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Investing in rural people

## Report on IFAD's Development Effectiveness 2020

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For: **Review**

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## Executive summary

1. Doing development differently – a core part of IFAD’s Development Effectiveness Framework and an underlying principle of the Eleventh Replenishment of IFAD’s Resources (IFAD11) – requires changes to behaviours, cultures and practices. The 2020 Report on IFAD’s Development Effectiveness (RIDE) documents a period in which significant progress has been made towards changing institutional practice and creating a culture that places more emphasis on the use of data to make proactive changes to portfolio performance and outcomes.
2. Building on the progress reported over the IFAD10 period in the 2019 RIDE, the 2020 RIDE notes an improvement in performance across a range of indicators included in the IFAD11 Results Management Framework. However, as IFAD’s ambitions grow, there are areas where the Fund needs to do more to improve the results being achieved. There are clear areas of strength – improvements in the quality of projects at design and cofinancing – and remaining areas of weakness – such as project-level efficiency and sustainability, where results continue to fall short of IFAD11 targets.
3. **Tier I – Global context.** The latest available data show that approximately 736 million people are living in extreme poverty (below the international poverty line of US\$1.90 a day)<sup>1</sup> and, in 2019, 688 million were food-insecure according to the State of Food Security and Nutrition in the World 2020 report.<sup>2</sup> In spite of the substantial progress made over this decade, the pace of poverty reduction is slowing. Chronic poverty remains a concern, and is highly concentrated in Africa and South Asia. The trends in hunger continue to be alarming, with an increase in the number of undernourished people globally since 2014.
4. **Tier II – Development results.** IFAD-supported projects have reached 131.7 million people, above the IFAD11 target of 120 million and a substantial increase since 2018 when outreach was 114.7 million people. Outreach is, however, highly sensitive to a number of large projects. Investments were made in areas such as rural infrastructure, access to finance, rural enterprises, capacity-building and environment and natural resource management. The latest project-level development outcome ratings, which are not part of the Annual Report on Results and Impact of IFAD Operations, show that on average IFAD-supported projects perform well in terms of effectiveness and results: 91 per cent of those closing in 2019 rated 4+ on effectiveness, and 96 per cent rated 4+ on overall project achievement. Nonetheless, the efficiency and sustainability of projects that completed were less satisfactory, with 60 per cent and 75 per cent rated moderately satisfactory or better, respectively. This is a continuing area of weakness that the Independent Office of Evaluation of IFAD and Management have both noted, although the latest Annual Report on Results and Impact of IFAD Operations 2020 reports an improvement in both these indicators in the 2016-2018 cohort. Factors affecting performance of closed projects include fragility, capacity constraints in implementation units and lack of realism in project design.
5. **Tier III – Operational and organizational performance.** IFAD allocated resources in line with the IFAD11 targets of 90 per cent to low- and lower-middle-income countries, and 10 per cent to upper-middle-income countries. Countries with fragile situations were allocated 25 per cent of resources. With only 80 countries accessing resources in IFAD11, the average size of IFAD’s investments

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<sup>1</sup> World Bank. 2018. Extreme Poverty and Shared Prosperity 2018: Piecing Together the Extreme Poverty Puzzle. Washington, D.C., World Bank.

<sup>2</sup> The Food and Agriculture Organization of the United Nations (FAO), IFAD, the United Nations Children's Fund, the World Food Programme and the World Health Organization, 2020. The State of Food Security and Nutrition in the World 2020. Transforming food systems for affordable healthy diets. Rome, FAO.

also increased to US\$40 million (up from US\$23 million in IFAD9 and US\$30 million in IFAD10).

6. In 2019, IFAD was able to mobilize much higher levels of both domestic and international cofinancing. The standalone cofinancing ratio for 2019 was 2.09, and the three-year rolling average is at 1.36, approaching the IFAD11 end-of-cycle target of 1.40. The disbursement ratio in 2019 also exceeded the IFAD11 target: 17.9 per cent against a target of 17 per cent and for countries with fragile situations, 19.1 per cent against a target of 16 per cent. IFAD's efficiency in disbursing a larger volume of funds in recent years and the steady growth of its programme of loans and grants have created the need to adjust the Fund's current liquidity profile and strengthen its long-term financial sustainability so that it can play a countercyclical role of weathering unexpected economic shocks, such as that brought on by COVID-19. Accordingly, IFAD is carefully monitoring its levels of liquidity and disbursements, which may result in lower disbursement levels in the future.
7. Quality-at-entry ratings were positive despite the record high volume of delivery in 2019. Thirty-four new projects were approved, for a total amount of 1.69 billion, the highest programme of loans and grants delivered by IFAD in any year of a replenishment cycle. Ninety-three per cent of those projects were rated 4 or higher on overall quality at entry and on quality of targeting by IFAD's internal arm's length quality assurance process. Quality was lower for projects designed in fragile situations, however, with 70 per cent of new designs rated 4+ against a target of 90 per cent. This is an area requiring further attention going forward.
8. At the organizational level, efficiency ratios are well within range and performance on human resources indicators is also positive. There was an improvement in women encumbering P-5 and above positions, growing from 29 per cent in 2016 to 33.9 per cent in 2019, against a target of 35 per cent. Thirty-two per cent of positions have been decentralized against the IFAD11 end target of 33 per cent, with the expectation that this target will be met by 2020 year-end.

## I. Introduction

1. The Report on IFAD's Development Effectiveness (RIDE) is the first such report for the IFAD11 period and focuses on performance during 2019. It builds on the IFAD11 midterm review (presented at the first session of the IFAD12 Consultation), which included early results and performance for IFAD11. The 2020 RIDE includes the following new features as per the reporting commitments for IFAD11: (i) reports on all four mainstreaming themes through a dedicated annex; (ii) an annex reporting on the Knowledge Management Action Plan; (iii) an enhanced quality assurance at entry annex; and (iv) a value-for-money scorecard.
2. The 2020 RIDE follows the structure of the IFAD11 Results Management Framework (RMF). Section II reports on the project-level development results (outcome, outputs and completion ratings), tier II of the RMF. Section III reports on operational and organizational performance, tier III of the RMF, and is divided into the four pillars of the IFAD11 business model. The final section, section IV, presents the way forward.
3. **Caveats.** As the RIDE covers the previous year under review, it does not explicitly address the risks associated with the COVID-19 pandemic. The impact of COVID-19 will be apparent in the 2021 RIDE, where some decline in performance is likely on indicators such as disbursements, cofinancing, timeliness of design and completion, and potentially on outputs or outcomes. Management is also closely monitoring risks to delivery to ensure minimum disruption, while providing flexibility and new resources where required.
4. The RIDE reports on IFAD's performance against the agreed corporate RMF for the cycle under review, and provides a holistic and up-to-date overview of performance at both the organizational and the operational level. The RIDE is not meant to be a strategic or policy document and therefore does not include IFAD's detailed reporting on policies, strategic directions and action plans.
5. Management would also like to highlight that the Annual Report on Results and Impact of IFAD Operations (ARRI) and the RIDE are not directly comparable. There are two reasons for this. First, the ARRI reports only on the performance of a sample of completed projects, and therefore the 2020 ARRI includes a subset of closed projects up until 2018. It does not capture current performance, or the performance of more recently completed projects. Secondly, the ARRI focuses on a small subset of tier II indicators based on completion ratings, whereas the RIDE provides a holistic overview of performance taking into account a range of data sets and indicators from project design, through implementation and at completion. Therefore, the RIDE is able to capture performance improvements in the short run that may not appear in the ARRI.

## II. Development results – Tier II

6. IFAD has significant impact on the lives of rural poor men and women, as demonstrated by the impact assessments conducted over the IFAD10 cycle. The IFAD11 impact assessments will be reported in the 2022 RIDE, at the end of the cycle, and are therefore not reported here. Nonetheless, the 2020 RIDE reports on a selection of key core indicators (CI) at the output and outcome levels based on actual project results.<sup>3</sup> These were introduced as part of IFAD's efforts to strengthen its results monitoring, measurement and reporting.

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<sup>3</sup> CIs measure the more recurrent outputs and outcomes achieved through IFAD operations with the caveat that these do not aim to capture the richness and vastness of IFAD's interventions. In addition, in any given project, CIs are complemented by project-specific output and outcome indicators to measure specific results.

7. **Development outcomes and outputs.** Overall IFAD-supported projects reached 131.7 million people<sup>4</sup> of which 47 per cent are female and 53 per cent male. Young people account for 20 per cent. The total is up from 114.7 million people reported in 2019. Investments were made in a variety of project activities aimed at accomplishing IFAD's three strategic objectives, among which: inclusive financial services (22 million people accessing financial services), diversifying rural enterprises and employment opportunities (training provided in income-generating activities to 2.35 million people), and the construction or rehabilitation of 10,696 km of roads. Additionally, environment and natural resource management continues to be an important area of focus for IFAD's investments, with 1.75 million hectares of land brought under climate-resilient management and 7,703 groups of varied sizes supported to sustainability manage risks related to natural resources and climate.
8. The 2020 RIDE results at the output and outcome level show improvements not only against the baseline, but also over the 2019 RIDE results (see annex I). Nonetheless, results are driven by individual projects, and given the demand-driven nature of IFAD's investments as well as the natural cycle of projects being designed and completing, year-to-year fluctuations on outreach, outputs and outcomes are inevitable.

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<sup>4</sup> The outreach figure accounts for the cumulative number of household members benefitting from services promoted or supported by projects. The RMF includes a subset of core indicators, whereas projects report on additional core and project specific indicators that are not included in the RMF.

Figure 1  
**Outputs and outcomes achieved<sup>5</sup>**

<i>Areas of thematic focus</i>	<i>Sustainable Development Goal (SDG) target</i>	<i>Indicator</i>	<i>Results</i>
<b>Strategic objective (SO)1: Increase rural people's productive capacities</b>			
Access to natural resources	1.4 and 2.3	Number of persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems	31 014
Access to agricultural technologies and production services	1.4, 2.3 and 2.4	Number of persons trained in production practices and/or technologies	2.63 million
		Number of hectares of farmland with water-related infrastructure constructed/rehabilitated	441 764
Inclusive financial services	1.4, 2.3 and 8.3	Number of persons in rural areas accessing financial services (savings, credit, insurance, remittances, etc.)	22 million
Nutrition	2.1 and 2.2	Number of persons/households provided with targeted support to improve their nutrition (millions)	1.7 million
<b>SO2: Increase poor rural people's benefit from market participation</b>			
Diversified rural enterprises and employment opportunities	8.2, 8.3 and 10.2	Number of persons trained in income-generating activities or business management	2.35 million
		Number of rural enterprises accessing business development services	505 500
Rural producers' organizations		Number of supported rural producers that are members of a rural producers' organization	0.7 million
Rural infrastructure	2.3	Number of kilometres of roads constructed, rehabilitated or upgraded	10 696
<b>SO3: Strengthen the environmental sustainability and climate resilience of poor rural people's economic activities</b>			
Environmental sustainability and Climate change	2.4, 5.4, 7.2, 13, 13.1-13.3 and 15.1-15.3	Number of hectares of land brought under climate-resilient management	1.75 million
		Number of groups supported to sustainably manage natural resources and climate-related risks	7 703
		Number of persons accessing technologies that sequester carbon or reduce greenhouse gas emissions	81 200
		Number of tons of greenhouse gas emissions (tCO <sub>2</sub> e) avoided and/or sequestered	-38m tCO <sub>2</sub> e over 20 years

9. **Project performance assessed at completion.** While results are reflected relatively quickly in ongoing projects, in projects that are closing, it is harder to see immediate change, especially as they may have been designed some time ago. However, the results reported in 2020 show that the performance of closing projects is improving. This is especially the case for those that closed most recently (2019) due to a focus on quality and performance since IFAD10. This suggests that results for IFAD11 are likely to be more positive than in previous cycles of IFAD financing, as a result of strong proactivity by country and project teams.
10. Over the review period (a three-year rolling average), IFAD-supported projects that closed performed well on average, though still below targets in some key areas. A total of 95 projects closed between 2017 and 2019, with 23 closing in 2019. Due to the greater selectivity and larger size of projects (which has been shown at IFAD and elsewhere to deliver better development results), the number of projects closing in any given year is decreasing. This is in line with IFAD's efforts

<sup>5</sup> Performance of these indicators against targets can be found in annex I.

over the IFAD10 and IFAD11 cycles to consolidate dispersed portfolios. A few key elements emerge:

- (i) Overall, IFAD projects are effective, delivering on their expected outcomes and outputs. Eighty-four per cent of the projects are rated moderately satisfactory or higher on effectiveness (against a target of 90 per cent), and similarly 85 per cent are rated in moderately satisfactory or better on overall project achievement. This is an improving trend, but still below the IFAD11 target of 90 per cent. Table 1 below provides more details.
- (ii) The results for 2019 are encouraging and contribute to the upward trend: 91 per cent and 96 per cent of projects respectively have rated 4+ on these two criteria. Performance in 2019 is therefore better than in the previous two years, with the average across performance indicators higher at 84.1 per cent.
- (iii) Some indicators in 2019 nonetheless continue to lag on performance, with project-level sustainability and efficiency remaining highly problematic. As previous reports from Management and the 2020 ARRI have noted, while IFAD projects have high impact, weak government performance and other issues related to capacity and ownership mean that efficiency and sustainability continue to underperform. These areas are strongly related to government ownership and Management is developing specific action plans to address them as a priority.

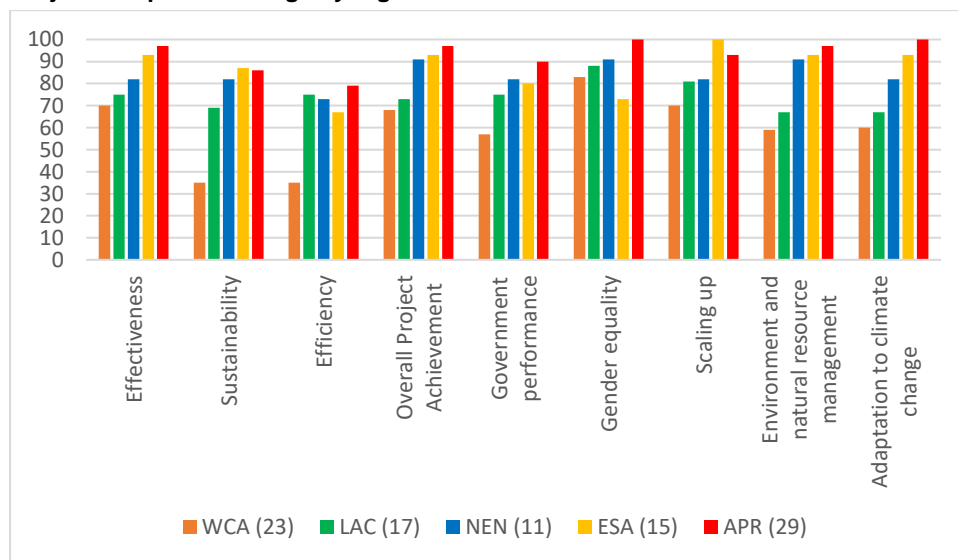


Table 1  
Completion ratings for projects closed 2017-2019

	% <i>Rated 4+</i>	% <i>Rated 4+</i>	% <i>Rated 4+</i>	% <i>rated 4+</i>	<i>IFAD11 targets/IFAD11 Targets</i>
<b>Indicators</b>	2017 (46) F=10	2018 (25) F=6	2019 (23) F=4	<b>2017- 2019 rolling average</b>	
<b>Effectiveness</b>	80	84	91	84	<b>90</b>
<i>Fragile only</i>	60	67	75	65	
<b>Sustainability</b>	72	68	70	70	<b>85</b>
<i>Fragile only</i>	60	50	25	50	
<b>Efficiency</b>	63	68	65	65	<b>80</b>
<i>Fragile only</i>	50	67	25	50	
<b>Overall project achievement</b>	82	79	96	85	<b>90</b>
<i>Fragile only</i>	70	67	75	70	
<b>Government performance</b>	74	80	78	77	<b>n/a</b>
<i>Fragile only</i>	60	83	50	65	
<b>Gender equality</b>	89	88	87	88	<b>90</b>
<i>Fragile only</i>	100	83	75	90	
<b>Scaling up</b>	85	88	83	85	<b>95</b>
<i>Fragile only</i>	80	83	75	80	
<b>Environment and natural resource management</b>	80	80	87	82	<b>90</b>
<i>Fragile only</i>	70	67	75	70	
<b>Adaptation to climate change</b>	73	95	91	84	<b>85</b>
<i>Fragile only</i>	70	100	50	71	
<b>Average across indicators</b>	79.3	81.6	84.1	81.2	

- (iv) Countries with fragile situations require differentiated and targeted support as challenges related to efficiency, sustainability and government performance are more pronounced in these contexts. As noted in annex II, several countries with large portfolios such as Burkina Faso, Cameroon, Niger and Nigeria re-entered the harmonized list in 2020. IFAD has adopted differentiated approaches in such countries; for example, it is developing a tailored strategy for the Sahel region and using new tools such as regional lending to address cross-border drivers of fragility. In the IFAD12 business model, a further focus on adaptability and planning is being proposed for countries in fragile situations.
- (v) Performance on the mainstreaming themes is positive year-on-year. Nonetheless, with IFAD’s increasing ambition in these areas, and the importance of addressing them for deepening impact and results, efforts need to be made to improve performance further. The ambitious mainstreaming action plans<sup>6</sup> ensure that efforts are made on multiple fronts: designing better projects, enhancing support during implementation and resourcing policy engagement on these dimensions to improve performance further. Work is needed to move beyond moderately satisfactory on gender and ensure that more projects achieve a satisfactory performance rating, a challenging but reachable goal.
- (vi) Regional variations in performance are inevitable given implementation capacities, governance structures, fragility and other characteristics. West and Central Africa (WCA) has the largest number of countries in fragile situations, and performance in that region lags behind others. Performance in the Latin America and the Caribbean (LAC) region over the three-year period is being driven down by performance in 2017. In 2019, all four projects that completed in LAC were rated 4+ on overall project achievement.

Figure 2  
Project completion ratings by region 2017-2019



### III. Operational and organizational performance – Tier III

11. This section reports on IFAD’s operational and organizational performance, assessed through indicators at the tier III level of the RMF. These indicators are more directly under IFAD’s influence, and therefore are areas where IFAD has more impact. Indicators under this level are a good gauge of performance and proactivity. Actions taken by Management in recent years, particularly under the

<sup>6</sup> Detailed reporting on the mainstreaming themes can be found in annex VI.

IFAD11 commitments, already demonstrate improvements in the performance measured through indicators at this level. The expectation is that performance improvements on these indicators will, in the medium term, lead to performance improvements in development results. Some of these already appear to have borne fruit in the 2019 results.

## A. Mobilizing resources

12. IFAD's ambition under the IFAD11 business model was to expand both the programme of loans and grants (PoLG) and the programme of work (PoW) through core and borrowed resources, and by mobilizing greater cofinancing. Core resources are the bedrock of the Fund's business model and Management is working with Member States to ensure that they keep pace with increasing ambitions, global challenges, and the Fund's core mandate of channelling resources to countries with the highest needs. To supplement core resources, expand the PoLG and cater to demand, the Fund is working on enhancing the financial architecture to equip it for further borrowing. At the same time, IFAD has been proactive in mobilizing domestic and international cofinancing to simultaneously expand its PoW, including with specific action plans agreed with all major international financial institutions (IFIs).
13. **Leveraging cofinancing.** Cofinancing ratios have continued to improve: the ratios for 2019 were 1.16 for international and 0.93 for domestic, and the overall cofinancing ratio was 2.09. The three-year rolling cofinancing ratio is 1.36 against an end IFAD11 target of 1.40, reflecting the weaker performance in 2017 (0.7) and 2018 (1.08). The improving ratio reflects not only IFAD's proactivity, but also the confidence of both international partners and national governments in IFAD and in the rural sector to drive economic growth and reduce poverty from the bottom up.
14. The regional breakdown shows that the highest cofinancing ratio in 2019 was in Asia and the Pacific (APR) (3.89), followed by LAC (2.79), Near East, North Africa and Europe (NEN) (2.20), East and Southern Africa (ESA) (2.07) and WCA (0.94).
15. Further disaggregation of the results on domestic cofinancing are equally positive, with countries across income categories increasing domestic contributions by both governments and beneficiaries. Domestic cofinancing is a strong determinant of ownership, commitment, relevance and longer-term sustainability of development interventions.

Figure 3  
Domestic cofinancing ratios, by income category\*

<b>Low-income countries (LICs)</b>	2017	2018	2019	2017-2019
Government	0.23	0.24	0.22	0.23
Beneficiaries	0.15	0.10	0.18	0.15
Other	0.03	0.07	0.03	0.04
<b>Lower-middle-income countries (LMICs)</b>	2017	2018	2019	2017-2019
Government	0.39	0.40	1.07	0.65
Beneficiaries	0.23	0.14	0.16	0.18
Other	0.01	0.07	0.26	0.12
<b>Upper-middle-income countries (UMICs)</b>	2017	2018	2019	2017-2019
Government	0.40	0.85	0.92	0.71
Beneficiaries	0.27	0.19	0.31	0.24
Other	0.10	0.41	0.02	0.24

\* Ratios are calculated as domestic contributions to IFAD investments to each income category (LICs, LMICs and UMICs).

16. Although the cofinancing ratio in 2019 is a positive indication of IFAD meeting the target for IFAD11, it is also worth highlighting that the cofinancing ratios can be strongly driven by individual projects and therefore are subject to year-to-year fluctuations. Furthermore, the COVID-19 pandemic may have an impact on delivery and cofinancing in 2020 and 2021. Nonetheless, Management and country teams continue to look for opportunities to ensure that IFAD maximizes cofinancing, and several projects with notable cofinancing are being planned for the remainder of the IFAD11 cycle.

## **B. Allocating resources**

17. Core resource allocations are in line with the targets for IFAD11, and with the ambition to have fewer and larger operations in countries with the highest needs. Fifty-three per cent of the resources were dedicated to LICs, 37 per cent to LMICs and 10 per cent to UMICs. Furthermore, 25 per cent of resources went to countries with fragile situations, and 3.3 per cent were channelled to small island developing states. Only 80 countries were selected to access IFAD11 resources compared to 103 in IFAD10 and the average IFAD financing per project has gone up to US\$40 million. Ninety-six per cent of allocations under the performance-based allocation system (PBAS) have already been programmed or approved, with no reallocations planned at present given the high uptake of funds.
18. **Reaching the poorest and more vulnerable.** Targeting at the project level was also positive: 93 per cent of projects designed in 2019 were rated moderately satisfactory or better on targeting. Furthermore, as noted in the annexes, these designs were also more attentive in responding to IFAD's differentiated target groups including women, youth and indigenous peoples.

## **C. Utilizing resources**

19. **Adopting a country programme approach.** In line with the ambition laid out in the transition framework, all new country strategies were required to adopt a programmatic approach, as well as act as transition strategies to support governments on their path to achieving SDGs. Quality at entry of country strategic opportunities programmes (COSOPs) has improved, showing better alignment with the SDG agenda, government policies and strategies, and the United Nations Sustainable Development Cooperation Framework. IFAD is also continuing to devote attention to South-South and Triangular Cooperation (SSTC) and 88 per cent of new COSOPs have comprehensive SSTC plans, exceeding the target of 66 per cent of COSOPs.
20. **Assessing country programme performance through IFAD's stakeholder survey.** IFAD launched a revamped stakeholder survey in 2020 as a more robust, expansive, and reliable tool. IFAD's perceived engagement through its country programmes has been positive. All targets for the relevant RMF level 3.3 indicators measured by the stakeholder survey are on track or are nearly on track. This year's survey results have particularly reinforced the relevance of IFAD's country programmes, with 93 per cent expressing satisfaction overall, and high scores (89 per cent or higher) on effectiveness, knowledge management and, particularly, performance as a partner.
21. At the same time, the survey also identified areas where IFAD can further strengthen its engagement at the country level, such as country-level policy engagement, where fewer respondents were satisfied (83 per cent). This message is also underlined in the 2020 ARRI.
22. **Delivery in 2019.** Against the IFAD11 PoLG target of US\$3.5 billion, in 2019 IFAD delivered a PoLG of US\$1.67 billion, exceeding any other year in the history of the Fund. This delivery has translated into 34 new projects and 13 additional financing proposals to 40 countries. The average duration of design has declined from 17 months in 2016 to 10 months for projects approved in 2019, moving much closer to the 8-month target for IFAD11.

23. **Enhancing quality at entry.** In addition to being a year of record delivery, the arm’s length quality review process also showed that 2019 was the year in which IFAD achieved the highest average rating for portfolio quality at entry (4.74) since 2013. Ninety-seven per cent of the 34 projects approved in 2019 have a moderately satisfactory or better performance in terms of overall quality at entry. However, taking into account a two-year rolling average (2018-2019), 93 per cent have an overall rating for quality at entry of moderately satisfactory or better, which is close to the IFAD11 target of 95 per cent.
24. Not surprisingly, the quality at entry of projects in fragile situations is not as strong, with 85 per cent of the 2019 projects obtaining a rating of moderately satisfactory or better. These numbers remain below the IFAD11 target and the IFAD12 business model proposes specific actions to improve performance in countries with fragile situations.

Figure 4  
**Quality at entry ratings**

3.4	Quality at entry	2016	2019	IFAD11 targets	IFAD10 targets
3.4.1	Overall rating for quality of project design (ratings 4 and above) (percentage) <sup>d</sup>	93	93	95	90
3.4.2	Overall rating for quality of project design (fragile situations only) (ratings 4 and above) (percentage) <sup>d</sup>	96	77	90	85

25. **Managing disbursements.** Disbursement performance in 2019 was positive, and surpassed the target. The disbursement ratio was 17.9 per cent for all countries, and 19 per cent for countries with fragile situations. Breaking this down further by income category, the disbursement ratio for 2019 in LICs was 22.2 per cent, 15.2 per cent in LMICs and 15.9 per cent in UMICs. Disbursement targets were set in a pre-COVID-19 context and before recent changes to strengthen the financial architecture were introduced; therefore, while performance in 2019 was high, it is likely that over the IFAD11 period disbursement targets may be challenging to meet as IFAD will need to balance delivery against financial sustainability.
26. **Ensuring quality in the ongoing portfolio.** Based on IFAD supervision missions, projects closing in the remainder of IFAD11 and during IFAD12 are currently on track to meet the targets. Furthermore, through proactive portfolio management, IFAD has also been able to address problem projects. Currently, 12 per cent of projects are actual problem projects and all of these have performance improvement plans in place. An index measuring proactivity has increased to its highest level ever (77 per cent from 50 per cent, a direct result of incentives provided by the restructuring policy approved by the Executive Board in 2018); however areas of traditional weakness, such as the quality of project-level monitoring and evaluation (M&E) systems, show only small year-on-year improvements.
27. Additionally, as can be seen in the table below, projects closing in the remainder of IFAD11 have improved performance on a range of indicators over the year. COVID-19 may have an impact on projects closing in 2020 and 2021.

Figure 5  
Performance of ongoing projects assessed through supervision ratings.

		<i>Previous supervision ratings</i>	<i>Latest supervision ratings</i>	<i>Current</i>	<i>IFAD 11 targets</i>
Corresponding IFAD11 indicators	Number of projects available for disbursement and entered into force with project status reports available	Closing IFAD11 57	Closing IFAD11 57	Closing IFAD12 and beyond 115	
Overall project achievement	Assessment of overall implementation performance	84%	91%	87%	
	Likelihood of achieving the development objective	89%	95%	92%	90
Effectiveness	Effectiveness and development focus	79%	84%	70%	90
Sustainability	Exit strategy	64%	65%	74%	85
Scaling up	Potential for scaling up	91%	96%	88%	95
Efficiency	Project management	74%	89%	77%	
	Financial management	75%	77%	70%	80
	Number of problem projects	9	5	15	
	Percentage problem projects	16%	9%	13%	

## D. Transforming resources

28. **Decentralization.** During IFAD10, the Fund consolidated previous decentralization efforts and developed a hub model with most operational and technical staff decentralized. As a result, IFAD went from 17 per cent of total staff positions in the field during IFAD10 to 32 per cent at present, with an end IFAD11 target of 33 per cent. Country teams are complemented by thematic technical experts and technical experts on environment and climate, social inclusion and financial management. This has encouraged a culture of cross-departmental collaboration to deliver and implement projects (“one IFAD”). IFAD is confident that by the end of the IFAD11 cycle, the decentralization target of 33 per cent staff in the field will be met or exceeded, and ambitions for IFAD12 are to decentralize further.
29. **Institutional efficiency.** Becoming a more effective organization through efficiency gains and savings has been the thrust for IFAD11. IFAD’s ratio of administrative expenditure to PoLG in 2019 is at 11.2 per cent, under the IFAD11 target of 12.9 per cent given the larger delivery of the PoLG in 2019. The projected efficiency ratio for IFAD11 is expected to be at target and similar to IFAD10 ratios, as the rolling-36 month ratio will reflect delivery of a smaller PoLG in 2020 (around US\$1 billion) and 2021.
30. **Work force management.** As a result of the Human Resources (HR) Study concluded in 2019, a series of reforms have been initiated as part of the People, Processes and Technology Plan to further enhance HR capacity and capability and to reinvigorate the workforce. The plan was presented to the Executive Board at its 129<sup>th</sup> session<sup>7</sup> and an update is being presented to the 130<sup>th</sup> session. Progress is noted on the indicator for women in P-5 and above positions, currently 33.9 per cent against a target of 35 per cent – a marked improvement over the 2016 result of 29 per cent.
31. **Value for Money (VfM).** This 2020 RIDE is the first to include the VfM scorecard. Out of the 12 indicators in the scorecard to measure progress, IFAD is meeting or exceeding all – which is a further indication of IFAD’s commitment to ensuring VfM.

<sup>7</sup> EB 2020/129/R.3/Rev.2.

32. **Transparency.** IFAD has enhanced its focus on transparency through the implementation of the Transparency Action Plan. Actions were undertaken on two fronts: to make the organization more transparent and to support governments in enhancing their transparency and accountability to beneficiaries. In this context, IFAD began disclosing project completion reports (PCRs) with the consent of governments. In 2019, 67 per cent of the PCRs were submitted on time and 73 per cent were disclosed. This is a significant improvement over the baseline (41 per cent were submitted on time and no PCRs disclosed). Additionally, the submission lag for the PCRs was 2.7 months, down from over 14 months in 2016. Based on International Aid Transparency Initiative scores for comprehensiveness of data publishing, IFAD scores 86 per cent above the target of 75 per cent.
33. **Stakeholder feedback and beneficiary engagement.** Strengthening government transparency and domestic accountability in IFAD-supported operations are key components of the enhanced IFAD11 business model. The related new indicator 3.9.3 shows that 16 of the 34 (approximately 47 per cent) new investment projects approved by the Executive Board in 2019 consistently support activities to advance transparency.

#### **IV. Way forward in 2020 and beyond**

34. After the first year of IFAD11, performance on the majority of the RMF indicators has shown improvement over the baselines and good progress is being made towards the ambitious targets for IFAD11. However, the COVID-19 pandemic in 2020 could adversely affect performance and results over the remainder of the IFAD11 cycle. While the RIDE reports on performance over the previous year, going forward, four areas are being closely monitored by Management in light of the evolving COVID-19 situation.
35. First, IFAD will redouble its efforts in areas where it is not performing at a high enough level. Specifically, it will provide more support to project management units and governments to improve efficiency and sustainability; strengthen the quality at entry of projects in countries with fragile situations and ensure more tailored support; and leverage decentralization to enhance work on policy engagement at the country level.
36. Second, IFAD has focused efforts on an immediate response to the COVID-19 pandemic through restructuring, repurposing and revising timelines for the portfolio. It has already repurposed 40 projects across 28 countries for a total financing of US\$66 million to support governments in their response to the crisis and help smallholder farmers in their recovery efforts. Considering also planned repurposing, the figures increase to 121 projects across 66 countries for a total value of US\$165 million. IFAD has also set up the Rural Poor Stimulus Facility to provide additional grant support to countries most impacted or at risk due to the crisis. These efforts will need to be monitored to ensure that they are adequately responding to smallholders' immediate needs.
37. Third, timeliness and quality in terms of both delivery of new projects and implementation of the ongoing portfolio could suffer due to COVID-19. IFAD has been managing this by continuing with remote design and supervision missions to the extent possible. However, lockdowns and restrictions in countries as well as lack of physical access to project areas make certain tasks challenging, including conducting studies such as impact assessments.
38. Finally, as IFAD is in the midst of a replenishment consultation, Management is making efforts to ensure that IFAD continues to advocate for the need to channel resources to rural development and in particular agriculture as a means to achieving SDG 1 and SDG 2. Initial indications are that progress towards these two SDGs is likely to be reversed and that IFAD's target group of rural poor men and women are those that will bear the brunt of the COVID-19 crisis in the short, medium and long term.

## IFAD11 Results Management Framework

### Tier I – goals and context

		Source	Baseline (year)	Results (year)
<b>1.1</b>	<b>Sustainable Development Goal 1: No poverty</b>			
1.1.1	Proportion of population below the international poverty line of US\$1.90 a day (SDG 1.1.1)	United Nations Statistics Division (UNSD)	N/A	8.6(2018)
<b>1.2</b>	<b>Sustainable Development Goal 2: Zero hunger</b>			
1.2.1	Prevalence of food insecurity (SDG 2.1.2)	UNSD	N/A	26.4 (2018)
1.2.2	Prevalence of stunting among children under 5 years of age (SDG 2.2.1)	UNSD	N/A	22 (2018)
1.2.3	Prevalence of malnutrition (SDG 2.2.2)	UNSD	N/A	7.3 (2018)
1.2.4	Average income of small-scale food producers (SDG 2.3.2)	UNSD	N/A	-
1.2.5	Total official flows to the agriculture sector (billions of United States dollars) (SDG 2.A.2)	UNSD	N/A	12.6 (2017)
1.2.6	Government expenditure on agriculture (index) (SDG 2.A.1)	UNSD	N/A	0.26 (2017)



## Tier II – Development results

Impact		Source	Baseline	2019	IFAD11 target (end-2021)
<b>2.1</b>					
2.1.1	Number of people experiencing economic mobility (millions) (SDGs 2.3 and 1.2)	Impact Assessment Initiative (IAI)	N/A		44 <sup>b</sup>
2.1.2	Number of people with improved production (millions) (SDG 2.3)	IAI	N/A		47 <sup>b</sup>
2.1.3	Number of people with improved market access (millions) (SDG 2.3)	IAI	N/A		46 <sup>b</sup>
2.1.4	Number of people with greater resilience (millions) (SDG 1.5)	IAI	N/A		24 <sup>b</sup>
2.1.5	Number of people with improved nutrition (millions) (SDG 2.1)	IAI	N/A		12
<b>2.2</b>	<b>Project-level development results<sup>c,d,e</sup></b>		<b>2014-2016</b>	<b>2017-2019 rolling average</b>	
2.2.1	Overall project achievement (ratings 4 and above) (percentage)	PCR ratings	88	85	90
2.2.2	Overall project achievement (ratings 4 and above) (percentage)	Independent Office of Evaluation of IFAD (IOE) ratings	81	72	-
2.2.3	Overall project achievement (ratings 5 and above) (percentage)	IOE ratings	26	23	-
2.2.4	Effectiveness (ratings 4 and above) (percentage)	PCR ratings	84	84	90
2.2.5	Efficiency (ratings 4 and above) (percentage)	PCR ratings	77	65	80
2.2.6	Gender equality (ratings 4 and above) (percentage)	PCR ratings	87	88	90
2.2.7	Gender equality (ratings 5 and above) (percentage)	PCR ratings	54	49	60
2.2.8	Sustainability of benefits (ratings 4 and above) (percentage)	PCR ratings	78	70	85
2.2.9	Scaling up (ratings 4 and above) (percentage)	PCR ratings	92	85	95
2.2.10	Environment and natural resource management (ratings 4 and above) (percentage)	PCR ratings	88	82	90
2.2.11	Adaptation to climate change (ratings 4 and above) (percentage)	PCR ratings	84	84	85
<b>2.3</b>	<b>Project-level outcomes and outputs<sup>f</sup></b>		<b>2016 /2019</b>	<b>2019</b>	
2.3.1	Number of persons receiving services (millions) <sup>g</sup> (SDG 1.4)	Core indicators (Results and Impact Management System [RIMS])	97.04	131.7 (M53/F47) <sup>i</sup> (Y20/NY80) <sup>j</sup>	120
2.3.2	Number of hectares (ha) of farmland with water-related infrastructure constructed/rehabilitated (SDG 2.4)	Core indicators (RIMS)	57 000	492 688	70 000
2.3.3	Number of persons trained in production practices and/or technologies (millions) <sup>g</sup> (SDG 4.3)	Core indicators (RIMS)	2.51	2.63 (M53/F47) (Y13/NY87)	3.5

Impact		Source	Baseline	2019	IFAD11 target (end-2021)
2.3.4	Number of persons in rural areas accessing financial services (millions) <sup>9</sup> (SDG 8.10)	Core indicators (RIMS)	17.4	22 (M50/F50) (Y25/NY75)	23
2.3.5	Number of persons/households provided with targeted support to improve their nutrition (millions) <sup>9</sup> (SDG 2.2)	Core indicators (RIMS)	1.7 (M40/F60) (Y43/NY57)	1.7 (M40/F60) (Y43/NY57)	5
2.3.6	Percentage of women reporting improved quality of their diets <sup>h</sup> (SDG 2.2)	Core indicators (RIMS)	n/a	n/a	20
2.3.7	Number of rural enterprises accessing business development services (SDG 9.3)	Core indicators (RIMS)	91 240	505 500	100 000
2.3.8	Number of persons trained in income-generating activities or business management (millions) <sup>9</sup> (SDG 4.3)	Core indicators (RIMS)	2.4	2.35 (M37/F63) (Y46/NY54)	3.2
2.3.9	Number of supported rural producers that are members of rural producers' organizations (millions) <sup>9</sup>	Core indicators (RIMS)	0.8	0.7 (M44/F56) (Y15/NY85)	1.2
2.3.10	Number of kilometres of roads constructed, rehabilitated or upgraded (SDG 9.1)	Core indicators (RIMS)	13 690	10 696	20 000
2.3.11	Number of groups supported to sustainably manage natural resources and climate-related risks (SDG 13.1)	Core indicators (RIMS)	7 703	7 703	10 000
2.3.12	Number of persons accessing technologies that sequester carbon or reduce greenhouse gas emissions <sup>9</sup> (SDG 13.2)	Core indicators (RIMS)	81 200 (M63/F37) (Y20/NY80)	81 200 (M63/F37) (Y20/NY80)	120 000
2.3.13	Number of persons/households reporting adoption of environmentally sustainable and climate-resilient technologies and practices	Core indicators – outcome level (RIMS)	n/a	n/a	300 000
2.3.14	Number of hectares of land brought under climate-resilient management (SDG 13.1)	Core indicators (RIMS)	1.75 million	1.75 million	1.5 million
2.3.15	Number of tons of greenhouse gas emissions (CO <sub>2</sub> ) avoided and/or sequestered	Core indicators – outcome level (RIMS)	-30 million	-38 million tCO <sub>2</sub> e over 20 years	-65 million
2.3.16	Number of persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems <sup>9</sup> (SDG 1.4)	Core indicators (RIMS)	31 014 (M55/F45) (Y29/NY71)	31 014 (M55/F45) (Y29/NY71)	50 000

<sup>a</sup> Results will be presented in a synthesis of lessons learned from the IFAD11 IAI in early 2022.

- <sup>b</sup> Targets are based on a proposed programme of loans and grants (PoLG) of US\$3.5 billion in IFAD11.
- <sup>c</sup> Project-level outcomes are presented on a three-year rolling basis.
- <sup>d</sup> Results disaggregated for projects in countries with most fragile situations will also be presented in RIDE.
- <sup>e</sup> In yearly reporting through the RIDE, Management will calculate the divergence between its self-assessment with regard to project-level outcomes (based on PCRs) and corresponding ratings by IOE (based on PCR validations).
- <sup>f</sup> Results will be presented only for the year under review.
- <sup>g</sup> Results will be disaggregated by gender and age.
- <sup>h</sup> Results will be presented only for projects with a specific nutrition focus.
- <sup>i</sup> Share (percentage) of Males (M) and Females (F).
- <sup>j</sup> Share (percentage) of Young (Y) and Not Young (NY).

### Tier III – Operational and organizational performance

		Source	Baseline	2019	IFAD11 target (end-2021)
<b>3.1</b>	<b>Resource mobilization and leveraging cofinancing</b>		<b>2016</b>		
3.1.1	Percentage achievement of IFAD11 PoLG target	Corporate databases	N/A	87	Tracked
3.1.2	Debt-to-equity ratio (percentage)	Corporate databases	3.3	8.1	Tracked
3.1.3	Cofinancing ratio (international) <sup>a</sup>	Grant and Investment Projects System (GRIPS)	1:0.53	1:0.61	1:0.6
3.1.4	Cofinancing ratio (domestic) <sup>a</sup>	GRIPS	1:0.74	1:0.76	1:0.8
<b>3.2</b>	<b>Allocations of resources</b>		<b>2013-2015</b>		
3.2.1	Share of core resources* allocated through the PBAS to LICs and LMICs; and UMICs (percentage) <sup>b</sup>	Programme Management Department (PMD)	N/A	90:10	LICs and LMICs: 90 UMICs: 10
3.2.2	Percentage of PBAS resources reallocated in IFAD11	PMD	10	-	<10
3.2.3	Number of countries included in the PBAS at the beginning of the cycle	PMD	102	80	80
3.2.4	Average size of IFAD's investment projects (IFAD financing) (millions of US\$)	GRIPS	28.6 (2014-2016)	40	Tracked
3.2.5	Appropriateness of targeting approaches in IFAD investment projects (percentage)	Quality assurance ratings	N/A	93	90
<b>3.3</b>	<b>Performance of country programmes</b>		<b>2016</b>		
3.3.1	Relevance of IFAD country strategies (ratings of 4 and above) (percentage)	Client surveys and COSOP completion reviews (CCRs)	N/A	93	90/80
3.3.2	Percentage of active COSOPs that undertook at least one COSOP results review during the cycle <sup>h</sup>	GRIPS	N/A	86	80
3.3.3	Effectiveness of IFAD country strategies (ratings of 4 and above) (percentage)	Client surveys and CCRs	N/A	89	90/80
3.3.4	Partnership-building (ratings of 4 and above) (percentage)	Client surveys and CCRs	100	91	90/80
3.3.5	Country-level policy engagement (ratings of 4 and above) (percentage)	Client surveys and CCRs	100	83	90/80
3.3.6	Knowledge management (ratings of 4 and above) (percentage)	Client surveys and CCRs	N/A	93	90/80
3.3.7	South-SSTC (percentage of COSOPs with comprehensive approach at design)	COSOPs	50	88	66
3.3.8	Percentage of new country strategies in countries with the most fragile situations that undertake fragility assessments <sup>i</sup>	IFAD records	N/A	100	60
<b>3.4</b>	<b>Quality at entry</b>		<b>2016</b>	<b>2019</b>	<b>IFAD11 target</b>
3.4.1	Overall rating for quality of project design (ratings 4 and above) (percentage) <sup>d</sup>	Quality assurance ratings	93	93	95

		Source	Baseline	2019	IFAD11 target (end-2021)
3.4.2	Overall rating for quality of project design (fragile situations only) (ratings 4 and above) (percentage) <sup>d</sup>	Quality assurance ratings	96	77	90
3.4.3	Percentage of ongoing projects with a baseline by the end of the first year of implementation	Operational Results Management System (ORMS)	N/A	49	70
<b>3.5</b>	<b>Portfolio management</b>		<b>2016</b>		
3.5.1	Time from concept note to approval (months)	Corporate databases	17	10	8
3.5.2	Time from project approval to first disbursement (months)	GRIPS	17	15	12
3.5.3	Disbursement ratio (percentage) <sup>e</sup>	Oracle FLEXCUBE	16.7	17.9	17
3.5.4	Disbursement ratio – fragile situations only (percentage)	Oracle FLEXCUBE	12.8	19.1	16
<b>3.6</b>	<b>Decentralization</b>		<b>2016</b>		
3.6.1	Ratio of budgeted staff positions in IFAD Country Offices (ICOs)/regional hubs (percentage)	Corporate databases	18	32	33
3.6.2	Percentage of IFAD's investment projects (by financing volume) managed by ICOs/regional hubs	Corporate databases	74	100	100
3.6.3	Percentage of supervision/implementation support budget used through ICOs/regional hubs	Corporate databases	n/a	100	70
<b>3.7</b>	<b>Institutional efficiency</b>		<b>2016</b>		
3.7.1	Ratio of IFAD's administrative expenditure to the PoLG	Corporate databases	13.1%	11.2%	12.9
3.7.2	Ratio of actual administrative expenditures (including expenditures financed by management fees) to IFAD's PoW (PoLG and cofinancing)	Corporate databases	6.5%	4.7%	6.0
3.7.3	Ratio of actual administrative expenditures (including expenditure financed by management fees) to annual disbursements	Corporate databases	18.1%	15.6%	16
3.7.4	Ratio of the administrative budget to the ongoing portfolio of loans and grants	Corporate databases	2.27%	2.1%	2.1
3.7.5	Percentage of countries with disbursable projects using the IFAD Client Portal (ICP)	Information and Communications Technology Division	0	63%	75
3.7.6	Percentage of IFAD operations using the ORMS	PMD	0	100	100
3.7.7	Percentage of IFAD-supported projects trained through the Centers for Learning on Evaluation and Results (CLEAR) initiative	PMD	0	56%	85
<b>3.8</b>	<b>Workforce management</b>		<b>2016</b>		
3.8.1	Percentage of women in P-5 posts and above	Corporate databases	29	33.9	35
3.8.2	Percentage of Professional staff from Lists B and C	Corporate databases	38	44.2	Tracked
3.8.3	Time to fill Professional vacancies (days)	Corporate databases	91	94	100
<b>3.9</b>	<b>Transparency</b>		<b>2016</b>		

		Source	Baseline	2019	IFAD11 target (end-2021)
3.9.1	Percentage of PCRs submitted within six months of completion, of which the percentage publicly disclosed	PMD	41/0	67/74	85/90
3.9.2	Comprehensiveness of IFAD's publishing to International Aid Transparency Initiative (IATI) standards (percentage)	IATI	63	86	75
3.9.3	Percentage of operations with activities or components that advance transparency in borrowing countries <sup>g</sup>	Corporate databases	N/A	47	30

<sup>a</sup> Results are presented for projects approved in the last 36 months. RIDE will disaggregate by country income groups, and will disaggregate the reporting of domestic cofinancing with regards to government and beneficiary contributions.

<sup>b</sup> RIDE will also provide information on allocations to projects with most fragile situations and small island developing states.

<sup>c</sup> Targets for indicators related to IFAD's country programme performance will be developed building on the planned update of IFAD's client survey.

<sup>d</sup> Quality-at-entry ratings are aggregated over 24 months.

<sup>e</sup> Results will be presented by country income classification group.

<sup>f</sup> Targets for these indicators on decentralization and institutional efficiency will be informed by the Operational Excellence for Results (OpEx) exercise.

<sup>g</sup> This indicator is a placeholder. The methodology will be defined before the beginning of IFAD11.

<sup>h</sup> Corporate databases are being enhanced to enable capturing this information.

\* Core resources is a definition adopted by IFAD to describe core replenishment contributions, unrestricted complementary contributions, principal and interest repayments of loans financed by these resources, as well as the grant component of concessional partner loans.

\*\* In 2017 IFAD reviewed its disbursement ratio definition in order to align it with the methodology used by other multilateral development organizations. The IFAD10 target therefore precedes this review and was calculated using the previous definition. The 2016 baseline and IFAD11 target instead reflect the definition adopted in 2017.

## World Bank harmonized list of countries with fragile situations

FY2019	FY2020
1 Afghanistan	1 Afghanistan
2 Burundi	2 <b>Burkina Faso</b>
3 Central African Republic	3 Burundi
4 Chad	4 <b>Cameroon</b>
5 Comoros	5 Central African Republic
6 Congo, Dem. Rep.	6 Chad
7 Cong, Rep.	7 Comoros
8 <b>Cote d'Ivoire</b>	8 Congo, Dem. Rep.
9 <b>Djibouti</b>	9 Congo, Rep.
10 Eritrea	10 Eritrea
11 Gambia	11 Gambia
12 Guinea-Bissau	12 Guinea-Bissau
13 Haiti	13 Haiti
14 Iraq	14 Iraq
15 Kiribati	15 Kiribati
16 Kosovo	16 Kosovo
17 Lebanon	17 Lebanon
18 Liberia	18 Liberia
19 Libya	19 Libya
20 Mali	20 Mali
21 Marshall Islands	21 Marshall Islands
22 Micronesia	22 Micronesia
23 <b>Mozambique</b>	23 Myanmar
24 Myanmar	24 <b>Niger</b>
25 Papua New Guinea	25 <b>Nigeria</b>
26 Solomon Islands	26 Papua New Guinea
27 Somalia	27 Solomon Islands
28 South Sudan	28 Somalia

29	Sudan	29	South Sudan
30	Syria	30	Sudan
31	Timor-Leste	31	Syria
32	<b>Togo</b>	32	Timor-Leste
33	Tuvalu	33	Tuvalu
34	West Bank and Gaza	34	<b>Venezuela, RB</b>
35	Yemen, Rep.	35	West Bank and Gaza
36	Zimbabwe	36	Yemen, Rep
		37	Zimbabwe



## Value-for-money scorecard

<i>Dimensions of business model</i>	<i>Key problems</i>	<i>Actions taken to enhance VfM</i>	<i>Link to VfM 4E dimensions</i>	<i>Measurement of success through RMF indicators*</i>	<i>2019 results</i>
<b>Resource mobilization</b>	Core resources not being leveraged to the greatest possible degree	Leverage resources through borrowing	<b>Economy and efficiency.</b> Allows each dollar of official development assistance to have a multiplier effect on the total amount of loans, thereby increasing the efficiency and economy of these resources	<ul style="list-style-type: none"> <li>Debt-to-equity ratio (3.1.2)</li> <li>Cofinancing ratio (3.1.3 and 3.1.4)</li> <li>Number of persons receiving services (millions) (2.3.1)</li> </ul>	8.1%
		Cofinancing with domestic and international partners	<b>Effectiveness.</b> Enhances effectiveness by improving impact with funds and knowledge that complement IFAD's approaches and reinforce domestic ownership.		<ul style="list-style-type: none"> <li>1:0.61 (above)</li> <li>1:0.76 (meeting)</li> </ul>
		Mobilization of supplementary funds linked to climate, youth, fragility (refugees) and private sector	<b>Effectiveness and equity.</b> Enhances equity by facilitating targeting of funds and enhances effectiveness by addressing particular concerns of disadvantaged groups.		<ul style="list-style-type: none"> <li>131.7 million (above)</li> </ul>
<b>Resource allocation</b>	Targeting of countries and within countries needs to be strengthened	Country selectivity and resource allocation through PBAS	<b>Efficiency and equity.</b> Enhances equity through a focus on countries with strong needs and effectiveness through an emphasis on performance. It also improves efficiency by sequencing services to borrowers.	<ul style="list-style-type: none"> <li>Share of core resources allocated to LICs and LMICs; and UMICs (3.2.1)</li> <li>Percentage of PBAS resources reallocated in IFAD11 (3.2.2)</li> <li>Number of countries included in the PBAS at the beginning of the cycle (3.2.3)</li> <li>Number of persons receiving services (millions) (2.3.1)</li> </ul>	<ul style="list-style-type: none"> <li>90/10 (meeting)</li> </ul>
		Tailoring country-level approaches	<b>Effectiveness and equity.</b> Enhances equity by ensuring that targeting is appropriate for the context and leads to effective projects		<ul style="list-style-type: none"> <li>n/a</li> </ul>
		Enhanced targeting of youth	<b>Equity.</b> Enhances equity by ensuring reach to key populations.		<ul style="list-style-type: none"> <li>80</li> <li>130 million</li> </ul>
<b>Resource utilization</b>	Resource use within countries not reaching full potential	Decentralization and enhanced country-based model	<b>4Es.</b> Enhances the 4Es through expanded country presence, which allows for better information flow and engagement, and more effective use of resources.	<ul style="list-style-type: none"> <li>Time from concept note to approval (3.5.1)</li> <li>Time from project approval to first disbursement (3.5.2)</li> <li>Disbursement ratio (3.5.3)</li> <li>Ratio of budgeted staff positions in ICOs/regional hubs (3.6.1)</li> <li>Average size of IFAD's investments projects (IFAD financing) (3.2.4)</li> <li>Percentage of operations rated 5 and above at completion for overall project achievement (IOE) (2.2.3)</li> </ul>	<ul style="list-style-type: none"> <li>10 months</li> <li>15 months</li> </ul>
		Enhanced synergies between lending and non-lending activities	<b>Economy and effectiveness.</b> Enhances economy and efficiency through better solutions and enhances effectiveness through improved impact.		<ul style="list-style-type: none"> <li>17.9</li> </ul>
		Increased loan size	<b>Economy and efficiency.</b> Enhances economy and efficiency through economies of scale in project design and implementation.		<ul style="list-style-type: none"> <li>32%</li> </ul>

		Mainstreaming climate, gender, nutrition and youth	<b>Equity.</b> Enhances equity through improved targeting and effectiveness by focusing on key issues (e.g. climate and nutrition).		<ul style="list-style-type: none"> <li>• US\$ 40 million</li> <li>• 23%</li> </ul>
<b>Resource transformation</b>	Insufficient focus on measuring and managing for results	DEF and framework to manage for results	<b>Four “E”s.</b> Ensures adequate information to drive increases in the four “E”s through evidence-based decisions.	<ul style="list-style-type: none"> <li>• Number of persons receiving services (millions) (2.3.1)</li> <li>• Number of people with: greater economic mobility, greater production, greater market access and increased resilience (2.1.1, 2.1.2, 2.1.3, 2.1.4)</li> <li>• Percentage of countries with disbursable projects using the ICP (3.7.5)</li> <li>• Percentage of IFAD operations using Operational Results Management System (3.7.6)</li> <li>• Percentage of IFAD-supported projects trained through CLEAR initiative (3.7.7)</li> </ul>	• 131.7 million
		Impact assessment initiative	<b>Effectiveness.</b> Ensures attributable impact to determine effectiveness.		
		Enhanced transparency through systematic action plan	<b>Effectiveness.</b> Creates an openness to data in order to provide incentives for improving the 4Es and reinforces domestic accountability mechanisms to increase aid effectiveness.		• n/a
		Service delivery platform improvements	<b>Economy and efficiency.</b> Enhances corporate-level economy and efficiency by shortening processing times and facilitating nimbler business processes.		<ul style="list-style-type: none"> <li>• 63%</li> <li>• 100%</li> <li>• 56%</li> </ul>

\* RMF indicators noted in parentheses.

## Quality assurance for better development effectiveness

### I. Introduction

1. This annex, produced by the Quality Assurance Group (QAG), provides an overview of the results from IFAD's arm's length quality assurance reviews of COSOPs, projects and grants designed in 2019. It also highlights systemic issues and lessons from design reviews and includes an overview of some key ongoing activities aimed at further strengthening IFAD designs for improved results in promoting sustainable and inclusive rural transformation.

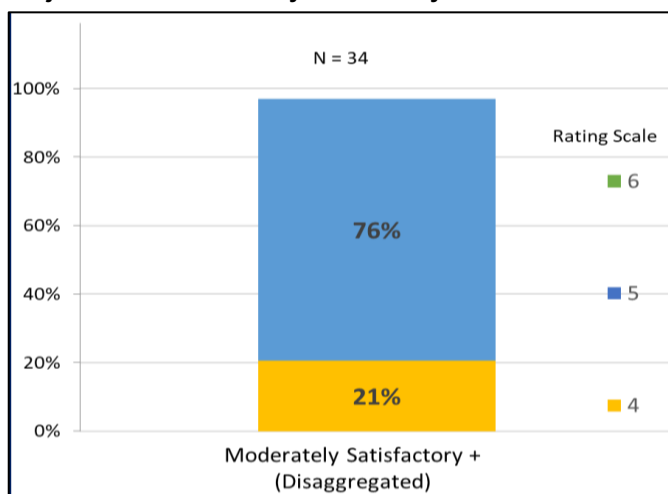
### II. Country strategic opportunities programmes

2. QAG conducted quality assurance reviews of 17 COSOPs in 2019, of which 13 were presented to the Board last year. The remaining four are due for Board presentation in 2020.
3. New COSOP guidelines were issued in early 2019, providing clear guidance to design teams. The guidelines brought greater consistency across strategies and ensured adequate focus on corporate priorities. The introduction of a peer-review process with the regional economists network also proved useful for quality enhancement and contributed to cross-fertilization of knowledge and experiences across the five geographic regions.
4. According to QAG's arm's length reviews, the new process resulted in better alignment of the 2019 COSOPs with the SDG agenda, government policies and strategies and the United Nations Sustainable Development Cooperation Framework. The COSOPs showed a strengthened analytical framework, including good poverty and situation analyses, enhanced Social, Environmental and Climate Assessment Procedures (SECAP) studies and improved risk analyses. Comprehensive mapping of national policies and other donor activities in countries further anchored the COSOPs in the national contexts.
5. The analytical foundation for COSOPs was strengthened by a more systematic use of feeder documents and evidence, such as COSOP completion reviews, independent evaluations, impact assessments and lessons from previous projects. Improved transparency measures resulted in enhanced transparency of IFAD, government and implementing partner interventions, which are expected to help achieve greater accountability and visibility for beneficiaries. The 2019 COSOPs showed greater coherence in their results frameworks, which facilitated improved monitoring, assessment and reporting on progress and achievements.
6. The 2019 COSOP reviews also highlighted a number of areas that deserve attention moving forward. These include the need for: deeper and more explicit operationalization of lessons from past experience; greater attention to the country programme approach, ensuring better synergies across lending and non-lending instruments, including grant operations; and a more tailored strategy and use of development instruments adapted to varying country contexts.
7. The descriptions of non-lending activities could be further developed, for instance by prioritizing partnerships and defining SSTC activities more thoroughly. The corporate mainstreaming priorities and their focus could be more realistically defined, taking into account the prevailing institutional and policy frameworks. COSOPs could also provide a wider discussion of how priorities such as private-sector engagement could be leveraged for improved rural livelihoods. This will become even more important as IFAD starts implementing non-sovereign operations.

### III. Loan-funded projects and programmes

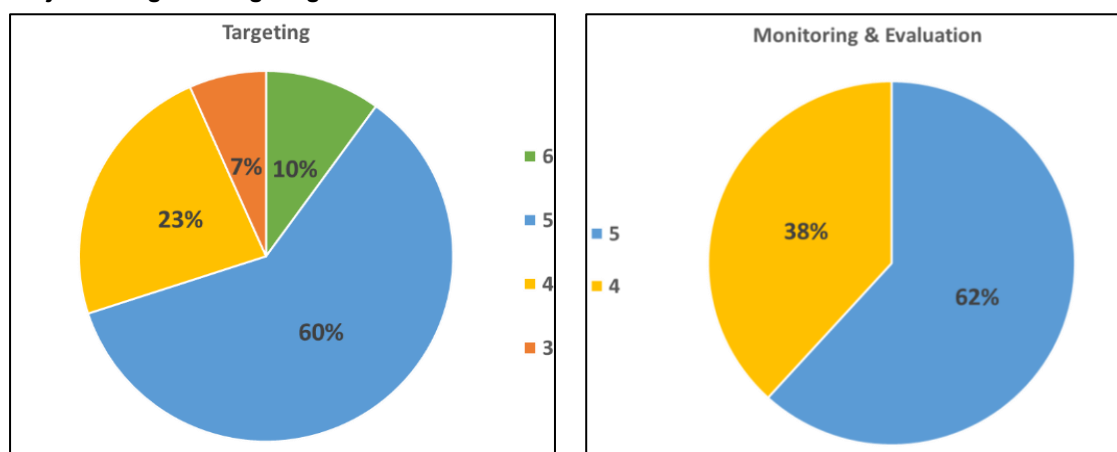
8. QAG conducted a detailed analysis of quality-at-entry ratings for the 34 projects approved in 2019. This analysis revealed that these projects had the highest average rating for overall quality of design since 2013. This result is impressive, especially in light of the US\$1.4 billion in funding approved last year, the highest volume of delivery ever recorded in a single calendar year. Specifically, out of the 34 projects, 97 per cent had a rating of moderately satisfactory or better for overall quality at entry, with 76 per cent of them being satisfactory. However, the analysis indicates that the quality at entry of projects designed in fragile situations was weaker than in LICs and middle-income countries (MICs), which is probably not surprising, given the more challenging policy and institutional contexts in fragile situations.

Figure 1  
Projects rated moderately satisfactory and above



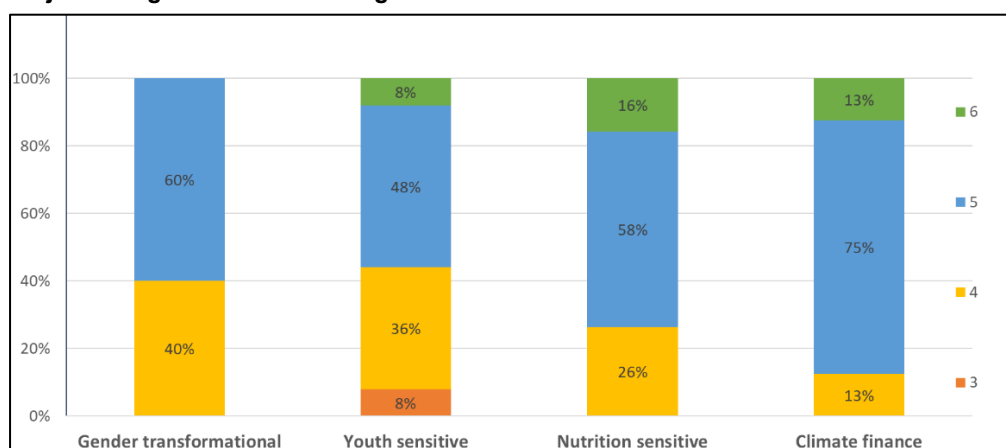
9. QAG's analysis reveals strong performance in targeting, with 93 per cent of the projects approved last year rated moderately satisfactory or better. The combination of different targeting mechanisms tailored to the project area and thematic focus, coupled with the use of gender-disaggregated indicators in the logframe, resulted in generally sound targeting strategies with a clear focus on poor rural households.
10. With regard to M&E systems, 100 per cent of projects were rated moderately satisfactory or better. Prior planning of the impact assessments to be conducted during implementation and the use of digitalized methods for data collection are positive features in some designs.

Figure 2  
Project ratings on targeting and M&E



11. Interestingly, projects validated for multiple mainstreaming themes at design obtained a higher overall quality-at-entry rating. The data revealed that, as the number of themes validated in project design increases from one to four, the percentage of projects rated satisfactory or better for overall quality at entry also increases: the proportion of projects rated as satisfactory was 67 per cent for those validated for one theme; 75 per cent, for two themes; 81 per cent, for three themes; and 83 per cent, for four themes.
12. Performance in the integration of the mainstreaming themes was positive overall, with 100 per cent of the projects rated moderately satisfactory and above for climate change, 97 per cent for nutrition, 94 per cent for gender and 86 per cent for youth. Performance with regard to the youth theme was less positive, and a number of issues requiring further attention were identified. One of these is the need for more ambitious targets and a greater focus on innovation for youth activities.

Figure 3  
Project ratings on mainstreaming themes



13. Not surprisingly, tailoring designs to fragile contexts is challenging. QAG's analysis shows that, out of the seven projects designed in fragile situations, 43 per cent were rated moderately satisfactory or below, as compared with 31 per cent in LICs and 11 per cent in MICs. While projects are increasingly factoring in fragility concerns by, inter alia, limiting the number of activities and carefully considering geographic coverage, QAG's analysis reveals a need for greater institutional analysis and targeted capacity-building in such situations. More efforts are also needed to give a greater role to NGOs and civil society institutions during implementation in such contexts.

14. Further analysis shows that overall quality at design is less strong in projects initiated by other IFIs and cofinanced by IFAD (project financing type C), as compared with IFAD-initiated projects. A greater proportion (48 per cent) of type C projects were rated moderately satisfactory or below for overall quality at design, as compared with IFAD-initiated operations (30 per cent). Part of the reason for this disparity is that it is more challenging to embed IFAD priorities in the design of projects initiated and led by other IFIs. In one case where IFAD was successful in ensuring that its agenda was satisfactorily included in the design of a type C project, the Fund had proactively engaged with the concerned IFI right from the beginning of the design phase and throughout the process.

## IV. Grants

15. In 2019, 19 IFAD-funded grant projects were approved. The Executive Management Committee (EMC) approved new grant financing procedures and a Strategic Guidance Note (SGN) at the start of 2019, but the strategic orientation underpinning IFAD-funded grants changed quite significantly during the same year. This was due to an emerging corporate discussion on the role of grants vis-à-vis IFAD's financial sustainability, which resulted in a decision to revise the grants policy in 2020. QAG carried out an assessment of the effectiveness and efficiency of the current grants programme to inform the preparation of the new policy. QAG reviews of grant projects assessed adherence to the SGN while also considering the emerging findings and lessons learned from the ongoing assessment of the programme as a whole.
16. All the grants approved in 2019 were rated at least moderately satisfactory for overall quality at entry. Grants received higher ratings for relevance and effectiveness-related indicators, such as alignment with IFAD priorities, internal coherence and technical soundness. Sustainability was rated less favourably overall, particularly with regard to risk assessment and the presence of an exit strategy.
17. The QAG analysis of the design documents and grant status reports (GSRs) submitted by grant sponsors, together with the quality-at-entry ratings, highlighted some strengths on which IFAD should capitalize:
- Regular grants are a key component of IFAD's business model for achieving its mandate. They allow IFAD to engage with a wide range of partners and promote capacity-building initiatives to strengthen the quality of the Fund's portfolio, and they also enable learning and knowledge-sharing across countries and regions. Grants are also used to support policy, research and innovation beyond a single country.
  - Alignment with IFAD's commitments was strong, most likely thanks to the clear guidance provided by the SGN, which made it mandatory for grant projects to align with selected commitments or corporate priorities (e.g. mainstreaming themes and partnerships with the private sector).
  - Grant proposals are generally technically sound. Issues of a technical nature are not frequently raised as part of reviews, which is likely due to successful interdepartmental collaboration during design.
  - Grant sponsors were more responsive to grant status reporting and provided data of overall high quality, which is encouraging given that the new policy will place emphasis on grants implementation.
  - Cofinancing levels were considerably higher than in previous years, with a ratio of US\$2.14 in cofinancing per US\$1 invested by IFAD.
18. The analysis also revealed the following areas needing further attention:
- Overlaps with ongoing grants should be avoided, and lessons learned and results should be capitalized upon, for a better strategic utilization of limited grant resources.

- Links between global and regional grants and investment projects should be more concrete and reflect ownership of the regional divisions concerned.
- Grants received lower ratings for effectiveness at completion in comparison with their ratings for overall progress during implementation, which points to a need to establish a corporate function for grant monitoring, supervision and reporting at the portfolio level, as highlighted in the new policy under preparation.
- Processing time for grants is long in relation to the size of individual projects, which indicates a need to further streamline the procedures for pipeline entry, review and approval.

Table 1

**Results framework and performance indicators for Grant Policy implementation**

<i>Expected results – performance indicators</i>	<i>2014 (baseline)</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>Target</i>
<b>1. Improved relevance and focus of the grant-funded projects</b>							
(a) Percentage of grant-funded projects with an overall rating of 4 or better at entry	N/A	N/A	100	97	96	100	90
(b) Percentage of grantees selected via competitive processes (global/regional only, contributions not included)	4	30	36	39	40	41	70
<b>2. Increased effectiveness and impact of grant-funded projects</b>							
(a) Percentage of grant-funded projects rated 4 or better at completion for effectiveness	N/A	100	91	96	92	83	80
(b) Percentage of grant-funded projects rated 4 or better for overall implementation progress	92	95	91	92	90	90	95
(c) Number of grants resulting in scaled-up development interventions, including IFAD investment projects	N/A	31	31	37	27	60	30
(d) Cofinancing mobilized by partners of IFAD grant-funded projects per US\$ invested by IFAD	1.3:1	1.3:1	1.4:1	0.8:1	1.6:1	2.14:1 <sup>8</sup>	1.5:1
<b>3. Greater efficiency in grant management</b>							
(a) Number of (working) days required to process both small and large grants, from clearance of concept note to final approval	Small: 186 Large: 193	Small: 125 Large: 174	Small: 174 Large: 269	Small: 228 Large: 279	Small: 128 Large: 252	Small: 143 Large: 207	Small: 150 Large: 180

## V. Other activities

- 19. Knowledge work.** In 2019, QAG devoted more attention to sharing good practices from design reviews. For example, the new QAG VIEWS are two-page brochures summarizing good practices on specific themes (e.g. targeting) that provide guidance to design teams. Moreover, QAG organized a number of in-house seminars, including on the development of COSOPs and quality assurance in general. Finally, to further facilitate the sharing of knowledge across the organization, QAG is working on an online repository of good practices in design.
- 20. Partnerships.** QAG engaged with other development organizations to share experiences on processes for quality assurance. Partners have shown great interest

<sup>8</sup> The FO4ACP grant contributed significantly to this figure.

in systematizing such exchanges, for example through a community of practice or a network dedicated to quality assurance.

21. **Conceptual framework.** QAG started developing a conceptual framework for design reviews, to be completed in 2020, to update the quality assurance guidelines introduced in 2007. A revision of the 2007 document is needed, especially in light of IFAD's decentralization, but also because the 2007 guidelines covered only loan-funded projects.



# Annual report on implementation of the IFAD Knowledge Management Action Plan: May 2019 to June 2020

## I. Introduction

1. The Executive Board approved IFAD's Knowledge Management (KM) Strategy and Knowledge Management Action Plan in May 2019. They are the result of extensive consultation, studies and analysis<sup>9</sup> carried out during a period of significant organizational reform and decentralization in IFAD. They are therefore aligned with the requirements of IFAD's new organizational structure and business model.
2. Together, the KM Strategy and Action Plan outline a systemic approach to improve IFAD's ability to generate, compile and transform knowledge into better development results. The strategy has five expected outcomes: (i) greater visibility, credibility and influence; (ii) higher-quality project and country programme results; (iii) enhanced use of evidence-based and experiential knowledge; (iv) scaled-up development results; and (v) a stronger learning culture. Activities are implemented in three broad areas: (i) knowledge generation; (ii) knowledge use; and (iii) enabling environment.

## II. Highlights and results

3. The following sections present an overview of implementation from May 2019 to June 2020. Implementation in 2019 focused largely on preparatory activities that laid the groundwork for successful delivery of the expected outputs and outcomes identified in the KM Strategy's theory of change. An assessment of progress against KM Action Plan milestones shows that implementation is largely on track. Several important milestones were reached in the first six months of 2020.

### 2.1 Knowledge generation

4. The aim of this action area is to get the best results from limited resources by developing IFAD's knowledge base and targeting it to investment priorities, demand for knowledge services and areas where IFAD aims to be a recognized thought leader.
5. The focus to date has been on developing and disseminating quality knowledge products (KM Action Plan activity 1.1.1), including the [Rural Development Report \(RDR\) 2019: Creating Opportunities for Rural Youth](#),<sup>10</sup> the [IFAD Research Series](#), the [IFAD10 Impact Assessment overview](#), the [Advantage Series](#), the [Climate Action Report 2019](#) and others. In 2019, 44 corporate publications were released.
6. Efforts to broaden outreach to promote corporate publications are yielding initial improvements. Outreach strategies, including social media posts, targeted dissemination, placement of publications on academic research networking sites and launch events, were rolled out for selected publications and are being expanded in 2020. Social media outreach has brought good results, in particular for the RDR 2019 and the Research Series. From January 2020, a tagging system has tracked social media activities related to corporate publications.
7. Data on page views and downloads of corporate publications<sup>11</sup> are retrieved from the IFAD website using Google Data Studio, a reporting tool of the Google Analytics Suite, and are updated automatically on a dashboard managed by the IFAD Library. 2019 was the first full year in which IFAD systematically monitored page views and downloads, the data provide a baseline that will enable monitoring of future trends.

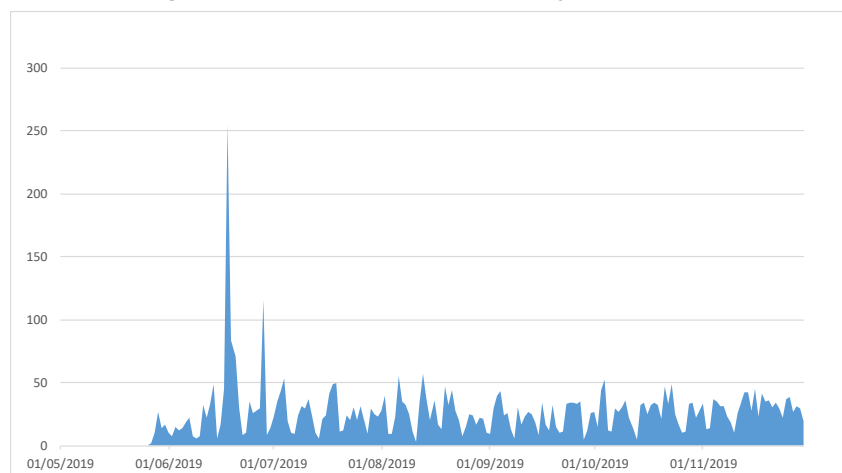
<sup>9</sup> The IFAD team that led the process to develop the KM Strategy received an award in 2020 from the [Henley Forum](#) at Henley Business School in the United Kingdom for advancing knowledge and organizational learning practice.

<sup>10</sup> <https://www.ifad.org/ruraldevelopmentreport> (overview video).

<sup>11</sup> These include the RDR, Advantage Series, Research Series, Impact Assessments, How-to-Do Notes, plus three one-off publications.

8. Preliminary data gathered in 2019 indicate a correlation between outreach, in particular through events, and increased page views and downloads on the IFAD website. Figure 1 shows the page views for the RDR 2019. The highest peak coincided with the launch of the report in Brussels on 17 June during the European Development Days event organized by the European Commission. The second highest peak coincided with the launch of the report at FAO on 26 June.

Figure 1  
Number of page views for the RDR 2019, January-November 2019

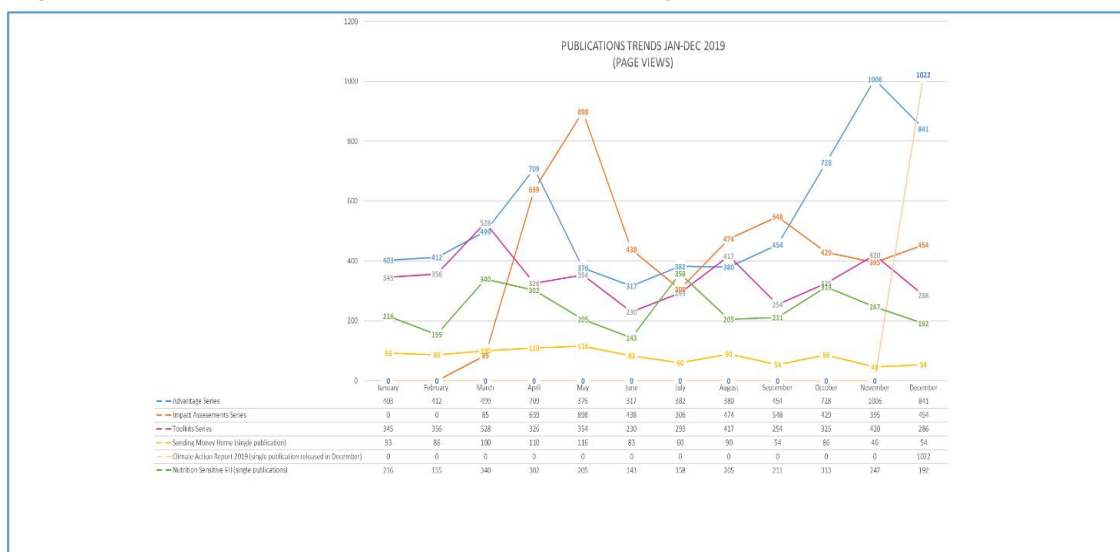


9. Table 1 shows the 10 most downloaded publications in the IFAD Research Series and provides indications of the most popular topics of interest for IFAD audiences. Reasons for high numbers of downloads may include outreach by and prominence of the publication's authors. For example, the most downloaded publication in the Research Series was promoted through a close collaboration with the communications team of the first author's institution. Both institutions posted blog articles on the publication's release. This highlights the value of working with the institutions of Research Series authors on joint dissemination activities in order to reach a wider audience.

Table 1  
Ten most downloaded Research Series publications, January-November 2019

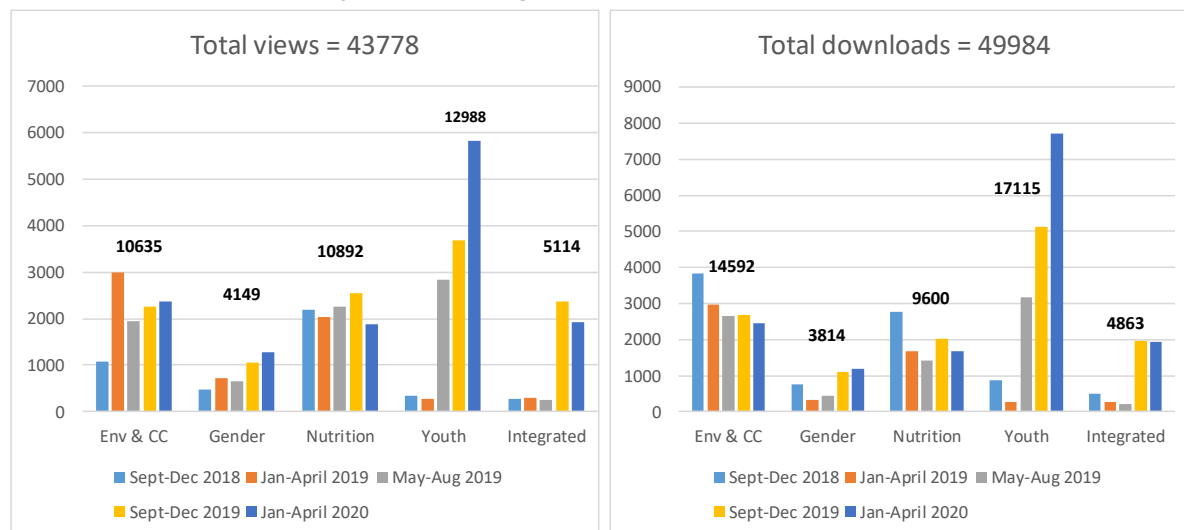
Title	Downloads
No. 35: Climate change mitigation potential of agricultural practices supported by IFAD investments	1188
No. 1: Agricultural and rural development reconsidered	918
No. 34: Farm size and productivity - Lessons from recent literature	705
No. 31: Impact of modern irrigation on household production and welfare outcomes	569
No. 33: The impact of the adoption of CGIAR's improved varieties on poverty and welfare outcomes: A systematic review	502
No. 17: Population age structure and sex composition in sub-Saharan Africa: A rural-urban perspective	500
No. 36: Who works in agriculture?	497
No. 30: Nutrition-sensitive value chains from a smallholder perspective: A framework for project design	486
No. 7: Measuring IFAD's Impact	392
No.29: Empowering through collective action	381

Figure 2  
Page view trends for other corporate publications, January-December 2019



- Figure 2 shows monthly trends in page views for three series of publications and three single publications. The peaks in page views tend to be associated with in-country workshops and results missions, design of new projects, revisions of guidelines and share fairs during divisional retreats.
- Knowledge-sharing activities relating to the mainstreaming themes have been expanded significantly, including through dissemination of knowledge products, capacity-building initiatives, strengthening communities of practice (CoPs) and awareness-raising campaigns. Figure 3 presents views and downloads of publications linked to the mainstreaming themes and the integration of those themes over the period from September 2018 to April 2020. There have been over 40,000 views and downloads of publications on mainstreaming themes. Of note is the peak in views and downloads related to the youth theme, which was linked to the release of the RDR 2019.

Figure 3  
Recent publications trends by mainstreaming theme



- As part of the efforts to improve external visibility of IFAD content, publications are being consolidated into fewer types, making them easier to identify and access. Broader use of templates, clear guidelines and checklists will improve branding and

reduce costs. IFAD is also raising its visibility as an organization of knowledgeable experts, including through expert blogs and an expert video series.<sup>12</sup>

13. More than 20 generic background briefs were developed in 2019/2020 to streamline expert input into talking points, speeches and briefs for senior management. The purpose is to ensure more consistent IFAD messaging that is based on accurate, up-to-date data and examples.

#### **Addressing knowledge gaps**

14. The West and Central Africa Division, in collaboration with the Research and Impact Assessment Division, is piloting evidence gap maps (KM Strategy activity 1.1.2) to identify relevant outcome and output areas where research, evidence or knowledge are lacking. The results, due in July 2020, will provide inputs to guide internal and external knowledge generation agendas and make them more relevant to the needs of IFAD-financed operations.

#### **KM partnerships (activity 1.2.4)**

15. In 2019, IFAD established two partnerships that provide valuable opportunities to learn from the experience and good practice of others. Through the partnership with Henley Forum, a research centre at Henley Business School in the United Kingdom, IFAD has access to research on trends and practice in KM, organizational learning and change in the public and private sectors. IFAD also joined the Multi-Donor Partnership on Learning for Effective Development, whose other members are the United States Agency for International Development, the United Nations Children's Fund (UNICEF), the German Agency for International Cooperation (GIZ), the Inter-American Development Bank, the Swedish International Development Cooperation Agency, the Wellcome Trust and the World Bank. The partnership promotes knowledge-sharing and systematic learning across organizations to increase aid impact.

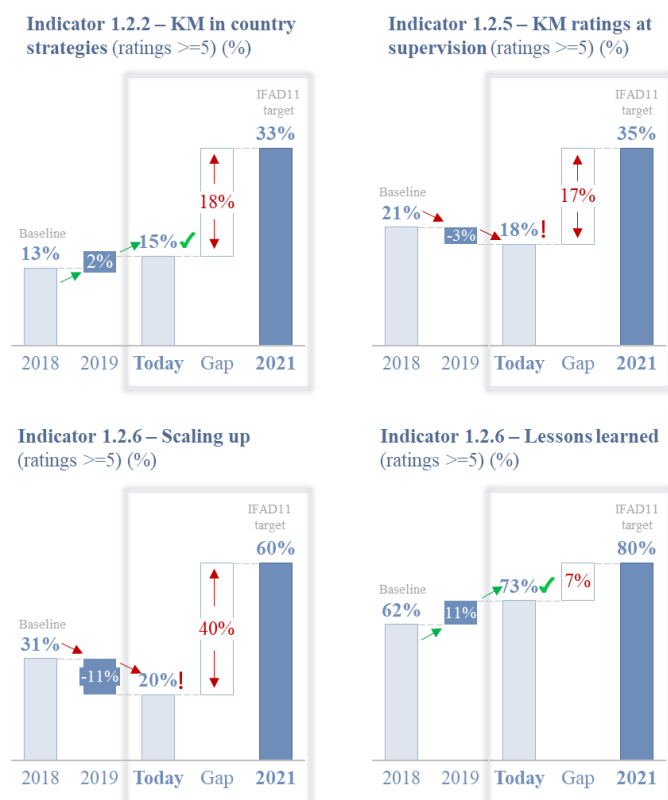
#### **2.2 Knowledge use**

16. The aim of this action area is to improve access to knowledge and strengthen the curation, use and sharing of knowledge, both internally and externally. This includes work to improve the capture and use of evidence, lessons and good practice in operations and to facilitate knowledge flows.
17. Transforming resources into development results entails routine and timely processing and brokering of evidence and knowledge to feed into IFAD operations. After one year of implementing IFAD11, a review of the relevant outcome and output indicators shows that the quality of KM in operations has been static for COSOPs and declining for projects (see figure 4). The quality of lessons learned in completed projects is not necessarily being translated into learning during implementation (see indicator 1.2.5), so there appears to be a disconnect between the production of lessons learned and their assimilation in projects.

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<sup>12</sup> <https://www.ifad.org/en/web/latest/videos>.

Figure 4  
Knowledge in operations



Source: ORMS and PCRV

18. A deeper look into KM ratings during implementation indicates that the negative yet small change cannot be explained by variations in the ongoing portfolio. Rather, it reflects the difference between completed projects going out of the sample and new projects coming in, with most of the latter having been approved during the last year of IFAD10. In other words, the new cohort of projects is showing consistently lower ratings in KM at early stages of implementation than the ongoing portfolio average.
19. The reasons for this finding need to be further explored. One possibility is that the decline occurred at a time of significant reform and decentralization, which may have detracted from KM quality during implementation. Other possible reasons may relate to KM plans being developed without the involvement of project staff and not being included in project year annual workplan and budgeting; low KM capacity at project level; inadequate attention to KM at supervision; and a tendency to simply extract lessons learned without encouraging their use to improve project performance.
20. Several activities currently being implemented address these challenges:
  - An online KM resource centre for IFAD staff, consultants and project staff was launched in May (activity 3.3.1). The centre provides access to KM guidelines, tools, templates, training opportunities and more. It is linked to the online Operations Manual.
  - A proposal has been developed to improve the lessons learned function in the ORMS to make it a more useful tool for learning (activity 2.1.6).
  - The KM Coordination Group has met with 19 outposted technical specialists in seven subregional hubs to explore how to make decentralization work better from the knowledge perspective. Follow-up actions have included:

(i) guidance on knowledge products; (ii) advice on KM planning; (iii) provision of KM tools and templates; and (iv) support for networks and platforms.

21. Regional specialists with responsibilities for supporting KM in the portfolio have been appointed in four regional divisions. They are members of the KM Coordination Group and also take part in the KM CoP, where they can discuss and respond to common challenges. This should lead to improvements in the quality and relevance of KM in operations.
22. Appropriate digital tools will help IFAD build, consolidate and curate knowledge internally and with partners. For the first time, IFAD has made Dgroups, an online collaboration platform, available for internal and external-facing communities and networks. This is a major step forward in work to establish an interactive knowledge exchange system (activity 2.1.7).
23. The IFAD Library is continuing its long-standing provision of services to staff at IFAD headquarters and in the hubs and ICOs. It is increasingly better integrated into the KM programme overall. In particular, the Library is playing an important role in ensuring more systematic and targeted outreach to highlight IFAD corporate knowledge products.

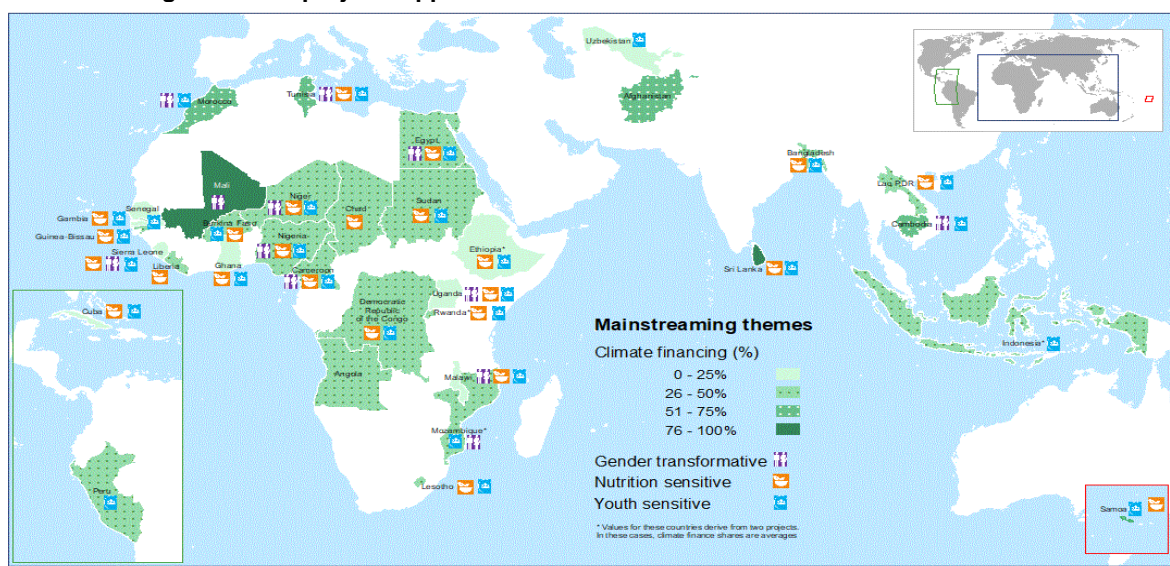
### **2.3 Enabling environment**

24. The failure of KM strategies and plans is often attributed to lack of an enabling organizational culture. Given the KM Strategy's strong focus on people and their knowledge and expertise, this action area is fundamental to successful implementation.
25. A stronger KM architecture (activity 3.5.1) is underpinned by strong leadership and teamwork. The development of new job descriptions for KM staff in 2019 resulted in better connected and aligned roles. A corporate KM Coordination Group promotes a team approach to implementation across departments. The group meets every two weeks with the Associate Vice-President of the Strategy and Knowledge Department. Additionally, the IFAD-wide KM CoP connects people with KM-related responsibilities or interests.
26. A plan for strengthening handover and knowledge retention in IFAD will be presented to the EMC in August 2020 (activities 3.4.1 and 3.4.2). It will address the risks associated with knowledge loss resulting from reassignments, retirement and other job changes.
27. CoPs are identified in the KM Strategy as a means of triggering transformational change if they are embedded in work processes (activities 3.3.2 and 3.3.3). One new CoP and four existing communities are being supported through systematic approaches to make them more vibrant, sustainable and relevant to IFAD's work. These communities and two regional networks (FIDAFrique and IFAD Asia) are experimenting with the Dgroups collaboration platform.
28. An IFAD-wide KM CoP was established in May 2020 and is initially focusing on support for learning during IFAD's COVID-19 response. Three online learning events have covered various themes, including project repurposing, digital solutions and remote supervision. Learning notes, with actionable recommendations, have been prepared for senior management.

## Mainstreaming environment and climate, gender, nutrition and youth

1. In its first year of implementing the IFAD11 mainstreaming commitments, IFAD has revised its business and planning processes and built the necessary capacities, tools and approaches to deliver on them. Consensus on definitions and criteria has been reached and integrated into IFAD's ORMS and a rigorous validation process was established.
2. Dedicated tools have been developed or enhanced, such as, the Revised Operational Guidelines on Targeting,<sup>13</sup> the adaptation of the Household Methodologies to integrate youth, nutrition and climate change issues<sup>14</sup> and the forthcoming revision of SECAP.<sup>15</sup> The Framework for Implementing Transformational Approaches to Mainstreaming Themes<sup>16</sup> makes the interlinkages between IFAD's mainstreaming themes even more explicit and sets out a nexus vision for IFAD to achieve rural and household transformation.
3. IFAD investments increasingly integrate the themes in their theories of change to achieve transformative outcomes. In this regard, an analysis of the cohort of 38 projects approved in 2019 indicates that 21 per cent of new approvals mainstreamed all four themes; 45 per cent, mainstreamed three themes; and 24 per cent mainstreamed two.<sup>17</sup> Only 10 per cent mainstreamed only one theme, as shown in figure 1.

Figure 1  
Mainstreaming themes in projects approved in 2019



<sup>13</sup> <https://www.ifad.org/en/document-detail/asset/41397731>.

<sup>14</sup> IFAD initiated pilots on how to integrate the four mainstreaming themes through the use of HHM in Madagascar and Rwanda.

<sup>15</sup> <https://www.ifad.org/en/secap>.

<sup>16</sup> <https://webapps.ifad.org/members/eb/128/docs/EB-2019-128-R-6.pdf?attach=1>.

<sup>17</sup> These numbers reflect validations of climate financing using the MDB methodologies as well as validation of other mainstreaming themes against IFAD11 commitments undertaken by OPR in coordination with ECG. They are distinct from the quality at entry ratings reported elsewhere in this report.

4. Capacity-building efforts for staff in 2019 also focused on integration of the themes, with a view to enhancing technical capacities. Approximately 800 participants (IFAD staff and project implementation partners) attended 12 structured training courses across all five regions and at IFAD headquarters.

## **I. In focus. Environment and climate change mainstreaming in IFAD operations**

5. This chapter provides an overview of IFAD's Environment and Climate Change (E&CC) mainstreaming initiatives, complementing the detailed report in the Adaptation for Smallholder Agriculture Programme (ASAP) annex.
6. **International context.** The year 2019 paved the way for E&CC to take centre stage in 2020. By December 2020, countries are due to submit more ambitious nationally determined contributions (NDCs) to the Paris Agreement, planning their transition towards climate-resilient and low-emissions development. This year also marks the concluding year of the Aichi Targets on biodiversity, and the advent of a post-2020 global biodiversity framework. However, the unprecedented measures required to contain COVID-19 have dictated the suspension of normal operations in a majority of countries around the world, and have led to the postponement of milestone meetings, including COP15 of the Convention on Biological Diversity and COP26 of the United Nations Framework Conference on Climate Change (UNFCCC). However, as the world prepares to build back in the wake of this exceptional crisis, lower-impact futures designed around innovative business models look increasingly within reach. Enhanced crisis preparedness and longer-term planning are important building blocks for a more sustainable future.
7. **Strategic orientation.** Through its 2019-2025 Strategy and Action Plan on Environment and Climate Change,<sup>18</sup> IFAD supports the resilience of smallholder farmers and rural populations, and their responsiveness to environmental and climate threats. IFAD's SECAP<sup>19</sup> remain the key to ensuring that 100 per cent of IFAD country strategies and projects mainstream E&CC. They do so by analysing related risks and identifying suitable management strategies. In 2019, preparations began for a revised SECAP that will introduce new and reinforced standards and safeguards.
8. Meanwhile, substantive elements feeding into SECAP were already updated in 2019. In line with the SDG principle of "leaving no one behind", IFAD's Revised Operational Guidelines on Targeting<sup>20</sup> (September 2019) helped IFAD operations identify more accurately who and where the rural poor are. Overlay between environmental/climatic vulnerability and socio-cultural factors are also addressed as part of IFAD's targeting strategies and embedded into SECAP analyses and recommendations.
9. **Results from 2019.** With ambitious new commitments to implement, table 1 summarizes promising results from 2019 against key performance metrics. Table 2 at the end of this chapter provides additional detail across all relevant IFAD11 commitments and in relation to the E&CC Strategy.

<sup>18</sup> E&CC Strategy: [www.ifad.org/en/document-detail/asset/39434396](http://www.ifad.org/en/document-detail/asset/39434396)  
RMF: <https://webapps.ifad.org/members/eb/126/docs/EB-2019-126-R-3.pdf>.

<sup>19</sup> [www.ifad.org/en/document-detail/asset/39563472](http://www.ifad.org/en/document-detail/asset/39563472).

<sup>20</sup> [www.ifad.org/en/document-detail/asset/41397731](http://www.ifad.org/en/document-detail/asset/41397731).



Table 1  
Environment and climate performance in 2019

Stage	IFAD11 commitment	2019 progress towards commitment
Country strategies	100 per cent of country strategies analyse NDCs.	100 per cent of country strategies approved in 2019 analyse the country's NDC.
Projects at design	25 per cent of IFAD11 PoLG is "climate-focused".	US\$568 million of PoLG approved in 2019 across 38 projects (or 34 per cent of total approvals) has been validated as climate change finance, based on multilateral development banks' (MDBs) methodologies for tracking climate finance.
Projects at completion	90 per cent of projects completing in IFAD11 rate 4+ on Environment and National Resources Management (ENRM) at completion.	87 per cent of projects completing in 2019 rated moderately satisfactory and higher (4+) on ENRM.
	90 per cent of projects completing in IFAD11 rate 4+ on Adaptation to Climate Change (ACC) at completion.	91 per cent of projects completing in 2019 rated moderately satisfactory and higher (4+) on ACC.

10. **Best-practice examples. Using climate finance to test innovations builds the evidence base and can lead to transformation at national scale.** In Moldova, the Inclusive Rural Economic and Climate Resilience project provided policy advice to the government, and training, equipment and credit to 9,000 beneficiaries to expand land area under conservation agriculture (CA) by 26,000 ha. Almost 60 per cent of the beneficiaries reported increases in yields and resilience, largely because of improved water retention in this increasingly drought-prone country. Building on this success, a new project, Talent Retention for Rural Transformation, is set to develop a specific curriculum for CA in collaboration with the State Agrarian University of Moldova.
11. **Adopting integrated approaches is particularly relevant in highly vulnerable countries.** Grenada's NDC emphasizes the urgency of addressing the growing climate risks of drought, shorter rainy seasons, increased temperatures and coastal degradation. In addition to food insecurity and malnutrition, agriculture in this Small Island Developing State relies on ageing farming communities and traditional technologies. To address these challenges holistically, the IFAD-supported Climate-smart Agriculture and Rural Enterprise Programme (SAEP) consulted young people in its participatory design process. Many expressed an interest in farming if it could be more profitable, used modern technologies and training was available. SAEP therefore targets young people to take up climate-resilient agriculture, managing water more efficiently for example. Training on climate impacts are provided community-wide, including in schools and climate-smart backyard gardens, and integrated homestead farming is promoted to enhance food security and nutrition.
12. **Knowledge management and outreach.** Given the ambitious IFAD11 commitments, KM and capacity development were high priorities in 2019. New guidance and training curricula, for instance on applying the MDB methodologies for climate finance tracking and on the uptake of E&CC indicators, were rolled out. Around 280 IFAD staff were trained on these topics in 2019. An environment and climate training plan is in development, for implementation in 2020-2021. IFAD published its second Climate Action Report, which was launched at UNFCCC COP25, and, in two new Advantage Series publications, explored questions of resilience from specific regional and thematic perspectives. Joint publications were developed

with the Global Environment Facility (GEF)<sup>21</sup> and the United Kingdom NGO Building Resilience and Adaptation to Climate Extremes and Disasters.<sup>22</sup>

13. **Policy engagement and partnerships.** Support to the implementation of the Rio Conventions is at the heart of IFAD's international engagement on environment and climate. IFAD is actively contributing to efforts to endorse a post-2020 Global Biodiversity Framework. IFAD is also consolidating its partnership with the United Nations Convention to Combat Desertification to promote resilience-building in agriculture. IFAD regularly makes submissions to the UNFCCC, contributing to negotiations on climate action in the agricultural sector as it gains increasing prominence. Breaking new ground in 2019, IFAD joined the NDC Partnership, hosted a meeting of the Global Commission on Adaptation dedicated to smallholder agriculture, and enhanced its engagement as an observer in the MDB Working Groups on Adaptation and Mitigation Finance Tracking, and saw the approval of its first Green Climate Fund (GCF) projects. To strengthen its relationship with GCF Nationally Designated Authorities, IFAD established an NDA Partnership, which held multiple workshops in the Fund's ESA and WCA regions. At the same time, well-established partnerships remain essential.
14. **Resource mobilization.** In total, IFAD channelled US\$611.4 million in E&CC finance in 2019 from a number of sources.<sup>23</sup> Through its PoLG, US\$507 million was programmed to assist small-scale producers adapt to climate change and US\$61 million was earmarked in support of mitigation finance. Additionally, US\$43.4 million was mobilized from the Adaptation Fund (AF), GEF and GCF. Across E&CC supplementary funds, IFAD oversaw more than 77 ongoing supplementary-funded environment and climate projects. In 2019, US\$47.3 million in unrestricted complementary contributions (UCCs) was secured from the Governments of Germany, Sweden and Switzerland to support climate action in the IFAD11 portfolio. IFAD received a loan from Canada of CAD150 million (about US\$109 million) for climate-focused investments in line with its commitment.
15. **Outlook for IFAD11.** With investments reflecting IFAD11's ambitious targets starting to be implemented, support at start-up will be a focus in 2020-2021, when early environment and climate results begin to emerge. The new SECAP will strengthen approaches on biodiversity, climate change and other social and environmental priorities. In 2020, IFAD's E&CC resource mobilization efforts are redoubling, particularly with a view to promoting large-scale, programme-oriented approaches that will help strengthen resilience in a post-COVID world. IOE's ongoing thematic evaluation on IFAD's support to smallholder adaptation to climate change will be a useful source of lessons in this regard.

<sup>21</sup> <https://www.thegef.org/publications/good-practice-brief-fostering-sustainability-and-resilience-food-security-niger>.

<sup>22</sup> <http://www.braced.org/contentAsset/raw-data/39f17fcb-e822-43d3-9b53-8d3f3e3989b3/attachmentFile>.

<sup>23</sup> Climate co-finance from sources other than environment and climate supplementary funds is not counted in this total.

Table 2  
Progress in 2019 against IFAD11 environment and climate commitments

<i>IFAD11 commitments on climate (SDG 13), with attention to environmental sustainability (SDG 15)<sup>24</sup></i>	<i>Corresponding E&amp;CC Strategy indicator/target</i>	<i>Early results in IFAD11</i>
New E&CC Strategy and action plan with focus on SDGs and Paris Agreement	N/A	Commitment delivered. The E&CC Strategy was approved at EB125, and its Results Management Framework at EB126.
Increase focus on environmental sustainability and win-win solutions for adaptation and mitigation	<p>2.2.1. Renewable energy strategy approach (RESA) approved and supported.</p> <p>2.2.2. 30 per cent of projects approved in IFAD11 use renewable energy technologies (RETs) (to be reassessed for IFAD12).</p> <p>2.4.1. 54 per cent of projects approved in IFAD11 to include at least one E&amp;CC indicator.</p> <p>2.4.2. There are 60 projects using the Ex-Ante Carbon-balance Tool (EX-ACT) in project design; 15 completed projects using EX-ACT.</p> <p>3.1.3. Less than 5 per cent of IFAD-financed projects approved in IFAD11 are rated unsatisfactory (scoring 3 or below during implementation) for SECAP compliance at midterm review</p>	<p>Delivery underway.</p> <p>2.2.1. The RESA approach paper has been finalized.<sup>25</sup></p> <p>2.2.2. The integration of RETs in IFAD11 projects is ongoing.</p> <p>2.4.1. The adoption of IFAD core E&amp;CC indicators has been mandatorily linked to the share and type (adaptation or mitigation) of IFAD climate finance that an investment includes. Of the 38 projects approved in 2019, 63 per cent include at least one E&amp;CC indicator. Some 30 per cent include 2-4.</p> <p>2.4.2. An agreement with FAO to undertake the EX-ACT assessment for 75 projects during IFAD11 and IFAD12 is being implemented. Assessments for 10 ASAP projects have now been finalized (at midterm review [MTR] and completion), with estimated cumulative GHG reductions of 10.4 t/CO<sub>2</sub>e over 20 years. Five new designs, submitted to AF, GCF and GEF, were estimated to have cumulative GHG benefits of 16.4m t/CO<sub>2</sub>e over 20 years. Further assessments are underway. Beyond the grant with FAO, five IFAD projects approved in 2019 undertook EX-ACT analyses, with estimated GHG benefits of 21.6m t/CO<sub>2</sub>e over 20 years, supported by IFAD PoLG mitigation finance.</p> <p>3.1.3. Baseline. During IFAD10, 9 per cent of projects scored 3 or less on their SECAP rating at MTR. Notably, 35 per cent of projects at MTR during IFAD10 were not rated for SECAP performance – but 100 per cent of IFAD11 designs will be. This baseline confirms that the target established in indicator 3.1.3 is suitably ambitious.</p>
Increase resource mobilization through GCF, GEF, and UCC climate window	B. [Outcome indicator/target] Mobilize up to US\$500 million in supplementary climate finance in IFAD11 and IFAD12 (of which at least US\$200 million during IFAD11).	Delivery underway. In 2019, US\$43.4 million total was mobilized from the AF, GEF and GCF.
All COSOPs analyse NDC targets and commitments	A. [outcome indicator/target] All new COSOPs during IFAD11 analyse NDC targets and commitments to inform IFAD interventions.	<p>Delivery underway. All COSOPs (16) and country strategy notes (6) approved in 2019 include an NDC analysis.</p> <p>IFAD joined the NDC Partnership in 2019 and contributes to its Thematic Working</p>

<sup>24</sup> Adapted from table 1, GC 41/L.3/Rev.1.

<sup>25</sup> <https://www.ifad.org/en/web/knowledge/publication/asset/41937670>.

		Group on Agriculture, Food Security and Land Use.
Systematic tracking of climate finance using MDB methodologies to ensure 25 per cent of IFAD11 PoLG is "climate-focused"	6.3.1. 100 per cent of IFAD11 projects are analysed for climate finance.  6.3.2. At least 25 per cent of IFAD's PoLG is allocated to climate-focused activities in IFAD11 and at least 35 per cent in IFAD12.	Delivery underway. Based on IFAD's 2019 PoLG approvals, US\$568 million across 38 projects (34 per cent of 2019 approvals) has been validated as climate change finance, estimated according to the MDB methodologies. IFAD adaptation finance amounted to US\$507 million) and IFAD mitigation finance to US\$61 million.
Establish the ASAP2 technical assistance facility	2.1.2. US\$100 million secured for ASAP phase 2, which will provide technical support and opportunities for piloting and demonstration.	Delivery underway. Facility established in 2017, and US\$15 million towards the ASAP2 technical facility was mobilized in IFAD10.  To date, 32 concept notes totalling US\$12.8 million have been approved. US\$8.3 million have already been committed.

## II. In focus. Nutrition mainstreaming

16. For the first time, this "in focus" chapter includes an overview of IFAD's nutrition mainstreaming initiatives. It presents results and lessons from the first year of implementing IFAD11's ambitious mainstreaming agenda.
17. **International context.** The 2019 State of Food Security and Nutrition in the World (SOFI) report<sup>26</sup> highlighted that while overweight and obesity keep increasing in all regions, particularly among school-age children and adults, the reduction in stunting among children remains too low. Food insecurity is rising and hunger has increased, especially in many countries where the economy has contracted, mostly in middle-income countries. Furthermore, economic shocks are contributing to prolonging and worsening the severity of food crises caused primarily by conflicts and climate shocks.
18. Meanwhile, the 2018 Global Nutrition Report<sup>27</sup> has shown a staggering lack of progress in reducing malnutrition despite increased commitments. To make more headway towards the SDGs, commitment and financing are urgently needed to improve diets and to end malnutrition in all its forms. Innovative, cross-cutting initiatives and further investments are also needed to cover data gaps and help drive the evidence base and more effective actions. Without such efforts, SDG 2 cannot be achieved.
19. Currently the world is facing and responding to the unprecedented COVID-19 pandemic, putting additional stress on already vulnerable populations. The pandemic is rapidly exacerbating an ongoing food security and nutrition crisis. Measures should be taken to protect and promote good nutrition, with an adequate integration of nutrition actions into all COVID-19 recovery plans. Efforts must be made to protect existing nutrition programming, especially for the most vulnerable, and to design projects aimed at creating food systems that build resilience at all levels.
20. **Strategic orientation.** IFAD's 2019-2025<sup>28</sup> Nutrition Action Plan sets out the framework guiding IFAD's accelerated mainstreaming of nutrition into its investments. It also promotes nutrition-sensitive agriculture in order to maximize the farm sector's contribution to nutrition. Building on the plan's action areas, IFAD will make certain that project beneficiaries are helped to enhance the production and consumption of, and access to, diverse nutritious foods for their health and

<sup>26</sup> <http://www.fao.org/3/ca5162en/ca5162en.pdf>.

<sup>27</sup> <https://globalnutritionreport.org/reports/global-nutrition-report-2018/>.

<sup>28</sup> <https://www.ifad.org/en/document-detail/asset/41237860#:~:text=IFAD%20Action%20Plan%20Nutrition%202019%2D2025,of%20nutrition%20into%20its%20investments>.

well-being. This approach takes into consideration the linkages with other cross-cutting themes such as climate, environment, gender and youth, paying special attention to vulnerable groups including persons with disabilities and indigenous peoples. Nutrition-sensitive agriculture thus involves targeting poor households, promoting gender equality, and providing targeted nutrition education so that household resources are used to improve the diets of all members, especially women, adolescent girls and children.

21. **Results from 2019.** The IFAD11 commitments on nutrition across all stages of the IFAD project cycle together with promising first results obtained against these in 2019, can be reviewed in table 3 below.

Table 3

**Performance on nutrition in 2019**

Stage	IFAD11 commitment	2019 progress towards commitment
Country strategies	100 per cent of country strategies feature nutrition situation assessment.	100 per cent of COSOPs benefit from a nutrition assessment.
Projects at design	At least 50 per cent of projects are designed to be nutrition sensitive.	63 per cent of projects approved in 2019 validated as nutrition sensitive (NS) at design.
Projects in implementation	50 per cent of nutrition-sensitive projects rate 4+ for nutrition at supervision and MTR (aggregate).	75 per cent of nutrition-sensitive projects rated 4+ for nutrition at supervision and MTR (32 NS projects reported in total in 2019).
	50 per cent of nutrition-sensitive projects rate 4+ for nutrition at supervision.	77 per cent of nutrition-sensitive projects rated 4+ for nutrition at supervision (26 NS projects reported at Project Status Report in 2019).
	50 per cent of nutrition-sensitive projects rate 4+ for nutrition at MTR.	67 per cent of nutrition-sensitive projects rated 4+ for nutrition at MTR (6 NS projects reported at MTR in 2019).

22. **Best practices examples: Improvement of Knowledge, Attitudes and Practices on nutrition and hygiene in IESS-Kairouan project.** Although the nutritional situation in Tunisia is improving, malnutrition remains a problem, especially in central and north-western rural areas. Over-nutrition, however, is to be found in other parts of the country, particularly in urban areas. Approved in 2019, the IFAD-funded IESS-Kairouan project will provide targeted support to establish vegetable gardens and provide “social and behavioural change communication” to address nutrition-related issues. Additionally, the project will support increased access to clean drinking water to 4,500 households. This will reduce water-borne diseases, which can compromise the nutritional status of people, especially young children. The IESS-Kairouan includes a nutrition-focused “Knowledge Attitudes and Practices” study to measure improvements in nutrition and hygiene practices during the project.
23. **Converging approaches on nutrition in Laos.** The Laos Agriculture, Food and Nutrition project (AFN) highlights good practices based on converging approaches on nutrition at the village level. The project is a joint intervention between IFAD (nutrition-sensitive agriculture) and the World Bank (health promotion). As the causes of malnutrition are multifaceted, addressing the problem calls for an approach that brings together various sectors such as health, agriculture, social protection, education, etc. Through the AFN, pregnant women and mothers of children under two years of age in most villages were given food and nutrition security training. They were also shown how to set up home gardens and benefited from much-needed health interventions. At the village level, collaboration between food and nutrition security facilitators and community health workers guarantees

targeted interventions for every child. This convergence between two investments avoids duplication and achieves better coordination of services and more targeted support at the village level.

24. **Support to operations.** Support is being provided to projects at all levels. A common definition of nutrition mainstreaming has been established at IFAD, based around a core set of criteria. Technical support at design has been enhanced, resulting in 63 per cent of projects approved in 2019 being designed as nutrition sensitive. Implementation support has also been ramped up with approximately 77 per cent of nutrition-sensitive projects rating 4+ at supervision. This has been made possible through continuous capacity-building efforts targeting implementing partners and ICOs. For example, 70 participants from 26 projects were trained in a regional workshop aimed at building in-country technical, analytical and managerial skills for nutrition-sensitive agriculture in WCA.
25. **Knowledge management and outreach.** An important milestone was defining the core nutrition indicators, of which there are now three. One, at output level (core indicator [CI] 1.1.8.) concerns the number of households provided with targeted support to improve their nutrition. Two, at outcome level (core outcome indicators [COI] 1.2.8 and COI 1.2.9) respectively deal with the percentage of women reporting minimum dietary diversity and percentage of households with improved nutrition Knowledge Attitudes and Practices. Methodological guidance for their measurement has been incorporated in IFAD's newly released Core Outcome Indicators Measurement Guidelines.<sup>29</sup> This will go a long way towards generating evidence for decision-making on investments in nutrition. Supported by the Government of Canada, IFAD also developed various knowledge products to support nutrition mainstreaming. The How-to-do Note on Mainstreaming Nutrition offers practical, step-by-step operational guidance for IFAD staff, consultants and partners to use when developing IFAD-supported country strategies and investment projects. The new Operational Framework on Supporting Nutrition-Sensitive Agriculture through Neglected and Underutilized Species (NUS),<sup>30</sup> developed in partnership with Bioversity International, responds to a growing need to strengthen the evidence base on the contribution of NUS to nutrition. IFAD has been championing NUS since 2001. The Operational Framework also reinforces capacities and generation of knowledge for management, evaluation and advocacy. To support strategic engagement on nutrition in the Sahel, IFAD conducted a study to identify opportunities to support nutrition-sensitive investments in WCA. Knowledge products focusing on IFAD's work on nutrition were also produced and shared. They included videos,<sup>31</sup> expert blogs,<sup>32</sup> and web stories.<sup>33</sup>
26. The grant project, Strengthening Capacity of Local Actors on Nutrition-Sensitive Agri-food Value Chains in Zambia and Malawi, was completed in December 2019. The project aimed to improve the nutritional status of farming households in target locations. Implemented by McGill University of Canada, the intervention introduced several innovations with scaling-up potential. It promoted new methods of nutrition education and social and behaviour change communication; the development of cost-effective mobile nutrition monitoring; and the production of quality quantitative food data. The concept is currently being tested in four IFAD projects in Bolivia (Plurinational State of), Ethiopia, Laos and Zambia. Finally, the introduction and high acceptance rates of nutrient-dense powders in local diets suggests the possibility of developing local nutrition-sensitive value chains offering women additional livelihood opportunities.

<sup>29</sup> Internal guidance document.

<sup>30</sup> Bioversity International and IFAD, Rome, Italy. 2019. [www.ifad.org/en/web/latest/story/asset/41260637](http://www.ifad.org/en/web/latest/story/asset/41260637).

<sup>31</sup> [IFAD's work and approach on nutrition](#) and [India barring malnutrition](#).

<sup>32</sup> [Why women are key to better nutrition and global poverty eradication](#).

<sup>33</sup> [Making local crops work for nutrition-sensitive agriculture](#).

27. **Policy engagement and partnerships.** In 2019, IFAD strengthened its engagement and visibility in global and regional nutrition forums and initiatives. IFAD, as Chair of the United Nations Standing Committee on Nutrition, facilitated an interagency dialogue and supported the creation of UN Nutrition. IFAD participated actively in the Scaling Up Nutrition Global Gathering in Nepal, participated in various Committee on World Food Security (CFS) side events and provided inputs and reviews to the CFS Voluntary Guidelines on Food Systems and Nutrition. IFAD also established and strengthened partnerships with CGIAR research centres (Bioversity International, CIAT, World Fish, the World Agroforestry Centre [ICRAF]), the Rome-based agencies and other United Nations agencies (UNICEF, WHO, etc.), academia (Wageningen University, McGill University), Harvest Plus and other IFIs like the World Bank. Such partnerships enable the development of knowledge products, capacity-building, and policy engagement. At the regional level, IFAD engaged in a dialogue through Japan's Initiative for Food and Nutrition in Africa.
28. **Resource mobilization.** In 2019, IFAD received Norwegian krone (NOK) 60 million from Norway, for technical support at implementation, through the project Nourishing people and the earth through inclusive and sustainable agriculture. Through this support, around ten nutrition-sensitive projects will receive implementation finance. Resources were also mobilized from the ASAP2 technical assistance fund to support three countries to analyse the interlinkages between climate change and nutrition in value chain development at design.
29. **Outlook for IFAD11.** With projects designed as nutrition sensitive according to IFAD11's new criteria now beginning implementation, providing specialized support at project inception will be key in 2020-2021. The new nutrition metrics embedded in these projects will be important drivers in generating evidence for informed decision-making and learning, not only in the current portfolio but also in future projects. IFAD will need to develop the capacity of implementing partners to collect, analyse and report on these indicators. There is also a need to enhance learning and sharing of good practices between projects and countries. National and international advocacy for multi-sectoral, targeted policies and investments for smallholder family farmers remain a priority. They provide the enabling framework helping the rural poor access adequate quantities and qualities of food to improve their nutrition.

### III. In focus. Youth mainstreaming

30. For the first time, the "In focus" chapter includes an overview of IFAD's youth mainstreaming initiatives. Presented here are results and lessons from the first year of implementing IFAD11's ambitious mainstreaming agenda.
31. **International context.** Youth are expected to be disproportionately affected by the COVID-19 pandemic, especially in terms of unemployment. In LICs, LMICs and UMICs, there are 778 million young people living in rural, semi-rural and peri-urban areas where agriculture is a key employer.<sup>34</sup> They face barriers in access to land, natural resources, finance, technology, information and education. This makes opportunities in agricultural production challenging, even under normal circumstances. At the same time, youth have the potential to be part of solution, as young farmers and entrepreneurs innovate and use new technologies and communication tools to maintain local food supply chains and build more resilient economies.<sup>35</sup>

<sup>34</sup> See IFAD's *2019 Rural Development Report: Creating Opportunities for Rural Youth* (Rome: IFAD, 2019) for a detailed analysis of rural youth. Youth are defined according to the United Nations classification, i.e. as being 15-24 years old. About half a billion young people live in strictly defined rural areas of developing countries, but many also live in semi-rural and peri-urban areas where agriculture is the dominant activity.

<sup>35</sup> <https://www.un.org/development/desa/youth/wp-content/uploads/sites/21/2020/04/IAYND-Statement-COVID19-Youth.pdf>.

32. **Strategic orientation.** Youth became a formal mainstreaming theme in IFAD11, which made young people a key socio-economic target group for the Fund. Youth employment is being addressed across the IFAD portfolio through capacity development of staff and implementation partners, promotion of innovations, strategic partnership-building with FAO and the International Labour Organization (ILO) and the mobilization of grassroots youth voices for development. Contributing to corporate efforts to deliver on the mainstreaming agenda, youth issues have been incorporated in face-to-face and e-learning training packages as well as in the revised Targeting Guidelines and various resource mobilization strategies. A youth analysis is also part of the ongoing enhancement of SECAP.
33. **Results from 2019.** Table 4 below provides a comprehensive overview of major youth-related achievements in 2019, when ambitious new commitments were introduced across all stages of the IFAD project cycle.

Table 4

**Performance on youth in 2019**

Stage	IFAD11 commitment	2019 progress towards commitment
Country strategies	100 per cent of country strategies analyse youth.	100 per cent of COSOPs approved in 2019 analyse youth issues.
Projects at design	At least 50 per cent of projects are designed to be youth sensitive.	84 per cent of project approved in 2019 were validated as youth sensitive.

34. **Best-practice examples. Designing specific youth strategies as part of project targeting.** The Smallholder Agribusiness and Resilience Project in Sri Lanka, approved in 2019, includes a solid youth strategy aimed at overcoming the constraints faced by young men and women. It facilitates access to, and ownership of, land by young people, incubates youth-led ideas, supports enterprises led by youth, and develops pathways for young people's socio-economic empowerment and inclusion. It is specifically designed to create employment opportunities for youth.
35. **Holistic, youth-oriented approach throughout the project life cycle.** The ongoing 2015-21 Value Chains Development Programme-II (PRODEFI-II) in Burundi offers several examples of best practices in both design and implementation. They include the use of youth-sensitive indicators, the combined implementation of youth financial services, training on entrepreneurship and partnerships, and on the nexus between youth, gender and nutrition. PRODEFI-II has developed new types of partnerships to expand support for rural microenterprises (e.g. structuring small and medium-sized enterprises and incubation centres) and ensure sustainability beyond project completion. According to its 2019 supervision report, a total of 1,365 income-generating activities had already been created, substantially exceeding the original target of 1,100. Nine structured and operational cooperatives as well as 249 microenterprises were established (255 were planned). Eight microenterprises were put into traditional apprenticeships with four host enterprises as planned. A total of 2,799 jobs were created between June and September by young microenterprises (80 per cent of the target amount). Some 38 per cent of microenterprises were led by, or employed, women. The pilot savings and credit approach known as "village community banking" made it possible to mobilize Burundi franc 11,781,000 (US\$6,120) for 158 young people. Regarding synergies with nutrition, the programme also recorded significant progress with 4,357 households mobilized and



- sensitized through 372 meetings. In addition, 7,146 moderately malnourished children were rehabilitated through support for crops with high nutritional value.
36. **Knowledge management and outreach.** In 2019, IFAD collaborated with the ILO to train an E&CC Specialist and two Social Inclusion Officers at the ILO's Rural Employment Academy in Turin on the theme of Decent Employment Grants have been used to generate knowledge and to improve IFAD's visibility with partners. The IFAD-Universities partnership alone has funded approximately 120 knowledge products
  37. Youth was the focus of three flagship publications: the 2019 Rural Development Report, the Advantage Series and Mainstreaming Youth in IFAD Operations: A Practitioner's Guide (developed in 2019 and formally launched in 2020). Youth also featured prominently in various expert blogs, videos, and a dedicated episode of IFAD's new podcast series, Farms. Food. Future.
  38. The campaign Our Future is Here, spearheaded by IFAD's youth advocates Sherrie Silver and Mr. Eazi, reached millions of viewers and inspired followers to participate in the #danceforchange challenge on social media. Youth participants at the Rural Youth Engagement Mechanism consultations recorded video messages for global and regional policymakers and shared their own performances.
  39. **Global events.** At the ECOSOC Youth Forum, IFAD co-organized a parallel session on Youth and SDG 8 in partnership with ILO, UNCTAD and several youth organizations. IFAD also contributed to two youth-focused side events at CFS 46.<sup>36</sup> Youth was figured as a key theme during IFAD's 2019 Governing Council with the presentation, Access to finance for young people.
  40. **Policy engagement and partnerships.** One of the core pillars of IFAD's Rural Youth Action Plan has been the establishment of a mechanism to engage with youth in client countries. The initiative aims to ensure that IFAD programming is more responsive to young people's needs and views by facilitating a more structured consultative process. IFAD held consultations with youth representatives in its regional hubs in collaboration with the PROCASUR Corporation and with participation from Youth Focal Points from IFAD's Regional Divisions. A position paper summarizing the outcomes and way forward will be presented to IFAD's Board in September 2020.
  41. Given its technical expertise on SDG 8 (Promote inclusive and sustainable economic growth, employment and decent work for all), the ILO is IFAD's natural partner in advancing the youth agenda, especially on decent youth employment. In addition to the course on decent employment held in Turin, the agencies are partnering on the first Global Network of Policy Research on Youth Transitions. Another key partner in this area is the International Partnership for Cooperation on Child Labour in Agriculture. IFAD has revised its SECAP Guidance Statements to clarify safeguards and address gaps in respect of international standards. The inclusion of a section dedicated to Labour and Working Conditions is part of IFAD's efforts to provide specific guidance on preventing forced employment and child labour. Looking ahead, IFAD will continue to leverage its strong collaboration with ILO and others on this issue.
  42. **Resource mobilization and grants.** In December 2019, IFAD signed an agreement with the Government of the Federal Republic of Germany and secured EUR 10 million in financing to support the development of Africa-focused youth agribusiness hubs.
  43. Creating Employment Opportunities for Rural Youth in Africa is an initiative cofinanced by Germany's Federal Ministry for Economic Cooperation and

<sup>36</sup> *The future of food and the visions of youth and Growing Young Agripreneurs: How can the next generation of agribusinesses support the transition to sustainable agriculture?* <http://www.fao.org/cfs/home/plenary/cfs46/cfs46se/se060/en/>.

Development and an IFAD grant of US\$3 million. Its aims to develop a network of innovative youth agribusiness hubs through strategic partnerships in WCA and ESA in order to create 21,000 jobs for youth in Africa in the next five years. The grant's start-up activities are being reshaped to respond to the COVID-19 pandemic, using ICT and digital tools. In the current emergency, the initiative is more relevant than ever: it aims to support rural youth in creating their own employment opportunities and innovating during the crisis and afterwards.

44. Also initiated in 2019, the Delivering Extension Services to the Last-Mile: Improving Smallholders' Access to Innovation and Pluralistic, Demand-driven Extension Services (LMP) programme is ongoing through a US\$3 million IFAD grant in partnership with the Global Forum for Rural Advisory Services. LMP aims to mobilize and organize last-mile Rural Advisory Service providers at country level into public and private platforms, and improve their skills and operational capabilities, with a special focus on catering to young people's needs. In response to COVID-19, LMP has created a platform for sharing recommendations globally on how to keep agricultural production going, and has repurposed some of the LMP funds to launch a competition for rural smallholders to share their local solutions, with a special prize for young people in rural areas.
45. **Outlook for IFAD11.** IFAD's 2019 regional portfolio reviews identified the use of the China-IFAD SSTC Facility as a key area to be emphasized in the future. The importance of mobilizing cofinancing for youth-specific interventions in addition to the IFAD loan operations was also highlighted. Efforts in both areas will continue during the remainder of the IFAD11 work programme.
46. IFAD will embark on a more institutionalized form of engagement with rural youth through the establishment of a new mechanism. This will offer a cross-sectoral approach to youth issues aimed at increasing decent employment opportunities and at actively engaging young people at all levels of IFAD's operational processes.

#### **IV. Annual report on IFAD policy on Gender Equality and Women's Empowerment**

47. This ninth annual report on progress made in implementing IFAD's Policy on Gender Equality and Women's Empowerment (GEWE) coincides with the first reporting year of IFAD11 and the first year of the 2019-2025 Gender Action Plan.<sup>37</sup>
48. **International context.** The year 2019 was important for GEWE. The first African summit on child marriage was held and three countries abolished the practice – Egypt, Indonesia and the United Republic of Tanzania. The year paved the way for the 25<sup>th</sup> Anniversary of the Beijing Platform for Action, the global agenda for women's rights adopted by 185 countries in 1995. Notwithstanding the progress achieved, some important challenges remain. Approximately 750 million adults – two thirds of them women – were illiterate in 2016. According to recent data from some 90 countries, women spend on average three times more hours a day on unpaid and domestic work than men. Both realities limit opportunities for education or paid work and further reinforce gender-based inequalities.
49. In rural areas, inequalities remain stark. Women often face greater challenges in obtaining production inputs. For instance, less than 5 per cent of women in North Africa and West Asia are agricultural landholders. Further, many women face greater difficulty than men in securing agricultural labour and formal financial services. Generally, agricultural productivity is lower for women than men. Insufficient progress is also noted on structural issues at the root of gender inequality such as unfair social norms and attitudes, biased legal systems, limited

<sup>37</sup> While this section will maintain the reporting format for the IFAD policy on GEWE, as established in past RIDEs, it will cover progress on gender as a mainstreaming theme in IFAD11, as done in the preceding in-focus sections on environment and climate, nutrition and youth.

decision-making and low levels of political participation. This undermines the achievement of GEWE.

50. The COVID-19 pandemic is a human and economic tragedy. Early evidence suggests that COVID-19 impacts men and women disproportionately, with women and girls suffering more in terms of health, gender-based violence and economic impacts. It is therefore key to reflect women's concerns in decision-making and promote gender equality initiatives during response and recovery efforts.
51. **Strategic orientation.** The year 2019 marks the launch of the Gender Action Plan. It also coincides with the introduction of new measures aimed at the deeper integration of the Fund's actions on gender, climate and the environment, and youth and nutrition to achieve greater transformative and sustainable impact.
52. The project delivery team (PDT) approach adopted in 2018 was implemented for the whole of 2019. This ensured integration in addressing the mainstreaming themes from design to completion. The gender perspective is maintained through the presence of a staff member from IFAD's Environment, Climate, Gender and Social Division (ECG) in all PDTs. This targeted support at design means that 32 per cent of projects approved in 2019 were considered gender transformative. A key criterion was for gender-transformative projects to adopt the new IFAD empowerment indicator, which incorporates key elements of the Women's Empowerment in Agriculture Index. This will guarantee systematic reporting on empowerment outcomes as the gender-transformative portfolio matures.
53. This positive trend can be attributed to: (i) the institutionalization of design criteria for a project to qualify as gender transformative and related guidelines for IFAD staff and consultants involved in project design; (ii) new project design documents that explicitly call for a targeting and gender strategy; and (iii) the presence of an ECG staff member from design to implementation in all PDTs.
54. **Results from 2019.** In 2019, outreach to women by IFAD-supported projects stood at 47 per cent. Although slightly lower than the 2018 share (51 per cent), IFAD outreach has been stable around gender equity over recent years. One year into IFAD11, current results (table 5) show that IFAD is generally on track for its gender-related commitments, excepting its performance in ratings at completion.

Table 5  
Performance on gender in 2019

Stage	IFAD11 commitment	2019 progress towards commitment
Country strategies	100 per cent COSOP gender mainstreamed	100 per cent of COSOPs have gender situation assessment
Projects at design	At least 25 per cent of projects are designed to be gender transformative	32 per cent of new designs validated as gender transformative
	50 per cent of projects rated 5+ on gender equality at design	53 per cent of new project designs rated 5+ at design
	90 per cent projects rated 4+ on gender equality at design	94 per cent of new project designs rated 4+ at design
Projects at completion	60 per cent projects rated 5+ on gender at completion	52 per cent of projects completing in 2019 rated satisfactory and higher (5+) on gender
	90 per cent projects rated 4+ on gender at completion	87 per cent of projects completing in 2019 rated moderately satisfactory and higher (4+) on gender

55. **Best-practice examples: Integrating all mainstreaming themes in the IESS-Kairouan project.** The Economic, Social and Solidarity Project (Kairouan) in

Tunisia, approved in 2019, is a powerful example of a project that integrates all IFAD's mainstreaming areas and provides for a gradual approach in assisting the poorest of the poor. Building on the government's social cash transfer scheme, the project will provide specific support to the capacities of the poorest and increase their access to social infrastructure. The objective is to help them to transition into mainstream development activities. Priority target groups fall into three categories: (i) members of needy and low-income families as defined by the government; (ii) small family farmers; and (iii) rural households engaged in processing and adding value to small-scale value chain products.

56. **Sustainable Agricultural Production Programme, Malawi.** This ongoing, IFAD-funded project focuses on enhancing the agricultural productivity and food security of rural women and their families through simple, affordable, income-generating technologies. It also addresses the gender inequalities in households, groups and communities. Women benefit from extension activities promoting good agricultural practices, training in business-oriented farming, and access to input loans and village challenge funds. In addition, they are aided by the livestock pass-on systems in which participants donate some of their small livestock's offspring to other, poorer households. In another initiative, a total of 20,500 families received improved rocket stoves. The stoves have notably reduced the cutting down of trees around villages because they use 50 per cent less firewood. Also helping save timber is the availability of wood from pigeon pea shrubs. As a result, women, who are mainly responsible for collecting firewood, are saving a significant amount of time and energy. Reducing physical labour in domestic and productive chores lessens a person's nutrient requirements, which is particularly important in maternal nutrition. This is of special relevance in poor rural areas, where pregnant and breastfeeding women already struggle to meet their higher nutrient requirements. To address the underlying causes of gender inequality, the project is promoting a household approach in target villages. This considers intergenerational issues, with specific attention paid to households affected by HIV/AIDS. The result is an increased participation of women in decision-making, a reduction of their workload and improved access to, and control over, resources, assets and benefits.
57. **Knowledge management and outreach.** Knowledge on GEWE has been systematically documented and publicly shared. New publications in 2019 include: The faces of empowerment: Gender-transformative adaptation – from good practice to better policy (co-published with CARE); and a Stocktake of the use of household methodologies in IFAD's portfolio. The IFAD Network on Gender Equality and Social Inclusion is also well established and acts as a Gender Community of Practice. The community has about 2,000 members, including project staff, gender focal points, implementing partners, international organizations, resource specialists and development practitioners working at international, regional and country level.
58. **Policy engagement and partnerships.** With The Real Groundbreakers Campaign,<sup>38</sup> launched in 2019, IFAD invited the global community to show solidarity with rural women. At the Fourth Indigenous Peoples' Forum held in February, the President of IFAD championed gender equality and the empowerment of women.
59. **Resource mobilization and grants.** In 2019, IFAD mobilized US\$1,057,000 in supplementary financing to support IFAD's agenda on gender. The year marked the first implementation of the Joint Programme on Gender-Transformative Approaches, implemented by IFAD, FAO and WFP, with financing from the European Union. Its objective is to contribute to the achievement of SDG 2, help achieve food security and improved nutrition, and promote sustainable agricultural development by addressing the root causes of gender inequalities. IFAD followed

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<sup>38</sup> [www.realgroundbreakers.org](http://www.realgroundbreakers.org).

up by implementing the joint programme Accelerating Progress towards the Economic Empowerment of Rural Women in seven countries in partnership with FAO, WFP and UN Women. The programme builds on each agency's comparative advantages and strengths to improve the status of women in rural areas.

60. **Outlook for IFAD11.** IFAD's Gender Policy is implemented through five action areas. Areas 1–3 relate to the Fund's core activities, while areas 4 and 5 deal with the institutional structures and resources for implementing the policy.

Table 6  
Progress in 2019 against IFAD11 GEWE commitments

<i>Gender Action Plan action areas</i>	<i>Gender Action Plan indicators</i>	<i>Early IFAD11 results</i>
Action area 1. IFAD-supported country programmes and projects	1.1. Increase in the proportion of PoLG with gender-specific objectives supported by clear budget allocations	A gender-sensitivity analysis was conducted on the 48 loans, worth approximately US\$1.6 billion, approved by the Executive Board in 2019. Of those, 38 loans, equivalent to some US\$1.4 billion, qualified for the analysis. The overall gender sensitivity of loans analysed shows that 83 per cent of the loan value was rated moderately satisfactory and above, compared to 71 per cent in last year's analysis, 80 per cent in 2017, 82 per cent in 2016 and 86 per cent in 2015.  The proportion of the total loan value that can be considered gender transformative increased to 26 per cent (equivalent to US\$358.6 million), compared to 14.6 per cent last year and 23 per cent in both 2017 and 26 per cent in 2016.
Action area 2. IFAD as a catalyst for advocacy, partnerships and KM	2.1. Increase in IFAD inputs on gender issues in international forums and publications	IFAD participated in the 63 <sup>rd</sup> session of the Commission on the Status of Women, where it held a side event on IFAD's experience with targeting ultra-poor women, showcasing examples from Bangladesh, Kenya, Pakistan and Uganda.  SOFI 2019 included a section led by IFAD on the gender dimensions of inequality in agriculture and rural areas.
	2.2. Inclusion in key IFAD policy documents and knowledge products of references to GEWE	A new Communications Strategy for the mainstreaming themes with a strong focus on GEWE was adopted in 2019. GEWE issues are embedded in corporate communication, policy documents and IFAD publications.  Stepping up KM efforts, existing toolkits were translated for greater dissemination. Expert blogs (4), and web stories (3) were disseminated through different channels. And new products were launched (videos and photo essays and podcasts).
	2.3. Increase in focus on gender issues in policy dialogue and scaling up	IFAD joined the Women Deliver conference in Vancouver to highlight the central role they play in rural economies and the importance of investing in their empowerment. IFAD co-hosted two events to discuss the role of women producers in transforming rural landscapes and the fundamental importance of women's rights to land.  The projects that performed best in addressing gender inequalities and empowering women were recognized by the 2019 IFAD Gender Award under the sponsorship of Spain. The winners (IFAD projects in Cameroon, Guatemala, Malawi, Pakistan and Turkey) all achieved transformative results in terms of gender equality. Their experiences were presented to encourage the scaling up of successful development practices.  Empower@Scale, a four-year IFAD grant implemented by the Oxfam Novib/Hivos consortium has set up seven Empowerment Learning Communities in Kenya and Uganda and are developing the capacities of IFAD-supported projects on household methodologies for gender transformation.  The Gender Action Learning System approach developed by the Butana Integrated Rural Development Project in Sudan was endorsed by the government and is now used and scaled up in Sudan's Integrated Agriculture and Marketing Development Project.
	2.4. Increase in joint initiatives on gender-related activities with other development agencies	Joint initiatives include the celebration of International Women's Day on 8 March. Think equal, build smart, innovate for change, and other high-level events were organized with FAO and WFP.  With the support of Spain, IFAD, FAO and WFP are leading the development of Voluntary Guidelines (VGs) on GEWE in the context of food security and nutrition. The VGs on GEWE are part of the CFS 2020-2023 Multi-Year Programme of Work.

Action area 3. Capacity-building for implementing partners and government institutions	3.1. Improvement in gender ratings at completion	87 per cent of IFAD-supported projects were rated as moderately satisfactory or better at completion, against a target of 90 per cent. Of the five IFAD regions, APR, LAC and WCA exceeded the target with 100 per cent of projects rated at least moderately satisfactory at completion. Only 52 per cent of the IFAD-supported projects were considered fully gender mainstreamed at completion against a target of 60 per cent. Out of the regions, APR exceeded the target with 62 per cent.
	3.2. Increase in the number and quality of initiatives to support GEWE undertaken by government institutions	Policy engagement with an emphasis on gender issues included a one-week learning trip in Ethiopia organized by the CGIAR Research Program on Climate Change, Agriculture and Food Security. Members of farmers' organizations from southern African countries, government representatives from Ethiopia and Mali, and project staff and donors participated. This South-South exchange offered participants an opportunity to learn and share knowledge about the challenges and best practices of translating transformative approaches to mainstreaming into programming, as well as testimonials of rural transformation in Ethiopia.
Action area 4. Gender and diversity balance in IFAD	4.1. Increase the number of women employed by IFAD at grade P5 or above	As of 31 December 2019, women accounted for 47 per cent of IFAD's 330 international professional and higher-grade staff, and 80.3 per cent of its 183 general service staff based at IFAD headquarters. Of the 96 IFAD national staff, women accounted for 44.6 per cent of 65 national officers (NOs) and 64.5 per cent of 31 national general service staff. IFAD has yet to achieve gender parity in terms of equal representation of women at the P5 level and above. In 2019, women accounted for 33.9 per cent of staff at grade NO-D and P5 or above.
	4.2. Improvement in scores on gender-related staff survey questions by both women and men	The 2019 Staff Workplace Culture Survey results showed that 70 per cent of respondents believed IFAD promotes gender balance (68 per cent of staff and 72 per cent of non-staff respondents).
Action area 5. Resources, monitoring and professional accountability	5.1. Increase in human and financial resources from IFAD's core budget invested to support GEWE	In addition to the dedicated gender staff recruited in 2018, a Junior Professional Officer complemented the team in 2019. A gender and social inclusion analyst, with a mandate to cover gender, youth, nutrition, and indigenous peoples, joined the Near East, North Africa and Europe Division. The overall result of the 2019 exercise points to a continuing positive trend in the percentage of total staff costs spent on gender-related activities: from 8.9 per cent in 2018 to 9.1 per cent in 2019 and 9.3 per cent in 2020. IFAD will continue to improve its approach and validate its data by seeking inputs from other development-oriented organizations and by leveraging the budget software that was implemented in 2019.
	5.2. Increase in the number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media	IFAD Senior managers internally and publicly champion gender equality and the empowerment of women with a special attention to IFAD's gender-transformative agenda. As a result, they demonstrated leadership with ambitious gender-related commitments and the appointment of the Associate Vice-President, Corporate Services Department as Gender Champion.
	5.3. Increase in score in the annual review of IFAD's performance on GEWE	In 2019, the United Nations System-wide Action Plan (UN-SWAP) 2.0 marked its second year of implementation. IFAD met or exceeded requirements for 14 out of the 16 indicators and remains a strong performer among the reporting United Nations entities.

## Progress report on the Adaptation for Smallholder Agriculture Programme (ASAP)

1. IFAD's ASAP is one of the largest multi-donor global funds dedicated to smallholder adaptation and is IFAD's flagship programme for channelling climate- and environment-related finance to smallholder farmers. The first phase of the programme (ASAP1) was launched following its approval by the IFAD Executive Board in 2012. The second phase of the programme, ASAP2, was approved in 2017, is being implemented in parallel to ASAP1.
2. This past year has seen ASAP1 surpass significant milestones. With the majority of ASAP1 projects passing their midpoint and a number of them closing, IFAD commissioned a midterm review of the programme. The main objective of the review, which was nearing completion at the time of writing, is to provide a summary of the programme's current status. However, the review will go beyond this to look at the programme's effects, efficiencies and cross-cutting integration at the national level and the enabling environment for smallholder adaptation at the institutional level. It will also evaluate the programme's added value, specifically assessing the benefits from increased adaptation finance and the adoption of new approaches. This review will feed into the oversight of ASAP1 and inform future IFAD programming. Additionally, in 2020, two thematic publications on ASAP's programming nexus with food security and nature-based solutions have been commissioned, as part of the programme's KM Strategy.
3. This annex is divided into two sections. Section A presents a breakdown of the financial status of the ASAP Trust Fund (covering ASAP1 and ASAP2), its programming status, information on disbursements and initial findings from the midterm review of ASAP1. Section B explores various dimensions of ASAP's transformative impact, from its focus on youth and food security to its mitigation co-benefits. In addition to these sections, the annex includes a table that summarizes the results of the entire ASAP1 portfolio and a second table that details individual projects' disbursements and intermediate results.

### A. Section A: Status of the ASAP Trust Fund ASAP financial status

4. As at 13 May 2020, the ASAP Trust Fund presented the following financing status:

Table 1

*Summary of complementary contributions and supplementary funding to the ASAP Trust Fund*

	<i>Member States</i>	<i>Local currency (thousands)</i>	<i>Contributions received (thousands of United States dollars)**</i>
Complementary contributions	Belgium	EUR 6 000	7 855
	Canada	CAD 19 849	19 879
ASAP1	Finland	EUR 5 000	6 833
	Netherlands	EUR 40 000	48 581
	Norway	NOK 63 000	9 240
	Sweden	SEK 30 000	4 471
	Switzerland	CHF 10 000	10 949
	United Kingdom	GBP 147 523	202 837

<b>Subtotal</b>			<b>310 645</b>
Supplementary funds			
ASAP1	Flemish Department for Foreign Affairs	EUR 2 000	2 380
	Republic of Korea	US\$3 000	3 000
<b>Subtotal</b>			<b>5 380</b>
<b>Total ASAP1</b>			<b>316 025</b>
ASAP2	Norway	NOK 80 000	9 550
	Sweden	SEK 50 000	5 904
	France	EUR 300	334
<b>Total ASAP2</b>			<b>15 788</b>
Staff secondment	France	US\$ 965	<b>965</b>
<b>Total</b>			<b>332 778</b>

\* Adapted from appendix F- EB 2019/126/R.24 - AC019/152/R.3.

\*\* Payments counter-valued at exchange rate prevailing at receipt date.

5. The funding for ASAP1-related programming was substantially reduced, from US\$366.5 million in May 2016 to US\$316 million, in December 2018. This reduction reflects a reduction of 14 per cent in the Trust Fund due to the depreciation of the pound sterling in late 2016. To date, US\$8.2 million has been drawn from the ASAP Trust Fund for administrative expenses incurred for management of the programme.

#### **ASAP1 programming<sup>39</sup>**

6. The ASAP portfolio consists of 42 projects in 41 countries. As at 13 May 2020, there were 38 ongoing ASAP grants in 38 countries, totalling US\$298 million<sup>40</sup> (see table 3). Of the 44 projects approved by the IFAD Executive Board for funding from the ASAP Trust Fund:
- (i) The ASAP project in Mali (PAPAM) has been completed and financially closed;
  - (ii) The ASAP project in Yemen (RGP) was cancelled due to in-country conflict;
  - (iii) The ASAP project in the United Republic of Tanzania (BSIASCDP) was cancelled due to government disengagement;
  - (iv) The ASAP project in Bolivia (Plurinational State of) (ACCESSOS) has been completed but not financially closed;
  - (v) The ASAP project in Sudan (BIRDP) has been completed but not financially closed; and
  - (vi) The ASAP project in Gambia (The) (NEMA) has been completed but not financially closed<sup>41</sup>.
7. As at 13 May 2020, cumulative disbursements for ASAP1 totalled approximately US\$170 million (42 projects – see figure 1 below). Total disbursement during the period May 2019–May 2020 amounted to US\$45.3 million (38 projects). There are

<sup>39</sup> Table 3 below shows a detailed breakdown of the allocation of ASAP funds and disbursement amounts and percentages by project.

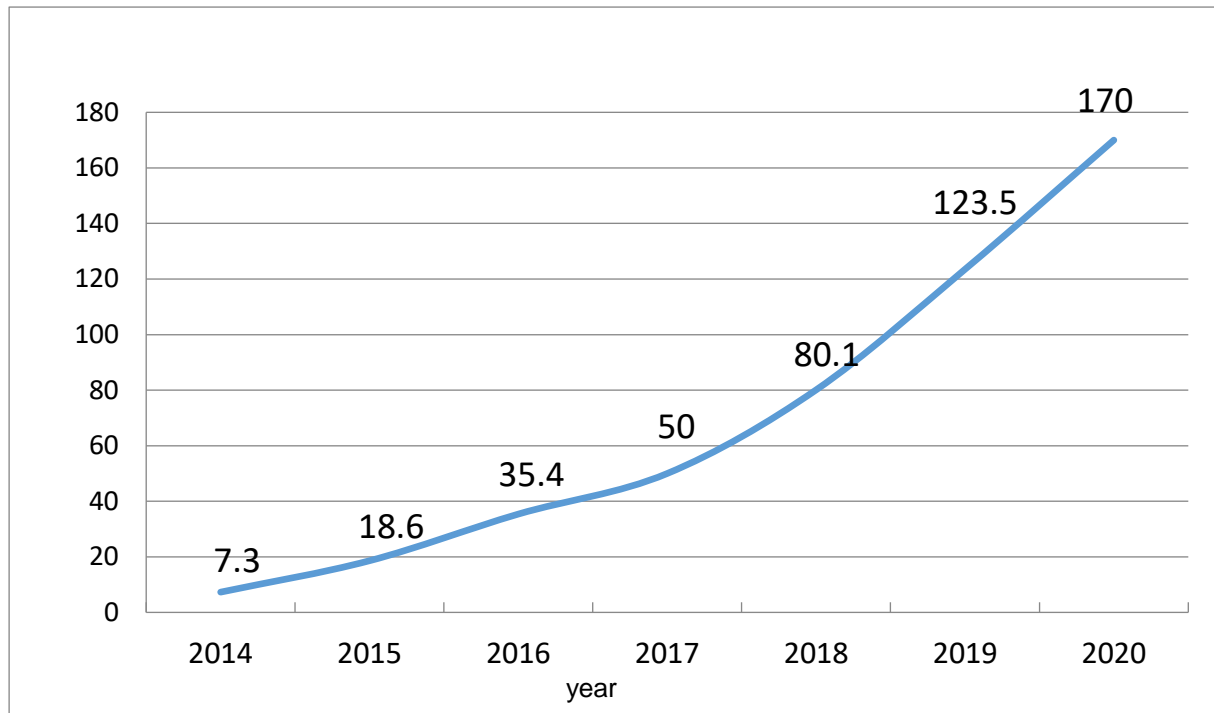
<sup>40</sup> Source: IFAD's Grants and Investments Project System (GRIPS).

<sup>41</sup> Although the ASAP project in Gambia (The) (NEMA) has been officially designated as complete, there remain some unspent funds. IFAD expects a request for an extension of the project in order to spend these resources to continue working towards ASAP objectives.



currently 10 projects (not including completed projects) for which over 80 per cent of total funding has been disbursed: those in Bangladesh, Cambodia, Djibouti, Kyrgyzstan, Lao People's Democratic Republic, Mozambique, Nicaragua, Niger, Rwanda and Viet Nam. The last three years have seen an acceleration in disbursement rates.

Figure 1  
ASAP cumulative disbursements  
(Millions of United States dollars)



8. The average project disbursement rate currently stands at 57 per cent. The final column of table 2 shows how aggregated results achieved to date compare, as a percentage, to ASAP's programmed targets. The programme is ahead of the anticipated disbursement percentage (in terms of percentage results achieved against target) for the following indicators: smallholders coping with the effects of climate change (1), facilities with increased water availability and efficiency (5a), individuals engaged in climate risk management (6a), groups engaged in climate risk management (6b) and country dialogues on climate supported (8). It is close to the expected disbursement amount for households with increased water availability and efficiency (5b) and climate-proof infrastructure (7a – km). There is still significant work to be done to bring achieved results into line with overall disbursement levels for climate-proof infrastructure (7b – US\$). The aggregate information on targets presented is drawn mainly from reports on the final results from only a small number of advanced projects. As individual project disbursements continue to increase across the ASAP portfolio, increases in the cumulative results are expected, especially in cases where the achievement of a particular target is reliant on the performance of a small number of key projects.

#### **Lessons learned – logframe indicators and multipliers**

9. As demonstrated by the findings of the ASAP midterm review, the ASAP portfolio continues to generate a rich evidence base on adaptation results achieved in smallholder agriculture. Reporting on these adaptation results at portfolio level has also generated important lessons, on which IFAD has placed increasing emphasis.
10. ASAP1 introduced an innovative logframe and RMF when it was designed in 2012. During implementation, some aspects of the logframe were found not to capture

the full breadth of results achieved by the programme. While broader indicators were suitable for aggregation at a programmatic level, this sometimes meant a lack of granularity in cases where highly diverse interventions contributed to the same indicator. Reporting challenges were exacerbated by the fact that, at design, ASAP projects were not required to adopt ASAP indicators to qualify for funding, meaning that many projects had to retrofit indicators into their logframes during implementation. IFAD was nevertheless able to capture the diversity of ASAP interventions and relevant multipliers through a manual review of supervision reports and has made significant strides in improving results quality in the ASAP portfolio. Selected technical assistance projects under ASAP2, such as piloting resilience scorecards and geospatial tools, have further enhanced results data within both the ASAP portfolio and the wider IFAD portfolio. Additionally, instructive studies and surveys have been conducted at the project level, which have also enriched the understanding of the data behind the indicator results.

**(i) New or existing rural infrastructure protected from climate events**

11. The only ASAP indicator that is significantly lagging behind the overall ASAP disbursement percentage is “new or existing rural infrastructure protected from climate events”. This indicator has two multipliers, the United States dollar and kilometres of road. The United States dollar multiplier is an indirect measure of the value of the infrastructure protected, rather than a direct measure of the ASAP investment to protect the infrastructure, and therefore is distinct from all other indicators. ASAP usually spends significantly less than the value of infrastructure in order to climate-proof it. For roads in East and Southern Africa, for example, the amount spent is usually around 20 per cent of the cost of the road.
  12. Twelve projects in the ASAP portfolio are contributing to this indicator overall. Unusually for ASAP, one project in particular is responsible for a large share of the results. The ASAP project in Ethiopia, under which US\$80 million’s worth of infrastructure will be climate-proofed, is expected to account for 80 per cent of the portfolio-wide target. As this project has not yet started work on this specific component, delivery against the overarching target is currently still slow. This delay is not unusual, as infrastructure is usually among the last activities to get under way owing to the need to carry out preparatory assessments, procurement processes and other preliminary activities. Results delivery against this indicator is therefore expected to accelerate in the near future.
  13. Most other projects reporting against this indicator are actually overachieving against their targets, which explains why the cumulative result is already above 20 per cent. Activities that have been carried out include:
    - (i) Storage facilities in Rwanda with improved aeration, power supply and water collection.
    - (ii) Rice storage “killas” (earthen mounds) in Bangladesh.
    - (iii) Various irrigation schemes, including those utilizing solar pumping and those that are protected through watershed restoration.
  14. Other ASAP RMF indicators are mostly on track, in line with disbursement levels. A variety of factors contribute to divergences in performance across indicators, including issues related to target-setting at design, more limited uptake of certain indicators compared with others and differing interpretations regarding what results are (or are not) eligible for reporting under a given indicator. Across the board, it is clear that numeric results alone do not capture qualitative successes and therefore only provide a partial view of success on the ground.
- (ii) Land under climate-resilient practices**
15. The indicator “land under climate-resilient practices” covers a wide range of interventions and land types. Some are more extensive than others, covering

larger areas. The fact that the indicator was not set up to differentiate between different types of land use (e.g. rehabilitated pastureland, cropland, forested land or wetlands, including mangroves) means that this level of detail is lost at aggregate level.

16. To gain deeper insights into ASAP's land-based interventions, the ASAP team has kept an offline record (outside ORMS) of the different types of land that is being rehabilitated or brought under climate-resilient practices, based on data available in supervision reports. This has allowed IFAD to more effectively track implementation and supplement its reporting and will serve as a blueprint for strengthened reporting in this area going forward.
17. To date, 888,000 hectares out of a target of 2 million hectares have been rehabilitated. ASAP contributed to sustainable land management of pastoral land, cropland and wetlands such as mangroves. The largest gains with regard to pastoral land are in Kyrgyzstan (36,000 hectares), Sudan (99,000 hectares), Tajikistan (42,000 hectares). In relation to cropland, Ethiopia (watershed protection on 50,000 hectares), Niger (86,000 hectares of assisted natural regeneration of fertilizer trees in cereal fields) and Nicaragua (18,000 hectares of shade trees in coffee and cocoa groves) have achieved interesting results, with evidence of scaling-up potential.

**(iii) Community groups engaged in natural resources management (NRM) and climate risk management activities**

18. A similar challenge arises with regard to the disaggregation of information on types of community groups. Working with community groups is one of the biggest triumphs of ASAP. ASAP currently engages with over 13,700 community groups (the target set in 2012 was 1,200 groups) in NRM and climate risk management. However, the types and sizes of these community groups vary significantly from country to country and region to region. ASAP engages with water user associations, pasture user unions, farmer cooperatives and groups involved in extension systems such as farmer field schools, to name just a few. In many instances, farmer groups are being linked to new extension systems that promote climate-resilient practices. The types of engagement with different groups depends on their size and geographic location, and the broad catch-all indicator does not reflect the nuances of the adaptation work currently taking place. However, as in the case of the infrastructure indicator, offline analysis of data available in narrative reports has helped to deepen insights into the profiles of groups reached by ASAP interventions. Where available, project-level details about ASAP engagement with community groups can be found in table 3 below.

**B. Section B: How has ASAP been transformative?**

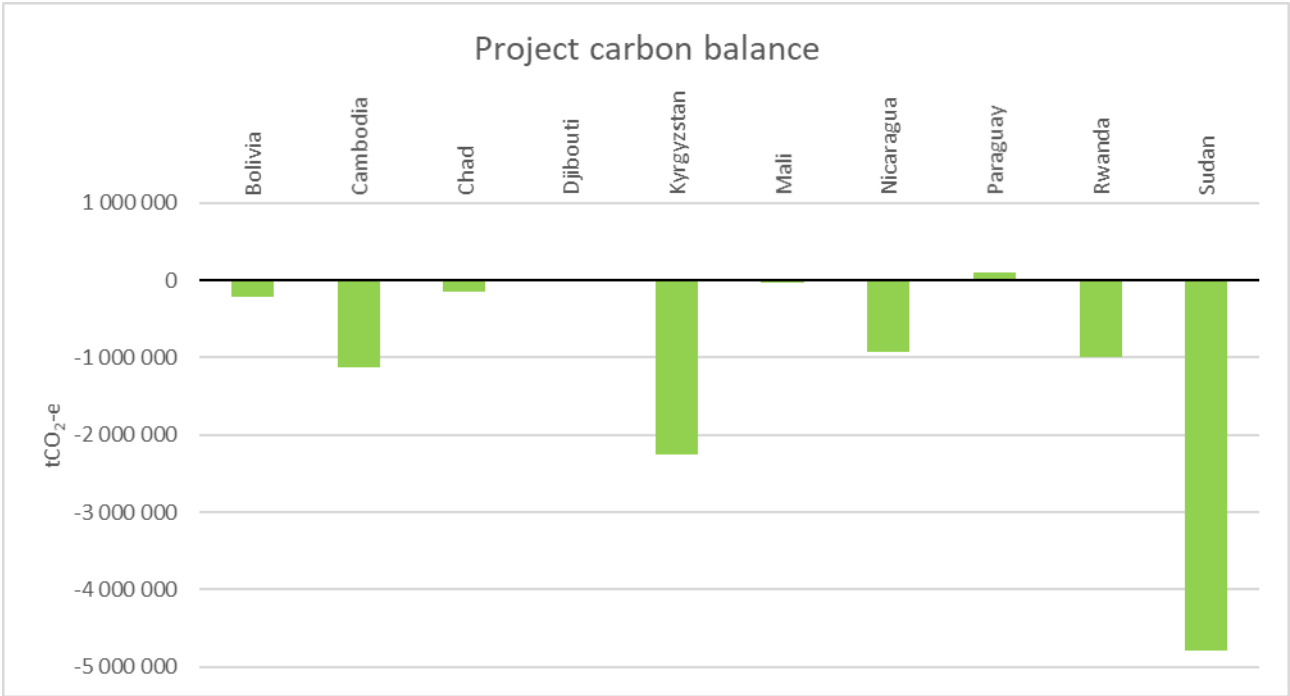
**Carbon balance of ASAP1 projects**

19. The Ex-Ante Carbon-balance Tool (EX-ACT) is an appraisal system that provides ex ante estimates of the impact of agriculture and forestry development projects, programmes and policies on the carbon balance. The carbon balance is defined as the net balance from all greenhouse gases (GHGs) that were emitted or sequestered as a result of project implementation, expressed in tons of carbon dioxide equivalent (CO<sub>2</sub>e). In other words, the carbon balance refers to the difference that a project makes as compared with a "business as usual" scenario, with "project" referring to an IFAD investment that includes ASAP and other financing sources.
20. EX-ACT analyses have been conducted in cooperation with FAO on 10 IFAD investments supported by ASAP in Bolivia (Plurinational State of), Cambodia, Chad, Djibouti, Kyrgyzstan, Mali, Nicaragua, Paraguay, Rwanda and Sudan

(BIRDP). These projects have reduced and sequestered 10.4 million tons of CO<sub>2</sub>e.<sup>42</sup>

- 21. These projects have been found to contribute to climate change mitigation in various ways. The activities implemented range from the promotion of improved agronomic practices and new farming packages, in Bolivia (Plurinational State of), Cambodia, Chad, Mali and Rwanda, to agroforestry and pasture restoration, in Kyrgyzstan, Nicaragua and Sudan. Some projects, such as in the one in Mali, promote the use of biodigesters, leading to less pressure on forest and shrub land. The main factor reducing CO<sub>2</sub> abatement performance is the increase in the number of head of cattle, as in the case of Paraguay. Other factors include intensification in the use of inputs, in particular synthetic fertilizers, as in Nicaragua, and the rise in the use of GHG-emitting means of production, such as fishing boats in Djibouti.
- 22. Figure 2 shows the carbon balance by project, highlighting the heterogeneity of the mitigation benefits generated. For example, the projects in Sudan and Kyrgyzstan have produced the highest overall project mitigation benefits, accounting for almost 5 million tons and more than 2 million tons of CO<sub>2</sub>e, respectively. In Sudan, the mitigation benefits have come mainly from improved management of forests (around 4 million tons of CO<sub>2</sub>e) and cropland restoration (almost 2 million tons of CO<sub>2</sub>e), in particular the conversion of degraded land into annual croplands (e.g. guar plantations, jubraka agroforestry systems, terrace improvements). In Kyrgyzstan, winter and spring pasture improvement and controlled grazing have provided the greatest benefits (2 million tons of CO<sub>2</sub>e). In both cases, the main sources of emissions that lessen the project’s carbon sequestration potential are found in the livestock sector, with an increase in the number of head of cattle, sheep, camels and goats in Sudan and an increase in the number of horses in Kyrgyzstan.

Figure 2  
Total carbon balance by project

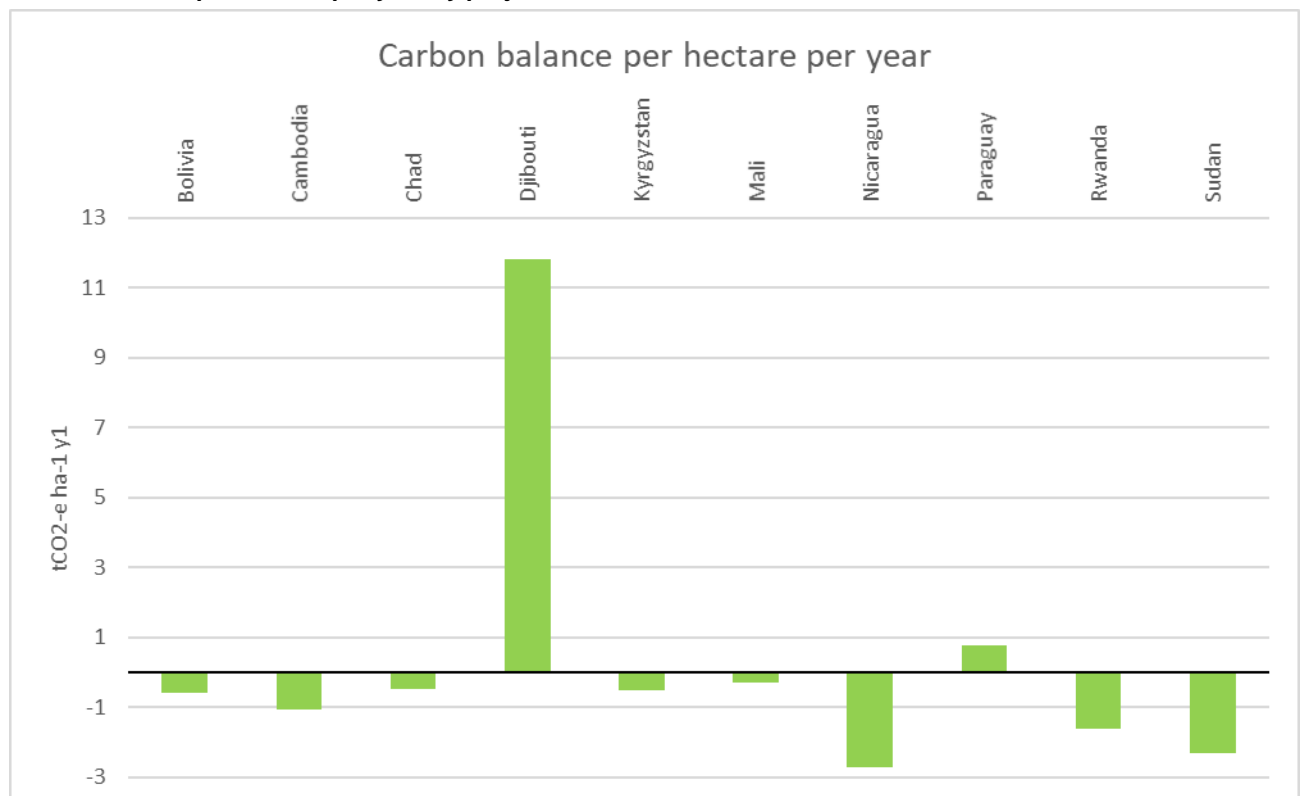


tCO<sub>2</sub>-e = tons of CO<sub>2</sub> equivalents.  
Source: Project carbon balance. FAO and IFAD. 2020.

<sup>42</sup> These benefits occur over a period of 20 years, as this is the time frame for the EX-ACT calculations.

23. In Nicaragua, agroforestry practices and shade trees in coffee and cacao plantations have been introduced, generating significant mitigation benefits. For Cambodia and Rwanda, the mitigation potential relies on the introduction of improved agronomic practices for rice, maize, cassava and other crops. These projects have had a moderate impact of around 1 million tons of CO<sub>2</sub>e sequestered.
24. The projects in Bolivia (Plurinational State of), Chad and Mali show a relatively modest total carbon balance, while the projects in Djibouti and Paraguay are two examples of net carbon sources. This is a consequence, in particular, of a higher number of dairy cattle and an increased use of fertilizers and pesticides in Paraguay and of more intense fishing activity in Djibouti.
25. Figure 3 compares projects' carbon balance in terms of impact per hectare per year. For example, Nicaragua's agroforestry and cropland restoration activities have generated the highest-density impact potential (2.7 tons of CO<sub>2</sub>e sequestered per hectare per year). In contrast, mangrove restoration efforts in Djibouti have not been sufficient to offset emissions from an increase in the fishing fleet, which is expected to augment consumption of fossil fuels, thus leading to 11.8 tons of CO<sub>2</sub>e generated per hectare per year.

Figure 3  
Carbon balance per hectare per year by project

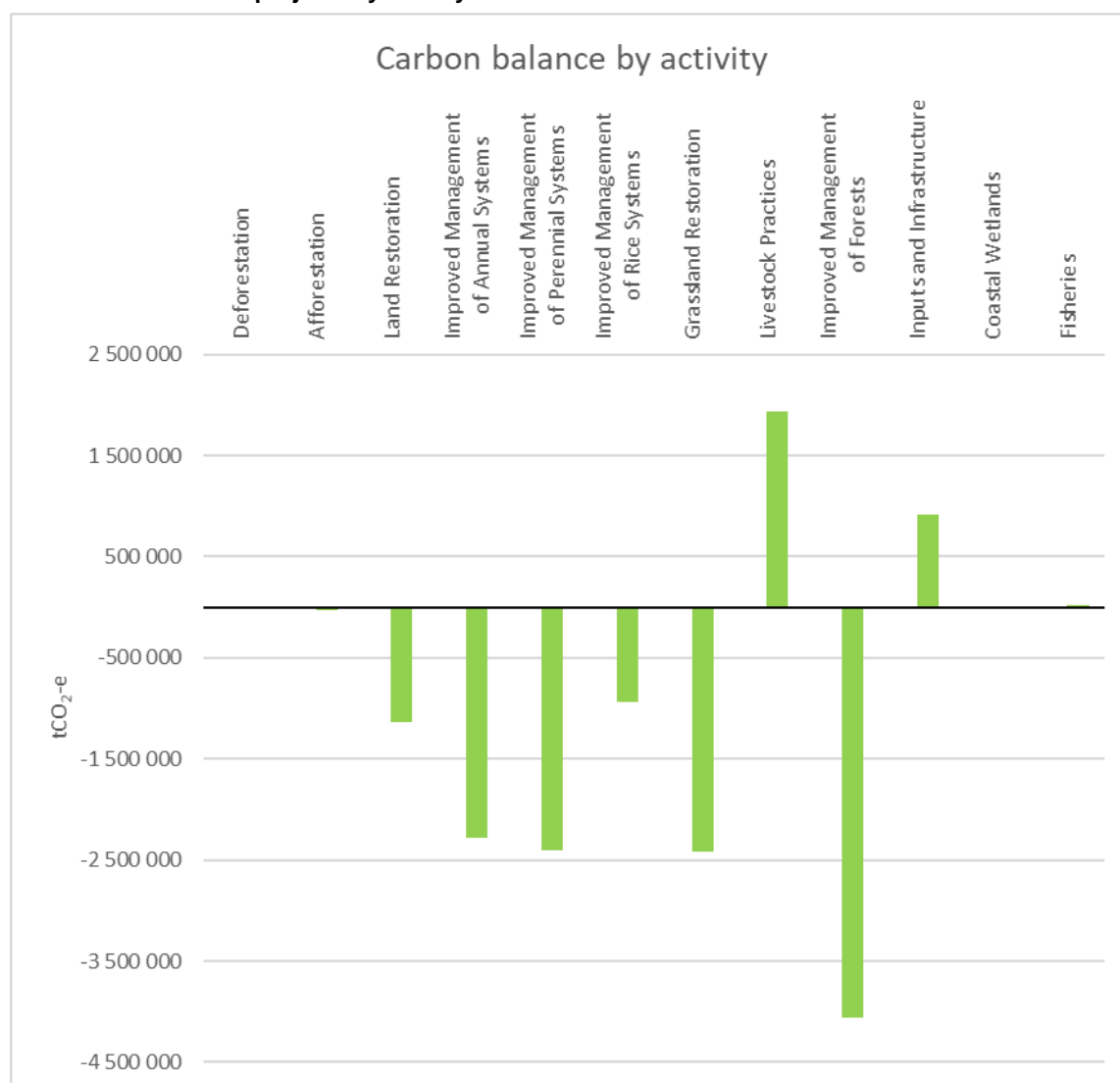


tCO<sub>2</sub>-e ha<sup>-1</sup>y<sup>-1</sup> = tons of CO<sub>2</sub> equivalents per hectare per year.  
Source: Carbon balance per hectare per year. FAO and IFAD. 2020.

26. An analysis of the carbon balance of the 10 projects by activity type, as in figure 4, reveals that most of the mitigation benefits lie in improved management of forests, followed by grassland restoration and improved perennial and annual crop management. For example, the analysis assumes that the systems of rice intensification (SRI) emit 17 per cent less than conventional flooded rice systems in Cambodia.<sup>43</sup>

<sup>43</sup> Refinements to IPCC 2006 Guidelines (2019) and Ly et al. (2013).

Figure 4  
Carbon balance of 10 projects by activity



tCO<sub>2</sub>-e = tons of CO<sub>2</sub> equivalents.

Source: Carbon balance by activity. FAO and IFAD. 2020.

27. It is important to note that, while ASAP has sought mitigation co-benefits from its project activities where possible, the programme focuses first and foremost on adaptation for smallholder farmers. Consequently, there are contexts in which, for instance, high levels of protein deficiency or areas of concentrated poverty have meant that mitigation objectives were not prioritized. In all instances, IFAD comprehensively looks at the project context and seeks to support smallholder resilience by considering productivity increases, agricultural development, food security, environmental degradation and climate change, and by balancing trade-offs and synergies to ensure, above all else, that smallholder beneficiaries profit, even in the context of a changing climate.

Table 2  
Targets and reported results of 42 ASAP investments

ASAP results hierarchy	ASAP results at global portfolio level	Portfolio results indicators	Programmed at design <sup>44</sup>	Results from RIDE 2019	Results achieved to date	Percentage achieved
<b>Goal</b>	Poor smallholder farmers are more resilient to climate change	1 Number of poor smallholder household members whose climate resilience has been increased	6 710 771	2 628 053	4 899 571	73
		2 Leverage ratio of ASAP grants versus non-ASAP financing	1:7.5		1:7.9	105
<b>Purpose</b>	Multiple-benefit adaptation approaches for poor smallholder farmers are scaled up	3 Number of tons of greenhouse gas emissions (CO <sub>2</sub> e) avoided and/or sequestered	30 million	n/a	10.4 million over 20 years <sup>45</sup>	n/a
<b>Outcome 1</b>	Improved land management and gender sensitive climate-resilient agricultural practices and technologies	4 Number of hectares of land managed under climate-resilient practices	2 059 106 hectares	760 372 ha	888 669 hectares	43
<b>Outcome 2</b>	Increased availability of water and efficiency of water use for smallholder agriculture production and processing	5 Number of households and production and processing facilities with increased water availability	3 918 facilities 199 693 households	2 994 facilities 86 422 households	3 022 facilities 105 015 households	77 53
<b>Outcome 3</b>	Increased human capacity to manage short-term and long-term climate risks and reduce losses from weather-related disasters	6 Number of individuals (including women) and community groups engaged in climate risk management, ENRM or disaster risk reduction activities	1 636 013 people 16 382 groups	358 355 people 10 294 groups	1 347 286 people <sup>46</sup> 13 770 groups	82 84
<b>Outcome 4</b>	Rural infrastructure made climate resilient	7 US\$ value of new or existing rural infrastructure made climate resilient	US\$102 442 000 758 km	US\$21 660 000 282 km	US\$26 649 000 409 km	26 54
<b>Outcome 5</b>	Knowledge on climate-smart smallholder agriculture documented and disseminated	8 Number of international and country-level dialogues on climate issues where ASAP-supported projects or project partners make an active contribution	30	17	19	63

<sup>44</sup> Currently expected to be achieved by December 2025, but subject to change, depending on the evolving status of ASAP projects.

<sup>45</sup> An assessment of the mitigation co-benefits of the ASAP1 portfolio is underway, in partnership with FAO. Results to date comprise completed EX-ACT analyses for 10 ongoing/completed ASAP projects. EX-ACT analyses project GHG benefits over a 20-year time horizon.

<sup>46</sup> The remarkable increase in the number of people under indicator 6 is mainly due to instances of underreporting in previous years. In 2020, the ASAP logframes were analysed for gaps, and one identified gap was that when the multiplier of groups was used for indicator 6, there was not always data on the number of individuals that made up the group. Consequently, the disaggregated data reflected major gaps. In 2020, this shortcoming has been rectified, and the increased number is a result of all individuals within the community groups of the same indicator being captured.

Table 3

**Progress to date of ASAP-supported projects – Intermediate results, disbursement amounts and percentages of disbursement.**

Legend: Lending terms									
D=100 per cent grant – debt sustainability countries			AG= additional grant (added to an ongoing investment programme)						
DH=50 per cent grant, 50 per cent HC			FB= fully blended grant (co-programmed with IFAD baseline investments)						
HC= highly concessional – 40 years repayment, 0.75 per cent annual cost, 10-year grace period									
BL(end)= same cost as HC but repayment over 20 not 40 years									
O=Ordinary terms									
Country	ASAP-supported project name	Status	Country financial terms	ASAP allocation (United States dollars)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (United States dollar equivalent)	Percentage ASAP disbursed	Intermediate Results <sup>47</sup>
<b>Asia and the Pacific region</b>									
Bangladesh	Climate Adaptation and Livelihood Protection Project	Implementation	HC	15 047 193	AG	Sep-13 04-Sep-14	11 301 151	84	<ul style="list-style-type: none"> <li>• 69 per cent of village protection works completed and found to be done at a good standard; 55 villages are still left to be completed using blocks with or without vetiver grass.</li> <li>• Progress made in 4 piloting activities: (i) model village development; (ii) pilot testing of beel bank protection; (iii) pilot testing of killa bank protection; and (iv) pilot testing of Upazila/union road slope protection.</li> <li>• 300 000 persons provided with climate information services.</li> <li>• 180 601 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 182 000 swamp trees planted.</li> <li>• 41km of beel canals excavated.</li> </ul>
Bhutan	Commercial Agriculture and Resilient Livelihoods Enhancement	Implementation	BL	5 022 615	FB	Sep-15	2 782 855	57	<ul style="list-style-type: none"> <li>• 6 climate-smart villages implemented, supporting 190 households and covering 794 acres.</li> </ul>

<sup>47</sup> As of May 2020, based on project cumulative results from IFAD's Operational Results Management System (ORMS).



	Programme (CARLEP)				11-Dec-15			<ul style="list-style-type: none"> <li>• Training in climate-resilient agriculture stands at 78 per cent of the target.</li> <li>• Distribution of resilient planting material for an additional 125 hectares for a total of 1 260 hectares, or 649 per cent of the target.</li> <li>• 4 714 individuals engaged in NRM and climate risk management activities.</li> <li>• 776 hectares of land under climate-resilient practices.</li> <li>• CARLEP is working with the Bhutan Biogas Programme to support installation of 1 400 biogas units in the 6 eastern dzongkhags.</li> <li>• 12 water user associations trained in climate-resilient irrigation.</li> <li>• 46 extension agents trained in climate-smart agricultural production and management.</li> </ul>	
Cambodia	Agricultural Services Programme for Innovations, Resilience and Extension (ASPIRE)	Implementation	HC	14 995 000	AG	Dec-14	11 625 600	84	<ul style="list-style-type: none"> <li>• Climate change adaptation has been mainstreamed in all training and demonstrations of production models (vegetable production using net-houses and drip irrigation, testing of RETs such as solar pumps, solar-powered incubators, etc).</li> <li>• 1 274 biodigester plants contributed to the displacement of chemical fertilizers by bio-slurry and reduction of emissions from animal waste totalling 8 223 tons of CO<sub>2</sub>e.</li> <li>• 518 735 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 32 723 households reporting adoption of environmentally sustainable and climate-resilient technologies and practices.</li> <li>• 24 district climate change resilience strategies integrated into district development plans in target districts.</li> </ul>
Lao People's Democratic Republic	Smallholders' Adaptation to Climate Change	Implem	HC	5 000 000	AG	Apr-15	4 848 327	100	<ul style="list-style-type: none"> <li>• 160 agricultural production groups (APG) have received grant totalling US\$964 216.</li> </ul>

	Component (SACCC)					28-Jul 15			<ul style="list-style-type: none"> <li>• 122 new APG have submitted proposals totalling US\$854 000.</li> <li>• 1 627 households have adopted at least one new climate-resilient agriculture practice.</li> <li>• 24 small-/micro-scale irrigation schemes constructed.</li> <li>• 95 groups so far have received matching grants from the on-farm adaptation innovation fund for main crop, small livestock, fish and off-farm product value chains.</li> <li>• A number of activities have supported environmental sustainability and NRM, and partnerships have been established with the National Agriculture and Forestry Research Institute and the World Overview of Conservation Approaches and Technologies.</li> <li>• A regional seminar was held on the identification and selection of climate change adaptation and sustainable land management models/practices.</li> <li>• A national workshop on climate change adaptation in agriculture was held.</li> <li>• 19 seminars so far have been held for training of trainers (ToT) for provincial and district climate change adaptation support teams.</li> </ul>
Nepal	Adaptation for Smallholders in the Hilly Areas (ASHA)	Implementation	HC	14 999 000	FB	Sep-14	7 243 468	55	<ul style="list-style-type: none"> <li>• So far, 322 events on women leadership training and a ToT workshop on climate change adaptation with the Global Enabling Sustainability Initiative have taken place.</li> <li>• Local action plan for adaptation (LAPA) implementation /LAPA learning workshops and subwatershed-level planning</li> </ul>

									<p>workshops have been continued at district and rural municipality level.</p> <ul style="list-style-type: none"> <li>• To strengthen capacities of wards and agriculture, forest and environment subcommittees (AFECs), climate change adaptation training and exposure visits were conducted for 847 participants from Kalikot, Rolpa and Salyan districts.</li> <li>• All 200 target LAPAs have been prepared; 93 695 households were involved in the preparation process.</li> <li>• The project has started working on community and leasehold forestry management plan revision, incorporating climate resilience planning. So far, the project has facilitated the renewal of nine community forest operational plans including nearly 1 000 hectares of forest land.</li> <li>• Other project interventions include: <ul style="list-style-type: none"> <li>• 176 irrigation canals</li> <li>• 52 irrigation ponds</li> <li>• 88 interventions to protect drinking water sources</li> <li>• 61 water source protection and plantation interventions</li> <li>• 40 drinking water supply and multiple water use systems</li> <li>• 20 recharge ponds</li> <li>• 19 flood or landslide control/gabion work</li> <li>• 12 nurseries</li> <li>• 49 renewable/efficient energy technology interventions</li> <li>• 382 cattle shed improvement</li> <li>• 41 fruit farming interventions</li> <li>• 125 commercial vegetable farming interventions</li> </ul> </li> <li>• 13 342 smallholders (47 per cent female) were supported in profitable production activities, including commercial vegetable farming, cattle/goat shed improvement and high-value crop farming, and other income-generating activities.</li> </ul>	
Viet Nam	Project for Adaptation to Climate Change in the	Implement	BL	12 000 136	FB	Dec-13	26-Feb 15	9 311 660	87	<ul style="list-style-type: none"> <li>• 91 climate change adaptation models.</li> <li>• 43 farming system packages.</li> </ul>

	<p>Mekong Delta in Ben Tre and Tra Vinh Provinces (AMD)</p>				<p>28-Mar 14</p>		<ul style="list-style-type: none"> <li>• AMD provides technical assistance to multiple departments for the integration of climate change issues into sector action plans and the provincial Socio-economic Development Plan.</li> <li>• Workshops and seminars to enhance awareness on climate change adaptation have been provided at district and province levels.</li> <li>• US\$2.5 million has been reserved from ASAP to establish an automated salinity and water quality monitoring system.</li> <li>• US\$31 million has been invested in climate-resilient infrastructure.</li> <li>• 466 households have participated in the testing of climate-resilient farming models.</li> </ul>
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East and Southern Africa region									
Burundi	Value Chain Development Programme – Phase II (PRODEFI-II)	Implementation	D	4 926 000	FB	Sep-15	2 903 242	60	<ul style="list-style-type: none"> <li>• 64 875 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 254 community groups engaged in NRM and climate risk management activities.</li> <li>• 2 830 hectares of land under climate-resilient practices.</li> <li>• 2 international and country dialogues on climate supported.</li> <li>• 106 km of roads protected from climate events (US\$5 055 000).</li> <li>• 10 Ruvubu communities have integrated the fight against climate change into their municipal community development plans.</li> <li>• 53 farmer field schools (FFS) on rice/SRI established.</li> <li>• Implementation of the collaboration agreement signed with Institut des Sciences Agronomiques du Burundi for the production of improved seeds and seedlings resilient to climate change (e.g. a 25-hectare banana seed centre with 16 varieties has been set up).</li> </ul>
Comoros	Productivity and Resilience of Smallholder Family Farms	Implementation	D H	1 000 000	FB	May-17	183 261	18	<ul style="list-style-type: none"> <li>• 8 670 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 534.3 hectares of land brought under resilient practices.</li> <li>• 72 community groups engaged in NRM and climate risk management activities.</li> <li>• 235 hectares of hedging (embocagement) have been protected from erosion, exceeding the forecasts for the project's second year.</li> <li>• Development of 23.8 hectares of degraded areas with steep slopes. 1 072 operators have been trained and supervised in the framework of FFS.</li> </ul>
Ethiopia	Participatory Small-scale Irrigation Development Programme – Phase II (PASIDP II)	Implementation	H C	11 000 000	FB	Sep-16	4 177 526	39	<ul style="list-style-type: none"> <li>• 261 450 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 49 990 hectares of land under climate-resilient practices.</li> </ul>

						13-Feb-17			<ul style="list-style-type: none"> <li>• 17 751 households supported with increased water availability or efficiency.</li> <li>• 43 575 individuals engaged in NRM and climate risk management activities.</li> <li>• 115 irrigation water user associations established.</li> <li>• 26 group ponds measuring over 1 285 hectares are operational or ready for use in the next irrigation season.</li> <li>• 43 shallow wells over 2 hectares are operational or ready for use in the next irrigation season.</li> <li>• 35 drip irrigation schemes are operational or ready for use in the next irrigation season.</li> <li>• 459 household ponds measuring over 0.4 hectares are operational or ready for use in the next irrigation season.</li> <li>• 75 community nurseries established and 51 strengthened.</li> <li>• 30 lowlift pumps are operational or ready for use in the next irrigation season.</li> <li>• About 60 farmers have now adopted CA.</li> <li>• 1 proposal for building climate resilience and enabling sustainable growth jointly submitted by the International Water Management Institute, ICRAF and the International Crop Research Institute for the Semi-Arid Tropics.</li> </ul>
Kenya	Kenya Cereal Enhancement Programme – Climate-Resilient Agricultural Livelihoods	Implementation	H C	10 000 000	FB	Apr-15	2 671 885	28	<ul style="list-style-type: none"> <li>• 33 926 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 635 hectares of land under climate-resilient practices.</li> <li>• 194 community officials trained on sustainable NRM</li> </ul>

	Programme (KCEP-CRAL)					26-Aug-15			<ul style="list-style-type: none"> <li>and climate change adaptation plans.</li> <li>• 8 438 individuals engaged in NRM and climate risk management activities.</li> <li>• 77 community groups engaged in NRM and climate risk management activities.</li> <li>• 10 253 arid and semi-arid land smallholder farmers trained in conservation agriculture and good agricultural practices (CA/GAP) and NRM have adopted improved agricultural practices through e-voucher technical package and extension services, including climate information for enhanced agricultural productivity.</li> <li>• 6 NRM groups with women in leadership positions.</li> <li>• 27 ToTs workshops on climate games to enable trainers to understand climate change, its effects, and associated risks and explore tools to support experiential learning to adapt to climate change.</li> <li>• 182 farmer groups trained in utilization of climate-resilient foods and in water, sanitation and hygiene (WASH).</li> <li>• 89 collection centres have been set up and are operational.</li> </ul>
Lesotho	Wool and Mohair Production Project	Implementation	B L	7 000 000	FB	Sep-14  17-Jun-15	2 227 934	35	<ul style="list-style-type: none"> <li>• 59 community groups with 5 900 members engaged in NRM and climate risk management activities.</li> <li>• 5 366 individuals engaged in NRM and climate risk management activities or participatory integrated climate services for agriculture.</li> <li>• 195 extension staff trained in climate change monitoring, evaluation and information services.</li> <li>• 280 063 hectares of land under resilient practices.</li> <li>• 10 biophysical baselines for rangelands and grazing areas established.</li> </ul>
Madagascar	Project to Support Development in the Menabe and Melaky	Implementa	H C	6 000 000	FB	Sep-15	3 301 246	54	<ul style="list-style-type: none"> <li>• 112 970 poor smallholder household members supported in coping with the effects of climate change.</li> </ul>

	Regions – Phase II (AD2M-II)					30-Dec-15			<ul style="list-style-type: none"> <li>• 6 275 hectares of land under climate-resilient practices.</li> <li>• 52 community groups engaged in NRM and climate risk management activities.</li> <li>• Sites for the installation of 5 meteorological stations chosen.</li> </ul>
Malawi	Programme for Rural Irrigation Development	Implementation	DH	7 000 000	FB	Dec-15 20-Dec-16	971 129	14	<ul style="list-style-type: none"> <li>• 1 institutional framework for implementing catchment conservation activities developed and localized.</li> <li>• Measures such as tree and vetiver nurseries have been established.</li> <li>• 15 water user associations managing infrastructure formed or strengthened.</li> <li>• Feasibility studies conducted for 5 schemes provide analysis of current climate.</li> <li>• Training in the FAO EX-ACT model has been supported and carbon balance in a sample catchment area has been calculated.</li> <li>• Awareness-raising and participatory rural appraisals conducted in all schemes resulted in the development of village action plans and the signing of agreements between the community and the Ministry of Agriculture, Irrigation and Water Development in 8 schemes.</li> <li>• 173 village natural resource management committees established and/or revamped.</li> <li>• 5 subcatchment management committees established.</li> </ul>
Mozambique	Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors	Implementation	DH	4 907 560	FB	Sep-12	4 439 389	99	<ul style="list-style-type: none"> <li>• Open-field solar-powered drip irrigation systems installed at 16 sites comprising 44 hectares.</li> <li>• 24 water user associations comprising 1 152 farmers trained in operation and maintenance.</li> <li>• 101 FFSs established.</li> <li>• 22 FFS protected cultivation structures and production units converted to private entities.</li> <li>• 44 FFS graduations.</li> </ul>



					03- Oct-12			<ul style="list-style-type: none"> <li>• Training and coaching of 2 179 farmers on production technologies, including CA, seed improvement, soil fertility, pest and pesticide management and green house vegetable production techniques.</li> <li>• Training and coaching on horticulture GAPs for 199 agribusiness development agents.</li> <li>• 26 protected cultivation structures (shade cloths and greenhouses) installed.</li> <li>• 538 farmers involved in protected cultivation structure technology.</li> <li>• Development of drought-tolerant cassava planting material is on track, with the Mozambique Agrarian Research Institute (IIAM) covering 70.95 hectares and emergent and commercial farmers covering 242.7 hectares of seed multiplication area.</li> <li>• 41 multifunctional boreholes serve 8 144 household beneficiaries (40 720 household members); women are particularly benefiting from the availability of water for domestic use, which reduces their workload, saves time and makes it easier to establish nutrition gardens.</li> <li>• 179 082 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• Around 600 farmers are getting weather forecast data through text messages.</li> <li>• 7 795.3 hectares of land under climate-resilient practices.</li> <li>• 14 environmental management plans formulated.</li> <li>• 31 production and processing facilities supported with increased water availability and efficiency.</li> <li>• 6 800 individuals engaged in NRM and climate risk management activities.</li> <li>• 144 per cent of households reporting adoption of environmentally sustainable and climate-resilient technologies and practices (surpassing original project targets).</li> </ul>	
Rwanda	Climate-resilient Post-harvest and Agribusiness Support Project	Implementation	H C	6 923 865	FB	Dec-13	6 159 346	100	<ul style="list-style-type: none"> <li>• 140 571 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 241 households in vulnerable areas with increased water availability for agricultural production and processing.</li> </ul>

					28-Mar-14			<ul style="list-style-type: none"> <li>• 104 production and processing facilities supported with increased water availability and efficiency.</li> <li>• 422 community groups engaged in NRM and climate risk management activities.</li> <li>• 12 244 individuals engaged in NRM and climate risk management activities.</li> <li>• Value of new and existing post-harvest facilities and infrastructure made climate-resilient is equivalent to US\$7 825 000.</li> <li>• 4 International and country dialogues on climate supported.</li> <li>• 71 hub business plans incorporate climate change adaptation and food security measures, including capacity-building on climate-resilient processing, handling and storage techniques.</li> <li>• Rwanda Meteorology Agency trained 5 456 farmers from 90 cooperatives in the 12 target districts on the use of timely weather and climate information for agricultural activities, from sowing to post-harvest.</li> <li>• More than 6 000 farmers receive daily text messages with weather information.</li> </ul>	
Uganda	Project for Restoration of Livelihoods in the Northern Region	Implementation	H C	10 000 000	FB	Dec-14	5 451 030	59	<ul style="list-style-type: none"> <li>• 400 local artisans (50 per cent women) identified and trained in the construction and use of energy-saving stoves as an enterprise development initiative.</li> <li>• 4 000 households reporting adoption of environmentally sustainable and climate-resilient technologies and practices.</li> <li>• A total of 56 cook stoves were installed at various institutions (mainly schools) and another 30 will be installed.</li> <li>• 45 solar photovoltaic (PV) systems for schools and health centres were installed and another 30 will be installed. These consist of 300W panels, 12 bulbs, a charging unit and battery.</li> <li>• 424 community-based natural resource management plans in place and 427 implemented and funded.</li> <li>• 14 automatic weather stations installed and 6 rehabilitated.</li> <li>• 189 agricultural officers, including 90 extension staff, trained to better interpret weather data.</li> <li>• 2 000 mentored households and 62 institutions benefiting from renewable energy</li> </ul>

						<p>technologies; 61per cent of these mentored households are female-headed and 21per cent are youth-headed.</p> <ul style="list-style-type: none"> <li>• At least 40 per cent of these households have started small investments and are also reporting fewer hunger months (from 4 to 2 months).</li> <li>• A total of 23 adaptive trials were established for soybean, bean and cassava; minimum tillage; effect of alley cropping on maize yield; and effects of different spray regimes on fall armyworm incidence and level of damage.</li> <li>• A total of 200 community-based facilitators identified and trained on extension approaches, good agricultural practices and natural resources management to support farmer groups.</li> <li>• 111 723 hectares of land under climate-resilient practices.</li> <li>• 693 990 individuals engaged in NRM and climate risk management activities.</li> <li>• 4 314 farmer groups engaged in climate risk management activities.</li> </ul>
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Latin America and the Caribbean region									
Bolivia (Plurinational State of)	Economic Inclusion Programme for Families and Rural Communities in the Territory of the Plurinational State of Bolivia with funding from ACCESOS-ASAP	Completed	B L	9 999 815	AG	Dec-13	8 844 792	84	<ul style="list-style-type: none"> <li>• 9 678 families have been supported in coping with climate change and are covered by new or improved climate information services.</li> <li>• 13 000 hectares of land under climate-resilient practices.</li> <li>• 48 877 individuals engaged in NRM and climate risk management activities.</li> <li>• 1 815 community groups engaged in NRM and climate risk management activities.</li> <li>• 513 NRM groups with women in leadership positions.</li> <li>• 54 environmental management plans formulated.</li> <li>• 8 microwatersheds with infrastructure built and managed using climate risk information (equal to US\$3 397 000).</li> </ul>
						17-Mar-14			
Ecuador	Project to Strengthen Rural Actors in the Popular and Solidarity Economy Project (FAREPS)	Implementation	O	4 000 000	FB	Sep-15	93 265	13	<p>Project information on climate change/environment-related activities not yet fully available.</p> <p>However, the project is known to have supported a workshop on climate change inclusion in small and medium-sized business models. This has benefited both the project management unit and national extension workers.</p>
						05-Sep-17			
El Salvador	National Programme of Rural Economic Transformation for Living Well – Rural Adelante	Implementation	O	5 000 000	FB	Dec-15	558 177	12	Project information on climate change/environment-related activities not yet available.
						02-Apr-19			

Nicaragua	Adapting to Markets and Climate Change Project (NICADAPTA)	Implementation	H	8 000 293	FB	Dec-13	6 320 869	87	<ul style="list-style-type: none"> <li>• 18 609 hectares of land under climate-resilient practices.</li> <li>• 85 tours and/or exchange events on coffee and cocoa technologies and adaptation to climate change.</li> <li>• 964 coffee and cocoa nurseries have been adapted to local climatic conditions.</li> <li>• 2 varieties of coffee and cocoa adapted to local climatic conditions developed by the National System of Agricultural Technology.</li> <li>• 106 391 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 43 692 individuals engaged in NRM and climate risk management activities.</li> <li>• 24 462 project beneficiaries have received technical assistance and training on climate change adaptation practices and technologies.</li> <li>• 125 producers trained on climate change awareness so that they can incorporate adaptive approaches into their farm plans.</li> <li>• 877 production and processing facilities supported with increased water availability and efficiency.</li> <li>• 120 km of roads protected from climate events.</li> <li>• 8 523 producers benefit from early warning system and 1 417 have access to climate information.</li> <li>• 18 609 hectares of land have incorporated diversified agricultural systems to increase resilience and reduce climate risk.</li> </ul>
			C						
Paraguay	Project for Improved Family and Indigenous	Implement	O	5 093 000	FB	Dec-15	495 520	10	

	Production in the Departments of Eastern Paraguay					29-Nov-18		Project information on climate change/environment-related activities not yet available.
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Near East, North Africa and Europe region									
Djibouti	Programme to Reduce Vulnerability in Coastal Fishing Areas	Implementation	B L	5 996 000	FB	Dec-13	5 179 800	95	<ul style="list-style-type: none"> <li>• 2 014 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 1 475 individuals engaged in NRM and climate risk management activities.</li> <li>• 22 community groups engaged in NRM and climate risk management activities, including 224 group members.</li> <li>• The value of new or existing rural infrastructure protected from climate events is equivalent to US\$ 2 049 000.</li> <li>• 1 515 households reporting adoption of environmentally sustainable and climate-resilient technologies and practices.</li> <li>• 7 hectares of land under climate-resilient practices.</li> <li>• 3 international and country dialogues on climate supported.</li> <li>• 4 policy-relevant knowledge products completed.</li> <li>• 1 marine biology laboratory functional, and 2 doctoral students trained.</li> <li>• 9 hectares of mangroves cleaned.</li> <li>• 1 500 meters of canals opened.</li> <li>• 1 consultant specializing in solar power has been recruited and solar-powered refrigeration facilities are being installed in various sites.</li> <li>• 3 assessments (economic activities, biodiversity and legal framework) carried out and will serve as the basis for the development of the Djibouti Blue Economy Strategy.</li> </ul>
						01-Aug-14			
Egypt	Sustainable Agriculture Investments and Livelihoods Project	Implementation	O	5 000 000	FB	Dec-14	967 133	21	<ul style="list-style-type: none"> <li>• 2 440 individuals engaged in NRM and climate risk management activities.</li> <li>• 248 households with increased water availability or efficiency.</li> <li>• Apart from GEF and ASAP activities, the project's efforts to coordinate with the Ministry of Water Resources and Irrigation have yielded positive impacts in terms of rehabilitating main and branch canals, drainage canals and groundwater wells, especially in Upper Egypt.</li> <li>• Over 2 000 people provided with climate information services.</li> </ul>
						15-Jun-15			

									<ul style="list-style-type: none"> <li>• 22 community groups engaged in NRM and climate risk management activities.</li> <li>• Project is showing a strong partnership between the GEF, the Agricultural Research Center, WFP, the Ministry of Environment and IFAD.</li> </ul>
Iraq	Smallholder Agriculture Revitalization Project	Implementation	DH	2 000 000	FB	Sep-17 05-Jun-18	n/a	0	Project information on climate change/environment-related activities not yet available
Kyrgyzstan	Livestock and Market Development Programme-II	Implementation	DH	9 999 520	FB	Dec-13 06-Aug-14	8 873 089	100	<ul style="list-style-type: none"> <li>• 20 per cent reduction in mortality caused by disasters.</li> <li>• 189 approved pasture management and animal health plans in the project area effectively integrating climate risk mitigation and adaptation measures.</li> <li>• 36 100 hectares of land under climate-resilient practices.</li> <li>• Almost US\$18 million of rural infrastructure protected from climate events.</li> <li>• 316 pasture users' unions benefiting from a functional early warning system for extreme climate events, hazards (heat and cold waves, floods, frost and drought).</li> <li>• 944 442 poor smallholder household members supported in coping with the effects of climate change.</li> </ul>
Republic of Moldova	Rural Resilience Project	Implementation	BL	5 000 000	FB	Dec-16 14-Aug-17	1 854 489	37	<ul style="list-style-type: none"> <li>• 171 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 3 421 hectares of land under climate-resilient practices.</li> </ul>
Morocco	Rural Development Programme in the Mountain	Implementati	O	2 004 000	FB	Sep-14	390 411	22	<ul style="list-style-type: none"> <li>• 10 140 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 90 community groups with 3 040 members engaged in</li> </ul>



	Zones – Phase I					23-Feb-15			<p>NRM and climate risk management activities.</p> <ul style="list-style-type: none"> <li>• 1 100 hectares of land under climate-resilient practices.</li> <li>• 5 agricultural councils on climate change adaptation climate change established.</li> <li>• 8 000 persons provided with climate information services.</li> <li>• 2 100 households reporting adoption of environmentally sustainable and climate-resilient technologies and practices.</li> <li>• 2 silvopastoral resource plan studies carried out.</li> <li>• 7.42 km of concrete canals and 3 water points constructed.</li> <li>• 1 674 hectares of new plantations established (e.g. carob, almond trees, walnut trees, apple trees, plums) and 1 275 hectares of existing plantation rehabilitated.</li> </ul>	
Sudan 2	Butana Integrated Rural Development Project (BIRDP) – additional financing	Completed	D	3 000 000	AG	Sep-16	24-Jan-17	2 955 821	100	<ul style="list-style-type: none"> <li>• 164 880 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 99 910 hectares of land under resilient practices.</li> <li>• 4 461 hectares of land under rainfed agroforestry practices.</li> <li>• 72 399 individuals engaged in NRM and climate risk management activities.</li> <li>• 379 approved and implemented climate-resilient community village plans.</li> <li>• 248 drinking water systems constructed/rehabilitated.</li> <li>• 28 359 households supported with increased water availability or efficiency.</li> <li>• 54 young women reported secure access and user rights to land.</li> <li>• 1/3 of members of community development committees/centres (CDCs) and water management and procurement committees are women.</li> <li>• 4 817 hectares of land under guar cultivation.</li> <li>• Individual range reserves covering 1 206 hectares established, exceeding the planned target (1 115 hectares).</li> <li>• 77 community range reserves covering around 65 000 hectares established.</li> <li>• 4 studies (land tenure, water resources in Butana, impacts of artisanal gold mining, and updating of the ecological study) have been finalized and validated by communities and authorities.</li> </ul>

								<ul style="list-style-type: none"> <li>• 30 500 hectares of community forests established.</li> <li>• 85 community forests are currently managed and protected by communities.</li> </ul>	
Sudan 1	Livestock Marketing and Resilience Programme	Implementation	D	7 000 000	FB	Dec-14	2 558 615	40	<ul style="list-style-type: none"> <li>• 570 365 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 18 080 hectares of land under climate-resilient practices involving broadcasting of range and forests seeds, demonstration "range enclosure" and demonstration farming practices.</li> <li>• 18 production and processing facilities supported with increased water availability and efficiency.</li> <li>• 34 840 households supported with increased water availability or efficiency.</li> <li>• 46 water sources were rehabilitated.</li> <li>• 168 community groups with 570 365 members engaged in NRM and climate risk management activities.</li> <li>• 61 community adaptive plans have been implemented and 107 are under implementation.</li> <li>• 28 water conservation structures/systems rehabilitated/upgraded and managed sustainably.</li> </ul>
						31-Mar-15			
Montenegro	Rural Clustering and Transformation Project	Implementation	O	2 000 000	FB	Apr-17	1 295 104	63	<ul style="list-style-type: none"> <li>• 2 169 poor smallholder household members supported in coping with the effects of climate change.</li> <li>• 26 production and processing facilities supported with increased water availability and efficiency.</li> <li>• 868 households supported with increased water availability or efficiency.</li> <li>• Application of manure has increased hay production fourfold while improving carbon capture in the soil organic matter.</li> </ul>
						05-Dec-17			
Tajikistan	Livestock and Pasture	Implem	H C	5 000 000	FB	Dec-15	3 156 996	64	<ul style="list-style-type: none"> <li>• 136 902 poor smallholder household members supported in coping with the effects of climate change.</li> </ul>

	Development Project II				03-Feb-16		<ul style="list-style-type: none"> <li>• 46 402 poor smallholder households have increased climate resilience.</li> <li>• 194 community groups with 1 609 members engaged in NRM and climate risk management activities.</li> <li>• 194 approved community livestock and pasture management plans effectively integrating climate risk mitigation and adaptation measures; 405 subprojects have been approved and 206 have been implemented.</li> <li>• 30 per cent of the Pasture User's Unions (PUUs) Board are women.</li> <li>• 42 101 hectares of land under climate-resilient practices.</li> <li>• 6826 households with access to infrastructure that is climate-resilient and environmentally sustainable.</li> <li>• Support for the revision of the Pasture Law is a major achievement of the project.</li> <li>• 173 community interest groups have received fodder seeds and have established an average of 9.5 hectares of crops each.</li> </ul>
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West and Central Africa									
Benin	Market Gardening Development Support Project	Implementation	H C	4 500 000	F B	Dec-15  01- Jun-16	830 194	19	<ul style="list-style-type: none"> <li>• 78 hectares of irrigated perimeters protected from floods by an elevated vegetable bed system.</li> <li>• 2 500 farmers trained on climate-smart techniques (compost and biofertilizers).</li> <li>• 7 salt tolerant crop varieties promoted.</li> <li>• 45 sites planted with moringa hedges to improve nutrition.</li> </ul>
Cabo Verde	Rural Socio-economic Opportunities Programme	Implementation	H C	4 000 000	A G	Dec-16  15- Jun-17	1 614 799	41	<ul style="list-style-type: none"> <li>• 159 hectares of watershed protected from run-off.</li> <li>• Cost of water halved as a result of promotion of solar-powered water-efficient techniques.</li> <li>• 4 automated weather stations installed to set up a climate information service.</li> <li>• Promotion of climate change mainstreaming in 9 local plans to fight poverty.</li> </ul>
Chad	Project to Improve the Resilience of Agricultural Systems in Chad (PARSAT)	Implementation	D	5 000 000	F B	Dec-14  17- Feb-15	3 095 630	70	<ul style="list-style-type: none"> <li>• 35 environmental clubs created.</li> <li>• 11,000 hectares restored through sustainable landscape management (SLM) techniques, resulting in higher sorghum yields (+ 85 per cent).</li> <li>• 106 critical points made climate proof on feeder roads.</li> <li>• 10 000 farmers receiving climate information services.</li> <li>• 5 microdams for flood recession cropping.</li> </ul>
Côte d'Ivoire	Support to Agricultural Production and Marketing Project – Western expansion	Implementation	H C	6 994 750	F B	Sep-14  21- Nov-14	1 851 593	30	<ul style="list-style-type: none"> <li>• 229 hectares of mountain slopes reforested or restored with agroforestry practices.</li> <li>• 536 farmers trained on the use of rain gauges.</li> </ul>
Gambia (The)	Strengthening Climate Resilience of the National Agricultural Land and Water Management Development Project	Completed	D H	5 000 000	A G	Dec-15	4 875 613	100	<ul style="list-style-type: none"> <li>• Inclusion of climate change adaptation in FFS programmes.</li> <li>• 1 500 hectares protected from run-off for use in upland rice cropping.</li> </ul>

					01-Mar-16			<ul style="list-style-type: none"> <li>• 1,400 hectares of mangrove restored to create buffer zones to protect tidal rice fields.</li> <li>• 33 solar pumping systems for horticulture.</li> </ul>	
Ghana	Ghana Agriculture-Sector Investment Programme (GASIP)	Implementation	B L	10 000 000	F B	Apr-14	4 953 264	56	<ul style="list-style-type: none"> <li>• 7 water user associations with 800 farmer members trained on water-efficient techniques.</li> <li>• Contract with Centre for No-Till Agriculture for training of 1 320 farmers on CA.</li> <li>• 200 extension agents trained on climate-smart practices for maize, cassava, soya and rice cultivation.</li> <li>• 10 automated weather stations installed and 300 farmers receiving climate information services.</li> </ul>
						18-May-15			
Liberia	Tree Crops Extension Project (TCEP)	Implementation	H C	4 500 000	F B	Dec-15	1 157 821	26	<ul style="list-style-type: none"> <li>• 1 640 farmers identified (25 per cent women) to participate in a cocoa revitalization programme.</li> <li>• Cocoa seed garden set up with 72 clones tested to cope with hotter conditions.</li> </ul>
						01-Jun-17			
Mali	Fostering Agricultural Productivity Project in Mali – Financing from PAPAM-ASAP	Completed	D H	9 942 704	A G	Dec-13	8 945 231	100	<ul style="list-style-type: none"> <li>• Installation of 645 biodigesters.</li> <li>• 124 irrigated perimeters for horticulture equipped with solar pumping systems.</li> <li>• 170 hectares of lowland protected from run-off.</li> <li>• 1 000 farmers trained on rain gauge use and 11 000 farmers receiving climate information services.</li> <li>• 30 local development plans mainstreaming climate change.</li> </ul>
						21-Jan-14			
Mauritania	Inclusive Value Chain Development Project	Implementation	D	6 000 000	F B	Dec-16	773 169	13	<ul style="list-style-type: none"> <li>• 55 irrigation kits distributed (44 Californian systems and 11 drip irrigation systems).</li> <li>• 75 hectares of land restored with stone lines.</li> <li>• 25 hectares of gum trees.</li> </ul>
						12-Jan-17			
Niger	Family Farming Development Programme (ProDAF) in Maradi, Tahoua and Zinder Regions	Implementation	D H	13 000 000	F B	Apr-15	10 152 580	80	<ul style="list-style-type: none"> <li>• 86 000 hectares of cereal fields improved with assisted natural regeneration of fertilizer trees.</li> <li>• 11 200 hectares of pastoral land restored with the half-moon technique.</li> </ul>

					21-Sep-15			<ul style="list-style-type: none"> <li>• 345 farmers field schools promoting climate-resilient techniques, with an average of 30 farmers trained by FFS.</li> <li>• Millet and sorghum yields improved by 100 per cent (from 400 to 800 kg/ha).</li> <li>• Between 300 kg and 1,500 kg of biomass regeneration per hectare on pastoral land, leading to carbon sequestration.</li> <li>• Tree nurseries for pastoral land restoration planted, managed by groups of women.</li> </ul>
Nigeria	Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	H C	14 949 000	F B	Dec-13  25-Mar-15	5 073 914	38	<ul style="list-style-type: none"> <li>• 894 FFS promoting climate-resilient techniques.</li> <li>• 1 720 hectares of land restored via SLM techniques.</li> <li>• 2 030 hectares of woodlots protected.</li> <li>• 95 km of feeder roads with climate-proof segments.</li> </ul>