IFAD

Investing in rural people

IFAD Partnership Framework

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For: Review

Contents

Abbreviations and acronyms

CCR	COSOP Completion Review
COSOP	country strategic opportunities programme
CRR	COSOP Results Review
ESR	evaluation synthesis report
FOD	Financial Operations Department
4p	public-private-producer partnership
GPR	Global Engagement, Partnerships and Resource Mobilization Division
GRIPS	Grants and Investment Projects System
HRD	Human Resources Division
ICT	Information and Communications Technology Division
IFI	international financial institution
IFAD11	Eleventh Replenishment of IFAD's Resources
IOE	Independent Office of Evaluation of IFAD
LIC	low-income country
M&E	monitoring and evaluation
MFS	(countries with the) most fragile situations
MoU	memorandum of understanding
MIC	middle-income country
OPR	Operational Policy and Results Division
ORMS	Operational Results and Management System
QAG	Quality Assurance Group
RBA	Rome-based agency
RMF	Results Measurement Framework
SDG	Sustainable Development Goal
SKD	Strategy and Knowledge Department
SSTC	South-South and Triangular Cooperation

Executive summary

1. The IFAD Strategic Framework 2016-2025 highlights the importance of partnerships in promoting synergies between IFAD's own resources and partners' sources of finance, knowledge and expertise in order to create an enabling environment for poor rural people to move out of poverty.

2. Strategic partnerships are central for IFAD to deliver on its mission and achieve impact at scale and contribute as a partner to achieve the Sustainable Development Goals (SDGs). Under the Consultation on the Eleventh Replenishment of IFAD's Resources, Management agreed to develop "a framework to strategically plan and monitor IFAD's partnerships at country, regional, global and institutional levels".[1]

3. The IFAD Partnership Framework builds upon IFAD's focus on partnering to strengthen rural development outcomes at the country, regional and global levels. The Framework addresses gaps in IFAD's current partnering by: (i) identifying partnerships that will enable IFAD to optimize results; (ii) setting priorities for partnerships at all levels; (iii) enabling the Fund to monitor achievements and address the need for corporate-level reporting on the contributions of partnerships to IFAD's results and the SDGs; (iv) adopting good practices and tools for partnering; and (v) building staff capacity to support effective partnership-building.

4. The Framework aims for three partnering outcomes: (i) achieve country impact at scale; (ii) influence and contribute to global and national agendas to foster equitable and sustainable rural development; and (iii) support capable and effective organizations that represent IFAD's target groups.

5. These outcomes will be achieved through six partnering objectives, which outline the strategic areas of IFAD's partnership activities at the country, regional and global levels. These will in turn be realized through a set of partnering principles.

6. For IFAD to be effective, partnering must be integrated into its business processes. This entails a change in organizational culture and skills, and the use of partnering tools. The Framework provides a strategic and flexible approach to engagement with a wide range of partners based on their needs through effective partnering processes underpinned by a conducive organizational culture and appropriate support.

7. Implementing the Framework will result in three main changes for IFAD: (i) more strategic identification and prioritization of partnerships; (ii) improved processes for engaging with partners to optimize value; and (iii) enhanced monitoring and reporting on outcomes achieved.

8. These changes will be realized through an action plan aimed at: (i) integrating guidance for partnering practices into business processes; (ii) improved monitoring and reporting on partnerships by adjusting existing processes and information systems; and (iii) developing IFAD-specific partnering tools and building capacity and skills to sustain the proposed partnering approach at the country, regional and global levels.

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[1] IFAD11 commitment 3.5. monitorable action 32. See annex I of GC 41/L.3/Rev.1.

I. Introduction

A. Background

1. The IFAD Strategic Framework 2016-2025 highlights the importance of partnerships in promoting synergies between IFAD's own resources and its partners' sources of finance, knowledge and expertise in order to create an enabling environment for poor rural people to move out of poverty. Recognition of the importance of partnerships is enshrined in Sustainable Development Goal (SDG) 17, which emphasizes IFAD's role as a partner and contributor to achieve the SDGs.

2. During the Consultation on the Eleventh Replenishment of IFAD's Resources (IFAD11), Management shared its approach to "make strategic partnerships for financing, knowledge, advocacy and global influence a cornerstone of IFAD operations" (commitment 3.5). To enhance the delivery and contributions of partnerships, Management agreed to "develop and implement a framework to strategically plan and monitor IFAD's partnerships at country, regional, global and institutional levels including collaboration with the Rome-based agencies, international financial institutions (IFIs), national and bilateral partners, and engagement in multi-stakeholder partnerships" (monitorable action 32).[2]

3. The IFAD Partnership Framework has been developed to support the objectives and theory of change of IFAD11 and beyond, within the context of the IFAD Strategic Framework 2016-2025. It builds on the IFAD11 leveraging partnerships paper,[3] the 2018 evaluation synthesis report (ESR) on partnerships by the Independent Office of Evaluation of IFAD (IOE)[4] and accumulated experience since the previous IFAD Partnership Strategy from 2012.

4. Partnerships are crucial for IFAD to deliver on its mission and achieve impact at scale. This IFAD Partnership Framework provides a conceptual foundation and strategic direction for strengthening the effectiveness of IFAD's partnerships and contributions at country, regional and global level.

5. Section II of the document introduces the key elements of the Framework for better prioritization (selectivity) of partnerships and monitoring and reporting on their outcomes. Section III describes the actions needed to implement and strengthen partnerships and embed them in key business processes, and provides guidance on how to improve utilization of corporate systems and processes to monitor and report on partnerships at all levels. Section IV provides implementation details and identifies institutional responsibilities for roll out at the beginning of 2020.

B. Context

6. IFAD recognizes that partnering is increasingly central to its ability as a partner in the global alliance to contribute to the 2030 Agenda for Sustainable Development (2030 Agenda). Partnerships also enable IFAD to enhance its efficiency and value for money.

7. The 2018 IOE ESR and the 2018 Update on Implementation of IFAD's Partnership Strategy indicated the need for IFAD to improve its partnering processes. In recent years, the Annual Report on the Results and Impact of IFAD Operations has shown a decline in the rating for partnership-building at the country level (in 2018, 60 per cent of operations received a moderately satisfactory rating compared with 90 per cent in 2012). Appendix I summarizes key recommendations from previous reports and how they are addressed by the IFAD Partnership Framework.

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[2] Ibid.

[3] See IFAD11/3/R.5, IFAD11 – Leveraging partnerships for country-level impact and global engagement.

[4] See EC 2018/100/W.P.5, ESR on Building Partnerships for Enhanced Development Effectiveness – A Review of Country-level Experiences and Results.

8.　Key concerns raised included:

(i)　Insufficient clarity on how partnerships enable IFAD to achieve results in its projects, programmes, grants and policies, and inadequate linking of partnerships with the underlying theories of change of projects or programmes;

(ii)　Lack of prioritization and selectivity of partnerships at all levels, leading to inadequate attention to critical partnerships;

(iii)　Limited or absent monitoring and reporting of the achievements of specific partnerships, and no corporate-level reporting on the overall contribution of partnerships to IFAD's achievements; and

(iv)　Limited use and awareness of good partnering practices and tools, and variable staff capacity to support effective partnership-building.

9.　The Framework aims to create synergies with other IFAD11 deliverables including strategies for: cofinancing, knowledge management, private sector engagement and countries with fragile situations; the cross-cutting themes of nutrition, gender, youth and climate; and country strategic opportunities programmes (COSOPs). Appendix III provides an overview of how partnerships have been reflected as a priority in these deliverables.

10.　The Framework recognizes that IFAD is already engaged in numerous partnerships. It therefore provides a "partnership lens" that can be used to sharpen the strategic focus and selectivity of IFAD's partnering.

11.　Given that partnerships often evolve organically, they need to be managed in a flexible and responsive manner, and strategic choices must be made to prioritize certain partners. IFAD can achieve this most effectively by adopting good partnering practices and strengthening its culture of partnering rather than through elaborate, top-down procedures that risk becoming a "box-ticking" exercise.

12.　The Framework integrates improved partnership planning, implementation and reporting into the extensive procedures already established to contain costs. However, it is important to recognize that investing in partnerships is in itself a means of mobilizing additional resources and improving efficiency.

C.　Defining effective partnerships in the IFAD context

13.　Drawing on the 2012 IFAD Partnership Strategy, this Framework defines partnerships as: "Collaborative relationships between institutional actors that combine complementary strengths and resources to achieve common goals and objectives".

14.　Delivering on IFAD's mission requires a wide diversity of partnerships at the country, regional and global levels. Partners include Member States, IFIs, United Nations agencies, multilateral agencies, research institutions, civil society organizations, the private sector, multilateral platforms and foundations.

15.　Broadly, these partnerships relate to: cofinancing projects and other initiatives; project and grant implementation; policy support and influencing development agendas at the national, regional and global levels; knowledge and innovation; and private sector engagement.

16.　The challenge for IFAD is to prioritize the most strategic of these partnerships, and invest in them in order to maximize IFAD's results and contributions to the SDGs and the 2030 Agenda. Therefore, it is important to clarify what constitutes an effective partnership and how such partnerships should be identified, prioritized and nurtured.

17.   IFAD has had many successful experiences; however, it also has experiences in which effort was invested in partnerships[5] that did not reach fruition or deliver on their potential. In some cases, initial intentions were promising but the partners' differing business processes or administrative procedures were problematic (e.g. with regard to cofinancing).

18.   The Framework provides scope for up-front, careful assessment of these issues. For example, initial partner assessments can identify potential obstacles to IFAD's effective engagement in partnerships, such as memorandums of understanding (MoUs) that lack action plans and clear deliverables (appendix V provides guidance on minimum criteria for partnerships and MoUs).

19.   The Framework proposes that IFAD more clearly identify and invest in strategic partnerships at all levels that are essential for IFAD to achieve its objectives and contribute to the SDGs. Strategic partnerships can make a significant contribution to increasing the scale of impact and influence, based on strong mutual interests and alignment of operating procedures.

20.   Central to this framework is the concept of partnering as a way of working, a culture, a strategic posture and a related set of behaviours, procedures and tools. Relationships with other organizations can be approached with either a transactional, one-sided mindset or a partnering mindset. The latter consciously explores the mutual benefits and common goals, and the best ways to partner effectively. A partnering mindset looks at how IFAD can be a good partner for others as well as what the other party can deliver for IFAD.

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[5] See the draft IOE Corporate-level Evaluation on IFAD's Engagement in pro-Poor Value Chain Development, which refers to outcomes of memorandums of understanding (MoUs) with multinational institutions.

II. The IFAD Partnership Framework

A. Overview

21. The IFAD Partnership Framework provides an integrated approach to: prioritizing and strengthening partnerships within IFAD business processes; and monitoring and reporting on partnership results. It also provides a set of practical instruments and tools for use within IFAD operations. It was developed around six partnering objectives that work together in an integrated fashion to achieve IFAD's mission and maximize IFAD's contributions to other partners or networks (e.g. governments, United Nations Country Teams (UNCTs), the Committee on World Food Security (CFS) and the World Economic Forum (WEF).

22. Linking the transactional aspects of partnering with tools for effective partnership selection, management, monitoring and reporting is fundamental for IFAD. The Fund often works in difficult contexts and within time, resource and capacity constraints, which make the conditions for building partnerships less than ideal. The Framework provides IFAD with the flexibility to overcome partnering constraints creatively.

23. As illustrated by the figure below, IFAD's overarching goal is to use partnering to deliver on its commitment to bring about sustainable and inclusive rural transformation and contribute to achieving the SDGs. Effective partnering with others will enable IFAD to achieve impact and influence policy at a far greater scale than would be possible by working alone.

Figure 1
IFAD's contribution to the SDGs through partnering
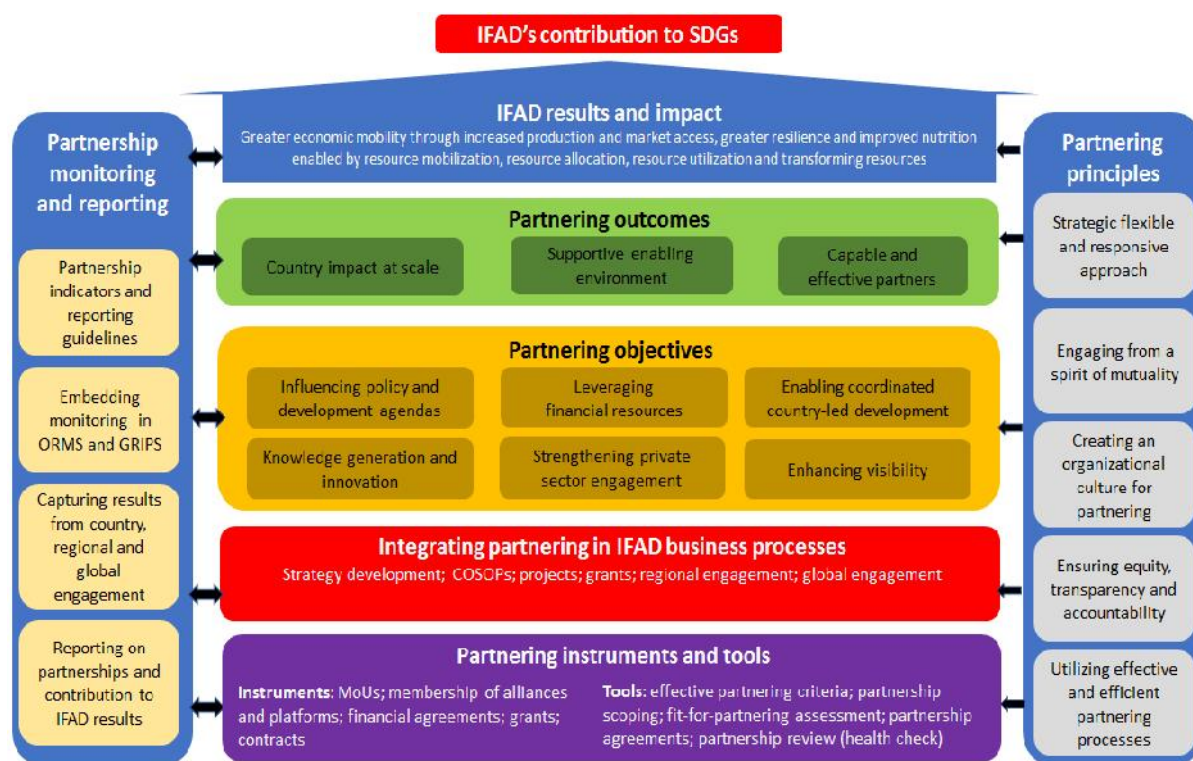
Note: ORMS = Operational Results and Management System; GRIPS = Grants and Investment Projects System.

24. The Partnership Framework will operate in synergy with the overall reform strategy being pursued as part of the Operational Excellence for Results exercise (e.g. decentralization), the operational changes being implemented as a result of IFAD11 and the unfolding new strategic directions for the financial model/architecture.

25. The Framework identifies three partnering outcomes, which are the "why" of partnering: (i) achieve impact at scale; (ii) influence global and national agendas to promote equitable and sustainable rural development; and (iii) support capable and effective organizations that represent or work with IFAD's target groups. These outcomes provide a high-level orientation for prioritizing IFAD's partnerships and assessing its performance. They are aligned with the IFAD11 theory of change and the IFAD Strategic Framework 2016-2025.

26. The achievement of these partnering outcomes will be guided by five partnering principles, which embody IFAD's engagement with partners and optimization of its internal systems to be an effective partner. These principles will be reflected in the integration of partnering into IFAD's business processes and in partnering tools that provide practical criteria, processes and guidance for effective partnering.

27. The three partnering outcomes will be realized by working towards six core objectives (the "what" of partnering for IFAD), targeting strategic areas of activity for IFAD's partnering at the country, regional and global levels, and guiding the identification and selection of key partners and partnerships. These areas are closely interrelated and will be addressed in a complementary manner with partnerships delivering on multiple or all objectives (e.g. combining cofinancing with policy influence).

28. The six partnering objectives are:

    (i) Influencing policy and development agendas. IFAD's mission requires it to work with partners at the national, regional and global levels, and engage in forums and processes that influence development priorities and agendas in favour of poor rural people, for example the UNCT, Association of Southeast Asian Nations, African Union, CFS and United Nations High-level Political Forum on Sustainable Development (HLPF). Influencing policy is a priority for IFAD and is critical for increasing the scale of its impact. In this area, IFAD pursues partnerships for policy research and analysis, alliances for driving change and multi-stakeholder forums and processes.

    (ii) Leveraging financial resources. To deliver at scale, realize its commitments for IFAD11 and function as an assembler of development financing, IFAD needs to mobilize increased financing for rural development. IFAD's Cofinancing Strategy and Action Plan (EB 2018/125/R.9) identifies both traditional and emerging partners. In this regard, the Programme Management Department (PMD) has progressed in 2019 by strengthening partnering with the World Bank, African Development Bank, Asian Development Bank and International Finance Corporation and by emphasizing the need for a systematic approach to partnerships in the early stages of COSOPs. The IFAD Private Sector Engagement Strategy 2019-2022[6] highlights the potential of partnerships for "crowding in" increased financing from the domestic private sector and impact investors.

    (iii) Enabling coordinated country-led development processes. IFAD is committed to the Busan Partnership for Effective Development Cooperation agenda and United Nations reform agenda. Therefore, it must ensure that its country processes and partnerships are government-led and coordinated with its partners. As a financing institution – not an implementation agency – the delivery of IFAD-supported projects and programmes depends on effective partnerships with governments and diverse range of implementing partners. At the country level, it works closely with governments (e.g. through agricultural working groups), IFIs, United Nations agencies (through United Nations Sustainable Development Cooperation Framework [see appendix VIII]) and especially the Rome-based agencies (RBAs).

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[6] To be presented to the Executive Board in September 2019.

(iv) Knowledge generation and innovation. The IFAD Knowledge Management Strategy states that IFAD will build on its own knowledge and strategically leverage knowledge from its partners, including IFIs, research partners, the private sector and the RBAs, especially in areas where IFAD does not have a comparative advantage. This will be achieved by mapping existing and potential knowledge partnerships, and selecting those that add value to the Fund's knowledge priorities, including gender, climate, nutrition and youth to optimize IFAD's role as a global knowledge leader.

(v) Strengthening private sector engagement. IFAD's Private Sector Engagement Strategy recognizes the need for increased private sector engagement at the country and global levels to tackle the challenges faced by smallholder farmers and rural micro, small and medium-sized enterprises and to crowd in private sector investments to fill the large investment gap in agriculture. This will entail: (i) broadening partnerships with domestic private sector and development partners, for example through inclusive value chains; (ii) expanding public-private-producer partnerships; and (iii) scaling up innovative solutions.

(vi) Enhancing visibility. To be effective, IFAD and its work need to be recognized and valued. Partnering in forums, alliances and networks is an important way to enhance the Fund's influence and increase its contribution at the national, regional and global levels. Cofinancing arrangements with other donors and IFIs raise IFAD's visibility and enhance the value it adds to the work of others.

29. Partnering varies at the national, regional and global levels. While leveraging resources and cofinancing are critical at the country level, IFAD's contributions to help shape the development agenda and ensuring visibility are important at the global level. The partnering objectives provide a basis for identifying partnership priorities at all three levels.

30. For IFAD to be more effective, partnering outcomes, principles and objectives must be implemented through the Fund's business processes and supported by robust tools. Formal partnering mechanisms such as MoUs should be used more selectively, considering that effective partnering depends on organizational culture and staff skills. The combination of these elements will enable IFAD and its partners to better address risks, seize opportunities and tackle critical issues throughout the different phases of their partnerships.

31. Finally, the Framework includes actions to improve the capacity and processes to measure and report on the results and outcomes achieved. Monitoring and reporting on partnerships: (i) provides a broad overview of how they contribute to IFAD's mission and its outcomes; and (ii) supports learning and feedback for improving country-level, regional and global engagement with partners.

III. Strengthening business processes, monitoring and reporting

32. Figure 2 illustrates how the IFAD Partnership Framework guides improved partnership prioritization, management, monitoring and reporting across IFAD's business processes. The proposed changes and improvements are closely aligned with the Fund's existing business processes to minimize additional workloads and demands on IFAD's systems. New elements to support implementation include a partnership annex in the COSOP guidelines, a regional engagement strategy and a corporate partnership report. Specific changes to business processes aimed at improving IFAD's partnerships are summarized in the subsections below and in appendix VI.

Figure 2
Changes in business processes, monitoring systems and reporting
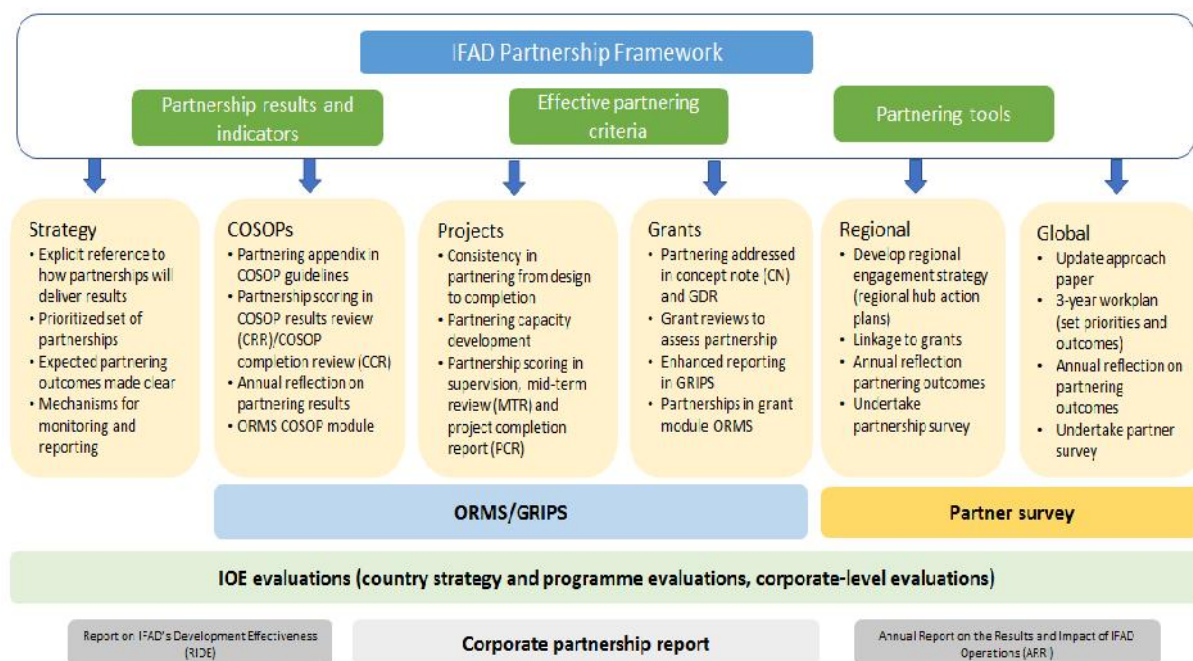
A. Improved partnering in key business processes

33. Strategies. IFAD's ongoing reforms and transformation are guided by a range of strategies and action plans in strategic operational areas and mainstreaming themes (such as climate and youth). To date, the degree to which they have addressed partnerships has varied. Future strategies and plans must be aligned with this Framework and specify partnership priorities, expected results and monitoring and reporting mechanisms.

34. COSOPs. As articulated in the IFAD Strategic Framework 2016-2025, partnerships at the country level are fundamental to achieving results and creating impact at scale. However, in the past, most COSOPs provided only a generic overview of partnerships. The new COSOP guidelines contain a template that outlines how to identify and select partners for each of the six partnering objectives (see appendix VII for more details). In addition, building staff capacity and utilizing tools such as the checklist for effective partnering are key to improving partnerships at the country level.

35. Partnering in COSOPs will be monitored as part of the annual, midterm and completion reviews. The templates for these reports will be adjusted to enable consistent rating against partnering objectives. This information will be complemented by data from country partner surveys and reporting on cofinancing

and grants through GRIPS. A brief annual country partnering summary could be included in the COSOP module of ORMS.

36. As elaborated in the new COSOP guidelines, country-level partnerships have different characteristics in low-income countries (LICs), middle-income countries (MICs) and countries with fragile situations. While LICs are likely to offer more opportunities for development-sector cofinancing, in MICs IFAD's approach needs to emphasize technical and policy support, and aligning IFAD's support with national investments in the sector. In countries with fragile situations, IFAD needs partnerships that enable it to mitigate weak capacity, including that of government institutions.

37. Projects and programmes. As described above, strategic partnerships will be identified in each COSOP (e.g. with the government, cofinanciers, knowledge institutions and civil society organizations). These partnerships will need to be developed further to meet the specific requirements of each project as set forth in the project design report.

38. A critical part of project design is understanding the role of the various actors and partners. Partnerships must be developed correctly and managed properly to ensure that project activities are implemented effectively and efficiently. The use of partnering criteria and tools to select the right implementation partners and build their capacity is a key responsibility of project managers, and should be included in each project implementation manual. Monitoring and reporting on partnerships at the project level is undertaken through ORMS.

39. Grants. Grants are important instruments for achieving IFAD's objectives at all levels through partnerships. The Framework includes simple guidance for bringing a "partnering lens" to the grant process to make partnerships explicit in grant design, management, supervision and evaluation procedures. For example, the role of grants in supporting multi-stakeholder partnerships could be considered in grant design and reviews and the partnership rating used for COSOPs should be used for grant supervision and completion. These proposed changes should be reflected in the Fund's grant procedures and guidelines, and in the ORMS grant module.

40. Regional engagement. IFAD's role as a partner that works with regional partners is critical to enhancing influence; these partners include regional development banks, intergovernmental organizations, farmers' organizations, knowledge institutions and the regional offices of international agencies. Partnerships for cofinancing and project delivery depend on better engagement with these regional partners. The efforts being made by PMD and the Financial Operations Department (FOD) during the IFAD11 period are clearly geared in this direction.

41. IFAD has not produced a regional strategy since 2006, but it has recently introduced regional hub plans as part of its decentralization process. Regional partnerships are addressed in a general manner by headquarters-based regional teams,[7] but they need to be more clearly identified, prioritized and documented.

42. It is recommended that a concise regional engagement strategy be developed to identify key partnerships linked to the Framework's six partnering objectives and IFAD regional hub plans. This would support identification and prioritization of partnerships, and possibly regional grant requirements, while facilitating coordination between regional and global engagement processes. Such a strategy would provide a basis for reflecting annually on partnership results achieved, strategic directions and emerging issues, and for reporting on achievements against partnering objectives as an input into a corporate partnership report.

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[7] The Asia and the Pacific Division recently prepared a brief outlining its strategy and regional partnerships in priority areas. With some revision, this could be used as a template for other regional partnership reports.

43. **Global engagement.** The new Global Engagement, Partnerships and Resource Mobilization Division (GPR) will continue to strengthen IFAD's global policy engagement, South-South and Triangular Cooperation and multilateral relations, including RBA collaboration.

44. Strategic partners at the global level include, among others, financial institutions that provide cofinancing to IFAD-supported projects, global platforms and alliances that influence rural development policy (CFS, HLPF, WEF), knowledge institutions including the CGIAR, producers' organizations and thematic networks (e.g. the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women).

45. To strengthen performance and impact in global engagement, it is recommended that the 2016 corporate approach to global engagement be revisited with a focus on prioritization of IFAD's strategic engagement, guided by the IFAD11 commitments and the Partnership Framework. A rolling three-year action plan focused on global strategic priorities should be prepared, combined with selection criteria (e.g. added value, impact, contribution to global public goods) for IFAD's engagement through partnerships, alliances and networks to achieve global policy engagement objectives. This action plan should specify the expected outcomes to be achieved in working with selected partners and multi-stakeholder alliances or networks. An annual reflection process would result in a global engagement and partnering note that reflects progress and achievements, and identifies lessons learned. A survey of selected global partners every replenishment period should provide feedback on IFAD's performance as a global partner.

B. Partnering instruments and tools

46. IFAD establishes partnerships through a variety of instruments including MoUs, multi-stakeholder alliances and platforms, loan and cofinancing agreements, grant agreements and informal agreements. However, these instruments do not always lead to active or effective partnerships. For example, a significant number of MoUs signed by IFAD have not delivered on their initial intentions. Likewise, IFAD has agreements with organizations that are not always backed up by good partnering practices. This can limit the potential of partnerships on both sides and lead to suboptimal use of resources.

47. A particular concern of the IOE ESR on partnerships (see footnote 4) was the insufficient diversity of instruments for partnering with the private sector and for non-lending partnerships.[8] Additional instruments for partnering with the private sector are included in the forthcoming IFAD Private Sector Engagement Strategy. Under the new COSOP guidelines, small grants can be provided to support partnerships for non-lending activities and increase synergies with IFAD lending operations.

48. Experience shows that many institutions take a formal and transactional approach to partnering. The IFAD Partnership Framework provides guidance to enhance a more selective and prioritized approach for effective partnership selection, development, management and review (see appendix V). Applying a "partnering lens" is critical to ensure that IFAD selects the right partners – using the approach laid out in the Framework, assessing the need for formal(e.g. MoUs) versus informal partnerships, and defining the requirements for the partnership to deliver towards IFAD's objectives.

49. **Capacity development.** IFAD staff already have skills and experience in partnering; however, given the high expectations of partnerships at all levels, the Framework recommends that customized training programmes be provided to equip staff with strategic partnering skills and strengthen the partnering culture

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[8] In February 2019, IFAD launched the Agribusiness Capital (ABC) Fund with the European Union, Alliance for a Green Revolution in Africa and the Government of Luxembourg.

across the Fund. External service providers would be best placed to provide such training, which could be undertaken through the IFAD Operations Academy to build capacity among decentralized staff at hub and country level.

C. Monitoring and reporting

50. Enhanced monitoring and reporting on partnerships, as proposed by the Framework, will use existing indicators such as the Results Management Framework (RMF) and monitoring mechanisms while recognizing the need to: fill reporting gaps at the country, regional and global levels; and align partnership-related rating scales. A corporate-level partnership report should capture progress and achievements at all these levels at the end of each replenishment period.

51. In addition, it is proposed that IFAD Country Offices and regional divisions provide a brief annual summary of progress towards partnering objectives, which could be incorporated as an annex to the Report on IFAD's Development Effectiveness. This should be complemented by an annual summary of IFAD's global engagement to elaborate on how partnerships are shaping the global development agenda and enhancing IFAD's visibility.

52. Such reports will: provide feedback on how partnerships are contributing to IFAD's goals and targets; and share lessons and recommendations for further improving IFAD's partnerships. Enhancing regular reviews of partnerships associated with COSOPs, along with regional and global engagement, will enable the Fund to identify and respond to all performance issues early on, and enable it to withdraw from partnerships that prove ineffectual.

53. To enable enhanced monitoring and reporting, the Framework proposes adjustments to existing monitoring and reporting processes and systems. These include project supervision and completion reports, COSOP reviews, grant supervision, IOE evaluations and partner surveys. Minor modifications to GRIPS and ORMS would allow for better synthesis and analysis of data. (See appendix IV for existing partnership-related indicators in the RMF).

IV. Implementing the Framework

54. Implementing the Framework will result in three main changes for IFAD: (i) better identification and prioritization of strategic partnerships; (ii) improved processes for engaging with partners to optimize added value; and (iii) enhanced monitoring and reporting of partnership outcomes for corporate learning and accountability. In order to realize these changes, the Framework recommends a set of new mechanisms to be integrated into existing business processes and information systems to minimize costs. Overall, investing in improved partnering should increase IFAD's access to and efficient use of resources.

55. Based on the presented strategic elements of the Framework, a draft action plan has been developed (see appendix II) in three priority areas:

 (i) Embedding partnering practices in key business processes and developing supporting guidelines;

 (ii) Integrating enhanced partnership reporting into existing results reporting, evaluation and information systems; and

 (iii) Developing IFAD-specific partnering tools and building capacity.

56. In order to roll out and implement the Framework, a set of specific actions is recommended to make the needed adjustments and improvements as proposed in sections II and III, and in related appendices. All IFAD's relevant business processes at country, regional and global level will need to be adjusted to enable better prioritization, implementation and consistent monitoring and reporting. These adjustments will be undertaken gradually starting in the second half of 2019.

57. Given the IFAD11 strategies and action plans already implemented,[9] the actions proposed in the Framework will be introduced gradually to enable alignment and allow for testing.

58. Work in support of the Framework's implementation has already begun. For example, with respect to the IFAD11 cofinancing strategy, efforts are under way to strengthen partnering with the World Bank, African Development Bank, International Finance Corporation and Asian Development Bank. Also, a new template has been developed to identify and select partnerships for COSOPs and was used for COSOPs submitted to the Executive Board in May 2019. Based on relevant RMF indicators (e.g. partnership-building, cofinancing, knowledge management and policy engagement), revised partner survey indicators have been defined to guide monitoring and reporting progress towards better partnering outcomes at all levels. In addition, a basic set of tools has been identified that can be customized to support better partnering processes and enhance staff skills.

59. To ensure that the Framework is ready for implementation, collaboration will be facilitated across IFAD in order to make any necessary adjustments to systems and processes. Staff capacity and skills will also be strengthened to sustain IFAD's partnering approach at the country, regional and global levels.

60. The lead responsibilities for Framework development and implementation lie within the Operational Policy and Results Division (OPR), GPR, regional divisions and SKD. Starting in September 2019, the newly established GPR will facilitate involvement in the development of the revised global engagement approach and three-year action plan. OPR and GPR will need to ensure the appropriate changes in IFAD's business processes, accompanied by guidelines and systems upgrades.

61. It is expected that implementation of the framework will result in a more selective and strategic approach to partnering. It should contribute to ongoing and future changes in IFAD (in operations and finance) and be consistent with unfolding strategic directions in the coming years.

62. While improvements will be implemented, expectations of results should be reasonable with regard to scaling up impact; expanding the influence of development agendas; and enhancing the performance of partnerships at the country, regional and global levels. Initial results and feedback on IFAD's performance will be disseminated through the results of the country partner survey and the corporate partnership report at the end of 2021.

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[9] See appendix III.

Summary of recommendations and responses

The table below provides a summary of the key areas of recommendations from the 2018 IOE Synthesis Report on Partnerships and the 2018 Update on Implementation of IFAD's Partnership Strategy and how these have been responded to by the Partnership Framework or other IFAD11 strategies.

Key recommendations	Response and actions in framework
Country Level: Develop focused country partnership agenda (strategy) that considers costs and benefits of partnerships, working with government and differences between LICs, MICs and (countries with the) most fragile situations (MFS).	Partnering has been strengthened in new COSOP guidelines which include a specific annex on partnerships. There is focus on identifying priority partnerships which should assess the costs and benefits of different partnerships when selecting a partner for a specific partnering objective.
Link country partner strategy to COSOPs. Create more time to pursue partnerships at country level.	New COSOP Guidelines include a section on differentiation between LICs, MFS, upper-middle-income countries and small island developing states.
Grants: Strengthen grants (including non-lending) as key partnership mechanism especially for country level and use grants for long-term support of civil society organizations beyond project support. Improve uptake of research and innovation grants at country level**.**	Grants are recognized by the Framework as a key mechanism to support partnerships. There are a series of actions identified to strengthen the focus on partnerships in the grant process including though a better monitoring and reporting as part of ORMS.
	COSOP Guidelines include option for a small grant to be proposed to support non-lending activities and to facilitate greater synergy with country lending operations.
	Grant procedures do include demand for demonstrating stronger linkages to uptake as part of review criteria.
	As to agricultural research, IFAD and EU agreed to work on a joint approach that ensures a more responsive uptake.
Monitoring, Reporting and Evaluation: Develop results framework, indicators and criteria for assessing partnerships at all scales and better integrate partnership analysis and reporting within corporate systems. Ensure clear disaggregated reporting on cofinancing.	The Framework outlines a comprehensive system for monitoring and reporting on partnerships and provides detail on what is needed to strengthen corporate systems.
	The cofinancing strategy has clearly determined the metrics for monitoring and reporting at COSOP, regional and corporate level on the agreed cofinancing targets.
United Nations and RBA coordination: More universal engagement in country level UNCT/UNDAF and RBA coordination processes.	The importance of United Nations and RBA coordination is highlighted in the COSOP and one of the partnering objectives explicitly addresses coordinated country-led development. This is more concretely elaborated in the COSOP Guidelines including with reference to United Nations reform
Embed strategic partnership choices in strategies and workplans: Future IFAD strategies and plans (e.g. knowledge, private sector, youth, gender, cofinancing, SSTC) explicitly include a vision on partnerships and where appropriate indicate strategic partnerships.	The Framework explicitly address this issues as one of the key areas of IFAD's business and operational processes where partnering needs to be embedded. The mentioned IFAD11 strategies have all addressed the partnership dimensions for the delivery of their strategy/action plan objectives.
Partnering and Financing Instruments: Develop a wider set of instruments for financing, especially for private sector and public-private-producer partnership (4p) support and explore ways of overcoming incompatibility of procedures and business models between financial institutions.	The creation of a wider set of instruments for financing is an issue addressed in the Cofinancing and Private Sector Engagement Strategy; the Partnership Framework refers to these documents.
	Incompatibility of procedures is an issue that requires to be tackled in the early stages of partnership negotiations as is also envisaged in the cofinancing strategy.
Partnership Processes: Strengthen capabilities for partnering across the organization supported by clear guidelines to ensure partnering in embedded in theories of change and is more than just a transactional relationship.	The Framework provides a clear set of guidelines for embedding improved partnering into IFAD business processes along with a set of partnering tools. Capacity development in partnering skills has been suggested for the IFAD Operations Academy and within IFAD projects.
Corporate support: Ensure partnering is backed up by management commitment, incentives and a partnering culture.	Overall approach is focused on a partnering culture across the institution and its major business processes
	The Human Resources Division (HRD) is tasked to ensure that partnerships skills are part of staff performance appraisal and recruitment.
	The partner survey would provide feedback on IFAD performance as partner at country level and may constitute part of the performance approach of staff.

Draft Action Plan Partnership Framework

Action	Lead responsibility	Time frame	Support and resources
1. Embedding of enhanced partnering practices in key business processes			
1.1. Develop Guidance for identification of strategic partnerships and expected results in future strategies and action plans as per guidance	GPR	Q1 2020	OPR/SKD
1.2. Support and monitor the use of the new COSOP Guidelines and Partnership annex to ensure effective application, and consider adjustments after 12 months.	OPR	Ongoing	PRM
1.3. Develop Guidance note for staff on expected engagement at country level with UNSDCF and its linkages with COSOPs	GPR	Dec 2019	OPR/PMD Regional
1.4. Adopt use of updated partnership-building scoring system in project and COSOPs reviews	OPR	Dec 2019	GPR/IOE
1.5. Develop a simple format for country level annual summary note to reflect achievements in line with the partnership objectives as per the guidance	OPR	Dec 2019	GPR
1.6. Develop guidance to ensure a more consistent attention to partnership in the project stages based on initial guidance of Framework in appendix VI	OPR	Q2 2020	GPR
1.7. Propose for consideration of VP/QAG means to strengthen partnerships aspects throughout the grant cycle: design to supervision, completion, evaluation (see initial guidance in appendix VI)	QAG/VP	Dec 2019	GPR
1.8. Develop format for regional engagement strategy and for an annual summary note on the achievements in line with the partnership objectives (see initial guidance in appendix VI)	OPR	Dec 2019	PMD Regional Divisions /GPR
1.9. Revise the corporate approach to Global Engagement to reflect the Partnership Framework objectives, and develop outcome oriented action plan for global engagement with prioritized partnerships linked to these; develop a format for annual global annual summary note	GPR	Nov 2019	EMC/OPV/PMD/SKD/FOD/ERG
1.10. Ensure consistency with the new Framework for stakeholder feedback that is being developed as part of IFAD11 (monitorable action 44)	OPR	TBD	GPR
1.11. Develop specific approach to strengthen Member State engagement across IFAD's operations	GPR	Q4 2019	PMD
2. Embedding of enhanced partnership reporting in existing results reporting, evaluation and information systems			
2.1. Upgrade ORMS to include partnership reporting fields in COSOP and Grant Module	OPR	2020	QAG/PMD/SKD/ICT
2.2. Review GRIPS and Partnership Framework consider adjustments e.g. tagging grants as partnership-oriented; develop IFAD partnership module with GRIPS	OPR	Q1 2020	GPR/PMD/SKD/FOD
2.3. Ensure consistency of the partnership performance rating throughout the project cycle (COSOP, design, supervision etc.)	OPR	Ongoing	GPR
2.4. Explore incorporating a performance rating for "enhanced visibility" as part of the country, regional, global partner survey	OPR	Q1 2020	GPR/COM
2.5. Develop a partnership survey for regional/global level building upon experience with developing country level partner survey	GPR	Q3 2020	OPR/IOE
2.6. Develop an outline for the Corporate Partnership Report ensuring alignment with the Report of IFAD's Development Effectiveness and Annual Report on the Results and Impact of IFAD Operations and easily incorporation of data (GRIPS/ORMS) and reflection of annual summary notes	GPR	Q2 2020	OPR/PMD Regions/IOE
2.7. Develop a database based on list of formal/informal partnerships and create a baseline for monitoring progress and achievement of outcomes	GPR	Q2 2020	ICT
3. Development of IFAD-specific partnering tools and capacity development			
3.1. Develop web based customized partnering tools for easy access to support partnership application and enhance skill of staff (see Appendix for initial suggestion)	GPR/COM	Q1 2020	ICT/External service provider
3.2. Consult and develop dedicated training and capacity-building modules for staff in the key areas of partnership development, as well as on the use of instruments and tools	GPR/HRD	Q1 2020	External service provider
3.3. Incorporate delivery against partnerships as part of the Performance Evaluation System for staff	HRD	Q1 2020	GPR, PMD, SKD, FOD

Synergies with IFAD11 deliverables for partnership

The table below provides a summary of the synergies with IFAD11 deliverables e.g. cofinancing, knowledge, private sector, fragility and citizen engagement strategies;[10] and the COSOP guidelines.

| IFAD11 deliverables	Strategic relevance of partnership	Concrete implementation measures to select and manage partnerships
COSOP Guidelines	The COSOP is the main tool for strategic planning, management and monitoring of country-level partnerships. It serves to identify the most strategic partners, among others, for leveraging finance and enhancing policy engagement and coordination (e.g. UNDAF, RBAs) to achieve country goals.	A specific Appendix has been included to support and promote the selection of strategic partnerships against the six partnership objectives in line with the Partnership Framework. The strategic partners will be identified based on how they can contribute to achievement of the COSOP's strategic objectives and deliver results and scale up impact beyond IFAD's own resources for its lending and non-lending activities. The key monitoring points in the COSOP cycle are the CRR and CCR when the results and outcomes of these partnerships can be evaluated on delivering results and outcomes. This provides an opportunity to introduce changes and identifying new strategic partners.
Cofinancing Strategy	IFAD will take a more systematic institutional approach to identify partners for cofinancing in order to reach IFAD11 target. Cofinancing partnerships go beyond additional financing, as they are a source of knowledge exchange, thereby creating opportunities for governments and development partners to align strategies for effective development solutions.	The strategy's approach consists of concrete actions to improve cofinancing partnerships: (i) Identify key cofinancing opportunities at regional and country levels; (ii) Engage with partners at multiple levels through the development of engagement plans for each key partner at the institutional and country levels to sustain a systematic approach and increase IFAD's presence and visibility in key partners' operations and events; (iii) Communicate, successful results from cofinancing partnerships and IFAD-funded interventions to motivate donors' commitment and maintain good relationships Following actions are included as part of the action plan to improve partnerships (i) develop a map of potential cofinanciers at country, regional and global levels; (ii) exchange of pipelines; (iii) showcase successful examples of cofinancing externally; and (iv) create internal incentives by including cofinancing in staff objectives and the performance evaluation system.
Knowledge Strategy	The goal of the strategy is for knowledge to be assembled and transformed, including through partnerships, into better development results for poor rural people, and greater impact towards the 2030 2030 Agenda for Sustainable Development.	The strategy will implement following actions to improve knowledge-partnering: Map existing and potential priority knowledge partnerships, and their comparative advantage, to corporate/regional/national/thematic (e.g. gender, climate, nutrition and youth) knowledge priorities. Identify and prioritize partnerships accordingly in support of more focused knowledge development at country, regional and corporate levels, especially in areas where IFAD does not have a comparative advantage. Promote the use of partnering tools to assess the suitability and effectiveness of knowledge partnerships. Participate in networks and build partnerships that promote knowledge exchange and learning on knowledge management, and organizational learning solutions.

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[10] The Citizen Engagement Strategy is currently being developed by IFAD, therefore there are no elements related to it in this appendix but these will be added once available

IFAD11 deliverables	Strategic relevance of partnership	Concrete implementation measures to select and manage partnerships
Private Sector Strategy	**Strengthening private sector engagement.** IFAD's Private Sector Engagement Strategy recognizes that increased private sector engagement at country and global level is needed to tackle the challenges that face smallholder farmers and rural micro, small and medium-sized enterprises (MSMEs) and to crowd in private sector investments to fill the large investment gap in agriculture This will entail broadening partnerships with the domestic private sector and development partners.	IFAD's partnerships with the private sector at country level will recognize the primacy of country ownership and buy-in through consultations with the governments. IFAD will develop partnerships with agribusiness companies to integrate small farmers and rural men and women into global /regional/ domestic value chains. IFAD would also expand and replicate its 4P approach to a greater number of projects and countries and would selectively sign MoUs and build multi-stakeholder partnerships to support inclusive value chain development. At headquarters and IFAD Country Office level capacity-building will be conducted to strengthen IFAD's staff capacity in the area of private sector development and partnerships.
Fragility Strategy	IFAD is contributing to building and supporting transition to resilience, in partnership with governments, humanitarian actors and development partners that complement its own work. In the presence of a crisis, IFAD will supervise interventions directly, working with governments; when security risks do not allow for this, IFAD chooses a partner to work on its behalf, while preparing for later engagement, e.g. United Nations, specifically with the WFP and FAO.	The fragility assessment informs IFAD's country strategy to identify strategic partnerships required to support countries in crises. Partnership will need to be elaborated with actors in the United Nations system (FAO, WFP), IFIs and regional development banks (e.g. African Development Bank), regional organizations (e.g. African Union), and the private sector. However, focusing on fewer and more strategic partnerships enables a coordinated and coherent approach to fragility.

The Monitoring, Evaluation and Reporting of Partnerships

Integration of partnership monitoring and evaluation (M&E) into existing systems

1. From reviewing the existing business processes, data systems and reporting it is evident that adjustments are needed to ensure and enable a more adequate monitoring and reporting as per the orientation of the partnership framework and in line with the IFAD11 commitment.

2. The figure below illustrates the needed integration of partnership M&E and reporting with existing systems. As indicated Chapter III, section C, the purpose of a better reporting on partnerships is twofold: to provide an overall corporate perspective on how partnering is contributing to achieve IFADs Goals and RMF and secondly to support a learning and feedback loop at all levels (country, regional and global) to improve partnering where so needed.

3. The diagram illustrates at the top level how relevant RMF indicators (Table 1 below) and the Partnership Framework lead to the partnership results and indicators (Table 2 and 3 below). Data to report on the partnerships is then captured through the M&E mechanisms (middle of the diagram) and reported on in the ways illustrated at the bottom of the diagram. (Further details are given in Sections D to I below.)

4. A corporate partnership report would be produced once every 3 years (e.g. replenishment period) with the first being produced at the end of IFAD11. As further detailed in the figure below this report would collate and synthesize information from IFAD systems across the three levels to report quantitatively and qualitatively on the results of IFAD's key partnerships in relation to the partnership objectives and on the performance of IFAD's partnering processes.
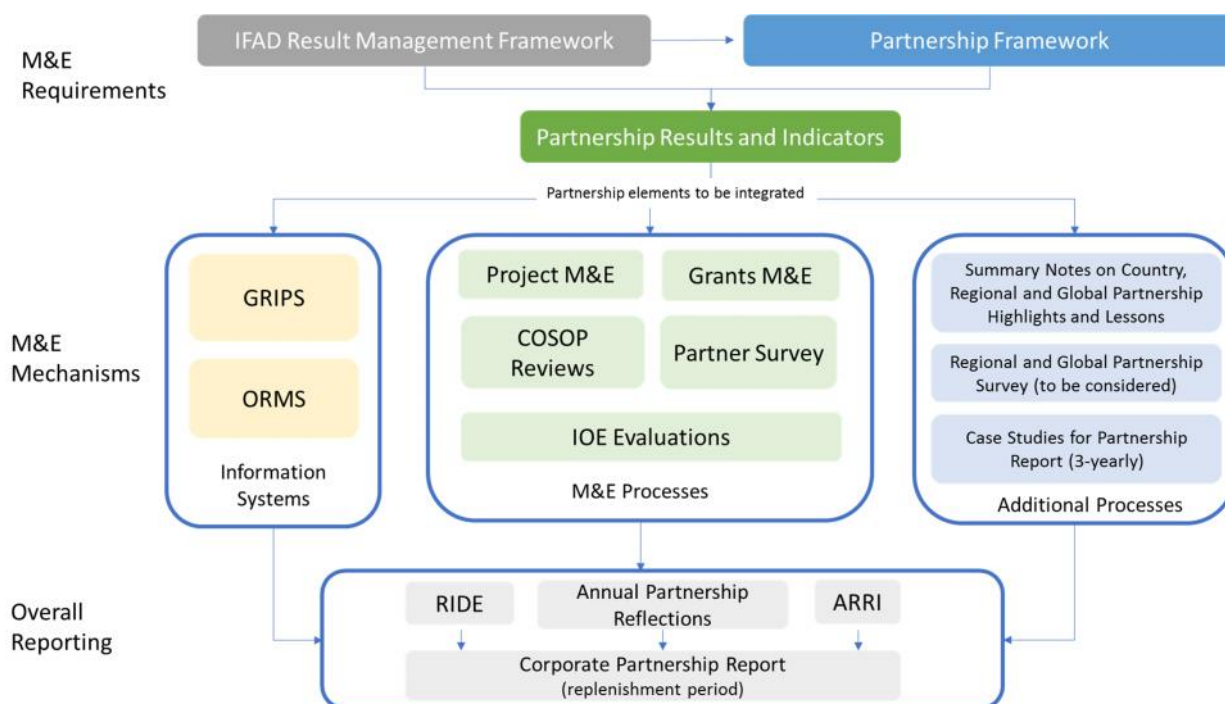
5.   Key points that have been considered to improve monitoring and reporting on partnerships are as follows:

(a)   As far as possible monitoring and reporting utilizes existing indicators (RMF), data collection methods (e.g. partner survey) and information systems (ORMS and GRIPS).

(b)   The nature of partnering and the IFAD Partnership Objectives is such that there are limited simple quantitative indicators that can be used for monitoring; the main exception is for cofinancing. This is the same issue for areas such as knowledge management and policy influencing. The solution already adopted by IFAD for monitoring such areas is to use rating scales that convert qualitative assessment to quantitative ratings. This approach is proposed for assessing partnering performance. It is not proposed to develop more complex quantitative indicators that directly measure partnership results, but rather to rely largely on ratings scales, surveys (partner survey) and qualitative assessment of results across country, regional and global scales.

(c)   IFAD monitoring and reporting systems are currently largely focused on the project and country scale with no mechanisms in place that can be used to assess partnerships at regional or global scales. To fill this gap the following is proposed:

(i)   Collation of brief regional and global summary notes on annual partnership highlights and lessons learned.

(ii)   Consideration of a partnership survey at regional and global levels (this could be an extension of a version of the current partner survey to regional and global levels).

(d)   Currently there are ratings scales as part of project supervision, COSOP CRR and CCR and in the IOE evaluation manual. However, there is inconsistency across these rating scales. It is understood that there is likely to be adjustment to such mechanisms as a result of the finding of the current Evaluation External Peer Review. The current supervision partnership-building rating scale has embedded within it aspects of cofinancing, knowledge management, policy influencing and private sector engagement, however there are no subrating scales for these elements and little consideration is given to partnering processes and capacities in the rating guidelines. It is proposed to update and streamline the rating systems to be able to better report on partnerships in a consistent way through project supervision, COSOPs and IOE evaluations. A refined partnerships rating scale could then also be adapted for use within grants and potentially at a regional scale. This would need to be done with further close consultation across the house given ongoing development of ORMS and the IOE external peer review.

(e)   Given the importance of grants for partnerships, it is proposed that GRIPS and new grants ORMS module tag grants which are of a partnership nature. For these grants a modified partnership rating scale would be included for supervision and evaluation.

6.   The current version of the Partnership Framework has outlined an overall approach to partnership monitoring and reporting and provided indicative details of what would be needed for implementation. With management agreement to the overall approach the details can be further refined as part of additional work that will be needed to roll out and implement the Framework.

A.   Partnerships and Results Management Framework (RMF) Indicators

7.   Table 1 below lists the relevant partnership-oriented indicators that are included in the IFAD11 Results Measurement Framework (RMF). These refer to partnership-building, cofinancing, knowledge management and policy engagement. In addition to these partnership-oriented indicators, in reporting on partnerships correlations can be made between for example the partnership-building ratings and ratings on overall project achievement.

Table 1
Relevant Partnership-oriented Indicators in the IFAD11 Results Management Framework (RMF)

RMF Indicators	RMF Data Source	Implications for Partnership Framework
3.3.4 Partnership-building	**Country partner survey** **Regional/Global partner survey to be developed**	The new partner survey as of 2020 will provide feedback on performance (rating of 1-4) as a partner in four areas covered by the partnership objectives. These are: **private sector engagement** (PPPs) and crowding in private sector funding ; ability to catalyse new **cofinancing opportunities;** **leverage its knowledge** to make existing partnerships more effective; Facilitate **greater coordination and synergy between organizations**. In addition it will assess 6 qualitative statement about **IFAD performance as a development partner (responsive, flexible, inclusive, respectful, reliable, convenor/broker)**
	COSOP Completion Reviews	Guidelines on CCR need to be adjusted to reflect monitoring of achievements against the 6 partnering objectives
3.1.3 Cofinancing ratio international	GRIPS	The quantitative targets provide both feedback on corporate targets (US$ 0.60) and regional on partnership objective to leverage financial resources (an assembler of development finance)
3.1.4 Cofinancing domestic	GRIPS	The quantitative targets provide both feedback on corporate targets (US$ 0.80) and regional on partnership objective to leverage financial resources (an assembler of development finance)
3.3.1 Relevance of IFAD country strategies	**Partner survey** **COSOP Completion Reviews**	Indicates relevance of IFAD to country partners COSOP CRR and CCR
3.3.5 Country-led policy engagement	**Partner survey** **COSOP Completion Reviews**	It will assess five dimensions(rating 1-4) of how IFAD enables national and local leaders to: **utilize data or evidence; design or strengthen policies; implement and operationalize policies**; **include the rural poor within policy discussions;** and increases the **capacity of smallholder farmers or community associations to participate in national policy processes** **Same as above under 3.3.4**
3.3.6 Knowledge management	**Partner survey/IFAD Knowledge Management Strategy**	This will assess three dimensions on the extent to which IFAD's knowledge products (e.g., data, analysis) are relevant, timely and useful to inform policy formulation or programme decisions
3.3.7 South-South and Triangular Cooperation	**Partner survey** **COSOPs Completion Reviews**	It will assess if IFAD is effective in leveraging SSTC to exchange knowledge and promote cross-learning across its projects**.** **Same as above under 3.3.4**

B.   Results and Indicators for Reporting on Partnerships

8.   Table 2 and 3 below provide existing indicators and monitoring mechanisms for the partnership framework based on RMF indicators, ratings scales and partner survey data. As indicated above, to enable greater specificity for each of the objectives further development of rating scales will be needed, along with qualitative summary notes at country, regional and global scale and consideration of a partnership survey at regional and global scales.

Table 2
Indicative Partnership Outcomes Indicator Table (to be further refined)

Partnership Outcomes	Existing Indicators/Data	Scale	Source/Comments
Country Impact at scale	Cofinancing levels	Country	GRIPS
Influence on Enabling environment	Supervision Partnership-building Performance Rating	Project	Project supervision ORMS
	Supervision Institutions and Policy Engagement Rating	Project	Project supervision ORMS
	Partner survey Q9 Contribution to changing laws, norms and decision-making	Country Regional Global	Partner survey and analysis Partner survey to be developed
	CCR rating policy dialogue	Country	CCR/CRR – ORMS COSOP
Capable and Effective Partners	Supervision Human and social capital and empowerment rating	Project	Project supervision ORMS
	#, type and scale of development partners supported through grants	Country Regional Global	GRIPS needs to be developed to enable monitoring
	Qualitative assessment from annual partnership notes at country regional and global levels	Country Regional Global	Reporting through upgraded ORMS modules, regional note and global engagement notes

Table 3
Indicative Partnership Objectives Indicator Table (to be further refined)

Partnership Objectives	Existing Indicators/Data Indicator	Scale	Source/Comments
Generic	Partner survey Q6 Partnership Brokering Effectiveness	Country Regional Global	Partner survey and analysis Partner survey to be developed
	Average Performance Rating on Supervision Partnership-building	Project	Project supervision ORMS
	CCR Rating Strategic Partnerships	Country	CCR/CRR – ORMS COSOP
Influencing Policy and Development Agendas	Supervision Partnership-building Performance Rating	Project	Project supervision ORMS
	Supervision Institutions and Policy Engagement Rating	Project	Project supervision ORMS
	Partner survey Q9 Contribution to changing laws, norms and decision-making	Country Regional Global	Partner survey and analysis
	COSOP CRR/CCR rating policy dialogue	Country	CRR/CCR – ORMS COSOP
	Categorized list of key policy influencing and agenda setting achievements	Country Regional Global	Brief annual reports from country, regional and global
Leveraging Financial Resources	Cofinancing targets (domestic, int.)	Country Global	GRIPS
	Supervision Partnership-building Performance Rating	Project	Project supervision ORMS
	Partner survey Q6.1 Crowding in Investment and public private partnerships	Country	Partner survey and analysis
	Partner survey Q6.2 Catalyses cofinancing	Country	Partner survey and analysis
Enabling coordinated country-led development	#/% countries where IFAD is active in country coordination (Ag Sector WG)	Country	ORMS COSOP
	#/% countries where IFAD is active in United Nations and RBA coordination	Country	ORMS COSOP
	Partner survey Q6.4 facilitates greater coordination between development partners	Country	Partner survey and analysis
	Supervision Responsiveness of Service Provider Rating	Project	Project supervision ORMS
	Supervision Partnership-building Performance Rating	Project	Project supervision ORMS

Brokering Knowledge and Innovation	Supervision Partnership-building Performance Rating	Country	Project supervision ORMS
	Supervision Knowledge Management Rating	Project	Project supervision ORMS
	Partner survey Q6.3 leveraging knowledge and expertise	Country Regional Global	Partner survey and analysis Partner survey to be developed
	Partner survey Q10 perceptions of knowledge products	Country	Partner survey and analysis
	Rating Knowledge Management	Country	COSOP CRR/CCR
Strengthening Private Sector Engagement	Supervision Partnership-building Performance Rating	Project	Project supervision ORMS
	Partner survey Q6.1 Crowding in Investment and public private partnerships	Country Regional	Partner survey and analysis Partner survey to be developed
	Cofinancing from private sector	Country Regional	GRIPS
Enhancing Visibility	Partner survey Q2 familiarity with development organizations	Country Region Global	Partner survey and analysis Partner survey to be developed Partner survey to be developed

C.   Improving Information Systems to Report on Partnerships

9.   As indicated, adjustments will be made to existing systems (GRIPS, ORMS) to enable better monitoring and reporting on outcomes of partnerships. At present a new Grant module within ORMS is being developed which should incorporate key aspects of partnership to ensure much better monitoring but also analysis and reporting on grants and their contribution through partnerships.

10.   In addition, a new COSOP module will be developed which should ensure it is adopting the partnership template as incorporated in the new COSOP Guidelines and facilitating better monitoring and reporting.

11.   Additional changes may arise as the Framework gets implemented including by defining new or better indicators as part of GRIPS or better reporting as part of ORMS.

D.   Additional Tracking and Reporting Requirements

12.   To complement RMF indicators, the performance ratings and partner survey, brief annual summary note on partnering are proposed for country, regional and global levels. These would report on key highlights of partnering and any emerging issues and lessons learned in reference to the partnership objectives and partnering strategies at each scale. This process would firstly serve as a way of reviewing progress on partnerships and informing annual workplans. The brief notes can then be collated to provide corporate level information on partnering highlights and emerging partnership issues. This information would also provide the basis for informing and selecting case study work that would be done for each three-year corporate partnership report.

13.   More reliable and informative information on partnering performance in projects, COSOP, grants and evaluations will require some revision and updating of current ratings. Key issues for consideration are:

14.   Inconsistency in ratings across project supervision, COSOPs and IOE evaluations

15.   Mixing of factors related to partnerships, knowledge, policy and private sector across a set of different ratings

16.   Only partial alignment between the ratings and the key elements of the Partnership Framework

17.   No ratings for partnerships in grant supervision and evaluation

18.   In a next version of the country partner survey there may be merit in some slight modifications to add questions that would be more specific on IFAD visibility at different scales and in different forums and the degree to which IFAD is seen as supporting partners to be capable and effective.

19.   Corporate Partnership Report

20.   The corporate partnership report will provide an overview of IFAD's partnering performance in relation to the Partnership Framework Outcomes and Objectives. As well as drawing on regularly generative information through ORMS and GRIPS and IOE reports.

21.   The report would cover:

(a)   Results reporting on Partnership Framework Outcomes and Objectives

(b)   Overview of range and type of IFADs key partnerships and how this is changing

(c)   Overview of highlights of successful partnerships

(d)   Correlations between performance ratings to show for example any linkages between partnership performance and overall project or COSOP performance.

(e)   Any issues emerging around effective partnering and recommendations on how to respond

(f)   Assessment of the degree to which good partnering practices and the use of partnering tools are being embedded in and used across IFAD business processes.

(g)   Recommendations for improved monitoring and reporting for next RPPR

E.   Strengthening Partnership Assessment in Existing M&E Processes

22.   The table below summarized the key changes to be made in existing M&E and reporting processes to more effectively monitor and report on partnerships.

M&E Process	Changes to be made
Project Cycle M&E	• M&E of partnerships outlined in project design report • Partnership monitoring is part of project M&E data • Partnership assessment is part of supervision and current rating scale is enhanced. • Partnership outcomes, objectives and processes assessed in midterm review • Effectiveness and impact of partnerships is explicit part of Project Completion Report • Partnership be included in Loans Rating Form
COSOP Midterm and Completion	• Use of partnership annex in COSOP guideline to report on partnerships • Adjust guidelines which for now ask for a singular rating of partnership dimension which should be amended to include all 6 partnership objectives of the Partnership Framework • Initial review of CCR (4 in total) at end of 2019 to verify if partnerships are addressed properly
IOE Project Evaluation	• Partnering be included with more specific criteria as per 6 partnership objectives for evaluation and included under other performance criteria • Update ratings to include partnerships • IOE maintain a meta-evaluation process on partnership performance and lessons learned
Grant M&E	• M&E of partnerships outlined in Grant design document • Partnership monitoring is part of Grant M&E data • Partnership assessment is part of grant supervision • Partnership outcomes, objectives and processes are annually reviewed • Effectiveness and impact of partnerships is explicit part of Grant Completion Report
Partner survey/Partnership Survey	• Update partner survey based on next round of results. • Consider development of partnership survey at regional and global levels
IOE Evaluation Manual	TBD with IOE how to adjust the assessment of partnerships and partnership-building

Partnering Tools and Guidance

Below is an initial selection of draft tools and guidance to be used across IFAD processes and to be further elaborated. These may be used for establishing strategic partnerships; establishing MoUs; maintaining effective partnerships; and as a checklist for partnering during the various stages of identifying a partnership.

Box 1
Minimum Criteria for establishing Strategic Partnerships

Strategic partnerships are partnerships at country, regional or global levels that are most important to IFAD in achieving its objectives. Strategic partnerships make a significant contribution to increasing IFAD's scale of impact and influence and are based on sufficiently strong mutual interests and alignment of operating procedures to be successful.

At country, regional and global levels IFAD needs to identify those partnerships to which it will give most attention to ensure delivery of results. There is no definitive number proposed for strategic partners and the boundary between a strategic and less strategic partner will inevitably be blurred. However, at country and regional level it is anticipated that there should be a focus about 10 of the most important partners. At the global level the number will be higher.

Criteria to consider in prioritising strategic partners are:

(1)   Partnership is essential for IFAD to deliver on its mission and/or country programme
(2)   Degree to which there are significant mutual benefits
(3)   Critical/very important to delivering on one or more of the 6 partnership objectives
(4)   Key to leverage financing for IFAD investments
(5)   Existing track record of successful partnering with IFAD
(6)   New partner with significant potential that requires investment
(7)   Commitment and motivation to work with IFAD in a collaborative way
(8)   Linkages between the partner and other IFAD partners
(9)   There is compatibility between operational processes/modalities of working
(10) Staff capabilities and motivation to deliver on the partnership

The point of identifying strategic partners is to direct limited resources to those partnerships that will deliver the greatest impact for IFAD. In prioritising the attention to be given to partnerships in may be that great investment is needed in partnerships that

Box 2
Effective Partnerships

(1)   There is a clear rationale and purpose for the partnership
(2)   The partnership will bring clear added value to both parties relative to the costs of partnering
(3)   There are no significant reputational risks for either party
(4)   There is alignment of the underlying values, goals and objectives of the partners
(5)   Clear tangible results from the partnership can be identified
(6)   The partners have the time and financial resources to commit to delivering on the partnership resources
(7)   The partners have the capabilities (knowledge, skills, organisational structure, experience) to deliver on the expected results
(8)   The partnership has the support of responsible/senior managers in the organisation
(9)   Staff developing and managing the partnership understand and apply the basic principles of good partnering
(10)   Specific staff are allocated as responsible/contact points for the partnership
(11)   A partnership agreement is developed and signed
(12)   There is an action plan to guide delivery of expected results
(13)   There is regular open and honest communication between the partners about progress of the partnership and any emerging issues
(14)   There are regular structured partnership reviews (health checks) that assess the performance of the partnership against the partnership agreement and action plans
(15)   There is regular and transparent reporting on the partnership

Box 3
Key steps for signing MoUs

In general MoUs should be developed only with strategic partners where there is a very high likelihood of the partnership delivering on expectations and there are clear results to be achieved. MoUs should be time bound and their continuation contingent on expectations being met following a review process.

Prior to signing an MOU the following should be undertaken:

(1) Assessment of partnership using strategic partnership criteria
(2) Reputational risk assessment
(3) Assessment of partners capability to deliver on an effective partnership
    (a)   Commitment and motivation
    (b)   Time and resources
    (c)   Operating procedures
    (d)   Staff capability
    (e)   Track record
(4) Development of a clear action plan for an initial phase of the partnership with results to be achieved within what time frame and with what resources

Box 4
Guidance criteria for partnering

There is a clear need for a more systematic and rigorous approach at country, regional or global level during the various stages of identifying a partnership, developing and nurturing it and monitoring and reporting upon its results and outcomes.

The below set of questions is a simple tool that requires further elaboration but can be used as starting point to provide guidance to staff involved in the relevant business process to check if relevant a aspects related to partnerships are being adequately considered. The tool provides a "partnering lens" and it can be used to ensure partnering is considered in strategy and planning processes and to consider partnering performance during an annual review and completion/evaluations.

Partnering Strategy
Is it clear what needs be achieved with whom and how?
(a) Are there clear strategies, objectives and theories of change in place that make clear why partnerships are needed? (good strategy needs to proceed partnering)
(b) Have the expected objectives and outcomes from partnering been clearly established?
(c) Has a stakeholder scanning exercise been undertaken to identify possible partners?
(d) Has there been a strategic selection of key partners against clear criteria, including capacity to deliver, ability to align administrative and decision-making procedures and consideration of any reputational risk?
(e) Have clear agreements been reached between partners regarding what will be achieved and the necessary conditions for the partnership to succeed?

Partnering Processes and Capability
Have good partnering practices been applied?
(a) Are those establishing partnerships aware of partnering tools and guidelines and are they using them to ensure effective partnership processes?
(b) Have there been clear partnership negotiations between parties that are open and which establish underlying values and shared expectations?
(c) Is there a documented partnership agreement in place?
(d) Has a partnership communications plan been developed and is it being followed?
(e) Are there regular partnership review (health checks) processes in place and are these improving the quality of the partnership?
(f) Has the capacity of staff to guide partnership processes been developed as necessary?
(g) Have external partnership brokers been used as appropriate to support key partnering processes and/or dispute resolution?

Partnering Monitoring and Reporting
Are clear mechanisms for monitoring, reviewing and reporting on the partnering in place?
(a) Have the intended objectives and outcomes of partnership been clearly established in a way that they can be monitored?
(b) Have relevant qualitative and quantitative indicators been developed to monitor the partnership and its outcomes?
(c) Have necessary monitoring and reporting mechanisms been put in place?
(d) Is monitoring and evaluation being used to improve the quality and impact of the partnership?
(e) Are partnership outcomes being reported to enable IFAD wide corporate reporting on partnerships?

Partnering Results and Outcomes
What have been the ultimate outcomes and impacts of partnering?
(a) To what degree has the partnership delivered on expected objectives and outcomes and what is the evidence for this?
(b) How partnerships have contributed to the Partnership Framework outcomes and impacts?
(c) What unintended positive or negative outcomes have resulted from partnerships?

Enhanced Partnering in Business and Operational Processes

A.   Partnerships in IFAD Strategies

1.   Future corporate strategies and their related action plans will need to be developed taking into account the Partnership Framework. Specifically they should:

   a. Articulate the type and range of partnerships needed to deliver on results and associated theories of change.

   b. Undertake a partnership scan to ensure the best partners for IFAD have been identified and to avoid defaulting to known or existing partners.

   c. Provide a prioritization of key partners or key types/categories of partners.

   d. Identify as specifically as possible the expected results from priority partnerships in relation to the Partnering Objectives.

   e. Identify how partnerships and their expected results will be monitored, reviewed and reported.

   f. Outline the process of how key partnerships will develop and managed to ensure they are effective.

2.   The detail and specificity on the partnering will depend on the nature of a particular strategy or action plan.

3.   In addition strategies will need to ensure an adequate M&E of their outcomes – it could be linked to the GRIPS /ORMS if it is related to country level activities. However it may need to be connected to the RMF indicators and/or complement the gaps in measurement through instruments as part of existing business processes.

4.   As to reporting, consideration is to be given how to integrate it to the RIDE (as an Annex for special thematic focus) and/or as part of the corporate partnership report.

B.   COSOP

5.   With respect to the COSOP a template has been developed that reflects the partnership framework in particular the 6 partnering objectives. This template was included in the new COSOP Guidelines and has already been used for the COSOPs that were presented to the Executive Board in May 2019. (see Appendix 7)

C. Projects/Programmes

6. The table below presents partnership considerations that need to be integrated into phases of the project cycle.

7. A more comprehensive set of guidelines on partnering at the project level would be developed as part of the roll out of the Partnership Framework as referred to in the draft action plan in Appendix 2.

Project Cycle Phase	Partnering Considerations	Responsibilities
Design		
Concept Note/PDR	• Partnerships needed to deliver on project objectives are explicit and detailed • Alignment between project CN/PDR and COSOP Partnership Annex • CN/PDR theory of change is explicit on role of different partners in delivering results • Adequate consultation with key partners • PDR addressed opportunities and risks on partnerships	Country Director/CPM Design team leader
Implementation		
Start Up	• Role of effective partnering in project delivery is made explicit with all parties • Partnering tools are used to engage with key delivery partners to help establish effective partnering relationships • As appropriate partnership agreements are established • Partnering processes are integrated into operations manual • Training is instigated to support partnering skills	Country Director/CPM Project Leader
Supervision / MTR	• Partnering processes and effectiveness are considered as a critical element of supervision/MTR • Relationship between partnering effectiveness and project performance is carefully assessed • Partnering capabilities, use of partnering tools and integration of good partnering practices into project operations are assessed • Successful and problematic partnerships are identified, lessons identified and recommendations made	Supervision mission lead Country Director/CPM
Completion		
Project Completion Report	• Role of partnerships in final project performance and delivery and impact is fully assessed	Country Director/CPM PDT

D. Grants

8. As highlighted grants have proven to be an instrument to support the development of partnerships at all levels. As part of the recent Update on the Implementation of the Partnership Strategy of July 2018 it was recommended to OMC to consider providing a small grant to facilitate partnerships that enable delivery upon non-lending activities (policy, knowledge etc.). The update of the grant procedures in December 2018 includes an option for a small grant to support and implement such activities to be part of a COSOP.

9. The Partnership Framework proposes to undertake a regional engagement strategy that is linked to regional/global grants that aims to achieve a selection of the partnering objectives through selected and prioritized regional partnerships.

10. In reviewing the business processes in 2018 it emerged that the partnership dimension is often not or not at all addressed in the grant processes and documentation. Therefore what follows are suggested ways in which partnering is to be considered and strengthened in the grant process:

    a. As appropriate, the grant concept note should explicitly address how the grant will strengthen and support partnerships between IFAD and the grant recipient. The concept note should link to partnering priorities identified at country, regional or global scales and/or in thematic strategies and actions plans. Partnering can be addressed in sections 12, 13, 21 and 24 of the grant concept note template.

    b. As appropriate, proposals for grants should be explicit on how the grant will support an effective partnership between IFAD and the potential grantee.

    c. Consideration of how the grant will contribute to partnering should be a criteria for grant internal and external review.

    d. Where a grant is supporting a partnership between IFAD and the grantee the design document should use the Criteria for Effective Partnering as a guide for grant design and specifically address the following:

        i.   Assessment of how the grant will contribute to the IFAD Partnership Framework Objectives.

        ii. How the grant will be managed to ensure an effective partnership is developed and maintained between IFAD and the grantee.

        iii. Evaluation of the grant from a partnership perspective in terms of specifically how it has delivered on the IFAD Partnership Framework Objectives and on the quality and sustainability of the partnership between IFAD and the grantee.

    e. Effectiveness of the grant as a partnership to be assessed in grant reviews

    f. The grant evaluation to address partnering and report on partnership outcomes, quality and effectiveness of partnering processes

11. For corporate level reporting on the contribution of grants to IFAD partnerships the following is proposed to be included:

    a. A field be included in GRIPS to categorize grants as:

        i.   Strategic partnership

        ii. Important partnership

        iii. Relevant partnership

        iv. Not a partnership oriented grant

    b. Analysis of GRIPS data to show how grants are supporting partnerships at country, regional and global levels with a breakdown of how much is flowing to which partners of what types over what periods of time.

    c. A grant partnership rating be included in grant supervision and evaluations

E. Regional Engagement

12. It is proposed that regional partnering be strengthened through a light regional engagement and partnership strategy with a replenishment period time-frame but reviewed and updated annually. This would provide the basis for prioritizing regional outcomes and partnerships and communicating regional engagement to country and

global levels to ensure good coordination, particularly with partners who operate across country, regional and global scales.

13. Some initial guidelines for such a Regional Engagement and Partnership Strategy include the following:

    a. A brief 2-4 page document that outlines key partnering priorities for the region in relation to the Partnership Framework Objectives supported by an annex with the summary table illustrated below

    b. The Partnership Objectives should be used as a checklist to select those areas in which partnerships may be needed and add value to IFAD operations at regional level.

    c. The regional strategy should interface both downwards to align with COSOP partnership priorities and upwards with global engagement priorities

    d. The strategy should identify a limited number of the most strategic partnerships in which to invest

    e. For each key partnership objective identify specific results and outcomes

    f. The Strategy should provide a basis for considering how regional grants can support partnerships

    g. The Strategy is to be reviewed and updated on an annual basis

    h. A regional partnership survey should be developed on the basis of the country partner survey to facilitate an additional review and feedback

    i. A brief annual note covering partnership highlights, outcomes and emerging issues, is to be produced

F. Global Engagement

14. The Partnership Framework recommends an updating and strengthening of the Global Engagement planning and reporting process which was undertaken in 2018 (the 2019 is still work in progress). The existing approach builds on three entry points: Why we engage; how we engage; what we aim to achieve. As a result the Global engagement team would identify priority topics and refine/develop related corporate key policy message. This should enable a more coherent evidence based communication on policy matters. Ir was recognized that there is a need for prioritizing since the list of relevant topics exceeds the capacity to engage effectively. A set of 6 criteria[11] are used to prioritize amongst policy issues however none of these reflect upon potential for partnerships.

15. In reviewing the achievements in 2018 it is stated that "IFAD influenced and contributed to a number of major global policy achievements, including: a. recognition of rural-urban linkages in the New Urban Agenda; recognition of the importance of smallholder farming for achieving the SDGs by the High-Level Political Forum focusing on the implementation of the 2030 Agenda, as well as in UN system-wide positions and strategies on food, work, and sustainable urban development ; and c. UN Declaration of a Decade of Family Farming.

16. These results – and many more not listed – were achieved through engagement in global policy processes by sharing IFAD's key policy messages and building networks, partnerships, and alliances to enhance our influence on country-led policy processes and bring the voices and perspectives of poor rural stakeholders into the global policy processes. The achievements resulted from collective action by a range of partners. IFAD's ability to liaise effectively with stakeholders, partners and policy-makers and to build trust contributed to these successes.

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[11] See paragraph 32 and 33 of 2018 Global Engagement Plan

17. In light of the Partnerships Framework it is suggested that there should be a review of the plan and approach taken since 2016 and to consider an alignment with the 6 partnership objectives. It would require a clear definition of the overarching objectives and outcomes as a basis for identification of strategic partnerships and global forums/processes in which to engage. There is a vast number of request and opportunities for IFAD to engage globally, the prioritization process would enable great clarity where to invest time and resources.

18. Initial suggestions for improvements in the Global Engagement Approach and Plan include the following:

    a. Identification of most strategic partnerships and forums in which IFAD should engage relative to its corporate priorities with particular attention for example for following partnership objectives:

        i.   Shaping the development Agenda and Influence policies

        ii. Knowledge Management and innovation

        iii. Enhance visibility

    b. Use of the Partnership Framework should enable to prioritize and make decisions on ad hoc requests for IFAD participation

    c. Establish a clear process for review of the global engagement as well as monitoring reporting to ensure regular assessment of achievements and progress.

    d. The engagement plan should provide a basis for considering how global grants (including those of partners e.g. FFR; PARM etc.) can be better linked to the objectives and enable identifying strategic partnerships

    e. The Engagement plan is to be reviewed involving all departments of IFAD as well as selected sub-regional hubs (e.g. SSTC, Nairobi, Panama, DC/NY) and be updated on an annual basis

    f. A global partnership survey should be developed on the basis of the country partner survey to facilitate an additional review and feedback

    g. A brief annual note covering partnership highlights, outcomes and emerging issues, is to be produced

19. In light of the establishment as of 1 July 2019 of the Global Engagement and Partnership and Resource Mobilization Division (GPR) it is suggested that the review be launched as soon as possible in July 2019 enabling the new division set-up to match with the global engagement plan to ensure an adequate assessment of delivery capacity and distribution of responsibilities.

Partnership appendix – COSOP Guidelines

A. Background

1. This appendix refers to the new IFAD Partnership Framework, being developed and to be submitted to the Executive Board in September 2019, which is an IFAD 11 commitment. The purpose of the Framework is to support a more strategic, prioritised and results oriented approach to partnering at country, regional and global levels to enable better monitoring of and reporting on the impact of partnerships. The Framework provides practical tools for identifying, assessing, managing and reviewing partnerships.

2. The intention of the new Framework is to overcome some of the weaknesses of the past. For example, many COSOPs would reflect in the Key Files 2/3 a long list of partnerships which are not prioritized and often do not have an explicit results or outcomes defined nor are they monitored or reported upon.

3. The purpose of this template is to be as explicit as possible about the strategic partnerships needed for the COSOP to deliver results and scale up impact beyond IFAD's own resources for its lending and non- lending activities. It therefore aims to <u>identify a limited set of the most strategic partners</u>, while recognising that partnerships will also evolve over the life of a COSOP and can't be fully pre-determined.

4. Partnerships here refer to bilateral partnerships with single institutions as well as to engagement in multi-stakeholder networks or platforms.

5. To facilitate the selection and prioritization of the strategic partnership, the COSOP Partnership Summary Table identifies six key partnering objectives – enhancing visibility; leveraging financial resources; engaging in policy and influencing development agenda; enabling coordinated country-led processes; developing and brokering knowledge and innovation; and strengthening private sector engagement. These objectives align to IFAD 11 commitments and will be central to the Partnership framework and reflect the requirements of the new COSOP Guidelines. They provide the entry points for considering the results/outcomes for which partnerships may be needed. They also provide the basis for monitoring and reporting on the results/outcomes to be achieved through the selected partnerships.

B. Partnering Process

6. The Partnerships Framework provides an overview of IFADs approach at country, regional and global level to partnering and tools for identifying, establishing and reviewing partnerships. Key points relevant for selecting partnerships within the COSOP are:

    a. Identify clearly the country level objectives and results that require partnerships, using the 6 partnering objectives as a checklist of areas to consider.

    b. Undertake a stakeholder scan to identify possible partners making sure no key potential partners have been missed. You may consider using strengths, weaknesses, opportunities and threats analysis

    c. Select a limited group of strategic partners based on mutual interests, capacity to deliver, willingness to partner and assessment of any risks including reputational.

    d. Identify specifically how the partnership will help deliver on IFAD country level objectives – the added value for IFAD, and how IFAD will contribute to the objectives of the partner – the added value for the partner.

    e. Identify the mechanisms and processes needed to establish, manage and review the partnership to enable it to deliver on expectations.

f.   Identify how the partnership will be monitored and evaluated against the results and outcomes to be achieved.

7. An important emphasis of the Partnering Framework is on the formal and informal processes needed to establish and maintain effective partnerships. These include clarifying underlying expectations, assumptions and values, being explicit about the benefits of the partnership for both sides, establishing good communication procedures and having performance criteria for the partnership that are regularly reviewed. Many partnerships fail to realise their potential because these basic processes are not considered or implemented.

C. Monitoring and Reporting

8. The COSOP partnerships summary table constitutes the basis for monitoring through the COSOP Review both at Midterm Review and at Completion. Additionally, feedback on partnership performance will be provided through the new country Partner Survey to be launched in 2020.

D. Instructions from Completing Partnering Table

9. The partnering table below should be completed concurrently while developing the main text of the COSOP. It serves as both a way of summarising prioritized partnerships and a check for considering partnerships in different areas, ensuring a clear link between partnerships and COSOP objectives and assessing the value add of partnerships to achieve outcomes.

10. As per the RB COSOP Guidelines, within the main text of the COSOP, strategic partnerships should be explicitly identified in the articulation of the theory of change for each strategic objective (Section C) and within the elements of the IFAD Interventions (Section D).

11. Key considerations on partnering outlined in the COSOP Guidelines are:

a. Using the COSOP as a tool for planning, management and monitoring of country partnerships (Box2)

b. Citizen engagement and beneficiary participation (para:17)

c.   IFAD visibility and strategic engagement (para:18)

d. Country level policy engagement (para:21)

e. Capacity building and empowerment of national and local governments, implementing agencies and rural people's organisations (para:22)

f.   Identifying and leveraging partnerships to achieve co-financing (para:23)

g. Engaging in the UNSDCF (para:23)

h. Consideration of joint strategies with RBAs (para:23)

i.   Knowledge management and synergies with research organisations including CGOIAR (para:25)

j.   SSTC partnerships (para:26)

Details on Completing Table Columns

12. <u>Partnering function</u>: This enables partnerships to be grouped according to key areas that have been prioritised in IFAD 11, it also serves as a checklist to see if all areas have been covered (if necessary). Grouping according to the objectives will also enable better corporate level reporting on partnerships. It is recognised that there will be overlaps and partners contributing to multiple objectives, cross reference as necessary.

13. <u>Partners</u>: For each function name the approximately 2-3 key partners. These should be the most strategic partners, it is not necessary to list all potential

partners. Partners may be individual organisations or network and platforms (e.g. UNSDCF, RBA).

14. Specific Results and Outcomes from Partnership: Indicate as precisely and concretely as possible the expected results and outcomes from the partnership. These should align directly with results and outcomes in the body of the COSOP.

15. <u>Justification of the Partnership</u>: Provide a brief justification for the partnership in relation to alignment with IFAD objectives, capability, experience and relations with other partners and government.

   <u>Monitoring and Reporting</u>: This column is to be used for COSOP midterm (CRR) and completion reviews (CCR). For each function reflect on what key results and outcomes have been achieved from key partnerships. This should include any unanticipated results and indicate where planned results were not realised.

Partnerships in the context of the United Nations Reform

1.   The aim of the repositioning of the UN Development System, that is, the UN reform (UNGA Resolution 72/279) is to work better together across the UN system – enhancing the delivery and effectiveness of the UN as a means to strengthen coherence of the entire system and promote multilateralism. The UN reform presents a unique opportunity to further enhance partnership among entities for better results on the ground, towards ultimately achieving Agenda 2030, in particular to achieve improved food security, nutrition and well-being of poor communities.

2.   Shifting Emphasis to the Country-level Partnerships: While the RBAs have diverse mandates and business models, the focus of RBA collaborative endeavours remains on country-level delivery – identifying means to further enhance the synergies of joint interventions on the ground. This is a key entry-point to ensuring the agencies successfully and collectively influence the ambitious efforts of the UN reform.

3.   The UN Common Country Analysis (UN CCA) continues to underpin the United Nations Sustainable UNSDCF - as it did the former UNDAF. The new analytical instrument will become a "real-time" core analytical function, to be more agile and reflective of the evolving country context with periodic updating, reducing the transaction costs for Government and other stakeholders. The RBAs are committed to engaging collectively in the CCAs and to working closely with the RCs, to ensure issues related to agriculture, rural development, food security and nutrition gain the required attention at the country level for meeting the SDGs. In order to strengthen collaboration at the country-level, the RBA Partnership is currently piloting joint country planning in three countries – Colombia; Indonesia and Niger, with a view to scale up country-collaboration opportunities.

4.   Stronger Rome-based Agencies (RBA) collaboration and coordination are integral to the repositioning of the UNDS as it provides a concrete opportunity for taking forward many proposals to improve purposeful partnerships. The joint RBA action plan for 2019-2020, including the joint RBA action plan for the Sahel are important examples of the synergies that can be developed across the RBAs for increased effectiveness and efficiency. While RBA collaboration has become an institution-wide imperative, it also recognised that partnership goes well beyond the three agencies, and the RBAs must also continue to leverage partnerships with other development actors such as with other UN entities, the Private Sector, Civil Society, IFIs and others to meet the SDGs.

5.   IFAD, together with the other RBAs has actively engaged in the UN reform over the last year, contributing to key reform elements and processes, while developing common positions on issues of concern. The RBAs participated in the development of the revised UN Sustainable Development Cooperation Framework (UNSDCF) guidelines – with clear guidance on alignment of our planning instrument – COSOPs.

6.   Thus, by building on the comparative advantages and technical expertise of the agencies, the RBAs are striving to reduce duplication of efforts, thereby delivering in a more coordinated and efficient manner.