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Report on IFAD's Development Effectiveness

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Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
ASAP	Adaptation for Smallholder Agriculture Programme
CFS	Committee on World Food Security
CN	concept note
COP	Conference of the Parties
COSOP	country strategic opportunities programme
CPE	country programme evaluation
DAC	Development Assistance Committee
DEF	Development Effectiveness Framework
DSF	Debt Sustainability Framework
FAO	Food and Agriculture Organization of the United Nations
GFP	gender focal point
GIS	Geographic Information System
GRIPS	Grants and Investment Projects System
IAI	Impact Assessment Initiative
ICO	IFAD Country Office
IOE	Independent Office of Evaluation of IFAD
IPoA	Istanbul Programme of Action
LDC	least developed country
LIC	low-income country
M&E	monitoring and evaluation
MDB	multilateral development bank
MIC	middle-income country
NRM	natural resource management
OECD	Organisation for Economic Co-operation and Development
OSC	Operational Strategy and Policy Guidance Committee
PCR	project completion report
PIM	project/programme implementation manual
PTA	Policy and Technical Advisory Division
QA	quality assurance
QAG	Quality Assurance Group
QE	quality enhancement
RBA	Rome-based agency
RIDE	Report on IFAD's Development Effectiveness
RIMS	Results and Impact Management System
RMF	Results Measurement Framework
SDG	Sustainable Development Goal
SSTC	South-South and Triangular Cooperation
WFP	World Food Programme

Report on IFAD's Development Effectiveness

I. Introduction

1. The Report on IFAD's Development Effectiveness (RIDE) is the Fund's principal instrument summarizing the Fund's institutional and development effectiveness and efficiency. It is also an instrument for promoting transparency with regard to IFAD's achievements and areas for improvement.
2. More specifically, the main objectives of the RIDE are to: (i) strengthen accountability and learning; and (ii) identify systemic issues that need attention for improving organizational performance and results.
3. The 2017 RIDE is the eleventh edition of the document and includes a number of new features: (i) a review of the previous 10 editions of the document, with the aim of identifying selected structural issues affecting IFAD's development effectiveness; (ii) an annex presenting a more comprehensive description of the methodology, data sources and process for producing the document; (iii) an "in focus" annex on IFAD's work on non-lending activities, which, in this year's edition addresses South-South and Triangular Cooperation (SSTC), a key component of IFAD's holistic approach and business model for rural poverty reduction; and (iv) an annex providing an "audit trail" that shows how the main comments of the Evaluation Committee, Executive Board and Independent Office of Evaluation of IFAD (IOE) on the 2016 RIDE have been addressed in this year's report.
4. As in the past, the RIDE reports on progress against the indicators and targets in the Fund's Results Measurement Framework (RMF)¹ for the period of the Tenth Replenishment of IFAD's Resources (IFAD10), i.e. 2016 to 2018. The report also includes an account of progress on the implementation of the IFAD Policy on Gender Equality and Women's Empowerment; the Adaptation for Smallholder Agriculture Programme (ASAP); the quality assurance of IFAD-supported projects and programmes; and the Istanbul Programme of Action for Least Developed Countries.

II. Methodology and process

5. This edition provides a more comprehensive description of the methodology, data sources, limitations and process involved in producing the document. Due to the word limits on Board documents, this description is included as an annex (annex II).

III. The evolution of IFAD's results architecture

6. Increasingly, IFAD is paying attention to strengthening its results architecture in order to achieve better impact on the ground, promote accountability and learning, and enhance transparency. In this regard, annex IV presents an update on a number of initiatives that are under way to improve IFAD's "results culture".

IV. Assessing results: Reporting on the IFAD10 RMF

7. This section captures progress against the indicators in the five levels of the RMF. The data supporting the analysis in this section are provided in annex I.
8. RMF level 1: Global poverty, food security and agricultural investment outcomes. In September 2015, the United Nations General Assembly adopted the Sustainable Development Goals (SDGs). The global indicator framework for these

¹ See <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-13-Rev-1.pdf>. The indicators and targets in the RMF are divided into five levels as follows: Level 1 – Global poverty, food security and agricultural investment outcomes; Level 2 – Country-level development outcomes and impact delivered by IFAD-supported projects; Level 3 – Country-level development outputs delivered by IFAD-supported projects; Level 4 – Operational effectiveness of IFAD-supported country programmes and projects; and Level 5 – IFAD's institutional effectiveness and efficiency.

goals was agreed at the forty-seventh session of the United Nations Statistical Commission in March 2016. However, discussions are still ongoing on the baseline values for these indicators.

9. Accordingly, level 1 indicators of the IFAD10 RMF have been revised to include six SDG indicators (see page 12, annex I), replacing the Millennium Development Goal indicators previously included. At this point in time no data are available to report on progress against these indicators.
10. Nonetheless, IFAD is increasingly taking a leadership role in global and regional policy processes (e.g. in the agriculture tracks of the G7 and G20, the Inter-agency Task Force on Financing for Development, the Conferences of the Parties [COPs] of the United Nations Framework Convention on Climate Change [UNFCCC]) and the Committee on World Food Security [CFS]). The purpose of this engagement is to highlight the importance of smallholder agriculture for world food security, and the need for more domestic and international investment, better policies and stronger institutions for eliminating hunger, poverty and malnutrition. This work includes actively engaging in key United Nations activities to implement the 2030 Agenda for Sustainable Development (Agenda 2030).
11. RMF level 2: Country-level development outcomes and impact delivered by IFAD-supported projects. Level 2 of the RMF includes 13 indicators: four are impact indicators and nine are outcome indicators (see page 13, annex I). Reporting against the impact indicators will be done once the IFAD10 impact assessments have been completed.
12. The data analysis and reporting on outcome indicators for the period 2014-2016 are based on 84 completed projects, distributed as follows: Asia and the Pacific – 21; East and Southern Africa – 15; Latin America and the Caribbean – 12; Near East, North Africa and Europe – 22; and West and Central Africa – 14.
13. The following broad messages can be derived from the data analysis:
 - At least 75 per cent of projects assessed in 2014-2016 are rated moderately satisfactory or better on all nine outcome indicators.
 - The 2018 targets have already been surpassed for three indicators (innovation and scaling up, support for smallholder adaptation to climate change and government performance) and are very close to being achieved for the others.
 - The performance of projects in fragile situations is generally weaker than in other country categories.
 - The performance on four indicators² is above the baseline value (2011-2013), whereas in four other cases³ it is marginally lower (one of the nine indicators has no baseline value).
14. There is one further message of importance. The performance of the projects in the 2014-2016 cohort is lower in eight of the nine outcome indicators with respect to the 2012-2014 sample,⁴ even though the difference is marginal in some cases. There are at least two explanatory factors for this.
15. First, in the past two years, IFAD has significantly tightened its quality assurance process for ratings contained in project completion reports (PCRs) by instituting a more credible review process led by regional portfolio advisers, with the participation of staff from the Operational Programming and Effectiveness Unit, Policy and Technical Advisory Division and Financial Management Services Division.

² Efficiency, innovation and scaling up, environmental and natural resource management, and government performance.

³ Effectiveness, rural poverty impact, gender equality and sustainability of benefits.

⁴ The 2012-2014 sample includes 89 projects completed and assessed.

This process has not only improved the quality of PCRs and the credibility of ratings, but has also reduced inter-evaluator variability within and across divisions. Furthermore, incentives have been introduced in the form of financial awards to divisions on a yearly basis for the two PCRs with the best ratings for quality, candour and timeliness.

16. The improvements implemented in the PCR process are reflected in the fact that the overall average disconnect between self-evaluation and IOE ratings now stands at only 0.35 (on a six-point rating scale)⁵ for the 2014-2016 period.⁶ This is an indication of the increasing quality of IFAD's self-evaluation methods and processes. In fact, the newly introduced harmonization agreement⁷ between IFAD Management and IOE on IFAD's self-evaluation and independent evaluation systems is likely to narrow the gap further moving forward.
17. Second, the proportion of projects in the 2014-2016 sample implemented in countries with fragile situations is greater than in the 2012-2014 cohort (46 per cent as compared to 34 per cent).⁸ Project performance in such countries is often weaker for several interrelated reasons, including weak institutions and policy environments, instability and insecurity, and other challenging factors. The introduction of IFAD's first corporate strategy for engagement in countries with fragile situations in December 2016 is therefore timely, as it will ensure more customized approaches to addressing rural poverty in country contexts affected by fragility.
18. On another issue, the 2017 RIDE finds that the highest performing outcome indicator is innovation and scaling up, with 92 per cent of projects assessed in 2014-2016 rated as moderately satisfactory or above. These positive results are a reflection of the consistent attention devoted by IFAD over the years to promoting innovative approaches to agriculture and rural development that can be scaled up for better impact.
19. The weakest performing outcome indicators are project efficiency and sustainability of benefits – though IFAD operations are close to meeting the corresponding 2018 year-end targets. Performance on these indicators will be analysed in section VI which deals with structural issues related to IFAD's development effectiveness.
20. RMF level 3: Country-level development outputs delivered by IFAD-supported projects. The indicators used in the Results and Impact Management System (RIMS) were recently revised by IFAD. This led to a condensed set of core indicators. These will be introduced in the IFAD11 RMF and subsequently reported in the RIDE from 2020 onwards. The indicators found in level 3 of the IFAD10 RMF are, however, still aligned with the previous RIMS and the reporting in the RIDE will continue to use this as its basis until the end of IFAD10, that is, until the 2019 RIDE.
21. Among the salient results appearing in this year's RIDE is a reduction in the number of people receiving services from IFAD-supported projects, which went down from 112.8 million in 2015 to 97 million in 2016. This is mainly due to the planned completion of some projects with a very large outreach, most prominently the Rural and Agricultural Finance Programme in Ghana which accounted for 10.5 million beneficiaries. While the overall outreach has gone down by almost 15 million people, it is expected that the figures will rise again once the considerable bulk of projects that were approved in 2015 (54 new projects and

⁵ Rating scale: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.

⁶ Based on 57 PCRs receiving validation from IOE from projects completed between 2014-2016.

⁷ See <https://webapps.ifad.org/members/eb/120/docs/EB-2017-120-INF-2.pdf>.

⁸ Using the list of countries with fragile situations from the IFAD strategy for engagement in countries with fragile situations found in annex X.

top-ups as part of that year's operational delivery of US\$1.36 billion) will start reporting results.

22. A significant increase can be seen in the number active borrowers since 2015, which went up by 93 per cent in spite of the finalization of the above-mentioned programme in Ghana which had contributed almost half of all active borrowers for that year. A 50 per cent increase in enterprises accessing business promotion services was also registered in 2016, despite the closure of the Rural Microenterprise Support Project in Burkina Faso, which had the second highest contribution in 2015. One area of significant drop is the indicator reporting land under irrigation schemes (3.2.2) where four out of the top five contributing projects closed between 2015 and 2016. The full list of results can be found in table 3 of annex 1.
23. RMF level 4: Operational effectiveness of IFAD-supported country programmes and projects. Progress of the operational effectiveness of country programmes and projects is captured by a series of indicators related to country programme implementation (with a focus on non-lending activities), quality at entry, portfolio management and cofinancing. The results are shown in table 4, annex I (page 15).
24. This year's results – which are based on feedback generated by client surveys – are encouraging for country programme implementation.⁹ The group of countries where the client survey was administered in 2017 is the same as that of 2015, and the results are therefore comparable. As mentioned earlier, IFAD plans to strengthen its client survey methods and processes so as to create a more robust instrument (complemented by other assessment methods) for reporting on IFAD's performance in non-lending activities (including knowledge management).
25. With regard to results, IFAD has already achieved the 2018 year-end targets for contributing to increased incomes, improved food security and empowerment of poor rural women and men, policy dialogue, partnership-building and adherence to the aid effectiveness agenda. However, a more detailed examination of the client survey data shows that there is room for improvement, as performance is mostly moderately satisfactory.
26. For instance, only in 17 per cent of the countries included in the client survey was engagement in national policy dialogue considered satisfactory or better. Similarly, in 33 per cent of countries, partnership-building was satisfactory or better. Management is aware of this and is expected to generate better results in these important areas in the future through the strengthened business model¹⁰ to deliver impact at scale in the IFAD11 period, with enhanced emphasis to organizational decentralization and non-lending activities.
27. With regard to partnership-building, efforts are continuously being made to ensure cooperation with relevant government institutions, NGOs and international organizations. With regard to the Rome-based agencies, much is happening at the country level (e.g. in terms of cooperation in project design through the Food and Agriculture Organization of the United Nations [FAO] Investment Centre), and at the corporate level (e.g. the joint preparation of the State of Food Security and Nutrition in the World 2017) and globally through their joint engagement in important policy processes (e.g. in the G7 and G20 agriculture tracks and the CFS).
28. The paper "Looking Ahead: IFAD in the Context of the 2030 Agenda for Sustainable Development",¹¹ presented to the second session of the IFAD11 Consultation in

⁹ In 2017 34 countries were invited to participate but only 30 had eligible responses. For the client survey to be valid, the country had to solicit at least 20 responses and out of those there had to be a response rate of at least 40 per cent.

¹⁰ See Enhancing IFAD11 business model to deliver impact at scale:
<https://webapps.ifad.org/members/repl/11/02/docs/IFAD11-2-R-3.pdf>.

¹¹ See Looking ahead: IFAD in the context of the 2030 Agenda for Sustainable Development:
<https://webapps.ifad.org/members/repl/11/02/docs/IFAD11-2-R-2.pdf>.

June, stresses that partnership with the private sector will be key for IFAD to scale up impact and deliver on its mandate. The private sector offers huge potential in terms of resources, skills, services and inputs that can be of significant benefit to IFAD's target group. One example of the ongoing efforts to strengthen private sector partnership in the context of IFAD's portfolio is the design of the Smallholder and Small and Medium-Sized Enterprise Investment Finance Fund (SIF), which aims to develop new and strengthen existing small and medium-sized enterprises to support the broader rural transformation process.

29. More attention is being devoted by IFAD country teams and the policy desk of IFAD's Policy and Technical Advisory Division to engagement in country-level policy dialogue. However, greater decentralization and resources are critical for expediting this agenda, in order to ensure the desired impact on national policies in the agriculture sector. The IFAD Corporate Decentralization Plan presented to the Board in December 2016, the planned adjustments proposed to the business model (see footnote 11) and the ongoing internal work to promote operational excellence,¹² together provide the necessary framework to also achieve improvements in country-level policy engagement in the future.
30. Knowledge management is also being given greater attention, both at corporate level and in country programmes. A corporate knowledge management action plan was approved by Management in November 2016. The plan outlines priority areas including the need for a more integrated approach to knowledge management across the organization in order to strengthen the synergies between knowledge management, monitoring and evaluation, SSTC, research, and policy engagement. IFAD is also developing a methodology to monitor and report more comprehensively on knowledge management. At the same time, the Fund is considering revisiting the IFAD Strategy for Knowledge Management (from 2007), to ensure its relevance in today's wider development context and taking into account the evolution within the organization over the last decade.
31. The message emerging from quality at entry is also positive. Targets were raised for three out of the five indicators found in the IFAD9 RMF and an additional environmental indicator was added. Despite this, all indicators are above target and above the results presented in last year's RIDE. The only exception is the indicator on monitoring and evaluation which stands at 88 per cent, just shy of the IFAD10 target of 90 per cent – which, however, was raised from 80 per cent in IFAD9. A more detailed account of quality at entry can be found in annex V.
32. With specific regard to nutrition, renewed efforts are being made to integrate this key priority into IFAD operations through the Mainstreaming Nutrition-Sensitive Agriculture at IFAD Action Plan 2016-2018. In 2016, all new country strategic opportunities programmes (COSOPs) and 46 per cent of projects approved by the Board were nutrition-sensitive, exceeding established targets. This has been achieved thanks to capacity-building activities (training, learning and awareness-raising) at headquarters and project level. Looking ahead, the recent incorporation of nutrition-relevant indicators into the new RIMS will further improve the evidence base of IFAD's contribution to nutrition.
33. Disbursement-related matters have been a consistent issue for the institution and this is reflected in the disbursement results. Since its inclusion in the RMF in IFAD8, the average time between project approval and first disbursement has not met the target of 14 months and currently stands at just below 17 months. The disbursement ratio has also been a challenge for the Fund, and despite the lowering of the target to 15 per cent in December 2016, the ratio continues to be around 13 per cent both for the overall portfolio and in fragile situations.

¹² The objectives of the operational excellence exercise are to: (i) realize significant and measurable enhancements in business practices and processes for results; and (ii) make desirable changes in organizational culture, structures, staffing (including learning), and partnership arrangements that will facilitate operational excellence.

34. It is within this context that IFAD conducted an in-depth study of disbursement issues during 2016. The findings led to the development of a disbursement action plan to address the challenges faced. Areas of improvement include a revision of the disbursement ratio methodology, enhancements in corporate IT systems, introduction of early-warning systems, development of monitoring tools by thematic area and review of policies related to financial management of projects. Also, to shorten the time taken to move from project concept note to first disbursement, in IFAD11, IFAD plans to put in place a more agile design and review process, with flexibility for fast-tracking evidence-based designs and low-risk projects.
35. The grants programme is fundamental, as a complementary instrument to loans, in furthering IFAD's mandate. The 2015 Policy for Grant Financing is having the required impact, as 100 per cent of new grants in 2016 were rated moderately satisfactory or better at entry. Areas that have been strengthened in grant design include, inter alia, more strategic alignment with corporate priorities, greater attempts to build in-country capacity and better linkages with loans through enhanced attention to knowledge management. On the other hand, 91 per cent of ongoing grants are reporting moderately satisfactory or better for overall implementation progress, comfortably exceeding the IFAD10 target established of 80 per cent. More information on the implementation of the 2015 grants policy is provided in annex V.
36. During IFAD9 and the start of IFAD10, the Fund exceeded the cofinancing ratio target of 1.2, with a ratio of 1.4 by the end of 2015. However, the ratio steadily decreased over the course of 2016 and now sits just above the target at 1.27.¹³ Domestic cofinancing has remained relatively stable at US\$2.1 billion since the 2013-2015 reporting period, and shows a somewhat predictable distribution along country income lines: 36 per cent domestic cofinancing as compared to IFAD financing in low-income countries (LICs), 85 per cent in lower-middle-income countries and 126 per cent in upper-middle-income countries (see table 1 below). When it comes to international cofinancing, a significant drop – almost US\$350 million – can be seen since the 2013-2015 period, and distribution along country income lines is less uniform. There are a number of reasons for the comparatively low amount of international cofinancing being channelled to IFAD's portfolios in LICs. These include the relatively low priority of the agricultural portfolio of other multilateral development banks which results in less availability of funds for cofinancing, and IFAD's ambition to simplify project designs in countries with low implementation capacity, which in some cases renders the complexity that comes with additional cofinancing problematic.
37. In the future, in order to increase the levels of cofinancing and thereby achieve the intended programme of work for the IFAD11 period – as per the IFAD11 business model paper – Management suggests establishing regional targets for international cofinancing. It will, inter alia, look to leveraging further climate-related and private cofinancing and explore better ways to mobilize domestic cofinancing, which has proved to be beneficial for project success.

Table 1
Cofinancing ratio by income classification

	<i>Overall ratio</i>	<i>Domestic only</i>	<i>International only</i>
IFAD overall	1.27	0.74	0.53
Upper-middle-income	1.47	1.26	0.21
Lower-middle-income	1.63	0.85	0.78
Low-income	0.60	0.36	0.24

Source: Grants and Investment Projects System (GRIPS).

Note: ratios are calculated by dividing the total cofinanced amount by total IFAD financing.

¹³ Cofinancing ratio is calculated on a 36-month rolling basis. The 2016 RIDE covered approvals between 2013-2015, while the 2017 RIDE covers approvals between 2014-2016.

38. RMF level 5: IFAD's institutional effectiveness and efficiency. IFAD is performing well across several human resources management indicators. Most notably the number of days to fill vacancies has remained below 100 days compared to baseline values of 109 for IFAD10 and 144 for IFAD9. Additionally, the staff engagement index has remained above target at 76 per cent, while the number of staff members from Lists B and C countries has not changed from 42 per cent in the 2015 and 2016 RIDEs.
39. A persistent issue for the institution is that of filling senior positions (P-5 and above) with female staff in order to meet the target of 35 per cent. While more than 50 per cent of positions in the P-3 and P-4 categories are women, only 25 per cent of P-5 positions and above are held by women.
40. In order to decisively address this issue, an in-depth study was undertaken by Management to analyse the representation of women in IFAD's workforce. This study has provided the basis for the development of a human resources action plan, with numerous affirmative actions that aim to increase, over time, the representation of women in P-5 posts and above. Some of the measures include: ensuring gender diversity in selection panels; making it a requirement that half the candidates on short lists are women; providing greater opportunities for work-life balance and alternative work arrangements; and provision of parental leave for staff in non-family duty stations.
41. Under the IFAD10 Consultation, the Fund committed to developing a tailored system to measure the full costs of key business processes, for example through a more accurate allocation of staff costs to underlying activities. Hence, work is ongoing to move from the cluster-based approach to one that builds on the new pillars of results delivery. This new approach aims at increasing the results focus of the institution and will also facilitate the costing of carefully defined institutional outputs and key processes. However, due to this corporate transition, the practice of reporting the budget by clusters has been discontinued and, as such, no data are available for reporting on that indicator. Alternative budget-related indicators are being considered for inclusion in the IFAD11 RMF.
42. Efficiency ratios dealing with disbursements and cofinancing were both on target. The efficiency ratio, which compares loan and grant commitments in United States dollars per US\$1 of administrative expenditure was 7.7, slightly below the IFAD10 target of 8.2. However it should be noted that on the basis of current trends in IFAD expenditure, which has gone down by US\$16 million since 2012, a further reduction of US\$14 million would be needed in order to meet the 8.2 ratio with a programme of loans and grants (PoLG) of US\$3.2 billion. Alternatively, the PoLG would have to be raised to US\$3.5 billion in order to maintain the 8.2 ratio at current levels of administrative costs.
43. With regard to decentralization, the overall share of staff working in IFAD Country Offices (ICOs) has gone down to 43 per cent from the 45.5 per cent reported in the 2016 RIDE. This slight drop is the result of the opening of a few new positions at headquarters to accommodate staff rotating from ICO positions. IFAD is committed to continuing the decentralization exercise and achieving the target of 45 per cent by the end of 2018. It is foreseen that the decentralization plan will be continued in IFAD11.

V. Structural issues on IFAD's development effectiveness

44. As mentioned in the introduction, Management reviewed all 10 previous editions of the RIDE to identify selected structural issues with regard to IFAD's development effectiveness that merit attention in order to achieve better results on rural poverty reduction in the future.

45. The main finding was that the performance of IFAD operations shows improvements in all indicators that can be compared between the 2007 RIDE and the 2017 RIDE (see table 2 below). In fact, across all outcome indicators, at least 75 per cent or more of the IFAD-supported projects assessed at completion are currently considered as moderately satisfactory or better.
46. The biggest improvements have been in government performance as a partner, followed by environment and natural resource management, and gender equality. There are a number of explanatory factors for these results, including the introduction of IFAD corporate policies on gender equality and on environment and natural resources management, the establishment of a dedicated division on environment and climate change, as well as specific initiatives (in partnership with FAO) to strengthen government capacity and institutions in countries with fragile situations.
47. At the same time, a more nuanced analysis of the data for 2014-2016 reveals that except for scaling up, the performance of IFAD operations is moderately satisfactory or less for all other indicators in about 50 per cent of the projects. This is particularly the case for three areas – efficiency, sustainability of benefits, and climate change and environment and natural resource management – which are analysed below. In the meantime, the overarching message is that there is room for improvement to reach a point where a greater proportion of IFAD-funded projects are either satisfactory or better.

Table 2
Project completion report ratings

<i>PCR indicators</i>	<i>Percentage of projects rated moderately satisfactory and above</i>		<i>Disaggregated scoring for ratings in the satisfactory area (4, 5 and 6)</i>	
	<i>RIDE 2007</i>	<i>RIDE 2017</i>	<i>RIDE 2017</i>	
	<i>(2004-2006)</i>	<i>(2014-2016)</i>	<i>Rating 4</i>	<i>Rating 5 and 6</i>
Effectiveness	75	84	37	47
Efficiency	64	77	48	29
Overall rural poverty impact	65	86	37	49
Gender equality*	69	87	33	54
Sustainability of benefits	56	78	48	30
Potential for scaling up	n/a	92	22	70
Innovation	59	93	34	59
Environment and natural* resource management	70	88	49	39
Support for smallholder adaptation to climate change	n/a	84	60	24
Government performance*	63	90	41	49

Source: Project completion reports.

*The data for these indicators are taken from the 2008 RIDE as they were not covered in the 2007 RIDE.

48. Efficiency of IFAD operations relates to how economically resources were converted into results and to what extent the project was implemented in a timely and efficient manner. Between the 2007 RIDE and the present report, project efficiency has improved from 64 per cent to 77 per cent of projects being rated as moderately satisfactory and above. There are several reasons for the improved efficiency, including more rigorous quality at entry of projects, greater country presence and decentralization over time, direct supervision and implementation support, and more attention to monitoring and evaluation.
49. At the same time, the latest data set (for projects closing in 2014-2016) shows that close to one out of two projects (48 per cent) are moderately satisfactory for efficiency, with another 20 per cent being unsatisfactory. However, further efforts are ongoing to improve project efficiency, for instance, by streamlining systems for processing of loan withdrawal applications, better customization of design to

country context, and more comprehensive capacity-building of project management unit staff. Furthermore, the objective of delivering larger projects in IFAD11 (see business model paper) is expected to lead to more robust development outcomes achieved in a more efficient manner.

50. Sustainability of benefits relates to the extent to which the stream of benefits resulting from project implementation is likely to continue after project completion. The ratings on sustainability of benefits have improved from 56 to 78 per cent between the 2007 RIDE and 2017 RIDE. Drivers of improved sustainability include more attention to scaling up successful innovations and development approaches,¹⁴ the development of exit strategies for projects that do not benefit from additional IFAD financing at closure, and more attention devoted to capacity-building of institutions at all levels in recipient countries.
51. However, just as for project efficiency, nearly one out of two projects (48 per cent) is rated moderately satisfactory, with another 20 per cent being unsatisfactory. Sustainability is even more complex in fragile situations. IFAD is not alone, however, as agriculture projects funded by other development agencies face similar challenges.¹⁵
52. Therefore, more will need to be done to ensure the continuation of benefits in the post-project period and tackle these issues head-on. The Fund is putting in place measures that, when taken together, are likely to improve future prospects for sustainability, such as ensuring greater integration of projects within country programmes through enhanced synergies among its development interventions, more proactive policy engagement with governments, the private sector and other partners, and better risk assessments and mitigation measures embedded at the project design stage.
53. Climate change, environment and natural resource management. Though 84 per cent of projects are rated moderately satisfactory or above in 2014-2016 for climate change, 60 per cent are rated moderately satisfactory and 16 per cent are in the unsatisfactory zone. With regard to environment and natural resource management, 88 per cent of the projects assessed are rated moderately satisfactory or better – nearly 50 per cent of them moderately satisfactory – and 12 per cent are rated unsatisfactory. For both these indicators, the data ultimately show that a large number of projects are moderately satisfactory.
54. Nonetheless, IFAD is taking performance issues in both these areas very seriously. Better performance at completion is likely to be recorded once projects that have been designed following the IFAD Climate Change Strategy (2010) and the IFAD's Environment and Natural Resource Management Policy (2011) and those benefiting from funding from the ASAP have been completed and assessed. In the meantime, in 2016, Management also introduced detailed guidelines for Social, Environmental and Climate Assessment Procedures (SECAP) to be applied at design, which is likely to improve performance in the future. Additional climate-related cofinancing will be sought in IFAD11, which is expected to further improve performance.

VI. In focus: IFAD's South-South and Triangular Cooperation

55. The new In Focus section will be a regular feature of the RIDE henceforth. It has been introduced with the purpose of providing more in-depth information on IFAD's non-lending activities. This year's section, found in annex III, provides an overview of IFAD's SSTC activities.

¹⁴ As mentioned in IFAD's operational framework for scaling up results, the principles of scaling up and sustainability are closely linked and feed into each other.

¹⁵ 2016 Annual Report on Results and Impact of IFAD Operations, table 9.

VII. Conclusions

56. The 2017 RIDE underlines that IFAD is playing an important role in the international aid architecture in supporting the objectives of Agenda 2030 and the SDGs. Its mandate and activities to promote smallholder agriculture and rural development are central to the elimination of hunger and poverty, and to improving nutritional levels, gender equality and incomes in rural areas. In fact, the demand for its assistance is ever increasing given the importance of SDGs 1 and 2 – which are at the core of IFAD’s mandate - for global prosperity and well-being.
57. The RIDE also finds that considerable progress has been made in the results achieved since the first edition of the report in 2007. This is a reflection of the organization’s continuous search for performance improvements through increased attention to results measurement and results management, reporting and learning. Nonetheless, there are opportunities for further performance enhancements that will require concerted attention moving forward.
58. In addition to the above, the 2017 RIDE has six main conclusions that call for reflection and action. First, with regard to IFAD’s development effectiveness, most of the indicators assessed show that project performance is in the satisfactory zone, and that 2018 year-end targets have either already been met or are close to being so. This is a very positive message which deserves to be highlighted.
59. At the same time, project performance in most cases is moderately satisfactory and there is a need to work towards ensuring that a greater proportion of projects are either satisfactory or highly satisfactory. This drive for improvement will be at the core of IFAD’s contribution to meeting the SDGs, and firmly position IFAD as a premier multilateral organization dealing with smallholder agriculture and rural development in developing countries.
60. Second, the RIDE finds that some performance areas are constraining IFAD’s broader development effectiveness. These include the efficiency of operations, sustainability of benefits, climate change, and environment and natural resource management. However, it is fair to recognize that IFAD is not alone in facing challenges in these areas. Moving forward, these performance areas will receive more attention, inter alia, during the quality-at-entry reviews of new operations and through supervision and implementation support of ongoing projects and programmes.
61. Third, IFAD is focusing on achieving operational and institutional excellence through several interrelated measures. These include finding ways to expedite disbursements of loans, investing more in capacity-building in fragile situations, making wider use of information and communications technology for improving agricultural productivity, implementing planned actions promptly to ensure that IFAD has an agile, diverse and balanced workforce that includes a greater proportion of women in P-5 posts and above, rebalancing of staffing in a structured way between headquarters and the ICOs and streamlining internal corporate business processes (e.g. to reduce the time lapse between project concept, Board approval and first disbursement).
62. Fourth, partnerships are key to delivering on IFAD’s mandate. This is firmly rooted as a principle of engagement in the IFAD Strategic Framework 2016-2025, country programmes and operations. There are opportunities to further develop partnerships with the private sector in IFAD operations, as providers of investments and essential services and inputs. IFAD is committed to strengthening partnership with the private sector, including through its public-private-producer partnerships. Moreover, attention is being given to developing customized products and instruments – such as the SIF – to allow IFAD to capitalize and build the capacity of small and medium-sized enterprises, with due attention to youth, to improve rural livelihoods.

63. Fifth, as seen in annex III, the RIDE underlines the importance of SSTC as a component of IFAD's business model in furthering the organization's mandate. Over the years, IFAD has undertaken a series of ad hoc SSTC activities, but it is determined not to continue with a "business-as-usual" approach. Therefore, moving forward, a more organized approach will be pursued, ensuring appropriate synergies across relevant institutional priorities including on: programme design and implementation support; partnership-building and resource mobilization; and linking SSTC with other corporate processes such as innovation, learning and the scaling-up agenda.
64. Sixth, the Fund has taken several actions to further strengthen its results architecture to promote accountability, learning and transparency. Nevertheless, in the past, the results instruments were largely used for reporting purposes, though increasingly it was recognized that they could be better used to "manage for results" and learning purposes. The recent introduction of the DEF provides the necessary context to ensure that the focus on results measurement can also be used for improving IFAD's performance in general.
65. Before concluding, it is important to note that several actions are already under way to swiftly address the above and other challenges. Moreover, the new business model and financial strategy for the IFAD11 period and beyond, with the various planned adjustments in critical areas, are collectively aimed at promoting institutional and operational excellence and ensuring that IFAD becomes an even more agile, efficient and effective organization that can deliver sustainable results in rural poverty reduction. The prospects for IFAD to make the expected contribution to meeting the SDGs in the future are indeed encouraging.

Results against the indicators and targets in the IFAD10 Results Measurement Framework

Table 1
RMF level 1 – Global poverty, food security and agricultural investment outcomes

<i>Indicators</i>	<i>Source</i>	<i>Baseline year^b</i>	<i>Results</i>
1.1 Global poverty and food security outcomes			
1.1.1 Proportion of population below the international poverty line of US\$1.90 a day	UNSD ^a	TBD	-
1.1.2 Prevalence of undernourishment in population	UNSD ^a	TBD	-
1.1.3 Prevalence of food insecurity	UNSD ^a	TBD	-
1.1.4 Prevalence of stunting among children under five years of age	UNSD ^a	TBD	-
1.2 Global agricultural investment outcomes			
1.2.1 Total official flows to the agriculture sector (billions of United States dollars)	UNSD ^a	TBD	-
1.2.2 Government expenditure on agriculture (index)	UNSD ^a	TBD	-

^a See <http://unstats.un.org/sdgs/indicators/database>.

^b Baseline years and corresponding data for each indicator are still being decided by the United Nations Statistical Commission.

Table 2
RMF level 2 – Country-level development outcomes and impact delivered by IFAD-supported projects

<i>Indicators</i>	<i>Source</i>	<i>Baseline 2011-2013</i>	<i>2012-2014^a</i>	<i>2014-2016^b</i>	<i>IFAD10 target 2018</i>
2.1 Impact indicators					
2.1.1 Number of people experiencing economic mobility (million)	IIA	n/a	n/a	n/a	40
2.1.2 Number of people with improved production (million)	IIA	n/a	n/a	n/a	43
2.1.3 Number of people with improved market access (million)	IIA	n/a	n/a	n/a	42
2.1.4 Number of people with greater resilience (million)	IIA	n/a	n/a	n/a	22
2.2 Outcome indicators (percentage of projects rated moderately satisfactory or better) at completion					
2.2.1 Effectiveness	PCR	88	93	84	90
<i>Fragile only</i>	PCR	-	-	68	-
2.2.2 Efficiency	PCR	76	82	77	80
<i>Fragile only</i>	PCR	-	-	74	-
2.2.3 Rural poverty impact	PCR	88	94	86	90
<i>Fragile only</i>	PCR	-	-	79	-
2.2.4 Gender equality	PCR	93	91	87	90
2.2.5 Sustainability of benefits	PCR	81	87	78	85
<i>Fragile only</i>	PCR	-	-	63	-
2.2.6 Innovation and scaling up	PCR	91	96	92	90
• <i>Innovation only</i>	PCR	-	-	93	-
• <i>Scaling up only</i>	PCR	-	-	92	-
2.2.7 Environment and natural resource management	PCR	86	89	88	90
2.2.8 Support for smallholder adaptation to climate change	PCR	n/a	90	84	50
2.2.9 Government performance	PCR	78	90	90	80

Note: IIA – IFAD Impact Assessment; RIMS – Results and Impact Management System; PCR – project completion report; IOE – Independent Office of Evaluation of IFAD.

^a These results were reported in the 2016 RIDE.

^b PCR results are presented in a three-year aggregate to account for year-to-year dynamics more accurately. This is the first edition of the RIDE that includes the year under review in PCR results reporting.

Table 3
RMF level 3 – Country-level development outputs delivered by IFAD-supported projects

<i>Indicators</i>	<i>Source</i>	<i>Baseline 2013</i>	<i>2015^a</i>	<i>2016^b</i>	<i>IFAD10 projection ranges 2018</i>
3.1 Overall outreach					
3.1.1 People receiving services from IFAD-supported projects (million; male:female ratio)	RIMS	98.6 (52:48)	112.75 (50:50)	97.04 (50:50)	110-130
3.2 Natural resource management					
3.2.1 Land under improved management practices (million hectares [ha])	RIMS	4.1	3.57	3.01	3.3-5.0
3.2.2 Land under irrigation schemes (ha)	RIMS	277 000	168 000	57 000	240 000-350 000
3.3 Agricultural technologies					
3.3.1 People trained in crop and livestock production practices/technologies (million; male:female ratio)	RIMS	6.4 (53:47)	2.01 (48:52)	2.51 (48:52)	5.5-7.7
3.4 Rural financial services					
3.4.1 Voluntary savers (million; male:female ratio)	RIMS	19.1 (28:72)	22.16 (37:63)	16.13 (39:61)	14-21
3.4.2 Active borrowers (million; male:female ratio)	RIMS	6.2 (40:60)	3.97 (46:54)	7.68 (35:65)	5.0-7.5
3.5 Marketing					
3.5.1 Roads constructed/rehabilitated (km)	RIMS	20 120	16 460	13 690	18 000-24 000
3.5.2 Processing facilities constructed/rehabilitated	RIMS	9 391	n/a	2 672	7 500-11 300
3.5.3 Marketing facilities constructed/rehabilitated	RIMS	3 252	n/a	5 191	3 000-5 000
3.6 Microenterprise					
3.6.1 Enterprises accessing business promotion services	RIMS	88 000	67 070	91 240	80 000-120 000
3.7 Policies and institutions					
3.7.1 People trained in community management topics (million; male:female ratio)	RIMS	1.8 (24:76)	1.75 (18:82)	1.93 (13:87)	1.6-2.3
3.8 Climate change adaptation					
3.8.1 Poor smallholder household members supported in coping with the effects of climate change (million)	RIMS	2.3	n/a	1.50	8-15

^a Results reported in the RIDE 2016. Results are at year-end 2015.

^b Results for the RIDE 2017. Results are at year-end 2016.

Table 4
RMF level 4 – Operational effectiveness of IFAD-supported country programmes and projects

<i>Indicators</i>	<i>Source</i>	<i>Baseline 2013-2014</i>	<i>2015^a</i>	<i>2016</i>	<i>IFAD10 target 2018</i>
4.1 Percentage of country programmes rated 4 or better during implementation for:					
4.1.1 Contribution to increased incomes, improved food security and empowerment of poor rural women and men	Client survey	89	97	100	90
4.1.2 Adherence to the aid effectiveness agenda	Client survey	89	100	100	100
4.1.3 Engagement in national policy dialogue	Client survey	81	95	100	85
4.1.4 Partnership-building	Client survey	92	97	100	90
4.2 Percentage of projects rated 4 or better at entry^b					
4.2.1 Overall rating for quality of design	QA	91	91	93.3	90
4.2.2 Overall rating for quality of design (fragile situations only)	QA	83	90	95.7	85
4.2.3 Gender	QA	81	89	96.7	90
4.2.4 Monitoring and evaluation	QA	88	88	88.3	90
4.2.5 Scaling up	QA	83	92	94.9	85
4.2.6 Environment and climate change	QA	n/a	n/a	90	80
4.2.7 Loan-financed projects have a published and verifiable economic analysis	QA	n/a	n/a	100	100
4.3 Portfolio management					
4.3.1 Time from project approval to first disbursement (months) ^c	GRIPS	17	17	16.8	14
4.3.2 Percentage disbursement ratio (overall portfolio)	Flexcube	15.8	13	12.8	15
4.3.3 Percentage disbursement ratio (fragile situations)	Flexcube	15.3	12	12.8	14
4.3.4 Gender focus in implementation	PSR/GRIPS	89	91	93	90
4.3.5 Percentage of projects rated moderately satisfactory or better with acceptable disbursement rate (against approved annual workplan and budget)	PSR	55	n/a	46	65
4.3.6 Percentage of grants rated moderately satisfactory for overall implementation progress	GSR	92	n/a	91	80
4.4 Cofinancing					
4.4.1 Cofinancing ratio (overall portfolio)	GRIPS	1.27	1.39	1.27	1.20
<i>Upper-middle-income countries</i>	GRIPS	-	-	1.47	
<i>Lower-middle-income countries</i>	GRIPS	-	-	1.63	
<i>Low-income countries</i>	GRIPS	-	-	0.60	

Note: QA – quality assurance; GRIPS - Grants and Investment Projects System; PSR – project status report; GSR – grant status report.

^a These results were reported in the 2016 RIDE.

^b Quality at entry ratings are aggregated over 24 months (1 January 2014 – 31 December 2016).

^c Average of projects exhibiting their first disbursement in the last 36 months (1 January 2014 – 31 December 2016).

Table 5
RMF level 5 – IFAD’s institutional effectiveness and efficiency

<i>Indicators</i>	<i>Source</i>	<i>Baseline 2014</i>	<i>2015^a</i>	2016	<i>IFAD10 target 2018</i>
5.1 Improved resource mobilization and management					
5.1.1 Percentage of IFAD10 pledges over replenishment target	Corporate databases	95	95	83	100
5.2 Improved human resources management					
5.2.1 Staff engagement index: percentage of staff positively engaged in IFAD objectives	Global staff survey	76	74	76	75
5.2.2 Percentage of workforce from Lists B and C Member States	Corporate databases	40	42	42	Tracked
5.2.3 Percentage of women in P-5 posts and above	Corporate databases	29	26	25	35
5.2.4 Time to fill professional vacancies (days)	Corporate databases	109	84	91	100
5.3 Improved administrative efficiency					
5.3.1 Share of budget allocations to:					
Cluster 1	Corporate databases	n/a	60.6	n/a	Tracked
Cluster 2	Corporate databases	n/a	8.7	n/a	Tracked
Cluster 3	Corporate databases	n/a	25.3	n/a	Tracked
Cluster 4	Corporate databases	n/a	5.4	n/a	Tracked
5.3.2 Ratio of budgeted staff positions in ICOs	Corporate databases	42.7	45.5	43	45
5.3.3 Loan and grant commitments in US\$ per US\$1 of administrative expenditure ^b	Corporate databases	7.9 (2011-2013)	n/a	7.7	8.2
5.3.4 Loan and grant commitments and project cofinancing in US\$ per US\$1 of administrative expenditure ^b	Corporate databases	14.9 (2011-2013)	n/a	15.3	15.2
5.3.5 Disbursements in US\$ per US\$1 of administrative expenditure ^b	Corporate databases	5.1 (2011-2013)	5.3 ^c	5.5	5.5

^a These results were reported in the 2016 RIDE.

^b The ratio is calculated based on an average of the last three years (2014-2016).

^c In the IFAD9 RMF, the corresponding indicator was defined as “Ratio of actual expenditures (including expenditure financed by management fees) to annual disbursements”, which in 2015 stood at 19. To ensure comparability across years, it has been recalculated according to the current formula.

Methodology and process

1. Methodology. The RIDE builds on evidence generated through IFAD's self-evaluation system, which includes the use of internationally recognized evaluation criteria (e.g. project effectiveness, efficiency and sustainability), and specific indicators to assess IFAD's country-level development outputs (e.g. overall outreach, roads constructed/rehabilitated), non-lending activities (policy dialogue and partnership-building), portfolio management, quality at entry, human resources management and administrative efficiency.¹⁶
2. The RIDE draws on multiple sources including evaluation ratings from project completion reports (PCRs), client surveys, the Results and Impact Management System (RIMS) and the ex ante quality assurance system, and various corporate databases (e.g. the Grants and Investment Projects System). In terms of data sets, taking into account availability of data for the indicators in the five levels of the RMF, the 2017 RIDE analyses and reports on performance up to the end of 2016. This allows the report to provide a more current account of IFAD's performance.
3. Process. Since last year, Management has strengthened the quality assurance process for the production of the RIDE, thus improving its analytic underpinning. This process includes a rigorous internal peer review of the draft document with technical staff, as well as a review at the Management level. These discussions have generated valuable feedback that has been carefully considered in preparing the final document. Moreover, a thorough review was undertaken to analyse the comments of the IFAD governing bodies and the Independent Office of Evaluation of IFAD (IOE) on last year's RIDE, to ensure their concerns are duly addressed.
4. Limitations. There are four limitations in the production of the RIDE. First, the quality of data for certain indicators might not provide a sufficiently robust account of performance. This limitation applies, for example, to the performance of non-lending activities, which is reported solely based on feedback from IFAD client surveys. This limitation will be addressed in the near future through improvements currently being introduced in the methodology and process for conducting client surveys and the development of a more robust methodology for assessing the results of IFAD's non-lending activities.
5. Second, it should be noted that the entry-exit dynamics of projects have an effect on results reported in the RIDE each year. Thus, comparing results from one RIDE to the next should be done with caution, keeping in mind the different project cohorts being reviewed. For example, the cohort of project outcomes rated in this year's RIDE has a larger percentage of projects implemented in fragile situations than last year's RIDE. Likewise, the closure of certain large projects had a significant impact on the results of selected indicators in RMF level 3.
6. Third, the large number and diversity of indicators in the IFAD10 RMF foster a culture of reporting, rather than use of the RMF as an instrument for learning and managing for better performance. This limitation is being addressed through the ongoing discussions on the production of the IFAD11 RMF, in which the possibility of streamlining the number of levels and indicators is being actively explored – while being careful to avoid compromising the core fundamentals of a solid RMF for IFAD.
7. Finally, the word limit on the main RIDE document does not allow for a more comprehensive treatment of lessons learned and discussion on the proximate causes of good performance or otherwise. However, in order to ensure wider institutional learning around the RIDE, as previously mentioned, a series of in-house discussions have been conducted, also with the aim of sharing the main

¹⁶ The full set of indicators covered in the self-evaluation system may be seen in the RMF (see footnote 1 of main report).

findings from the RIDE and determining any follow-up actions necessary. Moreover, a number of annexes have been included in the document to provide additional insight on different topics.

In focus: IFAD's South-South and Triangular Cooperation

1. The purpose of this annex is to provide an overview of IFAD's South-South and Triangular Cooperation (SSTC) activities, which are increasingly being recognized as an important component of IFAD's business model for promoting sustainable and inclusive rural transformation.
2. The importance of SSTC for IFAD to deliver on its mandate. The international development aid architecture has evolved over the years. While official development assistance continues to be an important element for improving economic and social welfare in developing countries, increasingly these countries are taking greater ownership and responsibility for their own development. This is partly driven by the changing geopolitical economic landscape, in which developing countries are playing a growing role in the multilateral aid arena and in setting policy priorities and shaping development interventions.
3. Against this backdrop and the recent adoption of the 2030 Agenda for Sustainable Development, SSTC is being recognized by the international community as a key development instrument for achieving the Sustainable Development Goals (SDGs). In particular, there is increasing demand from developing countries for SSTC as a unique opportunity that, complemented by the traditional North-South cooperation model, allows them to further accelerate their development and improve the living conditions of their populations. Indeed, IFAD is now at a crossroads where SSTC is becoming an essential component of its evolving business model and increasing synergies between lending and non-lending activities is no longer merely an option.
4. As part of the range of products and services it has developed over time, IFAD has adopted SSTC as an important instrument for delivering on its mandate of improving agricultural production and productivity, food security, nutrition and incomes among poor people living in remote rural areas in developing countries.
5. SSTC is an powerful yet underused means of achieving this ultimate objective. It is embedded as an integral part of the IFAD Strategic Framework 2016-2025 and constitutes an essential mutually reinforcing component – alongside policy engagement, partnership-building, knowledge management and reimbursable technical assistance – for delivering assistance to developing Member States and achieving better results on the ground.
6. As a development cooperation modality, SSTC is particularly suitable for agricultural and rural development. The countries of the Global South feature similar climatic and environmental challenges, rural production patterns and sociological characteristics. Rural innovations and solutions developed in the South can be adapted in other countries of the South much more easily and appropriately than those designed in the North and for the North. IFAD should play a key role in capitalizing on this opportunity through SSTC.
7. There is evidence that SSTC is instrumental in supporting existing low-income countries (LICs) in addressing the challenges of rural poverty and enabling them to benefit from relevant lessons, experiences and best practices of former LICs that are now classified as middle-income countries (MICs). In view of this, IFAD has recognized that SSTC should be a key area of priority moving forward.
8. Progress made. In order to have a systematic corporate approach, Management presented to the Board a new strategy for SSTC¹⁷ in December 2016. The strategy notes that IFAD's SSTC activities will focus on two mutually reinforcing pillars, namely technical cooperation and investment promotion.
9. With regard to technical cooperation, this includes introducing, testing, documenting and sharing successful rural development solutions that can be

¹⁷ <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-6.pdf>.

adapted and scaled up for wider impact; promoting policy engagement at the country, regional and global levels to foster pro-poor policy and institutional environments for sustainable and inclusive rural transformation; facilitating people-to-people and institution-to-institution knowledge exchanges; and supporting public-private-producer partnerships and networks across countries and regions.

10. In terms of investment promotion, IFAD aims to: facilitate business-to-business links; identify opportunities for MICs to finance development interventions in other MICs and LICs; advocate for greater resource allocation by developing countries to rural poverty reduction and to IFAD replenishments that can be used to further its mandate and cofinance projects; and work towards a greater role for the private sector in supporting sustainable, people-centred agriculture and agrifood sectors.
11. IFAD has used SSTC to support a range of development activities. It was an early supporter of the Commission on Family Farming (REAF) of the Common Market of the South (MERCOSUR) in Latin America, a platform that facilitates discussions and exchanges on public policies and approaches for food security and nutrition. With respect to technology transfer, the Fund has supported several initiatives, such as the Agricultural Innovation Marketplaces initiative of the Brazilian Agricultural Research Corporation (Embrapa) in Latin America and Africa, as well corridors of technical exchange between Eastern European and Middle Eastern countries. Finally, at the project level, IFAD has facilitated numerous peer-to-peer exchanges between project beneficiaries in different countries on numerous topics, including: the adoption of microirrigation technologies; the uptake of the System of Rice Intensification (SRI) approach; the promotion of oasis cultivation techniques; and income diversification practices in the sub-Saharan Africa region.
12. Many activities are ongoing, both in loan- and in grant-funded projects. For instance, IFAD supports the establishment of SSTC initiatives called learning routes, which promote knowledge exchange and technology transfer. To this end, in 2016 IFAD worked with the Chile-based PROCASUR Corporation to support learning routes in Africa and Latin America, with a view to developing strategies for the sustainable inclusion of rural youth. Moreover, in 2016 IFAD organized several study tours to promote knowledge exchange sessions among countries of the South. For instance, it organized learning tours benefiting government officials from China, Kenya, the Philippines and South Africa. The initiative encouraged the emergence of innovative approaches from developing countries on risk management and financial instruments. IFAD also organized the first South-South exchange workshop among five projects financed by the Adaptation for Smallholder Agriculture Programme (ASAP), the objective of which was to bring together project practitioners from Bangladesh, Lesotho, Mozambique, Rwanda and Uganda to promote mutual learning, capacity-building and collaborative efforts.
13. In order to better embed SSTC in its operations, the Fund made a commitment that 50 per cent of all new country strategic opportunities programmes (COSOPs) would have a well-articulated SSTC approach in the IFAD10 period. As a result, since last year, specific technical assistance missions on SSTC have been undertaken in Dominican Republic, India, Indonesia and Mozambique, and a further one is planned in Armenia before the end of the year.
14. Another critical activity is the development of the Rural Development Solutions Web Portal, which is expected to be launched by end-2017. This will capture and disseminate innovative agricultural and rural development solutions from IFAD operations and the activities of other organizations, with the aim of making them readily accessible to partners in developing countries. The platform will serve as a virtual instrument for exchanging knowledge and information on proven agriculture and rural solutions for achieving better effectiveness.

15. Furthermore, in line with the IFAD10 commitment to strengthen and monitor performance on South-South Cooperation and in close collaboration with the Food and Agriculture Organization of the United Nations (FAO), IFAD is developing its first comprehensive publication on its SSTC activities since 2009. The aim is to document the nature and number of activities, identify examples of both successful and unsuccessful SSTC initiatives, and to make available IFAD's experience and lessons to a wider audience. The publication will be launched by end-2017.
16. Finally, as a principle of engagement, IFAD is working closely with other development organizations in pursuing its SSTC activities at the country, regional and global levels. IFAD is actively working with FAO to identify concrete opportunities for collaboration at the operational level within the framework of the FAO-China South-South Cooperation Programme. Similarly, the United Nations Office for South-South Cooperation is a key partner in the first international conference on SSTC, which IFAD is planning to hold in November 2017 in Brazil. IFAD is also helping the World Bank design parts of a programme (focused on agriculture) for the Investing in Africa Forum that will be held in Senegal in September this year.
17. Moving forward. In April 2017, the new IFAD President, Gilbert F. Houngbo, established three task teams. Each is working on developing a vision and concrete action plan to guide the Fund in carrying out its activities in three priority areas: (i) youth and rural employment; (ii) rural finance and private sector; and (iii) SSTC. In this regard, SSTC has been identified as a privileged implementation modality to drive youth-led inclusive rural transformation and a tool to boost private sector investment.
18. The SSTC action plan which was developed by the task team in 2017, focuses on four action areas: (i) promote SSTC as an integral component of IFAD's holistic approach and business model. This includes enhancing the integration of SSTC into the Fund's operational activities, such as the programme of loans and grants, new COSOPs (IFAD10 commitment) and into activities that strengthen internal and external dialogue on SSTC at the operational level; (ii) improve documentation and dissemination of SSTC activities and rural development solutions. This includes clearly identifying SSTC activities and developing a related corporate database; launching IFAD's web platform on rural solutions; developing a methodology for monitoring, assessing and reporting on SSTC activities, and a vetting method and approach for better assessing the results of SSTC; (iii) actively mobilize resources in the context of IFAD11 as an immediate priority and explore the possibility of setting up a multi-donor fund for SSTC. The broad purpose is to finance SSTC activities and enable IFAD to facilitate SSTC at the regional and global levels, and to scale up well-established or ongoing SSTC activities at the country level; (iv) facilitate at least four operational investments between governments, farmers' organizations or private investors from two or more countries from the Global South in areas related to IFAD's mandate, and with a special focus on youth employment.

The evolution of IFAD's results architecture

1. IFAD is increasingly paying attention to strengthening its results architecture and results culture in order to achieve better impact on the ground, promote accountability and learning, and enhance transparency. In this regard, a number of measures are being put in place, some of which are discussed below.
2. An important step has been the further refinement of the IFAD10 RMF, initially adopted by the Governing Council in February 2015. The main purpose of the refinement was to enhance the RMF based on emerging results from the IFAD9 Impact Assessment Initiative (IAI), the IFAD Policy on Gender Equality and Women's Empowerment midterm review, and other evaluation findings and to align the RMF with the newly adopted IFAD Strategic Framework 2016-2025 and the broader Sustainable Development Goal framework. The Board approved these refinements in December 2016, reflecting the organization's increasing recognition that the RMF is a living instrument that can be proactively used to manage for better results.
3. Another important development has been the formulation of a comprehensive IFAD Development Effectiveness Framework (DEF)¹⁸ in 2016. The overall objective of the DEF is to create the necessary structure and processes to facilitate the use of evidence in decisions regarding the design and implementation of IFAD policies, strategies and projects. The DEF is being implemented through a series of mutually reinforcing actions across the organization and in IFAD country programmes.
4. IFAD undertook a revision of the Results and Impact Management System (RIMS) last year for the first time since its introduction in 2003. This culminated in a new list of core indicators for assessing project performance, which were presented to the Board in April 2017. The reform of the RIMS was undertaken to rationalize and simplify results reporting while making it more strategic, robust and simpler for effective mainstreaming into project monitoring and evaluation (M&E) systems.
5. As a complementary action to the reform of the RIMS, IFAD launched a grant-funded project to strengthen M&E capacity in developing countries by training and providing certification to project staff and others in M&E methods and processes. This initiative is being undertaken in partnership with the Centres for Learning on Evaluation and Results (CLEAR).¹⁹
6. Building on the experience of the IFAD9 IAI, the organization is also undertaking rigorous impact assessments of a number of selected projects in the IFAD10 period in order to determine the results and impact of IFAD operations. As in the past, a consolidated synthesis report on the outcomes of the impact assessments will be presented to the Executive Board, in early 2019, once all studies have been fully completed.
7. IFAD is also strengthening its results focus by further developing its results-based planning and budgeting processes. In particular, the 2018 IFAD programme of work and budget will be the first to be based on an enhanced approach, with a stronger and more explicit link between the four results pillars²⁰ in the Strategic Framework, planned institutional outputs and resource allocations. This is in line with IFAD's "value-for-money proposition", that is, to maximize the impact of each dollar invested to improve the lives of rural poor people.
8. The Fund is conducting a review of its operational policies and strategies framework to ensure it is fit for the organization's purpose of delivering on the priorities of the Strategic Framework and the overall Agenda 2030. The follow-up

¹⁸ See <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-12.pdf>.

¹⁹ See www.theclearinitiative.org/about-us/who-we-are.

²⁰ These are: (i) country programme delivery; (ii) knowledge building, dissemination and policy engagement; (iii) financial capacity and instruments; and (iv) institutional functions, services and systems.

actions from this review will ensure that IFAD pays even more attention to achieving the outcomes agreed with the governing bodies.

9. Last but not least, for the first time, a thorough midterm review of the IFAD10 medium-term plan (MTP) is foreseen before the end of 2017. The aim of the midterm review is to allow Management to take stock of progress against the main indicators, targets and corporate deliverables and to make any adjustments – including in terms of resource allocation – to ensure that expected results will be achieved by the end of the IFAD10 period in December 2018. Internal corporate quarterly performance reports have been aligned to report against the MTP, so that Management can better use the MTP to manage for results.

Summary status of IFAD10 commitments

The report provides an account of progress as of 31 December 2016 in implementing commitments of the Tenth Replenishment of IFAD's Resources (IFAD10). Progress towards these commitments is monitored quarterly by Management to identify and mitigate implementation issues. It is worth noting that 50 of the 55 commitments (91 per cent) are reported to be on track and five (9 per cent) are facing minor issues that are being addressed by the responsible departments. Four of the five commitments with minor issues are related to institutional effectiveness and efficiency and one to the financial framework.

Table 1
Summary implementation status of IFAD10 commitments

Areas	Total commitments	On track (green)		Minor issues (yellow)		Major issue (red)	
		Commitments	% of total	Commitments	% of total	Commitments	% of total
IFAD's strategic vision and role	1	1	100	-	-	-	-
Operational effectiveness and efficiency	24	24	100	-	-	-	-
Institutional effectiveness and efficiency	21	17	81	4	19	-	-
Results measurement system for IFAD10	4	4	100	-	-	-	-
Financial framework	5	4	80	1	20	-	-
Total	55	50	91	5	9	-	-

Table 2
IFAD10 Consultation: selected key milestones for IFAD's engagement with the Executive Board

Workstream	Total commitments	On track (green)		Minor issues (yellow)		Major issue (red)	
		Commitments	% of total	Commitments	% of total	Commitments	% of total
IFAD Strategic Framework 2016-2025	3	3	100	-	-	-	-
Performance-based allocation system (PBAS)	5	5	100	-	-	-	-
Sovereign Borrowing Framework (SBF)	3	3	100	-	-	-	-
Updated information in middle-income country strategy	2	1	50	1	50	-	-
Total	13	12	92	1	8	-	-

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

I. Introduction

1. This is the sixth annual report on gender in IFAD, reporting on progress in implementing the IFAD Policy on Gender Equality and Women's Empowerment. The midterm review of the policy was endorsed by the Executive Board in September 2016. It concluded that, overall, IFAD continues to do well in its contribution to gender equality and women's empowerment compared with its United Nations and international financial institution peers, but that it will need to step up its efforts to live up to the ambition of the IFAD Strategic Framework 2016-2025.

II. Results achieved in relation to the strategic objectives

2. Women's proportional representation among people obtaining access to crop production practices/technologies – as active borrowers, as well as receiving training in business and entrepreneurship from IFAD-supported projects – increased in 2016 from the previous reporting year (see annex I, table 3).

III. Results achieved in relation to the implementation plan

3. The IFAD Policy on Gender Equality and Women's Empowerment is implemented through five action areas, each with specific output indicators assessed during the midterm review.

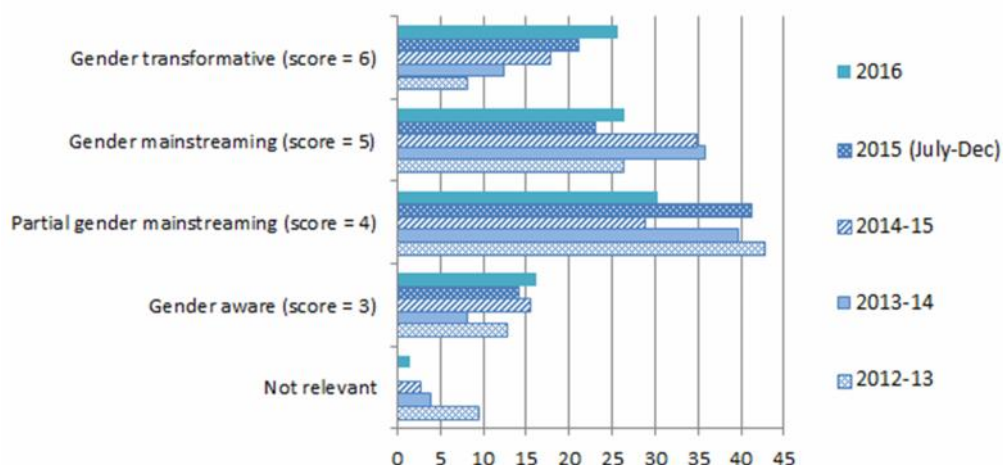
A. Action area 1: IFAD-supported country programmes and projects

4. Specialist gender staff at headquarters and regional levels provided technical support to country programmes and projects. A systematic approach for tracking project performance has been established to strengthen the gender perspective of the Results and Impact Management System (RIMS), currently under revision. The Policy and Technical Advisory Division (PTA) participated actively in the revision to ensure a strong gender dimension. IFAD's impact assessment studies are strengthened to include key elements of the Women's Empowerment in Agriculture Index (WEAI).

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

5. Figure 1 presents data for loans approved by the Executive Board each year. Ex ante analysis of the gender sensitivity of the value of the IFAD loan portfolio shows that, of the 30 loans approved in 2016, amounting to approximately US\$780 million, 82.3 per cent by value were rated moderately satisfactory (gender score 4) or above with respect to gender. While 26.4 per cent of the proportion of the total loan value was classified as meeting requirements for "gender mainstreaming" (5), the proportion of "gender transformative" (6) increased to 25.6 per cent in 2016, from 17.8 per cent in 2014 and 21.2 per cent in 2015.

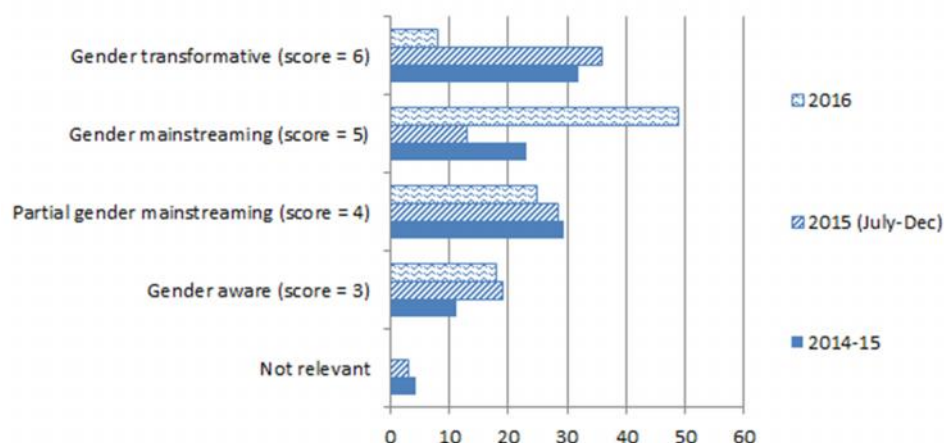
Figure 1
Distribution of total loan value approved by gender score
 (Percentage of total loan value)



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

6. In 2016, the methodology was extended to review 37 IFAD grants with a total value of US\$48.125 million. A total of 49 per cent were classified as “gender mainstreaming” and 8 per cent as “gender transformative”.

Figure 2
Distribution of total grant value approved in 2014-2016 by gender score
 (Percentage of total grant value)



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

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

7. IFAD actively contributed to a number of international forums and global campaigns with the United Nations (Commission on the Status of Women [CSW]), the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) Network on Gender Equality, Multilateral Development Bank (MDB) Working Group on Gender, United Nations Educational, Scientific and Cultural Organization, Food and Agriculture Organization of the United Nations (FAO), World Food Programme (WFP) and UN Women. IFAD contributed to the work of Office of the United Nations High Commissioner for Human Rights and the Committee on the Elimination of All Forms of Discrimination against Women in preparing its general recommendation number 34 on the rights of rural women (which was adopted in March 2017). The IFAD-grant-funded Cuatro Pinos cooperative from Guatemala presented their work at a panel discussion

during the biannual conference of the MDB Working Group on Gender, hosted by Inter-American Development Bank. A high-level event was organized jointly by FAO, the Slovak Presidency of the Council of the European Union and the European Commission, with IFAD, WFP and UN Women.

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

8. The IFAD Strategic Framework 2016-2025 identifies gender equality as one of the five principles of engagement at the core of IFAD's identity and values, cutting across the delivery of all its development results. The IFAD10 Results Measurement Framework, covering the period 2016-2018, sets targets on: the quality of loans from a gender perspective; project performance on gender equality and women's empowerment; and women's representation in senior positions within the IFAD workforce. The mandatory outline for country strategic opportunities programmes also includes gender analysis of rural poverty and gender profiling of target groups.
9. Gender toolkits have been developed on household methodologies and on reducing rural women's domestic workload through labour-saving technologies and practices. They include a teaser, how-to-do note, lessons learned note and compendium of innovative technologies.
10. Knowledge on gender equality and women's empowerment is documented and publicly shared with the active involvement of the Communications Division and regional and project gender focal points, in particular through a bimonthly gender newsletter issued by PTA.

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

11. Scaling-up activities and policy dialogue are carried out at the project level. In addition, the following global-level activities took place:
 - (a) The first international Forum on Empowerment through Household Methodologies (June) was organized for practitioners and key players by IFAD, Oxfam and Hivos, with a special focus on the Gender Action Learning System (GALS).
 - (b) IFAD has strengthened partnerships with many gender networks such as the MDB Working Group on Gender, OECD-DAC Network on Gender Equality, and Global Donor Platform for Rural Development.
 - (c) The PROCASUR Corporation and the IFAD Country Office in the Sudan organized the workshop, "A journey to Uganda bears fruit for Sudan: Enhancing innovations through learning routes on the Gender Action Learning System" in Khartoum.
 - (d) In the context of the joint programme on Accelerating Progress towards the Economic Empowerment of Rural Women (RWEE), IFAD organized a support mission to the roll-out of GALS in rural areas of Kyrgyzstan.

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

12. IFAD strengthened partnerships with global gender networks (the MDB Working Group on Gender, OECD-DAC Network on Gender Equality and Global Donor Platform for Rural Development). Collaboration with the Rome-based agencies (RBAs), UN Women and others has been strengthened in regular working meetings and joint activities such as the celebration of International Women's Day and side events at CSW and the Committee on World Food Security (CFS). Under RWEE, implemented since 2014 with the RBAs and UN Women in seven countries, IFAD supported activities in Ethiopia, Kyrgyzstan, Niger and Rwanda.

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

13. In addition to ongoing support, capacity-building and gender training at the field level, specific training sessions and South-South exchanges were organized on: integrating gender- and nutrition-sensitive approaches; household methodologies; reduction of rural women's workload; financial inclusion; agricultural extension; and value chains and rural finance. Monthly gender breakfasts with guest presenters on a variety of topics have been organized to build the capacity of IFAD staff on various gender topics.

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

14. Since 2012, at least 90 per cent of projects have been rated at least moderately satisfactory on completion. In the 2016 RIDE, over 50 per cent have been rated as satisfactory, and 11 per cent highly satisfactory. In 2014-2016, 87 per cent were at least moderately satisfactory on completion, with 33 per cent moderately satisfactory, 49 per cent satisfactory and 5 per cent highly satisfactory.²¹
15. The 2016 Annual Report on Results and Impact of IFAD Operations noted an improvement in gender equality and women's empowerment since 2008-2010, when 78 per cent of projects evaluated were moderately satisfactory or better, compared with 88.4 per cent in 2013-2015. Nevertheless, this is a little less than in 2011-2013, when the figure was 89 per cent.

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

16. There have been many initiatives and activities in IFAD-supported programmes, for example:
- (a) Youth Agribusiness Leadership and Entrepreneurship Summit on Innovation, with a focus on young women in sustainable value chains, organized by the Government of Senegal, the Global Youth Innovation Network (GYIN) and the IFAD Country Office in Dakar;
 - (b) Empowering Households and Communities in Nigeria for Financial Inclusion, organized by IFAD and the Rural Finance Institution-Building Programme (RUFIN) in Nigeria;
 - (c) Gender sensitization and mainstreaming workshop in the Southern Punjab Poverty Alleviation Project in Pakistan.

D. Action area 4: Gender and diversity balance in IFAD

17. Gender considerations have been mainstreamed in the IFAD competency framework. Gender issues have been addressed in security awareness training.

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

18. As of 31 December 2016, women account for 45 per cent of the 336 Professional and higher category staff and 82 per cent of the 208 General Service staff. Of the 67 IFAD national staff paid through other United Nations agencies, women accounted for 26 per cent of the 43 national officers and 75 per cent of the 24 General Service field staff.
19. Women accounted for 25 per cent of staff at P-5 or above, with a decrease of 1 per cent compared with 31 December 2015. Within the United Nations, IFAD

²¹ The above percentages are based on the ratings of Gender Equality and Women's Empowerment criteria within the PCR rating matrix. Source: PCR rating data base. https://xdesk.ifad.org/sites/pd/Lists/PCR_TEST/AllItems.aspx.

compares well at grades P-1 to P-4, but falls below the United Nations average for women at P-5 and D-1 and D-2 levels.

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

20. Improvements have continued since 2010, with no significant differences between women and men in responses. All supervisors and directors are mandated to demonstrate respect for gender equality and diversity and commitment to equal and fair opportunities for employment, career development and learning. Their performance is assessed at year-end. In 2016, IFAD launched its first Career Development Framework and a Career Development Guide, with specific reference to women's career development. It is also designing an emerging leaders programme to support succession planning and enhancement of women at P-5 positions and above.

E. Action area 5: Resources, monitoring and professional accountability

21. The Operations Management Committee is the reporting mechanism for gender issues, and the Associate Vice-President, Programme Management Department (PMD), is the Senior Management gender champion. The midterm review of the gender equality and women's empowerment policy acknowledged its clarity and focus and noted that it is well integrated into the Strategic Framework and programming systems.

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

22. The gender staffing at IFAD headquarters was reduced in September 2016, when the lead technical expert on gender (P-5) resigned. A senior technical specialist (P-4) has been the only full-time gender position at headquarters, assisted by a General Service staff member on a part time basis, one long-term consultant and other temporary support. The P-5 position will be filled in 2017. Two divisions continue to have full-time outposted regional gender coordinators (national officers) covering sub-Saharan Africa. The Executive Management Committee agreed in September to fund regional coordinators for Asia and the Pacific, Latin America and the Caribbean and the Near East, North Africa and Europe. These positions are yet to be filled.
23. The system of gender focal points (GFPs) and alternates in headquarters comprised five P-5s, three P-4s, eight P-3s and one G-6 with 13 women and 4 men. GFPs are expected to allocate 20 per cent of their time to gender work. However, 67 per cent continue to spend less than 10 per cent of their time on GFP activities, and the rest spend 10 to 20 per cent. The 2016 midterm review proposed to strengthen the network of GFPs and alternates.
24. The Office of Budget and Organizational Development is working to introduce a financial benchmark to track the number and/or cost of gender consultants participating in design and supervision work. For 2017, 6.3 per cent of the Independent Office of Evaluation of IFAD (IOE) budget is directly allocated to examining gender issues, which is higher than the 5.8 per cent calculated in its 2016 budget.

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

25. Gender equality and women's empowerment are embedded in corporate communications and public advocacy materials and campaigns, including speeches by Senior Management and blog posts. The President's speeches and statements regularly report on IFAD's gender work and/or carry stories on rural women. The IFAD Rural Development Report 2016 put the spotlight on gender equality and

women's empowerment. The President and Senior Management staff were speakers at various high-level events where they also highlighted issues concerning rural women.

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

26. In 2016, IFAD's overall performance under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) has remained the same as in 2015, with 11 indicators meeting or exceeding requirements. IFAD continues as a leader among United Nation entities in terms of progress in meeting UN-SWAP indicators. Nevertheless, additional work is needed on gender architecture and parity, resource allocation, and staff capacity assessment and development.

Implementation of the Istanbul Programme of Action for Least Developed Countries

Istanbul Programme of Action (IPoA)

1. The Istanbul Programme of Action (IPoA) for the Least Developed Countries for the Decade 2011-2020 was adopted at the Fourth United Nations Conference on the Least Developed Countries (LDCs) held in Istanbul in May 2011. The programme is intended to chart the strategy of the international community for the sustainable development of LDCs, in recognition of their special development needs and enormous potential for economic growth. IPoA seeks to overcome the structural challenges faced by LDCs in eradicating poverty and achieving internationally agreed development goals, particularly the Millennium and Sustainable Development Goals (MDGs and SDGs). Specifically, IPoA aims to enable half of LDCs to graduate from LDC status by the end of the decade, and to achieve sustained, equitable and inclusive economic growth of at least 7 per cent annually.
2. IFAD endorsed the IPoA declaration in 2012 during the thirty-fifth session of IFAD's Governing Council. LDCs have been a core constituency of IFAD since its founding in 1978, are a major recipient of IFAD funding, and are central to IFAD's strategic vision of inclusive and sustainable rural transformation. Almost half the populations of LDCs live in extreme poverty, and two thirds of the LDC labour force works mostly in smallholder agriculture, a sector that suffers from chronically low labour productivity. As a result, four of the eight priority areas of action of the IPoA are particularly close to IFAD's core mandate: (i) productive capacity; (ii) agriculture, food security and rural development; (iii) mobilizing financial resources for development and capacity-building; and (iv) good governance at all levels.
3. IFAD participates in the Inter-Agency Consultative Group (IACG) – composed of the United Nations system and international organizations – for implementation of the IPoA. It also engages on a regular basis with the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS).

Istanbul Programme of Action midterm review

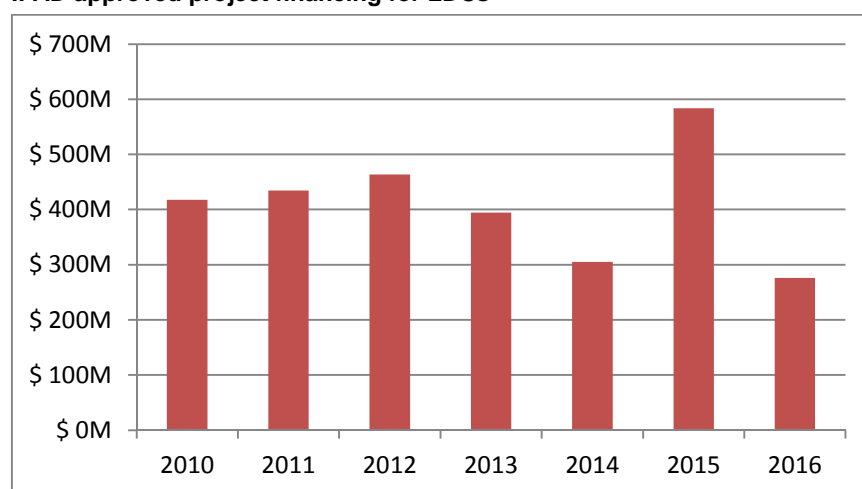
4. The year 2016 was the midpoint for the programme, with the comprehensive midterm review of IPoA implementation taking place in Antalya, Turkey, on 27-29 May 2016. The review resulted in an internationally negotiated political declaration that reaffirmed the global commitment to highlight concrete measures to support the IPoA and to address the special needs of LDCs and the inequitable growth of countries in past decades – despite the actions taken so far – with few LDCs meeting the MDGs.
5. IFAD's engagement in the midterm review was crucial in sharing successful experiences and lessons from IFAD's work in LDC contexts, and it drew attention to the centrality of smallholder agriculture and rural development in the sustainable and inclusive transformation of LDCs.
6. IFAD's experience in assisting LDCs was extensively reflected in a United Nations toolkit, launched at a high-level event organized by UN-OHRLLS to highlight best practices emerging from United Nations activities in LDCs. The toolkit demonstrated that IFAD's enhanced financial support to LDCs helped to: (i) develop the agriculture sector; (ii) improve efficiency in the generation, transmission and distribution of sustainable energy resources; (iii) broaden the economic base to reduce commodity dependence; (iv) improve human and social development; (v) build the resilience of LDCs to economic shocks and mitigate their adverse effects (including climate change and natural hazards); and (vi) mobilize their financial resources for development and capacity-building.

7. During the midterm review, IFAD made presentations to four high-level thematic roundtables devoted to productive capacity, agriculture, food security and rural development. This underlined the importance of investments in agribusiness, including the need for a stronger partnership with the private sector and for complementary support to capacity-building, climate-smart agriculture, last-mile infrastructure and enabling policy frameworks. In addition, IFAD organized two side events, with other partners, on mobilizing investment in the rural agenda in LDCs and on IFAD's LDC strategy.

LDCs in IFAD-funded operations

8. There are currently 48 countries classified as LDCs, with a total population of about 880 million people. As of 2016, all countries classified as LDCs by the United Nations are IFAD Member States (34 in Africa, 13 in Asia and the Pacific and one in Latin America and the Caribbean).²² Thirty-two LDCs are classified by IFAD as fragile situations, and several LDCs have risen to middle-income country status since the adoption of the IPoA in 2011. In 2016, IFAD had 100 active loan-funded projects in LDCs: 36 per cent in East and Southern Africa, 29 per cent in West and Central Africa, 26 per cent in Asia and the Pacific, 8 per cent in the Near East, North Africa and Europe, and 1 per cent in Latin America and the Caribbean – in addition to numerous grant activities. This active portfolio includes over US\$3 billion in LDC financing.
9. IFAD has committed increasing resources to LDCs during each replenishment cycle. It allocates available resources to projects through the performance-based allocation system (PBAS), with a total of US\$1.3 billion allocated for the Tenth Replenishment of IFAD's Resources (IFAD10) – see figure 2. The approval rate for project funding for LDCs reflects IFAD's PBAS cycle, with approvals typically clustering in the final year of each three-year replenishment cycle, and fewer project approvals in the first and second years. This is demonstrated in 2012 and 2015, which are the final years of the IFAD9 and IFAD10 replenishment cycles and show higher amounts of project financing (figure 1). In 2016 IFAD approved US\$275 million for LDC projects in the first year of the IFAD10 replenishment cycle. This is a lower level of project approvals compared with the previous year. However, based on the PBAS allocation (figure 2), significant allocations are expected for 2017 and 2018 (subject to LDC demand for financing).

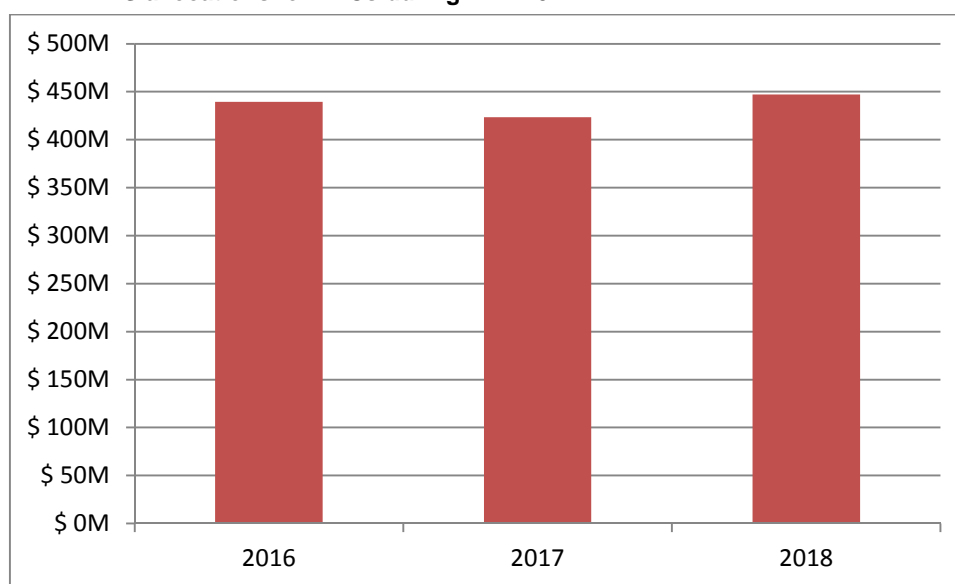
Figure 1
IFAD approved project financing for LDCs



Source: IFAD, Grants and Investment Projects System (GRIPS).

²² United Nations Committee for Development Policy, Development Policy and Analysis Division, Department of Economic and Social Affairs, *List of Least Developed Countries (as of May 2016)*. www.un.org/development/desa/dpad/least-developed-country-category.html.

Figure 2
IFAD PBAS allocations for LDCs during IFAD10



Source: IFAD, progress report on implementation of the PBAS.

10. Financing terms. IFAD's financing terms are partially determined by per capita income. As a result, LDCs receive financing on softer terms for projects and programmes. Most operations are financed through highly concessional loans under the Debt Sustainability Framework (DSF). These highly concessional loans are often combined with grants or DSF grants (table 1).

Table 1
IFAD approved funding for LDCs (January 2011-December 2016)
(Millions of United States dollars)

<i>Financing terms</i>	<i>Amount</i>
DSF grant	587.1
DSF grant/highly concessional loan	728.8
Highly concessional loan	1 085.7
Blend	37.7
Total	2 439.2

Source: IFAD, GRIPS.

11. In addition to regular project financing and DSF grants, IFAD provides grants in the LDCs to governments, farmers' and producers' organizations, civil society organizations, academia and NGOs. These grants provide special value in supporting policy engagement, research, partnerships and innovation. Since its inception in 1978, IFAD has provided over 300 such grants to LDCs.

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

I. Summary of the 2016 quality assurance review

1. This report refers to the review of results-based country strategic opportunities programmes (RB-COSOPs) and concept notes (CNs) for loan- and grant-financed projects by the Operational Strategy and Policy Guidance Committee (OSC), chaired by the President of IFAD, and of final project design reports for loans and grants by the Quality Assurance Committee, chaired by the Vice-President of IFAD. The Quality Assurance Group (QAG) serves as the secretariat of both committees.
2. The OSC reviews COSOPs and CNs for loans and grants. It reviews COSOPs at an advanced stage of development, endorses their strategic objectives and provides guidance in their finalization. Regarding CNs for loan- and grant-funded projects, the OSC provides strategic recommendations, approves pipeline entry and endorses the amount of IFAD financing. Once design documents for loans and grants have been through the quality enhancement (QE) process,²³ they undergo the quality assurance (QA) review to ensure quality at-entry prior to approval.
3. In 2016 OSC reviewed 13 COSOPs, 47 CNs for loans and 57 CNs for grants:
 - (a) Of the 13 COSOPs reviewed (compared with four in 2015), OSC endorsed the strategic objectives of 12. Of the 13, 10 were for middle-income countries (five upper-middle-income and five lower-middle-income) and three for low-income countries. Additionally, 4 of the 13 COSOPs cover countries with fragile situations.
 - (b) Of the 47 CNs for loan projects reviewed (13 in 2015), 29 were stand-alone and 18 were attached to COSOPs.²⁴ OSC approved entry into the pipeline of 43 of these.
 - (c) Regarding CNs for grants, of the 57 reviewed, OSC approved entry into the pipeline of 43.
4. In turn, the Quality Assurance Committee reviewed and approved 31 final project design reports, for a total of US\$845 million in IFAD financing for 31 countries. Of these, 26 correspond to new projects and 5 to additional financing for ongoing projects. The QA Committee also reviewed 42 final grant design documents, of which 37 were subsequently approved by the President and the Executive Board for a total amount of US\$48.1 million.²⁵
5. Of the 26 investment projects rated (additional financing proposals are not rated), 20 (77 per cent) were cleared with only minor changes required, while 6 projects (23 per cent) required further refinements during loan negotiations and/or implementation.

²³ Led by the Policy and Technical Advisory Division (PTA).

²⁴ Quality review standards are the same for both stand-alone CNs and those included in COSOPs.

²⁵ These figures include a stand-alone DSF grant to ABC Microfinance, Mali (a private-sector company with a social purpose) of US\$425,000, which underwent QA and was approved by the Executive Board. They do not include microgrants, which do not undergo QE/QA processes and are approved by department heads. Five microgrants were approved in 2016, for a total of US\$1.8 million.

Table 1
Quality at-entry review results 2008-2016

	2016	2015	2014	2013	2012	2011	2010	2009	2008
Number of projects rated at-entry *	26	34	31	27	30	38	36	33	29
Projects ready to proceed with minor changes (%)	77	44	68	59	60	39	42	33	34
Projects ready to proceed subject to addressing recommendations during negotiations or implementation (%)	23	56	29	41	40	61	58	64	66
Projects with outstanding issues entailing delay in presentation to Executive Board (%)	0	0	3	0	0	0	0	0	0
Projects with severe outstanding issues that justify dropping them from lending programme (%)	0	0	0	0	0	0	0	3	0

Only new projects are rated at-entry; any variations from the ratings in the 2016 RIDE reflect this decision.

6. Projects are rated at-entry across the dimensions presented in table 2, which shows that targets have been exceeded. Of the 26 projects rated at-entry, 88 per cent were judged likely to meet their objectives.

Table 2
At entry ratings^a

Indicators	Baseline year	Baseline value	Results 2015	Results 2016	IFAD10 target
4.3 Percentage of projects rated 4 or better at-entry					
4.3.1 Overall quality of design	2010/11	79	91	96	90
4.3.2 Overall quality of design for projects in fragile situations ^b	2010/11	n/a	94	100	85
4.3.3 Gender	2010/11	86	94	100	90
4.3.4 Monitoring and evaluation	2010/11	70	85	92	90
4.3.5 Scaling up ^c	2010/11	72	95	89	85
4.2.6 Environment and climate change	n/a	n/a	85	96	80
4.2.7 Projects have a published, verifiable economic analysis	n/a	n/a	n/a	100	100

^a Ratings have a 1-6 scale, 1 is highly unsatisfactory and 6 is highly satisfactory. Whereas Results Measurement Framework (RMF) ratings are calculated on a 24-month rolling basis, the ratings presented in this table are annual.

^b In 2016, 6 projects were located in fragile situations.

^c The 2016 ratings are based on 19 projects that explicitly include scaling-up activities.

II. Achievements and challenges

A. Learning from COSOP review

7. The increased number of COSOPs reviewed (four in 2015, 13 in 2016) was due to new Operational Procedures for Country Strategies,²⁶ which establish that COSOPs should be prepared for all countries with whom IFAD is engaged, to strengthen the strategic framework for IFAD's work at the country level. In special circumstances, a country strategy note (CSN) can be prepared as an alternative, although this is a transitional document and does not undergo OSC review.
8. Rationale for engaging. COSOPs should identify how IFAD can add value to national efforts in rural poverty reduction. In some cases, as a result of OSC

²⁶ Issued by the Programme Management Department in December 2015, approved by the President in August 2016 and submitted to the Executive Board in September 2016.

deliberations, originating divisions were requested to further detail IFAD's comparative advantage and value added, to ensure that IFAD support makes a difference.

9. Lessons learned. The analysis of learning from previous IFAD experience should be the basis of country strategies and should inform proposals for scaling up. Lessons learned presented in some COSOPs were comprehensive, but scope remains to ensure that the Fund's experience is a core aspect of every COSOP.
10. Operationalizing the strategy. Each COSOP must include at least one CN for a loan or grant, to ensure that the strategy presented in the COSOP guides an operational strategy. In this way, the alignment between COSOP strategic objectives and the objectives of the proposed projects is assessed. Although, overall, there has been good alignment, disconnects have been identified in some COSOPs. Other RB-COSOPs have focused almost exclusively on future projects, with little mention of how ongoing projects would contribute to the COSOP strategy. OSC flags this as an important point to be followed up on. Another area for improvement is to include grants as part of COSOP operational strategies.
11. Non-lending activities. Despite the improvements registered in 2016, several COSOPs still don't devote sufficient attention to non-lending activities such as policy engagement, knowledge management and South-South and Triangular Cooperation. Further improvement will contribute to the preparation of more comprehensive strategies for IFAD engagement.
12. Country programme evaluation (CPE) recommendations. Overall, a good degree of responsiveness to CPE recommendations was observed in the COSOPs reviewed. The RB-COSOP includes the agreement at completion point of the latest CPE as a mandatory annex, which increases awareness of the necessity to consider CPE results.

B. Investment projects

13. Learning and scaling up. Learning from experience is a success factor in project design. Project reviews show that where lessons from previous experience have been identified and applied to design, the project foundation is stronger and has a firmer basis for proposing a coherent scaling up pathway. The OSC and QAG prioritize this aspect, because the main source of knowledge for IFAD is the project implementation experience.
14. Theory of change. Another important aspect reviewed is the alignment of project objectives, activities and expected outputs and outcomes, which should demonstrate logical linkages and a theory of change. The solidity of this aspect of projects is mixed, thus it remains a priority for project review.
15. Social, Environmental and Climate Assessment Procedures (SECAP). Approved in 2014, SECAP triggered discussion on how to operationalize the new requirements and roles within IFAD for developing, reviewing and clearing environmental and social assessments. Specific sections have been added to the CN outline, resulting in better information from the start of design, although the learning curve has not yet been completed.
16. Mainstreaming of climate and nutrition. There is a positive development in project design relating to mainstreaming climate and nutrition when not relying on additional funds, e.g. from Adaptation for Smallholder Agriculture Programme (ASAP) and Global Environment Facility (GEF), recognizing that these resources applied in previous projects have often created the conditions for mainstreaming.

III. Implementation of the grant programme

17. The IFAD Policy for Grant Financing, approved in 2015, became effective in 2016. Some key changes introduced were:
 - Global/regional grant proposals are prepared based on predetermined priority areas to ensure strategic focus and alignment to corporate priorities.²⁷
 - Allocation of global/regional grant resources is based on analysis of CNs, which compete for these resources.
 - Introduction of a QA grant committee to review IFAD-funded stand-alone grants.²⁸
18. In 2016 57 grant CNs were reviewed, of which OSC approved 43 and authorized their design phase. 42 grant design documents were finalized, reviewed and submitted to the QA Committee,²⁹ which cleared 40. Of these, 37 were approved by the Executive Board (large grants) or by the President (small grants).³⁰
19. There was a noticeable improvement in the quality of grant proposals reviewed in 2016: they were more strategic and aligned to corporate priorities; there was a greater attempt to build country capacity; the knowledge management dimension was better articulated; more attention was paid to the public good dimension of grants; competitive selection of recipients was increased, as was interdivisional collaboration.
20. Aspects needing further improvement include: strengthening links to country programmes; clarifying how proposals build on previous experience; defining the target group more clearly; and ensuring that CNs are not overly ambitious. Even though knowledge management is better articulated, this needs further development as well.

²⁷ In 2016 these priority areas were: (i) rural youth and employment; (ii) rural financial inclusion; (iii) improved data collection and better results measurement; and (iv) agricultural research for development.

²⁸ Loan component grants are reviewed with the loans they relate to.

²⁹ The following criteria were used to assess grant proposals: (i) relevance; (ii) technical soundness; (iii) value for money; (iv) recipient organization and partnerships; (v) M&E, lessons learning and KM; and (vi) scaling up and sustainability.

³⁰ See footnote 25.

A. Reporting on the grant policy

21. The grant policy includes a commitment by QAG to report on its implementation in terms of the indicators in table 3.

Table 3

Results framework and performance indicators for grant policy implementation

Indicators	2014 (baseline)	2016	2018 target
1. Improved relevance and focus of grant-funded projects			
(a) Percentage of grants rated 4 or better at-entry	n/a	100	90
(b) Percentage of grantees competitively selected (Global/regional)	4	36	70
2. Increased effectiveness and impact of grant-funded projects			
(a) Percentage of grants rated 4 or better at completion for effectiveness	n/a	91	80
(b) Percentage of grants rated 4 or better for overall implementation progress	92	91	80
(c) Number of grants resulting in scaled-up interventions	n/a	31	30
(d) Cofinancing mobilized for grants per IFAD dollar ^a	1.3:1 ^b	1.4:1	1.5:1
3. Greater efficiency in grant management			
(a) Working days to process grants, from clearance of CN to approval ^c	Small: 186 Large: 193 ^d	Small: 174 Large: 269	Small: 150 Large: 180
(b) Number of ongoing grants ^e	205	158	150
(c) Average size of grants approved (millions of US\$)	0.81	1.17	1.44
(d) Proportion of value of small grants approved of total grant allocation	25.6	8	10
4. Enhanced knowledge generation and dissemination			
(a) Percentage of grants with knowledge management plan and budget	88	94	90
(b) Percentage of grants rated 4 or better for knowledge management	94	94	95

Sources: GRIPS, grant design documents, QA ratings and grant status reports (GSRs). The table does not include loan-component grants.

^a These figures are from design documents. However, additional cofinancing is typically mobilized during implementation. Looking at the grant status report, for example, in 2016 the ratio is much higher, at almost 2:1.

^b Excluding cofinancing for grants to WFP for the Ebola emergency response and to the Jordan River Foundation for the Zaatari refugee camp, which are considered outliers, and where IFAD contributed a relatively small amount of funding to major multi-donor contributions.

^c The grant policy and its implementing procedures introduced changes that have significantly contributed to increasing the quality of the grants portfolio. However, these additional processes (such as OSC screening, competitive selection of grant recipients, rigorous QE and QA processes) have made the process more intensive, particularly with reference to lead times required and staff involvement. The 2018 target set thus needs to be revised to reflect this new context, as it is currently not realistic.

^d The baseline refers to clearance of the divisional strategic workplan for global regional grants and excludes country-specific grants, as there were no CNs submitted.

^e Does not include projects completed.

IV. Efficacy of IFAD's quality assurance system

22. Increasing coherence along the QA review cycle. Efforts were made in 2016 to strengthen the coherence of the review cycle from CN review at OSC to QA review of final design. The QA review begins analysis of the extent to which recommendations from previous stages have been considered. This contributes to an iterative quality enhancement and assurance process, whereby projects that take into account the recommendations of OSC and QE, reach QA with fewer substantive issues.

23. Role of QAG and external reviewers. For reviewing CNs and project design documents, QAG, as secretariat for OSC and the QA Committee, works with external specialists. In 2016 QAG took a stronger role in COSOP and loan project review by providing a comprehensive assessment of COSOPs and CNs at OSC, and an overall assessment of investment projects at QA, as was already done for grants. This strengthens IFAD guidance and leadership of the review process, while benefiting from external expertise.
24. QUASAR. Through 2015 the online platform Quality Assurance Archiving System (QUASAR) had been used only for QA reviews of loans. In 2016 it was further developed to include COSOPs, CNs for loans and grants, QE for loans (jointly with PTA) and additional financing proposals. In 2017 it is being further developed to include QA of grants.

Progress report on the Adaptation for Smallholder Agriculture Programme

ASAP financial status

1. As of May 2017, the Adaptation for Smallholder Agriculture Programme (ASAP) Trust Fund has the following financing status:

Table 1

Financial status of the ASAP Trust Fund – as of May 2017

(Thousands of United States dollars)

<i>Donor</i>	<i>Year</i>	<i>Received</i>	<i>Receivable</i>
Belgium	2012	7 884	
Canada	2012	19 849	
Finland	2014	6 833	
Flanders (Belgium)	2014	2 379	
Netherlands	2012	48 581	
Norway	2013/2014/2015	9 240	
Republic of Korea	2015	1 850	1 150
Sweden	2013	4 492	
Switzerland	2013	11 058	
United Kingdom	2012/2013/2014	16 241	177 969
Total		128 407	179 119

2. Following the strong depreciation of the pound sterling relative to the United States dollar in late 2016, and considering that a large portion of the ASAP contribution by the United Kingdom is still a receivable, the commitment authority for ASAP-related programming has been reduced substantively, from US\$366.5 million in May 2016 to US\$301.5 million in April 2017. This corresponds to a reduction of 18 per cent. Administrative expenses incurred for management of the programme to date have drawn US\$5.6 million from the ASAP Trust Fund.

ASAP programming

3. The depreciation of the pound sterling has also had an adverse effect on IFAD's ability to meet the demand for climate-change adaptation actions in its investment programmes. In response to this development, IFAD has had to reprioritize projects under design in its active ASAP grant pipeline and delay developing new ASAP investments until the situation improves. IFAD's Accounting and Controller's Division has established a contingency window of US\$7.5 million in the ASAP Trust Fund to be able to buffer a future downturn in the exchange rate and has operationalized additional protocols to monitor the development of the ASAP commitment authority in the future.
4. As of 1 May 2017, approved ASAP grants for 40 countries totalled US\$295.8 million³¹ (see table 2). The final batch of ASAP investments that can be designed under the current commitment authority are expected to cover Myanmar (US\$6.5 million); Comoros (US\$1 million) and Iraq (US\$2 million). If the £/US\$ exchange rate improves, IFAD will be in a position to request an endorsement of additional projects under the ASAP Trust Fund, in line with the amendments to the instruments approved by the IFAD Executive Board in December 2016.³²

³¹ Approved amounts in accordance with IFAD's GRIPS.

³² Proposed amendments to the instrument establishing the trust fund for the IFAD Adaptation for Smallholder Agriculture Programme. <https://webapps.ifad.org/members/eb/119/docs/EB-2016-119-R-20.pdf>.

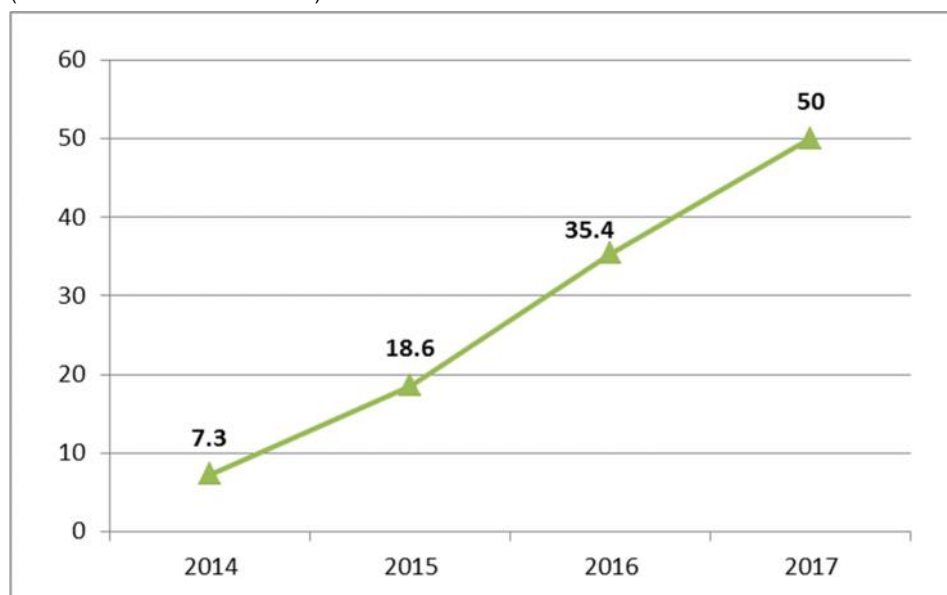
ASAP implementation

5. As of May 2017, 37 ASAP-supported projects had signed government agreements. Of these, 27 have begun disbursing ASAP grant financing. Two ASAP-supported projects have been cancelled (in Yemen due to violent conflict and in the United Republic of Tanzania due to cancellation of cofinancing and an associated change in the underlying conditions for project viability). Total disbursements under the ASAP Trust Fund as of May 2017 amount to US\$50 million (including design funds).

Graph 1

ASAP cumulative disbursements

(Millions of United States dollars)



6. Intermediate results from projects actively disbursing ASAP financing are captured in project supervision reports and summarized in table 4. Aggregate results projections of 40 ASAP-supported projects approved by the IFAD Executive Board as of May 2016 and official results reported by 26 projects in the RIMS are summarized in table 3.

ASAP knowledge management and communications

7. Over the course of 2016/17, IFAD has developed a web-based knowledge platform (www.asapinvestments.org) to provide donors and partners with access to relevant project documentation, studies, maps, working papers and communications resources on ASAP-supported projects.
8. In October 2016, a first South-South exchange between ASAP project teams was organized in Kigali, Rwanda. It brought together project staff from ASAP-supported projects in Bangladesh, Lesotho, Mozambique, Rwanda and Uganda.³³ The aim was to exchange experiences implementing climate information services, climate-smart technologies and institutional capacity-building.
9. In terms of communication efforts, during the period May 2016 to May 2017, over 50 blogs and web stories on ASAP-supported projects were produced and uploaded onto the IFAD website. Media outreach reached in excess of 1,500 outlets in total, with five press releases put out to international media over the last six months of 2016. Name checks for ASAP and the issues it promotes in terms of advertising equivalency reached in excess of US\$1.5 million. The Marrakech press trip was a

³³ Bangladesh – Climate Adaptation and Livelihood Protection Project; Lesotho – Wool and Mohair Production Project; Mozambique – Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors; Rwanda – Post-Harvest and Agribusiness Support Project; Uganda – Project for the Restoration of Livelihoods in the Northern Region.

particular success, with coverage from AFP News Agency, Associated Press Television News (80 plus TV stations picked up the story) and Thomson Reuters.

10. In collaboration with other Rome-based agencies, IFAD organized a number of events at which ASAP-supported projects were presented. This has included side events on climate finance in May 2016 at the Subsidiary Body for Scientific and Technological Advice (SBSTA) of the United Nations Framework Convention on Climate Change (UNFCCC) and at the Committee on World Food Security in October. At the UNFCCC COP22 in Morocco and the COP13 Convention on Biological Diversity, IFAD participated in numerous side events, media relations and the high-level segment. It also presented examples of ASAP's work at two El Niño-related conferences in Rome, and at the International Association for Impact Assessment in Montreal in April 2017.
11. Key knowledge products from the reporting year include the publications *The Economic Advantage*, which focuses on the economic benefits of climate-smart investment in smallholder farming, and *The Dryland Advantage*, which highlights IFAD's adaptation work in dryland areas. These publications were promoted through dedicated events, donor/media receptions and a press trip to the field. Finally, IFAD released two new videos for its *Recipes for Change* campaign.

Table 2
ASAP-supported projects approved by the IFAD Executive Board as of May 2017*

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed	% ASAP disbursed	Thematic focus
Asia and the Pacific region								
Bangladesh	Climate Adaptation and Livelihood Protection Project	HC	15 047 193	AG	Sep-13	5 739 262	38.14	Village protection to prevent flood damage; diversified food production and income generation systems; capacity-building in climate risk management; flash-flood early warning system
Bhutan	Commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP)	Blend	5 022 615	FB	Sep-15	819 790	16.32	Climate-resilient agriculture systems (permaculture), value chains, dairy and irrigation; renewable energy technologies; policy dialogue on building resilience to climate change in the agriculture sector
Cambodia	Agricultural Services Programme for Innovations, Resilience and Extension (ASPIRE)	HC	14 995 000	AG	Dec-14	2 338 925	15.60	Mainstreaming climate risk resilience in 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, agrosilvopastoral systems, conservation agriculture, biogas)
Lao People's Democratic Republic	Southern Laos Food and Nutrition Security and Market Linkages Programme	HC	5 000 000	AG	Apr-15	530 000	10.60	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
Nepal	Adaptation for Smallholders in the Hilly Areas Project (ASHA)	HC	14 999 000	FB	Sep-14	1 000 000	6.67	Participatory climate risk and vulnerability assessments; development of local adaptation plans; sustainable land, water and forest management; diversification of crops; improved storage systems
Viet Nam	Project for Adaptation to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces	Blend	12 000 136	FB	Dec-13	3 064 239	25.54	Combined rice/aquaculture systems, salinity monitoring and management in soil and groundwater; saline-tolerant catfish breeding; institutional capacity development

* **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

Grant type

AG = additional grant (added to an ongoing investment programme)
 FB = fully blended grant (co-programmed with IFAD baseline investments)

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed	% ASAP disbursed	Thematic focus
East and Southern Africa region								
Burundi	Value Chain Development Programme – Phase II (PRODEFI-II)	D	4 926 000	FB	Sep-15	800 000	16.24	Improved livestock management to enable soil regeneration; Improved infrastructure to protect agricultural production from extreme events; support for development of a risk management plan at the landscape level; design and application of revised building codes
Ethiopia	Participatory Small-scale Irrigation Development Programme – Phase II (PASIDP II)	HC	11 000 000	FB	Sep-16	-	-	Promotion of improved smallholder irrigation practices and associated management of rainfed catchments
Kenya	Kenya Cereal Enhancement Programme – Climate-Resilient Agricultural Livelihoods Programme (KCEP-CRAL)	HC	10 000 000	FB	Apr-15	401 576	4.02	Community-based vulnerability mapping and natural resource management (NRM); strengthening of agro-meteorological services; modelling food security; multiple-benefit interventions for soil and water conservation that also reduce GHG emissions (e.g. conservation agriculture, agroforestry, renewable energy)
Lesotho	Wool and Mohair Production Project	Blend	7 000 000	FB	Sep-14	500 000	7.14	Climate change adaptation in wool and mohair value chains; community-based rangeland management; strengthened access of herders to agro-meteorological information; applied research to optimize livestock management practices; disease early warning system
Madagascar	Project to Support Development in the Menabe and Melaky Regions – Phase II (AD2M-II)	HC	6 000 000	FB	Sep-15	800 000	13.33	Consolidation of existing and creation of new irrigation-based pôles du développement (areas with high production potential and other necessary conditions for development); catchment management around these areas; climate-proofing of irrigation system design and crop varieties; diversification of water management options; spatially based planning; capacity-building with local government; diversification of livelihood options
Malawi	Programme for Rural Irrigation Development	DHC	7 000 000	FB	Dec-15	-	-	Watershed management; landscape-level ecosystem management; sustainable agricultural intensification; climate-proofing of irrigation schemes
Mozambique	Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors	DHC	4 907 560	FB	Sep-12	2 032 802	41.42	Climate change adaptation in value chains for irrigated horticulture, cassava and for livestock products; improved water management and irrigation; strengthened weather station network; community-based NRM plans; pest and disease monitoring
Rwanda	Post-Harvest and Agribusiness Support Project	HC	6 923 865	FB	Dec-13	2 349 308	33.93	Climate-resilient, post-harvest processing and storage for maize, cassava, bean, potato and dairy value chains; improved

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed	% ASAP disbursed	Thematic focus
								climate information services and storage building codes
Uganda	Project for Restoration of Livelihoods in the Northern Region	HC	10 000 000	FB	Dec-14	1 000 000	10.00	Efficient and sustainable water management practices for development of commercial crop production
Latin America and the Caribbean region								
Bolivia (Plurinational State of)	Economic Inclusion Programme for Families and Rural Communities in the Territory of the Plurinational State of Bolivia with funding from the Adaptation for Smallholder Agriculture Programme (ACCESOS-ASAP)	Blend	9 999 815	AG	Dec-13	4 166 382	41.66	Utilization of indigenous adaptation knowledge; incorporation of resilience parameters into public investment projects; community-based NRM at the landscape level; climate information management; local-level bidding processes for community-based adaptation
Ecuador	Project to Strengthen Rural Actors in the Popular and Solidary Economy (FAREPS)	O	4 000 000	FB	Sep-15	-	-	Climate vulnerability assessment; incorporation of adaptation measures in community-based enterprises; capacity-building and technical assistance; risk management
El Salvador	National Programme of Rural Economic Transformation for Living Well - Rural Adelante	O	5 000 000	FB	Dec-15	-	-	Incorporation of adaptation measures into community-based rural development business plans; creation of environmental fund to cofinance plans targeting NRM and adaptation to climate change
Nicaragua	Adapting to Markets and Climate Change Project (NICADAPTA)	HC	8 000 293	FB	Dec-13	1 688 772	21.11	Sustainable water resources management; agricultural diversification and strengthening of meteorological services in coffee and cocoa value chains
Paraguay	Project for Improved Family and Indigenous Production in the Departments of Eastern Paraguay	O	5 093 000	FB	Dec-15	-	-	Focus on livelihood diversification and climate risk management in agricultural value chains; improvement of early warning systems; incorporation of adaptation criteria in business planning; cofinancing of biodigesters in dairy value chain
Near East, North Africa and Europe region								
Djibouti	Programme to reduce vulnerability in coastal fishing areas	Blend	5 996 000	FB	Dec-13	768 036	12.81	Reduced climate risk in fisheries value chains; participatory management of coastal resources; protection of coastal infrastructure; improved post-harvest cooling and storage; improved access to freshwater for fisheries value chains; protection of coastal mangrove ecosystems and coral reefs
Egypt	Sustainable Agriculture Investments and Livelihoods Project	O	5 000 000	FB	Dec-14	579 231	11.58	Sustainable agriculture investments and livelihoods

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed	% ASAP disbursed	Thematic focus
Kyrgyzstan	Livestock and Market Development Programme II	DHC	9 999 520	FB	Dec-13	1 725 300	17.25	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
Republic of Moldova	Rural Resilience Project	Blend	5 000 000	FB	Dec-16	-	-	Productive rural infrastructure; climate-resilient cropping systems and technologies; business diversification among groups of women in areas of high climate vulnerability and poverty; support to public and private investments in ecological restoration measures to reduce climate-related risks and improve ecosystem services for agriculture
Morocco	Rural Development Programme in the Mountain Zones – Phase I	O	2 004 000	FB	Sep-14	-	-	Diversification of livelihoods and energy systems; water-efficient irrigation systems
Sudan	Butana Integrated Rural Development Project – additional financing	D	3 000 000	AG	Sep-16	-	-	Conservation and restoration of ecosystem services on which livestock and agriculture production depend; sustainable management of natural resources; efficient use of scarce water resources; integrated management of forest/ rangelands/agroforestry farming systems
	Livestock Marketing and Resilience Programme	D	7 000 000	FB	Dec-14	721 108	10.30	Food security, income diversification and climate resilience for poor households in pastoralist and agropastoralist communities; rehabilitation of depleted rangelands
Montenegro	Rural Clustering and Transformation Project	O	2 000 000	FB	Apr-17	-	-	Resilient rural infrastructure; value chains
Tajikistan	Livestock and Pasture Development Project II	HC	5 000 000	FB	Dec-15	300 000	6.00	Rangeland management and diversification
West and Central Africa region								
Benin	Market Gardening Development Support Project	HC	4 500 000	FB	Dec-15	-	-	Improved water management and integrated pest control in horticulture
Cabo Verde	Rural Socio-economic Opportunities Programme	HC	4 000 000	AG	Dec-16	-	-	Improved water management and landscape approach
Chad	Project to Improve the Resilience of Agricultural Systems in Chad (PARSAT)	D	5 000 000	FB	Dec-14	664 246	13.28	Efficient water management for agricultural production; farmer field schools with climate-change adaptation training; access to climate-resilient farming inputs (e.g. drought-resistant crop varieties)
Côte d'Ivoire	Support to Agricultural Production and Marketing Project – Western expansion	HC	6 994 750	FB	Sep-14	571 772	8.17	Integration of climate risk management into agronomic value chains; improved drainage in lowland field rice production; sustainable land management (SLM) in uplands

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed	% ASAP disbursed	Thematic focus
Gambia (The)	Strengthening Climate Resilience of the National Agricultural Land and Water Management Development Project	DHC	5 000 000	AG	Dec-15	1 049 623	20.99	Resilient lowland rice production and ecosystem rehabilitation (mangroves)
Ghana	Ghana Agriculture-Sector Investment Programme (GASIP)	Blend	10 000 000	FB	Apr-14	818 378	8.18	Integration of climate risk management into agricultural value chains; scaling up of efficient irrigation and SLM technologies
Liberia	Tree Crops Extension Project (TCEP)	HC	4 500 000	FB	Dec-15	-	-	Coffee and cocoa resilience to climate change
Mali	Fostering Agricultural Productivity Project in Mali – Financing from the Adaptation for Smallholder Agriculture Programme (PAPAM/ASAP)	DHC	9 942 704	AG	Dec-13	5 233 573	52.64	Increased ecosystem and smallholder resilience through farmers' access to renewable energy technologies, weather information and local planning
Mauritania	Inclusive Value-Chain Development Project	D	6 000 000	FB	Dec-16	-	-	Economic diversification and resilient non-timber forest products value chain; efficient use of water
Niger	Family Farming Development Programme (ProDAF) in Maradi, Tahoua and Zinder Regions	DHC	13 000 000	FB	Apr-15	1 363 522	10.49	Improved resilience of agrosylvopastoral production systems through sustainable and integrated watershed management, including: SLM and improved water management; strengthened institutional and regulatory framework for sustainable natural resource management
Nigeria	Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	HC	14 949 000	FB	Dec-13	123 600	0.83	Integration of climate risk management into rural agribusiness value chains; improved access to diversified, renewable energy sources; water harvesting, water points and erosion control

Table 3
Targets from reported results of 40 ASAP investments and 26 ASAP-supported projects

ASAP results hierarchy	ASAP results at global portfolio level	Portfolio results indicators	2020 target	Programmed to date ^a	Results achieved ^b
Goal	Poor smallholder farmers are more resilient to climate change	1. No. of poor smallholder household members whose climate resilience has been increased	8 000 000 household members	5 573 109 household members	1 499 119 household members
Purpose	Multiple-benefit adaptation approaches for poor smallholder farmers are scaled up	2. % of new investments in environment and natural resource management (ENRM) in IFAD9 compared with IFAD8	20%	376%	376%
		3. Leverage ratio of ASAP grants versus non-ASAP financing	1:4	1:7.5	1:7.5
		4. % of extent of land and ecosystem degradation in productive landscapes	-30%	To be analysed after a critical number of ASAP-supported projects have been completed	n/a
		5. No. of tons of greenhouse gas emissions (CO ₂ e) avoided and/or sequestered	80 000 000 tons	To be analysed after all ASAP funds have been programmed	n/a
Outcome 1	Improved land management and gender-sensitive climate-resilient agricultural practices and technologies	6. No. of hectares of land managed under climate-resilient practices	1 000 000 hectares	2 092 808 hectares	40 310 hectares
Outcome 2	Increased availability of water and efficiency of water use for smallholder agriculture production and processing	7. No. of households, production and processing facilities with increased water availability	100 000 households	197 349 households	13 424 households
				2 587 facilities	1 385 facilities
Outcome 3	Increased human capacity to manage short- and long-term climate risks and reduce losses from weather-related disasters	8. No. of individuals (including women) and community groups engaged in climate risk management, ENRM or disaster risk reduction activities	1 200 groups	660 088 people	176 214 people
				8 795 groups	5 113 groups
Outcome 4	Rural infrastructure made climate resilient	9. US\$ value of new or existing rural infrastructure made climate resilient	US\$80 000 000	US\$58 million	US\$30 million
				921 km	2 km
Outcome 5	Knowledge on climate-smart smallholder agriculture documented and disseminated	10. No. of international and country dialogues on climate issues where ASAP-supported projects or project partners make an active contribution	40 dialogues	58 dialogues	14 dialogues

^a As of May 2017. Based on aggregated quantitative targets in the logical frameworks and updated logical frameworks in the latest supervision report of midterm review of 40 projects with ASAP financing approved by the Executive Board from September 2012 to April 2017.

^b As of May 2017. Based on quantitative results reported by 26 projects through IFAD's Results and Impact Monitoring System (RIMS).

Table 4
Intermediate results derived from ASAP-supported projects with active disbursements

Country	Project title	Entry into force	% of ASAP funding disbursed	Intermediate results ^a
Asia and the Pacific				
Bangladesh	Haor Infrastructure and Livelihood Improvement Project/Climate Adaptation and Livelihood Protection Project	4 Sept. 2014	38	<ul style="list-style-type: none"> • 121 fisheries ponds established • Network of beel (sustainable water bodies) users' groups and 135 cooperatives formed • Flash-flood early warning system shares information and data (needs two monsoon seasons for testing) • 164 km of road contracted for protection against extreme weather events • 1 750 miles of bridges and culverts contracted • 27 km of canals contracted for excavation • 51 village protection units prepared
Bhutan	Commercial Agriculture and Resilient Livelihoods Enhancement Programme	11 Dec. 2015	16	<ul style="list-style-type: none"> • Preparatory work: establishment of programme management unit (PMU), recruitment of staff, development of programme implementation manual (PIM), technical start-up workshop • 4 irrigation schemes (17 km), reaching 163 households, rehabilitated or constructed based on climate-resilient designs • 40 535 vegetable seeds and 8 585 fruit tree seedlings tolerant to stress distributed • 20 dairy sheds constructed • Climate-Smart Village pilot sites established for participatory climate vulnerability assessments
Cambodia	Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE)	5 March 2015	16	<ul style="list-style-type: none"> • 5 provincial agriculture strategic development plans prepared • 360 smallholder learning groups formed and 72 farmer field schools implemented • 60 community extension workers recruited and trained • 16 district climate-change-adaptation development plans (DCCADP) completed • 14 district (and one municipality) climate change strategies developed
Lao People's Democratic Republic	Southern Laos Food and Nutrition Security and Market Linkages Programme	28 July 2015	11	<ul style="list-style-type: none"> • Start-up workshop and initial training of staff • Planning of local adaptation investment plans in 30 villages • 2 sub-watersheds identified for testing Geographic Information System (GIS) exercise • Training materials on climate-change-adaptation technologies prepared • 4 workshops organized and climate-change technical task force established • 30 villages identified for implementation
Nepal	Adaptation for Smallholders in Hilly Areas Project (ASHA)	26 Feb. 2015	7	<ul style="list-style-type: none"> • Preparatory work: established project coordination units (PCUs), prepared project implementation manual (PIM), recruitment of staff, identification of service providers, baseline studies, start-up workshop held
Viet Nam	Adaptation in the Mekong Delta in Ben Tre and Tra Vinh Provinces	28 March 2014	26	<ul style="list-style-type: none"> • 48 agricultural and non-agricultural models adapted to climate change selected • 27 new agricultural models adapted to climate change identified and tested for future replication • 6 climate-change-adaptive research themes identified • Climate-informed socio-economic development planning (SEDP) manual prepared • 4 workshops in SEDP implementation held and SEDP implementation ongoing in 92 communes • 22 km roads, 1 bridge, 3 culverts and 3 low-voltage electric lines under design • 8 roads (with river embankments to prevent salinity intrusion), 1 dam and 1 drainage system implemented

Country	Project title	Entry into force	% of ASAP funding disbursed	Intermediate results ^a
East and Southern Africa				
Burundi	Value Chain Development Programme – Phase II (PRODEFI-II)	3 Nov. 2015	16	<ul style="list-style-type: none"> • 1 184 hectares rehabilitated or newly developed • 145 km of road rehabilitation planned • 639 ha of watersheds improved with anti-erosion devices • 866 769 plants cultivated and planted and 444 580 fruit trees developed by grafting • 342 farmer field schools set up • 29 workshops on marsh planning held
Kenya	Kenya Cereal Enhancement Programme – Climate-Resilient Agricultural Livelihoods Window (KCEP-CRAL)	26 Aug. 2015	4	<ul style="list-style-type: none"> • Preparatory work: start-up workshop, development of workplan and budget, creation of RBA Technical Coordination Group • 28 implementing subcounties selected (through rigorous criteria) for programme support • Consultation and preparation of agreements with partners and MoU discussions with 8 county governments
Mozambique	Pro-poor Value Chain Development Project in the Maputo and Limpopo Corridors	3 Oct. 2012	41	<ul style="list-style-type: none"> • 216 ha rehabilitation of irrigable land to support horticultural production • Irrigation engineer hired to guide drip irrigation works • 15 boreholes to enable access to water by herders and their cattle • Strengthening of 20 water users' associations and 75 target groups • 5 shade cloths set up for protected crop production • 174 farmer field schools to support drought-tolerant cassava
Lesotho	Wool and Mohair Promotion Project	17 June 2015	7	<ul style="list-style-type: none"> • 4 officers conducted training in PICA and CLIMSOFT 4 • Data obtained for two districts to be used for developing PICA for Lesotho • 2 officers participated in ASAP South-South exchange workshop • Specification of 5 automated weather stations and 200 rain gauges and thermometers • A draft rangeland act developed
Rwanda	Post-Harvest and Agribusiness Support Project	28 March 2014	34	<ul style="list-style-type: none"> • 9 848 tarpaulins distributed to farmers' cooperatives to support drying of harvest, also during rainfall events • 13 grants (value US\$272 832) released for climate smart-port harvest investments • 80 solar bubble dryers and moisture meters under tender, to be signed • 4 warehouses and 6 climate-resilient drying grounds constructed
Uganda	Project for the Restoration of Livelihoods in the Northern Region (PRELNOR)	5 Aug. 2015	10	<ul style="list-style-type: none"> • MoU with Uganda National Meteorological Authority formulated • Identification of sites for installation of new automatic weather stations in 9 districts • Preparatory work: sensitization and mobilization, M&E and participatory rural appraisal workshops, development of PIM and additional manuals • Commodity flow analysis guiding selection of 25 subcounties • Capacity needs assessment in agribusiness, trade, public support service and training of district staff
Latin America and the Caribbean				
Bolivia (Plurinational State of)	Economic Inclusion Programme for Families and Rural Communities in the Territory of the Plurinational State of Bolivia (ACCESOS)	17 March 2014	42	<ul style="list-style-type: none"> • 16 municipalities prepared risk management and climate adaptation measures in their territorial planning • 54 climate risk maps prepared of 74 planned (with the participation of 293 zonal groups) • Staff training in risk management and climate-resilient investments • 3 494 families adopt traditional cultivation varieties and climate-change-adaptation agricultural techniques and reduce losses associated with climatic phenomena by 20%

Country	Project title	Entry into force	% of ASAP funding disbursed	Intermediate results ^a
				<ul style="list-style-type: none"> • 265 people sensitized on the issue of climate change
Nicaragua	Adapting to Markets and Climate Change Project (NICADAPTA)	1 July 2014	21	<ul style="list-style-type: none"> • 4 226 beneficiaries using good management and investment decisions to adapt crop production to climate change • 184 executives and managers trained in climate change technologies for production and post-harvest of coffee and cocoa • 1 890 people trained in production with shade, diversification of varieties and water management • 80 technicians being trained in cloning of coffee
Near East, North Africa and Europe				
Djibouti	Programme to reduce vulnerability in coastal fishing areas	1 Aug. 2014	13	<ul style="list-style-type: none"> • 30 people employed in mangrove rehabilitation (0.35 ha) and mechanical fixation of dunes (0.26 ha) • 3 awareness campaigns on mangrove protection organized • 1 inventory study conducted on 15 coral formation sites within 3 marine protected areas • National policies on climate change adaptation have been influenced by studies conducted by the project
Egypt	Sustainable Agriculture Investments and Livelihoods Project	15 June 2015	12	<ul style="list-style-type: none"> • 3 km of irrigated canals rehabilitated • 22 on-farm demonstrations to promote modern irrigation (2 with solar-energy-powered systems) • 3 training sessions for 5 agricultural cooperatives and 14 water users' groups • 10 training sessions in recycling (e.g. composting) and 20 in use and maintenance of solar systems • 1 assessment of good examples related to climate early-warning and response systems in agriculture • 5 carbon footprint studies in the 5 areas
Kyrgyzstan	Livestock and Market Development Programme II	6 Aug. 2014	17	<ul style="list-style-type: none"> • 315 pasture users' unions mobilized and trained in climate change adaptation • 125 environmental management plans prepared • 1 325 people trained in natural resource management
Sudan	Livestock Marketing and Resilience Programme	31 March 2015	10	<ul style="list-style-type: none"> • Preparatory work: project staff recruited; state-level development and adaptation teams and a natural resources and adaptation specialist participated in GIS/remote sensing training • Villages selected and basic information collected on options for clustering for NRM interventions • TOR of baseline survey prepared • Project staff training in PROCASUR Learning Route on NRM and Agricultural Productivity • Preparation of an innovation plan for natural resource integration centres
West and Central Africa				
Chad	Project to Improve the Resilience of Agricultural Systems in Chad (PARSAT)	17 Feb. 2015	13	<ul style="list-style-type: none"> • 10 food storage facilities established • 5 968 households covered by new or improved climate information services (17 weather reports broadcast) • 59 gardening wells constructed • 50 ha of flood-recession farming • 12 farmer field schools established
Côte d'Ivoire	Support to Agricultural Production and Marketing Project – Western Expansion	21 Nov. 2014	8	<ul style="list-style-type: none"> • 3 agreements signed to allow ASAP activities to start up and be implemented • Start-up and planning workshop focused on knowledge management • Seed parcels prepared by 93 community groups to support 2.3 ha of irrigated rice, 36 ha of

<i>Country</i>	<i>Project title</i>	<i>Entry into force</i>	<i>% of ASAP funding disbursed</i>	<i>Intermediate results^a</i>
				rainfed rice, 36 ha of maize and 113 ha of cassava
Ghana	Ghana Agriculture-Sector Investment Programme (GASIP)	18 May 2015	8	<ul style="list-style-type: none"> Stakeholder consultations with conservation agriculture experts and development of a conservation agriculture model TOR prepared for consultant to provide technical assistance to the Programme on Conservation Agriculture Sites have been prioritized to receive project funding
Mali	Fostering Agricultural Productivity Project in Mali – Financing from the Adaptation for Smallholder Agriculture Programme (PAPAM/ASAP)	21 Jan. 2014	53	<ul style="list-style-type: none"> 155 biodigesters constructed (study shows 60% less wood consumed and 50% time savings for women from not collecting wood; fertilizer from biodigesters corresponds to 7 tons/ha (double yields) and savings from the non-purchase of fertilizer) 50 photovoltaic kits installed 1 037 ha of irrigation implemented 7 286 people using technologies that reduce or sequester greenhouse gas emissions
Nigeria	Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	25 March 2015	1	<ul style="list-style-type: none"> Baseline survey for seasonal rainfall prediction; development of crop calendar and soil moisture map Agro-meteorological stations; installation of weather applications for farmers; Value-chain profiling exercise being implemented 200 000 seedlings to be planted this coming rainy season Rangeland identified for rehabilitation (3 sites of 100 ha each), 40 ha wood lot established
Niger	Family Farming Development Programme (ProDAF) in Maradi, Tahoua and Zinder Regions	21 Sept. 2015	10	<ul style="list-style-type: none"> 3 lots of GIS equipment 2 training-of-trainers sessions in conservation agriculture for farmer field schools 4 590 ha degraded land recovered 405 498 plant seedlings planted and 34 054 kg of seeds distributed 2 068 farmers benefited from training visits in technological innovation and good agricultural practices

List of countries with fragile situations as found in the IFAD strategy for engagement in countries with fragile situations³⁴

<i>Region</i>	<i>Country</i>
APR	Afghanistan
APR	Democratic People's Republic of Korea
APR	Myanmar
APR	Papua New Guinea
APR	Pakistan
ESA	Burundi
ESA	South Sudan
LAC	Haiti
NEN	Bosnia and Herzegovina
NEN	Iraq
NEN	Lebanon
NEN	Somalia
NEN	Sudan
NEN	Syrian Arab Republic
NEN	West Bank and Gaza
NEN	Yemen
NEN	Tajikistan
NEN	Uzbekistan
WCA	Central African Republic
WCA	Chad
WCA	Democratic Republic of the Congo
WCA	Côte D'Ivoire
WCA	Guinea
WCA	Guinea-Bissau
WCA	Liberia
WCA	Mali
WCA	Sierra Leone
WCA	Niger
WCA	Sao Tome and Principe
WCA	Togo

³⁴ Document EB 2016/119/R.4, appendix III.

Audit trail of key comments by the Evaluation Committee, Executive Board and Independent Office of Evaluation of IFAD on the 2016 RIDE³⁵

<i>Source</i>	<i>Comment (as cited in document)</i>	<i>Follow-up</i>
IOE	With a view to enhancing the transparency of the report and reliability of its findings, the RIDE would benefit from the inclusion of a section describing its methodological and analytical underpinnings. This recommendation was included in IOE comments on previous editions of the RIDE, but has not yet been implemented.	In line with IOE's recurrent recommendation on elaborating the methodology of the RIDE analysis, this year's RIDE includes a section on methodology to enhance the transparency and reliability of the report. More information has also been provided on the datasets, process and limitations.
IOE	In line with the analysis included in the Annual Report on Results and Impact of IFAD Operations (ARRI), the RIDE could benchmark the performance of operations externally with the performance of the agriculture sector operations of other development organizations. Moreover, internal benchmarking could be done across the five geographic regions covered by IFAD operations to allow Management to identify regions or thematic areas that need more attention and resources in the future.	With regard to internal benchmarking, regional and corporate portfolio stocktaking discussions are held biannually by Management as regular follow-up on recurrent issues across the portfolio. Moreover, the quarterly corporate performance reports prepared by the Strategy and Knowledge Department (SKD) also serve the purpose of internal benchmarking and reporting on an ongoing basis. As the RIDE is meant to provide a holistic and corporate analysis of IFAD's results, Management believes that internal benchmarking is adequately addressed through the aforementioned processes. The 2018 RIDE will include benchmarking with external organizations.
IOE	IOE appreciates the description of the features of performance for key criteria. However, in order to maximize learning, a wider narrative including examples from the projects reviewed, and in particular from those selected for impact evaluation in the context of the Ninth Replenishment of IFAD's Resources (IFAD9) Impact Assessment Initiative (IAI), would help in identifying key cross-cutting and systemic issues that need to be addressed for better development effectiveness on the ground.	To foster wider learning, the 2017 RIDE includes a section on cross-cutting and systemic issues drawn from an analysis of all previous editions of the RIDE as well as the IFAD9 IAI. Some of the systemic issues noted are on efficiency and sustainability of benefits, which is in line with IOE's analysis in the ARRI.
IOE	... the Fund performed well in the IFAD9 period, as confirmed by both the 2016 ARRI and the RIDE. However, the 2016 ARRI revealed that this performance was largely only moderately satisfactory. One way to raise the "performance bar" from moderately satisfactory, to satisfactory or better projects, is to lift the "reporting bar" from the current standard of 4 to 5 and 6. Therefore IOE encourages Management to include in future editions of the RIDE an assessment of projects rated 5 and 6 for key evaluation criteria.	While disaggregating ratings further is not a practice in other IFIs with an annual report comparable to the RIDE, a disaggregated analysis has been conducted for key indicators in level 2 of the RMF.
IOE	... in line with the ARRI, future editions of the RIDE could be presented as follows: (i) a short executive summary as the main report; and (ii) an appendix that could include an in-depth analysis of performance on lending and non-lending activities, with examples from the projects reviewed and clear references to supporting documents.	The 2017 RIDE has made structural adjustments compared with previous editions. The report effectively captures the key highlights of IFAD's results and leaves room for a deeper narrative on other topics such as South-South and Triangular Cooperation, IFAD's architecture, and recurring issues with development effectiveness. The more succinct structure of the report permits better embedding of results reporting in the overall narrative, analysis and conclusion, which are all adequately captured in the main report. However, certain thematic priorities that require more in-depth review are covered in the annexes, such as the ASAP and IFAD's progress on gender issues.

³⁵ Document EB 2016/118/R.8/Add.1.

IOE	There is no reference to non-lending activities in section V of the RIDE [2016], which summarizes results in terms of the operational effectiveness of country programmes and projects. Given the increasing importance of non-lending activities, it would be useful if future editions of the RIDE provided contextual and qualitative information on non-lending activities – for example, by identifying the main constraints and explaining how IFAD intends to respond to them.	The 2017 RIDE includes a deeper analysis of non-lending activities, in line with IOE's recommendation. Additionally, a new "in focus" chapter has been introduced that will cover thematic non-lending activities – this year's RIDE will focus on SSTC. Moreover, a number of reforms have been introduced in IFAD to increase the focus on non-lending activities as key instruments and inputs in achieving greater development results. These include: reforming the IFAD client survey for IFAD11; a knowledge management action plan and tracker; a toolkit for country-level policy engagement; and more-systematic country strategic opportunities programme results and completion reviews, with deeper analysis of non-lending activities. More will be done in the 2018 RIDE.
IOE	A more nuanced analysis of the factors underlying good and less-good performance would help in identifying systemic issues from Management's perspective and would make the RIDE more comparable with the ARRI.	This has been included in the 2017 RIDE.
IOE	Annex III [RIDE 2016] contains the lessons from the IFAD9 IAI. Paragraph 3 states that "The IFAD9 IAI has demonstrated that IFAD beneficiaries are, on average, better off in percentage terms when compared with a control group". This is commendable and is in line with the Fund's overall positive contribution to rural poverty reduction depicted by the 2016 ARRI. However, the figures for the comparison group are neither reported in paragraph 3 of the RIDE nor in the table "Percentage of estimated impacts (average effects) on beneficiaries compared with the control group, overall and by project grouping". IOE encourages Management to report on the results for both groups in the RIDE.	This comment is not applicable to the 2017 RIDE. It will be relevant for the RIDE that is produced once the final IFAD10 IAI report is available.
Evaluation Committee	Need for further harmonization of IFAD's independent and self-evaluations to ensure better comparability of results in the future.	The new harmonization agreement between IFAD Management and IOE on the Fund's independent and self-evaluation systems was presented to the Board in April 2017.
Evaluation Committee	Members requested that Management include a more detailed explanation in the main text to clarify the figures on poverty reduction, i.e. 24 million people of the targeted 80 million people.	This issue was addressed in the Synthesis of Lessons from the IFAD9 IAI, the 2016 RIDE, and the proposed refinements to the IFAD10 RMF document.
Evaluation Committee	The Committee encouraged both Management and IOE to harmonize their definition and assessments for sustainability. A committee member emphasized the need to focus on sustainability in the context of rural and agricultural development, which referred to sustainability of benefits at the level of the target population, and their ability to maintain or increase benefits over time.	These issues have been addressed within the new harmonization agreement (see above).
Executive Board 118th session	Representatives suggested more information on key performance criteria and a fuller description of the methodology.	The comment has been addressed. See response to first comment in this audit trail.
Executive Board 118th session	The need for harmonization between IOE independent evaluations and IFAD self-evaluations was emphasized by the Board.	The new harmonization agreement was presented to the Board in April 2017 (see above).