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Enabling poor rural people
to overcome poverty

Report on IFAD's institutional partnership agreements

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Rome, 17-19 September 2013

For: **Review**

Report on IFAD's institutional partnership agreements

Background

1. In September 2012, the 106th session of the Executive Board reviewed the Fund's new Partnership Strategy (EB 2012/106/R.4). One key component in the preparation of the strategy was a review of existing types of IFAD partnership agreements, which found that four types of agreements govern the Fund's formal partnerships: financing, grant and supplementary fund agreements, which can all be considered transactional agreements, and institutional partnership agreements.
2. As an immediate priority within the Partnership Strategy, Management undertook to review all institutional partnership agreements signed since the inception of IFAD – in terms of their contribution to IFAD's objectives – and to decide whether to continue, modify, reactivate or terminate them.
3. Subsequently, at the 107th Executive Board session in December 2012, while reviewing agenda item 18 on procedures for the negotiation, signature and approval of agreements and similar legal instruments (EB 2012/107/R.44), List A members indicated that: (i) all memorandums of understanding and similar agreements governed by article 8.2 of the Agreement Establishing IFAD should be approved by the Board; (ii) approval should be sought prior to signature; and (iii) information should be provided to the Board regarding the launch of negotiations at least three months in advance, as it is believed that this procedure would foster transparency and would allow the Board to make more informed decisions.
4. The present document combines the two strands of work, providing the Executive Board with an overview of:
 - I. IFAD's approach to scoping and identifying partnerships**
 - II. IFAD's approval modalities and implementation of agreements entered into pursuant to article 8.2 of the Agreement Establishing IFAD**
 - III. Review of IFAD's existing partnership agreements**
 - IV. The way ahead – implementing best practice in IFAD's partnership agreements**
 - V. Conclusions**
5. The following table outlines IFAD's partnering cycle and the role played by institutional partnership agreements:

<i>Partnership phase</i>	<i>Scoping and identifying partnerships</i>	<i>Formalizing and implementing partnerships</i>	
Description	Building potential partner relationships Developing joint objectives	Formalization through legal and administrative frameworks	Implementation through subsidiary agreements Monitoring of agreements
Types of agreements used	Statements of intent	Cooperation agreements*	Subsidiary memorandums of understanding and framework agreements

* Cooperation agreements are also often entitled partnership agreements, framework agreements or memorandums of understanding, should the cooperating institution insist on such a title.

I. IFAD's approach to scoping and identifying partnerships

6. In the IFAD Strategic Framework 2011-2015, the Fund recognized the importance and value of partnerships as a means of achieving its development objectives by committing to "seek partnership opportunities and enhance its capacity to operate

effectively with partners ... in all thematic areas and at all levels". Yet the process of partnership-building is a complex one, which involves considerable strategic thinking before arriving at the stage of a cooperation agreement.

7. With the need for strategic focus in mind, Management's approach to cultivating institutional partnerships is to be governed by three key pillars:
 - *Concept* – a more in-depth and collaborative analysis will be conducted in-house before the Fund enters into future cooperation agreements.
 - *One voice* – such a collaborative approach will result in IFAD presenting a more harmonized front to partners and thus negotiating the most strategic agreements possible.
 - *Champions* – at the implementation stage, partnership champions will serve to achieve the goals of the agreements.
8. As the partnership process matures from the initiation phase to the exploration and development stage, Management will seek to make use of "statements of intent". These serve to set down a mutual understanding and to support increased collaboration by outlining common objectives. In instances where two institutions wish to publicize their political will to enter into collaboration, statements of intent are an efficient means of underlining a joint agenda. They can also serve to give advance warning to the Board of the direction Management plans to propose regarding the organization's institutional partnership efforts – in line with the requirement to inform the Board of partnership negotiations.
9. The recent declaration of intent with Germany provides a good example. It constitutes an institutional record of a commitment at the ministerial level to partner with IFAD, but the partnership will require further framework agreements should it result in concrete financing opportunities.

<i>Organization</i>	<i>Partnership agreement</i>	<i>Success factors</i>
Germany	Declaration of intent signed in 2013	Declaration signed at ministerial level Administrative burden on IFAD very light Declaration clarifies both internally and to a wider audience key strategic areas of collaboration between partners High visibility in development community and media

10. As the exploration of partnership deepens and expands, IFAD and its counterpart may wish to enter into an institutional partnership agreement, at which point Management is required to obtain Board approval of the collaboration. In addition to enabling this approval, such an agreement also facilitates clear articulation of the aims, resources and roles of the partners, while serving as a reference point in the case of dispute.

II. IFAD's approval modalities and implementation of agreements entered into pursuant to article 8.2 of the Agreement Establishing IFAD

11. This section briefly describes the approval process of agreements entered into by the Fund in accordance with article 8.2 of the Agreement Establishing IFAD (hereinafter referred to as "cooperation agreements"). It addresses the following points: (i) Board authority to decide with whom IFAD should partner; (ii) legal instruments for establishing such partnerships; (iii) approval modalities ex ante and ex post for cooperation agreements; and (iv) implementation of cooperation agreements through subsidiary agreements.
 - (i) **Board authority to decide with whom IFAD should partner**
The Agreement Establishing IFAD requires the Fund to cooperate closely with the United Nations as well as with other organizations, institutions and

agencies concerned with agricultural development. To this end, it may enter into agreements or establish working arrangements with such bodies as the Executive Board may decide.¹ On this basis, the Executive Board determines with which institution, organization or agency the Fund should partner. The President signs and implements these cooperation agreements.

(ii) **Legal instruments for establishing such partnerships**

Cooperation agreements are concluded with partner institutions. The scope of the cooperation may be broad and generic, or specifically limited to a defined activity or project. Thus the agreement can take the form of either a general cooperation agreement, which provides the guiding principles for the collaboration, or a specific agreement addressing specific areas of cooperation.

(iii) **Approval modalities ex ante and ex post for cooperation agreements**

The approval of cooperation agreements by the Executive Board may be sought ex ante or ex post. The tables below summarize the approval methods that may be applicable.

- (a) Under the ex ante approval approach (table 1), a partnership proposal is presented to the Board for approval outlining the objective and scope of the proposed partnership. If the proposal is favourably received, the Board may either authorize the President to negotiate the cooperation agreement and revert to the Board with the negotiated text for approval or, alternatively, authorize the President to negotiate and sign the cooperation agreement on the basis of the conditions that the Board may have approved. In this latter case, the signed cooperation agreement is submitted to the Board for information at a subsequent session.

Table 1
Modalities of approval ex ante of cooperation agreements

<i>Method I</i>	
<i>Proposal</i>	<i>Negotiated agreement</i>
Cooperation proposal presented to Executive Board	Negotiated text of agreement submitted to Executive Board for approval at a subsequent session
After considering proposal, Board authorizes President to negotiate with entity	Upon approval, Board authorizes President to sign agreement
<i>Method II</i>	
<i>Proposal</i>	<i>Agreement</i>
Cooperation proposal presented to Executive Board	Signed agreement submitted to Executive Board for information at a subsequent session
After considering proposal, Board authorizes President to negotiate and sign agreement according to conditions that may be provided by Board	

- (b) According to the ex post approval procedure (table 2), an agreement is either negotiated or negotiated and signed subject to subsequent approval by the Board.

¹ Article 8.2 of the Agreement Establishing IFAD provides as follows:

"The Fund shall cooperate closely with the Food and Agriculture Organization of the United Nations and other organizations of the United Nations system. It shall also cooperate closely with other intergovernmental organizations, international financial institutions, non-governmental organizations and governmental agencies concerned with agricultural development. To this end, the Fund will seek the collaboration in its activities of the Food and Agriculture Organization of the United Nations and the other bodies referred to above, and may enter into agreements or establish working arrangements with such bodies, as may be decided by the Executive Board."

Table 2
Modalities of approval ex post of cooperation agreements

<i>Method I</i>	
<i>Proposal</i>	<i>Agreement</i>
Cooperation proposal presented to Executive Board together with negotiated text of agreement for approval. Board authorizes President to sign	Following Board approval, President signs agreement
<i>Method II</i>	
<i>Proposal</i>	<i>Agreement</i>
Cooperation agreement negotiated and signed by President and submitted to Board for approval	Cooperation proposal presented together with signed agreement for Board approval. Cooperation agreement stipulates that it will enter into force subject to Board approval

Management believes that the above-mentioned approval modalities of cooperation agreements, ex ante and ex post, serve the organization properly.

(iv) **Implementation of cooperation agreements through subsidiary agreements**

The implementation of an approved cooperation agreement may be determined, where necessary, through subsidiary agreements. The President, who is responsible for conducting the business of the Fund under the control and direction of the Governing Council and the Executive Board,² implements the cooperation agreement through subsidiary agreements, or may delegate his authority to another official of the Fund.

12. **Example of subsidiary agreements**

- (i) **Example of subsidiary agreements with the United Nations Development Programme (UNDP) for country office space and administrative services.** In 1978 IFAD entered into a cooperation agreement with UNDP in which the parties agreed to "cooperate and maintain a close and continuing working relationship in order to further their individual and common objectives, especially to increase food production, alleviate poverty and improve nutrition in developing countries".³ The Executive Board approved the cooperation agreement ex ante at its first session in December 1977. According to the terms of the agreement:

*UNDP agrees to place at the disposal of the Fund the services of its Resident Representatives and field offices to assist the Fund as and when it requires assistance in contacts and communications with Governments on loans and grants, or in regard to other types of services and facilities (e.g. common premises and common services) which the Fund may require in the field. The conditions under which UNDP Resident Representatives and field offices shall perform such services for the Fund will be agreed by the Parties from time to time.*⁴

Moreover, according to article IV, paragraph 4.2, the parties may from time to time "adopt such subsidiary arrangements as will be within the scope of this Memorandum and they may find appropriate".

² Article 6.8(d) of the Agreement Establishing IFAD.

³ Memorandum of understanding between IFAD and UNDP, article I, paragraph 1.1.

⁴ Memorandum of understanding between IFAD and UNDP, article I, paragraph 1.6.

On the basis of the 1978 cooperation agreement, in September 2008 IFAD entered into a subsidiary agreement with UNDP (Framework Agreement)⁵ to establish the terms and conditions under which UNDP provides office space within UNDP premises and administrative services to IFAD for its country offices. According to the requirements of each country office, a service-level agreement (SLA)⁶ is entered into with the UNDP country office, which specifies the services to be provided to IFAD and the estimated costs of those services.

<i>Organization</i>	<i>Cooperation agreement</i>	<i>Subsidiary agreements</i>
UNDP	Memorandum of understanding of 1978, approved by Executive Board at its first session	Framework agreement of 2008 in which IFAD and UNDP specified services to be provided by UNDP for establishment of IFAD country offices in certain Member States Service-level agreements. In accordance with requirements of each country office, an SLA is entered into with host agency, which specifies services to be provided to IFAD and estimated costs of those services

- (ii) **Example of subsidiary agreements with the International Bank for Reconstruction and Development (IBRD)/International Development Association (IDA) to act as a cooperating institution in project/programme operations.** In 1978, on the basis of the decision of the Board at its first session, a cooperation agreement was concluded with IBRD/IDA. The cooperation agreement provides inter alia that "The World Bank and the Fund shall closely cooperate in the identification and preparation of development projects which are likely to be suitable for financial assistance from both organizations or to be appraised by the World Bank's staff at the request of the Fund ... To that end, the World Bank and the Fund shall make appropriate arrangements to enable both organizations to plan, programme and coordinate their respective activities ..."⁷

The agreement further provides that "The World Bank and the Fund may enter into such subsidiary arrangements within the scope of this Agreement as may be appropriate."⁸ To this end, the Fund and the World Bank have entered into subsidiary agreements such as letters of appointment of the bank as IFAD's cooperating institution for the administration of IFAD's financing and/or supervision of the implementation of its projects/programmes.

<i>Organization</i>	<i>Cooperation agreement</i>	<i>Supplementary agreements</i>
IBRD/IDA	Memorandum of understanding of 1978, approved by Executive Board at its first session	Appointment letter for IBRD/IDA to act as IFAD's cooperating institution* responsible for administration of IFAD's financing and/or supervision of project implementation

* Under article III, section 3.02 of the General Conditions for Agricultural Development Financing, the appointed cooperating institution is responsible for:

- Facilitating project implementation by assisting the Borrower/Recipient and the Project Parties in interpreting and complying with the Financing Agreement;
- Reviewing the Borrower/Recipient's withdrawal applications to determine the amounts which the Borrower/Recipient is entitled to withdraw from the Loan and/or Grant Account;
- Reviewing and approving on a no-objection basis the procurement of goods, civil works and services for the Project financed by the Financing;
- Monitoring compliance with the Financing Agreement, bringing any substantial non-compliance to the attention of the Fund and recommending remedies therefor; and
- Carrying out such other functions to administer the Financing and supervise the Project as may be set forth in the Cooperation Agreement.

⁵ **Framework agreements.** As country offices are normally hosted by a United Nations organization or an international financial institution, IFAD usually enters into a framework agreement with the headquarters of the hosting agency stipulating mutual obligations in countries where the country office will be hosted by the hosting agency.

⁶ **Country office agreements (or service-level agreements).** The country office agreement defines the services to be provided by the hosting agency at the country level for a specific country office, and the costs of these services to be charged to IFAD.

⁷ Memorandum of understanding between IFAD and IBRD/IDA, article I, paragraph 1.2.

⁸ Memorandum of understanding between IFAD and IBRD/IDA, article V, paragraph 5.1(b).

- (iii) **Example of subsidiary agreements with the Asian Development Bank (ADB) to broaden the areas and quality of cooperation.** Following approval by the Board at its first session, in 1978 a cooperation agreement was concluded with ADB. The cooperation agreement specifies the following modalities of collaboration: (a) joint cofinancing; (b) exclusive financing by IFAD with the Bank providing services as project administrator; and (c) arrangements for joint project appraisal, loan negotiations, approval and administration. On the basis of the 1978 cooperation agreement, in 1994 the Bank and IFAD entered into a subsidiary agreement to broaden the areas and quality of cooperation, including the possibility of IFAD and the Bank participating in their respective country programme missions. Recently, ADB and IFAD agreed to terminate the 1978 cooperation agreement and to renew and further their cooperation with a new agreement.

<i>Organization</i>	<i>Cooperation agreement</i>	<i>Subsidiary agreements</i>
ADB	Memorandum of understanding of 1978, approved by Board at its first session Memorandum of understanding of 2013, approved by Board by correspondence	Memorandum of understanding on working arrangements between ADB and IFAD in 1994

- (iv) **Example of subsidiary agreements with the Food and Agriculture Organization of the United Nations (FAO) for the provision of services.** In order to cooperate and to achieve their common goals, IFAD and FAO signed a cooperation agreement on 15 December 1977 in which the parties agreed that, "with a view to facilitating the attainment of their common objectives and to promoting a harmonious approach to agricultural development, rural development, food production and nutrition, they shall act in close cooperation and shall consult each other regularly on all matters of mutual interest."⁹ The Executive Board approved the draft cooperation agreement at its first session in December 1977. Article VII, section 5, of the agreement further states that IFAD and FAO "may enter into such subsidiary arrangements within the scope of this Agreement as may be desirable". Pursuant to the above cooperation agreement, several subsidiary agreements have been entered into for the provision of services, an example of which is provided by the 2007 agreement for the provision of medical services by FAO to IFAD staff and consultants.

<i>Organization</i>	<i>Framework agreement</i>	<i>Subsidiary agreements*</i>
FAO	Memorandum of understanding of 1978, approved by Board at its first session	Memorandum of understanding of 2007 with respect to provision of medical services between FAO and IFAD

* Institutional agreements entered into for the provision of corporate services are referred to as 'institutional contracts'.

III. Review of IFAD's institutional partnership agreements

13. The original review of IFAD's institutional partnership agreements in the Partnership Strategy noted that such agreements "have expanded in number, in a relatively loose and ad hoc manner, since IFAD's establishment in 1978... They range in scope from the focused and specific (e.g. an agreement to collaborate in support of a project) to the vague and generic (e.g. a commitment to collaborate in broad terms). While some of these agreements are active and of value, many have fallen

⁹ Memorandum of understanding between IFAD and FAO, article I, section 1.

into disuse and others still may never have been more than a statement of good intention.”

14. As an immediate priority, therefore, the Partnership Strategy document identified a specific need for IFAD to review its large number of existing partnership agreements in terms of their contribution to IFAD’s objectives, modify them as appropriate, reactivate dormant agreements where warranted, and discontinue those whose costs outweigh the benefits they bring.
15. Building on the inventory of partnership agreements compiled for the Partnership Strategy review, IFAD currently tallies its institutional partnership agreements and subsidiary partnership agreements at 70 (several of the agreements listed in the original review have since been classified as transactions). The updated inventory is available in the appendix.
16. Of its ongoing institutional partnership agreements, the following can be observed:
 - Four are with Member States, 25 with United Nations entities, 34 with non-United Nations multilateral financial institutions (including banks and funds), 7 with civil society and academic organizations and none with the private sector.
 - Forty-four are broad partnership agreements (usually outlining common priority areas and legal procedures by which cooperation will be governed), 13 are subsidiary memorandums of understanding or agreements (denoting activities within a previously signed broader cooperation agreement), 8 are framework agreements (denoting rules and procedures for engagement, with no information on thematics and activities), 3 are fellowship/associate professional officer (APO) agreements and 2 are hosting agreements.
 - Twenty-four were signed before 1990, 9 in the 1990s, 25 in the 2000s and 12 since 2010.
17. The review has sought to define which of IFAD’s agreements are active, which will be revived, which are considered dormant and which will be terminated. The following table provides criteria and an analysis.

Status	Active	To be revived	Dormant
Criteria	<ul style="list-style-type: none"> – Signs of ongoing cooperation, be it through frequent cofinancing or supplementary funding, knowledge exchange or regular meetings – Focal points and deliverables tend to be clear to both partners 	<ul style="list-style-type: none"> – Signs of sporadic cooperation between partners, but little knowledge or reference in-house to partnership agreement – Alternatively, agreements where collaboration has lapsed, but where it is in IFAD’s strategic interests to revive it 	<ul style="list-style-type: none"> – Little sign of any collaboration in the last five years – For many of these, especially those signed over 30 years ago, no clearly identified focal point and little anecdotal or quantitative evidence of recent cooperation
Number	39	11	20

18. Of the 32 broad partnership agreements signed since 2000, the review noted 17 examples of partnership agreements that reflected or had increased effective collaboration with a partner. IFAD’s increased partnership with Italy over the last 10 years offers a clear example of this – the first umbrella cooperation agreement was signed in 2001 and this immediately led to more focused and frequent collaboration between the two actors, as seen in the following excerpt:

<i>Organization</i>	<i>Partnership agreement</i>	<i>Success factors</i>
Italy	Original agreement signed in 2001 Agreement updated three times since 2001	Partnership agreement acts as umbrella agreement, leading to signing of 10 further administrative agreements Supplementary funds and cofinancing have increased substantially since original agreement Annual review and reporting foreseen through agreement – leading to a common understanding between parties and greater complementarity in actions of each partner

19. Naturally, given that the nature of a partnership agreement is to be collaborative, IFAD cannot unilaterally dictate the terms of its partnership agreements nor insist on using its own standard templates. In any case, a “one size fits all” approach will not be appropriate; different types or levels of arrangements will require different approaches. While the agreement with Italy has been successful because of its results-oriented approach, the agreement with Switzerland has been productive precisely because it was allowed to remain broad and thereby encouraged flexibility.

<i>Organization</i>	<i>Partnership agreement</i>	<i>Success factors</i>
Swiss Development Corporation	Partnership agreement signed in 2001 Partnership agreement updated in 2012	Flexibility Longevity Mutual trust built through communication under agreement Specific focus on certain thematic areas such as water and knowledge management

20. The Swiss example shows IFAD benefiting by demonstrating flexibility and allowing an agreement’s terms to remain broad. However, it could also be argued that IFAD has such a large number of dormant agreements precisely because their terms were too broad in the first place. Of the 31 currently dormant agreements, 25 (80 per cent) contain very generic references to knowledge exchange, implementation arrangements, legal conditions and final provisions. Yet they make no provisions for mutual thematic or geographical priorities, financial or time stipulations, and mechanisms for review or annual meetings. Moreover, very few agreements have a time frame for termination. This would appear to dampen the incentive for collaboration and, indeed, the signing of such agreements rarely seems to result in an upsurge of more frequent collaboration between the two institutions.

IV. The way ahead – implementing best practice in IFAD’s partnership agreements

21. Partnership agreements should clearly lay out the who, what, why, when and how of a partnership. Best practice criteria include: the purpose of the agreement, the nature of the partnering institutions, focal points, deliverables, time frames, monitoring provisions, exit strategies and thematic areas.
22. The subsidiary memorandum of understanding signed in April 2013 with ADB, as alluded to in section II, provides an excellent example of best practice when it comes to formulating partnership agreements. The memorandum was negotiated in tight collaboration with ADB through regular meetings, with IFAD appointing a clear set of high-level and working-level focal points to convey a unified approach to IFAD’s partnership. The resulting memorandum has concrete actions, time frames and milestones identified, reflecting strong commitment to the partnership.

<i>Organization</i>	<i>Partnership agreement</i>	<i>Success factors</i>
ADB	Memorandum of understanding of 1978, approved by Board at its first session Memorandum of understanding approved in 2013 as an update to 1978 agreement	2013 memorandum of understanding sets out in concrete terms the evolved nature of cooperation between institutions 2013 memorandum is also a more specific document, setting out six areas for cooperation, strategic context, and institutional arrangements required Updated memorandum is a reflection of frequent and successful interactions between partners

23. IFAD has devised a model for future agreements as well as for adjusting past agreements through implementation plans or amendments. The model carries many of the best practices reflected in the ADB agreement. IFAD will seek to expand this template, if and when acceptable to the partner, to reflect best practice.
24. IFAD's Partnership and Resource Mobilization (PRM) Office is in place to serve and oversee support for partnership-building. Through its daily interactions with internal and external partners and its knowledge of best practice, PRM can ensure that new and existing agreements advance IFAD as an institution and further enhance its reputation among its partners.
25. IFAD will invest in securing greater buy-in from staff to ensure the successful selection and implementation of partnership agreements. One key feature of this work is the identification of partnership champions. Experience shows that champions can prove vital to the success of a cooperation agreement by providing the necessary impetus to push through realization of the agreement's objectives. In addition to partnership champions, a solid concept underpinning the purpose of the partnership is essential.
26. While a more strategic selection of partnership agreements will enable IFAD to have greater impact in its work, this will only be ensured if the agreements are properly implemented and monitored. Building on the review reported on here, Management will set up a monitoring system to track implementation of its institutional partnership agreements.

V. Conclusions

27. In light of the IFAD Partnership Strategy and of discussions held at the 107th Executive Board session in December 2012, the process of reviewing agreements has proved a highly useful tool to clarify Management's institutional partnership processes. Thanks to this exercise, Management is now better attuned to the tools at its disposal, from statements of intent to formal cooperation agreements, and can thus enhance its selectivity and strategies for institutional partnerships.
28. With this in mind, Management's future approach to cultivating and implementing partnerships will be governed by three key pillars:
 - At the scoping and identification stage, IFAD will communicate with *one voice*.
 - At the formalization stage, partnership agreements will be underpinned by a solid and strategic *concept*.
 - At the implementation stage, partnership *champions* will serve to achieve the goals of the partnership agreements.
29. Management will not seek to officially terminate any of its institutional partnership agreements. It will instead seek to revive those agreements where, in its view, the collaborating institution still has an important role in working with IFAD to achieve its mandate. This is the case for 11 agreements. In those instances in which internal demand for such action has been established, Management will liaise with its partners with a view to amending the original partnership document or creating an implementation plan to better execute the original partnership agreement.

30. A monitoring tool will be established to ensure that partnerships bring visible benefits to IFAD.
31. However, while following the above new approach in cultivating and implementing future partnerships, Management believes that the current approval and implementation modalities are flexible enough and serve the Fund's decision-making process well. For this reason, no changes are deemed necessary at this stage.

AGREEMENTS BETWEEN IFAD AND OTHER ORGANIZATIONS

As of 31 July 2013

<i>Institution/ Organization</i>	<i>Form of Cooperation</i>	<i>Date</i>
African Development Bank	Cooperation Agreement IFAD/AfDB	1978
African Development Bank	Memo of Understanding IFAD/ADB/African Dev. Fund	2008
African Export-Import Bank	Cooperation Agreement	1996
African Regional Center for Technology	Cooperation Agreement	1996
Alliance for a Green Revolution in Africa	Memo of Understanding between IFAD, FAO, WFP and AGRA	2008
Andean Development Corporation	Cooperation Agreement	1982
Arab Fund for Economic and Social Development	Agreement	1980
Arab Authority for Agricultural Investment and Development	Cooperation Agreement	2000
Arab Bank for Economic Develop. in Africa	Cooperation Agreement	1982
Arab Organization for Agricultural Development	Agreement	1981
Asian Development Bank	Cooperation Agreement	1978
Asian Development Bank	Asia and the Pacific Regional Food Security Framework Agreement ADB/FAO/IFAD	2010
Asian Development Bank	Memo of Understanding	2013
Caribbean Development Bank	Agreement	1980
Central American Bank Economic Integration	Acuerdo de Cooperación	1982
Comité Permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel	Cooperation Agreement	1996
Commonwealth Secretariat	Memorandum of Understanding	1983
Community of Portuguese Speaking Countries	Agreement between CPLP/IFAD on rural development	2007
Credit Union		
Deutsche Gesellschaft für Technische Zusammenarbeit	Cooperating Agreement	2004
European Economic Community	Agreement between EC/IFAD	2004
Financial Fund for the Development of the Plata Basin	Agreement	1986
Food and Agricultural Organisation of the United Nations	Memorandum of Understanding FAO/IBRD/IFAD	1978
Food and Agricultural Organisation of the United Nations	Protocol of Joint Agreement IFAD/FAO	1999
Food and Agricultural Organisation of the United Nations	Copublishing Agreement FAO/IFAD	2000
Former FAO and other UN staff association	Cooperation Agreement	2003

Global Environment Facility	Memo of Understanding	2005
Gulf Cooperation Council	Agreement	1989
Netherlands	Memorandum of understanding on APO programme	2010
International Bank for Reconstruction and Development	Financial Procedure Agreement	2009
International Labour Organisation	Agreement	1978
Coalition Council of the International Land Coalition	Concerning the hosting of the Secretariat of the ILC	2008
Islamic Development Bank	Cooperation Agreement IsDB/IFA	1979
Islamic Development Bank	Framework co-financing agreement	2010
Islamic Educational Scientific and Cultural Organization	Cooperation Agreement	1995
Japan International Cooperation Agency	Memorandum of Understanding Between IFAD and Japan International Cooperation Agency (JICA)	2010
Joint United Nations Programme on HIV/AIDS	Memorandum of Understanding for a cooperation framework between IFAD/UNAIDS	2001
League of Arab States	Cooperation Agreement LAS/IFAD	1993
Lothan Youth Achievement Center	Fellowship Agreement	2012
Multi partner	Declaration of Intent on Child Labour in Agriculture between ILO/FAO/IFAD/IFAP/ IFPRI/CGIAR/IUF	2007
Multi partner	Programmatic Cooperation on Food Security and Nutrition between EC/FAO/WFP/IFAD	2010
New Partnership for Africa's Development	Memorandum of Understanding IFAD/NEPAD	2004
Organization of African Unity	Cooperation Agreement	1982
Organization of Islamic Cooperation	Cooperation Agreement OIC/IFAD (English/Arabic)	1983
OPEC Fund for International Development	Framework agreement for the enhancement of cooperation and the direction of joint operations between IFAD and OFID	2010
Swiss Development Corporation	Partnership Agreement	2013
Union Economique et Monetaire Ouest Africaine	Cooperation Framework Agreement	2000
United Nations	Agreement UN/IFAD	1978
United Nations	Financial Management Framework Agreement UN/IBRD/IDA	2006
United Nations Administrative Tribunal	Special agreement extending the jurisdiction of the UNAT to IFAD	1980
United Nations Capital Development Fund	Amendment to the MOU between UNCDF/IFAD	2010
Conference of the Parties of the United Nations Convention to Combat Desertification	Modalities and Administrative Operations of the Global Mechanism	1999
United Nations Development Programme	Memo of Understanding	1978

United Nations Development Programme	Agreement UNDP/IFAD	2005
United Nations Development Programme	Framework Agreement UNDP/IFAD	2008
United Nations Development Fund for Women	Memo of Understanding	2003
United Nations Environment Programme		1986
United Nations Fund for International Partnerships	Basic implementation Agreement IFAD/UNFIP	2004
United Nations High Commissioner for Refugees	Agreement	1988
United Nations Human Settlement Programme (ex UNCHS)	Memo of Understanding	1981
United Nations Industrial Development Organization	Relationship Agreement IFAD/UNIDO	1989
United Nations Population Fund	General Cooperation Agreement	2002
United Nations Office for Project Services	Revised Cooperation Agreement	2008
United Nations Dag Hammarskjold Library)	Memorandum of agreement	2004
University of Rome, La Sapienza	Fellowship Agreement	2011
West African Development Bank	Accord de coopération FIDA/BOAD	1996
World Bank	Letter of agreement	1998
World Food Programme	Memo of Understanding between IFAD and WFP for operational partnership in Asia region	2004
World Food Programme	MoU with WFP and Gapi S.A. for The Management of the Guarantee Fund under the Joint Programme	2011
World Health Organization	Cooperation Agreement	1980
World Meteorological Organization	IFAD/WMO exchange of letters	1981