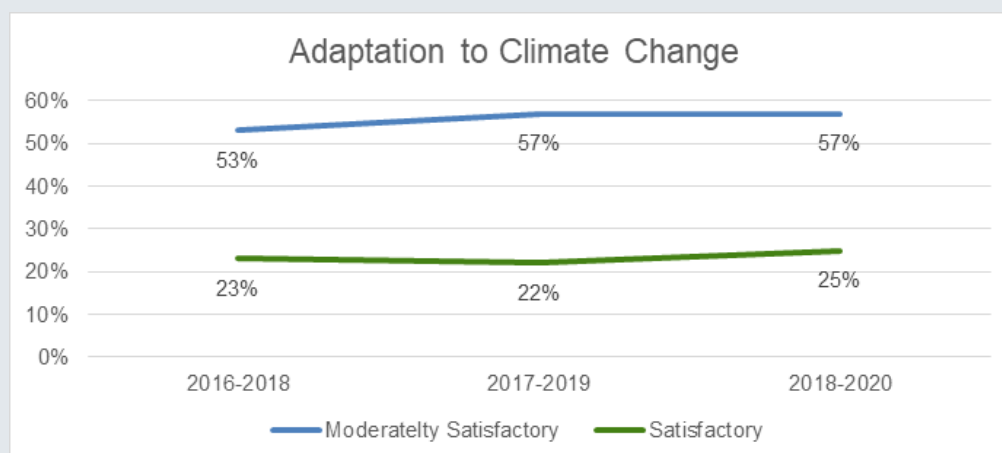


Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

IOE ratings on ENRM (projects rated moderately satisfactory or higher) were higher during 2017-19 and 2018-20 compared to PCR ratings. For adaption to climate change ratings, the share of moderately satisfactory projects remained the same at 57 per cent between 2017-2019 and 2018-2020. However, the share of projects rated satisfactory increased from 22 to 25 percent, leading to 81 per cent of projects being rated as moderately satisfactory or better (Figure 65). Importantly, IOE ratings demonstrate IFAD’s performance increases in both areas but are not as significant as in management ratings. IOE ratings provide independent verification and analysis of a sample of IFAD’s PCR ratings.

Figure 66. Combined overview of ENRM and Adaption to Climate Change using IOE Ratings

Percentage of Projects rated moderately satisfactory or better



Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

IFAD's Management credits these achievements to its multi-year effort to build the Fund's technical capacities and learn from experience. Even in fragile countries, the Fund saw improvement projects on ENRM, with 91 per cent of projects rated moderately satisfactory or above (PCR ratings). However, between IFAD10 and IFAD11, projects rated moderately satisfactory or above on climate adaptation remained constant a high level of around 80 percent. The 15 CSPEs completed between 2019-2022 show an average rating on adaptation to climate change was 4.2, which is slightly lower than the average 4.4 rating for ENRM. All portfolios were rated moderately satisfactory (4) or above on adaptation to climate change and ENRM (Table 8).

Table 8. Adaptation to climate change

Countries	Adaptation to climate change	Effectiveness	Efficiency	Environment and natural resources management	Gender equality and women's empowerment	Relevance	Rural impact	Sustainability of benefits
Burkina Faso	4	4	3	4	4	4	5	3
Burundi	4	5	4	4	4	4	5	4
Ecuador	4	4	4	5	3	5	4	4
Kenya	4	4	3	5	5	5	4	4
Madagascar	4	4	4	4	4	4	4	3
Morocco	5	4	4	5	4	5	4	4
Niger	5	4	4	5	4	4	4	4
Pakistan	4	5	4	4	5	4	4	4
Sierra Leone	3	4	4	4	4	4	4	4
Sri Lanka	4	4	3	4	4	4	4	4

Sudan	5	5	4	5	5	5	5	4
Tunisia	5	4	4	4	N/A	4	4	3
Uganda	4	4	3	4	4	5	4	4
United Mexican States	4	3	3	4	3	3	3	2
Nepal	4	5	4	4	5	4	5	4
Average	4.2	4.2	3.7	4.3	4.1	4.3	4.2	3.7

IFAD, as part of its impact assessment, also examined projects financed in part by ASAP, which was designed to channel climate and environmental finance to smallholder farmers. ASAP 1, the first phase of ASAP, mobilised USD316 million. ASAP 1 is still ongoing, with 80 per cent disbursed and has achieved at least 65 per cent of its targets. Three of the ten results tracked are at least 90 per cent achieved. The number of hectares of land managed under climate-resilient practices is 1,205,077 ha or 65 per cent of the 1,858,682-ha target. The number of community groups engaged in climate risk management, ENRM or disaster risk reduction activities is 19,429 groups or 74 per cent of the 25,432 groups target. Notably, the number of people reached through these programmes has already met its target of nearly 2 million people. The value of new or existing rural infrastructure made climate resilient is around USD96.6 million or 74 per cent of the USD131.75 million target. ASAP 1 has almost met its target of 543 km of roads made climate resilient.

MI 9.3 Evidence confidence

High confidence

MI 9.4: Interventions assessed as having helped improve human rights, including the protection of vulnerable people (those at risk of being left behind).

Score

MI rating

Satisfactory

MI score

3

4. Highly satisfactory: Interventions include substantial planned activities and project design criteria to promote or ensure human rights and reach those most at risk of being left behind. These plans are implemented successfully and the results have helped promote or ensure human rights demonstrating results for the most vulnerable groups.

3. Satisfactory: Interventions include some planned activities and project design criteria to promote or ensure human rights. These activities are implemented successfully and the results have promoted or ensured human rights.

2. Unsatisfactory: EITHER Interventions do not include planned activities or project design criteria intended to promote or ensure human rights or demonstrate their reach to vulnerable groups. There is, however, no direct indication that project or programme results will not promote or ensure human rights, AND/OR The intervention includes planned activities or project design criteria intended to promote or ensure human rights but these have not been implemented and/or have not been successful.

1. Highly unsatisfactory: Interventions do not include planned activities or project design criteria intended to promote or ensure human rights. In addition, changes resulting from interventions do not promote or ensure human rights. Interventions do not focus on reaching vulnerable groups.

MI 9.4 Analysis

Evidence documents

Despite the significant representation of indigenous peoples among IFAD's beneficiaries, constituting 27 per cent of all beneficiaries served in 2021, IFAD did not report on the outcomes of activities related to indigenous peoples during the review period. However, it is important to note that IFAD's 2022 Policy on Indigenous Peoples has set explicit targets for achieving results in this area. Additionally, IFAD recently published its strategy on people with disabilities, outlining its commitment to include persons with disabilities as a priority target group. This strategy outlines plans to implement five projects that specifically address the needs and inclusion of persons with disabilities between 2022 and 2024.

IFAD prioritises interventions focused or partially focused on nutrition, disabled people and indigenous peoples. However, these areas have only recently been prioritised and still need to show outcomes, with the exception of indigenous peoples. Nutrition was more recently prioritised by IFAD - midway through IFAD11. Between 2019-2021, IFAD helped improve 600,000 people's nutrition (an outreach indicator). IFAD's impact target for nutrition, measured through household dietary diversity, is 12 million people. Similarly, the IFAD11 impact assessment found that the average size effect of nutrition activities was only 1 percent. An important reason for IFAD's limited impact on nutrition was that the projects reviewed as part of the impact assessment were, on average, designed eight years ago, well before nutrition was mainstreamed in 2019. Therefore, it is not likely to yield better results since IFAD 11 projects will only come to a close from IFAD 14. In addition, IFAD acknowledges that its targets were over optimistic and expects results to take several cycles to materialise, based on wider evidence about trajectories of impact for nutrition programmes. Under IFAD12, nutrition sensitive projects should yield better results since it is now a mainstreamed priority and additional measures have been taken in line with the action plan. However, this is not likely to yield better results soon since IFAD 11 projects will only come to a close from IFAD 14. The majority of projects covered by the impact assessment are not nutrition sensitive.

8, 78, 95

MI 9.4 Evidence confidence

Low confidence

MI 9.5: Interventions assessed as having helped improve youth.

Score

MI rating

Satisfactory

MI score

3

4. Highly satisfactory: Interventions include substantial planned activities and project design criteria to promote or ensure any other cross-cutting issue. These plans are implemented successfully, and the results have helped promote or ensure any other cross-cutting issue.

3. Satisfactory: Interventions include some planned activities and project design criteria to promote or ensure any other cross-cutting issue. These activities are implemented successfully, and the results have promoted or ensured any other cross-cutting issue.

2. Unsatisfactory: EITHER Interventions do not include planned activities or project design criteria intended to promote or ensure any other cross-cutting issue. There is, however, no direct indication that project or programme results will not promote or ensure any other cross-cutting issue, AND/OR Intervention include planned activities or project design criteria intended to promote or ensure any other cross-cutting issue, but these have not been implemented and/or been successful.

<p>1. Highly unsatisfactory: Interventions do not include planned activities or project design criteria intended to promote or ensure any other cross-cutting issue. In addition, changes resulting from interventions do not promote or ensure any other cross-cutting issue.</p>	
<p>MI 9.5 Analysis</p>	<p>Evidence documents</p>
<p>IFAD also recognise the importance of supporting marginalised young people living in rural areas and prioritises them within projects. While IFAD has supported youth in its activities, it has only recently operationalised its focus on youth through a Youth Action Plan 2019-2021. As a result, there is relatively limited results and impact data on IFAD's youth-inclusive work. However, as shown in the RIDE, there are indicators and targets on COSOPs and approved projects.</p> <p>For the IFAD11 business cycle (2019- 2021), 86 per cent of projects were identified and validated as youth sensitive (77 out of 89), well above IFAD's target of 50 percent. As mentioned in MI 2.4, all new COSOPs in IFAD11 were youth sensitive per the target. Regarding quality, QAG rated 64 per cent of the approved youth-sensitive projects (16 out of 25) as satisfactory or highly satisfactory at design. During IFAD 11, the programmed youth-sensitive projects are estimated to support more than "5 million young people for an estimated USD 108 million mobilised for youth-sensitive approaches." Beyond near-term targets, IFAD Rural Youth Action Plan has a medium-term target of 70 per cent of all new designs are youth-sensitive at the end of IFAD13 (2027).</p>	<p>78, 95</p>
<p>MI 9.5 Evidence confidence</p>	<p>Medium confidence</p>
<p><i>KPI 10: Interventions are relevant to the needs and priorities of partner countries and beneficiaries, as the organisation works towards results in areas within its mandate</i></p>	<p>KPI score</p>
<p>Highly Satisfactory</p>	<p>4.00</p>
<p>Relevance remains the highest rated of the four project performance criteria. Interventions and country strategies are generally relevant to the needs, policies and priorities of beneficiaries, countries and IFAD, even as circumstances, such as COVID-19, change. Relevance ratings have remained stable throughout the decade. The gap between PCR and IOE ratings for relevance is narrowing.</p>	
<p><i>MI 10.1: Intervention objectives and design assessed as responding to beneficiaries', global, country, and partner/institution needs, policies, and priorities (inclusiveness, equality and Leave No One Behind), and continuing to do so where circumstances change.</i></p>	<p>Score</p>
<p>MI rating</p>	<p>Highly satisfactory</p>
<p>MI score</p>	<p>4</p>
<p>4. Highly satisfactory: Systematic methods are applied in intervention design (including needs assessment for humanitarian relief operations) to identify target group needs and priorities, including consultation with target groups, and intervention design explicitly responds to the identified needs and priorities</p>	
<p>3. Satisfactory: Interventions are designed to take into account the needs of the target group as identified through a situation or problem analysis (including needs assessment for relief operations) and the resulting activities are designed to meet the needs of the target group</p>	

2. Unsatisfactory: No systematic analysis of target group needs and priorities took place during intervention design, or some evident mismatch exists between the intervention’s activities and outputs and the needs and priorities of the target groups

1. Highly unsatisfactory: Substantial elements of the intervention’s activities and outputs were unsuited to the needs and priorities of the target group

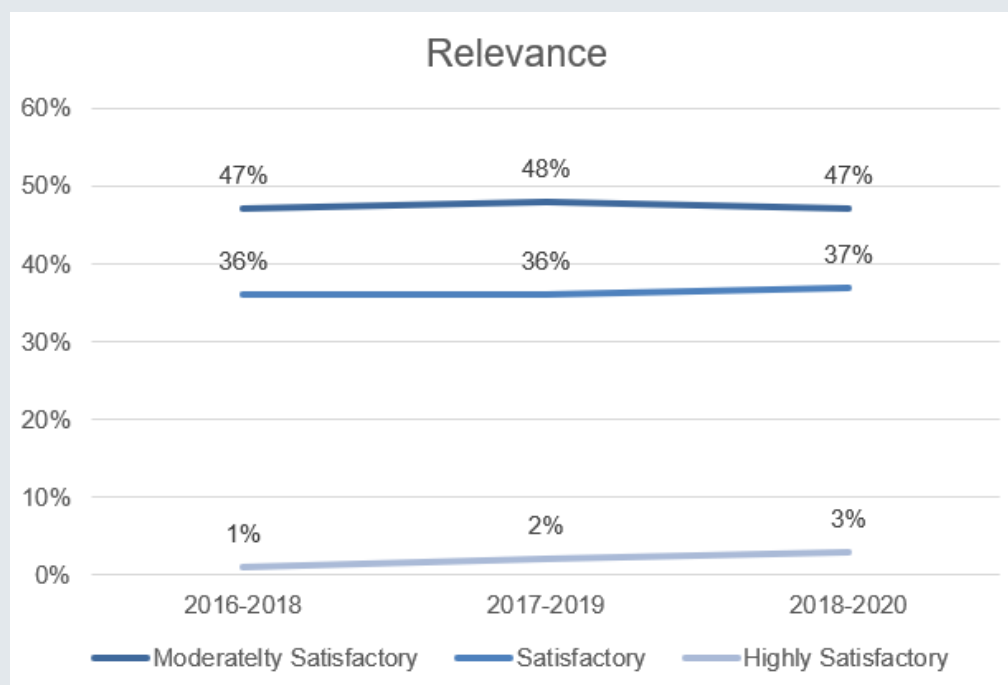
MI 10.1 Analysis

Evidence documents

According to IOE, interventions and country strategies are generally relevant to beneficiaries' global, country and partner/institution needs, policies and priorities even as external environments change rapidly and in challenging ways such as due to COVID-19. Between 2018 and 2020, 86 per cent of projects were rated moderately satisfactory or better in terms of relevance (according to IOE ratings) (Figure 67). Relevance ratings have slightly increased throughout the assessment period from 84 per cent in 2016-2018 to 86 per cent in 2014-2016. The latest period, 2018-2020, shows that 86 per cent of projects had moderately satisfactory or better relevance and 37 per cent were rated.

IOE manual defines relevance for project designs and country strategies as the extent to which: "(i) the objectives of the intervention/ strategy are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies; (ii) the design of the interventions/strategy and the targeting strategies adopted are consistent with the objectives; and (iii) the intervention/strategy has been (re-) adapted to address changes in the context."

Figure 67. Overview of the Relevance using IOE ratings (Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion))

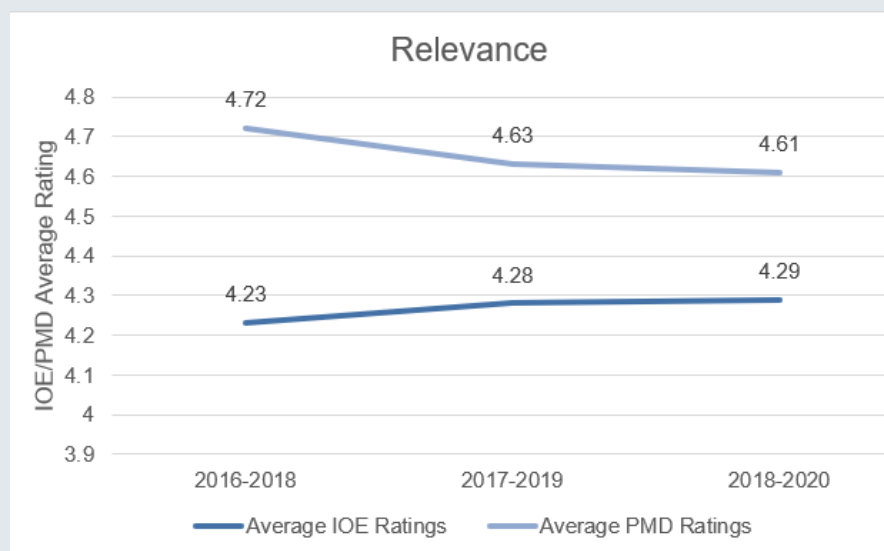


78, 95, 115, 118, 120, 122-127, 129, 134, 136-141,145

Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

The relevance of country strategies is tracked as part of the IFAD 11 RMF, and for the cycle was 91 per cent compared to a target of 90 per cent according to IFAD's client surveys. The 2022 ARIE reaffirmed that relevance remains the highest performing of the four project performance criteria (relevance, effectiveness, efficiency, and sustainability). Since 2011, relevance has had the highest average score in every three-year average of project performance on core evaluation criteria. A sample of CSPEs and respective portfolios from 2019-2022 showcases that relevance is one of the strongest components of project performance, with an average rating of 4.3. Regardless of IFAD's and IOE's rating gap, relevance remains the best-performing criterion.

Figure 68. Combined overview of relevance from IOE and PCR ratings (2011- 2020, by year of project completion) - Average IOE and PCR ratings for project performance by three-year moving period



Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

Figure 69. Combined overview of relevance/ criteria

Criteria	Mean ratings		Average disconnect	Highest disconnect [region]	Lowest disconnect [region]	Comparison of means p-value	Correlation (IOE and PCR)
	IOE	PMD					
Relevance	4.28	4.8	-0.52	-0.57 [NEN]	-0.5 [WCA]	0.00	0.53

Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

IOE, outside portfolio ratings found in the ARIE, has reaffirmed the relevance of IFAD projects in its first thematic evaluation and a recent evaluation synthesis. The evaluation synthesis of Infrastructure at IFAD from 2001-2019 confirmed that IFAD's investments were relevant and effective and contributed to poverty reduction in developing countries. More recently, all 20 case studies in IOE's Thematic Evaluation of IFAD's support for smallholder farmers' adaptation to climate change (IOE, 2023)

were rated Moderately Satisfactory or Higher. As mentioned earlier, management raised issues with several conclusions and recommendations.

Given relative recent nature of IFAD's strategy on disability inclusion, youth action plan, and NAP, there is limited information of relevance from recently closed projects. However, in IFAD11, IFAD 64 per cent of all approvals were nutrition-sensitive and 86 per cent were youth-sensitive. While the relevance of these interventions can change in the course of project implementation, they represent relevance of IFAD's interventions to the Leave No One Behind agenda.

MI 10.1 Evidence confidence

High confidence

KPI 11: Results are delivered efficiently

KPI score

Unsatisfactory

2.00

Efficiency ratings consider both time and cost in the same rating. The Fund's project efficiency has long remained a challenge and, while improving since 2017, continues to be so. Challenges related to efficiency are partly due to the challenging contexts in which IFAD works – supporting highly marginalised and vulnerable communities, targeting Low Income Countries and Fragile & Conflict Affect States. Among the four criteria, efficiency is the lowest performing. The challenges and shortcomings highlighted represent significant hurdles for IFAD as it works to scale its efforts and improve project efficiency. Delays have emerged as a major factor contributing to inefficiencies, and this issue is consistently identified in Comprehensive Support for Project Effectiveness assessments. In response, IFAD has taken steps to mitigate initial project management delays, including efforts to reduce the time to first disbursement and project approval. However, the global disruptions caused by the COVID-19 pandemic have partially disrupted these efforts. Although IFAD has made progress in reducing delays since the previous assessment period, they still fall below the desired targets. It's noteworthy that IFAD has decided to remove the target of reducing the time from project approval to first disbursement from its IFAD12 commitments.

Previous MOPAN assessments have also raised questions about IFAD's institutional efficiency due to high administrative cost relative to overall lending and grant activity. IFAD attributes high costs to the nature of its target populations and ambitious objectives, as well as temporarily high costs associated with decentralisation and rightsizing for a larger PoW, especially as it taps into private-sector borrowing and lending. However, relative to its entire PoW, IFAD efficiency ratios are appropriate and even declining.

MI 11.1: Interventions/activities assessed as resource-/cost-efficient.

Score

MI rating

Unsatisfactory

MI score

2

4. Highly satisfactory: Interventions are designed to include activities and inputs that produce outputs in the most cost/resource efficient manner available at the time

3. Satisfactory: Results delivered when compared to the cost of activities and inputs are appropriate even when the programme design process did not directly consider alternative delivery methods and associated costs

2. Unsatisfactory: Interventions have no credible, reliable information on the costs of activities and inputs and therefore no data is available on cost/resource efficiency

1. Highly unsatisfactory: Credible information is provided which indicates that interventions are not cost/resource efficient

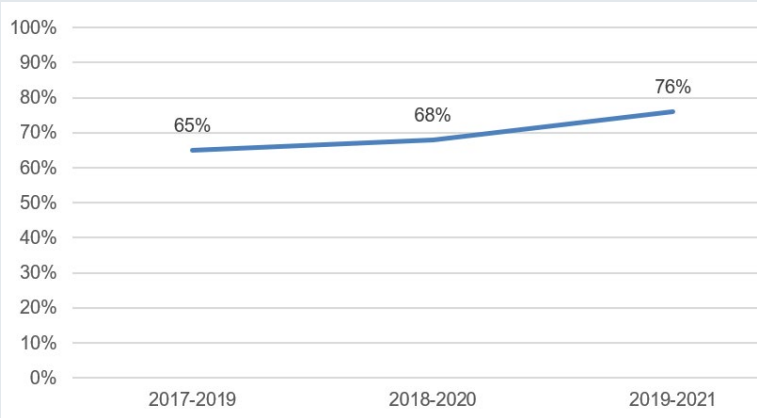
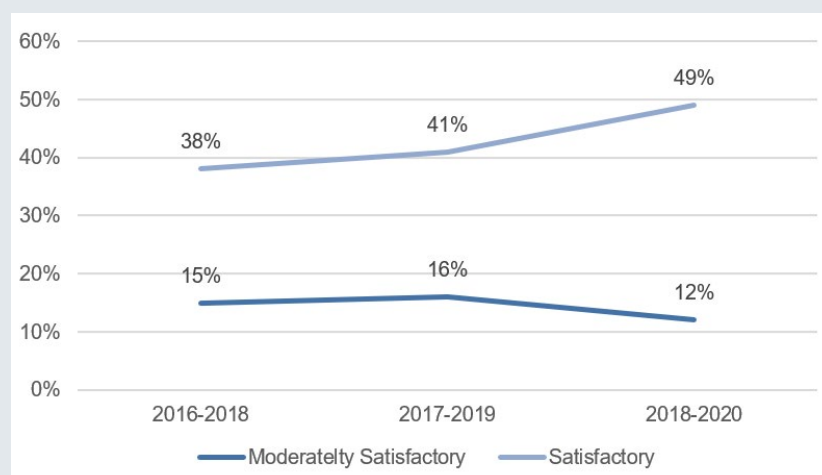
MI 11.1 Analysis	Evidence documents								
<p>The efficiency of IFAD projects has long remained a challenge, partly due to the very difficult contexts in which in IFAD works. Whilst improvements since 2017 have been observed efficiency continues remain a challenge. IFAD defines project efficiency, per the IOE manual, as “the extent to which the intervention or strategy delivers, or is likely to deliver, results in an economic and timely manner.” The economic rate of return (ERR) is defined as the “conversion of inputs (e.g. funds, expertise, natural resources, time) into outputs, outcomes and impacts as cost-effectively as possible, compared to feasible alternatives in the context.” Timely is defined as the “delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).” The calculation of ERR is compulsorily undertaken along with the PCR. This has now been made mandatory during all MTRs.</p> <p>According to the RIDE in 2021, the share of projects rated moderately satisfactory or better for efficiency was 76 percent, slightly below the IFAD11 target of 80 per cent (according to PCR ratings). However, when averaging the three years of the cycle, the average is around 70 percent, below the target and the baseline of 77 percent. The challenging context of the COVID0-19 pandemic is likely to have had an impact on IFAD’s efficiency during this time period. Notably, there has been some improvement since 2017-2019. The 2022 ARIE confirms these trends, and among the four criteria, efficiency is lowest performing. As is the case with other criteria, IOE ratings for efficiency are lower than PCR ratings. Similar to the RIDE, IOE ratings have shown an increase in recent years indicating an improvement.</p> <p>Figure 70. Efficiency (ratings 4 and above)</p>  <table border="1" data-bbox="188 1205 948 1621"> <thead> <tr> <th>Period</th> <th>Efficiency (ratings 4 and above)</th> </tr> </thead> <tbody> <tr> <td>2017-2019</td> <td>65%</td> </tr> <tr> <td>2018-2020</td> <td>68%</td> </tr> <tr> <td>2019-2021</td> <td>76%</td> </tr> </tbody> </table> <p>Source: IFAD 2022, RIDE 2022</p>	Period	Efficiency (ratings 4 and above)	2017-2019	65%	2018-2020	68%	2019-2021	76%	<p>65, 78, 95, 115, 118, 120, 122-127, 129, 136-141</p>
Period	Efficiency (ratings 4 and above)								
2017-2019	65%								
2018-2020	68%								
2019-2021	76%								

Figure 71. Overview of the core performance criteria using IOE ratings - Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)



Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

Although the sample of 15 CSPEs completed between 2019 and 2022 do not represent the performance of the current IFAD portfolio, they provide insights about the causes of poor efficiency. Table 8, below, provides context on different components that factored ratings. Overall, the average sample score is 3.7. Slightly more than a quarter of the sample was below moderately satisfactory (4). Based on a review of the explanation of the efficiency rating, only seven portfolios were satisfactory given the circumstance. Notably, many of the projects with high costs were attributed to issues with design or delays. In its synthesis of government performance in IFAD-supported operations between 2010 and 2020 (IFAD, 2022b), IOE also highlights that capacities and resources mobilised by the government are key drivers of efficiency and the performance of project management.

Table 9. CSPEs Efficiency Rating and Occurrence of High Costs and Delays

Country	Score	Delays	Costs
Burundi	4	X	X
Pakistan	4	X	
Morocco	4	X	
Niger	4		
Uganda	4	X	X
Ecuador	4	X	
Sudan	4	X	
Madagascar	4	X	
Sierra Leone	4	X	X
Mexico	3	X	
Sri Lanka	3	X	
Kenya	3	X	X
Burkina	3	X	X
Nepal	4		
Tunisia	4	X	
Average	3.73		

Source: CSPEs completed between 2019-2022

IFAD recognises the importance of further improving its project efficiency, and improvements have been observed over the assessment time period. This commitment is reflected in the development and adoption of the IFAD Action Plan for Project Level Efficiency and commitments within IFAD-13. The action plan which is based on a thorough analysis of historical performance and causal variables indicates that IFAD is taking a data-driven approach to identify the root causes of inefficiencies and delays. Key improvements will be sought in the design process, project procurements, risk-based assurance framework, M&E and capacity for adaptive management, and the results focus of projects. Furthermore, the evaluation manual will redefine project efficiency, and the PCR guidelines will be updated. Interviews suggest that a significant portion of the actions committed has either been or are in the process of being completed.

IFAD is also pursuing larger projects in response to the growing need to respond to rising hunger, poverty, geopolitical uncertainty and climate shocks by smaller, typically more fragile country needs, such as SIDS. Furthermore, IFAD is also pursuing larger regional projects, which can yield efficiency given lower average fixed costs associated with designs, implementation, and closing. While the primary motive was not to improve efficiency, IFAD's efforts to increase minimum project size and pursue larger projects can help IFAD continue to improve its project-level efficiency.

In addition to the issue of project inefficiency, **IFAD's operational inefficiency** against its PoLG is above target. However, against its PoW, which includes co-financing, it is below target and declining. IFAD attributes high costs to the nature of its target populations and ambitious objectives and temporarily high costs associated with decentralisation and rightsizing for a larger PoW, especially as it taps into private sector borrowing and lending. IFAD administrative efficiency ratios are tracked in the RMF. IFAD's administrative expenditure as a share of the PoLG, indicator 3.7.1, was 13.5 percent, above its baseline of 13.1 per cent and target of 12.9 percent. However, IFAD's administrative budget, as a share of total PoW, is well below the target of 6 per cent and has fallen from 4.7 per cent in 2019 to 4.6 per cent in 2021. Management believes that organisational efficiency ratios remain acceptable overall. This assessment agrees that IFAD's administrative budget size is appropriate. As indicated previously, the issue is not the overall budget size but rather the limited budget allocated to country programme delivery. This, in turn, suggests that non-country programme delivery budgets are relatively large. In the long-term, IFAD projects the ratio for PoLG to fall after the initial expenses of decentralisation are complete and the benefits of decentralisation emerge. As indicated previously, there are possible efficiency gains to be made especially considering IFAD's size and agility. In particular, the shift of more resources to country programme delivery should help address issues of insufficient resources raised by staff. However, IFAD could have additional gains by exploring opportunities reducing staff complaints of inefficient procedures and processes.

MI 11.1 Evidence confidence

Low confidence

MI 11.2: Implementation and results assessed as having been achieved on time (given the context, in the case of humanitarian programming).	Score
MI rating	Unsatisfactory
MI score	2
4. Highly satisfactory: All or nearly all the objectives of interventions are achieved on time, or, in the case of humanitarian programming, a legitimate explanation exists for delays in achieving some outputs/outcomes	
3. Satisfactory: More than half of the intended objectives of interventions are achieved on time, and this level is appropriate to the context that existed during implementation, particularly for humanitarian interventions.	
2. Unsatisfactory: Less than half of the intended objectives are achieved on time but interventions have been adjusted to take account of the difficulties encountered and can be expected to improve the pace of achievement in the future. In the case of humanitarian programming, a legitimate explanation exists for delays	
1. Highly unsatisfactory: Less than half of stated objectives of interventions are achieved on time, and no credible plan or legitimate explanation is identified that would suggest significant improvement in achieving objectives on time	
MI 11.2 Analysis	Evidence documents
<p>Efficiency ratings consider both time and cost in the same rating (see 11.1 for an analysis of overall efficiency). Based on the review of CSPEs completed between 2019-20220, timeliness issues are present in almost all 15 portfolios reviewed. Only 4 of the 15 portfolios reviewed had limited to no issues with delays. Importantly, delays in 3 of 11 portfolios with widespread delay issues reflect poor designs, external shocks such as conflict or climate change related events, or poor systems.</p> <p>IFAD's timeliness of its interventions did not meet its targets in IFAD 11 to reduce time from concept note to approval and from project approval to first disbursement. This is partly due to disruptions caused by the COVID-19 pandemic. The fund had taken steps to reduce initial project management delays by reducing the time to first disbursement and project approval. Projects approved in IFAD11, on average, took 13.67 months before the first disbursement missing the cycle's target of 12 months. However, the average time until the first disbursement is below the baseline of 17 months. The time from concept note to approval fell from the baseline of 17 months to 9.96 months but is still above the target of 8 months. In response to the improving numbers, IFAD for IFAD12 has removed targets given that they believe the duration is warranted to ensure and manage project quality, risk categorisation, safeguard compliance and evolving government priorities.</p>	78, 95, 115, 118, 120, 122-127, 129, 136-141
MI 11.2 Evidence confidence	Low confidence

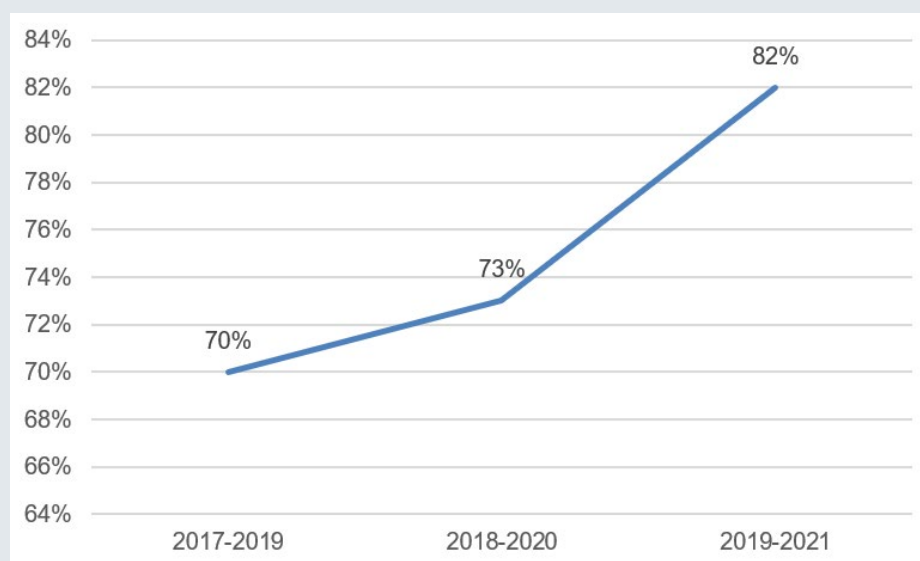
KPI 12: Results are sustainable	KPI score
Satisfactory	3.00

IFAD's sustainability ratings have improved since 2017. IOE sustainability ratings for projects, which are based on a sample of PCRs that are independently assessed and verified, have been significantly lower than the ones provided by the PCRs. IOE sustainability ratings only show improvement after 2015-2017. The challenges identified by RIDE and IOE regarding exit strategies, policy engagement, and the quality of Project

Management Units (PMUs) point to critical areas that need attention for ensuring the sustainability of IFAD's projects. The fact that a significant portion of the CSPE portfolio identified exit strategy issues emphasises the importance of planning for the long-term impact and sustainability of projects from the outset. IOE confirmed these challenges in its ARRI and evaluation syntheses. The CSPEs also detail the general sustainability issues, with a third of the portfolio flagging and exit strategy issues ranging from no strategy to poor exit strategy. However, the common thread across the portfolios reviewed were issues surrounding government capacity and/or commitment to engage in the sustainability of benefits work, which are beyond the control of IFAD. As part of IFAD12, the Fund has committed and launched a sustainability action plan to address these shortcomings.

MI 12.1: Benefits assessed as continuing, or likely to continue after intervention completion (Where applicable, reference to building institutional or community capacity and/or strengthening enabling environment for development, in support of 2030 Sustainable Development Agenda).	Score
MI rating	Satisfactory
MI score	3.00
4. Highly satisfactory: Evaluations assess as likely that the intervention will result in continued benefits for the target group after completion. For humanitarian relief operations, the strategic and operational measures to link relief to rehabilitation, reconstruction and, eventually, development are credible. Moreover, they are likely to succeed in securing continuing benefits for the target group. Sustainability may be supported by building institutional capacity and/or strengthening the enabling environment for development.	
3. Satisfactory: Evaluations assess as likely that the intervention will result in continued benefits for the target group after completion. For humanitarian relief operations, strategic and operational measures link relief to rehabilitation, reconstruction	
2. Unsatisfactory: Evaluations assess as a low probability that the intervention will result in continued benefits for the target group after completion. For humanitarian relief operations, efforts to link the relief phase to rehabilitation, reconstruction and, eventually, to development are inadequate. (In some circumstances such linkage may not be possible due to the context of the emergency. If this is stated in the evaluation, a rating of satisfactory is appropriate)	
1. Highly unsatisfactory: Evaluations find a very low probability that the programme programme/project will result in continued intended benefits for the target group after project completion. For humanitarian relief operations, evaluations find no strategic or operational measures to link relief, to rehabilitation, reconstruction and, eventually, to development	
MI 12.1 Analysis	Evidence documents
IFAD's sustainability ratings have improved since 2017 but remain below IFAD11 targets. The share of projects with a sustainability of benefits rating moderately satisfactory (4) or above rose from the previous three-year period to 82 per cent but below the target of 85 per cent (according to PCR ratings, Figure 72). However, the share of projects in 2021 was above the baseline of 78 percent. It is important to contextualise and recognise IFAD's challenges with sustainability in relation to the organisation's mandate and target groups.	78, 95, 115, 118, 120, 122-127, 129, 136-141

Figure 72. Sustainability of Benefits (PCR ratings 4 and above)

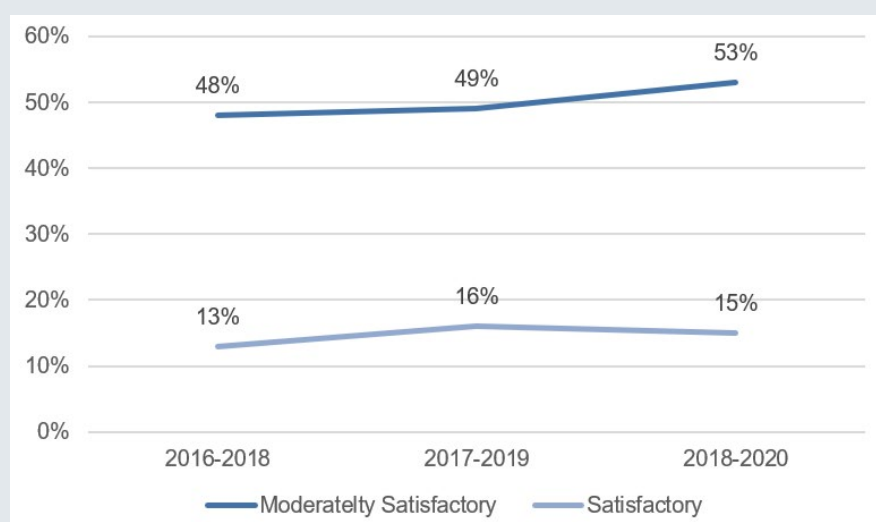


Source: IFAD 2022, RIDE 2022

From a regional perspective, in IFAD 11, LAC and ESA portfolios have the highest sustainability ratings, and WCA and APR the lowest.

IOE sustainability ratings for projects have been significantly lower compared to PCR's (Figure 73). They are also improving at the end of the period. Indeed, IOE findings indicate, in line with PCR ratings, a positive trendline since 2017.

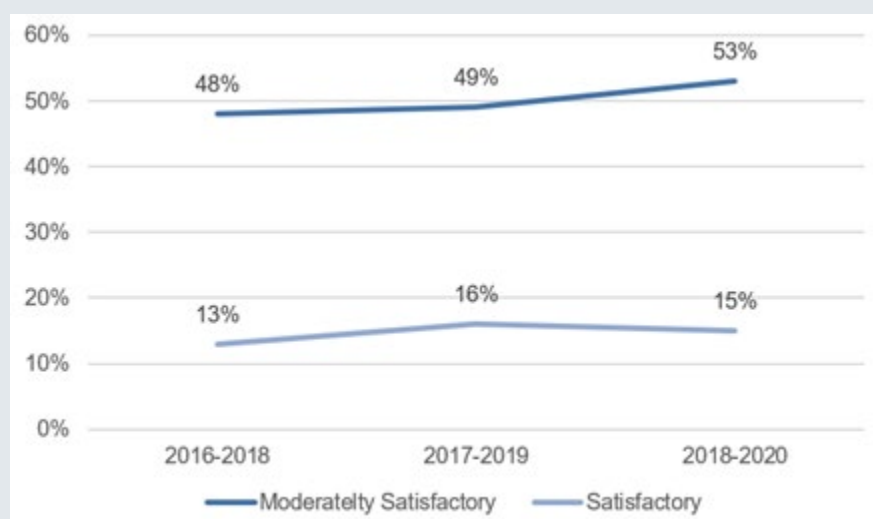
Figure 73. Overview of Sustainability using IOE ratings - Percentage of projects rated moderately satisfactory or better, 2016-2020 (by year of project completion)



Source: IOE 2022, 2022 Annual Report on the Independent Evaluation of IFAD

Figure 0.54. <!!Type the title here!!>

<!!Type the subtitle here. If you do not need a subtitle, please delete this line!!>



Note: <!!Add the note here. If you do not need a note, please delete this line!!>

Source: <!!Add the source here. If you do not need a source, please delete this line!!>

The RIDE notes that exit strategies, policy engagement, and quality PMUs were key drivers in sustainability. The need to improve the sustainability of benefits is reaffirmed by IOE, which found several sustainability deficiencies in its ARRI and evaluation syntheses. For example, in the Infrastructure at IFAD (2001 – 2019) Evaluation Synthesis, sustainability was found unsatisfactory in most projects examined. An evaluation synthesis of inclusive financial services found that, in many cases, the sustainability of financial service providers (FSPs) has not been assured due to a lack of continued support through apex organisations or to limited project investments, scope or duration. Similarly, a corporate-level evaluation of Pro-Poor Value Chains also found issues with sustainability and attributed them to:

1. Economic factors, such as economic analysis and market intelligence support at the time of selecting value chains and securing access to affordable rural financial services;
2. Institutional factors, such as intensive capacity-building at all levels;
3. Social factors, such as ownership and trust among the main stakeholders.

While all three evaluations provide more than a decade-long examination of IFAD projects, mainly outside the review period, they contextualise the importance of IFAD's efforts in IFAD12 to improve the sustainability of the benefits of its interventions. Indeed, as part of IFAD12 replenishment, the Fund has launched a Sustainability Action Plan to address these shortcomings. Challenges were diagnosed and had corresponding responses tracked by the action plan. For instance, IFAD exit strategies were disconnected from the rest of the project because they often did not consider the operating context or institutional capacity. The action plan also found that exit strategies were not often integrated into monitoring and evaluation or implementation frameworks.

At the country level, a review of CSPEs completed from 2019-2022 underscores the sustainability challenges. The average score for the 15 portfolios reviewed is 3.6. The CSPEs also detail general sustainability issues, with five country portfolios flagging exit strategy issues ranging from no strategy to poor exit strategy. However, the common

thread across the portfolios reviewed were issues surrounding government capacity and/or commitment to engage in the sustainability of benefits work, which are beyond the control of IFAD. Close to half the portfolios (7 out of 15) reported issues or uncertainties with governments. This can range from lack of resources to uncertainty of continuation of support. These issues have often been overlooked or underestimated at the appraisal level.

MI 12.1 Evidence confidence

Medium confidence

Annex B: Document list

Evidence #	Reference
1	CEB (2022), <i>Narrative report on the results of the 2021 survey of CEB entities on Improved Reporting of Sexual Harassment in the UN System</i> , UN System Chief Executives Board for Coordination, New York.
2	FAO and World Bank (n.d.), Data from FAO and the World Bank data series.
3	Food and Agriculture Organisation of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund United Nations, World Food Programme, World Health Organisation (2023); <i>The State of Food Security and Nutrition in the World</i> , FAO Rome, Italy.
4	IFAD (2010), <i>IFAD Policy on the Disclosure of Documents</i> , International Fund for Agricultural Development, Rome.
5	IFAD (2010), <i>High-level preview of IFAD's 2011 results-based programme of work and administrative and capital budgets, and the preview of the Office of Evaluation's results-based work programme and budget for 2011 and indicative plan for 2012-2013</i> , International fund for Agricultural Development, Rome.
6	IFAD (2011), <i>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</i> , International fund for Agricultural Development, Rome.
7	IFAD (2012), <i>IFAD Partnership Strategy</i> , International Fund for Agricultural Development, Rome.
8	IFAD (2012), <i>IFAD Policy on Gender Equality and Women's Empowerment</i> , International fund for Agricultural Development, Rome.
9	IFAD (2012), <i>IFAD's 2013 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 2013 and indicative plan for 2014- 2015</i> , International fund for Agricultural Development, Rome.
10	IFAD (2013), <i>IFAD's 2014 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2014 and indicative plan for 2015-2016, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
11	IFAD (2014), <i>Consolidated Financial Statements 2013</i> , International fund for Agricultural Development, Rome.
12	IFAD (2014), <i>IFAD's 2015 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2015 and indicative plan for 2016-2017, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
13	IFAD (2015), <i>Consolidated Financial Statements 2014</i> , International fund for Agricultural Development, Rome.
14	IFAD (2016), <i>Consolidated Financial Statements 2015</i> , International fund for Agricultural Development, Rome.
15	IFAD (2016), <i>IFAD's 2017 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2017 and indicative plan for 2018-2019, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
16	IFAD (2016), <i>Strategic Framework 2016-2025</i> , International fund for Agricultural Development, Rome.
17	IFAD (2017), <i>Consolidated Financial Statements 2016</i> , International fund for Agricultural Development, Rome.
18	IFAD (2017), <i>IFAD Rural Youth Action Plan 2019-2021</i> , International Fund for Agricultural Development, Rome.
19	IFAD (2017), <i>IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) - 2017</i> , International Fund for Agricultural Development, Rome.
20	IFAD (2017), <i>IFAD's 2018 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2018 and indicative plan for 2019-2020, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
21	IFAD (2017), <i>PBAS formula enhancements</i> , International Fund for Agricultural Development, Rome.
22	IFAD (2018), <i>Cofinancing Strategy and Acton Plan</i> , International Fund for Agricultural Development, Rome.

23	IFAD (2018), <i>Consolidated Financial Statements 2017</i> , International fund for Agricultural Development, Rome.
24	IFAD (2018), <i>IFAD policy to preventing and responding to sexual harassment, sexual exploitation and abuse</i> , International Fund for Agricultural Development, Rome.
25	IFAD (2018), <i>IFAD Strategy and Action Plan on Environment and Climate Change 2019-2025</i> , International Fund for Agricultural Development, Rome.
26	IFAD (2018), <i>IFAD's 2019 Results-based Programme of Work and Regular and Capital Budgets, the IOE Results-based Work Programme and Budget for 2019 and Indicative Plan for 2020-2021, and the HIPC and PBAS Progress Reports</i> , International fund for Agricultural Development, Rome.
27	IFAD (2018), <i>Private Sector Engagement Strategy 2019-2024</i> , International fund for Agricultural Development, Rome.
28	IFAD (2018), <i>Report of the Consultation on the Eleventh Replenishment of IFAD's Resources</i> , International fund for Agricultural Development, Rome.
29	IFAD (2019) <i>Enhancing IFAD's Enterprise Risk Management Framework - Update</i> , International Fund for Agricultural Development, Rome.
30	IFAD (2019), <i>Final Draft Report of the External Peer Review of the Evaluation Function at IFAD</i> , International Fund for Agricultural Development, Rome.
31	IFAD (2019), <i>Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability</i> , International Fund for Agricultural Development, Rome.
32	IFAD (2019) <i>IFAD Partnership Framework</i> , International Fund for Agricultural Development, Rome.
33	IFAD (2019) <i>Knowledge Management Strategy</i> , International Fund for Agricultural Development, Rome.
34	IFAD (2019) <i>Revised Operational Guidelines on Targeting</i> , International Fund for Agricultural Development, Rome.
35	IFAD (2019), <i>Consolidated Financial Statements 2018</i> , International fund for Agricultural Development, Rome.
36	IFAD (2019), <i>Human Resources Policy</i> , International Fund for Agricultural Development, Rome.
37	IFAD (2019), <i>IFAD Action Plan Nutrition 2019-2025</i> , International Fund for Agricultural Development, Rome.
38	IFAD (2019), <i>IFAD's 2020 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2020 and indicative plan for 2021-2022, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
39	IFAD (2019), <i>Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025</i> , International Fund for Agricultural Development, Rome.
40	IFAD (2019), <i>Progress report on implementation of the performance-based allocation system</i> , International Fund for Agricultural Development, Rome.
41	IFAD (2020), <i>IFAD12 Results Management Framework</i> , International Fund for Agricultural Development, Rome.
42	IFAD (2020), <i>Borrowed Resource Access Mechanism: Framework for Eligibility and Access to Resources</i> , International Fund for Agricultural Development, Rome.
43	IFAD (2020), <i>Consolidated Financial Statements 2019</i> , International fund for Agricultural Development, Rome.
44	IFAD (2020), <i>Draft IFAD12 Results Management Framework</i> , International fund for Agricultural Development, Rome.
45	IFAD (2020), <i>IFAD at the Midterm of the Eleventh Replenishment</i> , International fund for Agricultural Development, Rome.
46	IFAD (2020), <i>IFAD's 2021 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2021 and indicative plan for 2022-2023, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
47	IFAD (2020), <i>IFAD's Integrated Borrowing Framework</i> , International Fund for Agricultural Development, Rome.
48	IFAD (2020), <i>IFAD's progress in its engagement with indigenous peoples in the biennium 2019/2020</i> , International Fund for Agricultural Development, Rome.
49	IFAD (2020), <i>IFAD12: Business Model and Financial Framework 2022-2024</i> , International fund for Agricultural Development, Rome.
50	IFAD (2020), <i>Medium-term budget outlook 2023-2025</i> , International fund for Agricultural Development, Rome.
51	IFAD (2020), <i>Project Design Guidelines</i> , International Fund for Agricultural Development, Rome.
52	IFAD (2020), <i>Project Design Guidelines: Annex VII: Mainstreaming Guidelines for Social Inclusion Themes</i> , International Fund for Agricultural Development, Rome.
53	IFAD (2020), <i>Project Implementation Guidelines</i> , International Fund for Agricultural Development, Rome.
54	IFAD (2020), <i>Update on IFAD's Engagement in the Reform of the United Nations Development System</i> ,

	International Fund for Agricultural Development, Rome.
55	IFAD (2021), <i>Core Outcome Indicators Measurement Guidelines (COI)</i> , International Fund for Agricultural Development, Rome.
56	IFAD (2021), <i>How to do note: Seeking, free, prior and informed consent in IFAD investment projects</i> , International Fund for Agricultural Development, Rome.
57	IFAD (2021), <i>IFAD annual report 2020</i> , International Fund for Agricultural Development, Rome.
58	IFAD (2021), <i>Social, Environmental and Climate Assessment Procedures Volume 2</i> , International Fund for Agricultural Development, Rome.
59	IFAD (2021), <i>Charter of the IFAD Office of Audit and Oversight</i> , International Fund for Agricultural Development, Rome.
60	IFAD (2021), <i>Code of Conduct</i> , International Fund for Agricultural Development, Rome.
61	IFAD (2021), <i>Consolidated Financial Statements 2020</i> , International fund for Agricultural Development, Rome.
62	IFAD (2021), <i>Enterprise Risk Management Policy</i> , International Fund for Agricultural Development, Rome.
63	IFAD (2021), <i>HR Implementing Procedures Chapter 5: Performance management and career development</i> , International Fund for Agricultural Development, Rome.
64	IFAD (2021), <i>IFAD Graduation Policy</i> , International Fund for Agricultural Development, Rome.
65	IFAD (2021), <i>IFAD's 2022 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2022 and indicative plan for 2023-2024, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
66	IFAD (2021), <i>IFAD's 2022 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2022 and indicative plan for 2023-2024, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
67	IFAD (2021), <i>Memo: Dynamic Workforce Planning</i> , International Fund for Agricultural Development, Rome.
68	IFAD (2021), <i>Organisation Chart</i> , International fund for Agricultural Development, Rome.
69	IFAD (2021), <i>Report of the Consultation on the Twelfth Replenishment of IFAD's Resources</i> , International fund for Agricultural Development, Rome.
70	IFAD (2021), <i>Selection of the external auditor of IFAD for the period 2022-2026</i> , International Fund for Agricultural Development, Rome.
71	IFAD (2021), <i>Social, Environmental and Climate Assessment Procedures (SECAP)</i> , International Fund for Agricultural Development, Rome.
72	IFAD (2021), <i>Update on IFAD's approach to address the United Nations Strategy to Prevent and Respond to Sexual Harassment, Sexual Exploitation and Abuse</i> , International Fund for Agricultural Development, Rome.
73	IFAD (2021), <i>Update on IFAD's Decentralization 2.0</i> , International fund for Agricultural Development, Rome.
74	IFAD (2021), <i>Whistleblower protection procedures</i> , International Fund for Agricultural Development, Rome.
75	IFAD (2021), <i>Workplan for IFAD's Office of Audit and Oversight in 2022</i> , International Fund for Agricultural Development, Rome.
76	IFAD (2022), <i>2022 President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA)</i> , International Fund for Agricultural Development, Rome.
77	IFAD (2022), <i>2022 Stakeholder Survey</i> , International Fund for Agricultural Development, Rome.
78	IFAD (2022), <i>Biodiversity Strategy 2022-2025</i> , International Fund for Agricultural Development, Rome.
79	IFAD (2022), <i>IFAD11 Impact Assessment Report</i> , International Fund for Agricultural Development, Rome.
80	IFAD (2022), <i>Midterm review of the IFAD Knowledge Management Strategy 2019–2025: A Knowledge Strategy Refresh</i> , International Fund for Agricultural Development, Rome.
81	IFAD (2022), <i>President's Bulletin: Introducing IFAD's Operational Risk Management Procedures</i> , International Fund for Agricultural Development, Rome.
82	IFAD (2022), <i>Strategy for Engagement in Small Island Developing States 2022–2027</i> , International Fund for Agricultural Development, Rome.
83	IFAD (2022), <i>United Republic of Tanzania Country Strategic Opportunities Programme 2022-2027</i> , International Fund for Agricultural Development, Rome.
84	IFAD (2022), <i>Annual Report on the Activities of the Office of Audit and Oversight during 2021</i> , International Fund for Agricultural Development, Rome.
85	IFAD (2022), <i>Annual Report 2021</i> , International Fund for Agricultural Development, Rome.
86	IFAD (2022), <i>Consolidated Financial Statements 2021</i> , International fund for Agricultural Development, Rome.

87	IFAD (2022), <i>IFAD Accountability Framework and Delegation of Authority Framework</i> , International fund for Agricultural Development, Rome.
88	IFAD (2022), <i>IFAD Policy on Engagement with Indigenous Peoples: 2022 update</i> , International Fund for Agricultural Development, Rome.
89	IFAD (2022), <i>IFAD's 2023 results-based programme of work, regular and capital budgets, and budget outlook for 2024–2025, and IOE's results-based work programme and budget for 2023 and indicative plan for 2024–2025, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
90	IFAD (2022), <i>IFAD's 2023 results-based programme of work, regular and capital budgets, and budget outlook for 2024–2025, and IOE's results-based work programme and budget for 2023 and indicative plan for 2024–2025, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.
91	IFAD (2022), <i>IFAD's Disability Inclusion Strategy 2022-2027</i> , International Fund for Agricultural Development, Rome.
92	IFAD (2022), <i>Midterm Review of IFAD's Private Sector Engagement Strategy 2019–2024</i> , International fund for Agricultural Development, Rome.
93	IFAD (2022), <i>People, Processes and Technology Plan (PPTP): Update</i> , International Fund for Agricultural Development, Rome.
94	IFAD (2022), <i>Policies and Criteria for IFAD Financing</i> , International Fund for Agricultural Development, Rome.
95	IFAD (2022), <i>Project Financial Management and Financial Control Handbook for Borrowers</i> , International Fund for Agricultural Development, Rome.
96	IFAD (2022), <i>Report on IFAD's Development Effectiveness 2022 (RIDE)</i> , International fund for Agricultural Development, Rome.
97	IFAD (2022), <i>Update on IFAD's approach to address the United Nations Strategy to Prevent and Respond to Sexual Harassment, Sexual Exploitation and Abuse</i> , International Fund for Agricultural Development, Rome.
98	IFAD (2023), <i>Guidelines for Project Completion Reports</i> , International Fund for Agricultural Development, Rome.
99	IFAD (2023), <i>IFAD Action Plan for strengthening project-level M&E</i> , International Fund for Agricultural Development, Rome.
100	IFAD (2023), <i>Consolidated Financial Statements 2022</i> , International fund for Agricultural Development, Rome.
101	IFAD (2023), <i>Financial Products and Terms</i> , International Fund for Agricultural Development, Rome. (accessed 1 April 2023).
102	IFAD (2023), <i>The Impact of Climate Change on Livestock Production in Mozambique</i> , International Fund for Agricultural Development, Rome.
103	IFAD (n.d.), <i>Annex I: Guidance for Performance Scores Descriptors</i> , International Fund for Agricultural Development, Rome.
104	IFAD (n.d.), <i>IFAD's Core Indicators Framework</i> , International Fund for Agricultural Development, Rome.
105	IFAD (n.d.), <i>International Aid Transparency Initiative</i> , International Fund for Agricultural Development, Rome. (accessed 7 April 2023).
106	IFAD (n.d.), <i>Operational procedures and guidelines for country programme strategies – standard (COSOP-S)</i> , International Fund for Agricultural Development, Rome.
107	IFAD (n.d.), <i>Project Design Guidelines: Annex I Development Effectiveness Matrix plus</i> , International Fund for Agricultural Development, Rome.
108	IFAD (n.d.), <i>Project Design Guidelines: Annex IV: Technical Guidance Note: TOC and Log-frames and Core Indicators</i> , International Fund for Agricultural Development, Rome.
109	IFAD (n.d.), <i>Project Design Guidelines: Annex V Technical note – Developing exit strategies in IFAD projects</i> , International Fund for Agricultural Development, Rome.
110	IFAD (n.d.), <i>Project Design Guidelines: Annex XIV: Faster Implementation for Project Start-Up (FIPS) Facility</i> , International Fund for Agricultural Development, Rome.
111	IFAD (n.d.), <i>Annex VII: Mainstreaming Guidelines for Social Inclusion Themes</i> , International Fund for Agricultural Development, Rome.
112	IFAD (n.d.), <i>Annex VIII: IFAD Climate Finance Tracking Guidelines</i> , International Fund for Agricultural Development, Rome.
113	IFAD (n.d.), <i>Anti-corruption</i> , International Fund for Agricultural Development, Rome. (accessed 26 March 2023).
114	IFAD (n.d.), <i>Ethics</i> , International Fund for Agricultural Development, Rome. (accessed 26 March 2023).
115	IFAD (n.d.), <i>IFAD Global Staff Survey 2022 - Overall Report</i> , International fund for Agricultural Development, Rome.
116	IFAD (n.d.), <i>IFAD's Rural Poor Stimulus Facility</i> , International Fund for Agricultural Development, Rome.

	(accessed 28 March 2023).
117	IOE (2019), <i>Burkina Faso Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
118	IOE (2019), <i>Corporate Level Evaluation: IFAD's Engagement in Pro-Poor Value Chain</i> , International Fund for Agricultural Development, Rome.
119	IOE (2019), <i>Democratic Socialist Republic of Sri Lanka Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
120	IOE (2019), <i>Evaluation synthesis: Inclusive financial services for the rural poor</i> , International Fund for Agricultural Development, Rome.
121	IOE (2019), <i>Kenya Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
122	IOE (2019), <i>Technical Innovations for Rural Poverty Reduction</i> , International Fund for Agricultural Development, Rome.
123	IOE (2019), <i>Tunisia country strategy and programme evaluation</i> , International Fund for Agricultural Development, Rome.
124	IOE (2020), <i>Federal Republic of Nepal Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
125	IOE (2020), <i>Madagascar Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
126	IOE (2020), <i>Sierra Leone Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
127	IOE (2020), <i>Sudan Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
128	IOE (2020), <i>United Mexican States Country Strategy and Programme Evaluation (2020)</i> , International Fund for Agricultural Development, Rome.
129	IOE (2021), <i>2021 Annual Report on Results and Impact of IFAD Operations</i> , International Fund for Agricultural Development, Rome.
130	IOE (2021), <i>Ecuador Country Strategy and Programme Evaluation (2021)</i> , International Fund for Agricultural Development, Rome.
131	IOE (2021), <i>Evaluation Manual Part I Third Edition</i> , International Fund for Agricultural Development, Rome.
132	IOE (2021), <i>Evaluation Manual Part II Third Edition</i> , International Fund for Agricultural Development, Rome.
133	IOE (2021), <i>Evaluation Policy</i> , International Fund for Agricultural Development, Rome.
134	IOE (2021), <i>Infrastructure at IFAD (2001 – 2019) Evaluation Synthesis</i> , International Fund for Agricultural Development, Rome.
135	IOE (2021), <i>Joint Evaluation on the Collaboration among the United Nations Rome-based Agencies</i> , International Fund for Agricultural Development, Rome.
136	IOE (2021), <i>Multi-Year Evaluation Strategy of the Independent Office of Evaluation of IFAD</i> , International Fund for Agricultural Development, Rome.
137	IOE (2021), <i>Niger Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
138	IOE (2021), <i>Uganda Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
139	IOE (2022), <i>Burundi Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
141	IOE (2022), <i>Government performance in IFAD-supported operations (2010-2020)</i> , International fund for Agricultural Development, Rome.
142	IOE (2022), <i>Islamic Republic of Pakistan Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
143	IOE (2022), <i>Kingdom of Morocco Country Strategy and Programme Evaluation</i> , International Fund for Agricultural Development, Rome.
144	IOE (2022), <i>2022 Annual Report on the Independent Evaluation of IFAD</i> , International fund for Agricultural Development, Rome.
145	IOE (2023), <i>Thematic evaluation of IFAD's contribution to smallholder farmers' adaptation to climate change</i> , International fund for Agricultural Development, Rome.
146	IOE (2023), <i>Corporate level evaluation on IFAD's decentralization experience 2022</i> , International Fund for

	Agricultural Development, Rome.
147	IOE (2023), <i>Targeting in IFAD-supported projects</i> , International Fund for Agricultural Development, Rome.
148	UN Women (2020), <i>UN-SWAP Annual Report Card 2020 IFAD</i> , United Nations Women, New York.
149	IFAD (2018), General Terms and Conditions for the Procurement of services, https://www.ifad.org/documents/38711624/40284631/procure_11.pdf/5e46b0bd-9217-4c12-9952-ac44321c3ea7?t=1548859121000
150	IFAD (2019), Guidelines to Prevent Harassment, Sexual Harassment and Discrimination at Events Hosted or Organized by IFAD, https://www.ifad.org/en/-/document/guidelines-to-prevent-harassment-sexual-harassment-and-discrimination-at-events-hosted-or-organized-by-ifad
151	IFAD (2020), Sexual exploitation and abuse: there is no excuse! (No Excuse Card), Rome June 2020, https://www.ifad.org/en/-/document/no-excuse-card
152	IFAD (2020) IFAD policy to preventing and responding to sexual harassment, sexual exploitation and abuse, A Guide for Borrowers/Recipients of IFAD funding, Rome, December 2020, https://www.ifad.org/documents/38711624/42415576/sea_guidelines_e.pdf/07706bd0-ac15-846b-b3a5-f1674098beac?t=1611326879000C64
153	IFAD (2021), IFAD Strategy on Diversity, Equity and Inclusion, https://webapps.ifad.org/members/eb/134/docs/EB-2021-134-R-9.pdf
154	IFAD (2023), Update on IFAD's approach to address the United Nations Strategy to Prevent and Respond to Sexual Harassment, Sexual Exploitation and Abuse, Executive Board 138th Session, Rome, 10-11 May 2023, Document: EB 2023/138/R.11, Agenda: 10(a), published Date: 12 April 2023, available at https://webapps.ifad.org/members/eb/138/docs/EB-2023-138-R-11.pdf
155	IFAD (2023), Update on IFAD's approach to address the United Nations Strategy to Prevent and Respond to Sexual Harassment, Sexual Exploitation and Abuse, Executive Board 139th Session, Document: EB 2023/OR/5, Rome, 23 August 2023, https://webapps.ifad.org/members/executive-board-online-review/docs/english/EB-2023-OR-5.pdf
156	IFAD (2023), Code of Conduct for Project Parties, https://www.ifad.org/en/-/code-of-conduct-for-project-parties , March 2023
157	IFAD (2023) Annual report on the activities of the IFAD Ethics Office for 2022, Executive Board 138th Session Rome, 10–11 May 2023, Document: EB 2023/138/INF.4 activities of the Ethics Office for 2022. Date: 27 April 2023, https://webapps.ifad.org/members/eb/138/docs/EB-2023-138-INF-4.pdf
158	IFAD (2023), Annual Report on IFAD's Investigation and Anticorruption Activities during 2022, https://www.ifad.org/documents/38711624/47435411/anticorruption_report_2022_e..pdf/70eb8187-eae3-47e4-8d40-339dab49ca14?t=1683186496142
159	IFAD (2023) Annual report on the activities of the IFAD Ethics Office for 2022, Executive Board 138th Session Rome, 10–11 May 2023, Document: EB 2023/138/INF.4 activities of the Ethics Office for 2022. Date: 27 April 2023, https://webapps.ifad.org/members/eb/138/docs/EB-2023-138-INF-4.pdf
160	United Nations System Chief Executives Board for Coordination (2018), UN System Model Policy on Sexual Harassment, https://unsceb.org/sites/default/files/imported_files/UN%20System%20Model%20Policy%20on%20Sexual%20Harassment_FINAL.pdf
161	IFAD (2015), <i>IFAD's 2016 results-based programme of work and regular and capital budgets, the IOE results-based work programme and budget for 2016 and indicative plan for 2017-2018, and the HIPC and PBAS progress reports</i> , International fund for Agricultural Development, Rome.

