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Report on IFAD's Development Effectiveness

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Abbreviations and acronyms

ASAP	Adaptation for Smallholder Agriculture Programme
CFS	Controller's and Financial Services Division
CGIAR	Consultative Group of International Agricultural Research
COM	Communications Division
COSOP	country strategic opportunities programme
CPM	country programme manager
CPMT	country programme management team
DSF	Debt Sustainability Framework
ECD	Environment and Climate Division
EFA	economic and financial analysis
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GRIPS	Grants and Investments Projects System
HRD	Human Resources Division
IFAD9	Ninth Replenishment of IFAD's Resources
IOE	Independent Office of Evaluation of IFAD
IPoA	Istanbul Programme of Action
LDC	least developed countries
MDG	Millennium Development Goal
M&E	monitoring and evaluation
PCR	project completion report
PMD	Programme Management Department
PRM	Partnership and Resource Mobilization Office
PTA	Policy and Technical Advisory Division
QA	quality assurance
QE	quality enhancement
RBA	United Nations Rome-based agencies
RB-COSOP	results-based country strategic opportunities programme
RIDE	Report on IFAD's Development Effectiveness
RIMS	Results and Impact Management System
RMF	Results Measurement Framework
SECAP	Environmental and Climate Assessment Process
SIDS	small island developing states
SKD	Strategy and Knowledge Department
UN-SWAP	UN System-wide Action Plan on Gender Equality and the Empowerment of Women
WCA	West and Central Africa Division
WEAI	Women's Empowerment in Agriculture Index
WFP	World Food Programme

Summary and conclusions

I. Introduction

1. The Report on IFAD's Development Effectiveness (RIDE) is the principal mechanism for communicating the Fund's performance to its governing bodies. Its main purpose is to provide a succinct account of progress relative to targets and commitments to be fulfilled by 2015, embodied in the Results Measurement Framework (RMF) and commitment matrix of the Ninth Replenishment of IFAD's Resources (IFAD9).¹ The RIDE also reviews implementation progress relative to the IFAD Policy on Gender Equality and Women's Empowerment, the Adaptation for Smallholder Agriculture Programme (ASAP), the quality assurance of IFAD's projects and programmes, and the Istanbul Programme of Action for the Least Developed Countries.
2. This year's edition of the RIDE bears three innovations: a greater focus on strengths, weakness and remedial actions following comments by the Independent Office of Evaluation of IFAD (IOE) on last year's RIDE;² a colour-coded system to better visualize results;³ and a status update on the implementation of IFAD9 commitments.
3. While this year's edition of the RIDE does not represent a full-term report for the IFAD9 period, the overall direction of IFAD's performance is clear. The full report for the IFAD9 period will be presented in next year's RIDE.

II. Performance overview

4. Performance of IFAD-supported projects in terms of outcome achievement is going from strength to strength, standing IFAD in good stead to meaningfully contribute to a number of Sustainable Development Goals (SDGs). Data for related RMF indicators show that:
 - Performance across all indicators has improved compared to baseline. Indicators showing significant improvement are: effectiveness, efficiency, rural poverty impact, gender equality, sustainability, and replication and scaling up.
 - The majority of targets for 2015 have been met or exceeded. This is the case for the following indicators: effectiveness, efficiency, rural poverty impact, gender equality, sustainability, and replication and scaling up.
 - Performance is virtually on target for all remaining indicators, namely: relevance, innovation and learning, and environment and natural resource management.
 - Despite significant improvement on efficiency, sustainability and government performance, particular effort will be required to achieve further progress in these areas.

¹ The IFAD9 commitment matrix and Results Measurement Framework (RMF) are presented in annexes I and II respectively of the Report of the Consultation on the Ninth Replenishment of IFAD's Resources (document GC 35/L.4), approved at the thirty-fifth session of the Governing Council in February 2012. The RMF is an instrument for high-level performance monitoring and accountability by IFAD Management and its governing bodies. It consists of key indicators and targets (organized in five levels) to assess and drive improvement in the Fund's development, institutional effectiveness and efficiency.

² IOE's comments on last year's edition of the RIDE are provided in document EB 2014/113/R.11/Add.1. Para. 52 of the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA), document EB 2015/115/R.5/Rev.1, contains Management's response thereto.

³ The colour-coded system adopted compares reported results to baseline and targets for 2015: green denotes the target has been met or exceeded; yellow indicates significant progress compared to baseline (i.e. result exceeds 50 per cent of the baseline-to-target gap); and red indicates unsatisfactory progress.

5. Among the indicators measuring country programme and project outputs, only the number of people receiving services from IFAD-supported projects has a target for 2015; the rest are tracked. Starting with IFAD10, all indicators will be assessed by reference to projection ranges. Data show that:
- Total beneficiary outreach for projects under implementation in 2014 continued to rise, reaching 114 million people, far exceeding the 2015 target of 90 million. This trend is largely underpinned by rural finance projects, which tend to have broader beneficiary outreach. The ratio of male-to-female beneficiaries improved slightly, to 51:49, reflecting a high and increasing share of women beneficiaries.
 - Consistent with the trend on beneficiary outreach, rural financial services indicators registered significant increases. Other indicators, on the other hand, exhibited typical year-to-year variability arising from project entry-exit dynamics that affect the overall composition of outputs delivered by IFAD's portfolio of active projects.
6. Most operational effectiveness targets for 2015 have been met, but progress in some areas has been challenging. Data reveal that:
- Targets for 2015 have been met or exceeded for all country programme implementation indicators, suggesting that efforts to engage more systematically in partnership-building and policy-dialogue activities at the country level (underpinned by expanded IFAD country presence) are bearing fruit. This is supported by the positive assessment of IFAD as a development partner at the project level.
 - The overall quality of project design continues to be strong. Ratings for projects in fragile states and all other dimensions assessed have improved considerably. Almost all 2015 targets have been exceeded.
 - Performance on portfolio management indicators is mixed. Project time overrun and time to process withdrawal applications have improved considerably. Gender focus during implementation continues to be high and close to target. However, disbursement ratios are low due to country portfolio suspensions in the Near East subregion and the Ebola outbreak in the West and Central Africa region.
 - Progress has been somewhat challenging on the following indicators: time from approval to first disbursement, proactivity index, percentage of projects submitting impact surveys, and cofinancing.
7. Results for institutional effectiveness and efficiency indicators show mixed progress:
- Pledges towards IFAD9 stand at a record high in absolute terms (US\$1.42 billion) and relative to the target of US\$1.5 billion (95 per cent).
 - With regard to human resource management indicators, the staff engagement index has improved from 70 per cent at baseline to 74 per cent. While the time to fill professional vacancies has improved appreciably, performance for the indicator on the proportion of women in senior positions remains at baseline level.
 - The target for establishing IFAD country office (ICO) positions has been met, reflecting IFAD's push towards decentralization and outposting staff.
 - Indicators reflecting shifts in planned administrative expenditure and staff allocations by results cluster are partly on target. The use and relevance of budget and staff allocations by cluster are currently under review in the light of ongoing work on the new IFAD Strategic Framework 2016-2025.

- Good progress has been made towards targets for key efficiency ratios, in particular for indicators related to disbursements and General Service staff costs.

III. Follow-up actions to improve performance

8. Many actions are under way or planned to address performance issues in the programmes area. The main actions aim to enhance operational efficiency and sustainability, and include: the systematic integration of economic and financial analysis into project design; increased focus on problem projects, including through a technical assistance grant managed by the Food and Agriculture Organization of the United Nations (FAO); and implementation of the Consolidated Action Plan to Enhance IFAD's Operational and Institutional Efficiency. IFAD's commitment to improve performance on efficiency and sustainability is underscored by the higher targets agreed for the respective indicators for 2018, as set out in the IFAD10 RMF. Further detail on progress is provided in paragraphs 6-9 of the main report, and under commitments 16-18 and 21-24 in annex I.
9. Several other initiatives are under way to complement those mentioned above, for example: as of 2015, all new investments are reviewed against environmental impact and climate risks using the new Social, Environmental and Climate Assessment Procedures; and the 10-point climate mainstreaming plan developed in 2015 commits IFAD to reach 100 per cent climate mainstreaming by 2018, making it arguably the most advanced international financial institution on climate integration (see commitments 12-15 in annex I, and annex V for further detail).
10. Ongoing efforts to establish up to 10 additional ICOs, bringing the total to 50 by 2018, and to further decentralize decision-making to country offices will yield benefits that cut across several areas of IFAD's work. Further improvements are expected in the quality of programme supervision and implementation support, and, in turn, knowledge management, partnership building, policy dialogue and scaling up, which will be guided by a new operational framework developed in 2015.
11. In addition to the actions mentioned above, which will contribute to improving performance in the following areas, where progress remains challenging, further specific measures are being taken on average time from project approval to first disbursement, proactivity, cofinancing and the proportion of women in senior positions. With respect to average time from project approval to first disbursement, Management is increasingly focusing on providing support to pre-implementation activities and project start-up. On proactivity, IFAD is currently adopting an enhanced approach to monitoring at-risk operations by sharing cross-regional lessons and more actively monitoring performance. Notwithstanding the current fiscally constrained environment, efforts in recent years to step up cofinancing will continue to be vigorously pursued. Relating to the proportion of women in senior positions, a renewed gender action plan for IFAD's workplace was launched in 2015 (see paragraph 24 and annex II for further detail). In relation to administrative efficiency, a wide range of initiatives are ongoing and planned to further rationalize and streamline key business processes, including through implementation of the Consolidated Action Plan to Enhance IFAD's Operational and Institutional Efficiency (see commitments 33-38 in annex I for further detail).

Report on IFAD's Development Effectiveness

I. Structure of the report

1. Progress against RMF targets is summarized in sections II-VI of the report. An overview of the implementation status of IFAD9 commitments is provided in annex I. Annexes II-V, respectively, contain the following four reports: Annual Report on IFAD Policy on Gender Equality and Women's Empowerment; Implementation of the Istanbul Programme of Action for Least Developed Countries; Annual report on quality assurance of IFAD's projects and programmes; and Progress Report on the Adaptation for Smallholder Agriculture Programme.

II. Global trends in poverty, hunger and agriculture (RMF level 1)⁴

2. This year marks the end of the period for the attainment of the Millennium Development Goals (MDGs). Overall, there has been remarkable progress across the MDGs, however, it has been uneven and inequalities persist. Table 1 shows the MDG 1 targets for poverty, hunger and malnutrition have been met or almost met. Notwithstanding rapid population growth in developing countries, the absolute number of people living in extreme poverty has almost been halved since 1990, and stands at approximately 1 billion. An estimated 780 million people in developing countries are undernourished, and around 90 million children under the age of five are still underweight. Increasingly, multiple types of malnutrition – undernutrition, micronutrient deficiency, and overweight and obesity – coexist within the same country or household, levying high economic and social costs on countries at all income levels. The majority of the extreme poor and food insecure continue to be found in rural areas, predominantly in Southern Asia and sub-Saharan Africa.
3. Agriculture-related indicators for developing countries as a whole show a positive trend. On the other hand, the picture regarding investment in agriculture is not encouraging. Official development assistance to agriculture increased between 2006 and 2012, but fell from US\$11.7 billion in 2012 to US\$10.2 billion in 2013. Between 2001 and 2012, the share of government expenditure on agriculture declined.⁵ In Africa, where clear political commitments have been made to increase support to agriculture, 13 out of 54 countries had surpassed the target of allocating 10 per cent of national budgets to the agricultural sector in any given year.

⁴ RMF level 1 indicators track global progress in meeting the first Millennium Development Goal (MDG 1) targets for reducing poverty and hunger, together with official development assistance to, and public investment and productivity in, the agriculture sector. They embody the broader development goals to which IFAD contributes with other development partners.

⁵ <http://www.fao.org/economic/ess/ess-economic/expenditure/en/>

Table 1
Level 1 RMF 2013-2015: Global trends in poverty, hunger and agriculture

<i>Indicators</i>	<i>Baseline (year)</i>	<i>Results (year)</i>	<i>Target</i>
1.1 Global poverty and nutrition outcomes			
1.1.1 MDG 1: Population living on less than US\$1.25 a day ^a	47% (1990)	18% (2011)	23.5%
1.1.2 MDG 1: Prevalence of undernourishment in population ^b	23.3% (1990-92)	12.9% (2014-16)	11.7%
1.1.3 MDG 1: Children under 5 who are underweight ^a	25% (1990)	14% (2015)	12.5%
1.2 Global agricultural development and investment outcomes			
1.2.1 Crop production index (2004-2006 = 100) ^c	105.2 (2007)	125.1 (2013)	Tracked
1.2.2 Agricultural value added (annual percentage growth) ^c	2.9 (2007)	4.1 (2013)	Tracked
1.2.3 Level of official development assistance to agriculture ^d	US\$5.6bn (2006)	US\$10.2bn (2013)	Tracked
1.2.4 Proportion of countries complying with the Maputo Declaration commitment of 10 per cent of total public expenditure on agriculture ^e	19% (2005)	24% (2003-10)	Tracked

^a United Nations, *The Millennium Development Goals Report 2015*.

^b Food and Agriculture Organization of the United Nations, *The State of Food Insecurity in the World 2015*. Data for 2014-16 refer to provisional estimates.

^c World Bank, *World Development Indicators*. Crop production index reported for the world. Agricultural value added reported for low- and middle-income countries.

^d Organisation for Economic Co-operation and Development, *StatExtracts* (official development assistance commitments in United States dollars constant 2012 prices; for the agriculture, forestry, fishing sector; by bilateral and multilateral donors).

^e Regional Statistical Analysis and Knowledge Support System
http://www.resakss.org/sites/default/files/pdfs/ReSAKSS_AgExp_2013_website.pdf.

III. IFAD's contribution to development outcomes and impact (RMF level 2)⁶

4. Most RMF targets for 2015 have been met (see table 2). Performance is also considerably higher in all impact domains than at the time of the 2005 Independent External Evaluation of IFAD. Almost all projects (99 per cent) are rated positively for relevance, reflecting IFAD's alignment with partner governments' development objectives and its own policies and strategies. Performance in the key areas of gender equality and sustainability continues to improve, exceeding 2015 targets.
5. IFAD performs well in delivering rural poverty impact and has improved in all but one sub-indicator, marketing, which remains stable. Performance with respect to innovation and learning, and replication and scaling up has been strengthened considerably and is close to or exceeding 2015 targets. Performance remains strong and is almost on target for environment and natural resource management.
6. While results for efficiency have improved significantly and surpassed the 2015 target, it is the area with the lowest score. Efficiency is often affected by complex institutional arrangements, delays in establishing project management units, underperforming project management and slow disbursements. These are among

⁶ RMF level 2 indicators assess performance of IFAD-supported projects at completion based on project completion reports (PCRs) prepared by client governments, to which ratings are assigned through an internal IFAD review process. Responsibility for results achieved is shared by client governments, other partners accountable for project implementation and IFAD. The three-year project cohorts are organized according to project completion date, ensuring alignment with practice in the ARRI. The number of projects per cohort is as follows: 2005-2007 (59), 2008-2010 (67) and 2011-2013 (80), totaling 205 projects. The 2011-2013 cohort is the latest representative sample of PCRs reviewed. This includes the projects that were in the 2014 RIDE cohort and an additional 21 projects that competed during that time frame and were reviewed in 2014-2015.

the factors that can contribute to a project entering problem status during implementation.

7. IFAD Management is addressing these shortcomings by: (i) integrating economic and financial analysis (EFA) systematically into project design, with the support of IFAD-specific EFA guidelines and staff training; (ii) developing further risk-based assurance methodologies; (iii) focusing on problem projects, including through a technical assistance grant managed by FAO, that aims to provide implementation support to problem projects and projects in fragile states;⁷ and (iv) implementing the Consolidated Action Plan to Enhance Operational and Institutional Efficiency,⁸ which places emphasis on ensuring more realistic project designs, clearer institutional arrangements and the timely deployment and higher quality of project management teams.
8. Government performance is a relatively weak area. This is a crucial determinant of project success, since IFAD-supported projects are owned, managed and implemented by government partners and institutions. In particular, government performance affects project implementation in the following areas: (i) slow project staff recruitment; (ii) weakness in key project management aspects (procurement, monitoring and evaluation [M&E], financial management); and (iii) releasing of counterpart funds.
9. Management is committed to providing greater support to government partners. Planned actions include: (i) measures to expedite the selection of project staff; (ii) streamlining existing results-measurement tools to ensure consistent measurement and reporting of results across the project life, from design to completion, enabling better decision-making; (iii) reframing project supervision and implementation support as a clear joint IFAD-government responsibility; (iv) providing more systematic training on project and financial management, including procurement through targeted regional and country workshops; and (v) updating project completion guidelines and processes to ensure that government and project staff knowledge and experience are systematically captured and fed into future project designs.

⁷ Document EB 2013/LOT/G.10.

⁸ Document EB 2013/109/R.12.

Table 2
Level 2 RMF 2013-2015: IFAD's contribution to development outcomes and impact

<i>Indicators</i>	<i>PCR 2010</i>	<i>Results 2011-2013^a</i>	<i>Target 2015</i>	<i>Progress</i>
2.1. Outcome indicators (percentage of projects rated moderately satisfactory or better) at completion				
2.1.1 Relevance	98	99	100	
2.1.2 Effectiveness	80	90	90	
2.1.3 Efficiency	69	76	75	
2.1.4 Rural poverty impact	81	90	90	
Household income and assets		90		
Agriculture and food security		92		
Human empowerment and social capital		91		
Institutions and policies		92		
Markets		79		
2.1.5 Gender equality	90	95	90	
2.1.6 Sustainability of benefits	73	84	75	
2.1.7 Innovation and learning	86	89	90	
2.1.8 Replication and scaling up	85	93	90	
2.1.9 Environment and natural resource management	88	89	90	
2.1.10 Adaptation of smallholders to climate change ^b	-	-		
2.1.11 Government performance	73	79	80	
2.2. Impact indicators^c				
2.2.1 Household asset ownership index	-		Tracked	
2.2.2 Level of child malnutrition (3 sub-indicators – acute, chronic and underweight), disaggregated for girls and boys	-		Tracked	
2.2.3 Length of hungry season	-		Tracked	
2.3. People moved out of poverty^c				
2.3.1 People moved out of poverty	-		80 million	

^a The 2011-2013 cohort is the latest representative sample of PCRs. This includes the projects that were in the 2014 RIDE cohort and an additional 21 projects that completed during that time frame and were reviewed in 2014-2015.

^b Not enough data is available at this stage to provide robust and representative tracking of this indicator across the IFAD investment portfolio. This indicator will be reported on from 2016 onwards to assess the extent to which project beneficiaries and local communities were empowered to increase their resilience to climate-related shocks and stresses.

^c The indicators will be reported in April 2016 through the synthesis report on the IFAD9 impact evaluation initiative.

10. A large share of IFAD's operations is in fragile states. In the 2011-2013 project completion report (PCR) cohort, 43 per cent of the projects assessed were operating in these countries. In spite of this large representation, the analysis shows no significant differences in performance between fragile and non-fragile states, in contrast to previous years' assessments. This is largely due to project sample specificities and countries entering and exiting the list of fragile states.
11. Moreover, IFAD Management has taken measures in recent years to address performance in fragile contexts. IFAD now has 20 ICOs in fragile states, which allow for closer supervision and implementation support. Regional divisions have also reinforced internal peer-review mechanisms as part of the supervision and completion process, thereby allowing for the sharing of lessons among country programme managers and further enhancing supervision. Notwithstanding the benefits these improvement measures may yield, year-on-year variations in performance should be expected as a result of sampling issues and the volatility of fragile situations.

IV. IFAD's contribution to country programme and project outputs (RMF level 3)⁹

12. Table 3 presents the results for level 3 indicators of the RMF 2013-2015. These indicators are a subset of a larger suite of indicators used in IFAD's Results and Impact Management System (RIMS). With the exception of the outreach indicator, projects report on only those RMF indicators most relevant to a project's characteristics. Results presented in this year's RIDE draw on data from 215 projects.¹⁰ The total financial commitment of the active portfolio¹¹ in 2014 was US\$13.6 billion, of which IFAD's share was US\$5.8 billion, or 43 per cent of the total; domestic financiers including, financial institutions and governments, accounted for 35 per cent (US\$4.8 billion) and cofinanciers for 22 per cent (US\$3.0 billion).
13. At the end of 2014, IFAD's active portfolio of projects reached 114.2 million people, amply surpassing the target of 90 million for 2015. The five projects with the highest outreach are rural finance projects in Bangladesh, Ethiopia, Ghana and Nigeria (where there are two). These projects together provide services to 58.6 million people. Phase II of the rural finance programme in Ethiopia recorded the largest outreach due to its national coverage, reaching 40.1 million people.
14. As projects enter and exit the portfolio of active projects, the sector composition of outputs changes. This is reflected in year-to-year variations in both RMF and non-RMF output indicators. Highly performing projects exiting the sample can have a significant impact on performance against individual indicators. For example, of projects that completed operations in 2013, the five highest performing projects contributed to a variation in performance of: 10 million individuals in the outreach figures;¹² over 720,000 hectares of land under improved management practices; and over 970,000 in the number of voluntary savers. This year, further methodological improvements were undertaken to increase the accuracy of aggregate data and to align its practices with those of other multilateral development banks.

⁹ RMF level 3 indicators measure the number of beneficiaries reached and the outputs delivered through active IFAD-supported projects. Responsibility for performance in this area is shared with client governments and other implementing partners, and is reported directly by the projects through IFAD's RIMS. Since outputs vary according to the type of project, all indicators are tracked rather than targeted with the exception of the indicator on the number of people receiving services from IFAD-supported projects.

¹⁰ This excludes the projects in countries where portfolios were suspended and some projects that suffered delays in implementation relating to the Ebola crisis.

¹¹ All projects approved and not completed or closed.

¹² Burundi, Transitional Programme of Post-Conflict Reconstruction; Mozambique, Rural Finance Support Programme; Pakistan, Programme for Increasing Sustainable Microfinance; Nigeria, Community-Based Agricultural and Rural Development Programme; Uganda, Rural Financial Services Programme.

Table 3
Level 3 RMF 2013-2015: IFAD's contribution to country programme and project outputs

<i>Indicators</i>	<i>Baseline value</i> ^a	<i>Results 2014</i>
Natural resource management		
3.1 Common-property-resource land under improved management practices (hectares)	5.5 million	2.28 million
3.2 Area under constructed/rehabilitated irrigation schemes (hectares)	373 thousand	191 thousand
Agricultural technologies		
3.3 People trained in crop production practices/technologies	4.51 million	2.47 million
Male-female ratio	65:35	49 : 51
3.4 People trained in livestock production practices/technologies	1.2 million	1.04 million
Male-female ratio (percentage)	44:56	52:48
Rural financial services ^b		
3.5 Voluntary savers	7.86 million	20.76 million
Male-female ratio	47:53	45:55
3.6 Active borrowers	2.70 million	4.82 million
Male-female ratio	43:57	31:69
3.7 Value of savings mobilized	US\$495 million	US\$4.28 billion
3.8 Value of gross loan portfolio	US\$338 million	US\$1.96 billion
Marketing		
3.9 Roads constructed/rehabilitated (kilometres)	17.6 thousand	17.36 thousand
3.10 Marketing groups formed/strengthened	13.2 thousand	22.67 thousand
Microenterprises		
3.11 People trained in business and entrepreneurship	716 thousand	1.01 million
Male-female ratio (percentage)	39:61	18:82
3.12 Enterprises accessing facilitated non-financial services	57 thousand	38.73 thousand
Policies and institutions		
3.13 People trained in community management topics	2.13 million	1.82 million
Male-female ratio (percentage)	33:67	18:82
3.14 Village/community action plans prepared	28 thousand	37.08 thousand
3.15 People receiving services from IFAD-supported projects (number)	59.1 million (2015 target: 90 million)	114.25 million
Male: female ratio (percentage)	52:48	51:49

Source: RIMS Online, Grants and Investments Projects System (GRIPS).

^a All baseline values are as at 2010, except for people receiving services, which is for 2011.

^b All rural finance indicators report annual figures.

V. Operational effectiveness of country programmes and projects (RMF level 4)¹³

15. County programme management. Table 4 summarizes progress against country programme-related indicators. Results-based country strategic opportunities programmes (RB-COSOPs) were all rated moderately satisfactory or better from the 2014 and 2015 client surveys (70 countries surveyed in total), and surpass the 2015 targets across all four indicators. Results from 2015 are also higher than those of the 2013 survey, which covered the same group of countries.

¹³ RMF level 4 indicators relate to variables over which IFAD exercises greater control and are more expressive of its management performance. They reflect what IFAD does to maximize programme outcomes and impact. Several indicators are reported by external parties or at arm's length, for example by the Quality Assurance Group for project quality at entry, and through client surveys for country programme performance.

Table 4
Level 4 RMF 2013-2015: Country programme management

<i>Indicators</i>	<i>Baseline value</i> ^a	<i>Results 2015</i> ^b	<i>Target 2015</i>	<i>Progress</i>
4.1 Country programme quality at entry				
4.1.1 Percentage of RB-COSOPs rated 4 or better ^c	100	n/a	100	
4.2 Percentage of country programmes rated 4 or better during implementation for:				
4.2.1 Contribution to increased incomes, improved food security and the empowerment of poor rural women and men	78	99	90	
4.2.2 Adherence to the aid effectiveness agenda	93	100	100	
4.2.3 Engagement in national policy dialogue	55	96	70	
4.2.4 Partnership-building ^d	88	99	90	

^a All baseline values are as at 2011, except for country programme quality at entry (2010) and partnership-building (2013).

^b Results for 4.2 refer to 2014 and 2015 client survey results.

^c This indicator is no longer measured following the rationalization of the quality enhancement process.

^d This indicator is new and was measured for the first time in 2013. The baseline value is equivalent to the 2013 actual value and the target was set on that basis.

16. Project quality at entry. Table 5 summarizes progress against project quality-at-entry indicators (a full account of IFAD's quality-at-entry performance is provided in annex IV). The overall quality of project design continues to be strong. Ratings for projects in fragile states and all other dimensions assessed have improved considerably from their baseline, and almost all 2015 targets have been exceeded. Gender ratings have improved considerably given that this indicator was rated against a much more rigorous assessment system than at baseline during IFAD8.

Table 5
Project quality-at-entry RMF indicators

<i>Indicators</i>	<i>Baseline value</i> ^a	<i>Results 2014/2015</i>	<i>Target 2015</i>	<i>Progress</i>
4.3 Percentage of projects rated 4 or better at entry/average rating				
4.3.1 Overall average	79	92	85	
4.3.2 Overall average for projects in fragile states only	n/a	90	80	
4.3.3 Gender	86	89	90	
4.3.4 Monitoring and evaluation	70	89	80	
4.3.5 Scaling up	72	94	80	

^a All baseline values are as at 2010/2011.

17. Portfolio management. Table 6 summarizes progress against portfolio-management indicators. Performance is satisfactory in many areas, but improvement is needed in others. The target for the indicator on the time to process withdrawal applications has been reached. Time from project approval to first disbursement is one month longer than the baseline due to seven projects that suffered protracted delays (approximately four years on average) before entry into force. As this indicator monitors the performance of projects over a 36-month period, time from approval to first disbursement is expected to remain high until these projects exit the sample. Excluding these outliers, the average time is closer to the target, at approximately 15 months. Notwithstanding these methodological issues, Management is increasingly focusing on providing support to pre-implementation activities and project start-up. Factors contributing to delays but somewhat out of IFAD's control include processes for government ratification of financing agreements and the recruitment of project-management staff.

18. Project time overrun has been further reduced to 9 per cent, exceeding the 2015 target, reflecting IFAD Management's more rigorous approach to project extensions. Consistent with strong at-completion results on gender (section III), gender focus in implementation continues to be high and is very close to target. IFAD's performance as a partner remains high above the 2015 target, reflecting recent years' enhancements to IFAD's business model. Projects at risk¹⁴ currently account for 20 per cent of the total portfolio.¹⁵ Excluding the currently suspended portfolio (six actual problem projects), the share of the portfolio at risk remains stable, at 18 per cent. Proactivity has declined, currently standing at 33 per cent as 31 projects that were actual problem projects last year remain in such status. Excluding the suspended portfolio, proactivity reaches 36 per cent. IFAD is currently adopting an enhanced approach to monitoring operations at risk by sharing cross-regional lessons and more actively monitoring performance.
19. Disbursement ratios have dropped, especially in fragile states. The context has been particularly challenging in the Near East and North Africa subregion due to conflict, and in the West and Central Africa region, following the Ebola outbreak. Management continues to address this issue through increased support to project preparedness and implementation support to prevent implementation delays. In addition, Management is initiating analytical work to understand correlations between project characteristics and ability to disburse.

Table 6
Level 4 RMF 2013-2015: Portfolio management

Indicators	Baseline value ^a	Results 2015	Target 2015	Progress
4.4 Portfolio management				
4.4.1 Time from project approval to first disbursement (months)	17	18	14	●
4.4.2 Proactivity index	50	33	75	●
4.4.3 Projects at risk	18	20	Tracked	
4.4.4 Project time overrun (percentage)	22	9	18	●
4.4.5 Time for withdrawal application processing (days)	28	20	20	●
4.4.6 Percentage disbursement ratio – overall portfolio	15.7	14	18	●
4.4.7 Percentage disbursement ratio – for countries in fragile situations ^b	15	12	17	●
4.4.8 Percentage of projects for which gender focus in implementation is rated moderately satisfactory or better	88	89	90	●
4.4.9 Percentage of projects for which IFAD performance is rated moderately satisfactory or better at completion ^c	73	91	80	●

^a All baseline values are as at 2010/2011, except time for withdrawal applications (2009/2010), disbursement ratios and gender focus (mid-2011) and IFAD performance (2012/2013).

^b This figure relates to disbursements for countries in IFAD's list of fragile states.

^c The baseline value for this indicator was revised (from originally 71 per cent) in line with IOE's new methodology for reporting IFAD performance, which is now based on completion cohorts. The 2015 result of 91 per cent is for projects completed in 2011-2013.

20. Project monitoring and evaluation. Table 7 summarizes progress against project M&E indicators. These indicators were introduced in the IFAD9 RMF to draw attention to the underperformance of project M&E systems, which are important for effective project management and the successful achievement of results. The

¹⁴ Projects at risk include actual and potential problem projects.

¹⁵ At the end of the review period, i.e. 30 June 2015, IFAD's investment portfolio (with 245 active projects) contained 41 projects considered "actual problem" projects and eight projects considered "potential problem" projects.

quality of PCRs produced by IFAD counterparts continues to improve, surpassing the 2015 target. IFAD's increasing emphasis on the need for projects to conduct baseline surveys has resulted in the target for 2015 being comfortably exceeded. The share of projects submitting impact surveys remains stable and will be addressed in the context of a new impact assessment strategy for IFAD10.

Table 7
Level 4 RMF 2013-2015: Project monitoring and evaluation

<i>Indicators</i>	<i>Baseline value^a</i>	<i>Results 2015</i>	<i>Target 2015</i>	<i>Progress</i>
4.5 Project monitoring and evaluation				
4.5.1 Percentage of projects with RIMS or equivalent baseline surveys (cumulative percentage)	23	47	40	
4.5.2 Percentage of projects submitting RIMS impact survey	70	69	95	
4.5.3 PCR quality (percentage rated 4 or better)	80	96	90	

Note: Percentage of projects conducting impact/completion surveys based on projects that conducted baseline surveys and completed by December 2013.

^a All baseline values are as at mid-2011 except PCR quality, for which the baseline period is 2010/2011.

21. Cofinancing. Table 8 presents the cofinancing ratio, which stands at 1.27, slightly higher than last year. This ratio is in line with long-term trends. Meeting the 2015 target remains a challenge, as it will be difficult to repeat the exceptional volume of domestic resources mobilized in 2010-2011.

Table 8
Level 4 RMF 2013-2015: Cofinancing

<i>Indicator</i>	<i>Baseline value^a</i>	<i>Results 2015</i>	<i>Target 2015</i>	<i>Progress</i>
4.6.1 Cofinancing ratio	1.34	1.27	1.6	

^a The baseline value is for the period 2008-2010.

VI. Institutional effectiveness and efficiency (RMF level 5)¹⁶

22. Table 9 presents results for level 5 indicators of the RMF 2013-2015 covering performance relative to replenishment, human resource management, risk management and administrative efficiency. For IFAD9, donors have pledged US\$1.42 billion, equivalent to 95 per cent of the IFAD9 target of US\$1.5 billion.
23. IFAD's Staff Engagement Index is very close to target, at 74 per cent. The average time to fill professional vacancies stands at 116 days, approaching the target of 100 days. Further enhancements to recruitment processes have been introduced, such as less time-intensive pre-screening tools, enhanced internal rotation opportunities and appointments from rosters.
24. The proportion of IFAD's workforce – staff and consultant full-time equivalents – from List B and C Member States is at its highest level in recent years (41.5 per cent), showing a positive trend in the diversification of IFAD's workforce. The gender balance in senior positions remains stable. Various remedial measures are being implemented, including a renewed gender action plan for IFAD's workplace, flexible working arrangements, dedicated sourcing of qualified women candidates and training courses for managers and interview panel members on gender-sensitive interviewing techniques.

¹⁶ RMF level 5 indicators relate to variables over which IFAD exercises greater control and are more expressive of its management performance. They reflect what IFAD does to maximize its value for money in terms of cost, timeliness and human resources management.

Table 9
Level 5 RMF 2013-2015: Institutional effectiveness and efficiency

<i>Indicator</i>	<i>Baseline value^a</i>	<i>Results 2015</i>	<i>Target 2015</i>	<i>Progress</i>
5.1 Improved resource mobilization and management				
5.1.1 Percentage achieved of IFAD9 Replenishment target	NA	95	100	
5.2 Improved human resources management				
5.2.1 Staff engagement index: percentage of staff positively engaged in IFAD objectives	70	74	75	
5.2.2 Share of workforce from Lists B and C Member States	40	42	Tracked	
5.2.3 Percentage of women in P-5 posts and above	28	28	35	
5.2.4 Time to fill professional vacancies (days)	144	116	100	
5.3 Improved risk management				
5.3.1 Number of actions overdue on high-priority internal audit recommendations	21	4	15	
5.4 Improved administrative efficiency				
5.4.1 Ratio of administrative budget to the planned programme of loans and grants	14.1	14.7	Tracked	
5.4.2 Share of budget allocations to: (baseline 2011)				
Cluster 1	62	60.6	65	
Cluster 2	7	8.7	9	
Cluster 3	23	25.3	20	
Cluster 4	8	5.4	6	
5.4.3 Ratio of staff positions to total budgeted positions:				
Cluster 1	57	56.1	61	
Cluster 2	7	10.2	9	
Cluster 3	25	27.1	22	
Cluster 4	11	6.6	8	
5.4.4 Ratio of budgeted staff positions in IFAD country offices to budgeted staff in country programme divisions	38	45.5	45	
5.4.5 Ratio of actual administrative expenditures (including expenditures financed by management fees) to IFAD's programme of loans and grants augmented by the value of the programmes and projects managed by IFAD but funded by other agencies	14.7	13.9	12.5	
5.4.6 Ratio of actual administrative expenditures (including expenditures financed by management fees) less actual expenditures on "technical support" to developing Member States to the integrated programme of work	12.5	11.8	10.6	
5.4.7 Ratio of actual expenditures (including expenditure financed by management fees) to annual disbursements	22.1	19.2	18.8	
5.4.8 Ratio of actual costs of General Service staff to total staff costs	30	25.2	25	

Note: Data for 5.4.1-5.4.3 is provisional, pending approval of the administrative budget for 2016.

^a All baseline values are as at 2011, except staff engagement index, overdue audit recommendations and actual General Service (GS) to total staff costs, for which the baseline year is 2010, and the other ex post efficiency indicators (2008-2010).

25. The number of overdue high-priority audit recommendations has declined from 21 in 2011 to only four. Ex ante indicators for planned administrative expenditure and staff allocations are largely on track for results clusters 2 and 4. However, progress with respect to clusters 1 and 3 has been affected by increases in planned expenditures for the implementation of the IFAD Consolidated Action Plan to Enhance Operational and Institutional Efficiency, which have a strong information and communication technology component falling under results cluster 3.¹⁷ The share of planned ICO positions is on target, reflecting IFAD's push for decentralization and staff outposting. Ex post efficiency ratios (5.4.5-5.4.8) show improvement relative to baselines. However, performance is mixed compared to last year's results, with indicators 5.4.5 and 5.4.6 regressing due to lower than expected loan and grant commitments in 2014. Results are anticipated to be back

¹⁷ The distribution of costs by cluster follows the same methodology as in previous years. However, the use and relevance of this approach is currently under review in the light of the ongoing development of the new IFAD Strategic Framework 2016-2025.

on track by the end of 2015 upon delivery of the planned 2015 programme of loans and grants, which will be at record level. A broad range of initiatives is under way or planned to improve administrative efficiency, focusing on the further rationalization and streamlining of key business processes, and better leveraging of information and communication technologies (see commitments 33-38 in annex I for further detail).

IFAD9 Commitment Report

This report provides a succinct status of progress in implementing IFAD9 commitments from January 2013 to August 2015. Progress against these commitments is monitored quarterly by Management to identify and address implementation issues. Overall implementation status is positive. All commitments are reported to be either on track or have minor implementation issues being addressed by the departments responsible.

Table 1
Summary status of IFAD9 commitment implementation as at August 2015

Area	TOTAL deliverable	On track (green)	Minor issues (yellow)	Major issues (red)
1. Increasing IFAD's operational effectiveness	32	22 (69%)	10 (31%)	-
2. Increasing IFAD's institutional effectiveness and efficiency	10	10 (100%)		-
3. Strengthening IFAD's financial capacity and management	7	6 (86%)	1 (14%)	-
4. Enhancing IFAD's results management system	7	7 (100%)	-	-
TOTAL (percentage of TOTAL)	56	45 (80%)	11 (20%)	-

Status indicator description:

Green = implementation on track

Yellow = on track with minor issues

Red = major issues

Table 2
Implementation status of IFAD9 commitments

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update
1. Increasing IFAD's operational effectiveness				
Aid Effectiveness	1. Strengthen country leadership and ownership.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR - Busan commitments ¹⁸	Yellow COSOP preparation teams and country programme management teams (CPMTs) include participation by the countries themselves (government and non-government). Governments are increasingly participating in project supervision missions, and are taking responsibility for project completion reports. Issues arise in fragile states, primarily due to weak institutional capacity.

¹⁸ Busan Partnership for Effective Development Cooperation

Area of reform	Key commitments	Responsibilities	Timeframe and reporting		Status update
	2. Strengthen, and where feasible, increase reliance on country systems and implementation structures.	Overall: PMD Implementation: PMD, CFS Directors	Ongoing - RIDE annually - IFAD9 MTR - Busan	Green	IFAD projects are all run by country institutions, largely government.
	3. Raise the level of IFAD technical cooperation implemented through coordinated programmes.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR - Busan	Green	Programmes and projects are now coordinated through cofinancing agreements. Around 65 per cent of IFAD-financed projects are cofinanced with other donors, and all projects now have government contributions. Increasingly these projects are part of larger government-inspired agricultural programmes.
Scaling up	4. Strengthen country programme development, monitoring and management processes to ensure systematic attention to scaling up, broader partnership-building, more rigorous policy analysis, and active engagement in national policy dialogue on agriculture and rural development.	Overall: PMD Implementation: PMD, SKD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	<p>An indicator for scaling up was introduced in the Results Measurement Framework and scaling up is now more systematically considered in COSOPs and in institutional review processes (quality enhancement [QE] and quality assurance [QA]). The 2014 RIDE reports that 2015 targets for scaling up have been exceeded with 83% of projects rated moderately satisfactory or better (compared to the 80% target).</p> <p>Policy engagement is a key element in scaling up. Capacity is being built within the Policy and Technical Advisory Division (PTA) to strengthen the policy focus of COSOPs and project designs, as well as to assist country programme managers (CPMs) to engage in national policy processes with Member governments. PTA has developed an approach paper to support that process. The Programme Management Department (PMD) in collaboration with SKD (SPA) is upgrading IFAD's results measurement system to enable assessment of IFAD's performance and impact at the time of project completion. IFAD's performance in this area is improving, though its capacity to extensively support national policy processes is constrained by the lack of a dedicated funding window for this purpose.</p> <p>A programme funded by a grant under the Innovation Mainstreaming Initiative (IMI) has been launched to support systematic operationalization of scaling up across IFAD country programmes. The programme supports CPMs and CPMTs in mobilizing technical and policy expertise to develop country-level frameworks for scaling up (including theme-specific focus on areas such as gender, targeting, markets, fragile states, LICs and MICs).</p>

Area of reform	Key commitments	Responsibilities	Timeframe and reporting		Status update
	5. Strengthen knowledge management processes to enhance IFAD's capacity to better capture and harness evidence-based knowledge for scaling up.	Overall: SKD Implementation: SKD, COM, PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	Knowledge management processes have been strengthened within IFAD (including through the IMI-programme mentioned above), with a continuous stream of learning and knowledge-sharing events, and QE/QA. This is being supported by a further focused iteration of the Knowledge Management Framework and plan, linked review of key operational procedures with regard to the adequacy of provisions for knowledge management (KM), strengthening of project M&E systems, and execution of 30 impact evaluation studies by 2015. Responsibility for strengthening the integration of scaling up perspectives into IFAD's operations has been reassigned to the group managing the programme quality enhancement process (PTA).
Private sector	6. Increase engagement in policy dialogue for more conducive rural business environments that enable smallholders and the rural poor to gain better access to markets and value chains.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	Since 2012, 9 of the 17 COSOPs approved have either explicitly included policy dialogue for improved rural business environments as part of their specific objectives and/or have included multi-stakeholder platforms for policy dialogue including the private sector. Since 2013, about half of the 24 projects designed with the private sector as a partner or recipient have included policy dialogue for a better rural business environment.
	7. Engage private-sector actors more systematically in country and project-level programming to raise their pro-poor and sustainable investments in rural areas.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	More than 50 per cent of loans and grants approved by IFAD since 2013 (of a total of 45) are to finance projects that include the private sector as a partner or recipient. Typically this involves facilitating the engagement of private value chain actors with IFAD target groups, to leverage the expertise and resources of private agribusiness companies and the local private financial sector.
	8. Increase information and communications technology activities in IFAD-supported programmes.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	This has been achieved in a few projects (First Mile Project in the United Republic of Tanzania; use of cell phones in Kenya). Design of an ICT regional grant programme using US\$1.6 million of supplementary funds provided by the Republic of Korea is under way. IFAD's new partnership with Intel, using its agricultural extension software tools, is now active in projects in Cambodia and Nepal, and expanding to sub-Saharan Africa. Progress is slow because this is a relatively new area for IFAD, in which it lacks expertise.
Gender equality and women's empowerment	9. Strengthen analysis of gender equality and women's empowerment issues in IFAD's operations for stronger and more even performance in this regard, and to promote expanded economic opportunities for rural women.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR - Annual programme of work and budget document	Green	Evidence from supervision reporting, portfolio review and IOE evaluations suggests that IFAD is doing well in terms of its gender impact. Weaknesses were highlighted in reporting on allocation by gender-related activities in IFAD's budget. This has now been corrected and IFAD presents annually information disaggregated by gender in the annual programme of work and budget document.
	10. Enhance indicators to measure impact and results in gender equality and women's	Overall: PMD Implementation:	Ongoing - RIDE annually - IFAD9 MTR	Green	The RIMS, IOE evaluations and the Results Measurement Framework all have gender indicators, which are measured and reported at various points during the project cycle – at entry, every year during implementation and at completion. Generally IFAD performs well on these indicators. Although

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update	
	empowerment.	Director, PTA		gender indicators have not yet been enhanced – for example by measuring impact through rigorous impact evaluation – the 2014 RIDE found gender impact to be very positive. Work is ongoing towards the development of a core module to measure women's empowerment. This module includes a set of key questions that will be included in the second version (v2) of the RIMS impact survey guidelines. These questions will be piloted in the 24 ex post impact evaluations. Some of the IFAD9 Impact Evaluations will report on gender empowerment, based on the methodology developed by the SKD Impact Assessment Cluster in collaboration with PTA.	
	11. Enhance IFAD's capacity to document and disseminate field experience on gender equality and women's empowerment, and strengthen its advocacy efforts in this area.	Overall: PMD Implementation: PMD, COM Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	Efforts are under way to enhance IFAD's ability to document and disseminate field experience, with some encouraging examples. As documented in the annual report on gender (annex II) IFAD is active in the international fora, strengthening the perspective and understanding of rural women's issues in the global development agenda. IFAD has a dedicated gender webpage, a bimonthly newsletter and a global network of over 1000 members.
Climate change and sustainable management of environmental resources	12. Strengthen analysis of climate change and environmental issues in IFAD's operations to support innovative approaches to climate resilience and sustainable use of natural resources.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	Since the publication of the IFAD environment policy and the climate change strategy, IFAD has developed, and is now implementing, a major climate change adaptation initiative (the Adaptation for Smallholder Agriculture Programme – ASAP) which incentivizes and supports the analysis and management of climate-related risks in IFAD operations. In parallel, IFAD continues to mobilize co-financing from the GEF, LDCF and SCCF to address environmental and climate change issues in IFAD projects. All new investments are being reviewed against environmental impact and climate risks using the new Social, Environmental and Climate Assessment Procedures (SECAP). IFAD's RMF has been upgraded to capture results on climate change adaptation and environmental sustainability. IFAD's RIMS has been upgraded to include new indicators related to climate change adaptation. A 10 point climate mainstreaming plan for IFAD10 has been developed.
	13. Assist smallholder producers in benefiting from climate finance and other adaptation and mitigation incentives, including through the IFAD-managed ASAP.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	IFAD has successfully established ASAP as the largest global adaptation programme for smallholder farmers. As per May 2015, 23 ASAP investments with a financial volume of US\$ 214 million have been approved by the IFAD Executive Board and are in various stages of implementation. 9 ASAP-supported projects have started to disburse funds and deliver the first results on the ground. At least 20 more ASAP investments are in the programming pipeline for 2015-2017. IFAD has commissioned an external progress review of ASAP to appraise the relevance, effectiveness and efficiency of the ASAP model and devise options for the future of the programme.
	14. Ensure that complementary contributions to support the implementation of the ASAP are employed for that purpose.	Overall: PMD Implementation: PMD, CFS Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	IFAD has established an ASAP Trust Fund agreement and an ASAP monitoring framework which govern the use of ASAP funds. A provision has been established that in IFAD 10, complementary contributions for climate action can be made outside of the ASAP Trust Fund agreement,

Area of reform	Key commitments	Responsibilities	Timeframe and reporting		Status update
	15. Enhance IFAD's capacity for knowledge management, advocacy and partnerships on climate change and environment and natural resource management.	Overall: PMD Implementation: PMD, COM Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	which enables IFAD to expand climate mainstreaming without any geographic restrictions and without restrictions in terms of grant- or loan-based programming instruments. IFAD/ECD has trained over 200 IFAD staff and consultants on issues related to climate change adaptation and climate mainstreaming. 20 Country Programme Managers have engaged in the programming of climate finance through a hands-on 'learning by doing' approach, which has enabled them to recognize and address climate issues also in programmes that do not benefit directly from earmarked climate finance. Continuous training is required to ensure that climate and environment issues are considered as an integral part of IFAD investment design, and not as an 'add-on'. This is especially important for the rollout of IFAD's new Social, Environmental and Climate Assessment Procedures (SECAP), which have yet to be fully internalized by staff.
Project Efficiency	16. Strengthen assessments of economic returns on investment during project design, recognizing the need to ensure that social and environmental objectives are also met.	Overall: PMD Implementation: PMD, SKD Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	A major effort was undertaken by PTA to train staff in economic and financial analysis and provide technical backstop to regional division. A staff member and a temporary staff member were recruited in PTA to provide project teams with assistance in this regard and to manage the training. All projects are now required to have an economic analysis at design. To the extent possible, social and environmental impacts are also evaluated as a requirement in project preparation. Expert understanding of economic and financial analysis and proper use of this tool more broadly throughout PMD remains an issue.
	17. Implement the scaling-up agenda.	Overall: PMD Implementation: PMD, SKD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	See comments above for commitment number 4.
	18. Reduce delays in the project cycle.	Overall: PMD Implementation: PMD, CFS Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	Delays from project approval to start-up are being reduced and staff are working to reduce them further. Mobilizing additional funding for detailed project design and implementation remains a challenge.
Country-Level Decentralization	19. Open additional country offices in line with the IFAD Country Presence Policy and Strategy, ensuring adequate delegation of authority at the country level, and cost-efficiency in the set-up and operation of country offices.	Overall: PMD, CSD Implementation: Country Presence Coordination Group (CPCG) co-chaired by AVP and head CSD	Ongoing - RIDE annually - IFAD9 MTR	Green	Country offices are established, and are largely staffed. The cost is manageable, and the positive results at county level are noted, according to IFAD's portfolio report and IOE's country programme evaluations. The IFAD Country Presence Strategy (2014-2015) was approved by EB in early 2014 including the opening of 10 additional offices to reach 50 ICOs. It is expected that by the end of 2015, some 44 ICOs have been established. The CLEE budget related to decentralization is being used for the cost-efficient set up of these ICOs.
	20. Strengthen country office management and coordination, including implementation of	Overall: PMD, CSD	Ongoing - RIDE annually - IFAD9 MTR	Green	Incentives for out posting have been improved. By end of 2015 it is expected that about 21 County Programme managers will have been outposted to ICOs. Delegation of authority (DoA) in IFAD has been

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update	
	incentives for out posting of internationally recruited staff, and adequate delegation of decision-making authority to operate effectively and efficiently.	Implementation: Country Presence Coordination Group (CPCG) co-chaired by AVP and head CSD			reviewed and revised. In collaboration with PMD regional divisions, ADM is exploring delegation in the areas of low value procurement as well as decentralized ticketing for travel for selected country offices. In addition, the new Asset Management Manual, which includes a dedicated section for ICOs and Liaison Offices, will be released shortly. The Field Support Unit (FSU) has been established within the Corporate Services Department (CSD), provide a variety of support services for ICOs. FSU supports the establishment of the additional 10 ICOs. FSU has also outposted a regional administrative officer to East and Southern Africa with the aim of streamlining administrative processes in the region.
Fragile States	21. Adopt a flexible approach to programme design and implementation support in fragile states, with a strong focus on building the capacity of community and government institutions, including through appropriate country presence arrangements, and close collaboration with other multilateral and bilateral partners.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	IFAD-supported programmes are less effective, and sometimes ineffective in fragile states. A pilot initiative through a grant provided to the Food and Agriculture Organization of the United Nations (FAO) is piloting support to projects to build the capacity of project units, local institutions and communities and to improve government policy in fragile states. However much more is needed to support project design, implementation support, capacity-building and analysis to improve situation in fragile states. IFAD's approach to fragile states will be outlined in the strategy that will be delivered in 2016.
	22. Enhance the quality of programme design and implementation support in fragile states by performing deeper analysis of the causes of fragility.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	An assessment of completed operations in fragile states was undertaken in 2013, and IOE completed its corporate-level evaluation on fragile states, which was presented to the EB in April 2015. Both will feed into the strategy on fragile states IFAD has committed to deliver in 2016. Moreover, the upcoming Rural Development Report includes a chapter on fragile states which will contribute towards IFAD's understanding of the root causes of fragility and how to address them.
	23. Ensure simplicity of objectives and activities of projects in fragile states.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	PMD is working to mainstream into the QE and QA processes special attention to the inclusion of simple and trackable performance indicators in projects in fragile states.
	24. Strengthen application of risk management in the context of programmes in fragile states, including for security of the workforce.	Overall: PMD Implementation: PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	IFAD now undertakes more sophisticated risk management assessment in fragile states, but it is not as robust as needed. Partnerships with other organizations will need to be explored. For security of the workforce, IFAD is adhering to the guidance provided by the United Nations system.
National monitoring and evaluation systems	25. Strengthen national monitoring and evaluation systems by enhancing the capacity of project management staff and implementing partners,	Overall: PMD Implementation: SPA, PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Yellow	Initial, but too little progress has been made given the magnitude of the problem. IFAD is dedicating increasing attention to M&E and M&E capacity at project level, although further efforts are needed to ensure knowledge sharing and simplifying M&E tools. At HQ, some in-house capacity on M&E and impact evaluation is now available. A preliminary draft of impact

Area of reform	Key commitments	Responsibilities	Timeframe and reporting		Status update
	particularly at start-up and early project implementation through the systematic engagement of M&E experts during design and supervision missions.				evaluation guidelines have been prepared, placing a stronger premium on the integration of IFAD project M&E systems within broader national M&E systems while laying out the foundations of impact assessment at project level.
South-South and Triangular Cooperation	26. Establish an adequately resourced corporate coordination function to ensure South-South and Triangular Cooperation is pursued in a strategic manner, is widely mainstreamed across country programmes, and is grounded in a robust evidence base.	Overall: SKD Implementation: PMD, SKD Directors	2013 - RIDE annually - IFAD9 MTR	Green	Using IMI financing, information on IFAD's strategy and experience in SSTC is disseminated on the IFAD intranet and internet. IFAD has established a strong position in global STTC forums, including through linkage of SSTC with the scaling up agenda and mobilization of project staff for sharing and learning. Regional divisions are taking initiative, including through mobilization of grants in support of SSTC, and collaboration with national centres for promotion of bilateral and multilateral SSTC. On July 7 th 2015, IFAD convened a Roundtable discussion to consider and share innovative approaches for facilitating South-South Cooperation. Meeting participants included development institutions, IFAD grant recipients, representatives from IFAD's membership and a number of IFAD staff.
	27. Develop staff incentives to proactively pursue and promote South-South and Triangular Cooperation.	Overall: SKD Implementation: SKD, PMD Directors	2013 - RIDE 2013 - IFAD9 MTR	Green	See comments above for commitment number 26.
Partnership and Advocacy	28. Increase focus on strategic long-term partnerships, in particular with FAO and WFP in order to contribute to the success of the Committee on World Food Security, strengthen country programming, and raise efficiency through joint servicing initiatives.	Overall: SKD Implementation: OPV, GER, CSD, PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	Together with FAO and WFP, IFAD supports the CFS Secretariat, and IFAD senior and technical staffs are consistently engaged in working on CFS. One staff member allocates 50 per cent of their time to the CFS, and links this to work on monitoring policies and evaluating their impact. Staff from SKD and other departments have been actively engaged with staff from FAO and WFP in supporting the production of some major CFS deliverables in 2014, notably the Principles for Responsible Investment in agriculture and food systems, and an Agenda for Action on food security in protracted crisis situations. A framework agreement was signed between IFAD and FAO in February 2013 to facilitate the hosting of ICOs by FAO. Since then, two service level agreements have been finalized for the hosting of the ICO by FAO (Sierra Leone and Egypt). Preferred fare agreements resulting in significant savings are negotiated jointly at the Rome-based agencies (RBA) level with mostly used airlines and alliances. An institutional agreement was launched between IFAD and WFP to achieve greater permeability for the exchange of earth observation and geographic information systems-based data between the two institutions and enable a more efficient provision of baseline data for IFAD investment design and monitoring.
	29. Strengthen partnerships with	Overall: PMD, SKD,	Ongoing	Green	Strong partnerships exist with the World Bank, African Development Bank,

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update
	multilateral development banks, the Consultative Group on International Agricultural Research, bilateral development agencies, the Global Donor Platform for Rural Development, foundations, NGOs, farmers' associations and the private sector.	PRM Implementation: PMD, PRM Directors	- RIDE annually - IFAD9 MTR	Asian Development Bank, OPEC Fund for International Development, and Consultative Group on International Agricultural Research (CGIAR) to support rural development projects. IFAD is an active member of the global donor platform, and is a major promoter and advocate for farmers' organizations and NGOs. For example, IFAD is actively engaged in CGIAR governance, specifically working on models for closer alignment of IFAD grants with CGIAR and for knowledge input from CGIAR. A special window – Agricultural Research for Development (AR4D) – has been established within the IFAD grants programme to support long-term partnerships for strategic research. IFAD partners with MDBs through a number of working groups where issues of common interest are addressed: PBAS, Development Effectiveness, Managing for Results, Portfolio Management. In addition, the partnership with other IFIs has been strengthened, they have been present as observers during the IFAD10 consultations, and so has IFAD in their replenishment meetings. The IFAD Partnership Strategy was approved in September 2012. Focal points have been established in regional divisions. A number of strategic partnership agreements and statements of intent have been signed/developed in 2014 and 2015 (i.e. EBRD, EIB, CAF). An assessment of all partnership agreements was conducted to improve partnership management and a report was submitted to the Executive board in September 2013. Partnership efforts with private-sector companies such as Intel and Unilever, the MasterCard Foundation and the Bill & Melinda Gates Foundation are moving forward. The Partnership building and communication training has been developed and launched to provide IFAD's Country Programme Managers and their teams with tailored tools to communicate IFAD in different contexts, and to select, approach, cultivate, and maintain strategic partners.
	30. Intensify engagement in global policymaking and advocacy forums, such as the G-20, that have a key role in shaping the international development architecture.	Overall: SKD Implementation: SKD, OPV Directors	Ongoing - RIDE annually - IFAD9 MTR	Green Since 2013, IFAD has followed a strategic approach to improving its corporate engagement in international policy processes approved by the Executive Management Committee (EMC). In 2014, an annual plan for corporate efforts in this area was developed, endorsed by Senior Management, and implemented. The main focus was on IFAD's engagement in the post-2015 development agenda process, supported by an inter-departmental Task Force chaired by the President and coordinated by SKD. IFAD's inputs into this debate – particularly in the context of the UNGA Open Working Group on the sustainable development goals – were well received by Member States and proved quite influential. Throughout the year, IFAD also participated in the G20 Development Working Group, where it managed to expand its contribution from matters related to food security to matters related to financial inclusion, with particular focus on risk management and on remittances. IFAD also engages actively in major global platforms such as the fifth Tokyo International Conference on African Development (TICAD V), the

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update	
				Global Compact, the United Nations General Assembly, IFI's replenishment processes, etc. Since 2012, IFAD has significantly intensified its engagement and visibility in the UNFCCC and become a member of the Global Alliance for Climate Smart Agriculture (GACSA).	
	31. Intensify identification of and engagement in relevant new high-potential global advocacy initiatives.	Overall: PMD, SKD Implementation: SKD, PMD, OPV	Ongoing - RIDE annually - IFAD9 MTR	Green	Efforts are underway to identify and engage in new global advocacy initiatives to complement those listed in number 30 above.
	32. Support efforts to bring broader perspectives to global and national policy dialogue on smallholder agriculture, food and nutrition security and rural poverty reduction, particularly those of the rural poor and farmers' organizations.	Overall: SKD Implementation: SKD, PTA Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	IFAD has consistently advocated for the voices and perspectives of poor rural people and farmers being prominently represented in the international fora in which it participates. In 2014, this included in particular the CFS, the post-2015 process, and the World Conference on Indigenous Peoples.
2. Increasing IFAD's institutional effectiveness and efficiency					
Institutional Efficiency	33. Introduce a fit-for-purpose and efficient-to-use staff time-recording system to measure the full costs of performing key business processes and activities.	Overall: BOD, CSD Implementation: IFAD Directors	2013 - RIDE 2013 - IFAD9 MTR	Green	Following a cross-departmental consultation on different options for an appropriate time-recording system, as well as a review of systems used by comparator agencies, agreement was reached on an approach that will provide a corporate system for IFAD to forecast the allocation of activities of its staff at the beginning of the year, with the ability to revise this forecast during the year. The system will give greater clarity to management on the full cost (including staff cost) of performing key business processes and activities, and will provide better management information on how staff costs are allocated across projects and key operational processes (i.e. design, implementation, country programme management etc.), particularly those related to delivering the programme of loans and grants. This information is expected to provide key input for the annual strategic workforce planning exercise and resource allocation. The solution leverages the existing budget preparation process for allocating the costs of each individual staff member across activities and captures data by staff, cost centre, activity and project which would provide scope for the creation of meaningful management reports. It will be delivered using IFAD's PeopleSoft ERP, leveraging existing systems, already used in the regular budget cycle. The approach is being tested as part of the 2015 budget cycle, and initial results will be analyzed following the mid-year review.
	34. Develop key business process efficiency indicators and benchmarks to facilitate identification of opportunities	Overall: SKD Implementation:	2013 - RIDE 2013 - IFAD9 MTR	Green	Management endorsed a business process efficiency measurement framework that contains efficiency KPIs for costs, productivity, timeliness and quality of IFAD's key business processes. Reporting on these indicators has been mainstreamed into the annual planning and quarterly

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update
	for process streamlining and cost-saving.	Director, SPA		performance reporting of the respective business process owners (divisions) and will be further developed in the future.
35.	Liaise with the Executive Board to explore opportunities to reduce costs associated with the operations of IFAD's governing bodies.	Overall: SEC Implementation: Secretary, IFAD	2013 - RIDE 2013 - IFAD9 MTR	Green At its 113 th session, the Board welcomed the significant efficiency gains made by IFAD in terms of reduced length of documents and the associated production costs as a result of the measures approved by the Board at its 107 th and 110 th sessions aimed at delivering on the IFAD9 commitments for Cluster 4. They also strongly supported the actions that were being implemented, including a cost-recovery mechanism, to improve compliance with deadlines for submission of documentation to the Office of the Secretary, which had resulted in more timely submission to the governing bodies.
36.	Integrate recommendations of the corporate-level evaluation of the Fund's efficiency into IFAD's Change and Reform Agenda, and strengthen indicators used to measure performance with respect to efficiency, including IFAD's efficiency ratios, accordingly.	Overall: OPV Implementation: IFAD Directors	2013 - RIDE 2013 - IFAD9 MTR	Green IFAD responded to the corporate-level evaluation of IFAD's institutional efficiency and efficiency of IFAD-funded operations (CLEE) through the development of a consolidated action plan which was presented to the Executive Board in September 2013 (EB 2013/109/R.12). The action plan addresses both the commitments made under the IFAD9 Consultation and the CLEE recommendations. A number of actions following up on the CLEE recommendations were taken to give continuity to and further reinforce the ongoing Change and Reform Agenda agreed under IFAD9. The implementation status of the consolidated action plan is being monitored through the President's Report on Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) and the results achieved will be reported to the Evaluation Committee and the Executive Board through the RIDE.
37.	Streamline the Fund's processes and workflows through adoption of improved information communication technologies.	Overall: CSD Implementation: IFAD Directors	2013 - RIDE 2013 - IFAD9 MTR	Green The ICT division continues to support and guide initiatives aimed at streamlining the Fund's processes and workflows. To date in 2015 ICT has made progress in a number of key areas: it partnered with PMD to finalize the Grants Audit Report Tracking System (GARTS) and has deployed the Business Intelligence Operations Dashboards and the PBAS allocation system for testing with key PMD users. In addition, development of LGS 1.5 and the Data Warehouse for LGS 1.5 has been completed and delivered. The RFP for development work on Phase 2, the borrowers portal has been issued. Delivery of 3 CLEE projects in support of greater efficiencies in corporate HR processes is moving ahead as planned. Enhancements to the Absences Management system was delivered, enhancements to eRecruitment and eRPA are underway. The division is also on track to provide enriched and mainstreamed support to IFAD Country Offices. Phase 1 of the ICO Video Conferencing project has been completed and 22 offices are now equipped with dedicated Video Conferencing equipment. Phase 2 is underway to equip smaller offices by the end of the year.

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update	Status update
38. Assess value added of business processes, and the potential for adopting more cost-effective alternative delivery modalities, including through joint servicing initiatives with other Rome-based agencies.	<p>Overall: CSD</p> <p>Implementation: CSD, FOD Directors</p>	<p>2013</p> <ul style="list-style-type: none"> - RIDE 2013 - IFAD9 MTR 	Green	<p>The IFAD travel policy and related travel processing have been reviewed and recommendations yielding efficiency gains have been implemented. These include a single sign-on that enables users to log into a single corporate travel module and the automated creation of expense reports. Further integration has been built between PeopleSoft and UNDSS so that data entered in PeopleSoft will pre-populate data fields on the UNDSS website.</p> <p>In addition, the travel policy and processes, and the travel agency contracts are under continuous review in close consultation with the other Rome-Based Agencies and the members of the Inter-Agency Travel Network. A new global travel contract was signed in Q1 of 2015 which includes several value added features such as possibility of further decentralized ticketing for ICOs, extended booking periods and enhanced services included in the transaction fee.</p> <p>Following a joint tendering exercise, the Rome-Based Agencies successfully implemented fuel cards to replace the previously used paper-based system. This has generated administrative efficiencies by reducing the need for manual processing of the paper coupons. In addition, the fuel cards have significantly reduced any risk of misuse of privileges granted to IFAD staff.</p> <p>In line with the practice in some other international organizations, a shipment lump sum has been introduced for entitlement travel thereby reducing the need for soliciting offers for shipments on a case-by-case basis.</p> <p>Sub-delegation of authority to division directors to conduct low-value procurement of up to EUR 10,000, as well as further streamlining of the corporate procurement guidelines will increase administrative efficiency by eliminating transactional steps for low-value and low-risk purchases.</p> <p>The decentralization of low-value procurement has been successfully deployed in Q1-Q2, 2015. A thorough business process review was conducted of the Records Management, Archives and Library functions in Q2, 2013. The results included a move of the Library function to SKD and the development of an action plan to respond to key recommendations. A streamlined workflow for invoices has been introduced by ADM and CFS in Q2, 2015.</p> <p>Building on the successes of the Common Procurement Team of the Rome-Based Agencies, this initiative has been elevated to a more strategic level by adopting a lead agency concept for joint tenders. IFAD has assumed the common procurement lead role for planning and reporting purposes.</p> <p>CFS has various initiatives for streamlining and automation but several of these are to be submitted to the ITGC for funding and resource allocation. Internal/ external resources will also need to be allocated to progress other topics in the area, in particular, such as accounting and payments, for</p>	

Area of reform	Key commitments	Responsibilities	Timeframe and reporting		Status update
	39. Report progress against IFAD9 efficiency targets, including cost savings, to governing bodies through the annual Report on IFAD's Development Effectiveness.	Overall: SKD Implementation: Director, SPA	2013 onwards	Green	which discussions are on-going between relevant units. Data on RMF indicators included in RIDE.
Human Resources Reform	40. Consolidate and deepen reforms completed in IFAD8.	Overall: CSD Implementation: Director, HRD	Ongoing - RIDE annually - IFAD9 MTR	Green	It was acknowledged that although the major IFAD8 reform commitments had been accomplished (including the job audit and the SWP, updating of staff rules and procedures, strengthening of the HR platform for ICOs, review of the PES system, orientation of the learning and development programme to strategic needs, establishment of an Ethics Office, better rotation of staff, automation of HR processes, and improved communication with staff), the work was not over, for two reasons: (a) efforts to strengthen and deepen these reforms would necessarily be ongoing as part of the continuous improvement process, and (b) it was now necessary to ensure that these reforms were fully consolidated into IFAD's daily operations. Work is therefore ongoing in these areas. The implementation of the action plan on the results of the 2012 Global Staff Survey (GSS) has been an essential part of the commitment to the consolidation of the HR reforms into IFAD's human resources processes and procedures, and they were very successful in generating concrete deliverables and in significantly improving staff morale and satisfaction, as reflected in the much improved 2014 GSS results. IFAD is now working on the implementation of the action plan on the results of the 2014 GSS, with a focus on career development and recognition of performance, process efficiency, work-life balance, and leadership and people management. With the overall coordination of HRD, the champions and project leaders have set up working groups for their focus areas and prepared Project Charters with clear objectives, responsibilities and timeframes. On 12 June, all staff were invited to an informal breakfast session to share updates on the progress made and provide their views and inputs. While the first concrete results are expected by the end of 2015, some actions will be completed in 2016. Enhancements in these areas will allow IFAD to even further consolidate and deepen reforms completed in IFAD8.
	41. Equip IFAD with instruments and resources to promote gender competence and gender equality in its human resources management policies as well as gender balance and equitable geographical distribution in its staffing.	Overall: CSD Implementation: Director, HRD	Ongoing - RIDE annually - IFAD9 MTR	Green	Training has been developed and is being delivered, both at headquarters and in the field, in coordination with the IFAD thematic group on gender (TG-Gender) to foster greater awareness of the role of gender and relationships in successful rural development, and to encourage workplace recognition and appreciation of gender issues and best practices. Courses on women's leadership were delivered successfully and with the participation of the IFAD gender senior adviser. Participants agreed to establish a network of women leaders and to work together to promote gender equality and women's empowerment. HRD will review the pilot and

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Green	Status update
	<p>42. While maintaining alignment with the United Nations common system, continue to explore opportunities for flexibility in IFAD's compensation and benefits system so as to ensure, as a way to achieve institutional efficiency goals, that appropriate levels of compensation and performance-based reward systems are in place for all IFAD staff. This would include such efforts as participating actively in the 2011-2012 ICSC Rome Local Salary Survey Committee with respect to GS salary levels, urging the ICSC to ensure appropriate compensation levels at the Professional level, and piloting a pay-for-performance model in collaboration with the ICSC.</p>	<p>Overall: CSD Implementation: Director, HRD</p>	<p>Ongoing - RIDE annually - IFAD9 MTR</p>	Green	<p>replicate.</p> <p>Gender balance and geographic distribution requirements are being mainstreamed into HR policy whenever they are being revised.</p> <p>The enhanced competency framework which was developed in close consultation with the TG-Gender and including gender equality and women's empowerment, has been fully implemented as part of the performance management process, and mainstreamed in the recruitment process and in staff development activities. The staff selection process in particular has been reviewed and changes have been implemented to encourage greater focus on equitable gender distribution.</p> <p>HRD is actively participating in Gender Breakfasts events to get insights on additional opportunities to promote gender equality in IFAD HR policies, and to enhance gender balance and equitable geographical distribution of staff.</p> <p>The GS local salary survey was completed and results implemented. The GS salary scale was lowered by 9.2 per cent for new staff, and existing GS salaries were frozen until new salary scale catches up, over time, with the former scale.</p> <p>A reward and recognition framework (RRF) including monetary and non-monetary rewards has now been successfully implemented for two years. The 2014 GSS results confirm an overall appreciation of the RRF. While the 2012 GSS indicate that only 20% of staff believed that IFAD adequately rewarded staff to encourage good performance, in 2014, 43% expressed favorable views on this. In 2012, only 16% of staff believed that IFAD adequately rewarded performance, while in 2014, 36% have favorable views. These and other results clearly indicate that there is a significant improvement in staff perception of the reward and recognition mechanisms that the organization has put in place. Following an analysis of the first exercise, in 2015 IFAD implemented some fine-tuning to shift part of the funding to the non-monetary travel rewards, while maintaining the Framework's overall structure.</p> <p>In June 2015, IFAD participated in the UN workshop on Performance Management to identify good practices to be shared throughout the UN System and contribute to the HLCM Strategic Plan 2013-2016, in which Performance Management is identified as a priority. IFAD is one of the two organizations that have implemented a comprehensive reward and recognition system, including monetary and non-monetary rewards, and the only organization that has linked its reward model to the performance management process.</p> <p>The ICSC launched a comprehensive review of the United Nations common system compensation package in 2013, with final results to be presented to the General Assembly in late 2015. IFAD is actively participating in this work, including hosting the seventy-ninth session of the ICSC on IFAD premises in July 2014. IFAD is also represented in ICSC working groups, in the strategic group of the High-Level Committee on</p>

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update
Management of the Chief Executives Board for Coordination (HLCM/CEB) and in the HR Network.				
3. Strengthening IFAD's financial capacity and management				
IFAD's financial model	43. Deploy an enhanced financial model based on a sustainable cash flow approach on 1 January 2013. Towards this, the capacity of the Treasury Services Division will be strengthened, and a review of the current financial model will be undertaken to improve its flexibility, robustness and alignment with the financial projection models used by other IFIs.	Overall: FOD Implementation: FOD Directors	2013 - Audit Committee - Executive Board in April 2013 - IFAD9 MTR	Green The SCF model has been developed. The model has been audited (by external auditors) and related procedures have been documented.
	44. Present a proposal to the Executive Board regarding the future use of the advance commitment authority, once the sustainable cash flow approach has been fully implemented. Until then, current use, reporting and approval of the advance commitment authority will continue.	Overall: FOD Implementation: FOD Directors	2013 - Proposal to Audit Committee - Executive Board in 2013	Green SCF methodology developed and approved by the Executive Board in April 2013.
	45. Present a proposal to the Executive Board on how responsibility for compensation for forgone principal arising from adoption of the Debt Sustainability Framework will be managed, starting in IFAD10.	Overall: FOD Implementation: FOD Directors	2013 - Proposal to Audit Committee - Executive Board in 2013	Green DSF methodology developed, paper written and updated version reviewed by the Audit Committee in November 2013 and endorsed by the Board in December 2013 for submission to the IFAD10 Consultation in October 2014 and the Governing Council session in February 2015.
Internal resource mobilization	46. Increase internal resources available to support IFAD's programme of loans and grants in the IFAD9 period in line with the decision taken at the 104th session of the Executive Board to carry out a comprehensive review of IFAD's Lending Policies and Criteria in 2012, and to align IFAD's lending	Overall: FOD Implementation: FOD, LEG Directors	2013 onwards - Proposal to Executive Board in 2012	Green Comprehensive review undertaken, paper written and endorsed by the Board in December 2012, and approved by the Governing Council in February 2013.

Area of reform	Key commitments	Responsibilities	Timeframe and reporting	Status update	
	terms as much as possible with those of the International Development Association and the International Bank for Reconstruction and Development, taking into account IFAD's specificity as outlined in the Agreement Establishing IFAD.				
	47. Enhance IFAD's internal resources by soliciting payment of loan and contribution arrears, and exploring the possibility of loan prepayments with interested borrowing Member States.	Overall: FOD Implementation: PRM, LEG Directors	Ongoing - Proposal to Audit Committee and Executive Board as appropriate	Yellow	Loan prepayment has been explored with a number of borrowers, but it has not been largely pursued as the advantage would not be very significant to internal resources. Prompt follow up taken of arrears of loan and contributions. Outstanding arrears over total reflows at minimum level in recent years, also due to active debt-rescheduling with three borrowers.
New sovereign donors and alternative financing modalities	48. Engage non-Member States and groupings of States to contribute to and/or join the Fund.	Overall: PRM, SEC, LEG Directors Implementation: Director, PRM	Ongoing - Proposal to Governing Council and Executive Board as appropriate	Green	Vanuatu, Tuvalu and Nauru joined IFAD in 2013, the Russian Federation joined IFAD in 2014, and Micronesia, Montenegro and the Republic of Palau joined IFAD in 2015. Australia's decision to rejoin IFAD has been put on hold by the new government. New Zealand re-engaged by contributing to IFAD9. Other countries have approached IFAD or are being approached, like Belarus, Brunei, Poland, Singapore, Slovakia, Turkmenistan and Ukraine.
	49. Explore the scope for raising financing from other sources to be submitted to the Executive Board, provided that any related agreements have no consequences for the governance of the Fund.	Overall: FOD, PRM Implementation: PRM, LEG Directors	Ongoing - Proposal to Executive Board as appropriate	Green	Extensive work has taken place on the Additional Resource Mobilization Initiative in terms of contacts with potential sources of resources, liaison with other agencies with similar goals and regarding internal conceptualization of viable modalities. Negotiations and studies are ongoing. A paper with concrete proposals was submitted to the third IFAD10 Consultation session in October 2014. Negotiations with KfW Development Bank were successful and served as an enriching learning process for all departments involved. The loan for Board approval was submitted in September 2014 and signed in November 2014. The April 2015 Executive Board established a framework setting the parameters within which IFAD would be allowed to borrow solely from sovereign states and state supported institutions. IFAD continues to build upon its new partnerships designed for resource mobilization; greater funds are being leveraged for rural poverty reduction, including memorandums of understanding signed with the Bill & Melinda Gates Foundation, Unilever and the Intel corporation; and new partnerships are being explored with several multinational agribusinesses interested in sourcing more from smallholder farmers. Exploration as to the ways to access EC-blending facilities is ongoing (IFAD requested the EC assessment of its financing instruments – a precondition to access the facilities).

Area of reform	Key commitments	Responsibilities	Timeframe and reporting		Status update
4. Enhancing IFAD's results and management system					
Impact Evaluation	50. Raise the level of compliance with the requirement for projects to have a baseline survey by the end of their first year of implementation.	Overall: PMD Implementation: PMD, SPA Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	About 180 projects have now conducted baseline surveys. Among projects effective since 2004, about 158 projects have conducted baseline surveys. IFAD is projected to meet the target set for the submission of baselines (40 per cent of all projects). The main challenge is the inadequacy of the design budget to support baseline surveys. IFAD is dedicating increasing attention to M&E, although further efforts are needed to ensure knowledge sharing and simplifying M&E tools. At HQ, some in-house capacity on M&E and impact evaluation is now available.
	51. Actively pursue partnerships with institutions specialized in impact evaluation, and mobilize resources to develop adequate internal capacity to conduct/manage impact evaluation work.	Overall: SKD, PMD Implementation: SKD (SPA), PMD Directors	Ongoing - RIDE annually - IFAD9 MTR	Green	Ongoing partnerships include: the M&E Harmonization Group; 3ie; the International Food Policy Research Institute (IFPRI); Wageningen University; Royal Tropical Institute (KIT); Center for Development Innovation (CDI); ICF International; University of East Anglia (UEA); the Agency for Technical Cooperation and Development (ACTED) and the International Institute for Applied System Analysis (IIASA).
	52. Present an information paper to the Executive Board on the methodologies IFAD will employ in carrying out impact assessments and in measuring the new impact-level indicators introduced in the RMF 2013-2015.	Overall: SKD Implementation: Director, SPA	December 2012 - Paper to Executive Board in December 2012	Green	Completed.
	53. Conduct, synthesize and report on approximately 30 impact surveys over the IFAD9 period. Three to six of these will use randomized control trials or other similarly rigorous methodology, depending on cost-sharing opportunities, and interest and availability of institutions specialized in impact evaluation to support this work.	Overall: SKD Implementation: Director, SPA	2013 onwards - IFAD outcome report to Executive Board from 2014 onwards	Green	A RIMS survey inventory analysis was carried out to select the 24 projects to undergo ex post impact evaluation. Six projects were also identified for randomized control trials (RCTs) in the context of the 3ie Agricultural Innovation Thematic Window (supported with US\$10 million in funding from the Department for International Development (DfID) and the Bill & Melinda Gates Foundation). The 24 ex-post evaluations are conducted in partnership with internationally renowned research institutions (including IFPRI, Wageningen University, University of East Anglia, ICF International, and International Initiative for Impact Evaluation (3ie)). In addition, the methodology for the estimation of the number of beneficiaries moved out of poverty has been finalized. To this end, 14 in-house impact evaluations have been conducted by SPA/Impact assessment cluster to broaden the evidence base for meeting the corporate goal of the 80 million beneficiaries moved out of poverty. Support for the design of RCTs in the context of the ASAP is also being provided. An informal seminar to present the IFAD9 Impact Evaluation Initiative and interim results to the Board is scheduled for 15 th of December.
Results Reporting	54. Review and consolidate	Overall: SKD	April 2013	Green	Completed. Management proposals to consolidate results reporting to the

Area of reform	Key commitments	Responsibilities	Timeframe and reporting		Status update
	mechanisms for results reporting to governing bodies, towards more succinct accounts that are focused on impact and outcomes achieved.	Implementation: Director, SPA	- Proposal to Executive Board in April 2013		governing bodies were endorsed by the Board in September 2012.
	55. Report annually to the Executive Board and Evaluation Committee on performance against RMF 2013-2015 indicators and targets through the Report on IFAD's Development Effectiveness.	Overall: SKD Implementation: SDP, PMD Directors	2013 onwards - RIDE annually - IFAD9 MTR	Green	Completed. Streamlined RIDE on performance against RMF was submitted to the Board in December 2013.
	56. Report annually to the Executive Board through the Audit Committee on enterprise risk management activities in IFAD.	Overall: VP Implementation: Risk Champions	Annual - Reporting to Audit Committee annually - Annual Report on IFAD's ERM Activities to Executive Board	Green	Completed. In the context of the Board's endorsement (in September 2012) of Management's proposal to consolidate results reporting to the governing bodies (see commitment number 54), the annual report on enterprise risk management (ERM) activities will cease to be prepared. In line with IFAD's ERM policy, through the ERM Committee, chaired by the Vice-President, IFAD maintains a proactive approach to ERM, with corporate risks being assessed and reported to Management every quarter in the context of the corporate quarterly performance review process.

Annual Report on IFAD Policy on Gender Equality and Women's Empowerment

1. This has been a significant year for initiatives to promote gender equality as the global community has recognized the progress made – and remaining challenges - since the signing of the Beijing Declaration twenty years ago. IFAD has also reaffirmed its commitment to maintain gender as one of the principal cross-cutting issues in the IFAD10 Results Management Framework and the forthcoming Strategic Framework for 2016-2025.
2. This is the fourth annual report on gender in IFAD, reporting on progress in the implementation of the IFAD Policy on Gender Equality and Women's Empowerment.

A. Results achieved in relation to the strategic objectives

3. Women's representation among people receiving services from IFAD-supported projects has continued to increase numerically (from 28 million in 2011 to almost 56 million in 2014), and women now account for almost half of all beneficiaries (table 1). Women continue to dominate training in business and entrepreneurship and community management topics, and they account for almost half of those trained in crop and livestock production practices. They are also actively engaged in rural financial services, both as borrowers have grown and savers.

Table 1

Number of people receiving services from IFAD-supported projects disaggregated by gender

		<i>Measures of success and source of verification</i>			
<i>Operational outcomes</i>	<i>Indicator</i>	<i>RIDE 2012 (2011 data)</i>	<i>RIDE 2013 (2012 data)</i>	<i>RIDE 2014 (2013 data)</i>	<i>RIDE 2015 (2014 data)</i>
<i>People receiving services from IFAD-supported projects</i>	People receiving services from IFAD-supported projects	59.1 million	78.7 million	98.6 million	114.2 million
	Male: female (percentage)	52:48	51:49	52:48	51:49
<i>Agricultural practices/ Technologies</i>	People trained in crop production practices/technologies	4.8 million	4.5 million	3.5 million	2.5 million
	Male: female (percentage)	64:36	55:45	51:49	49: 51
	People trained in livestock production practices/technologies	1.2 million	2.6 million	2.9 million	1 million
	Male: female (percentage)	55:45	56:44	57:43	52: 48
<i>Rural financial Services</i>	Active borrowers	4.3 million	2.5 million	6.2 million	4.8 million
	Male: female (percentage)	31:69	26:74	41:59	31:69
	Voluntary savers	5 million	5.5 million	19 million	20.8 million
	Male: female (percentage)	32:68	29:71	28:72	45:55
<i>Microenterprise</i>	People trained in business and entrepreneurship	1.4 million	1.5 million	1.2 million	1 million
	Male: female (percentage)	25:75	16:84	24:76	18:82
<i>Policies and institutions</i>	People trained in community management topics	3.2 million	2.7 million	1.8 million	1.8 million
	Male: female (percentage)	25:75	16:84	24:76	18:82

Source: RIMS.

4. The Gender Award was launched in 2013 by IFAD Management to recognize the best-performing projects in addressing gender inequalities and empowering women in each region. A special event was held on 25 November 2014, the International Day for the Elimination of Violence against Women. The winning projects in 2014 were: Ecuador – Corridor Central Project, Pakistan – Programme for Increasing

Sustainable Microfinance, Rwanda – Kirehe Community Based Watershed Management Project, Sierra Leone – Rehabilitation and Community-based Poverty Reduction Project and Yemen – Al-Dhala Community Resource Management Project.

B. Results achieved in relation to the implementation plan

5. The gender policy is implemented through five action areas, each with specific output indicators. Action areas 1 to 3 relate to IFAD's core activities, while action areas 4 and 5 relate to the institutional structures and resources for policy delivery.

Action area 1: IFAD-supported country programmes and projects

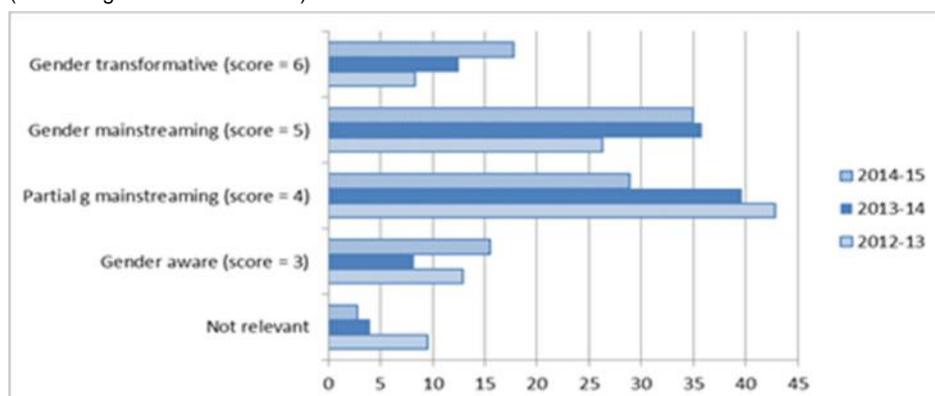
6. Specialist gender staff at headquarters and regional levels provide technical support during the design and implementation of country programmes and projects to strengthen gender equality and poverty targeting, by participating in missions and as members of country programme management teams and by providing inputs to document reviews.
7. Specific commitments have been made in IFAD10 towards establishing a more systematic approach for tracking project performance and strengthening the gender perspective of the Results and Impact Management System (RIMS). The Impact Assessment Cluster (SKD) and gender desk have worked together to adapt the multidimensional Women Empowerment in Agriculture Index (WEAI) to suit IFAD's needs and is being piloted in selected impact and RIMS studies, as well as in the Middle East and North Africa through an IFAD grant.

Indicator 1.1: Increase in the proportion of loans and grants with gender-specific objectives supported by clear budget allocations

8. A methodology was developed in 2013 for conducting an ex-ante analysis of the gender-sensitivity of the value of the IFAD loan portfolio. A score is assigned to reflect the degree to which gender issues have been addressed in each loan component or subcomponent, using the IFAD six-point rating system.
9. Figure 1 presents three sets of data: the results for the 30 loans – amounting to US\$829 million – that were approved by the Executive Board between September 2014 and April 2015; and the results for the preceding years (34 loans approved with a total value of US\$882 million in 2013-14, and 35 loans with a total value of US\$825 million in 2012-13). The most recent data show that the content of 82 per cent of the value of the loans is rated moderately satisfactory or above with respect to gender.

Figure 1

Distribution of total loan value approved September 2012-April 2015 by gender score
(Percentage of total loan value)



10. While the proportion of the total loan value that can be classified as gender mainstreaming¹ has remained stable at around 35 per cent, the proportion that can be described as gender transformative² has increased from 8 per cent in 2012-13 to 18 per cent in 2014-15. In particular, this reflects more gender-inclusive approaches to market linkages and value chain development. In contrast, 29 per cent of the loan value achieves only partial gender mainstreaming³ and a further 18 per cent makes little or no contribution to the promotion of gender equality and women's empowerment. The increase in loan value classified as only gender aware is dominated by one project in which the design of the gender strategy has been postponed until implementation.

Indicator 1.2: Improvement in gender ratings for loan and grant design

11. The incorporation of gender issues in project design continues to strengthen (table 2). In IFAD9 the criteria for the gender score was sharpened to focus specifically on gender aspects of design, whereas the indicator used in IFAD8 had included a poverty focus as well as gender.

Table 2

Percentage of projects rated 4 or better at design for gender using IFAD9 criteria

Indicator	2010-11	2013-14	Target 2015
Gender equality and target population	86	81	90

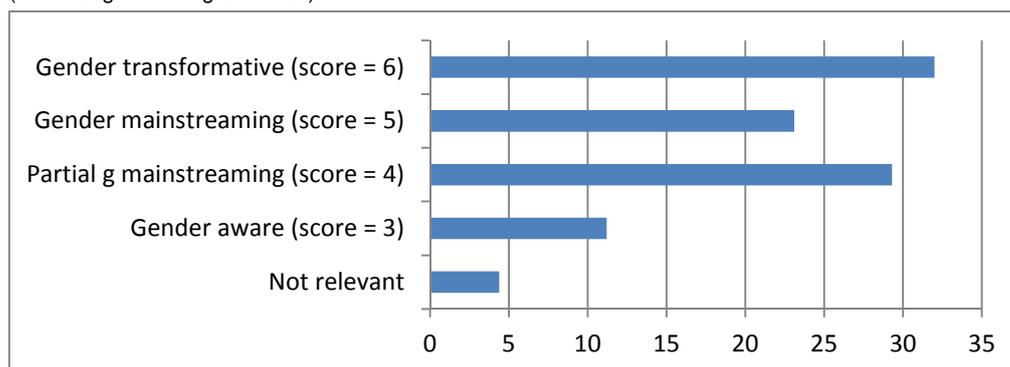
Source: Annual Report on Quality Assurance in IFAD's Projects and Programmes.

12. Figure 2 presents a gender analysis of the value of 48 grants approved between September 2014 – July 2015, with a total value of US\$42 million. Almost one third of the value can be described as gender transformative and a further 23 per cent as gender mainstreaming. Interestingly the distribution is broadly similar to that of the loan portfolio. Grants provide the opportunity to innovate, including activities to empower women through strengthening Her farm radio, remittance-related financial products, farm and non-farm income generation, indigenous women's organizations, and promote gender equality through household methodologies and engaging with the youth.

Figure 2

Distribution of total grant value approved July 2014-June 2015 by gender score

(Percentage of total grant value)



¹ Gender mainstreaming: where the commitment to gender equality is fully integrated within the component activities and is reflected in the allocation of financial and human resources, as well as in the operational measures and procedures.

² Gender transformative: where activities go beyond addressing the symptoms of gender inequality to tackling the underlying social norms, attitudes, behaviours and social systems.

³ Partial gender mainstreaming: where gender considerations have been mainstreamed in a limited number of aspects of component design.

Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management

13. The nexus of partnerships, knowledge management and communication is critical for advocacy and outreach.

Indicator 2.1: Increase in IFAD inputs on gender issues in international forums and publications

14. Key activities included:

- IFAD's gender team from ESA and PTA played an active role in organizing and presenting at a three-day regional sharefair on rural women's technologies, Nairobi which was a collaborative effort between UN Women, FAO, IFAD, WFP and International Institute of Rural Reconstruction (October). Over 100 technologies and innovative activities that support rural women smallholder farmers were exhibited, including some addressing climate-change adaptation recently piloted in the framework of IFAD's Adaptation for Smallholder Agriculture Programme (ASAP). The event, attended by over 400 delegates from 20 countries, attracted high-level participation from policymakers, academics, development experts and others.
- A number of activities and campaigns linked to Beijing+20 were organized in and around the fifty-ninth session of the UN Commission on the Status of Women, New York (March), including: IFAD statement in the general debate; a joint side event (FAO, IFAD, WFP Permanent Mission to Mongolia) on empowering rural women to achieve food and nutrition security in line with the post-2015 development agenda; a joint NGO side event (Huairou Commission, IFAD, United Methodist Women) on innovative local solutions from grassroots women's organizations; a joint side event (FAO, IFAD) on gender statistics and monitoring tools on agriculture and food security; a joint side event (IFAD, International Indigenous Women's Forum, UN Women) on celebrating the achievements of indigenous women and girls and highlighting the persisting obstacles they face to the full realization of their rights; and a joint side event (FAO, Gender in Agriculture Partnership, the Global Forum on Agricultural Research, IFAD, WFO) on raising awareness of women's rights to land and the resulting implications for food and nutrition security.
- IFAD attended the Beijing +20 Regional Review Conferences for Africa and Europe to discuss the progress made over the last 20 years since the Fourth World Conference on Women and the challenges that still persist. In Africa most notably, women are still poorer than men; inequalities between the rich and poor and between men and women are widening; macroeconomic policies are driven by growth without equitable development and respect for human rights; and harmful cultural practices persist. In Europe, concerted efforts are being made to combat violence against women, improve their status in the economy, and increase their power and decision-making roles.
- The theme of the Universal Exposition "Expo 2015" hosted by Milan (Italy) "Feeding the planet - Energy for life" led to a close partnership with the UN System. IFAD's gender desk contributed to a workshop on "Gender, food security and microfinance" and to a technical seminar on "Measuring rural women's empowerment in the post-2015 agenda for food security and nutrition".

Indicator 2.2: Inclusion in key IFAD policy documents and knowledge products of references to gender equality and empowerment of women

15. Knowledge management and communications are central to the work of the desk producing evidence-based knowledge products and tools, including an e-newsletter published every two months, a series of ten regional/subregional briefs on gender

and rural development, and the IFAD gender website with regional windows (<http://www.ifad.org/gender/>). The newsletter now attracts many contributions from the field, including 22 countries participating in a photograph competition organized for International Women's Day. This work has benefited from a collaborative relationship with the Communications Division (COM) and Strategy and Knowledge Department (SKD).

Indicator 2.3: Increase in focus on gender issues in policy dialogue and scaling up

16. Gender issues took centre stage during the 2015 IFAD Governing Council when a high-level panel discussed women's role in contributing to sustainable rural transformation, with first hand experiences from IFAD partners in Egypt, Pakistan and East Africa.
17. As part of PTA's series on scaling up, one note focuses specifically on how IFAD's various innovative approaches to address women's economic empowerment, representation and decision-making, and workload balance can be scaled up. These approaches offer important lessons for scaling up – often starting with a pilot phase which is grant-funded - and for integration in other project components, in particular agricultural production, rural finance, market access and capacity-building.
18. The Committee on the Elimination of Discrimination against Women prepared a draft general recommendation on rural women, based on comments provided by the RBAs and UN Women. The general recommendation will guide State parties to the Convention in the preparation of their periodic reports and the UN system in supporting rural women's rights.

Indicator 2.4: Increase in joint initiatives on gender-related activities with other development agencies

19. On the occasion of International Rural Women's Day (15 October) Member State delegates, UN staff and civil society representatives gathered for an event organized by FAO, IFAD, WFP and UN Women in New York. They discussed how to raise the profile of rural women in the post-2015 development framework in innovative ways, including measures to break vicious cycles – such as poverty, exclusion, discrimination and violence – and the risk of them being transferred through generations. They also recognized that many of the challenges faced by rural women are not issues for developing countries alone; rather, this is a universal concern which all countries must do more to address.
20. IFAD hosted the celebration of International Women's Day (6 March), jointly organized with FAO and WFP. Several leading experts shared experiences of innovative interventions carried out by the Rome-based agencies that have empowered women, made a difference to rural livelihoods and contributed to food and nutrition security. The session was followed by a Gender Share Fair where Bioversity International, FAO, International Development Law Organization, IFAD, International Land Coalition, United Nations Women's Guild, WFP and World Farmers' Organization showcased innovative experiences that have empowered rural women.
21. In 2012, the RBAs and UN Women developed a five-year joint programme for accelerating progress towards the economic empowerment of rural women (RWEE). Financial contributions from the Governments of Norway and Sweden through the Multi-Partner Trust Fund have supported the implementation of activities at country-level. IFAD has co-led activities with UN Women in Ethiopia, raising additional funds from SDG-F (Spain), and is coordinating research on the WEAI in the context of Guatemalan, Nigerian and Rwandan activities.
22. IFAD participates in the annual meetings of the United Nations Inter-Agency Network on Women and Gender Equality (IANWGE), Multilateral Development

Banks Working Group on Gender (MDB-WGG and the OECD/DAC Network on Gender Equality (GENDERNET) and contributed actively to work streams on rural women, SDGs and Beijing+20.

Action area 3: Capacity-building of implementing partners and government institutions

23. The PTA gender desk has launched a series of innovative training and knowledge-sharing events. Monthly gender breakfasts, led by IFAD experts, explore different thematic areas with a gender dimension – including land, self-help groups, livestock, small-scale fisheries, biogas, conservation agriculture, innovative labour saving technologies, targeting, evaluation, career development and work-life balance.
24. IFAD is one of the leading development agencies innovating with household methodologies which can empower families and groups to create stronger, more resilient and sustainable smallholder farms and rural livelihood systems. With the support of supplementary funds from the Government of Japan, the gender desk developed a toolkit on household methodologies, which provides a step-by-step guide on how to use the methodologies supported by case studies of different kinds of interventions which IFAD and other development agencies have used successfully. The toolkit was launched in Uganda. IFAD celebrated the International Day of Families (15 May) with a special training event on household methodologies. COM has supported these initiatives with the production of an infographic and a video on household mentoring experiences in Uganda.
25. With the support of ASAP funds, household methodologies were adapted for use in the context of climate resilience at a training event with government and NGO staff in Malawi.
26. Under an ongoing IFAD grant, Oxfam Novib organized a workshop attended by gender focal points from IFAD loan-financed programmes in Nigeria focusing on GALSatScale, a community-led empowerment methodology which aims to give women as well as men more control over their lives and catalyze and support a sustainable movement for gender justice. In 2015, a new IFAD grant-supported programme with Oxfam Novib was launched entitled “Integrating household methodologies into agricultural extension, value chains and rural finance in sub-Saharan Africa”. It will focus on Burundi and Democratic Republic of Congo and Rwanda and will run for three years.
27. Regional and country initiatives in 2014-15 included:
 - In collaboration with Procasur Africa, IFAD organized a learning route entitled “Innovative tools and approaches to enhance gender equality in value chain development” in Uganda (September) to demonstrate how a community-led methodology like the Gender Action Learning System (GALS) has been used to support value chain development.
 - In collaboration with Procasur Asia, IFAD organized a learning route in Nepal (December) on good practices on improving rural livelihoods through developing small businesses, and managing natural resources and cooperatives for women’s empowerment.
 - IFAD country gender networks are well-established in Nepal and the Philippines where workshops were held for IFAD project staff to review projects’ gender-related experiences and share good practices.
 - Country-specific gender training took place in Nigeria for all IFAD-supported projects (April).

Indicator 3.1: Improvement in gender ratings for loan and grant portfolio at completion

28. The improvement in project performance has continued in this reporting period with regard to how much attention was given to gender issues during project

implementation, whether a project was specifically designed to address the needs of women, and whether the project contributed to improving the situation of women in general (table 3).

Table 3

Percentage of projects rated moderately satisfactory or better at completion for gender

<i>Indicator</i>	<i>Results</i>	<i>Results</i>	<i>Target</i>
	<i>2008-2010</i>	<i>2011-2013</i>	<i>2015</i>
Gender equality	91	95	90

Source: Project/programme completion report scores for projects completed during the year under review.

29. IOE is one of the few evaluation offices among the multilateral organizations to have gender as a specific criterion in its evaluation methodology. The 2014 Annual Report on Results and Impact of IFAD's Operations noted that close to 90 per cent of completed projects between 2012 and 2014 were rated either moderately satisfactory or better for promoting gender equality and women's empowerment. IOE noted that IFAD-financed operations are having very good impact on reducing rural poverty, and the strong areas of operation are the relevance of IFAD-financed projects, promotion of gender equality and women's empowerment, and innovation and scaling up. The evaluation of the regional office in Kenya found that it is effective in supporting activities throughout the region, for example, by providing implementation support to projects in specific areas in a timely manner, and sharing knowledge and conducting policy work on key topics (specifically noting gender and land tenure). UN Women commented that integrating gender dimensions into evaluations is still a relatively new area of practice in evaluation and recognized that IOE is helping to pioneer good practices in this area.

Indicator 3.2: Increase in the number and quality of initiatives to support gender equality and women's empowerment undertaken by government institutions

30. In the framework of the Joint Programme RWEE, the Ministry of Agriculture in Guatemala has been supported in improving staff capacity in gender issues and specially in economic empowerment tools. A result of the work with the Special Gender Unit, the Gender Equality Policy was launched in June.
31. Under the Integrated Livelihood Support Programme in the state of Uttarakhand, India some enterprising women's federations became involved in supplying take home rations for the Integrated Child Development Scheme. This has not only improved the quality, nutritive value and timeliness of the rations but also the profitability and employment generation within the Federations. As a result of this experience, the Government of Uttarakhand is scaling it up across the whole state.

Action area 4: Gender and diversity balance in IFAD

32. In 2013, IFAD updated its competency framework, linking the competencies clearly to IFAD's core values. Gender considerations have been mainstreamed into five competencies, including one specifically for staff with management responsibilities. Gender issues are addresses in various corporate training events, such as induction training. The Field Security Unit includes a gender perspective in the security awareness training conducted in HQ and the field.

Indicator 4.1: Increase in number of women at grade P-5 or above employed by IFAD

33. As at 1 August 2015, IFAD employed a total of 596 staff. Women accounted for 80 per cent of the 243 General Service staff and 46 per cent of the 353 Professional and higher categories. As tracked in the Report on IFAD's Development Effectiveness (RIDE), women accounted for 28 per cent of staff at grade P-5 or above, which falls short of the Results Measurement Framework (RMF) target of 35 per cent (table 4). Regarding the 65 IFAD field staff paid through other United Nations agencies, women accounted for 76 per cent of General Service staff and 23

per cent of National Professional officers. The proportion of the workforce from List B and C Member States is 42 per cent and the gender balance is equitable.

Table 4
Composition of staff

<i>Indicator</i>	<i>Baseline 2008</i>	<i>RIDE 2012</i>	<i>RIDE 2013</i>	<i>RIDE 2014</i>	<i>RIDE 2015</i>	<i>RMF target (2015)</i>
Percentage of women in P-5 posts and above	30	30	29	29	28	35
Percentage of women in P-4 posts and above	31	30	33	34	37	50*
Percentage of women in General Service staff positions	81	81	81	80	80	50*
Percentage of workforce from Lists B and C Member States	33	39	40	40	42	Tracked

* Indicators for the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) performance assessment.

34. IFAD's staffing profile compares well with the United Nations system, with above average representation of women at P-3 and Director level. However, IFAD has been striving to achieve the target of 35 per cent of women at P-5 and above, the figure has persisted at around 29-30 per cent. In terms of targets for the UN system, the goal is even more challenging: gender parity (50 per cent) at P-4 and above. The current data show that women account for 37 per cent of P-4 and above positions in IFAD.

Indicator 4.2: Improvement in scores on gender-related staff survey questions by both women and men

35. Overall, the improvements associated with working with IFAD have continued since 2010, with no significant differences between women and men in these responses.

Table 5
Work/life balance

Indicator	Baseline 2008	2010	2011	2012	2013	2014	2015
Staff engagement index^a	70	69	71	75	75	76	74

^a This index reports on an annual staff survey based on a subset of six indicators from the Global Staff Survey.

36. The IFAD Global Staff Survey (GSS) is conducted every two years and is a key organizational tool for gaining staff feedback on a range of organizational issues. In 2014, 473 staff completed the survey, of whom 59 per cent were women and 41 per cent men; and 58 per cent were professional staff and 42 per cent were general service staff. The 2014 results reflect a very positive improvement over the 2012 GSS in overall staff engagement and perceptions of their work environment. The 2014 GSS presents data disaggregated not only by sex, but also by age and contract type. This is important in order to understand better how working at IFAD is experienced differently by different cohorts. Data analysis from gender and age perspectives perspective reveals that, in general, male professionals are more positive than female professionals, other than for some questions relating to job satisfaction and remuneration; general service women are more satisfied than female professionals; and general service men are less satisfied than men in the professional category. Men aged 46-55 years are often less satisfied than men in other age groups, whilst men over 55 are often more satisfied. Among women, the 36-45 age group and over 55s have a lower incidence of satisfaction on a number of issues. Particular areas of concern relate to promotion, career advancement and mobility opportunities; application of human resources policy; performance ratings; and leadership. Four task forces – covering career and staff development, process efficiency, work-life balance, and leadership – championed by senior management

representatives were set up to review, consult with staff and come up with an action plan to address these issues.

Action area 5: Resources, monitoring and professional accountability

37. The Operations Management Committee is the reporting mechanism for gender issues and the Associate Vice-President, PMD, is the Senior Management gender champion.

Indicator 5.1: Increase in human and financial resources from IFAD's core budget invested to support gender equality and women's empowerment

38. The dedicated gender staffing at IFAD headquarters has been maintained during 2014-15, comprising two Professional staff members (P-5 and P-4) and one General Service staff member (shared with one other professional). Two divisions continue to have full-time outposted regional gender coordinators (WCA in Dakar and ESA in Nairobi).
39. IFAD's gender architecture comprises: (i) the gender team: the dedicated staff (see above) and divisional gender focal points and alternates; at present, the focal points include five P-5s, three P-4s, eight P-3s and one G-6; 13 women and four men; (ii) the thematic group on gender (107 IFAD staff drawn from 22 divisions; 64 per cent women) and 97 IFAD country office staff; and (iii) the wider IFAD community: includes gender focal points in country offices, project units and government officers (257 people) and implementing partners (753), and consultants (119).
40. A methodology has been developed with the Budget and Organizational Development Unit to identify commitments to gender-related staff and activities during the preparations of the regular budget. The overall results from the 2016 budget exercise indicate that around 10 per cent of total staff costs are spent on gender-related activities, which is on a par with 2015 and significantly higher than the 6 per cent estimated for 2014. On a departmental basis, the greatest attention to gender mainstreaming is in the Programme Management Department (15 per cent) with the Corporate Services Support Group ranking second with approximately 8 per cent. Notable among divisions are the Communications Division (18 per cent), Policy and Technical Advisory Division (12 per cent), Human Resources Division (10 per cent) and the Ethics Office (10 per cent).

Indicator 5.2: Increase in the number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media

41. From July 2014 to June 2015, the President delivered 28 speeches, and 50 per cent referred to aspects of gender that were relevant to the topic under discussion. In various statements, he highlighted: women's disproportioned workload and the role that innovations could play in helping them to save time; their lack of decision making power, as well as their poor access to credit and financial services, education and health; and their propensity to invest their earnings to improve family nutrition and wellbeing. The President also recognized that not only do women play a key role in ending hunger, they are also integral to achieving all of the post-2015 goals for sustainable development. At the IFAD gender awards, the Vice-President highlighted the IFAD10 commitments on gender, particularly mainstreaming gender perspectives into projects, their budgets and M&E systems.

Indicator 5.3 Increase in score in annual review of IFAD's performance on gender equality and women's empowerment

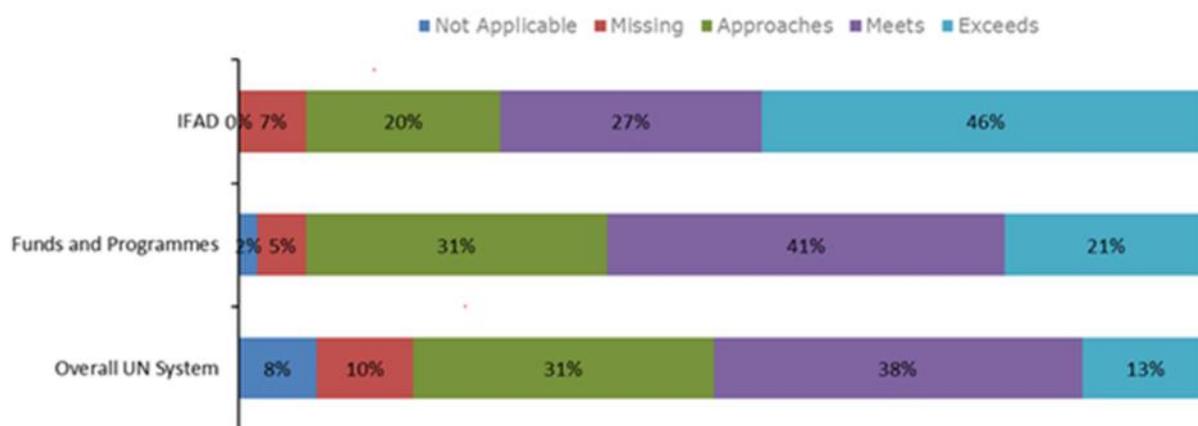
42. The United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) provides an accountability framework with 15 indicators. IFAD has continued to improve its overall performance, with an increase in the percentage of indicators it met or exceeded the requirements of, from 67 per

cent in 2013 to 73 per cent in 2014. In 2014, there were gains in strategic planning, knowledge generation and communication and audit and oversight.

43. IFAD's performance continues to be better than the United Nations system as a whole, and also the United Nations agencies that are grouped under Funds and Programmes (see figure 3). UN Women noted "IFAD is now exceeding the requirements for almost half of all indicators. This accomplishment sets IFAD apart as one of the top performing entities in the UN-SWAP."

Figure 3

Comparison of IFAD's performance against the United Nations system and all Funds and Programmes: rating percentages by entity type



Source: UN Women (2015).

44. Additional work is needed regarding the allocation of financial resources to support gender equality and women's empowerment, gender architecture and staff capacity assessment and development. IFAD met all the requirements in gender mainstreaming assessment conducted by the Global Environment Facility (GEF) Secretariat of GEF agencies in 2013.

A. Background

1. The least developed countries (LDCs) represent the poorest and weakest segment of the international community. They comprise about 12 per cent of world population, but account for less than 2 per cent of world GDP and about 1 per cent of global trade in goods. LDCs display the highest poverty incidence in the world. They have twice the share of their population in extreme poverty, as compared to all developing countries, and in some of them the poverty rate is higher than 80 per cent. The same applies to the prevalence of hunger. They also face low levels of social and human development. LDCs have 880 million people with lowest development indicators and the number of people living in current LDCs is expected to double over the next 40 years. Their largely agrarian economies are affected by a cycle of low productivity and low investment.
2. LDCs in IFAD-funded operations. LDCs represent a core IFAD constituency. Since the beginning of its operations in 1978, IFAD has allocated 43 per cent of its resources to these countries, and in the last five years, that proportion has increased to 46 per cent (table 1).

Table 1
IFAD allocation 2011 – September 2015
 (Approved project financing)

	<i>US\$ billion</i>
Total programme (including LDCs)	4.00
IFAD approved financing – LDCs	1.85
Percentage IFAD allocation to LDCs	46%

Source: GRIPS, IFAD.

3. IFAD operates in 45 out of the 48 LDCs. Of IFAD's approved projects between 2011 and September 2015, 45 per cent were in LDCs. In the last year, between January and September 2015, IFAD has approved 11 new projects in LDCs.
4. Financing terms. Since IFAD's financing terms are inter alia determined by per capita income, LDCs receive financing on soft terms for projects and programmes. Most of the operations are financed through highly concessional loans or grants within the Debt Sustainability Framework (DSF).

Table 2
IFAD financing terms for LDCs (2011 – September 2015)
 (Approved project financing)

<i>Financing Terms</i>	<i>US\$ million</i>	<i>No. investment projects</i>
DSF grant	525.848	20
DSF grant / highly concessional loan	572.270	19
Highly concessional loan	727.034	23
Blend	25.506	2
Total	1 850.658	64

Source: GRIPS, IFAD.

B. Istanbul Programme of Action for Least Developed Countries

5. The Istanbul Programme of Action (IPoA) was adopted at the Fourth United Nations Conference on Least Developed Countries in Istanbul, Turkey (May 2011), and endorsed in 2012 by IFAD's Governing Council during its 35th session (GC 35/L.11; Resolution 170 / XXXV). The goal of the IPoA is to enable half of the LDCs to meet the criteria for graduation by 2020, which represents significant attempt to address structural challenges faced by these countries.

6. In the past years IFAD has contributed to the IPoA both supporting LDCs strategies and investments on rural and agricultural development, and through the Inter-Agency Working Group on Agriculture, Food Security and Nutrition, and Rural Development. This specialized group comprises the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) and the Rome-based agencies (RBAs – IFAD, the World Food Programme – WFP and the Food and Agriculture Organization of the United Nations –FAO).
7. IFAD continues to engage with the UN-OHRLLS on a regular basis. In June 2015 IFAD's President, Mr Kanayo Nwanze participated as a keynote speaker in a session on Addressing Food Security and Promoting Agricultural Development in African LDCs during the Ministerial Meeting of African Least Developed Countries (LDCs) in the context of the Expo Milano 2015. The overall objective of the Ministerial Meeting of African LDCs was to support African LDCs to achieve internationally agreed development goals, including the attainment of the goals and targets of the IPoA. IFAD's President highlighted the key role of agricultural development to foster inclusive and sustainable rural transformation processes particularly in LDCs, where 71.5 per cent of the population live in rural areas, some 247 million people in these countries continue to battle hunger, and malnutrition remains a considerable hindrance to their human and social development.
8. The 2030 Agenda for Sustainable Development. The outcome document endorsed at the Post-2015 Summit held in NY in September, recognizes that progress has been uneven and highlights the special situation of LDCs. Before the adoption of the agenda, IFAD supported LDCs in developing their strategy in the post-2015 negotiations. In particular, during the Tenth Inter-Agency Consultative Group Meeting on the Implementation of the IPoA (March 2014), IFAD presented the work (developed jointly by the RBAs) on the identification of a common set of target areas and possible indicators in the areas of food security, nutrition and sustainable agriculture. The 2030 Agenda for Sustainable Development recognizes the need to devote resources to developing rural areas and agriculture with a special focus on LDCs, and it reiterates support for the Istanbul Programme of Action.
9. Small Island Developing States. Among the LDCs, there is a distinct group of developing countries with specific social, economic, environmental, food and nutrition-related vulnerabilities. The Small Island Developing States (SIDS) include some of the poorest countries in the world, nine of them LDCs.
10. In 2014, IFAD reviewed its approach to the SIDS, recognizing the specific challenges and particular needs of food security in these countries and the obligation to take into account SIDS-specific vulnerabilities in defining the post-2015 development agenda. IFAD's approach for these countries is focused on three thematic areas: i) sustainable small-scale fisheries and aquaculture; ii) opportunities and employment for smallholder agriculture; and iii) environment and climate change. This approach is in line with the commitment to support the IPoA and to advance the sustainable development agenda of LDCs, and it was presented during the Third International Conference on Small Island Developing States (Samoa, September 2014), whose outcome was the SAMOA Pathway.
11. IFAD's renewed approach provides an opportunity to position IFAD as a partner of choice in addressing the needs of some of the most vulnerable LDCs, supporting them to graduate from LDC status under the umbrella of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda.

Annual report on quality assurance in IFAD's projects and programmes

I. Summary findings of the 2015 Quality Assurance review process

1. In 2015, the Quality Assurance Group (QAG) reviewed 43 project design documents prior to presentation to IFAD's Executive Board, 13 concept notes for entry into the pipeline, as well as 3 RB-COSOPs. This constitutes the highest number of reviews conducted since the Quality Assurance process was implemented in 2008. Overall, the 43 reviewed projects amounted to a total IFAD financing of US\$1.1 billion and aim to support beneficiary households in 38 countries, 16 of which are Fragile States.
2. Results from the 2015 QA review process for quality-at-entry of IFAD investment projects indicate that, of the 41 designs for which ratings are available¹, 21 projects (51%) were cleared with only minor changes required; and 20 projects (49%) required some further refinements during loan negotiations and/or implementation.

Table 1: QA review results: 2008 – 2015

<i>Final project categories</i>	2015	2014	2013	2012	2011	2010	2009	2008
Number of project reviews	41	32	27	35	40	36	33	32
(1) Project judged ready to proceed with minor changes (percentage)	51	66	63	60	37	42	30	28
(2) Projects judged ready to proceed subject to additional assurances during loan negotiations and/or further modifications/reviews during implementation (percentage)	49	28	37	37	60	58	67	56
(3) Projects requiring substantive changes entailing delay in presentation to Executive Board (percentage)	0	6	0	3	3	0	0	6
(4) Projects dropped from the lending programme (percentage)	0	0	0	0	0	0	3	3

3. The Revised guidelines for additional financing for ongoing projects issued in August 2014, and the Revision of IFAD approach to use of cancellation of approved loans and/or grants approved by the EB in April 2014 have had an impact in the number and nature of proposals reaching QAG in 2015. Of the 43 reviews, 9 were requests for Additional Financing (AF) for ongoing projects. As per the revised guidelines, the project proposals submitted were thoroughly reviewed against the same criteria as new designs. The scope of the QA review and ratings for Additional Financing will be further clarified in 2016.
4. As agreed during the IFAD9 Replenishment consultations, project designs cleared by the QAG are rated across several dimensions: Overall Quality of Design (disaggregated to include Fragile States), Gender, Monitoring and Evaluation, and Scaling up. The results of this "at-entry" rating exercise are presented in table 2, showing that targets have been exceeded in almost every indicator. Of the 33 new projects cleared for submission to the Executive Board, 97% were judged by the QA reviewers as likely to fully meet their development objectives.

¹ One new project proposal had not reached the final QA stage at the time of this report. One proposal of additional financing did not reach the final QA stage.

Table 2
At-entry RMF ratings and percentage of projects with satisfactory or better overall ratings ^a

<i>Indicators</i>	<i>Baseline year</i>	<i>Baseline value</i>	<i>Results 2014</i>	<i>Results 2015</i>	<i>Results 2014-15</i>	<i>Target 2015</i>
4.3 Percentage of projects rated 4 or better at entry/average rating						
4.3.1 Overall quality of design	2010/2011	79	90	94	92	85
4.3.2 Overall quality of design for projects in fragile states only ^b	2010/2011	n/a	86	94	90	80
4.3.3 Gender	2010/2011	86	83	94	89	90
4.3.4 Monitoring and evaluation	2010/2011	70	90	88	89	80
4.3.5 Scaling up ^c	2010/2011	72	89	100	94	80

^a Quality-at-entry ratings are based on a scale of 1-6, where 1 is highly unsatisfactory and 6 is highly satisfactory. The percentage indicates the number of projects receiving a rating of 4 or better (i.e. moderately satisfactory or better) out of the total number of projects.

^b In 2015, 17 projects cleared for Board submission were located in 16 Fragile States. This rating reflects only this subset of projects.

^c The 2015 Scaling-up ratings are based on 23 projects which explicitly identify themselves as "scaling-up" activities. Source: Based on ratings of 33 new projects cleared for presentation to the Executive Board in 2015. Projects are only rated following clearance for Board presentation.

5. Some specific recommendations related to project design were common to many of the projects reviewed in 2015; seem to be persistent in nature and have been consistently flagged in QA annual reports in previous years. More could be done at the Quality Enhancement stage to ensure that known weaknesses – especially recurring issues – are adequately flagged and remedied before advancing to the QA stage. At a corporate level, recent measures have been put in place aiming to address these, and efforts are expected to yield improvements in quality-at-entry assessments and ratings in the next year.
6. Logical Frameworks. The use of the log-frame has been in the top three issues noted by QAG since 2008. Operational instructions were issued by PMD in 2015, providing specific guidance, a template and incentives to improve the quality of this tool. The projects reviewed by QAG that followed the new instructions were notably of better quality, although there is still scope for showing closer linkages between the farm budget and the log frame indicators. The (high) number, nature and appropriateness of indicators selected – and their link to RIMS – was a recurring point of discussion, as was the use of baseline data.
7. Economic Analysis. There has been progress in integrating economic and financial analysis systematically into project design, with the support of IFAD-specific EFA guidelines and staff training. Issues encountered during 2015 related to clarifying the appropriate methodology for including/excluding subsidies in the Economic Analysis and Farm Income Models, and the use of Discount Rates.
8. Lessons Learned. Despite the push to scale-up IFAD's projects, analysis of outcomes (lessons learned) from previous IFAD experience is not consistently presented as a basis for informing or justifying design approaches. Some designs in 2015 were complimented for reviewing lessons learned, but considerable scope remains to ensure that the context of IFAD's history of engagement in a given environment is fully leveraged as a core aspect of every design.
9. Social, Environmental and Climate Assessment Procedures (SECAP). The Social, Environmental and Climate Assessment Procedures (SECAP) approved by the Executive Board in 2014 triggered discussion on how best to operationalize the new requirements, and the roles and responsibilities within IFAD for developing, reviewing and clearing the required environmental and social assessments, and associated frameworks and plans. The optimal timing and scope of the assessments carried out during the design process or planned for the implementation phase were also discussed. In 2016, QAG with PMD will further clarify and strengthen the institutional and operational modalities of SECAP.

II. Efficacy of IFAD's quality assurance system

10. Restructuring. In October 2014, the newly restructured Quality Assurance Group (QAG) was formally established, reporting to the Vice President, with three core functions: i) to support the IFAD President as Chair of the Operational Strategy and Policy Guidance Committee (OSC) in the clearance and further development of COSOPs, loan and grant concept notes and operational strategy and policy papers for IFAD's Governing Bodies; ii) to further enhance the high quality of the loans and grants cleared by the QA review committees chaired by the Vice-President; iii) to deliver robust knowledge products and facilitate knowledge sharing within IFAD, based on lessons learned from QA review processes, and as an outcome of the IFAD Grants policy.
11. Efficacy of QAG. Efforts will be made to provide greater coherence in the QA review process, linking OSC recommendations made at Concept Note and COSOP stage with QA reviews at final design, strengthening the link to the QE process and identifying synergies with relevant grant proposals. During 2015, there was already a shift to review together the grant components of larger loan investments at QA stage, rather than reviewing the grant element separately. The option of a "QA at QE", successfully piloted in 2014, will be revisited. QAG will explore the development of a community of practice with colleagues from other institutions who are responsible for managing Quality-at-Entry assessments, as a basis for improving IFAD's QA process, approach, data collection and documentation.
12. Link to QA grants. The approval by the Executive Board of the Policy for Grant Financing in March 2015 included a commitment by QAG to provide an annual briefing on achievements and lessons learned during the quality review process for grants to the Operational Management Committee (OMC). In addition, from 2016 onwards, reporting on the implementation of the policy and the overall performance of the grant programme will be consolidated annually by the QAG, with the support of all concerned IFAD departments, within the RIDE.
13. Future analysis. To better understand the results of the QA reviews and identify options to streamline and strengthen the process, additional analysis will be carried out on the data generated by QA since 2008. A review in 2011 presented preliminary findings which can be further explored: a potential association between the likelihood to achieve development objectives and the region; some preliminary evidence to suggest that increases in financing volume, co-financing volume or the number of beneficiary households are not related to overall RMF quality ratings; and possible linkages between the QA reviewers themselves and specific recurring recommendations.
14. QUASAR system. In 2015, work started on the expansion and development of the Quality Assurance Archiving System (QUASAR) to integrate other review processes beyond the QA of loans. At present, the QA concept note review is carried out in QUASAR, a prototype of the Quality Enhancement (QE) review workflow is currently being developed by PTA and ICT, and QUASAR for grants is in the early development stage. Plans for future expansion include: COSOP reviews, QA at QE reviews, and the OSC Issues Paper. The system now includes other functionality related to data searching, filtering and reporting. As well as expanding the technical functionalities, one of the major focuses of future development will be the Knowledge Management aspects: generating reports and running statistical analysis.

Progress report on the Adaptation for Smallholder Agriculture Programme

ASAP financial status

- As per 10 September 2015, ASAP has the following financing status:

ASAP financing status as at September 2015

<i>Donor</i>	<i>Year</i>	<i>Currency</i>	<i>Amount</i>	<i>US\$ equivalent</i>
Belgium	2012	EUR	6 000 000	8 583 691
Canada	2012	CAD	19 849 000	20 347 514
Finland	2014	EUR	5 000 000	7 153 076
Flanders (Belgium)	2014	EUR	2 000 000	2 861 230
Netherlands	2012	EUR	40 000 000	57 224 607
Norway	2013/2014/2015	NOK	63 000 000	11 580 031
Republic of Korea	2015	USD	3 000 000	3 000 000
Sweden	2013	SEK	30 000 000	4 729 027
Switzerland	2013	CHF	10 000 000	11 844 131
United Kingdom	2012/2013/2014	GBP	115 300 000	239 175 551
Total				366 498 858

ASAP programming status

- Since inception of the programme in September 2012, 28 ASAP-supported projects were approved by the IFAD Executive Board, committing an amount of US\$239 million from the ASAP Trust Fund to concrete actions that help smallholder farmers adapt to the impacts of climate change (see table 1 for details).

ASAP implementation

- As per September 2015, 22 ASAP-supported projects have signed government agreements and commenced implementation. Out of these, 11 ASAP-supported projects have started to disburse ASAP grant financing. One ASAP-supported project (Yemen) had to be temporarily suspended due to a violent conflict situation. Total disbursements under the ASAP Trust Fund as per 18 September 2015 amount to US\$14.3 million.
- Results projections of ASAP-supported projects which have been approved by the IFAD Executive Board as per 10 September 2015 (excluding ASAP investments approved by the IFAD Executive Board at its 115th session) are summarized in table 2. The first generation of results from ASAP implementation is captured in project supervision reports and include the following highlights:
 - In Rwanda, ASAP funding has supported 7184 households in coping with the impact of climate change. Forty-nine drying shelters were constructed to prevent post-harvest losses from intense and more frequent rainfall events. Climate information bulletins were developed and a Memorandum of Understanding was signed between the Ministry of Agriculture and the Rwanda Meteorological Agency to provide timely and relevant climate information products to smallholder institutions and agricultural hubs.
 - In Mozambique, ASAP funding has enabled the establishment of two meteorological stations in Gaza and Inhambane provinces to collect climate data for processing by the National Institute of Meteorology and dissemination to rural communities in the target area. Twenty-five hectares of cassava stem multiplication sites have been established as a basis to replicate and disseminate improved cassava varieties, including more drought- and pest-resilient ones. Sixteen Livestock Producer Organisations have been trained in dry feeding techniques. Four boreholes were planned and contracted to establish livestock

water points in Mabalane, Manhica and Chicualacuala. Two staff of the Center for the Promotion of Agricultural Investment (CEPAGRI) are finalizing Masters degrees in Climate Change and Sustainable Development to advance climate mainstreaming in and through their institution. Thematic studies on adaptation responses for horticulture, cassava and red meat value chains have been commissioned.

- In Viet Nam, 623 staff of district planning and financial departments, commune planning staff and village heads were trained to lead climate-informed socio-economic development planning processes. An automated water quality and salinity monitoring system was designed. Two manuals for Commune Investment Funds were drafted which include specific selection criteria for climate change adaptation.
- In Mali, ASAP support has enabled participatory mapping of climate vulnerability in 30 local communes and the development of communal adaptation plans. One hundred biogas digesters as well as 55 flexi-biogas systems were installed in vulnerable rural households. A comprehensive survey with IFAD's Multi-Dimensional Poverty Assessment Tool (MPAT) was undertaken to analyse the resilience status of rural households in the target area.
- In Bangladesh, 12 priority sites for village protection, 9 killa protection sites (raised earthen platforms) and 5 road slope protection sites have been identified and approved by the Government. Four hundred and sixty (460) groups have been organized to receive training in diversified livelihood practices, including pond fisheries, wood/bamboo/cane production, and vocational training. Design of a flash flood early warning system has been initiated and MoUs with the Bangladesh Meteorological Department and Institute of Flood and Water Management at the Bangladesh University of Engineering and Technology have been signed.

ASAP impact on climate mainstreaming

5. IFAD has commissioned an external Progress Review by the Overseas Development Institute (ODI) to evaluate the status of ASAP two and a half years into implementation. The review found that to date, ASAP's impact has been strong in two areas. Firstly, the internal policy and project design process within IFAD has become much more robust on climate change as clear M&E targets have been included in new project designs. Together with training and internal staff events, this has raised awareness and provided the basis for thorough mainstreaming of climate change and a more structured approach to integrate the concept of 'resilience' in IFAD investment designs. Secondly, externally ASAP has created a strong internationally-recognized brand on climate adaptation for rural smallholder farmers, combining IFAD's existing credibility on agriculture with strategic partnerships with international institutions leading on climate change in this field. ASAP provides a visible knowledge platform from which learning and results on smallholder adaptation can be disseminated to internal and external audiences and other knowledge platforms in the field of climate smart agriculture.

- ASAP knowledge management and communications
6. The following table contains a list of knowledge products that were supported by ASAP and disseminated over the course of 2015:

ASAP knowledge management and communications

Printed publications

Fact sheets for 12 new ASAP-supported projects

ASAP brochure (updated)

Recipe for Change (R4C) recipe cards

Gender in Climate Smart Agriculture module for Gender in Agriculture Sourcebook (IFAD, FAO, WB)

Traditional Knowledge Advantage – *expected October 2015*

Policy Advantage – *expected December 2015*

Pro-poor Resource Governance under Changing Climates (compilation of case studies)

The Mitigation Advantage: Maximizing the co-benefits of investing in smallholder adaptation initiatives (compilation of case studies)

Electronic publications

ASAP newsletter (January, June, September, December)

Peer-reviewed journal publications

Walter Mupangwa, Steve Twomlow & S. Walker (2015): Reduced tillage and nitrogen effects on soil water dynamics and maize (*Zea mays* L.) yield under semi-arid conditions, *International Journal of Agricultural Sustainability*, DOI: 10.1080/14735903.2015.1011393

Marie-Clarisse Chanoine and Lucia Zigiriza (2015). Measuring and enhancing effective adaptation. Poster presentation at the 9th International conference on Community based adaptation. April 2015, Nairobi, Kenya.

Cataldo Ferrarese and Enrico Mazzoli (2015). Analysis of local economic impacts using a Village Social Accounting Matrix: the case of Oaxaca. Rome, Italy

IFAD-internal guidance notes

Directives pour intégrer la question du changement climatique et prévoir des mesures d'adaptation dans la conception des projets intéressant la pêche et l'aquaculture (French version of 2014 publication)

Scaling-up note on climate-resilient agricultural development

Conservation Agriculture toolkit - *expected December 2015*

How-to integrate Climate Change Adaptation into Fisheries - *expected December 2015*

How-to mainstream portable biogas systems in IFAD-supported projects

How-to assess climate-related risks in value chain projects

How-to measure climate resilience (print edition)

Post-harvest toolkit - *expected December 2015*

Compilation of case studies

Traditional Knowledge Advantage - *expected October 2015*

Policy Advantage - *expected December 2015*

Pro-poor Resource Governance under Changing Climates

The Mitigation Advantage: Maximizing the co-benefits of investing in smallholder adaptation initiatives

7. SAP communications and advocacy products developed and disseminated in 2015 include the following:

<i>Key achievements in ASAP-related advocacy and communications</i>	<i>Type</i>	<i>Date</i>
Media and event coverage (press coverage in a variety of international/national publications)	• International press release on Oaxaca case study	June 2015
	• International press release on Mitigation Advantage	July 2015
	• Media advisory on launch of the Mitigation Advantage	July 2015
	• Media products for launch of Traditional Knowledge Advantage	Oct 2015
	• Media products for launch of Policy Advantage Report	Dec 2015
	• Media products for promotion of activities at COP21	Dec 2015
	• Media products for promotion of Recipes for Change campaign	Dec 2015
Video products for web, TV and event broadcasting	• Video news release – Morocco climate adaptation	April 2015
	• R4C You Tube/Web video – Morocco climate adaptation	June 2015
	• Video news release – Senegal climate adaptation	Nov 2015
	• Video news release – Lesotho climate adaptation	Oct 2015
	• R4C You Tube/Web video – Senegal climate adaptation	Nov 2015
Web presence	• R4C You Tube/Web video – Lesotho climate adaptation	Oct 2015
	• Spotlight on Environment and Climate – West and Central Africa, East and Southern Africa, Asia/Pacific, Latin America/Caribbean	Ongoing
	• IFAD blogs – average one per week	Ongoing
	• ECD/ASAP/GER/R4C portals – regular content updates	Ongoing
Social media	• Dedicated COP21 web portal	Nov/Dec
	• Average of 2-3 updates per week on Facebook and Twitter	Ongoing
	• R4C campaign	Ongoing
	• Google Hangout on Mitigation Advantage	July 2015
	• Launch of R4C 'Big Ask' on social media	Oct 2015
Events organized	• Google Hangout on Policy Advantage	Dec 2015
	• Climate Cinema – five cinema events for IFAD staff and guests from other UN agencies	Feb-Jun 2015
	• World Environment Day – Information Event for IFAD staff and visitors	June 2015
	• Joint Side Event/Conference at UNESCO Science Future under Climate Change Conference with French Ag Min/EU Commission/Care International/Climate Change, Agriculture and Food Security	July 2015
	• 2 side events at Committee on World Food Security in Rome	Oct 2015
	• Ag and Food Security Side Event at UNFCCC COP21 in Paris	Dec 2015
	• Science and Policy Side Event at UNFCCC COP21 in Paris	Dec 2015
	• VIP Event for R4C Campaign at UNFCCC COP21 in Paris	Dec 2015
	• Press conference for Policy Advantage at UNFCCC COP21	Dec 2015
Events with speaking roles (presenting ASAP)	• Red Cross Climate Center – Climate games ASAP start-up workshop in Bangladesh	Jan 2015
	• Red Cross Climate Center – Climate games ASAP start-up workshop in Djibouti	Mar 2015
	• Community Based Adaptation Conference (CBA9)	April 2015
	• UNFCCC SBSTA Bonn – Agriculture and Food Security Side Event	June 2015
	• 2 side events at UNCDD COP12 in Ankara	Oct 2015
	• 6 United Nations-led side events at UNFCCC CoP21	Dec 2015
	• Global Landscape Forum at UNFCCC CoP21	Dec 2015

• Climate & Development Days at UNFCCC CoP21

Dec 2015

Table 1
ASAP-supported projects approved by the IFAD Executive Board to date (as of September 2015)

<i>Region</i>	<i>Country</i>	<i>Name of ASAP-supported project</i>	<i>Country financial terms</i>	<i>ASAP allocation \$USM</i>	<i>Grant type</i>	<i>QA date</i>	<i>EB date</i>	<i>Amount of ASAP Disbursement</i>	<i>Thematic focus</i>
APR	Bangladesh	Climate Adaptation and Livelihood Protection Project	HC	15	AG	HELD 28-Jun-13	Sep-13	1 500 000	Village protection to prevent flood damage; diversified food production and income generation systems; capacity building on climate risk management; flash flood early warning system
APR	Bhutan	Commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP)	DSF/HC	5	FB	HELD 26-Jun-15	Sep-15		Climate resilient agriculture systems (permaculture), value chains, dairy and irrigation; renewable energy technologies; and policy dialogue on building resilience to climate change in the agriculture sector
APR	Cambodia	Agricultural Services Programme for Innovations, Resilience and Extension (ASPIRE)	HC	15	FB	HELD 10-Oct-14	Dec-14	485 863	Mainstreaming climate risk resilience into agricultural extension services; participatory scenario development; climate risk information and early warning services; promotion of no-regrets technologies to manage climate variability and hazards (system of rice intensification, agro-silvo-pastoral systems, conservation agriculture, biogas)
APR	Laos	Adaptation to Climate Change in Southern Laos (ACCSL)	D	5	AG	HELD 20-Feb-15	Apr-15		Participatory climate vulnerability risk assessment and scenario development; development of community-based adaptation investment plans; investments in small-scale water infrastructure and community-based forest management (adaptation fund); enhancing climate risk management capacity at policy and planning levels
APR	Nepal	Adaptation for Smallholders in the Hilly Areas (ASHA)	DHC	15	FB	HELD 02-Jul-14	Sep-14	13 000	Participatory climate risk and vulnerability assessments; development of local adaptation plans; sustainable land, water and forest management; diversification of crops; improved storage systems
APR	Viet Nam	Adaptation to Climate Change in the Mekong River Delta Region (AMD)	HC	12	FB	HELD 30-Sep-13	Dec-13	687 216	Combined rice/aquaculture systems; salinity monitoring and management in soil and groundwater; saline-tolerant catfish breeding; institutional capacity development
ESA	Burundi	Restructuring of the Value Chain Development Programme (PRODEFI)	HC	5	FB	HELD 16-Jun-15	Sep-15		Improved livestock management to enable soil regeneration; improving infrastructure to protect agricultural production from extreme events; supporting the development of risk management plan at the landscape level; designing and applying revised building codes
ESA	Kenya	Climate Resilient Agricultural Livelihoods Programme (KCEP-CRAL)	HC	10	FB	HELD 06-Feb-15	Apr-15		Community-based vulnerability mapping and natural resources management; strengthening of agrometeorological services; modelling food security; multiple benefit interventions for soil and water conservation which also reduce GHG emissions (e.g.

Region	Country	Name of ASAP-supported project	Country financial terms	ASAP allocation \$USM	Grant type	QA date	EB date	Amount of ASAP Disbursement	Thematic focus
									conservation agriculture, agroforestry, renewable energy)
ESA	Lesotho	Wool and Mohair Production Project (WAMPP)	DSF/HC	7	FB	HELD 25-Jun-14	Sep-14		Climate change adaptation in wool and mohair value chains; community-based rangeland management; strengthening access of herders to agro-meteorological information; applied research to optimize livestock management practices; disease early warning
ESA	Madagascar	Agriculture Sector-wide Support (ASWS)	HC	6	FB	HELD 24-Jun-15	Sep-15		Baseline project: consolidation of existing and creation of new irrigation-based "pole du développement"; these are areas with high production potential combined with other necessary conditions for development. The ASAP is adding catchment management around these areas, climate "proofing" of irrigation system design and crops grown, diversification of water resource management options, spatially-based planning capacity building with local government, diversification of livelihood options for beneficiaries
ESA	Mozambique	Pro-poor Value Chain Development Project in the Maputo and Limpopo Corridors (PROSUL)	HC	5	FB	HELD 12-Jul-12	Sep-12	494 256	Climate change adaptation in value chains for irrigated horticulture, cassava and red meat; improved water management and irrigation; strengthening of the weather station network; community-based natural resource management plans; pest and disease monitoring
ESA	Rwanda	Post-harvest and Agribusiness Support Project (PASP)	DSF/HC	7	FB	HELD 25-Oct-13	Dec-13	1 000 000	Climate-resilient post-harvest processing and storage for maize, cassava, beans, potatoes and dairy value chains; improvement of climate information services and storage building codes
ESA	Uganda	Programme for the Restoration of Livelihoods in the Northern Region (PRELNOR)	HC	10	FB	HELD 06-Oct-14	Dec-14		Efficient and sustainable water management practices
LAC	Bolivia	Programa de Adaptación para la Agricultura en Pequeña Escala (ACCESOS)	Blend	10	AG	N/A	Dec-13	1 300 000	Inventorizing indigenous adaptation knowledge; community-based natural resource management at landscape-level; climate information management; 'Concursos' for community-based adaptation
LAC	Ecuador	Proyecto de Fortalecimiento de los Actores Rurales de la Economía Popular y Solidaria	Blend	4	FB	HELD 15-Jun-15	Sep-15		Baseline Project: strengthening the organizational capacity and market orientation of production of various types of associations of lower income families, based on a sustainable use and value addition to natural resources ASAP: selection criteria of beneficiaries to include vulnerability to CC, capacity building of associations in

<i>Region</i>	<i>Country</i>	<i>Name of ASAP-supported project</i>	<i>Country financial terms</i>	<i>ASAP allocation \$USM</i>	<i>Grant type</i>	<i>QA date</i>	<i>EB date</i>	<i>Amount of ASAP Disbursement</i>	<i>Thematic focus</i>
									terms of sustainable use of natural resources and the climate resilience of their productive activities, incentivizing inclusion of a climate resilience dimension in business proposals, technical assistance to government in selection criteria of business plans
LAC	Nicaragua	Adapting to changing markets and the effects of climate change	DHC	8	FB	HELD 01-Oct-13	Dec-13	800 000	Sustainable water resources management; agricultural diversification and strengthening of meteorological services in coffee and cocoa value chains
NEN	Djibouti	Programme to Reduce Vulnerability in Coastal Fishing Areas	HC	6	FB	HELD 30-Sep-13	Dec-13	500 000	Reducing climate risks in fisheries value chains; participatory management of coastal resources; protection of coastal infrastructure; improved post-harvest cooling and storage; improving access to freshwater for fisheries value chains; protection of coastal mangrove ecosystems and coral reefs
NEN	Egypt	Sustainable Agriculture Investments and Livelihoods (SAIL)	O	5	FB	HELD 22-Sep-14	Dec-14		Sustainable agriculture investments and livelihoods
NEN	Kyrgyzstan	Livestock and Market Development Programme II	DHC	10	FB	HELD 02-Oct-13	Dec-13	250 000	Protection of livestock from climate-related disasters and diseases; community-based management and restoration of degraded pastures and rangelands; climate-resilient dairy value chain; early warning systems
NEN	Morocco	Programme de Développement Rural des Zones de Montagne (PDRZM)	O	2	FB	HELD 04-Jul-14	Sep-14		Diversification of livelihoods and energy systems; water-efficient irrigation systems
NEN	Sudan	Livestock Marketing and Resilience Programme	D	7	FB	HELD 29-Sep-14	Dec-14		Food security, income diversification and climate resilience for poor households in pastoralist and agro-pastoralist communities; rehabilitation of depleted rangelands
NEN	Yemen TEMPORARILY SUSPENDED	Rural Growth Programme	D	10	FB	HELD 20-Sep-13	Dec-13		Integrated watershed management; water conservation in drought-prone areas; rehabilitation and improvement of rural feeder roads; diversifying energy systems in rural areas
WCA	Chad	Projet d'amélioration de la résilience des systèmes agricoles au Tchad (PARSAT)	DHC	5	FB	HELD 04-Feb-14	Dec-14		Efficient water management for agricultural production; farmer field schools with climate change adaptation training; access to climate-resilient farming inputs (such as drought-resistant crop varieties)

Region	Country	Name of ASAP-supported project	Country financial terms	ASAP allocation \$USM	Grant type	QA date	EB date	Amount of ASAP Disbursement	Thematic focus
WCA	Côte d'Ivoire	Projet d'appui à la production agricole et à la commercialisation (PROPACOM) and (PROPACOM Extension Ouest	DHC	7	FB	HELD 02-Jul-14	Sep-14		Integration of climate risk management into agronomic value chains; improved drainage in lowland field rice production; SLM in uplands
WCA	Ghana	Ghana Agriculture Sector Investment Programme (GASIP)	DHC	10	FB	HELD 06-Feb-14	Apr-14		Integration of climate risk management into agricultural value chains; upscaling of efficient irrigation and sustainable land management technologies
WCA	Mali	Projet visant à améliorer la productivité agricole au Mali- Financement provenant du programme d'adaptation de l'agriculture paysanne (PAPAM)	DHC	10	AG	N/A	Dec-13	1 277 435	Increased ecosystem and smallholder resilience through farmers' access to renewable energy technologies, local planning and access to weather information
WCA	Niger	Programme de promotion de l'agriculture familiale dans les régions de Maradi, Tahoua et Zinder (PRODAF)	DHC	13	FB	HELD 03-Feb-15	Apr-15		Improving the resilience of agro-sylvo-pastoral production systems through sustainable and integrated watershed management including SLM and improved water management; strengthening the institutional and regulatory framework for sustainable natural resources management
WCA	Nigeria	Climate Change Adaptation and Agribusiness Support Programme (CASP)	HC	15	FB	HELD 04-Oct-13	Dec-13		Integration of climate risk management into rural agribusiness value chains; improving access to diversified, renewable energy sources; water harvesting, water points and erosion control

LEGEND:

Lending terms

D = 100% grant – debt sustainability countries

DHC = 50% grant, 50% HC

HC = highly concessional – 40 years repayment, 0.75% annual cost, 10-year grace period

O = ordinary terms

Blend = same cost as HC but repayment over 20 not 40 years

Regions

APR = Asia Pacific Region

ESA = East and Southern Africa

LAC = Latin America and the Caribbean

NEN = Near East, North Africa and Europe

WCA = West and Central Africa

"Grant Type"

AG = additional grant (added to an ongoing investment programme)

FB = fully blended grant (co-programmed with IFAD baseline investments)

Milestones

QA = Quality Assurance review

EB = Executive Board

Table 2
Results projections from ASAP-supported projects approved between September 2012 and September 2015¹

ASAP results hierarchy	ASAP results at global portfolio level	Portfolio results indicators	2020 target	Programmed to date
Goal	Poor smallholder farmers are more resilient to climate change	1. Number of poor smallholder household members whose climate resilience has been increased	8,000,000	5,657,114 household members
		2. Percentage of new investments related to the environment and natural resources management (ENRM) in IFAD 9th Replenishment compared with IFAD 8th Replenishment ²	20%	376%
		3. Leverage ratio of ASAP grants versus non-ASAP financing	1 : 4	1 : 7.4
Purpose	Multiple-benefit adaptation approaches for poor smallholder farmers are scaled up	4. Percentage extent of land and ecosystem degradation in productive landscapes	minus 30%	Impacts to be aggregated across the global ASAP portfolio
		5. Number of tonnes of greenhouse gas (GHG) emissions in carbon dioxide equivalent (CO ₂ e) avoided and/or sequestered	80,000,000	Impacts to be aggregated across the global ASAP portfolio
Outcome 1	Improved land management and gender-sensitive climate resilient agricultural practices and technologies	6. Number of hectares of land managed under climate-resilient practices	1,000,000 hectares	1,519,050 hectares plus 15 watersheds
Outcome 2	Increased availability of water and efficiency of water use for smallholder agriculture production and processing	7. Number of households, production and processing facilities with increased water availability	100,000 households	99,049 households plus 2,560 facilities
Outcome 3	Increased human capacity to manage short- and long-term climate risks and reduce losses from weather-related disasters	8. Number of individuals (including women), community groups engaged in climate risk management, ENRM or disaster risk reduction (DRR) activities	1,200 groups	579,709 individuals plus 8,734 community groups
Outcome 4	Rural infrastructure made climate-resilient	9. Value in United States dollars of new or existing rural infrastructure made climate-resilient	US\$80,000,000	US\$54,000,000 plus 625 kilometres of rural roads
Outcome 5	Knowledge on climate-smart smallholder agriculture documented and disseminated	10. Number of international and country dialogues on climate issues where ASAP-supported projects or project partners make an active contribution	40 dialogues	49 dialogues

¹ Aggregated from quantitative targets in the logical frameworks of 27 ASAP-supported projects approved by the IFAD Executive Board (Bangladesh, Viet Nam, Nepal, Mozambique, Rwanda, Lesotho, Bolivia, Nicaragua, Djibouti, Kyrgyzstan, Morocco, Nigeria, Mali, Ghana, Chad, Côte d'Ivoire, Cambodia, Uganda, Sudan, Egypt, Laos, Kenya, Niger, Madagascar, Burundi, Bhutan and Ecuador). Yemen was removed from the aggregation of targets, as the project is currently suspended.

² Status July 2015. Based on the amount of climate and environmental finance (GEF Trust Fund, LDCF, SCCF, Adaptation Fund, ASAP) which was integrated in IFAD investment designs in IFAD8 (2010-2012) and IFAD9 (2013-2015).

Harmonized list of fragile states of those agreed on by multilateral development banks and the Organisation for Economic Co-operation and Development

Region	Country
APR	Islamic Republic of Afghanistan
APR	People's Republic of Bangladesh
APR	Republic of Kiribati
APR	Democratic People's Republic of Korea
APR	Republic of the Marshall Islands
APR	Republic of the Union of Myanmar
APR	Federal Democratic Republic of Nepal
APR	Islamic Republic of Pakistan
APR	Solomon Islands
APR	Democratic Socialist Republic of Sri Lanka
APR	Democratic Republic of Timor-Leste
APR	Tuvalu
ESA	Republic of Angola
ESA	Republic of Burundi
ESA	Union of the Comoros
ESA	Eritrea
ESA	Federal Democratic Republic of Ethiopia
ESA	Republic of Kenya
ESA	Republic of Madagascar
ESA	Republic of Malawi
ESA	Republic of South Sudan
ESA	Republic of Uganda
ESA	Republic of Zimbabwe
LAC	Republic of Haiti
NEN	Bosnia and Herzegovina
NEN	Arab Republic of Egypt
NEN	Republic of Iraq
NEN	Libya
NEN	Federal Republic of Somalia
NEN	Republic of the Sudan
NEN	Syrian Arab Republic
NEN	West Bank & Gaza
NEN	Republic of Yemen
WCA	Burkina Faso
WCA	Republic of Cameroon
WCA	Central African Republic

WCA	Republic of Chad
WCA	Democratic Republic of the Congo
WCA	Republic of the Congo
WCA	Republic of Côte d'Ivoire
WCA	Republic of Guinea
WCA	Republic of Guinea Bissau
WCA	Republic of Liberia
WCA	Republic of Mali
WCA	Islamic Republic of Mauritania
WCA	Republic of the Niger
WCA	Federal Republic of Nigeria
WCA	Republic of Sierra Leone
WCA	Togolese Republic