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Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability

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Glossary of feedback mechanisms

Abbreviations and acronyms

CDP	community development plan
COSOP	country strategic opportunities programme
CSO	civil-society organization
FAFO	Farmers' Forum
FPIC	free, prior and informed consent
IFAD11	Eleventh Replenishment of IFAD's Resources
IPAF	Indigenous Peoples Assistance Facility
IPF	Indigenous Peoples Forum
LRMS	land records management system
M&E	monitoring and evaluation
SECAP	Social, Environmental and Climate Assessment Procedures
TRIP	Tonga Rural Innovation Project
UNPFII	United Nations Permanent Forum on Indigenous Issues

Recommendation for approval

The Executive Board is invited to review the Framework for Operational Feedback from Stakeholders and approve it for implementation.

Executive summary

1. This framework provides a comprehensive and integrated way to strengthen IFAD's efforts to engage key stakeholders and mobilize their feedback in the country strategic opportunities programmes (COSOPs) and projects it supports. More specifically, the objectives of the framework are to:

   (i) Increase governments' and partners' commitment to engage key stakeholders, especially local and national representatives of IFAD's target groups, and respond to their feedback;

   (ii) Improve the quality and inclusiveness of stakeholder engagement and feedback processes, particularly at project level;

   (iii) Improve monitoring and results reporting on stakeholder feedback, particularly from project target groups; and

   (iv) Strengthen capacities of project target groups and other stakeholders to meaningfully and sustainably participate in and manage feedback processes.

2. The framework proposes to work through a series of guiding principles to achieve these objectives, including context sensitivity, proactive social inclusion and "closing the loop". Context sensitivity is particularly important given the fragile situations IFAD engages in and the variety of governments it works with, as is ensuring that marginalized peoples are actively included.

3. The above objectives will be implemented throughout COSOP and project life cycles. The framework's high-level implementation plan, including supporting actions, is summarized in table 1 and in annex I.

4. The framework also highlights risks for implementation, potential costs for IFAD and projects, and a monitoring framework.

Table 1
High-level implementation plan

Objectives, supporting actions, timeframes	*Targets*
Objective 1. Increase governments' and partners' commitment to engage key stakeholders, especially local and national representatives of IFAD's target groups, and respond to their feedback	• 100% of COSOPs from 2019 include commitments to strengthen social accountability and transparency in IFAD operations. • 100% of COSOP results reviews from 2019 report on social accountability and transparency commitments and stakeholder survey results. • 100% of new projects approved from December 2020 onwards reflect requirements for enhanced project-level target group feedback; at least 30% establish transformative models for target group feedback (annex III). • 100% of supervision reports from mid-2020 assess effectiveness of feedback mechanisms, report empowerment and social accountability outcomes in line with project implementation guidelines. • Five new projects in the Eleventh Replenishment of IFAD's Resources pilot third-party monitoring and/or community procurement monitoring.
• During COSOP formulation and results reviews, IFAD will systematically explore and pursue opportunities to enhance social accountability and transparency, including through South-South and Triangular Cooperation initiatives and inclusive platforms and networks such as the Farmers' Forum, Indigenous Peoples Forum, Rural Youth Advisory Council, International Land Coalition and others (2019 onwards)	
Objective 2. Improve the quality and inclusiveness of stakeholder engagement and feedback processes, particularly at project level	
• The revamped stakeholder survey (annex V) will be launched to produce information on IFAD's performance, areas for improvement and strategic directions for future engagement. Conducted biannually in every country (2020 onwards) • Project design guidelines will be revised to include guidance on target group feedback processes and require use of logical framework indicators to assess their effectiveness (end-2019) • Guidance and training materials will be developed to ensure coherent and consistent implementation of the framework (2020)	
Objective 3. Improve monitoring and results reporting on stakeholder feedback, particularly from project target groups	
• COSOP results review guidelines revised to enhance reporting on target group engagement and feedback commitments as well as stakeholder survey results (end-2019) • Criteria for the assessment of feedback mechanisms, empowerment and social accountability outcomes included in project implementation guidelines (end-2019)[1] • Social accountability outcome-level core indicators rolled out in project designs (2020)	
Objective 4. Strengthen capacities of project target groups and other stakeholders to meaningfully and sustainably participate in and manage feedback processes	
• Capacity-building programmes and technical assistance to strengthen feedback processes will be agreed with governments during project design, including resource requirements and funding sources (2020 onwards) • Delivery progress of capacity-building programmes and technical assistance will be monitored, reported and followed up (2020 onwards) • A module on target group feedback processes will be added to the Programme in Rural Monitoring & Evaluation phase II (2020)	

[1] The project completion guidelines will also be updated; however, the timing of the update is dependent on the implementation of the action plan to address recommendations of the Report of the External Peer Review of IFAD's Evaluation Function.

Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability

I. Introduction

1. The relevance, ownership, impact and sustainability of development operations are significantly enhanced when they involve proactive engagement and feedback from key stakeholders. Effective stakeholder engagement and feedback can significantly enhance governance and transparency in development processes. Importantly, it can increase social accountability,[2] i.e. the empowerment of people targeted by development interventions to actively participate in planning, monitoring, implementing and evaluating them, and holding organizations accountable for delivering them.

2. These priorities are enshrined in Sustainable Development Goal 16, which calls for action to ensure accountable and transparent institutions; responsive, inclusive, participatory and representative decision-making; and a substantial reduction in corruption and bribery.[3] The importance of increasing cooperation and investment in these areas is gaining momentum at the international and national levels as evidenced, inter alia, by the growing landscape of global partnerships and initiatives such the Open Government Partnership, the Global Partnership for Social Accountability, the International Aid Transparency Initiative, and the Global Open Data for Agriculture and Nutrition initiative.

3. This framework has been developed against the above backdrop, and as part of commitments undertaken in the Eleventh Replenishment of IFAD's Resources (IFAD11), to enable IFAD to play a stronger role in enhancing transparency, governance and accountability in the operations it supports.[4] It builds on IFAD's extensive experience in multi-stakeholder engagement, participation, empowerment and social accountability. It complements IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), which provide further guidance on several aspects covered herein,[5] and aims to create synergies with IFAD11 deliverables including the Revised Guidelines and Procedures for Results-based Country Strategic Opportunities Programmes (COSOPs), the Revised Operational Guidelines on Targeting, the Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025, the Rural Youth Action Plan 2019-2021, and the new Partnership Strategy.

II. Objectives

4. The framework provides a comprehensive and integrated way to strengthen IFAD's efforts to engage key stakeholders and mobilize their feedback in the COSOPs and projects it supports. These stakeholders include government authorities, private sector entities, development partners, local and national representatives of target groups (e.g. civil society and organizations of farmers, rural producers, indigenous people, women and youth) as well as people specifically targeted by IFAD-supported projects. The framework places particular emphasis on the

[2] "Social accountability" refers to a form of civic engagement that builds accountability through the collective efforts of citizens and civil society organizations to hold public officials, service providers and governments to account for their obligations with responsive efforts (Houtzager, P., Joshi, A. and Gurza Lavalle, A., *State Reforms and Social Accountability*, IDS Bulletin 38(6), [2008]).

[3] Sustainable Development Goal 16 includes: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

[4] This framework fulfills IFAD11 commitment number 44: "Develop a framework for timely operational feedback from stakeholders, including a revamped client survey and an approach to beneficiary feedback/engagement." (GC 41/L.3/Rev.1).

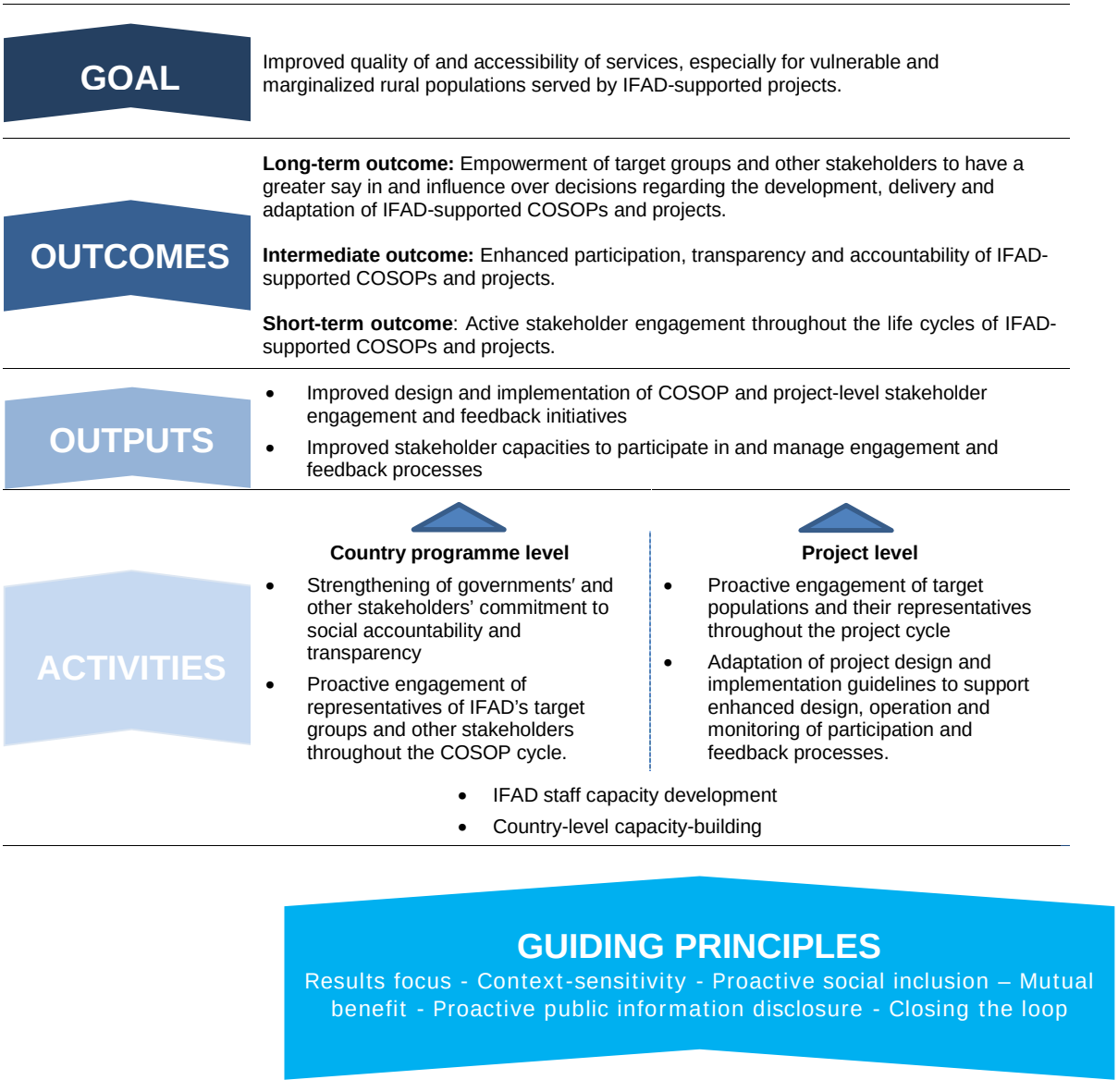
[5] At the time of writing the framework, an update of the SECAP, is ongoing to clearly separate the assessment and safeguard elements, while strengthening the safeguard policies, guidance and instruments in line with emerging convergence among multilateral development banks.

systematic integration of feedback from IFAD's target group: rural poor people, including small-scale producers, women, young people and other vulnerable groups.

5. As outlined in the theory of change (figure 1), the framework's goal is to improve the quality and accessibility of services delivered to rural poor people targeted by IFAD-funded projects. Towards this, implementation of the framework will focus on the following objectives:

- Increase governments' and partners' commitment to engage key stakeholders, especially local and national representatives of IFAD's target groups, and respond to their feedback;
- Improve the quality and inclusiveness of stakeholder engagement and feedback processes, particularly at project level;
- Improve monitoring and results reporting on stakeholder feedback, particularly from project target groups; and
- Strengthen capacities of project target groups and other stakeholders to meaningfully and sustainably participate in and manage feedback processes.

Figure 1
Theory of change



III. Guiding principles

6. Realization of the framework's objectives and its implementation will be guided by the following principles:

- Results focus. Clarity of purpose is critical to the successful design of stakeholder engagement initiatives. It is also important to ensure that these initiatives are integrated into country programme and project monitoring and evaluation (M&E) systems so that data and insights can feed into performance management and decision-making in a timely manner. Stakeholder participation and feedback initiatives should be well planned, adequately resourced and form an agreed element of all IFAD-supported operations.
- Context sensitivity. Evidence shows that the outcomes of stakeholder engagement are highly context-specific and sensitive to social, political, economic and cultural factors, including gender dynamics.[6] In all settings, but especially in fragile and conflict-affected ones, the introduction of such initiatives requires examining and understanding the local socio-political environment and power structures, stakeholder dynamics, and the extent of supportive governance institutions.
- Proactive social inclusion. There are significant risks that stakeholder participation and feedback initiatives may be captured by elites, local authorities or service providers who have vested interests in reinforcing the status quo. Elites and local authorities may perceive project target groups and their organizations as potential threats and resist engaging with them, and at the same time, project target groups may fear that giving feedback may invite retribution. Drawing on stakeholder analysis, vulnerable groups that could be excluded from these initiatives should be identified and measures put in place to secure their engagement.
- Mutual benefit. An essential condition for sustainable feedback initiatives is for stakeholders to feel that taking part in them is mutually beneficial. Stakeholders – especially project target groups – are increasingly solicited by multiple parties with little return on the investment of their time and opportunity costs. Thus, it is important to identify ways to reduce costs and increase the benefits of their participation.
- Proactive public information disclosure. Public disclosure of information is a cornerstone of transparency and is key in effective stakeholder engagement. In compliance with IFAD policies and national laws, IFAD will encourage public disclosure throughout all the stakeholder participation and feedback initiatives it supports.
- Closing the loop. Closing the feedback loop is critical to the success of any feedback initiative. It is the process of communicating to the feedback providers the actions that have been taken based on their original feedback. The literature provides evidence that prioritizing responses to stakeholder feedback is fundamental for producing results, sustaining participation and improving trust.[7]

7. Context-specificity is especially critical in fragile and conflict-affected settings, where the challenges and risks in implementing feedback initiatives are amplified due to the absence or weakness of government institutions and the often limited space and capacity for civic engagement. However, in such contexts, target group feedback can play a particularly important role in strengthening the resilience of communities and local institutions (see box 1).

[6] World Bank, *Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations* (2014).
[7] World Bank, *Engaging Citizens for Better Development* (2018).

Box 1
The benefit of collecting target group feedback in fragile and conflict situations

Countries with fragile situations are often characterized by weak governance systems and institutions that lack legitimacy, capacity and the ability to respond to shocks. In such circumstances, authorities' ability to provide basic functions needed for poverty reduction and development is also weak. Soliciting and utilizing feedback in fragile situations can be particularly challenging, but IFAD has a comparative advantage in leveraging community participation to build and support resilience in such contexts. That is because IFAD has deep expertise in engaging with rural communities and subnational administrations, as well as expertise in institutional development at the community level. Since lack of accountability and loss of citizen trust are important drivers of fragility and conflict, promoting social accountability through citizens' engagement can be an effective tool to address fragility. By encouraging the use of feedback processes in fragile situations, IFAD can contribute to strengthening social cohesion and community resilience in rural areas, as well as empower poor rural people by strengthening their organizations. Doing so can support the broader state-building and peacebuilding objectives (e.g. giving voice to the poor and mediating inter-community differences).

8. When assessing the suitability of mechanisms to enhance target group feedback for projects in fragile and conflict situations, project teams should determine whether there are local institutions or other intermediaries that have the trust of the government and the capability to foster buy-in and commitment of project target groups to participate while building their confidence and capacity to do so.[8] In these contexts, third-party monitoring can be considered to carry out on-site supervision, reporting and implementation support if necessary.

9. Ensuring inclusiveness and representation, especially of women, youth, indigenous people, minorities, and marginalized and disadvantaged groups, is also critical. To this end, the design of feedback mechanisms should be informed by assessments relating to: (i) the prevailing environment for target group feedback; (ii) capacities, incentives and barriers faced by those providing feedback; and (iii) power dynamics and traditional patterns of exclusion or discrimination in rural communities and society at large (see box 2 for specific suggestions on inclusion of rural women and youth). These assessments will draw on analyses conducted in the context of COSOP formulation and project design, in line with the recently updated guidelines on targeting, gender and youth.

Box 2
Gender and social inclusion in collecting target group feedback

Different patterns of exclusion and power dynamics might prevent women, youth, and vulnerable or marginalized segments of the population from engaging in the feedback process and benefit from it. The following considerations can facilitate participation:

- Feedback sessions should be scheduled at opportune times of the day and year, taking into account the work schedules and commitments of different household members;
- The location of feedback sessions could prevent participation by people living in remote areas or whose mobility is constrained, such as women and girls in certain contexts;
- Enabling measures can allow participation in feedback sessions; for instance, childcare facilities to encourage women's participation;
- When using information and communications technologies, consider whether all groups have equal access and ability to use a certain technology, including those with high illiteracy;
- In selected contexts, separate meetings for men and women can allow for a more open and honest discussion; and
- Using local languages and investigators of the same sex can facilitate engagement and articulate feedback.

A context-specific analysis of such patterns can inform the design and implementation of approaches to gather feedback. The feedback engagement can also act as an empowerment process for vulnerable target groups, enabling them to have a say on how they are benefiting or could benefit better from IFAD-funded interventions.

IV. Implementation plan

10. The implementation of the framework and realization of its objectives will be guided by the high-level implementation plan described below and attached as annex I.

11. This exercise will build on IFAD's extensive experience in implementing multi-stakeholder engagement, participation, empowerment and social accountability

[8] World Bank, *Strategic Framework for Mainstreaming Citizen Engagement in World Bank Group Operations* (2014).

processes within COSOPs and projects. All the projects IFAD funds – many of which are community-driven development projects – aim to build the capabilities of rural poor people and strengthen their institutions and organizations to foster their participation in local governance processes, and empower them to shape the decisions, services and policies that affect their lives (see annex II).[9,10] The Annual Reports on Results and Impact of IFAD Operations prepared by the Independent Office of Evaluation of IFAD attest to the Fund's strong performance in this regard.

12. The framework is intended to ensure that good practices and enhanced stakeholder feedback approaches and modalities are mainstreamed across new COSOPs and projects. Specific targets are as follows:

- COSOPs during the IFAD11 period will consistently articulate government, partner and IFAD commitments to enhance target group engagement and feedback and to increase transparency in IFAD-supported operations, building support for strategic initiatives in these areas (box 3).
- Results reviews for COSOPs from 2019 onwards will consistently assess and report progress in implementing social accountability and transparency commitments and stakeholder survey results.
- Requirements for enhanced target group feedback will be mainstreamed in projects approved from December 2020. In at least 30 per cent of projects, transformative models for target group feedback will be pursued (annex III provides criteria to identify projects with transformative feedback models). These models will be used to seek continuous feedback using multiple tools, and will be socially inclusive, sustainable and embedded in country systems.[11]
- Five (or more) new projects approved by the Executive Board during the IFAD11 period will contain plans to pilot third-party monitoring and/or community procurement monitoring.
- Actions relating to project supervision, i.e. to enhance assessment of feedback mechanisms and report empowerment and social accountability outcomes, will be phased in across the ongoing project portfolio starting from mid-2020 as and when projects are supervised.

13. Objective 1. Increase governments' and partners' commitment to engage key stakeholders, especially local and national representatives of IFAD's target groups, and respond to their feedback. IFAD will facilitate, support and advise governments on establishing, strengthening and implementing country-level stakeholder feedback processes, recognizing that governments are the primary owners of these processes. Through its Transparency Action Plan, IFAD has committed to help governments become more transparent, an important element of which is a strong feedback loop between them and stakeholders, including poor rural people and their organizations.

14. IFAD will more systematically leverage its experience in engaging civil-society organizations (CSOs) and farmers' and producer' organizations in COSOP, project

[9] IFAD projects typically establish and/or strengthen channels that facilitate inclusive dialogue between target groups, project authorities and service providers; for example, through village development committees, and formal or informal community organizations, including: self-help groups; women's groups; water users' associations; community organizations for managing rangelands, forests or fisheries; marketing and business groups; and savings and credit groups.

[10] IFAD's participatory approach to development is governed by numerous policies including the following: Improving Access to Land and Tenure Security, Engagement with Indigenous Peoples, Environment and Natural Resource Management, and Gender Equality and Women's Empowerment; as well as the SECAP.

[11] Transformative feedback models reflect comprehensive and ambitious approaches, combining multiple tools, proactive social inclusion of marginalized groups and independent/external monitoring with public disclosure of results, complemented by efforts to create an enabling environment.

and policy dialogue processes, including that of the Farmers' Forum (FAFO) and Indigenous Peoples Forum (IPF) created by IFAD in 2005 and 2012 respectively (annex IV). This experience shows that such organizations can be powerful catalysts for increased government and partner commitment to transparency, responsiveness and accountability in the planning, financing and provision of public sector services to the target groups.

Box 3
Enhanced stakeholder feedback in focus in new generation COSOPs – the example of Cameroon

In order to heighten the impact of IFAD's operations in the Republic of Cameroon, the new COSOP reviewed by the Executive Board in September 2019 advocates the implementation of transparency and citizen engagement activities to increase accountability and improve the performance of key actors in IFAD projects. The transparency and citizen engagement activities will include:

- Efforts to increase transparency in public procurement;
- The introduction of scorecards for target group input about the services of private providers;
- Third-party monitoring of the performance of private providers and cooperatives; and
- The introduction of a complaints and grievance mechanism.

Proposals are based on an analysis of the socio-political context of Cameroon and the institutional risks, needs and policies of the COSOP, as well as consultations with country stakeholders. They are also based on an examination of existing tools and methods, discussions on the adaptability of the proposed new tools to the current COSOP, international good practices and the experience of other countries in the region.

15. Country teams will also look for new ways to strengthen stakeholder feedback in COSOP design and implementation, to open spaces for engaging IFAD target group representatives, and to generate and share relevant lessons and evidence highlighting key benefits of social accountability (box 3). IFAD will foster enabling policy environments and strategic commitment to social accountability at higher levels of government and among partners. These actions are expected to promote the sustainability and scaling up of local social accountability initiatives and avoid so-called "accountability traps".[12,13]

16. Objective 2. Improve the quality and inclusiveness of stakeholder engagement and feedback processes, particularly at project level. The social and economic empowerment of rural poor people is a cross-cutting objective of IFAD-supported projects. Existing approaches encompassing free, prior and informed consent (FPIC),[14] participatory planning and M&E, and inclusion of women and other marginalized groups will continue to be refined. Good practices for enhancing social accountability, such as including target groups representatives or CSOs as members of project steering committees, will be expanded.

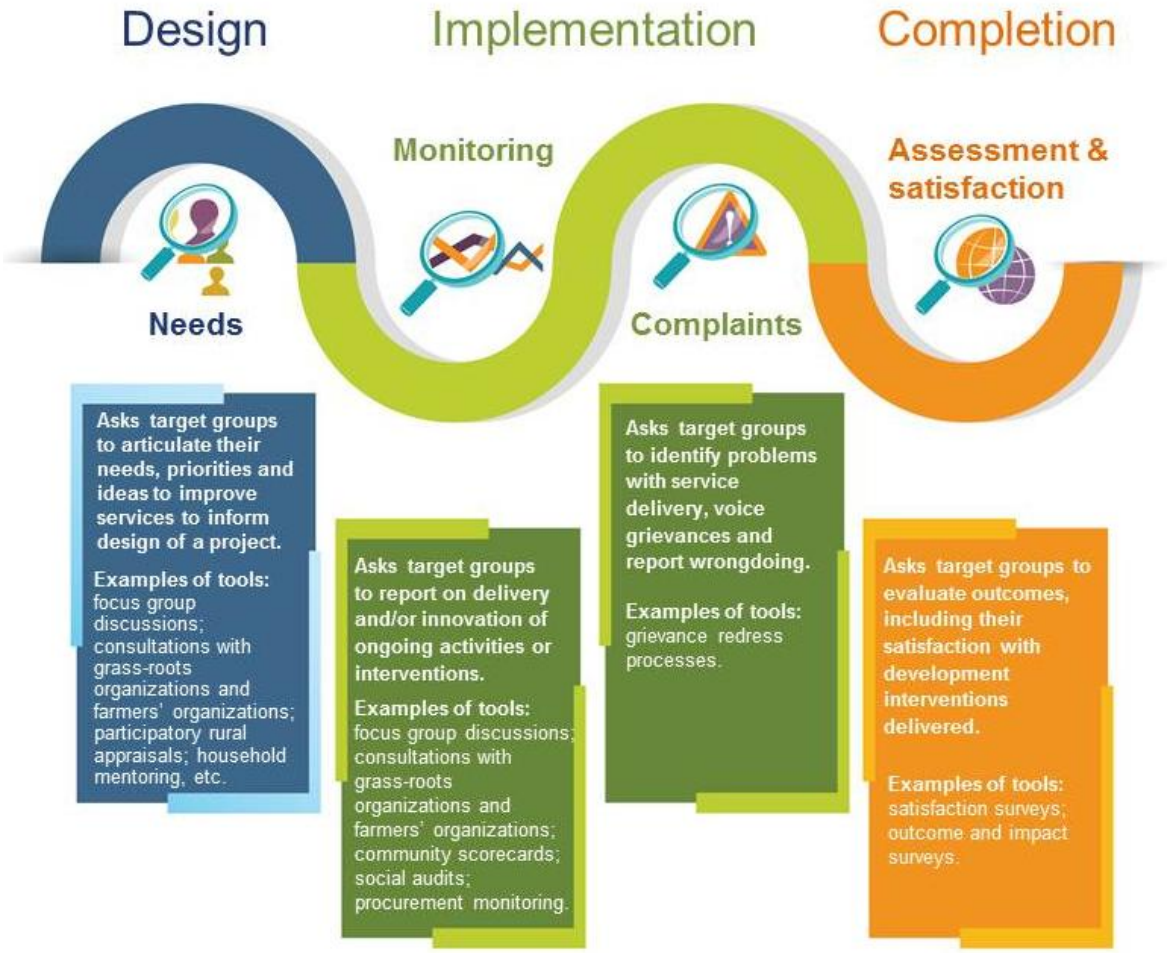
17. A critical priority under this objective is ensuring that feedback loops are effectively closed (one of the framework's principles and imperative for the sustainability of such initiatives). Closing feedback loops is more difficult with ambitious, larger-scale initiatives, which pose the risk that feedback received will outstrip capacities to respond, eroding target group motivation to participate. Therefore, the framework advocates an approach of incrementally building on existing feedback mechanisms or introducing new relatively simple context-specific ones, focusing on strengthening capacities to close the loop. Expansion of such mechanisms should be undertaken only after their effectiveness and the adequacy of capacities to close the loop are demonstrated.

[12] e-Pact consortium, *Macro Evaluation of DFID's Policy Frame for Empowerment and Accountability: What Works for Social Accountability* (2016).
[13] "Accountability trap" is a term that refers to situations where the contribution of local-level social accountability initiatives remains localized and short-lived unless they are part of a more strategic intervention in policymaking (Fox, J., *Social Accountability: What Does the Evidence Really Say?*, World Development Vol. 72 [2015]).
[14] FPIC empowers local communities to give or withhold their consent to proposed projects that may affect their rights, access to land and resources, and livelihoods. FPIC also ensures that target groups and institutions endorsed by communities participate in project-related decision-making (How-to-do Note on Free, Prior and Informed Consent, https://www.ifad.org/en/web/knowledge/publication/asset/39181253).

18. Another priority is that projects employ the appropriate combination of feedback modalities at all points of the project cycle, as illustrated in figure 2, and use an expanded set of tools (see appendix).

19. Based on thorough contextual and stakeholder analyses, project designs should contain clear plans that: describe the purpose of the planned feedback modalities; indicate who will manage them; specify how target groups will be selected to participate in them (including approaches for including marginalized groups); and state how feedback will be collected and how frequently. Additionally, teams need to articulate how feedback will be integrated into project management and decision-making processes, and what and how data and information will be publicly disclosed.

Figure 2
Types of project target group feedback tools and relevance in the project cycle



20. Tools will vary depending on project context, existing capacities and the characteristics of target groups served. Overall guidance is provided below:

- Project design and early implementation should feature mechanisms such as focus group discussions and consultations with grass-roots and rural people's organizations to ensure that target groups' needs are considered and responded to when designing projects and specific interventions.
- Project implementation should utilize feedback mechanisms that ask target groups to report on the delivery of ongoing activities. Examples include: focus group discussions, community scorecards and social audits. Choice of

technology is a key factor in achieving the desired degree of inclusiveness: ideally a combination of technology-driven (e.g. mobile phones, internet and social media), lower-tech or no-tech tools should be used depending on context.[15] Modalities such as third-party monitoring and community procurement monitoring, which provide an additional layer of transparency and accountability, should be also considered. As they are new to IFAD and involve higher costs, they will be piloted to identify contexts in which they can provide best value for money.

- Grievance redress processes should be available throughout project implementation to allow target groups to voice complaints or report wrongdoing and facilitate timely resolution of potential or realized negative impacts arising in connection with an IFAD-supported project.[16] Information about the existence and functioning of such processes should be readily available and be part of the overall community engagement strategy. They should also be easily accessible, fair, transparent, and establish clear steps and responsibilities from complaint to resolution. Existing formal and informal processes should be used and strengthened or supplemented as needed with project-specific arrangements, and should be proportionate to the risks of the project. Information regarding project, government and IFAD whistle-blower protection measures, and confidential reporting channels, should be widely accessible in order to receive and address grievances appropriately, including allegations of fraud and corruption, and sexual exploitation and abuse.
- Project completion feedback mechanisms should focus on assessment and satisfaction of stakeholders. Target groups should be asked to evaluate outcomes, including their satisfaction with the interventions delivered. Tools for doing this include satisfaction surveys, as well as participatory outcome and impact surveys.

21. Objective 3. Improve monitoring and results reporting on stakeholder feedback, particularly from project target groups. Key priorities under this objective are: assess the effectiveness of feedback processes; ensure that feedback received is better captured and used by country teams and project management teams for adaptive management; promote consistent reporting on empowerment and social accountability outcomes; and support learning to continuously improve the results of IFAD's work in this area.

22. COSOP results reviews will report on progress in implementing target group engagement, feedback and transparency commitments, as well as on stakeholder survey results.

23. Logical frameworks of newly designed projects will be required to include relevant social accountability output and outcome indicators (table 1 provides a list of possible indicators). New social accountability outcome-level core indicators aligned with the framework's theory of change will be included in the core indicator outcome survey:[17] percentage of persons/households reporting improved quality of and accessibility to services; and percentage of persons/households reporting

[15] Consideration should be given to tools already being used to collect feedback, while exploring new options available that are appropriate to the local political, socioeconomic and cultural context. Traditional methods of collecting feedback, such as focus group meetings, suggestion boxes and community radio are generally preferred and more effective in contexts with low literacy, high poverty and remoteness. However, they involve high barriers of time, cost and distance, and are less anonymous. Technology-driven tools can reduce these barriers, potentially expand reach and increase frequency and efficiency of feedback loops; however, accessibility can be uneven, potentially exacerbating inequities by underrepresenting or excluding vulnerable, remote, poorer, less literate groups.

[16] Grievance redress processes should also be defined in line with the: (i) SECAP (for social and environmental grievances); (ii) Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations; and (iii) IFAD's Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse.

[17] These indicators will be used in the core indicator outcome survey, an instrument that will be administered to samples of IFAD project target groups in every project at baseline, midterm and completion, to measure project performance against outcome-level core indicators (document EB 2017/120/R.7/Rev.1)

increased participation in local-level planning processes and decisions regarding the delivery of services.

24. During project supervision, feedback processes will be monitored and assessed, including whether feedback loops are being closed. As projects that include target group feedback in their design begin to mature, the focus will be on compiling best practices and lessons learned.

Table 1
Examples of project target group feedback indicators

Output oriented	*Outcome oriented*
• Number of target group members and CSOs consulted on a regular basis • Number of target group surveys completed • Number of functioning grievance processes with registry of complaints and recording of response times • Number of feedback mechanisms with measures for proactive social inclusion • Number of target group members or CSOs participating in project steering committee meetings	• Proportion of funds allocated based on feedback mechanisms • Changes to project activities because of consultations (yes/no) • Grievances registered that are addressed (percentage) • Percentage of target group members who are satisfied with community involvement in project design and implementation • Percentage of target group members who perceive that their role in decision-making has increased • Percentage of target group members reporting improvements in project results and processes

25. In compliance with the IFAD Policy on the Disclosure of Documents,[18] national data-privacy laws and safeguards for confidentiality and anonymity, information on feedback processes and supervision reports will be made easily accessible to the public, including target communities. Project websites will also be used to expand public outreach and increase transparency.

26. Objective 4. Strengthen capacities of project target groups and other stakeholders to meaningfully and sustainably participate in and manage feedback processes. Feedback initiatives that do not deliver tend to fail because of limited commitment or lack of capacity among participants, project management teams or service providers. While capacity-building initiatives to address this are included in some COSOPs and projects, more thorough assessments of capacity gaps need to be conducted, and tailored capacity-building programmes need to be developed and adequately resourced. A focus on building capacities is important to ensure the sustainability of feedback processes beyond the life of projects.

V. Risks

27. Realizing the benefits of social accountability initiatives in the rural areas where IFAD operates is challenging. In these contexts, failures in service delivery and lack of accountability for service provision may be acute, and soliciting target group feedback and monitoring the performance of service providers may be difficult.

28. Elite capture and resistance to change are the large risks to the realization of the framework's goal and outcomes. Bringing about change in relations has a strong political dimension and requires not only technical inputs but also sustained political mobilization and support. Objective 1 of the framework is designed to mitigate this risk, by building pro-transparency and pro-accountability alliances with policymakers and strategic partners.

29. Actions under objective 4 to strengthen the capacities of project target groups and other stakeholders to sustainably participate in and manage feedback processes are designed to mitigate the risk of weak implementation.

[18] Document GC 34/INF.2/Rev.1.

VI. Resource implications

30. Implementation of this framework will have resource implications for IFAD and governments. Quantification is challenging, as acknowledged in documents by other development actors,[19] since there are limited assessments and data, and because costs will vary depending on context, scale and the modalities used. However, it is clear that the benefits of seeking feedback generally outweigh the cost.[20]

31. IFAD's experience shows, based on the COSOPs formulated since 2019 and the new projects flowing from them, that efforts to broaden stakeholder engagement can be managed within standard budget envelopes. The incremental cost of implementing the framework in 2020 could be accommodated through savings or redeployment of existing resources. However, as of 2021 costs will rise further as the framework's implementation accelerates. A cost analysis will be undertaken in 2020 based on further experience with COSOP formulations, new project designs using different feedback models and supervision in order to more precisely estimate budget requirements to implement the framework from 2021 onwards.

32. Resource implications for government projects will vary depending on the ambition of planned feedback initiatives. M&E and knowledge management budgets, which generally are set at around 5 percent of project costs, may need to expand in countries pursuing a transformative approach. Experience with recently designed projects indicates that additional resources (e.g. grants) are sometimes needed. As governments are not always willing to fund such initiatives, IFAD will actively explore opportunities to mobilize additional resources and technical assistance.

VII. Implementation monitoring and reporting

33. The framework's implementation will be monitored regularly by Management through the action plan (table 1) and internal COSOP and project design processes. A succinct account of progress will be provided to the Executive Board in September 2020 through the Report on IFAD's Development Effectiveness, which, inter alia, will report on the IFAD11 Results Management Framework indicator on operations that advance transparency (indicator 3.9.3). A comprehensive report on the framework's implementation will be presented to the Executive Board at its December 2021 session.

[19] See DFID (2015). "Beneficiary Feedback in Evaluation," February 2015. Available online here.
[20] See Jupp, D. and Ali, S. (2010), "Measuring Empowerment? Quantifying qualitative outcomes from people's own analysis," Sida Studies in Evaluation 2010:1: "Considering M&E budgets are often 5-10% of programme costs, this process provided excellent value-for-money, costing less than 2%… It also provided a focus for groups to reflect on progress and make action plans, which seem to have hastened the process of empowerment."

High-level implementation plan

Objectives, supporting actions, timeframes	*Targets*
Objective 1. Increase governments' and partners' commitment to engage key stakeholders, especially local and national representatives of IFAD's target groups, and respond to their feedback.	• 100% of COSOPs from 2019 include commitments to strengthen social accountability and transparency in IFAD operations. • 100% of COSOP results reviews from 2019 report on SA and transparency commitments and Stakeholder Survey results. • 100% of new projects approved from December 2020 onwards reflect requirements for enhanced project-level target group feedback; at least 30% establish transformative models for target group feedback (annex III). • 100% of Supervision Reports from mid-2020 assess effectiveness of feedback mechanisms, report empowerment and social accountability outcomes in line with Project Implementation Guidelines. • Five new projects in IFAD11 pilot third-party monitoring and/or community procurement monitoring.
• During COSOP formulation and results reviews IFAD will systematically explore and pursue opportunities to enhance SA and transparency, including through South-South and Triangular Cooperation initiatives and inclusive platforms and networks such as the FAFO, IPF, Rural Youth Advisory Council, International Land Coalition and others (2019 onwards)	
Objective 2. Improve the quality and inclusiveness of stakeholder engagement and feedback processes, particularly at project level.	
• The revamped IFAD Stakeholder Survey (annex V) will be launched to produce information on IFAD's performance, areas for improvement and strategic directions for future engagement. Conducted bi-annually in every country (2020 onwards) • Project Design Guidelines will be revised to include guidance on target group feedback processes, and requiring use of logical framework indicators to assess their effectiveness (end-2019) • Develop guidance materials and training materials to ensure coherent and consistent implementation of the framework (2020)	
Objective 3. Improve monitoring and results reporting on stakeholder feedback, particularly from project target groups	
• COSOP Results Review Guidelines revised to enhance reporting on target group engagement and feedback commitments as well as Stakeholder Survey results (end-2019) • Criteria for the assessment of feedback mechanisms, empowerment and SA outcomes included in Project Implementation Guidelines (End-2019)[21] • SA outcome-level Core Indicators rolled out in project designs (2020)	
Objective 4. Strengthen capacities of project target groups and other stakeholders to meaningfully and sustainably participate in and manage feedback processes	
• Capacity-building programmes and technical assistance to strengthen feedback processes will be agreed with governments during project design, including resource requirements and funding sources (2020 onwards) • Delivery progress of capacity-building programmes and technical assistance will be monitored, reported and followed up (2020 onwards) • A module on target group feedback processes will be added to the Programme in Rural M&E phase II (2020)	

[21] Project Completion Guidelines will also be updated; however, the timing of the update is dependent on the implementation of the action plan to address recommendations of the Report of the External Peer Review of IFAD's Evaluation Function.

Selected empowerment and feedback success stories

Bangladesh: Char Development and Settlement Project IV

1. The project introduced a number of innovations in the land settlement process in Bangladesh's coastal char areas that promote community participation and enhance the transparency of the process whereby landless families receive land titles. The preparation of plot-to-plot-surveys is done in full view of the community so they can observe how the land is being measured and documented. The maps and information about the families are then published at the subdistrict land office, giving an opportunity to the community to review the details and file complaints or grievances within 30 days if needed. To ensure further transparency, the project developed a land records management system (LRMS), where all details are entered once the plots are registered under new ownership. The LRMS allows record-keeping of every land attribution and helps to prevent double assignments. The system then produces computerized khatians (final records of right). Each plot is registered in equal shares between wife and husband, with the wife's name appearing first in the land title.

Ethiopia: Pastoral Community Development Project III

2. This project promotes broad participation and community decision-making in local development based on initial sensitization and social mapping along with situation analysis, articulation of a development vision and preparation of community development plans (CDPs) at the kebele (community) level with representatives of different community groups, including women. The project rolled out the community-driven development approach by building community institutions that engage in planning and resource mobilization, implement small public investment projects and participate in the oversight of service delivery. In addition, the project introduced community-level self-monitoring and learning. The project therefore promotes active participation and sharing of responsibility by government and communities.

Indonesia: Village Development Programme (formerly National Programme for Community Empowerment in Rural Areas Project)

3. The Village Development Programme has been crucial to strengthening community empowerment and supporting improved local governance. The community-led decision-making process was tailored to the cultural and social characteristics of the Papuan context, and fostered the adoption of new community organization approaches. Dedicated village facilitators were assigned to support communities in setting priorities. Community group representatives also took part in village board meetings to share proposals to be included in the annual planning and budget document. Specific training support, adapted to local culture and practices, was provided to women to facilitate their engagement. The project also introduced transparency and accountability, such as publicly displaying village development plans and making grievance mechanisms available and known. The project created a dedicated hotline to file complaints or to respond to specific queries on the planning process.

Jordan: Rural Economic Growth and Employment Project

4. The overriding principle of participation in this project is demand by the target groups. Smallholder farmers participate in farmer field schools – a proven, low-cost methodology for delivering agricultural extension services and building the foundations for farmer groups. While farmers decide on their participation in farmer field schools, a partner NGO undertakes regular target group surveys with participants and records their level of satisfaction with the various interventions.

Kenya: Upper Tana Catchment Natural Resource Management Project

5. The project uses a participatory rural appraisal process based on sensitization of community leaders, and mobilization of communities to attend public meetings. At these meetings, target groups are informed about the project and assisted in preparing community action plans and recording community development priorities. The project relies on a bulk text messaging service provider that has established a cost-efficient platform for passing notifications to community members.

Kyrgyz Republic: Agricultural Investments and Services Project

6. This project provides an excellent example of long-term sustainable human and social capital development, empowerment and inclusiveness. For example, it supported the implementation of inclusive pasture reform, which fostered enhanced equality in access to pastures and pasture users' participation in decision-making. Social mobilization and capacity-building activities underlying pasture reform set in motion a dynamic process, which resulted in the coordination of pasture management planning processes by community organizations. The project's enabling framework for community empowerment ensures the sustainability of the benefits of enhanced community-based pasture management.

Uruguay: Rural Inclusion Pilot Project

7. To ensure broader and deeper social inclusion of its target groups, this project relies on rural development tables, which were created within the context of decentralization to encourage the participation of rural civil society in implementing rural development policies. These rural development tables are used to formulate and follow up on proposals by the project's target groups, who are also part of the decision-making process.

Tonga Rural Innovation Project (TRIP) II

8. TRIP II has continued to apply the participatory community planning approach successfully initiated under TRIP I to develop CDPs for 62 communities in the islands of Vava'u, Ha'apai and Tongatapu. Using participatory learning and action methods, community leaders schedule community awareness and planning sessions requiring that at least 80 percent of community members participate and thus ensuring wide consultation and ownership of the priorities to be identified. Sessions are scheduled to maximize community participation, especially women and youth. Discussions focus on reaching consensus on the ranking of priorities to be developed into an overall CDP. The project team and government representatives provide continuous technical backstopping to formulate a draft CDP. The project team work with the community through the town officer to establish or reactivate the village council to provide management oversight of the implementation, monitoring and review of the CDP. The village councils are assisted in forming working groups to manage the planning and implementation of actions listed in the CDPs. The working groups include representatives of different interest groups in the communities to ensure inclusiveness.

Annual outcome surveys

9. Piloted in the Asia and the Pacific region, the annual outcome survey methodology is a simple, cost effective M&E tool geared to local M&E capacities and sensitive to target groups' time constraints. The surveys allow project managers and stakeholders to: review a project's performance and outcomes at the household level; assess the efficacy of its targeting strategy and target groups' satisfaction with services delivered; and provide an early indication of the project's success or failure. Following the introduction of IFAD's core indicators, the annual outcome survey methodology is being adapted to make it more relevant for the measurement of outcome-level core indicators.

Tentative criteria for transformative feedback models

Below are criteria to be met for a project to qualify as having a transformative target group feedback model. This classification will be validated by the Operational Policy and Results Division on the basis of documentation submitted during project design.

- The project theory of change explicitly reflects how social accountability outcomes will be achieved, and explains the role and contribution of target group feedback mechanisms employed by the project.
- The target group feedback plan explicitly reflects measures to secure social inclusion and sustainability of feedback processes.
- Third-party monitoring will be one of the feedback modalities employed by the project.
- The project logical framework includes social accountability outcome-level core indicators alongside other relevant output level indicators.
- Resources to implement target group feedback mechanisms, including for capacity-building, are shown separately in the project M&E budget and explicitly reflected in project cost tables.
- The M&E section of the project design report includes an explicit commitment to regularly assess feedback processes, including whether feedback loops are being closed, and to assess empowerment and social accountability outcomes.

Enhancing accountability to rural poor peoples' organizations

Introduction

1. IFAD has long supported the efforts of rural producers' and indigenous peoples' organizations to contribute to policy and programming processes at the local, national, regional and global levels. With the creation of FAFO and IPF in 2005 and 2012 respectively, IFAD has significantly reinforced these organizations' engagement in its operations.

2. Through both forums, IFAD and governments are required to make substantive commitments, to which they are held accountable. The forums draw on extensive grass-roots consultations supported through IFAD grant programmes, supplementary funds from partners and IPAF – a dedicated facility to respond to indigenous peoples' needs and priorities through IFAD-funded projects – to build target groups' capacities to engage in related processes. The forums' national and regional activities build towards global meetings that are held every two years for the IPF and every four years for the FAFO in conjunction with the Governing Council to champion issues of strategic importance. The institutional assessment of IFAD by the Multilateral Organization Performance Assessment Network[22] noted that these forums are effective platforms for improving IFAD's and governments' accountability to target groups, and have demonstrable influence on the design and implementation of country programmes and projects.

3. Leveraging the experience and achievements of the FAFO, IPF and youth advisory councils established by other United Nations agencies, IFAD recently established its own Rural Youth Advisory Council.[23] The council will support the engagement of youth-led organizations in IFAD's operations as well as local, national and global policy processes. It also aims to support the development of partnerships among rural youth associations and networks. In addition, the council will play a role in developing the capacities of rural young people.

4. The Farmers' Forum Consensus[24] (February 2005, as amended in February 2016):

> "The participants share IFAD's fundamental objective of overcoming rural poverty through the economic, social and political empowerment of rural poor people themselves and their organizations. They agree with and support the overall project of creating a Farmers' Forum for consultations and dialogue on ways to "enable the rural poor to overcome poverty".
>
> The Farmers' Forum is:
>
> - An ongoing, bottom-up, process – not a periodic event – spanning IFAD-supported operations on the ground and policy dialogue;
> - A tripartite process involving farmers' organizations, governments and IFAD;
> - A space for consultation and dialogue focused on rural poverty reduction and the centrality of smallholders and family farming development in this process;[25]

[22] Accessible at http://www.mopanonline.org/assessments/ifad2017-18/IFAD%20Report.pdf
[23] See the IFAD Rural Youth Action Plan 2019-2021 (EB 2018/125/R.11).
[24] From the Concluding Statement of the Workshop "Towards a Farmers Forum at IFAD's Governing Council" (Rome, February 2005), endorsed by IFAD Management and 34 representatives of farmers' organizations from all continents, including the International Federation of Agricultural Producers, *La Via Campesina* and the Network of Farmers' and Agricultural Producers' Organizations of West Africa.
[25] The second part of this bullet point was added by a decision of the FAFO Steering Committee in February 2016 at the sixth global meeting of the FAFO.

- An instrument for accountability of development effectiveness, in particular in the area of empowerment of rural poor people and their organizations; and
- An interface between pro-poor rural development interventions and the process of enhancing the capacity of farmers' and rural producers' organizations (including organizations of artisanal fishers, pastoralists and landless rural workers).[26]

The Farmers' Forum:

- Is guided by the principles of inclusiveness, pluralism, openness and flexibility;
- Is built on existing fora where possible, avoiding duplication;
- Respects existing organizations and creates new spaces where needed;
- Is a joint dialogue platform steered – at global and regional levels – by joint and inclusive Steering Committees of representative membership-driven producers' organizations and IFAD. Steering Committees have clear mandates, rules of procedures and codes of conduct; and
- Includes autonomous spaces for consultation and preparation among producers' organizations before meeting with IFAD.[27]

Conditions:

- The forum process starts with national-level consultations that feed into regional or sub-regional meetings. The latter shape the content of, and participation in, the Farmers' Forum at the IFAD Governing Council;
- The forum process should feed into IFAD's governing bodies;
- The forum's success depends on IFAD's capacity to enhance country-level consultation with farmers' organizations and contribute to their capacity-building needs; and
- Participants recommend, in particular, institutionalizing engagement with farmers' organizations in key IFAD operational processes (projects, and country and regional strategies)."

The Indigenous Peoples Forum at IFAD

5. IFAD recognizes indigenous peoples as valuable partners in its work at the international, national and local levels to fulfill its mandate. Through its experience, IFAD has learned that development activities with indigenous peoples need to be guided by a holistic vision that encompasses economic growth, empowerment, sustainable management of natural resources, and recognition and protection of social, economic and cultural rights. To achieve this vision, it is necessary to ensure the full and effective participation of indigenous peoples at all levels. The processes and instruments set forth by IFAD in the past decade have been developed – and are being implemented – with the direct participation of indigenous peoples' leaders and organizations. The IFAD Policy on Engagement with Indigenous Peoples (2009) was developed in close cooperation and full consultation with indigenous leaders, including members of the United Nations Permanent Forum on Indigenous Issues (UNPFII). In 2011, IFAD, in consultation with indigenous peoples' leaders, established IPF at IFAD, an international platform for consultation and dialogue with indigenous peoples, which aims to improve IFAD's accountability to its target

[26] An initial reference to indigenous peoples in this list was withdrawn in February 2016 following the creation of IPF at IFAD in 2012.
[27] This paragraph was added by decision of the FAFO Steering Committee in February 2016.

groups and its development effectiveness, and to exercise leadership among international development institutions.

6. The objectives of the IPF are to: (i) monitor and evaluate implementation of IFAD's Policy on Engagement with Indigenous Peoples, including its contribution to realizing the United Nations Declaration on the Rights of Indigenous Peoples, and share and discuss the findings with IFAD staff, Member States and representatives of indigenous peoples; (ii) build and strengthen partnerships between IFAD and indigenous peoples in order to address poverty and sustainable development in a way that reflects culture and identity, taking into account the perspectives and aspirations of indigenous peoples; and (iii) promote the participation of indigenous peoples' organizations in IFAD activities at the country, regional and international levels, at all stages of project cycles, and support capacity-building of indigenous peoples' organizations.[28]

7. The IPF meets every two years in February in conjunction with IFAD's Governing Council. It brings together 20 to 30 indigenous peoples' representatives, including board members of the IFAD Indigenous Peoples Assistance Facility (IPAF), selected members of UNPFII, representatives of indigenous peoples' communities involved in IFAD-supported programmes and representatives of national and regional indigenous peoples' organizations. The IPF is governed by a steering committee whose membership consists of: seven representatives of indigenous peoples' organizations (two each from Africa, Asia, and Latin America and the Caribbean, and one from the Pacific); one representative of the IPAF Board; one representative of UNPFII; and one representative of IFAD. The IPF's deliberations are reported to the IFAD Governing Council, which hosts panel discussions on indigenous peoples' issues. Action plans agreed upon by the IPF and IFAD are implemented at the regional and country levels.

8. The global meetings of the IPF at IFAD are informed by regional consultations in Asia, Africa, Latin America and the Caribbean, and the Pacific, and led by regional- and country-level indigenous peoples' organizations.

9. As a further example of its engagement with indigenous peoples and farmers' organizations, IFAD consulted members of the Steering Committee of the FAFO and IPF at IFAD during preparation of the IFAD Strategic Framework 2016-2025.

[28] Proceedings of the first global meeting of the Indigenous Peoples Forum at IFAD, 11-12 February 2013.

New stakeholder survey

1. Surveys are an important mechanism for soliciting feedback from IFAD's stakeholders. Such feedback tools are vital for transparency, validation, benchmarking and learning. On the one hand, a perception survey furthers IFAD's commitment on transparency by actively involving stakeholders in assessing the Fund's performance. On the other hand, the survey can also be used to understand different stakeholder groups' evolving priorities in order to design the most effective tailored support in line with the Fund's transition framework.

2. As part of IFAD11, the Fund committed to revamping its existing client and partner survey to make the tool more robust and reliable in soliciting feedback from in-country partners and stakeholders. Building on its experience in administering the survey and benchmarking with other international development organizations, the new stakeholder survey adheres to the following best-practice standards employed by other international organizations:

   - Matrix questions. It uses similarly structured sub-questions presented in a grid format so that respondents can quickly assess statements on a four-point scale to maximize space and efficiency by capturing more information with fewer questions.
   - Measurable metrics. It breaks down abstract concepts such as effectiveness, policy engagement and partnership-building into discrete measurable components for more meaningful analysis.
   - Holistic view. It captures feedback on the different roles IFAD plays – including a provider of knowledge, financing and technical assistance – which allows it to assess whether and how its performance diverges across these functions.
   - Benchmarking. Rather than asking about IFAD's performance in isolation, respondents can assess IFAD alongside other multilateral institutions, which provides useful intelligence about its relative performance.
   - Concrete action questions. It includes questions that allow an understanding of how respondents view IFAD's strengths, weaknesses and areas to focus on in the future, enabling IFAD to pinpoint actionable areas for improvement.

3. With these principles in mind, the following guiding questions have been elaborated in designing the new survey:

Constructing the sampling framework. Who should receive the survey?

4. To create the sampling framework, country teams will be asked every two years in alternating groups to identify individuals from in-country partner organizations that will receive invitations to participate. In submitting names for consideration, teams should ensure representation across the stakeholder groups of interest to IFAD, including governments, NGOs, the private sector and donor representatives. The threshold for participation in the survey will be increased in line with the practices of other comparative multilateral institutions conducting similar surveys, allowing for more meaningful and reliable analysis. Every country in IFAD's portfolio will be required to participate in the survey.

Constructing the survey questionnaire. How can we collect the most useful feedback?

5. The revamped survey collects nearly 50 pieces of information from each respondent. Given IFAD's interest in a clean analysis of its favourable versus unfavourable qualities, the questionnaire will now use a consistent four-point scale, which elicits a more measurable range of views. This design avoids a reversion to

the mean that is common with other rating scales (i.e. 10-point scales). The survey is divided into the following sections:

- Country context
- Relevance of country programme
- Performance in partnership-building
- Effectiveness of country programme
- Performance in country-level policy engagement
- Performance in knowledge management
- Performance in promoting transparency
- Future of IFAD's engagement in the country
- Demographics

Survey management. How do we field the survey to get the maximum response rate?

6. IFAD will field the revamped survey in each country in its portfolio once every two years within the same implementation cycle in order to facilitate more meaningful comparisons across countries. Any country that receives technical, financial or knowledge assistance from IFAD should participate in the survey regardless of the nature of IFAD's presence (i.e. large, small or no IFAD Country Office). In order to maximize responses to the survey, IFAD will field the survey over eight weeks and send up to four email reminders prior to closing the survey, since such reminders are known to boost response rates substantially. In order to avoid overburdening respondents, the survey will be conducted in each country every other year. Countries will be divided into two groups, allowing data on IFAD's partners to be available every year. For example, countries in group A will take the survey in 2018 and retake the survey in 2020. Countries in group B will take the survey in 2019 and retake the survey in 2021.

Survey analysis. How will IFAD analyse the survey to get the best insights?

7. Upon completion of each survey, IFAD staff will clean and analyse the data in order to produce actionable insights for both headquarters and field-based staff on the Fund's performance, and inform future course corrections. In order to maximize the utility of the analysis for the broadest range of stakeholders, the results will be analysed at the following levels: (i) an aggregate of the results will feed into the indicators in the Results Management Framework (3.3.1, 3.3. 3.3.4, 3.3.5 and 3.3.6) and will be reported on annually through the Report on IFAD's Development Effectiveness; (ii) a more detailed internal report for senior Management will be prepared to assess trends in IFAD's performance by area, stakeholder group and country context (i.e. type of government, income level, geographic region), summarize findings and make recommendations based on the analysis; and (iii) fact sheets will be produced to summarize the country-specific results in each country.

Glossary of feedback mechanisms[29]

Citizen report card is an assessment of public services by users (citizens) through client feedback surveys. It goes beyond data collection to become an instrument for exacting public accountability through extensive media coverage and civil society advocacy that accompanies the process.

Community monitoring is a system of measuring, recording, collecting and analysing information, and communicating and acting on that information to improve performance. It holds government institutions accountable, provides ongoing feedback, shares control over M&E, engages in identifying and/or taking corrective actions, and seeks to facilitate dialogue between communities and project authorities.

Community oversight is the monitoring of publicly-funded construction projects by citizens, community-based and/or CSOs participating directly or indirectly in exacting accountability. It applies across all stages of the project cycle, although the focus is on the construction phase.

Community scorecard is a community-based monitoring tool that assesses services, projects and government performance by analysing qualitative data obtained through focus group discussions with the community. It usually includes interface meetings between service providers and users to formulate an action plan to address any identified problems and shortcomings.

Grievance redress mechanism is a system whereby queries or clarifications about the project are responded to, problems with implementation are resolved, and complaints and grievances are addressed efficiently and effectively.

Participatory budgeting is a process through which citizens participate directly in budget formulation, decision-making, and monitoring of budget execution. It creates a channel for citizens to give voice to their budget priorities.

Participatory planning convenes a broad base of key stakeholders, on an iterative basis, in order to generate a diagnosis of the existing situation and develop appropriate strategies to solve jointly identified problems. Project components, objectives and strategies are designed in collaboration with stakeholders.

Procurement monitoring, refers to independent, third-party monitoring of procurement activities by citizens, communities or CSOs to ensure there are no leakages or violation of procurement rules. Participatory procurement monitoring is recommended for high-value procurement and should not be implemented across the entire spectrum a project's procurement activities.

Public displays of information refers to the posting of government information, usually about projects or services, in public areas, such as on billboards or in government offices, schools, health centres, community centres, project sites and other places where communities receive services or discuss government affairs.

Public hearings are formal community-level meetings where local officials and citizens have the opportunity to exchange information and opinions on community affairs. Public hearings are often one element in a social audit initiative.

Third-party monitoring provides an independent perspective on project or government performance. Conducted by parties that are external to the project target groups and management structure, it assesses: whether intended outputs, outcomes and impacts have been achieved; and whether stakeholder feedback processes are functioning as intended. It can be conducted by CSOs, think tanks, academic institutions, media organizations or private firms. Third-party monitoring may also be used for on-site supervision, reporting and implementation support for projects in fragile and security-challenged situations that prevent IFAD staff from directly supervising them.

[29] World Bank (2010), How-to Notes: How, When, and Why to Use Demand-Side Governance Approaches in Projects.