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## Report on IFAD's Development Effectiveness 2021

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## Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
CIS	climate information services
CoPs	Communities of Practice
COSOP	country strategic opportunities programme
DEF	Development Effectiveness Framework
ESA	East and Southern Africa
GCF	Green Climate Fund
GRIPS	Grant and Investment Projects System
HTDN	how-to-do notes
ICO	IFAD Country Office
IFAD11	Eleventh Replenishment of IFAD's Resources
IOE	Independent Office of Evaluation of IFAD
KMCG	Knowledge Management Coordination Group
LAC	Latin America and the Caribbean
LIC	low-income country
LMIC	lower-middle-income country
M&E	monitoring and evaluation
OPR	Operational Policy and Results Division
ORMS	Operational Results Management System
PCR	project completion report
PoLG	programme of loans and grants
PoW	programme of work
PSR	project supervision report
QAG	Quality Assurance Group
RIDE	Report on IFAD's Development Effectiveness
RMF	Results Management Framework
RPSF	Rural Poor Stimulus Facility
RS	research series
SDG	Sustainable Development Goal
SECAP	Social, Environmental and Climate Assessment Procedures
SIS	supervision and implementation support
SO	strategic objective
SSTC	South-South and Triangular Cooperation
UMIC	upper-middle-income country
VfM	value for money
WCA	West and Central Africa

# Report on IFAD's Development Effectiveness (RIDE)

## Executive summary

1. Despite the challenges set by the COVID-19 pandemic, IFAD registered strong performance in 2020. Important targets on outreach, outcomes and outputs, as well as many on organizational performance, were exceeded. Additionally, an analysis of the ongoing portfolio suggests that IFAD is on track to achieve the targets of the Eleventh Replenishment of IFAD's Resources (IFAD11) Results Management Framework on effectiveness and overall project achievement. However, in 2020, project completion scores declined in several categories such as effectiveness and scaling up, due in part to IFAD's proactive decision to close a group of weaker projects, which resulted in bringing down both the annual and the three-year rolling average. Finally, challenges identified in previous editions of the Report on IFAD's Development Effectiveness (RIDE) and of the Annual Report on Results and Impact of IFAD Operations (ARRI) remain in areas such as sustainability, efficiency, scaling up, and monitoring and evaluation – all areas where IFAD is developing targeted action plans to improve performance in IFAD12.
2. **Tier II – Development results.** In 2020, IFAD projects reached over 128 million people, outperforming the IFAD11 target of 120 million. The 2020 portfolio surpassed several indicator targets across all three strategic objectives (SOs).<sup>1</sup> Data collection through outcome surveys, however, was highly susceptible to challenges due to the pandemic, which lowered the number of projects reporting through this method. Performance at completion, which in this year's RIDE considers 74 operations closed in the period 2018–2020, remained slightly below IFAD11 targets.
3. **Tier III – Operational and organizational performance.** As of 2020, replenishment contributions stood at US\$1.07 billion, meeting 89 per cent of the IFAD11 target of US\$1.2 billion. IFAD continued exceeding targets on both international and domestic cofinancing despite COVID-related disruptions. Against the IFAD11 target of 1.40 cents of additional financing for every dollar of core resources invested, IFAD achieved a ratio of 1:1.67 over the past three years. Careful targeting remains a vital contribution from IFAD to the 2030 Agenda: at design, 89 per cent of projects attained at least a moderately satisfactory ratings, with more than half rated as fully satisfactory or higher. During implementation, 92 per cent of projects in the ongoing portfolio were rated as moderately satisfactory in targeting strategy.
4. This year's beneficiary survey results show high rates of satisfaction on knowledge management (93 per cent), programme relevance (91 per cent), effectiveness (87 per cent), and partnership-building (89 per cent) – the latter two falling just short of IFAD11 targets of 90 per cent. Like last year's RIDE and ARRI, country-level policy engagement is the weakest area, with only 79 per cent of respondents being satisfied. Management is working on an updated approach to policy engagement in response to an IFAD12 commitment.
5. IFAD's decentralization target was met, with 33 per cent of staff positions now located in country offices or regional hubs. The management of IFAD's workforce improved in 2020, with women in P5 posts and above reaching 34 per cent, very close to the IFAD11 target of 35 per cent. Transparency during the pandemic, despite challenges in data collection and analysis, improved, with 87 per cent of the project completion reports being submitted on time, versus last year's 67 per cent. Additionally, the International Aid Transparency Initiative rated the comprehensiveness of IFAD's publishing standards at 86 per cent, above the IFAD11 target of 75 per cent.

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<sup>1</sup> SO1: Increase poor rural people's productive capacities; SO2: Increase poor rural people's benefits from market participation; and SO3: Strengthen the environmental sustainability and climate resilience of rural people's economic activities.

## I. Introduction

1. The Report on IFAD's Development Effectiveness (RIDE) is the key instrument for reporting on IFAD's performance against the indicators and targets set in the corporate Results Management Framework (RMF) for the cycle under review. It reports comprehensively to Members on the results promised and draws on evidence to assess performance achieved at both organizational and operational level. It also touches on the key reasons behind the achievement or under-achievement of RMF indicators.
2. **The 2021 RIDE is the second report for the Eleventh Replenishment of IFAD's Resources (IFAD11) period (2019–2021) and focuses on achievements during 2020.** It contains three core insights.
3. **First, the global pandemic caused by COVID-19 made a far-reaching impact on IFAD's business and results in 2020.** While IFAD worked to ensure that country teams could continue to support governments and supervise projects and country programmes remotely when necessary, in line with best practice in other international financial institutions (IFIs) (see box 1), challenges arose in areas such as project management and data collection. For example, only one-third of the projects eligible to conduct field surveys for outcome results managed to do so. Additionally, a number of projects were delayed or extended due to COVID-19,<sup>2</sup> which, as demonstrated in the discussion on annual project completion report (PCR) scores, dragged down performance substantially in a few key areas. Due to the different methodologies and timelines used, this decline in annual performance is not evident in the Independent Office of Evaluation of IFAD's (IOE) 2021 Annual Report on Results and Impact of IFAD Operations (ARRI) publication. Further, disbursements were overall slower in 2020 than in 2019.
4. **Nonetheless, IFAD demonstrated good adaptive capacity in the face of COVID-19.** Remote design arrangements drove down the average design time and the quality of projects at design remained well above the target. Scores measuring the extent to which projects were on track to meet development objectives remained stable, albeit with some regional variations. There was a strong uptake of IFAD's Rural Poor Stimulus Facility (RPSF). To date IFAD has approved 57 projects amounting to US\$51 million in RPSF fund and requests for a further US\$31 million are under review and should be approved by September 2021. So far, 43 per cent of RPSF funds have been disbursed, and all projects are set to disburse all funds and complete activities by the agreed completion date (June 2022).

Box 1

### **Corporate response to monitoring and evaluation-related challenges during the COVID-19 emergency.**

In 2020, IFAD increased its use of remote design and supervision missions by making increased and better use of digital technology. New guidance notes were drafted to help project delivery teams conduct remote design and supervision, remote reviews of procurement activities, and to ensure beneficiary feedback during crises. IFAD's Operational Policy and Results Division also continued to backstop monitoring efforts, providing detailed guidance on project design and implementation, as well as facilitating the exchange of experiences and lessons learned across regions. IFAD's support to monitoring and evaluation (M&E) efforts is set to further expand in 2021, with regional divisions adopting M&E self-assessment and action plans to enhance the capacity of programme management units to collect and analyse data. Further guidance instruments are being developed and a senior project-level M&E specialist is also being recruited.

<sup>2</sup> Available data show 32 projects extended in 2020 (roughly 16 per cent of the portfolio).

5. **Second, despite the challenges posed by COVID-19, Management has undertaken significant effort to ensure that many IFAD11 targets and commitments have been met or exceeded.** Indicators on operational and organizational performance, where IFAD has the most direct responsibility and control, have been met or surpassed in almost all cases, with only eight indicators out of 36 just falling below IFAD11 targets. Notable among these are strong performances in resource mobilization (including above-target cofinancing figures), resource allocation, the quality of projects at entry (as assessed by arm's length review), portfolio management, institutional efficiency, and decentralization. IFAD also performed well across a range of indicators for development results. Outreach continued to surpass targets and a number of output indicators also performed well, demonstrating IFAD's ongoing relevance to partner governments in this difficult year.
6. **Third, areas that were identified as weaknesses in the 2020 RIDE and during IFAD12 Consultation show small improvements but remain areas of concern.** The commitments taken to strengthen sustainability, efficiency, opportunities for scaling up and M&E during IFAD12 remain critical areas of the portfolio's performance in this year's RIDE, despite small year-on-year improvements. Learning and adaptive management – two key areas under IFAD12– will increasingly be focused on ensuring that the portfolio performs even better, in line with Members' expectations. Management looks forward to sharing the updated Development Effectiveness Framework (DEF) with Members in December 2021 to discuss updated thinking. The upcoming synthesis evaluation on government performance by IOE will also be key in implementing transformational country programmes under the IFAD12 business model.
7. **Relationship with the ARRI.** In order to capture performance improvements in the short term and report against IFAD11 commitments, the RIDE considers a "younger" cohort of projects, reflecting the substantial changes made since the implementation of the DEF in 2016, when compared to the ARRI. IOE and Management have been working actively to ensure that the ARRI and RIDE are as comparable as possible when it comes to sections on completed projects and country programmes. This year's edition of the RIDE includes an annex where 10-year trends in the performance of completed projects are presented, in line with the methodology applied in the ARRI.

## II. Development results – Tier II

8. **Development outcomes and outputs.** IFAD projects continue to perform strongly in terms of outreach, with over 128 million people supported in 2020, well above the IFAD11 target of 120 million.<sup>3</sup> Estimates on available data<sup>4</sup> put the share of female direct beneficiaries at 49 per cent, youth at 22 per cent, and indigenous peoples at 34 per cent – among those projects targeting youth and indigenous peoples respectively. According to the evidence emerging from the 2020 portfolio, IFAD surpassed a number of indicator targets across all three strategic objectives (SOs), contributing to different Sustainable Development Goal (SDG) objectives, especially SDG 2 (Zero hunger), as highlighted in the paragraphs below and in figure 1. These correlations are established using IFAD's recently updated SDG mapping system, which matches core indicators to SDG targets and is embedded in the Operational Results Management System (ORMS).
9. **Increasing productive capacity of beneficiaries (SO1).** IFAD11 RMF targets were surpassed in the key areas of access to natural resources and inclusive

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<sup>3</sup> The outreach figure accounts for the cumulative number of household members benefiting 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.

<sup>4</sup> Based on the sample of projects reporting disaggregated data. While almost all projects report on gender-disaggregated beneficiaries, only half of them disaggregate by age, and one third of them disaggregates by ethnicity.

financial services. Nearly 23.4 million people gained access to financial services such as savings, credit, insurance, and remittances. Additionally, nearly 73,000 people were supported in establishing ownership or user rights over natural resources and registering them in national information systems. In terms of access to technologies and services, the target for water-related infrastructure constructed or rehabilitated was also met, with total farmland area of over 560,000 hectares equipped. Results on nutrition were mixed, with fewer beneficiaries receiving support but a good percentage of women reporting improved diets.

10. **Market access (SO2).** Notable results were achieved in terms of market participation, with over 530,000 rural enterprises accessing business development services, 1.5 million members of rural producers' organizations supported, and more than 3.7 million people trained in income-generating activities or business management. IFAD11 targets were surpassed in all three cases. Results in terms of rural infrastructure (roads constructed and or rehabilitated) were below target this year.
11. **Resilience (SO3).** As for environmental sustainability and climate resilience, highlights included bringing almost 1.7 million hectares of land under climate-resilient practices; and assisting over 148,000 people to gain access to technologies that sequester carbon or reduce greenhouse gas emissions. While IFAD11 targets were met for the first two indicators, IFAD is underperforming on the adoption of sustainable and resilient technologies. This shortfall is in part attributable to the sparse collection of survey data in 2020 due to COVID-19.

Figure 1  
Outputs and outcomes achieved: highlights from the 2020 portfolio<sup>5</sup>



12. **Performance at completion.** Performance of projects at completion is assessed by looking at evaluation criteria, eight of which are reported in the RMF. Average ratings across a three-year timespan are compared with IFAD11 targets.<sup>6</sup> **On average, the 74 operations that closed in the period 2018–2020 and are considered in this year's RIDE performed slightly below expected levels.**

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

<sup>6</sup> The analysis presented in this section considers projects with financial closure in the period 2018-2020.

**Performance continues to lag on sustainability, efficiency and scaling up, and was just below the IFAD11 targets for three additional criteria (effectiveness, gender equality, and environment and natural resource management).** The IFAD11 target for project performance on climate change was met and surpassed.

13. **Proactive portfolio management for poorly performing projects, as well as more promising ones, altered annual results.** Management proactively closed five projects trending towards unsatisfactory results (four out of the five were either actual or potential problem projects) and weak performance across all evaluated dimensions.<sup>7</sup> Management is using lessons learned from these poorly performing projects – including on lack of government commitment, poor uptake of M&E results and weak management and supervision capacity – to inform regional and corporate-level action plans on these topics in 2021 and 2022. In contrast, Management extended a larger number of promising projects (13) than usual in order to ensure that they can complete their objectives after COVID-19.
14. **The combined result of these portfolio management decisions is that only 18 projects closed in 2020, of which five were poorly performing.** Consequently, the numbers this year are particularly sensitive to these subsets of poorly performing projects.<sup>8</sup> **That is why results emerging from this year’s cohort cannot be considered fully representative vis à vis the IFAD11 RMF targets.** Next year’s RIDE will present the full report on the IFAD11 implementation. Paragraph 16 presents an extrapolation of results from the portfolio of ongoing projects closing in IFAD11.

Box 2

**Performance at completion in countries with fragile situations: the case of Sudan**

The RIDE 2021 project cohort only included one operation implemented in countries with fragile situations, in Sudan. The project, which performed satisfactorily, established a Natural Resource Governance Framework to help communities sustainably manage natural resources and reduce conflict in the Butana area. This achievement is considered a breakthrough in a country affected by competition for land and natural resources, with conflict exacerbated by weak institutions and governance. In such a difficult context, the project was highly effective in promoting gender empowerment, expanding women’s access and control over productive assets and strengthening their position in community organizations, many of which see women in leadership positions. These findings are in line with the recent country strategy and programme evaluation of Sudan completed by IOE, which highlights a notable transformation of gender roles, improved community awareness of natural resource management and governance, and improved skills and livelihood opportunities among community members.

15. **Additional information on performance by evaluation criteria for 2018-2020 is provided below and summarized in figure 2.**
  - (i) **Overall project achievement.** Despite a decline in annual performance, 85 per cent of projects were rated moderately satisfactory or above in the period 2018–2020 against a target of 90 per cent. Performance on this criterion was also tracked by IOE, whose analysis, however, shows an improvement this year for the reasons explained below.<sup>9</sup>

<sup>7</sup> To further improve predictability of results at completion, and in line with its adaptive management approach, IFAD has expanded its definition of “potential problem projects” with the aim of establishing an “early warning system” to improve proactivity in identifying potential issues during implementation. The necessary corrective measures can then be applied in time, and preferably before midterm. Evidence demonstrates that it is much easier to “fix” problem projects before they reach midterm review. Older projects face more difficulty in “recuperating” performance and achieving results.

<sup>8</sup> This also implies that older projects, because they are more numerous, have a greater weight on aggregated ratings over the three-year period. All 74 projects considered in this year’s edition were designed before the IFAD10 period, and 26 of them actually closed during IFAD10.

<sup>9</sup> IOE’s analysis shows an improvement from last year, with 76 per cent of projects receiving a rating of moderately satisfactory or higher and 25 per cent rated satisfactory or highly satisfactory. Results are not directly comparable with IFAD’s, as IOE’s analysis employs a different timespan, considering projects with completion dates in the period 2017-2019.



- (ii) **Environment and natural resource management** performed well, with a slight improvement both in the annual and three-year rolling average. **Effectiveness and gender equality** also did well against the target, despite a decline in annual performance.
- (iii) **Sustainability and efficiency remained the two weakest-performing areas.** Though there was a slight improvement in both the three-year average and annual performance, Management remains committed to addressing sustainability and efficiency head on, in line with the IFAD12 business model and related commitments. The action plans for these two sectors, which Management will enact before December 2021, will contain a series of monitorable and actionable key performance indicators.
- (iv) **Performance on scaling up** also remained relatively modest, with 85 per cent of projects rated moderately satisfactory or above, against a target of 95 per cent, although there has been a decline in the annual trend. An updated scaling-up strategy is expected by the end of 2021, in line with IFAD12 commitments.
- (v) **Government performance**, which is rated at project completion but is not reported in the RMF, was still low, with 77 per cent of projects receiving a rating of moderately satisfactory or higher. This dimension is highly correlated with sustainability and efficiency. An IOE synthesis evaluation is planned on this topic, and Management is strengthening government performance through grants such as those of the Program in Rural Monitoring & Evaluation (PRiME), currently benefiting 85 per cent of the ongoing portfolio. The Driving Delivery of Results in the Agriculture Sector (DELIVER), Advancing Knowledge for Agricultural Impact (AVANTI), Achieving Project Excellence in Financial Management (APEX) and Results-based Management for Rural Transformation (RESOLVE) initiatives are providing direct support and training on results-based management and other critical topics.
- (vi) **Regional strengths vary.** As shown in figure 3 below, the East and Southern Africa (ESA) and the Near East, North Africa Europe and Central Asia regions have the highest average ratings across all criteria in this year's RIDE, and both divisions performed particularly well on adaptation to climate change and environment and natural resource management. ESA also excelled on potential for scaling up. Latin America and the Caribbean projects were excellent in the important area of overall rural poverty impact, a notable showing given the characteristics of the region. Strong performance on gender equality was notable in West and Central Africa (WCA). The Asia and the Pacific (APR) region, which was the top-performing in last year's RIDE, had the lowest average across scores in 2020 alone; nevertheless, it continues to perform well on climate change and gender equality.
- (vii) **Regional challenges also vary, driven by concentrated fragility and other issues.** Fragility exacerbates the challenges arising during project implementation, especially in terms of efficiency, adaptation to climate change, and sustainability. As noted in the 2020 RIDE, WCA has the largest number of countries in fragile situations and performance in the region lags behind others, especially on efficiency. Nevertheless, average performance has seen an improvement from last year and projects weak in efficiency are mainly those closed in 2018 and 2019. Out of the seven APR projects closed in 2020, three were rated moderately unsatisfactory or unsatisfactory on a wide range of criteria, including overall project achievement. Two of these projects targeted small island states and suffered deficiencies in project design or weak project steering.

Figure 2  
Project completion ratings for operations closed 2018-2020

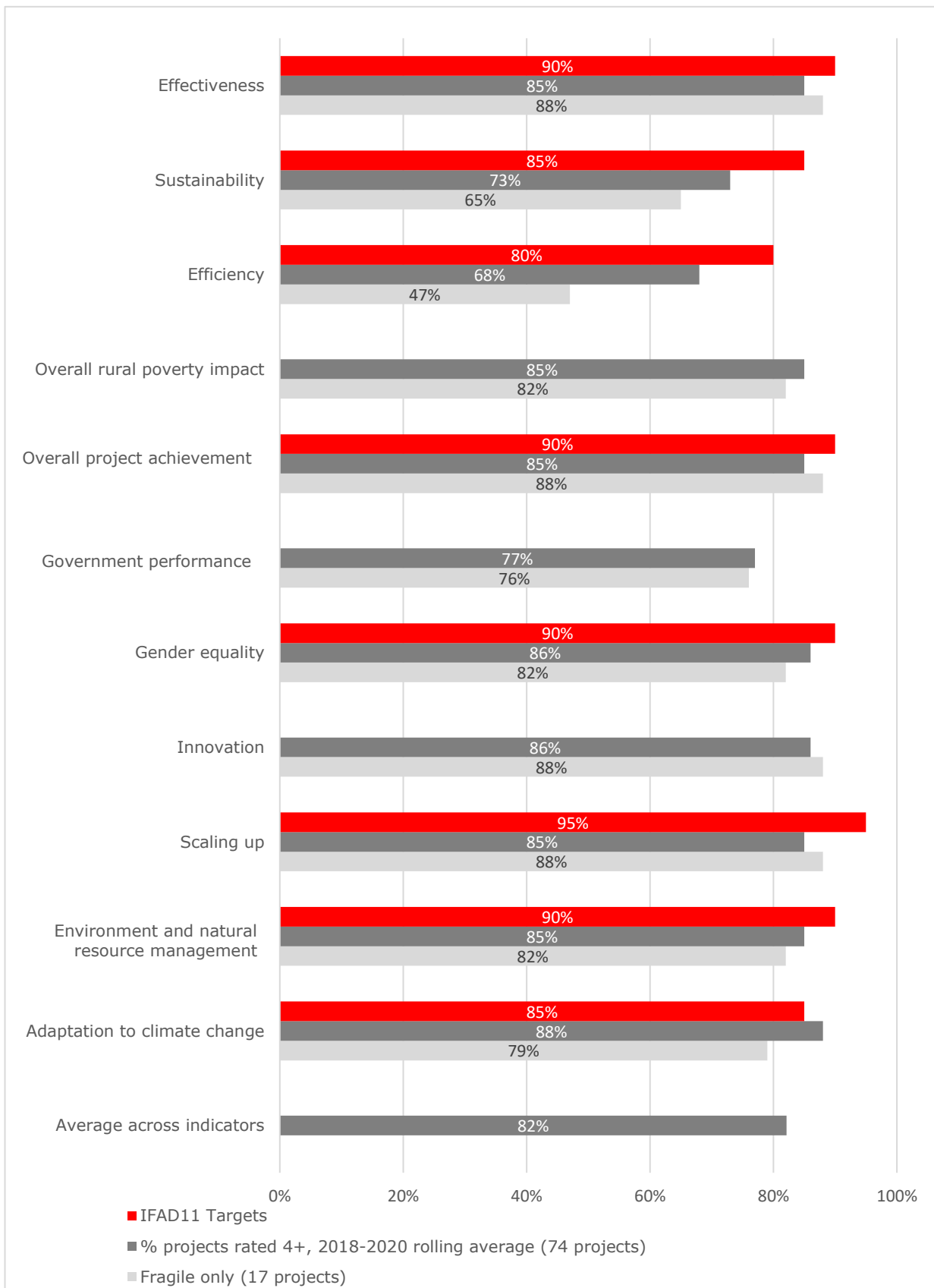
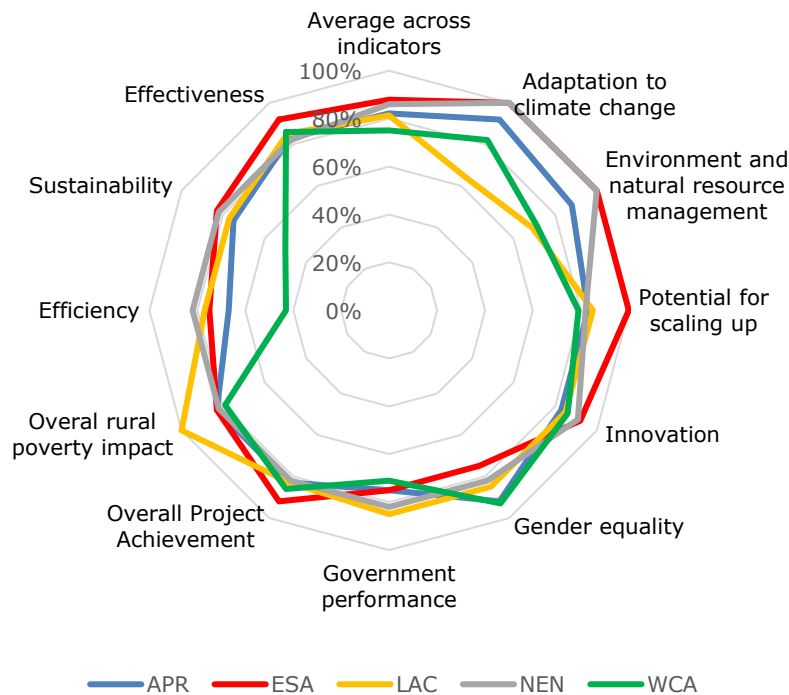


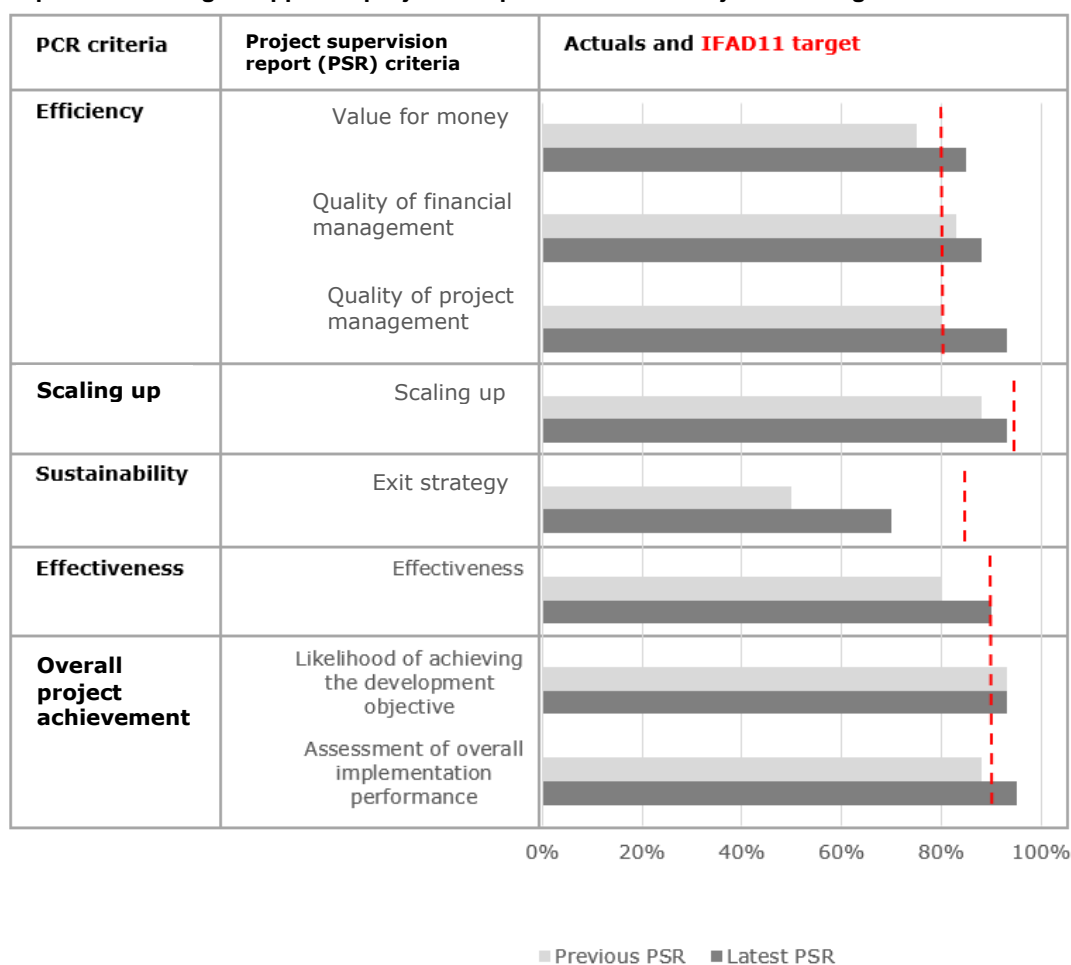
Figure 3  
**Project completion ratings by region 2018-2020**



16. **Looking forward towards the end of IFAD11.** Figure 4 below shows a projection of final PCR ratings for projects set to close in the remainder of IFAD11.<sup>10</sup> Evaluation criteria applied during supervision were mapped to the corresponding criteria used at PCR stage. Given this analysis, IFAD’s ongoing portfolio appears to be on track to achieve IFAD11 RMF targets related to effectiveness and overall project achievement. There is still a need to reinforce scaling up and there is also a clear need to improve sustainability. Efficiency is harder to map from supervision to completion, but indicators look positive.

<sup>10</sup> Based on current supervision ratings.

Figure 4  
Supervision ratings mapped to project completion criteria: Projects closing in IFAD11\*



\*For the two key supervision and implementation support (SIS) criteria (assessment of the overall implementation performance and likelihood of achieving the development objective), the percentages were calculated based on values  $\geq 3.5$ , in line with the modifications in PSR ratings approved by the Programme Management Committee (PMC) in July 2020.

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

#### A. Mobilizing resources

17. **Resource mobilization is the first of the four pillars of operational and organizational performance** as it serves to fund IFAD's ambitious programme of loans and grants (PoLG) and programme of work (PoW) during the period 2019-2021. Consultations for IFAD11 endorsed a PoLG target of US\$3.5 billion, with an increase of about 10 per cent over IFAD10. The PoLG reflected a balance between country demand and absorptive capacity, on the one hand, and financial prudence and IFAD's capacity to deliver, on the other.
18. **Contributions.** Replenishment contributions are the bedrock of IFAD's capital and financial commitment. Out of the IFAD11 target of 1.2 billion of core replenishment resources, 1.07 billion or 89 per cent were mobilized, with a small increase from last year's 87 per cent and in line with the figure projected in the IFAD11 midterm review. While the mobilization of core resources is peaking, IFAD has been working on increasing borrowed resources through sovereign loans and concessional partner loans.
19. **Delivery.** During the first two years of IFAD11, IFAD delivered 71 per cent of the PoLG, for a total of US\$2.48 billion, corresponding to 70 investment projects and two regional operations across 59 countries, and 48 grants. In line with IFAD's plan

to frontload the PoLG in the first year of IFAD11, almost half of the programme was delivered in 2019. Approvals saw a reduction in 2020 due to COVID-19 but, based on the 2021 pipeline, it is projected that the PoLG will be delivered in its totality by the end of the IFAD11 period with limited reallocations.

20. **Leveraging cofinancing.** To maximize its development impact and fund its PoW, IFAD also acts as an assembler of development finance through its Cofinancing Strategy and Action Plan. Cofinancing performance, both international and domestic, has exceeded targets. During the last three years, IFAD has mobilized 1.67 cents of additional financing for every dollar of core resources invested, above the IFAD11 target of 1:1.4 and despite the COVID-19 pandemic. The international cofinancing ratio over the period 2018-2020 was 0.74, against the 0.6 target. The domestic cofinancing ratio was 0.93 against a target of 0.8. As a de-risking mechanism, IFAD has been seeking to leverage cofinancing in an increasing number of projects and countries, and from an ever-greater number of partners, leading to a greater number of projects with high cofinancing ratios. Nonetheless, this increased cofinancing also brings challenges, e.g. meeting the high costs imposed by other multilateral development banks for supervision.
21. **Domestic cofinancing, in depth.** The disaggregation of domestic cofinancing shows different results according to country classification. Government’s cofinancing was higher than beneficiaries’ in upper-middle-income countries (UMICs).<sup>11</sup> Lower-middle-income countries (LMICs) are the contrary, with beneficiaries’ contribution higher than governments’; while in low-income countries (LICs), the two sources of cofinancing have approximately the same weight. Financing ratios related to beneficiaries’ contributions have overall increased since 2017-2019.

Table 1  
Domestic cofinancing ratios 2018-2020, by income category

Category of domestic cofinancing	LICs	LMICs	UMICs
Government	0.22	0.36	1.73
Beneficiaries	0.18	0.53	0.47

## B. Allocating resources

22. **Reaching the poorest countries.** In line with the targets for IFAD11, 90 per cent of the Fund’s resources are devoted to LICs and LMICs, and 10 per cent to UMICs, for a total of 80 beneficiary countries: 25 per cent of resources are being channelled to countries with fragile situations. There have been no reallocations as of 31 December 2020, testifying to the full absorption of original allocations and thus the success of the selective approach undertaken in IFAD11. Expectations remain that in 2021 reallocations will be very low – approximately 3 per cent of IFAD resources. Project size has remained relatively constant at US\$38.5 million.
23. **Targeting.** Careful targeting is central to IFAD’s contribution to the 2030 Agenda and the commitment of “leaving no one behind”. At design, 89 per cent of projects show at least a moderately satisfactory (or better) approach to the targeting strategy, and more than half of them are rated as fully satisfactory or higher. During implementation, 92 per cent of projects in the ongoing portfolio were rated as moderately satisfactory or above, according to the latest supervision ratings.

## C. Utilizing resources

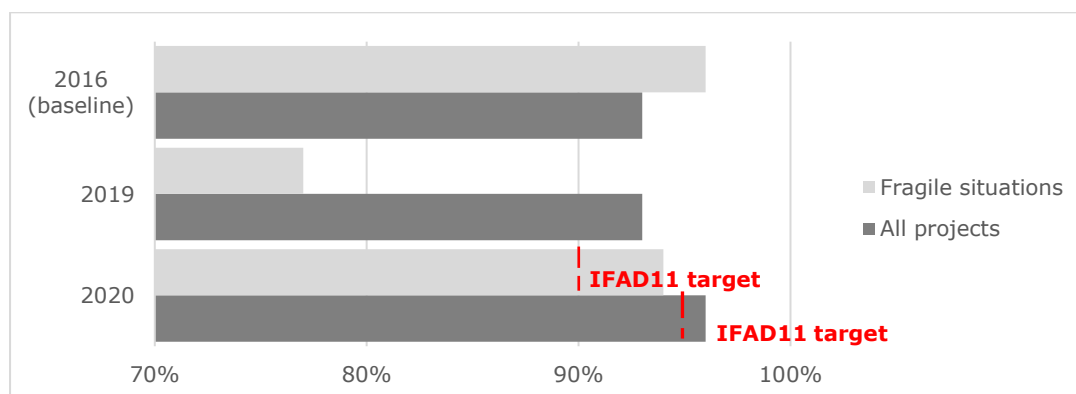
24. **Approach to utilizing resources.** IFAD’s approach to the use of resources is centred on the country-based model. While country strategic opportunities programmes (COSOPs) are key to assessing the instruments, approaches or thematic areas most appropriate for each country, they need to be dynamic tools

<sup>11</sup> Indonesia shifted to the UMICs group according to the latest World Bank financial year 2021 classification.

that enable building on lessons learned to improve effectiveness at country level. In line with its adaptive management approach, IFAD has been proactive in adapting COSOPs to emerging changes and needs. As of the end of 2020, 94 per cent of active COSOPs undertook at least one results review, surpassing the IFAD11 target of 80 per cent.

25. **South-South and Triangular Cooperation (SSTC)** also plays a key role in enhancing the development impact of IFAD’s country programmes. SSTC facilitates the exchange of knowledge, technology, policies and other resources, including financial ones, across Member States, and is supported through IFAD’s main SSTC hubs in Brazil, China and Ethiopia. In 2018-2020, 76 per cent of COSOPs approved included an articulated SSTC narrative. IFAD’s approach to SSTC is being further enhanced through the approval of a renewed SSTC strategy for 2021-2024.
26. **Stakeholder feedback and beneficiary engagement.** IFAD has adopted a Framework for Operational Feedback from Stakeholders, with the purpose of systematically collecting and using feedback from beneficiaries, policymakers, governments and in-country partners. According to 2021 survey data, IFAD continues to excel in the areas of knowledge management (93 per cent of respondents satisfied) and programme relevance (91 per cent of positive feedback). The satisfaction rate on effectiveness (87 per cent) and partnership building (89 per cent) is just below the IFAD11 target of 90 per cent. In line with what was reported in last year’s RIDE and ARRI, country-level policy engagement continues to be the weakest area, with 79 per cent of respondents satisfied.
27. **Portfolio quality at entry.** Consistent with trends since the start of IFAD11, IFAD is increasingly designing high-quality projects and surpassing RMF targets. The Operational Policy and Results Division and IFAD’s Quality Assurance Group, in coordination with other divisions, have been using a development effectiveness checklist (DEM+) to rate the key dimensions of project quality at design and ensure that all areas for improvement are tracked and followed up on. This reinforced review process continues to bear fruit: 96 per cent of all projects approved in 2019-2020 received a moderately satisfactory (or higher) rating for quality at design (exceeding the IFAD11 target of 95 per cent). Looking at countries in fragile situations, the percentage was 94 per cent, thus surpassing the IFAD11 target of 90 per cent. While not directly comparable, given the gap between ratings at design, during implementation and at completion, the next challenge in terms of quality assurance will be to sharpen the focus of the review to identify “predictors” of low performance during implementation, and ensure they are tackled to the extent possible (or the related risks are mitigated) before they take form during implementation.

Figure 5  
Projects rated 4+ at entry, overall design quality

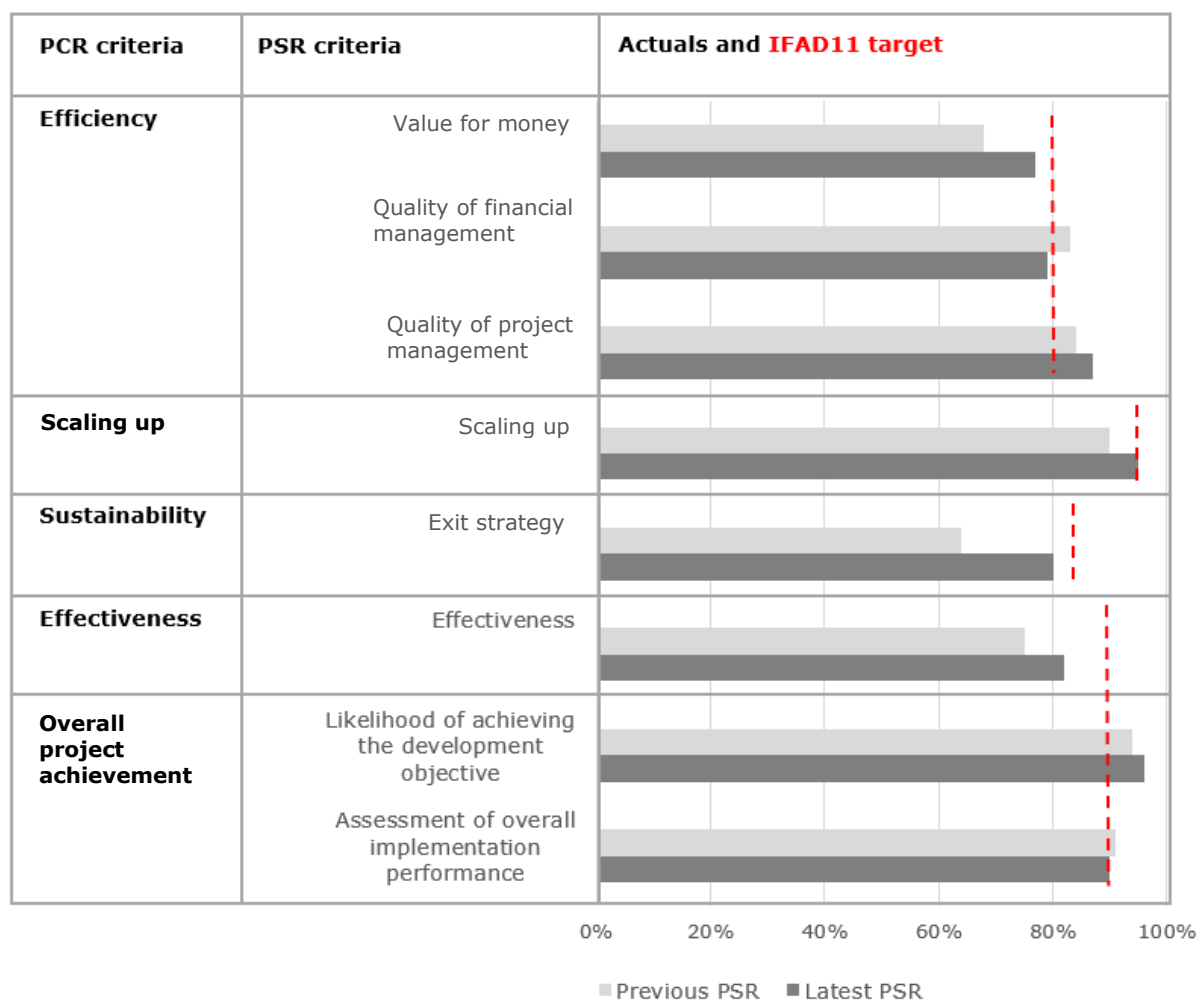


28. **Portfolio quality during implementation.** Assessing project performance during implementation is key to ensuring that corrective measures are in place, where

necessary, to steer execution towards achieving the expected results. IFAD's PSRs assess project performance according to 26 criteria, grouped under two main areas: the likelihood of achieving the development objective (including technical aspects linked to effectiveness and the mainstreaming themes), and overall implementation progress (including operational aspects). Figure 6 below shows an overall positive performance for the ongoing portfolio, with sustainability and effectiveness being the two main areas of concern. However, effectiveness, which performed relatively well at completion, is measured differently during implementation: the supervision is mainly focused on output delivery, especially before the midterm review, and aims at being as proactive as possible in identifying and resolving bottlenecks. In terms of efficiency, project value-for-money (VfM) scores are lower than those for financial and project management. Estimated and actual rates of return in the Economic and Financial Analysis, which is one of the elements in assessing VfM, tend to diverge, though they remain positive, demonstrating the value added of IFAD's projects. The action plan on efficiency, will provide, among other concrete actions, tools and suggestions and a clearer and more unified definition of VfM, thus contributing to a more comprehensive understanding of efficiency.

29. As noted in the previous paragraph, there is a gap between the overall level of ratings at entry and during implementation, and it is even wider at completion. While not all factors affecting implementation are under IFAD's control, implementation support, increased guidance, and capacity strengthening are IFAD's key tools for tackling this type of challenge. In addition, there is also IFAD's proactive approach to portfolio management, which is described in the next paragraph. This approach is also visible from the generally positive (or stable) trend when comparing the latest available supervision mission ratings and the previous ones, as shown in figure 6.

Figure 6  
Projects rated 4+ during implementation\*



\*For the two key SIS (assessment of the overall implementation performance and likelihood of achieving the development objective), the percentages were calculated based on values  $\geq 3.5$ , in line with the modifications in PSR ratings approved by the PMC in July 2020.

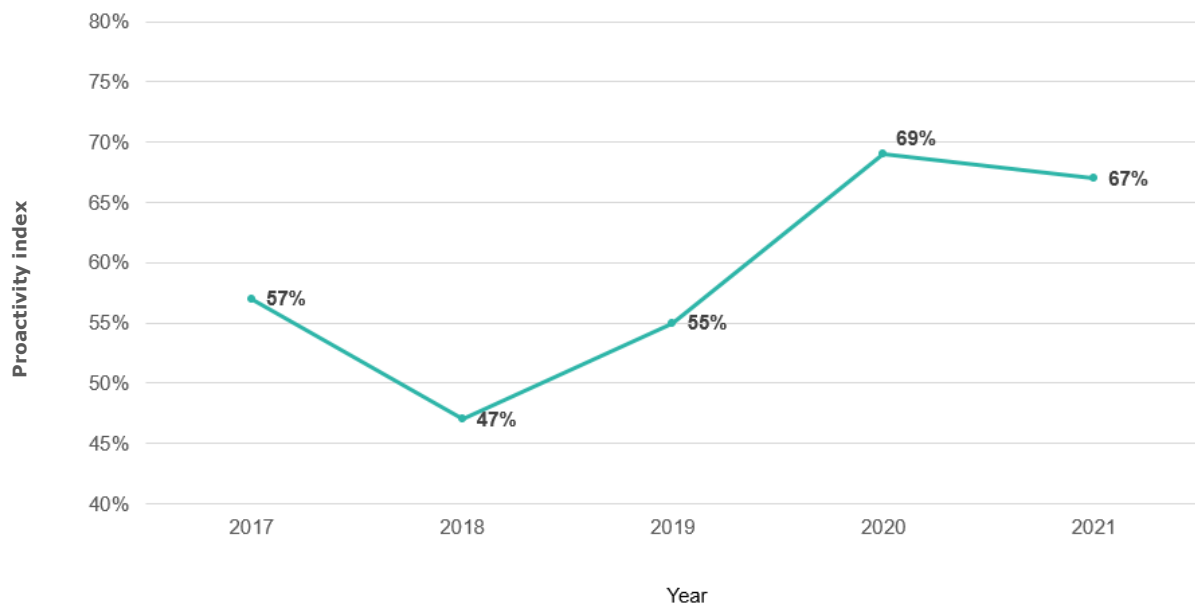
30. **Problem projects.** The share of “actual problem projects” according to the latest supervision mission (8 per cent) shows an overall decline since 2018. That is lower than in most IFIs, which have between 12 and 20 per cent of the portfolio at risk of problem status at any time; the difference could be explained by IFAD’s stronger focus on potential problem projects, which account for a higher percentage of the total portfolio, and incentives introduced for teams to take early corrective action (see figure 7 below). The restructuring policy approved in 2018 helped take timely corrective measures to adjust implementation – proactivity is now 67 per cent, increased from less than 50 per cent in 2018 when the policy went into place (see figure 8).



Figure 7  
Share and volume of actual problem projects (APPs) in IFAD's portfolio



Figure 8  
Proactivity index trends



31. **Portfolio management.** IFAD aims to be agile in using the PoLG to respond to country needs and demands in the shortest delivery time. The average duration of design in 2018-2020 was 11 months. Data for 2020 show an average of less than nine months, near the eight-month target for IFAD11. The average time from approval to first disbursement is 10 months, having met and surpassed the IFAD11 target of 12 months. The overall disbursement ratio for the 2018-2020 period is at 16.5 per cent, just under the IFAD11 target of 17 per cent; while it is above the target for countries in fragile situations (17.6 per cent against 16 per cent).

#### D. Transforming resources

32. **Decentralization.** Decentralization is at the heart of the internal reform agenda begun in IFAD10 and continuing in IFAD11. It is key to facilitating partnerships with both governments and other development partners. As of 2020, 33 per cent of staff positions were located in IFAD Country Offices (ICOs) or regional hubs, which manage the totality of IFAD's investment projects. The budget assigned to SIS is

also entirely managed through ICOs or regional hubs, under the delegation of authority framework. Targets for all three above-mentioned indicators have been met.

33. **Institutional efficiency.** In the 2018-2020 period, IFAD has met or exceeded all targets related to efficiency. IFAD's administrative expenditure is 12.9 per cent of the PoLG (meeting the relevant target); it is 4.9 per cent of the PoW (which includes cofinancing) against a target of 6 per cent, and 16 per cent of annual disbursements (again, meeting the target). The administrative budget is 2.03 per cent of the ongoing portfolio of loans and grants, surpassing the target of 2.10 per cent.
34. **New tools to manage the portfolio.** Efficiency is also driven by the use of cost- and time-effective portfolio management tools:
  - (i) Usage of the IFAD Client Portal (ICP), introduced in 2016, has seen a significant increase, jumping from 63 per cent of countries with disbursable projects using the portal in 2019 to 95 per cent in 2020. ICP has been progressively expanding its functionalities, from withdrawal applications to procurement services, with the aim of becoming the one-stop-shop for external users to submit requests to IFAD and obtain real-time information.
  - (ii) A second key online tool in the management of IFAD projects is the ORMS, used by the entire active portfolio. In the ORMS, streamlined workflows and data validation ensure quality improvement, accountability, transparency and learning, thus contributing to results-based decision-making under IFAD's DEF. In 2020, IFAD launched the integrated project risk matrix to promote structured, consistent and proactive attention to risk management throughout the project cycle. Reporting on SDG contributions has been rolled out in the ORMS and additional changes are in the pipeline to reflect new areas of business, e.g. non-sovereign operations, and new methods to further promote learning in both country programmes and projects.
  - (iii) For project procurement, IFAD also launched an online contract monitoring tool, which captures data from the programme management unit procurement unit to feed dashboards and reports. Through the tool, IFAD and project staff can easily track contract implementation, payments and potential risks.
35. **Workforce management.** Performance of indicators related to the management of the workforce continued to improve in 2020. Professional staff from List B and C countries are now 46 per cent of employees, while women in P5 posts and above are 34 per cent, close to the IFAD11 35 per cent target. The organization has kept its efficiency in recruiting personnel, with the average time to fill Professional vacancies going down to 93 days, well below the IFAD11 target of 100 days.
36. **Transparency.** Transparency is key to better data usage, feeding improvements in the design of future projects and helping shape the decision agenda at government level. In 2020, IFAD continued to successfully implement its Transparency Action Plan. Since the beginning of IFAD11, 58 per cent of projects approved include activities or components that advance transparency in borrowing countries, well above the IFAD11 target of 30 per cent and with a significant increase from last year's 47 per cent. Some examples are: enhancing transparency standards of farmers' cooperatives to facilitate beneficiaries' access to market; transparent establishment of farmer forums, with consultative election of their leaders; and the identification of climate investment opportunities through community-based, transparent and participatory mechanisms.
37. **Transparency during COVID-19.** In 2020, despite the challenges to data collection and analysis due to the COVID-19 outbreak, 87 per cent of the PCRs were submitted on time, improving on last year's 67 per cent and surpassing the

IFAD11 target. In addition, 70 per cent of the PCRs due in 2020 were disclosed, albeit still below the IFAD11 target of 90 per cent. The International Aid Transparency Initiative has rated the comprehensiveness of IFAD's publishing standards at 86 per cent, well above the IFAD11 target of 75 per cent.

#### **IV. Way forward in 2021 and beyond**

38. **Strong performance despite constraints and challenges.** The RIDE 2021 shows that despite challenges from COVID-19, IFAD has managed to keep its performance strong – as testified by the results achieved under Tier II and III indicators. Proactive decision-making – regarding the restructuring of ongoing projects, the flagging of potential problem projects, the timely closing of poorly performing projects and the considered and judicious use of extensions– all give a sense that IFAD is well aware of the challenges of achieving consistently good development results. This progress is heartening, but even more can be done to encourage the use of evidence for learning.
39. **Remaining areas of weakness.** The areas of weakness in the portfolio and in results are also not new: performance is weakest in sustainability, efficiency, scaling up and M&E. Solving these problems requires new tools and strategies, but also country-level data to bring evidence and lessons learned together, guide needs and priorities, and improve ownership by governments. Thanks to the revised grant policy approved in 2021, the grant programme will also help promote stronger engagement on these important themes.
40. **Data use and learning.** In preparation for IFAD12, the update of the DEF will address the above-mentioned issues in terms of evidence collection, use and learning. Key focus areas include: (i) strengthening the results focus of projects at design, during implementation and at completion; (ii) enhancing the focus on a country approach; and (iii) improving ownership, alignment around IFAD's investments and promoting data use and transparency. The DEF will provide a comprehensive framework to ensure that adaptive management and learning permeate all three focus areas of intervention and are embedded into specific recommendations. Altogether, the DEF and its action plans<sup>12</sup> are expected to boost IFAD's results at all three levels of its RMF, thus setting the stage for maximizing IFAD's development impact in coming years.

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<sup>12</sup> The DEF will include four dedicated action plans: in addition to efficiency and sustainability (as mentioned in section II), a third action plan will focus on a comprehensive approach to Monitoring, Evaluation, Adaptation and Learning (MEAL), while the fourth action plan will consist in the update of the scaling-up strategy.

# The Eleventh Replenishment of IFAD's Resources (IFAD11) Results Management Framework

## Tier I – Goals and context

		Source	Baseline (year)	Results (year)
<b>1.1 Sustainable Development Goal (SDG) 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	8.2 (2019)
<b>1.2 Sustainable Development Goal 2: Zero hunger</b>				
1.2.1	Prevalence of food insecurity (SDG 2.1.2)	UNSD	N/A	25.9 (2019)
1.2.2	Prevalence of stunting among children under 5 years of age (SDG 2.2.1)	UNSD	N/A	21.3 (2019)
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	12.8 (2018)
1.2.6	Government expenditure on agriculture (index) (SDG 2.A.1)	UNSD	N/A	0.28 (2018)

## Tier II – Development results

Impact		Source	Baseline	2019	2020	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>	<b>2018-2020 rolling average</b>	
2.2.1	Overall project achievement (ratings 4 and above) (percentage)	Project completion report (PCR) ratings	88	85	85	90
2.2.2	Overall project achievement (ratings 4 and above) (percentage)	Independent Office of Evaluation of IFAD (IOE) ratings	81	72	76	-
2.2.3	Overall project achievement (ratings 5 and above) (percentage)	IOE ratings	26	23	25	-
2.2.4	Effectiveness (ratings 4 and above) (percentage)	PCR ratings	84	84	85	90
2.2.5	Efficiency (ratings 4 and above) (percentage)	PCR ratings	77	65	68	80
2.2.6	Gender equality (ratings 4 and above) (percentage)	PCR ratings	87	88	86	90
2.2.7	Gender equality (ratings 5 and above) (percentage)	PCR ratings	54	49	51	60
2.2.8	Sustainability of benefits (ratings 4 and above) (percentage)	PCR ratings	78	70	73	85
2.2.9	Scaling up (ratings 4 and above) (percentage)	PCR ratings	92	85	85	95
2.2.10	Environment and natural resource management (ENRM) (ratings 4 and above) (percentage)	PCR ratings	88	82	85	90
2.2.11	Adaptation to climate change (ratings 4 and above) (percentage)	PCR ratings	84	84	88	85
<b>2.3</b>	<b>Project-level outcomes and outputs<sup>f</sup></b>		<b>2016 /2019</b>	<b>2019</b>	<b>2020</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>	128.5(M51/F49) (Y22/NY78)	120
2.3.2	Number of ha of farmland with water-related infrastructure constructed/rehabilitated (SDG 2.3)	Core indicators (RIMS)	57 000	492 700	562 900	70 000
2.3.3	Number of persons trained in production practices and/or technologies (millions) <sup>g</sup> (SDG 2.3)	Core indicators (RIMS)	2.51	2.63 (M53/F47)	3.2 (M57/F43)	3.5

Impact		Source	Baseline	2019	2020	IFAD11 target (end-2021)
				(Y13/NY87)	(Y22/NY78)	
2.3.4	Number of persons in rural areas accessing financial services (millions) <sup>9</sup> (SDG 2.3)	Core indicators (RIMS)	17.4	22 (M50/F50) (Y25/NY75)	23.4 (M49/F51) (Y22/NY78)	23
2.3.5	Number of persons/households provided with targeted support to improve their nutrition (millions) <sup>9</sup> (SDG 2.1)	Core indicators (RIMS)	1.7 (M40/F60) (Y43/NY57)	1.7 (M40/F60) (Y43/NY57)	1.8 (M37/F63) (Y22/NY78)	5
2.3.6	Percentage of women reporting improved quality of their diets <sup>h,k</sup> (SDG 2.2)	Core indicators – outcome level (RIMS)	n/a	n/a	23	20%
2.3.7	Number of rural enterprises accessing business development services (SDG 8.2)	Core indicators (RIMS)	91 240	505 500	532 500	100 000
2.3.8	Number of persons trained in income-generating activities or business management (millions) <sup>9</sup> (SDG 4.4, 2.3)	Core indicators (RIMS)	2.4	2.35 (M37/F63) (Y46/NY54)	3.7 (M39/F61) (Y25/NY75)	3.2
2.3.9	Number of supported rural producers who are members of rural producers' organizations (millions) <sup>9</sup> (SDG 2.3)	Core indicators (RIMS)	0.8	0.7 (M44/F56) (Y15/NY85)	1.5 (M52/F48) (Y18/NY82)	1.2
2.3.10	Number of kilometres of roads constructed, rehabilitated or upgraded (SDG 9.1)	Core indicators (RIMS)	13 700	10 700	13 100	20 000
2.3.11	Number of groups supported to sustainably manage natural resources and climate-related risks (SDG 2.4)	Core indicators (RIMS)	7 700	7 700	8 100	10 000
2.3.12	Number of persons accessing technologies that sequester carbon or reduce greenhouse gas emissions <sup>9</sup> (SDG 7.1)	Core indicators (RIMS)	81 200 (M63/F37) (Y20/NY80)	81 200 (M63/F37) (Y20/NY80)	148 100 (M63/F37) (Y15/NY85)	120 000
2.3.13	Number of persons/households reporting adoption of environmentally sustainable and climate-resilient technologies and practices <sup>k</sup>	Core indicators – outcome level (RIMS)	n/a	n/a	50 400	300 000
2.3.14	Number of hectares of land brought under climate-resilient management (SDG 2.4)	Core indicators (RIMS)	1.2 million	1.75 million	1.67 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	-59 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)	31 000 (M55/F45) (Y29/NY71)	31 000 (M55/F45) (Y29/NY71)	72 900 (M52/F48) (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 the Report on IFAD's Development Effectiveness (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. Figures are rounded.
- <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).
- <sup>k</sup> Preliminary results based on a subset of ongoing projects that reached either midterm or completion in 2020, in line with IFAD corporate guidelines on outcome-level reporting. Final results on IFAD's achievement on outcome-level indicators will be assessed at the end of the IFAD11 cycle and will be presented to the Executive Board in the RIDE 2022 (see EB 2020/130/R.12).

### Tier III – Operational and organizational performance

		Source	Baseline	2019	2020	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 <sup>a</sup>	Corporate databases	N/A	87	89	Tracked
3.1.2	Debt-to-equity ratio (percentage)	Corporate databases	3.3	8.1	12.5	Tracked
3.1.3	Cofinancing ratio (international) <sup>b</sup>	Grant and Investment Projects System (GRIPS)	1:0.53	1:0.61	1:0.74	1:0.6
3.1.4	Cofinancing ratio (domestic) <sup>b</sup>	GRIPS	1:0.74	1:0.76	1:0.93	1:0.8
<b>3.2</b>	<b>Allocation of resources</b>		<b>2013-2015</b>			
3.2.1	Share of core resources* allocated through the performance-based allocation system (PBAS) to low-income countries (LICs) and lower-middle-income countries (LMICs); and to upper-middle-income countries (UMICs) (percentage) <sup>c</sup>	Programme Management Department (PMD)	N/A	90:10	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	80
3.2.4	Average size of IFAD's investment projects (IFAD financing) (millions of US\$)	GRIPS	28.6 (2014-2016)	40	38.5	Tracked
3.2.5	Appropriateness of targeting approaches in IFAD investment projects (percentage)	Quality assurance ratings	N/A	93	89	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	N/A	93	91	90
		Country strategic opportunities programme (COSOP) completion reviews (CCRs)	N/A			80
3.3.2	Percentage of active COSOPs that undertook at least one COSOP results review during the cycle <sup>e</sup>	GRIPS	N/A	86	94	80
3.3.3	Effectiveness of IFAD country strategies (ratings of 4 and above) (percentage)	Client surveys	N/A	89	87	90
		CCRs	N/A			80
3.3.4	Partnership-building (ratings of 4 and above) (percentage)	Client surveys	100	91	89	90
		CCRs	N/A			80
3.3.5	Country-level policy engagement (ratings of 4 and above) (percentage)	Client surveys	100	83	79	90
		CCRs	N/A			80
3.3.6	Knowledge management (ratings of 4 and above) (percentage)	Client surveys	N/A	93	93	90
		CCRs	N/A			80
3.3.7	SSTC (percentage of COSOPs with comprehensive approach at design)	COSOPs	50	88	76	66



		Source	Baseline	2019	2020	IFAD11 target (end-2021)
3.3.8	Percentage of new country strategies in countries with the most fragile situations that undertake fragility assessments <sup>e</sup>	IFAD records	N/A	100	100	60
<b>3.4</b>	<b>Quality at entry</b>		<b>2016</b>			
3.4.1	Overall rating for quality of project design (ratings 4 and above) (percentage) <sup>d</sup>	Quality assurance ratings	93	93	96	95
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	94	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	51.5	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	11.06	8
3.5.2	Time from project approval to first disbursement (months)	GRIPS	17	15	10.09	12
3.5.3	Disbursement ratio (percentage)** <sup>e</sup>	Oracle FLEXCUBE	16.7	17.9	16.51	17
3.5.4	Disbursement ratio** – fragile situations only (percentage)	Oracle FLEXCUBE	12.8	19.1	17.58	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	33
3.6.2	Percentage of IFAD's investment projects (by financing volume) managed by ICOs/regional hubs	Corporate databases	74	100	100	100
3.6.3	Percentage of supervision/implementation support budget used through ICOs/regional hubs	Corporate databases	n/a	100	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	12.9
3.7.2	Ratio of actual administrative expenditures (including expenditures financed by management fees) to IFAD's programme of work (PoW) (PoLG and cofinancing)	Corporate databases	6.5	4.7	4.9	6.0
3.7.3	Ratio of actual administrative expenditure (including expenditure financed by management fees) to annual disbursements	Corporate databases	18.1	15.6	16	16
3.7.4	Ratio of the administrative budget to the ongoing portfolio of loans and grants	Corporate databases	2.27	2.1	2.0	2.1
3.7.5	Percentage of countries with disbursable projects using the IFAD Client Portal	Information and Communications Technology Division	-	63	95	75
3.7.6	Percentage of IFAD operations using the ORMS	PMD	-	100	100	100
3.7.7	Percentage of IFAD-supported projects trained through the Centers for Learning on Evaluation and Results (CLEAR) initiative	PMD	-	56	85	85
<b>3.8</b>	<b>Workforce management</b>		<b>2016</b>			

		Source	Baseline	2019	2020	IFAD11 target (end-2021)
3.8.1	Percentage of women in P5 posts and above	Corporate databases	29	34	34	35
3.8.2	Percentage of Professional staff from Lists B and C	Corporate databases	38	44	46	Tracked
3.8.3	Time to fill Professional vacancies (days)	Corporate databases	91	94	93	100
<b>3.9</b>	<b>Transparency</b>		<b>2016</b>			
3.9.1	Percentage of PCRs submitted within six months of completion, with that percentage publicly disclosed	PMD	41/0	67/74	87/70	85/90
3.9.2	Comprehensiveness of IFAD's publishing to International Aid Transparency Initiative (IATI) standards (percentage)	IATI	63	86	86	75
3.9.3	Percentage of operations with activities or components that advance transparency in borrowing countries	Corporate databases	N/A	47	58	30

<sup>a</sup> The indicator refers to the percentage of core replenishment resources that have been mobilized, as compared to the IFAD11 target.

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

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

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

<sup>e</sup> Corporate databases are being enhanced to enable capture of this information.

\* Core resources is a definition adopted by IFAD to describe core replenishment contributions, unrestricted complementary contributions, principal and interest repayments on 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

FY2020		FY2021	
1	Afghanistan	1	Afghanistan
2	Burkina Faso	2	Burkina Faso
3	Burundi	3	Burundi
4	Cameroon	4	Cameroon
5	Central African Republic	5	Central African Republic
6	Chad	6	Chad
7	Comoros	7	Comoros
8	Congo, Dem. Rep.	8	Congo, Dem. Rep
9	Congo, Rep.	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	Lao
18	Liberia	18	Lebanon
19	Libya	19	Liberia
20	Mali	20	Libya
21	Marshall Islands	21	Mali
22	Micronesia	22	Marshall Islands
23	Myanmar	23	Micronesia
24	Niger	24	Mozambique
25	Nigeria	25	Myanmar
26	Papua New Guinea	26	Niger
27	Solomon Islands	27	Nigeria
28	Somalia	28	Papua New Guinea
29	South Sudan	29	Solomon Islands
30	Sudan	30	Somalia
31	Syrian Arab Republic	31	South Sudan
32	Timor-Leste	32	Sudan
33	Tuvalu	33	Syrian Arab Republic
34	Venezuela, RB	34	Timor-Leste
35	West Bank and Gaza	35	Tuvalu
36	Yemen, Rep	36	Venezuela, RB
37	Zimbabwe	37	West Bank and Gaza
		38	Yemen, Rep
		39	Zimbabwe

## Value-for-money scorecard

<i>Dimensions of business model</i>	<i>Key problems</i>	<i>Actions taken to enhance value for money (VfM)</i>	<i>Link to VfM 4E dimensions</i>	<i>Measurement of success through the Results Management Framework (RMF) indicators*</i>	<i>2019 results</i>	<i>2020 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 produce a multiplier effect on the total amount of loans, thereby increasing the efficiency and economy of those 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%	12.5%
		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>	<ul style="list-style-type: none"> <li>1:0.74 (above)</li> <li>1:0.93 (above)</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>	<ul style="list-style-type: none"> <li>128.5 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>	<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>	<ul style="list-style-type: none"> <li>0%</li> </ul>
		Enhanced targeting of youth	<b>Equity.</b> Enhances equity by ensuring key populations are reached.		<ul style="list-style-type: none"> <li>80</li> <li>130 million</li> </ul>	<ul style="list-style-type: none"> <li>80</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>	<ul style="list-style-type: none"> <li>11.06 (below)</li> <li>10 (above)</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>	<ul style="list-style-type: none"> <li>16.5 (below)</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>	<ul style="list-style-type: none"> <li>32.6% (below)</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>	<ul style="list-style-type: none"> <li>US\$38.5 million</li> <li>25%</li> </ul>

<b>Resource transformation</b>	Insufficient focus on measuring and managing for results	Development Effectiveness Framework (DEF) to manage for results	<b>Four “E”s.</b> Ensure 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> </ul>	• 131.7 million	• 128.5 million
		Impact assessment initiative	<b>Effectiveness.</b> Ensures attributable impact to determine effectiveness.	<ul style="list-style-type: none"> <li>• Percentage of countries with disbursable projects using the IFAD Client Portal (3.7.5)</li> <li>• Percentage of IFAD operations using the ORMS (3.7.6)</li> <li>• Percentage of IFAD-supported projects trained through the CLEAR initiative (3.7.7)</li> </ul>		
		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	• 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>	<ul style="list-style-type: none"> <li>• 95% (above)</li> <li>• 100% (meeting)</li> <li>• 85% (meeting)</li> </ul>	

\* RMF indicators noted in parentheses.

## Quality assurance for better development effectiveness and sustainability of benefits

### 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, grants, the Rural Poor Stimulus Facility (RPSF), non-sovereign operations (NSOs) and South-South and Triangular Cooperation (SSTC) Facility projects designed in 2020. Moreover, it calls attention to 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. The year 2020 has been a challenging one due to the pandemic. Nonetheless, by readapting QAG's methods of work, the division was able to ensure a smooth and timely implementation of core activities.

### II. Country strategic opportunities programmes

2. QAG carried out quality assurance reviews of 13 COSOPs in 2020, of which six were submitted to the Board. Last year also saw a number of innovations for COSOPs: a Development Effectiveness Matrix (DEM) was introduced, and for the first time QAG reviewed a country strategy note (CSN).<sup>13</sup> The purpose of the DEM is to help ensure that the Operational Strategy and Policy Guidance Committee (OSC) discussions of COSOPs are more structured and focused on key issues of significance to IFAD's mandate.
3. Following discussions in the Programme Management Committee, the COSOP DEM was adopted in December 2020 and piloted shortly thereafter. The matrix focuses on high-level strategic issues for which OSC guidance and decisions are required. It offers clearer guidelines for assessing the quality at entry of country strategies and facilitates a broader and strategic OSC discussion. The DEM will help ensure that COSOPs are tailored to the country context, build on evidence and lessons learned, and are realistic given available resources and capacities. Through the DEM, COSOPs will be rated on a number of indicators, thus also allowing for comparison of quality at entry across COSOPs. The ratings will facilitate analytical work and the identification of cross-cutting and systemic issues in IFAD country strategies.
4. The COSOPs prepared in 2020 showed good alignment with the SDG agenda, government policies and strategies, and with the United Nations Sustainable Development Cooperation Framework. COSOPs mostly displayed good poverty and situation analyses, well-articulated theories of change and a strong focus on IFAD's four mainstreaming priorities. They showed increased attention to persons with disabilities and indigenous peoples, and highlighted the importance of engaging with the private sector.
5. The 2020 COSOP reviews also underlined areas that require further consideration. Some COSOPs could be better tailored to specific country contexts – particularly in terms of setting objectives and ambitions commensurate with the resources and capacities of IFAD and its implementing partners; and supported by a clear plan to address past portfolio weaknesses. Synergies could also be strengthened between lending and non-lending activities, and between the different instruments through which IFAD fulfils its mandate (sovereign investment projects, regular grants, NSOs, regional lending operations, etc.). With regard to non-lending areas, including knowledge management, policy engagement and SSTC, COSOPs could often more clearly identify priorities, strategic partnerships and expected

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<sup>13</sup> A CSN may be prepared instead of a COSOP under exceptional circumstances (limited prior engagement, small or no PBAS, if the country is experiencing uncertainty or conflict, etc.) and subject to prior approval by the Associate Vice-President/PMD.

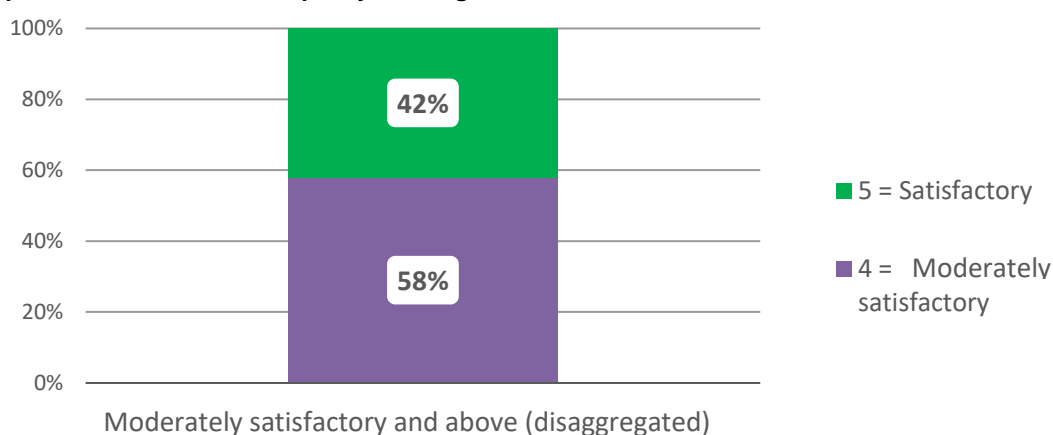
outcomes. Moving forward, non-lending activities and the integration of a tailored instruments mix in a coherent country strategy will become even more relevant in view of the transition to the IFAD12 business model, not only for UMICs but also for other countries.

### III. Loan-funded projects and programmes

8. QAG conducted a detailed analysis of the quality-at-entry ratings of the 19 loan-funded projects approved in 2020. This analysis revealed that, notwithstanding the challenges in design posed by the pandemic, all projects had an overall quality of design that was moderately satisfactory or better (see figure 1). None were, however, highly satisfactory. The analysis also indicated that the quality at entry of projects designed in fragile situations was slightly weaker than in LICs and middle-income countries, which is probably not surprising given the more challenging policy and institutional contexts in fragile situations.

Figure 1

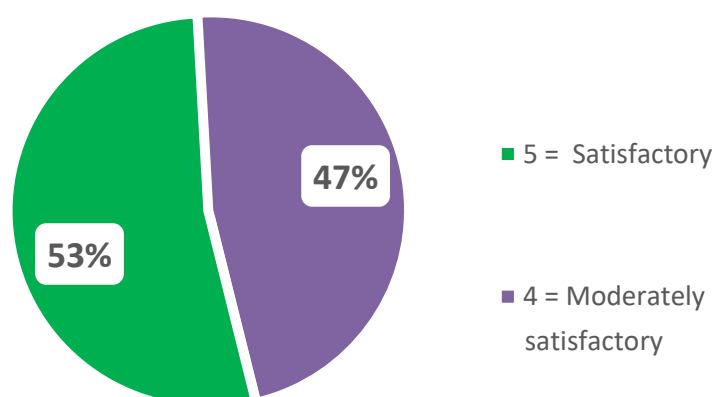
#### Project portfolio in 2020: Overall quality of design



9. QAG's analysis revealed a strong performance in targeting, with 100 per cent of projects approved last year rated moderately satisfactory or better (figure 2). By capitalizing on the lessons learned from 2019, the 2020 projects displayed a strong combination of different targeting mechanisms tailored to the project area and thematic focus of projects, coupled with the use of gender-disaggregated indicators in the logframe. This resulted in generally sounder targeting strategies with a clear focus on poor rural households.

Figure 2

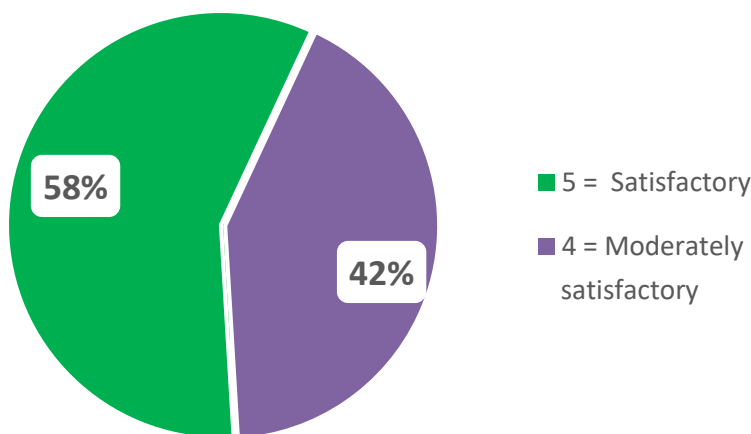
#### Project portfolio in 2020: Targeting



10. With regard to monitoring and evaluation (M&E) and logframe, all projects were rated moderately satisfactory or better (figure 3). Prior planning of the impact

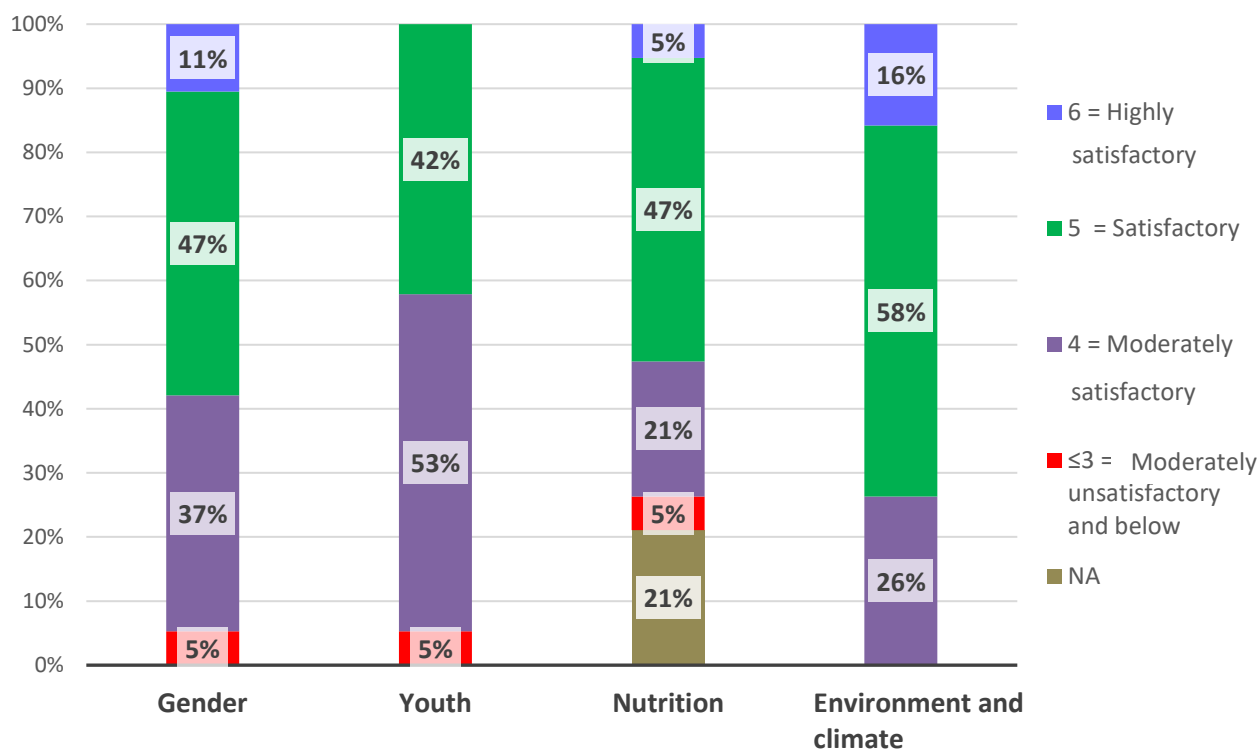
assessments to be conducted during implementation and the use of digitalized data collection were positive features in some designs.

Figure 3  
Project portfolio in 2020: M&E and logframe



11. The performance of the mainstreaming themes was generally positive, with 100 per cent of projects rated moderately satisfactory and above for environment and climate change, and 95 per cent for both youth and gender. On the other hand, the performance of the nutrition theme was less positive as only 75 per cent of the projects were rated moderately satisfactory and above. It is worth noting that for 21 per cent of the projects the indicator for nutrition was not applicable, as these projects did not primarily address this theme.

Figure 4  
Project portfolio in 2020: Mainstreaming themes





12. The QAG analysis of the projects submitted, together with the quality-at-entry ratings, highlighted some lessons for the future:
- **The need for a more detailed assessment of countries' institutional capacities.** Projects often lack an analysis identifying institutional gaps and challenges, and rely on complex organizational arrangements. One result is limited focus on capacity-building activities.
  - **More attention is needed on the sustainability of benefits.** Projects' exit strategies are often not fully developed and they do not provide the right time frames to ensure the long-term sustainability of project benefits. Moreover, projects should ensure the greater engagement of relevant stakeholders throughout the project life cycle.
  - **The need to reconcile ambition with context.** Just as the projects approved in 2019, the 2020 cohort is characterized by an overestimation of objectives at project design as compared to the country context, in particular as regards the policy and institutional environments. Similarly, the theories of change are often incoherent and not comprehensive, with an unclear explanation of the horizontal and vertical synergies among project components.
  - **The lack of sufficient customization of non-lending activities.** Description of non-lending activities could be more detailed, specifying how they would reinforce other activities to achieve project goals and objectives. A greater synergy between policy engagement, knowledge management, SSTC and stronger partnerships would also be beneficial to project effectiveness.

#### IV. Grants

13. In 2020, there were 20 IFAD-funded grant projects approved.<sup>14</sup> Out of the projects rated by QAG for quality at entry, 85 per cent received a rating of moderately satisfactory (4) or above for overall quality of design.
14. In addition to working on the design, review and approval of new grant proposals, IFAD prepared a new policy for regular grants. Approved by the Executive Board in April 2021, it takes into account the outcome of consultations on the Twelfth Replenishment of IFAD's Resources.
15. The new policy focuses on ensuring that regular grants can make more impact on the ground for IFAD's PoW and foster a more conducive environment for small-scale agriculture and rural development, including at the regional and global levels. The preparatory work leading to the development of the new policy has allowed IFAD to take stock of key lessons learned through the implementation of the regular grants programme. These lessons were reflected in the QAG reviews of new proposals during 2020.
16. The following key aspects emerged from the QAG analysis of grant ratings:
- The assessment of the technical robustness of grant proposals has seen an improvement in recent years. Grant-funded projects usually have strong theories of change and clear and coherent logical frameworks.
  - Targeting and linkages with IFAD operations are key elements in the assessment of the overall quality at entry of grant proposals. Linkages should be concrete and relate to the targeting strategy to deliver on the catalytic potential of the regular grants programme.
  - Grant-funded projects help establish or strengthen partnerships, with the private sector playing an increasingly large role in this regard. However,

<sup>14</sup> The figure includes micro-grants; however, micro-grants and contributions are not rated.

continued efforts will be needed to ensure that such partnerships are translated into enhanced visibility for IFAD and the improved delivery of IFAD's operations.

- Continued efforts are required to maximize the efficiency of grant-funded projects. The value for money of proposals is often difficult to assess, especially when the targeting strategy is not discussed in detail at design stage. There is also scope for reducing management costs and waiving management fees when grants are implemented by selected recipients such as the Rome-based agencies.

Table 1

**Results framework and performance indicators for grant policy implementation**

<i>Expected results – performance indicators</i>	<i>2014 (baseline)</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</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	100	97	96	100	85	90
(b) Percentage of grantees selected via competitive processes (global/regional only, contributions not included)	4	36	39	40	41	64	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	91	96	92	83	94	80
(b) Percentage of grant-funded projects rated 4 or better for overall implementation progress	92	91	92	90	90	95	95
(c) Number of grants resulting in scaled-up development interventions, including IFAD investment projects	N/A	31	37	27	60	55	30
(d) Cofinancing mobilized by partners of IFAD grant-funded projects per US\$ invested by IFAD	1.3:1	1.4:1	0.8:1	1.6:1	2.14:1 <sup>15</sup>	0.5:1	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: 174 Large: 269	Small: 228 Large: 279	Small: 128 Large: 252	Small: 143 Large: 207	Small: 119 Large: 354 <sup>16</sup>	Small: 150 Large: 180

## V. Other activities

17. **Knowledge work.** In 2020, QAG devoted more attention to sharing good practices from design reviews. With the aim of sharing the findings of the arm's length quality assurance reviews of the 34 loan-funded projects approved in 2019, and to stimulate a discussion around these matters, QAG organized a dedicated in-house seminar and produced four new VIEWS on the following topics: theory of change; institutional analysis; IFAD11 mainstreaming themes and targeting; and overall quality at entry of IFAD's 2019 project portfolio. Also, QAG actively participated for the first time in the corporate and regional portfolio stocktaking exercises organized by PMD. Lastly, to further facilitate the sharing of knowledge

<sup>15</sup> The FO4ACP grant contributed significantly to this figure.

<sup>16</sup> A number of large grants were kept 'on hold' in the pipeline in 2020 as a result of an internal resources rationalization exercise. This explains the unusually long processing timelines, which should not be seen as an indicator of low efficiency.

across the organization, QAG released the 2010-2019 rating database and is working on an online repository of good practices in design.

18. **Rural Poor Stimulus Facility.** Following the establishment of the RPSF in April 2020, with PMD, together with the Strategy and Knowledge Department and others concerned, QAG was actively engaged in the preparation of the operational and procedural guidelines for the *ex-ante* arm's length quality assurance reviews of projects funded under the RPSF. During 2020, 54 projects were approved, of which four were regional initiatives of a strategic nature, for total funding of US\$36.7 million. While all approved projects were moderately satisfactory and above for overall quality of design, the QAG analysis highlighted a number of important issues to be considered in the future. While all targets for mainstreaming themes were met, designs could have better explained how the themes, especially gender and youth, were integrated into project activities. Similarly, in light of the emergency response nature of these operations, greater attention should be devoted to ensuring the cost per beneficiary is appropriate and aligned to project activities, ensuring the overall efficiency of the project as a whole and therefore making stronger impact on the ground.
19. **Non-sovereign operations.** QAG collaborated actively with the Private Sector Advisory and Implementation Unit and the Operational Policy and Results Division (OPR) towards the preparation of guidelines for the *ex-ante* quality assurance review of NSOs. QAG serves as the Secretariat for NSO design reviews and conducts the quality assurance assessments at concept note and full design stages. Although QAG undertook reviews of three NSOs in the autumn of 2020, only one (Great Farm – Babban Gona – Nigeria) entered the pipeline and was subsequently approved by the Board in December 2020. QAG has seen gradual improvement in the quality of the proposals submitted as the teams involved embrace the culture shift inherent in NSOs.
20. **Partnerships.** QAG engaged with other development organizations to share experiences on processes for quality assurance. In January 2020, QAG organized an in-house seminar with colleagues from the African Development Bank's Quality Assurance and Results Department. The purpose of the session was to share experiences and good practices on quality assurance in the Bank including on NSOs. QAG also established a partnership with the Food and Agriculture Organization of the United Nations (FAO) Investment Centre to support QAG's quality assurance functions. Technical reviews were conducted of a sample of project designs which FAO was not involved in the design of.
21. **China-IFAD SSTC Facility.** In January 2020, QAG began implementation of the project "Learning from SSTC in Project Design for Better Results and Greater Sustainability", approved under the China-IFAD SSTC Facility. The project aims at improving the quality of IFAD-funded investment projects by capturing and documenting knowledge about embedding SSTC in project design in different countries and by exchanging lessons and good practices on how to better leverage SSTC for improved development results. As main outputs, a comprehensive report identifying areas that need improvement, as well as good practices in project design, has been developed, along with three QAG VIEWS on selected topics.

# Annual report on knowledge management action plan implementation

## I. Introduction

1. IFAD continued the implementation of its Knowledge Management (KM) Strategy and Action Plan, as approved by the Executive Board in 2019. Together, these plans offer a systemic approach towards improving IFAD's ability to generate, assemble 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. All of the KM action areas highlighted below contribute to these outcomes.

## II. Highlights and results

2. In the course of 2020, knowledge has proved to be the key to allowing IFAD to stay agile and adaptable in the unprecedented situation created by COVID-19. Knowledge generation, application and learning were put to the test and pushed the organization to the new heights, both in terms of scope and swiftness. IFAD's ability to extract lessons from operations and integrate them back into other activities demonstrated the effectiveness of various knowledge tools, processes and platforms.
3. IFAD has continued building its KM architecture, strengthening corporate outreach and recognition, testing and expanding knowledge tools, improving processes, all the while focusing on demonstrating the impact of knowledge and learning on the effectiveness of development. Under Senior Management leadership (Associate Vice-President, Strategy and Knowledge Department), the corporate KM Coordination Group (KMCG) has become the driving force in implementing the KM strategy. fostering better coordination, communication and synergies across departments.
4. The strategy was implemented in three action areas: (i) knowledge generation; (ii) knowledge use; and (iii) establishing enabling environments. The following sections present highlights from July 2020 to May 2021.



## 2.1 Knowledge generation

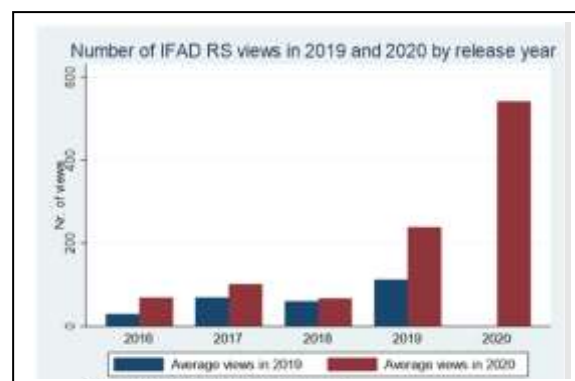
5. This action area develops IFAD's knowledge base, driven by the organization's strategic objectives, investment priorities, demand for knowledge services, and areas where IFAD seeks to be a thought leader.
6. **COVID-19 response.** IFAD's KMCG launched a series of biweekly discussions – attended by IFAD staff, who shared their experiences – to promote learning and adaptation on IFAD's COVID-19 response. Topics included project repurposing, remote supervision, digital solutions and financial services and remittances. A learning note for each session included actionable recommendations that were made widely available. A dedicated KM strategy for the RPSF – an IFAD-wide rapid COVID-19 response fund – has been developed and will be implemented in 2021.
7. On the front line of IFAD's pandemic response, country teams in all regional divisions – in collaboration with United Nations Country Teams (UNCTs), RBAs and international financial institutions – engaged with government counterparts to provide assistance and respond to COVID-19 issues. Examples are:
  - The Plurinational State of Bolivia and Honduras: a National Recovery Strategy for the agricultural sector;
  - Egypt: a rapid assessment on the agriculture sector for policy recommendations to mitigate the impact of COVID-19 on the agriculture sector;
  - Turkey: an assessment of the impact of COVID-19 in rural areas was undertaken with FAO and the United Nations Development Programme to feed into a broader UNCT multisector impact assessment ([Turkey COVID impact](#));
  - Jordan and Iraq: weekly reports and bimonthly policy/analytical reports were jointly produced by IFAD/World Bank in response to COVID-19 ([Iraq food security COVID](#));
  - Colombia, Fiji, Peru, Philippines and Viet Nam: the countries requested IFAD support in assessing the impacts of COVID-19 on agriculture, rural labour and production markets;
  - Egypt, Jordan, Tunisia and Yemen: the Agricultural Investment Data Analyzer, a digital tool operated with the International Food Policy Research Institute in the framework of an IFAD-financed grant, has been used to help assess the impact of COVID-19 on agricultural investments and economic growth.
8. **Knowledge Gap Map.** The West and Central Africa Division (WCA) piloted IFAD's Knowledge Gap Map to identify and address knowledge gaps and priorities at regional level and thus provide inputs for future knowledge generation. This exercise revealed a knowledge bulge around enhancing productivity as demonstrated by agricultural extension services, but a knowledge gap on rangeland management techniques for climate change resilience. The pilot has proven to be useful for operational performance and will be replicated by the Near East, North Africa and Europe Division (NEN) and Latin America and the Caribbean Division (LAC) in 2021.
9. **Corporate knowledge products.** A total of nine corporate knowledge product series for internal and external use were released, including the advantage series, impact assessments, research series, how-to-do notes and toolkits. The number of corporate publications has been strategically reduced, making them easier to identify and access, while online page views have increased. The streamlining served as an incentive to harnessing more demand-driven, regional and country knowledge. In partnership with the web-based graphic design application Canva,

KMCG and the Communications Division have worked closely to develop compelling graphic templates at lower cost for its most recurrent publication categories.

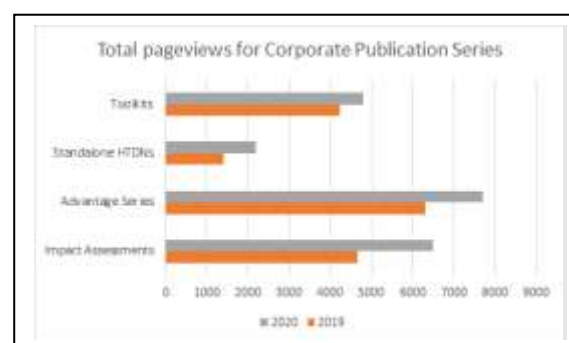
Table 1  
Top three publications in each category for the period 2019–2020

Research series (RS)	Impact assessments	Advantage series	Stand-alone “how-to-do notes” (HTDNs)	Toolkits
RS 35: Climate change in IFAD investments	PAPAFPA/PAPAC <sup>17</sup> (Sao Tome & Principe)	Biodiversity	Gender: Women & climate change	Commodity value chain
RS 61: Economic opportunities in Africa	PSSA (Peru) <sup>18</sup>	Traditional knowledge	Mainstreaming nutrition	Targeting, gender equality
RS 63: Agricultural technologies: meta-analysis for Africa	Senegal (PAFA) <sup>19</sup>	Land tenure security	Seeking free, prior, informed consent	Engaging pastoralists

10. IFAD RS launched a digital campaign and call for papers to increase the visibility of researchers working on topics relevant to IFAD’s mandate. For example, such papers can provide important insights for project design and implementation in unfavourable agricultural environments and on the barriers to the adoption of improved agricultural technologies. The graph shows that average page views have significantly increased.



11. Two advantage series and three HTDNs were released given requests by IFAD projects. In consideration of increased demand for HTDNs, and with the release of new graphic templates as part of the publications' harmonization, the technical divisions are planning to produce a new hybrid HTDN, departing from the standard toolkit model. The graph demonstrates the page view performance of four corporate publication series.



12. **Data and Statistics.** A database containing commonly used data and statistics –e.g. on global poverty and food security trends – as inputs for talking points for senior managers has been developed and is easily accessible. It is meant to ensure consistency of data being referenced in statements and remarks across IFAD.

13. **External networks.** The IFAD KM team has continued to leverage the knowledge of partner organizations by learning from their experiences and best practices. It continued to engage in the [Henley Forum](#), which offers access to an online library and a large pool of research on KM practices, organizational learning and development. Henley’s learning webinars and annual conference on “Becoming Agile” are very relevant to the changes IFAD is making. IFAD also continued to participate actively in the Multi-Donor Learning Partnership, working closely with the United States Agency for International Development, United Nations Children’s Emergency Fund, German Agency for International Cooperation (GIZ), Inter-American Development Bank, Swedish International Development Cooperation Agency, Wellcome Trust and the World Bank. The Partnership’s webinars, peer

<sup>17</sup> [Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme](#) (PAPAFPA) and [Smallholder Commercial Agriculture Project](#) (PAPAC).

<sup>18</sup> Sierra y Selva Alta Project.

<sup>19</sup> Agriculture Value Chain Support Project.

assists and biannual meetings share lessons learned by members on KM architecture, COVID-19 response, virtual events and knowledge retention.

## 2.2 Knowledge use

14. This action area aims to ensure that the knowledge generated and disseminated by IFAD strengthens the organization's position as a thought leader and that this knowledge is applied by key stakeholders for better development results.
15. **KM operational guidelines and learning.** Extensive efforts were undertaken to update project design and supervision guidelines to strengthen their KM performance. Work centred on delineating roles, responsibilities, and knowledge resources at each stage. In addition, several training initiatives, materials and templates were developed by OPR on Core Outcome Indicator (COI) measurement, procurement and the Social, Environmental and Climate Assessment Procedures (SECAP). IFAD has also been working on increasing the transparency and visibility of procurement data through evidence-based systems and dashboards. In 2020, a tracking tool for the procurement risk matrix was launched.
16. **Lessons learned.** Vast amounts of data have become available in the lessons learned module of ORMS. IFAD has implemented an innovative project focused on extracting trends and lessons from IFAD documentation using artificial intelligence, and it is entering its second phase of development. The intention is to embed the tool in ORMS to identify lessons and prompt teams to read those that may be applicable. The time frame for this is from June 2021 to June 2022.
17. **Knowledge packages.** WCA piloted a Knowledge Package (KPack) – containing the most relevant knowledge resources for maximum efficiency gains during project design and supervision – for the POSER<sup>20</sup> project in Cabo Verde and PADAER II,<sup>21</sup> in Senegal. The process was supported by the KM focal point in the West Africa hub, who helped identify knowledge needs and coordinated with the KM lead in each project. It was decided that the second KPack should be run prior to mission so it could be shared with the team concerned and used subsequently to guide conversations and meetings.
18. **Development effectiveness.** IFAD has committed to measuring the impact of its interventions by conducting high-quality and rigorous impact assessments on at least 15 per cent of its portfolio. Given the serious problems that COVID-19 created in IFAD11, the Research and Impact Assessment Division (RIA) has adopted a new cost-effective knowledge tool to report on the main Tier II development impact indicators of the RMF. Due to the resumption of field activities at the end of 2020, RIA has been advancing its impact assessment activities.
19. Moreover, OPR and the Information and Communications Technology Division led the creation of the IFAD11 RMF dashboard, which is a public space on IFAD's website where all donors, stakeholders and interested parties can view IFAD's progress according to the 79 indicators that Member States selected to track during IFAD11. The dashboard – as well as the creation of the RMF – sent an eloquent message to Members about the Fund's enhanced focus on results and accountability during the IFAD12 replenishment session.

From IFAD Communities of Practice (CoP) Owners:

*"When we are asked to prepare case studies, talking points, briefings or evidence from IFAD projects we usually find them in the contributions and knowledge shared within our community" - Steven Jonckheere*

*"The CoP allow us to capitalize the knowledge from the field. Through the CoP we provide the projects with a channel to discuss what they do, lessons learned and challenges while strengthening the linkage between the reality of what IFAD does and what is capitalized at HQ level" - Silvia Sperandini*

*"Through a CoP, projects can have access to a wide range of ideas and tools and it becomes easier, time- and cost-effective to design their strategy and sustainability plan" - Julio Worman*

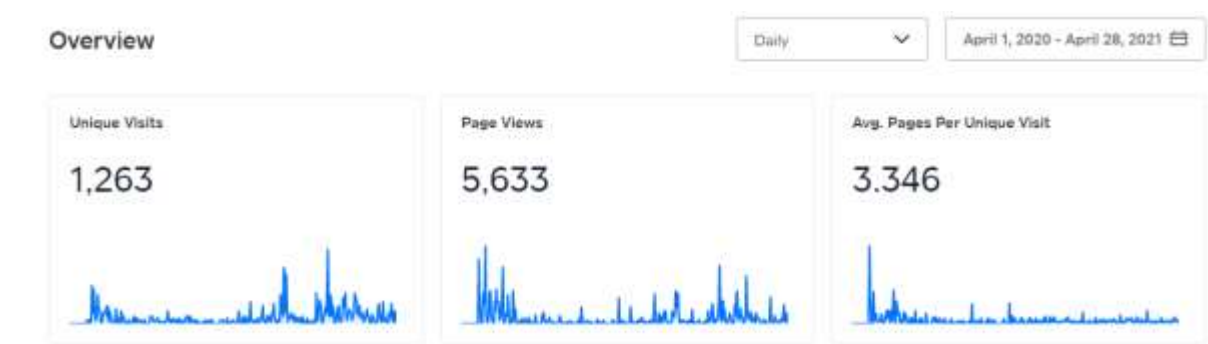
<sup>20</sup> Rural Socio-economic Opportunities Programme.

<sup>21</sup> Support to Agricultural Development and Rural Entrepreneurship Programme - Phase II.

20. **Communities of practice and Dgroups.** The number of IFAD Communities of Practice (CoPs) and networks recently increased to 11 after nine communities were formed. IFAD staff received support in creating and managing CoPs, guiding them in making communities vibrant and sustainable. Involvement of project staff is growing, enhancing the links to operations and leveraging knowledge from the field. IFAD started collecting “value creation stories” to demonstrate the value that CoPs bring to IFAD’s work.
21. IFAD has made Dgroups, an online collaboration platform with almost 1000 members. It is available for internal and outward-facing communities and networks.

### 2.3 Enabling environment

22. This action area aims to create the conditions and mechanisms to enhance effective knowledge generation and use so that key stakeholders can achieve better development results.
23. **KM capacity-building.** Based on the review of outcome and output indicators, each regional division developed dedicated KM capacity-building initiatives for project management units (PMUs). Three PMUs have been supported in developing project-level KM plans in the Asia and the Pacific region, while planning dedicated KM training for IFAD hub teams and PMUs in 2021.
24. A KM capacity-building training programme was also extended to the Dgroups platform, and focuses on information exchange between project and IFAD staff.
25. Twenty-two IFAD staffers benefited from various KM training products such as the advanced KM courses by Henley Forum and IMA International Knowledge Management, and *Writing for online audiences* by Emphasis. These are now being considered by Talent Management Unit in its upskilling and reskilling exercises.
26. **Knowledge retention.** The KM team worked with the Human Resources Division Talent Management Unit to ensure critical knowledge is not lost due to reassignment or retirement. IFAD’s first handover note template was introduced and an in-depth [knowledge retention processes](#) piloted to underline the importance of individual responsibility and the opportunity provided to leave a recognized legacy. A series of handover clinics for retirees and reassigned staff was organized to explain the handover note. It will be closely aligned with the CoPs, and, on the human resources side, with the Fund’s talent management framework.
27. **KM Resource Centre.** An online [KM Resource centre](#) was launched in May 2020 to offer access to KM guidelines, tools, templates and training opportunities. It is being continuously updated and has been visited more than 1,200 times since May.



28. In addition, LAC Division created a [KM Platform](#) that showcases KM products from IFAD projects and grants, and shares KM news about the region and IFAD’s partners. It was instrumental in disseminating IFAD’s work on climate during LAC’s Climate Week in May, leading up to COP26.



29. **Library.** The IFAD Library's services are increasingly integrated with KM activities. The Library's database now includes more than 16,000 resources, with increased access to online information for field staff. Collaborating with RBA and other United Nations libraries, the Library plans to work on increasing digitalization of resources, exploring text mining and the acquisition of e-books to facilitate remote working.
30. **Collaboration tools.** The use of innovative technology solutions to support virtual meetings, workshops, communities and networks in a decentralized IFAD took a leap forward with the introduction of extensive remote working. The KM team used new IT solutions such as MURAL, Zoom and Microsoft Teams. Corporate licenses have been sourced to further encourage demand for tools to facilitate, share and connect.

### III. Lessons and priorities ahead

31. The past year has been challenging as the KM team implemented its strategy and action plan in the midst of the global pandemic and the continued strategic shift towards more decentralization in the organization. Key lessons have been learned and will be considered in the year ahead, notably:
- Agile and demand-driven approaches are essential for KM to continue to add value in times as challenging as these.
  - The link between local, regional and global knowledge flows to extract and reuse lessons from the field is more important than ever.
  - Online platforms have increasingly proved to be key enablers due to remote work and further decentralization.
  - Digitalization calls for extra efforts to enhance networks for people to connect, e.g. through communities of practice.
  - Desired behaviour change in times of an evolving work context is not a given and requires deliberate efforts to demonstrate its added value.
32. These lessons will be taken into account as the KM strategy is further implemented, with the following priorities:
- (i) Strengthen knowledge visibility and outreach together with recognition of its importance in enhancing IFAD's performance and delivering on IFAD's mandate.
  - (ii) Harmonize KM architecture across the institution through improved coordination, collaboration and communication.
  - (iii) Capitalize on IFAD's specialized knowledge and the know-how of its workforce through an organizational network analysis; and by developing practical ways of harnessing and sharing this knowledge for better operational performance and decision-making.
  - (iv) Maximize learning and knowledge flows in IFAD's decentralized context; facilitate adaptive KM in ICOs and country programmes; capture and use innovative practices, technologies etc.
  - (v) Capitalize on knowledge, innovation and technologies resulting from IFAD grants and bring them closer to country teams.
  - (vi) Strengthen various existing KM tools and digital KM platforms, e.g. CoPs, Dgroups, the KM Resource Centre, the Library and others to make them more responsive to actual demands, while also sustaining knowledge flows, collaboration and learning.

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

1. **Overview.** In IFAD11, IFAD committed to stepping up efforts to mainstream climate, gender, nutrition and youth in its operations, seeking more transformative approaches and building on the various linkages between the themes.
2. Table 1 provides an account of performance regarding the operationalization of the mainstreaming themes. Most commitments and targets are being met while a few, for example gender at completion, are slightly below par and will require close follow-up.

Table 1

### Key IFAD11 commitments relative regarding the mainstreaming themes<sup>22</sup>

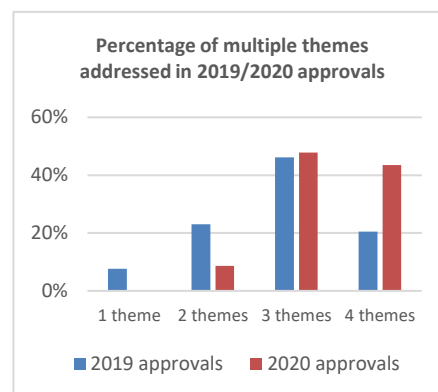
IFAD11 Commitment	Progress towards achievement <sup>23</sup>
<b>Environment and climate</b>	
<b>100 per cent</b> of country strategies analyse nationally determined contributions (NDC)	<b>100 per cent</b> approved country strategies analyse NDCs (22 in 2019 and 16 in 2020)
<b>25 per cent</b> of IFAD11 PoLG is climate-focused	As of 31 December 2020, IFAD had committed US\$873.5 million in climate finance across 61 validated projects, representing <b>35 per cent</b> of approvals to date (US\$800.7 million is identified as adaptation finance and US\$72.8 million as mitigation finance)
<b>90 per cent</b> of projects completing in IFAD11 rate 4+ on ENRM at completion	<b>90 per cent</b> of projects completing in IFAD11 rate 4+ on ENRM
<b>85 per cent</b> of projects completing in IFAD11 rate 4+ on adaptation to climate change at completion	<b>87 per cent</b> of projects completing in 2019-2020 rate 4+ on ACC
<b>Gender</b>	
<b>100 per cent</b> COSOP gender- mainstreamed	<b>100 per cent</b> of COSOPs approved between 2019 and 2020 are gender-mainstreamed
At least <b>25 per cent</b> of projects are designed to be gender-transformative	<b>49 per cent</b> of projects validated as gender- transformative in 2019-2020 at design (12 of 38 projects in 2019 and 18 of 23 of projects in 2020)
<b>60 per cent</b> projects rated 5+ on gender at completion	<b>56 per cent</b> projects rated 5+ on gender at completion (PCRs submitted in 2019 and 2020)
<b>90 per cent</b> projects rated 4+ on gender at completion	<b>85 per cent</b> projects rated 4+ on gender at completion (PCRs submitted in 2019 and 2020)
Document the effectiveness of gender-sensitive and gender-transformative approaches through impact assessments	Gender-disaggregated data from all Impact Assessments in the IFAD11 IA sample with deeper gender analysis using I-WEIA for six gender-focused projects
<b>Nutrition<sup>24</sup></b>	
<b>100 per cent</b> of country strategies feature nutrition situation assessment	<b>100 per cent</b> of COSOPs approved between 2019 and 2020 are nutrition-sensitive
At least <b>50 per cent</b> of projects are designed to be nutrition-sensitive	<b>70 per cent</b> of projects approved in IFAD11(25 of 38 projects in 2019 and 18 projects out of 23 projects in 2020) were validated as nutrition-sensitive
<b>50 per cent</b> of nutrition-sensitive projects rate 4+ for nutrition at supervision and midterm review (MTR) (aggregate)	<b>83 per cent</b> of nutrition-sensitive projects rated 4+ for nutrition at supervision and MTR (54 projects). Eight rated 5
<b>50 per cent</b> of nutrition- sensitive projects rate 4+ for nutrition at supervision	<b>85 per cent</b> of nutrition-sensitive projects rated 4+ for nutrition at supervision (33 projects). Seven rated 5
<b>50 per cent</b> of nutrition-sensitive projects rate 4+ for nutrition at MTR	<b>67 per cent</b> of the six nutrition-sensitive projects reaching MTR in 2020 rated 4+ for nutrition at MTR
<b>Youth</b>	
<b>100 per cent</b> of country strategies analyse youth	<b>100 per cent</b> of all 28 COSOPs approved so far between 2-19 and 2020 are youth-sensitive
At least <b>50 per cent</b> of projects are designed to be youth-sensitive	<b>86 per cent</b> of projects approved between 2019 and 2020 (33 of 38 projects in 2019 and 20 out of 23 projects in 2020) were validated as youth -sensitive

<sup>22</sup> ORMS/OPR.

<sup>23</sup> Progress is reported against the first two years of IFAD11 (2019-2020).

<sup>24</sup> Whereas the RIDE 2020 only sampled supervision and MTR reports approved in 2019, the RIDE 2021 considered the latest nutrition ratings of nutrition sensitive projects regardless of the year of approval of the supervision and MTR reports. This ensures better compliance with the definition of indicators referring to supervision reports and MTRs. Given these adjustments, results in the RIDE 2020 are not entirely comparable with results in the RIDE 2021.

3. In 2019, 68 per cent of approved projects addressed three or more themes but in 2020 this share increased to 91 per cent (see graph). The integration of more themes is illustrative of the overall quality of projects, as also shown by QAG ratings. In fact, 40 per cent of projects addressing all four themes have been rated as satisfactory.
4. Box 1 describes a few examples of the holistic approaches adopted by projects that have integrated multiple themes.



#### Box 1

#### Examples of projects approved in 2020 integrating multiple themes

**Ecuador.** The Sustainable and Appropriate Development Project in Rural Territories aims to improve the incomes of poor rural farmers, especially those of women and youth, and the environmental sustainability of productive activities in the lower Guayas river basin. It will focus on transferring knowledge on integral health, including food and nutrition security, and on capacity-building and the economic empowerment of women and youth, through concrete opportunities for participation, decision-making and leadership. To address multiple themes, the project adopts the following strategic elements: (i) emphasis on innovation and transferring appropriate best practices; (ii) territorial approach; and (iii) implementation of differentiated strategies. It will support adaptation to climate change and variability affecting traditional crops through the introduction of improved crops, diversification, IT and the increased resilience of small-scale farmers and their organizations. The territorial approach will make it possible to focus on communities that seek to recover their indigenous identity and implement differentiated strategies according to their specificities, valuing biocultural assets.

**Nepal.** The Value Chains for Inclusive Transformation of Agriculture project will support climate change adaptation through a strong gender, youth and indigenous peoples' lens. Participatory planning and implementation will ensure effective engagement with women, indigenous and marginalized communities, and young people. By maximizing the full potential of empowering methodologies like the Gender Action Learning System (GALS), the availability and utilization of knowledge on nutritious food will also be promoted. Nutrition will be mainstreamed through a values-based, holistic community development approach.

5. The systematic integration of all four mainstreaming themes in project designs will be further reinforced with the launch of the updated SECAP in 2021. SECAP 2020 comprehensively established clear guidelines to integrate IFAD's mainstreaming themes into the project cycle in order to maximize positive social and environmental impact, climate change adaptation and mitigation benefits.
6. In 2020, the new gender-transformative and nutrition core indicators were integrated into the COI<sup>25</sup> guidelines and all regional divisions were trained. IFAD intends to continue build up the capacity of projects in this respect to ensure that interventions generate evidence to inform programming, policy and learning.
7. Within the ex-post impact assessments conducted on 15 per cent of IFAD's portfolio, data are gender-disaggregated on key indicators of: income; assets; agency; ownership; access to and decisions on financial services; group membership, empowerment and, decision-making powers. More data are collected using special modules from the Integrated Women's Empowerment in Agriculture Index (I-WEAI) for six projects that had a specific gender focus. The I-WEAI methodology includes both quantitative tools for assessment based on individual survey data (collected separately for men and women) as well as qualitative analysis from a variety of sources and instruments.
8. The Rural Resilience Programme (2RP) approved in 2020 also builds on IFAD's growing expertise in transforming rural societies through integration of climate, gender, nutrition and youth. In particular, the enhanced Adaptation for Smallholder Agriculture Programme (ASAP+) will address gender, youth and nutrition by implementing climate change strategies with specific and concrete benefits for women and youth, and increasing the stable availability of a diversity of food in local food systems.

<sup>25</sup> IFAD Core Outcome Indicators Measurement Guidelines May 2020.

9. Success in meeting project design targets will need to be underpinned by strong implementation support and capacity-building to ensure that the anticipated benefits of mainstreaming are fully realized. Emphasis on mainstreaming themes will be critical at project start-up. Various approaches have been piloted in a number of projects in 2020 (e.g. Burkina Faso, Indonesia, Niger, Nigeria, Sao Tome and Principe and Sierra Leone). The aim is to highlight, from the very beginning, specific issues that require attention to ensure people-centred, equitable, inclusive, nutrition-sensitive and sustainable investments.
10. IFAD's learning agenda is increasingly centred on developing the capacity and skills of IFAD staff, PMUs and implementing partners in areas such as SECAP, targeting, gender, youth, nutrition, environment and climate. Training, learning events/seminars, guidance tools and CoPs are promoted to improve the performance and impact of operations.

# Progress report on the Adaptation for Smallholder Agriculture Programme

## I. Status of implementation

### A. Introduction

1. IFAD's ASAP is one of the largest multi-donor global funds dedicated to small farmers' adaptation to climate change and is IFAD's flagship programme for channelling climate and environment-related finance to them. The first phase of the programme – ASAP1 – was launched following Executive Board approval in 2012 and is scheduled to close in 2025. The second phase, ASAP2, a technical assistance programme approved in 2017 and implemented in parallel with ASAP1, will also close in 2025.
2. In 2020–2021 the ASAP1 portfolio continued to show significant results, heading towards 70 per cent total disbursement and registering increases in all results areas. In 2021, six projects were completed<sup>26</sup> and 43 per cent of the portfolio exceeded the 80 per cent disbursement milestone. Two ASAP projects were partially cancelled together with associated projects and IFAD resources, and will be reallocated. To date, US\$13.6 million in technical assistance has been approved under ASAP2, of which 71 per cent has been disbursed.
3. Section II of this annex presents the financial status of the ASAP Trust Fund together with progress on programming and results. Section III explores various themes in the ASAP portfolio such as gender equality, innovation and food insecurity – all emerging from a series of ASAP technical papers launched last year. The papers further extract and disseminate emerging knowledge from the portfolio with a view to scaling them up. Table 2 (appendix II) presents aggregated portfolio-level results, followed by table 3 (appendix II), which details individual project disbursement and noteworthy results.

## II. Status of the ASAP Trust Fund

### A. ASAP financial status

4. As of 26 April 2021, the ASAP Trust Fund presented the following financing situation:

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 ASAP1	Belgium	EUR 6 000	7 855
	Canada	CAD 19 849	19 879
	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\$1 140	1 140
	<b>Total</b>		<b>332 778</b>

\* Adapted from appendix F- EB 2019/126/R.24/Rev.1 – AC 2019/152/R.3.

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

<sup>26</sup> To date, three projects have financially closed (the Plurinational State of Bolivia, Mali and Viet Nam) and six projects are completed (The Gambia, Lao People's Democratic Republic, Mozambique, Nicaragua, Rwanda and Sudan BIRDP).

5. Administrative expenses incurred for management of the programme to date have drawn US\$8.8m from the ASAP Trust Fund.

## **B. ASAP1 programming<sup>27</sup>**

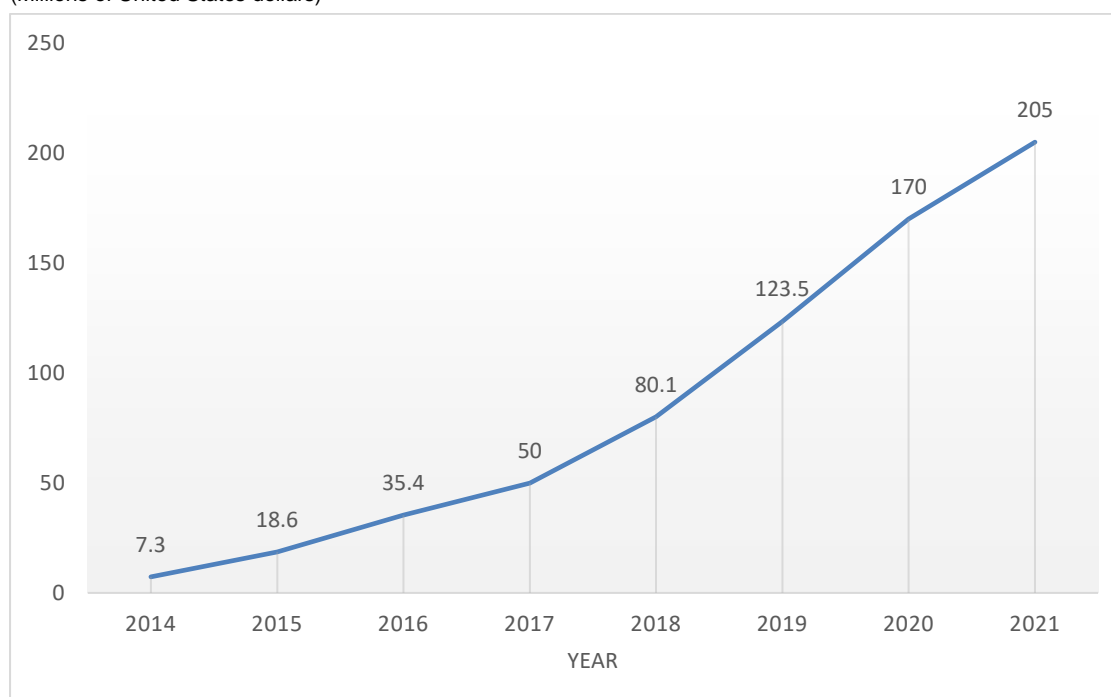
6. Implementation of the portfolio continues to make steady progress, with total disbursement of the Trust Fund increasing from 57 per cent to 69 per cent since the last report. Likewise, the average project disbursement has increased from 57 per cent to 65 per cent.
7. As of April 2021, the cumulative disbursement for ASAP1 was approximately US\$205 million across 41 projects (see figure 1) and the disbursement during the period May 2020–April 2021 was US\$35 million across 41 ongoing or completed projects.
8. This coincides with:
  - (i) 18 projects (43 per cent of portfolio) that have disbursed over 80 per cent, up from 14 last year;
  - (ii) 35 projects (83 per cent of portfolio) that have passed their midterm reviews, up from 28 last year;
  - (iii) Six projects (14 per cent of portfolio) completed, up from three last year;
  - (iv) Three projects (7 per cent of portfolio) that are financially closed, up from one project last year.
9. Two projects, in Côte d'Ivoire and Nigeria, have been partially cancelled alongside the associated baseline project. Unspent funds will be reallocated following IFAD procedures and in line with ASAP1 objectives and results.<sup>28</sup> Accordingly, two new projects will be added to the ASAP1 portfolio.
10. As part of the IFAD11 impact assessment agenda, IFAD is conducting a rigorous review of six ASAP1 projects representing 15 per cent of the ASAP portfolio. The main results for IFAD's Tier II development indicators (i.e. IFAD's goal of improved economic mobility and the strategic objectives of increased productive capacity, market access and resilience) from all impact assessments will be available at the end of December 2021. More detailed results, including impact channels and those specifically stemming from adaptation to climate change, will be included in the final impact assessment reports, which will be available and shared with Members by the end of 2022.

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<sup>27</sup> Table 3 (appendix II) has a detailed breakdown of allocation of ASAP funds disbursement amounts and percentage by project.

<sup>28</sup> This corresponds to a total of US\$7.2 million to be reallocated.

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



### C. ASAP1 results

11. Table 2 (appendix II) shows the aggregation of the targets for all 42 ASAP projects and cumulative results progress for the 38 projects that have achieved results to date,<sup>29</sup> showing an increase in all results areas.
12. The indicator **“No. of poor smallholder household members whose climate resilience has been increased”** has seen cumulative results grow from 4.9 million to 6 million. Performance against this indicator is strong, with the East and Southern Africa Division (ESA) having achieved 86 per cent of its target already, and NEN having surpassed its target with 131 per cent achieved so far.
13. For **“No. of hectares of land managed under climate-resilient practices”**, the current aggregated portfolio target of 1.9 million hectares has slightly decreased compared to the target of 2.1 million hectares reported in the 2020 RIDE. It is expected that this reduction will be offset when the ASAP financing that is being redistributed due to partial project cancellations is committed. Nevertheless, results have increased from almost 900,000 hectares last year to 1.1 million hectares this year. Activities contributing to these results feature a range of nature-based solutions that also enhance agrobiodiversity. They include shade trees in agroforestry systems; mangrove restoration; and planting pastoral lands with native tree and grass species. Two projects contributed significantly to the increase through activities related to agroforestry (assisted natural regeneration in Niger and sustainable pasture management in Lesotho).
14. The indicator **“No. of households, production and processing facilities with increased water availability”** has increased in targets and results for both associated multipliers. With respect to the number of households, 99 per cent of the target has been achieved, with 285,000 households reached, up from 180,000 last year. The sharp increase in results is mainly due to previous underreporting from the Cambodia ASAP project, an error that was rectified this year.

<sup>29</sup> Not all ASAP projects report against all eight ASAP indicators as only indicators most relevant to project interventions have been applied. Nevertheless, this aggregation is indicative of progress in the programme as a whole.

15. The second multiplier, on the number of facilities with increased water availability, has seen a modest increase of approximately 400 facilities in both targets and results. ASAP has seen great progress on access to water through irrigation (in Ethiopia, The Gambia and Viet Nam) and livestock watering (in Kyrgyzstan, Mozambique and Sudan). However, there are still only a limited number of case studies on optimizing water for processing and along the value chains.
16. For "**No. of individuals (including women) and community groups engaged in climate risk management, environmental and natural resource management or disaster risk reduction activities**", there are also two multipliers: number of individuals and number of groups. The targets for individuals has risen by almost 91,000 people and results have increased by almost 100,000 people. The target for the number of groups has increased to 25,592 and results have increased by 478 groups.
17. The farmer field school system, widely used in the portfolio to promote climate-smart agricultural (CSA) practices, contributed to this increase. Adapted seeds have been the most commonly deployed CSA strategy. Within the ASAP portfolio, it was noted that crop-shifting was not very often fully accepted by farmers. They tend to be convinced more easily where climate-related stress is strong, e.g. rising salinity in the Mekong Delta.
18. The second type of activity contributing to the increase is the setting up of new local committees to manage climate-sensitive natural resources.
19. The indicator "**US\$ value of new or existing rural infrastructure made climate-resilient**" is measured in either kilometres of roads or in the value of rural infrastructure climate-proofed. In most cases, communities and local governments used participatory approaches to decide on the location and nature of that infrastructure. Joint decision-making was also useful for raising awareness on climate change, with access to water being the top priority in most countries.
20. This indicator has seen an increase in targeting of almost US\$30 million, and an increase in results of US\$45 million. For kilometres of roads, the target has seen a decrease of 215 km to 543 km. However, results have increased by 56 km to 465 km this year.
21. Main achievements against this result include protection of irrigation schemes through a landscape approach, climate-smart storage facilities and road hotspots improvement.
22. Finally, for "**No. of international and country dialogues on climate issues where ASAP-supported projects or project partners make an active contribution**", the target has remained the same this year at 30 dialogues. Nonetheless, there has been an increase in results from 19 to 21. Discussions included the adoption of frameworks to manage natural resource (Sudan), the adoption of new building codes for infrastructure (Rwanda) and the setting up of county climate change funds (Kenya). These dialogues were very diverse and a deeper analysis is needed.

#### **D. ASAP1 midterm review**

23. The ASAP1 MTR took place in 2020 and produced a range of recommendations to improve overall performance. Various actions have been taken accordingly:
  - (i) **Improving the monitoring of resilience.** Design of a climate resilience scorecard to monitor household resilience during projects is under development.
  - (ii) **Improving the focus on gender.** Stocktaking on gender and climate in ASAP is under way (see preliminary findings below) and will provide further recommendations on strengthening.



- (iii) **Convening occasions for knowledge transfer at the regional and global levels.** One South-South exchange was completed in the Asia and the Pacific region and a further two are upcoming in LAC, subject to how the pandemic evolves. ASAP has also been used to inform discussions and reports for the Finance in Common Summit, the Great Green Wall initiative and the Global Center on Adaptation's new flagship report.
- (iv) **Improving exit strategies and scaling-up processes.** A guidance note for supervision, midterm and completion missions, which highlights exit strategies and ASAP's contribution to national policy dialogues, is being developed. The note also provides a template for specific ASAP quantitative and qualitative reporting. Additionally, there are three ongoing designs that scale up ASAP1 activities in Burundi, Lesotho and Tajikistan.
- (v) **Developing new services for adaptation, in particular, climate information services (CIS).** Stocktaking on CIS in ASAP, together with closer monitoring of CIS in projects is under way in accordance with the above-mentioned supervision guidance note.

## E. ASAP2 technical assistance

24. ASAP2 mobilized just under US\$16 million of its original US\$100 million target and therefore the original ambitions have been moderated. Since its first contributions in 2018, a full 33 technical assistance projects across all 10 outcome areas have been financed, disbursing 71 per cent of received contributions.

### (i) Outcome 1. Climate-informed investments

Through ASAP2, a range of tools were developed, covering all phases of the project life cycle. They range from informing designs (CARD<sup>30</sup> – estimating yield changes due to climate change/shocks; Adaptation Framework – advising on the selection of the best adaptation solutions, etc.) to measuring resilience (dedicated scorecard and survey), all the way through implementation. Currently, training sessions are being designed to disseminate these tools and ensure usage throughout the IFAD portfolio.

### (ii) Outcome 2. Resource mobilization

Resources from the Green Climate Fund (GCF) and the Adaptation Fund (AF) have been mobilized to support project design costs. One project in Belize was approved by the GCF in mid-2019 as the first IFAD/GCF project (US\$8 million from the GCF and US\$12 million from IFAD). By the end of 2020, the GCF and AF boards approved nine other projects benefiting from ASAP2 support. They amount to US\$177.1 million to date against a target of US\$300 million by 2025.

These GCF and AF projects contribute to addressing key challenges in terms of adaptation to climate change and low-carbon development pathways, such as:

- Adoption of practices to enable the continuous cropping of key commodities despite adverse climate conditions in Belize, Liberia, Republic of Moldova and Sierra Leone;
- Development of green lines of credit mainstreamed into the business model of national agricultural banks in Niger;
- Promotion of low-carbon technologies in value chains in Belize, Georgia and Niger;
- Promotion of green jobs and small and medium-sized enterprise development, taking into account climate change projections in planning in Tunisia;

<sup>30</sup> Climate Adaptation in Rural Development.

- Forest management and job creation for youth in Cameroon; and
  - Scaling up agroforestry and water-harvesting practices to build resilience in Brazil.
- (iii) **Outcome 3. Climate risk management of IFAD investments**  
New studies by the University of Cape Town on the impact of climate change on farming systems in Burundi, Lesotho, Malawi, Mozambique, Rwanda, Uganda and Zambia and have informed new project designs.
- (iv) **Outcome 4. Climate risk awareness**  
Scaling up of the weather insurance information system piloted by the World Food Programme for three ESA countries. The system is a pillar of the new IFAD-GCF Africa Integrated Climate Risk Management Programme, active in seven countries of the Great Green Wall initiative.
- (v) **Outcome 5. Policy engagement**  
Supporting the Network of Farmers' Organizations and Agricultural Producers in West Africa (ROPPA) in the Alliance for Agroecology in West Africa.  
  
Strengthening IFAD networks with GCF National Designated Authorities in WCA and ESA regions; enabling a deeper dialogue with these entities and strengthening awareness of climate change impacts and opportunities in agriculture and rural development.
- (vi) **Outcome 6. Women's empowerment**  
Piloting the new GALS+ household methodology in Madagascar, with the inclusion of a module on climate change.
- (vii) **Outcome 7. Nutrition security**  
Strengthening the climate and nutrition linkages along value chains in IFAD projects with additional technical support provided by Wageningen University and Research.

### III. How has ASAP been transformative?

#### A. ASAP and gender equality

25. As part of the ASAP technical papers launched to generate knowledge from the ASAP portfolio, and as a response to findings from the midterm review of the programme undertaken last year, a deeper analysis of gender in the ASAP portfolio is under way. Initial results of approximately half the portfolio show that the focus on gender can continue to be strengthened across the programme through improved gender-based budgeting, better coordination between staff in charge of climate and gender, continued access of women to CIS, and an assessment of the impact of capacity-building activities. ASAP has promoted various activities regarding both gender and climate change that can be scaled up, such as:
- (i) Access to credit and participation in group savings and credit schemes in Bhutan, Mozambique, Sudan and Viet Nam. In Viet Nam, a women's fund has been established to finance inputs and equipment to adapt to climate change. In Mozambique, women represent 80 per cent of the savings and credit group members, and 95 per cent in Sudan.
  - (ii) Women's engagement in economic activities such as market gardening and raising small stock in Bhutan, Ethiopia, The Gambia, Lao People's Democratic Republic, Mali, Mozambique, Niger and Viet Nam. In Mozambique, women represent 65 per cent of the small-scale farmers involved in cassava and vegetable value chains supported by ASAP. They have adopted varieties and breeds more adapted to climate change.
  - (iii) Participatory adaptation planning in Bhutan, the Plurinational State of Bolivia, Mali, Nepal, Sudan, Uganda and Viet Nam has created opportunities for active

participation by rural women in community decision-making on infrastructure and climate-sensitive natural resources. Women represent 56 per cent of these committees in Nepal (local adaptation plans), 50 per cent in Lao People's Democratic Republic (forest management plans), and 33 per cent in Sudan (rangeland and dry forests management). In the Plurinational State of Bolivia, women are the majority of those involved in talking maps exercises designed to analyse past, current and future climate conditions.

- (iv) Women have had greater access to extension services and training in Bhutan, Chad, Ethiopia, Lao People's Democratic Republic, Mali, Mozambique, Nicaragua, Niger, Nigeria, Uganda and Viet Nam. They are also well represented in FFSs and training courses on new income opportunities to adapt to climate change. They make up 70 per cent of trainees in The Gambia.
  - (v) Women are prominent in activities regarding short-term employment aimed at improving climate change adaptation at community level: they are active in cash-for-work schemes to restore pastures in Niger; in building defences against floods in Bangladesh; and in planting mangrove trees in The Gambia.
  - (vi) Women's drudgery is being reduced by providing alternative sources of energy to wood such as biogas in Bhutan and Mali, and cooking stoves in Nepal and Uganda. This also helps stop deforestation.
26. All these activities have major impact on incomes, women's empowerment and nutrition. In Viet Nam, 1,100 women have risen out of poverty. In The Gambia, Lao People's Democratic Republic, Niger, and Sudan, nutrition improvements linked to home gardens have been achieved in households. In Butana and Sudan as a whole, women now often play a large role in natural resource management at community level.

## **B. ASAP and food and nutrition security**

27. An assessment of food security was undertaken in 2020 in order to extract lessons learned from the ASAP1 portfolio and to inform rural resilience under the ASAP+ programme. The analysis showed that ASAP is active in areas of Africa where food insecurity reached crisis levels under the Integrated Food Security Phase Classification during at least one semester of the last three years. This is the case for north-eastern Nigeria, southern Mauritania, central and northern Ethiopia, south-eastern Kenya and the southern regions of Lesotho, Malawi and Mozambique. ASAP projects are strengthening resilience to climate shocks in these areas, where climate change is a major driver of food insecurity, together with conflicts in some cases.
28. ASAP contributes to supporting the four pillars of food security:
- (i) **Availability.** ASAP projects have improved yields and the level of self-sufficiency of small-scale farmers through a wide range of climate-resilient techniques, some of which are nature-based. Impressive yield improvements have been recorded for cereals and vegetables, such as the 100 per cent gain achieved after soil restoration for sorghum and millet in Chad and Niger. In Mozambique and Uganda, cassava yields have increased from 6 to 20 tons per hectare and from 10 to 40 tons per hectare respectively through the adoption of drought-tolerant varieties. In Bhutan, vegetable yields have improved by 300 per cent through the adoption of no-tillage practices. This was achieved through an integrated approach targeting the farm and landscape levels simultaneously. ASAP also invested in various extension schemes to deliver advice and training on climate-resilient techniques. This was done in association with farmers' groups and with academies and research networks such as the World Overview of Conservation Approaches and Technologies in Cambodia, Lao People's Democratic Republic, Nicaragua and Uganda. Pasture restoration is also a frequent component of ASAP

projects, leading to a greening of rural space and increases in meat and milk production (in Niger, Sudan and Tajikistan). ASAP has also tested new techniques to adapt irrigation schemes to water shortage and floods – rice intensification in Madagascar, tidal irrigation in The Gambia and drip irrigation in various countries. In Ethiopia and The Gambia, irrigated schemes and lowlands are protected from run-off and floods through integrated watershed management approaches and buffer zones (mangroves).

- (ii) **Access.** Small-scale farmers rely on markets for part of the year to assure their food security. ASAP projects contribute to improved incomes during the lean season through improved adaptation of marketable crops such as vegetables (in Benin, the Plurinational State of Bolivia, Chad, Lao People's Democratic Republic, Mozambique and Niger). They have also contributed to raising the price to farmers of specific commodities because new farming systems improve product quality, as in Nicaragua for coffee. ASAP interventions to climate-proof feeder road segments have also led to increased prices for farmers since poor road access drives down field prices (e.g. in Bangladesh and Niger).
- (iii) **Utilization/nutrition.** ASAP promotes several activities at the nexus between climate change and nutrition. For instance, major impact is being seen from improved adaptation of value chains that are key in diet diversification, such as vegetables in various countries, red meat in Mozambique and fish in Bangladesh, Djibouti and Viet Nam. ASAP also supports literacy courses simultaneously addressing adaptation to climate change and nutrition, e.g. in Lao People's Democratic Republic and Niger. ASAP has supported cash-for-assets activities in the Sahel that enable women-led families to invest in small stock to produce milk for their children.
- (iv) **Stability.** In Rwanda, ASAP adapted storage and marketplaces to climate extremes. In Bangladesh, road slopes were stabilized by using vegetation and in Nepal irrigation canals were protected from landslides, thus safeguarding harvests and ensuring year-round access to markets. ICT services have also been piloted in some countries (Mali, Nigeria and Rwanda) and contribute to securing and stabilizing yields by advising on the best planting dates.

### C. Innovations in the ASAP portfolio

29. Innovation is one of the three pillars of ASAP. In this regard, the programme has developed novel technical, institutional and financial solutions whose combination is critical to achieving sustainability and scaling up.
30. The main technical innovations include adopting crops to climate trends as well as developing climate-resilient seeds and innovative agroforestry practices. ASAP has also promoted smart infrastructure such as climate-proof storehouses, and renewable energy technologies at farm and household level.
31. On the institutional side, the main innovations include the development of modules on climate change in FFSs, the setting up of specific committees to manage climate-sensitive natural resource at community level and a range of CIS.
32. ASAP also provides a set of financial innovations, such as e-vouchers exchangeable for inputs, and digital weather insurance solutions. All these innovations are listed in the last column of table 3 (appendix II). The table also indicates if they have been scaled up through new IFAD projects or country policies.

## Performance of completed projects: the 10-year trend

1. This section presents an overview of the performance of projects completed in the period 2008-2020 according to the eight criteria assessed at PCR stage and reported in the IFAD11 RMF. In line with the methodology applied in the ARRI, ratings are aggregated by three-year moving periods, where each year corresponds to the completion year of the project.
2. Below are the key elements emerging from the 10-year trends:
  - **Almost all indicators saw an improvement over the 10-year period**, with the exception of gender equality (where average performance declined slightly from highs in the early 2010s) and scaling up (where average performance remained stable). The positive trends suggest an overall improvement in the level of ownership of evaluation criteria, which was likely reflected in better design, implementation, and ultimately better results at completion. The slight decline in gender may reflect IFAD's increasing ambition here, and its resolve to make a strong, transformative impact on women's empowerment and gender equality.
  - **By looking at the most recent period (2017–2020), the majority of indicators (five out of eight) show a stable or positive trend.** However, overall project achievement, which should reflect aggregate performance on all criteria, has slightly decreased. Effectiveness and scaling up also saw a slight decline.
  - **Effectiveness, sustainability and efficiency show significantly fluctuating results.** Peak performance is concentrated in the period 2011-2013 (or 2012–2014 for efficiency); after that, performance declined to reach a low in 2015–2017 (or 2014–2016 for effectiveness), then improved again. The three dimensions present similar trends across the years, which testifies to the fact that PCR scores for the three criteria are correlated, as also shown in previous portfolio analyses.
  - **Sustainability and efficiency remain the two weakest areas**, while looking at the final aggregated scores for the 2018–2020 period, thus confirming the findings already presented in section II of the RIDE.

Table 1

### Overall project achievement

Percentage of projects rated moderately satisfactory or better by three-year moving period

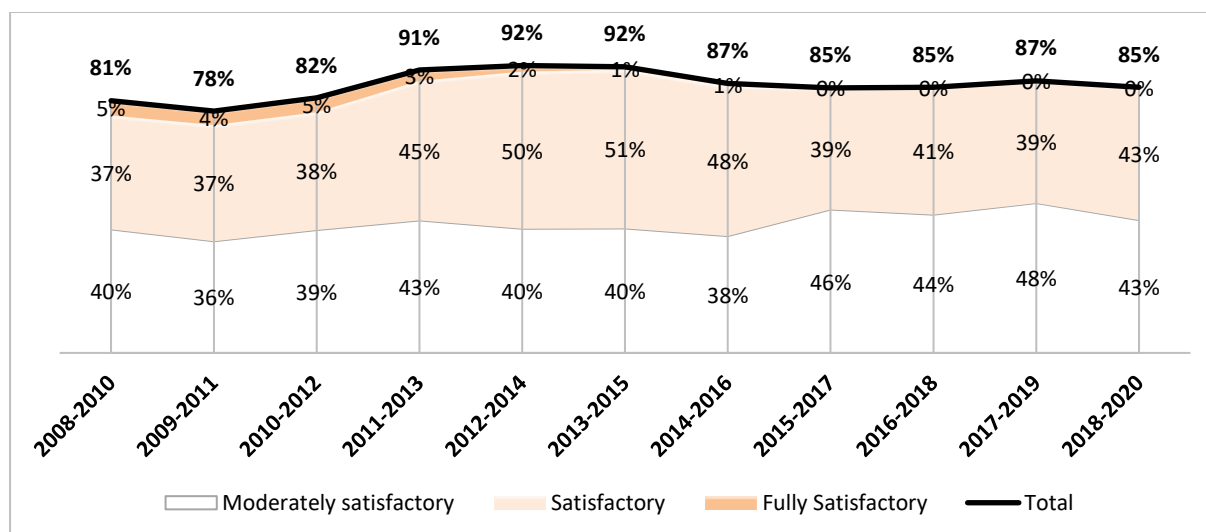


Table 2  
**Effectiveness**

Percentage of projects rated moderately satisfactory or better by three-year moving period

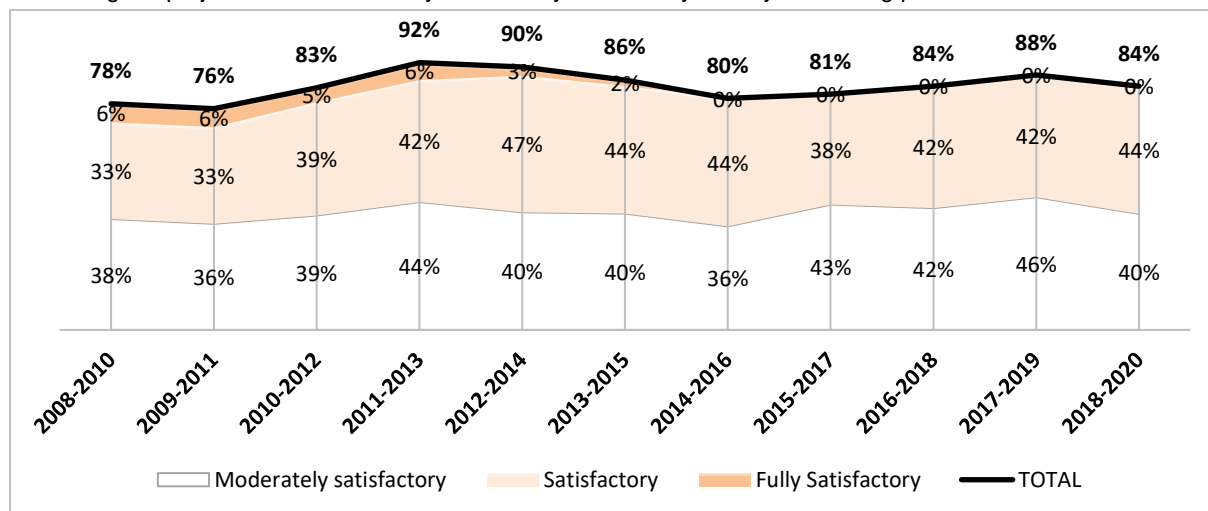


Table 3  
**Sustainability**

Percentage of projects rated moderately satisfactory or better by three-year moving period

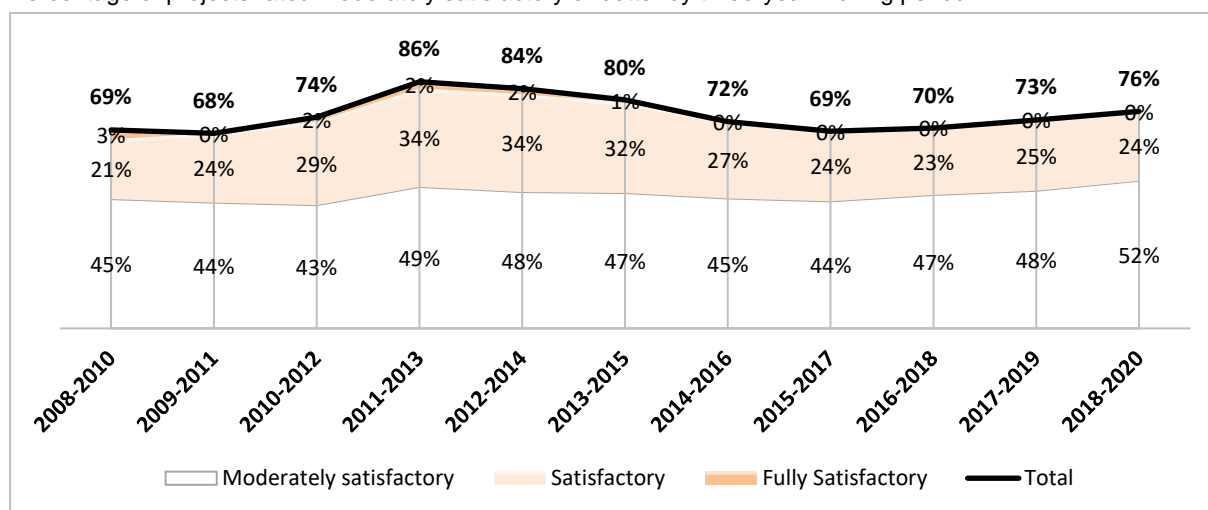
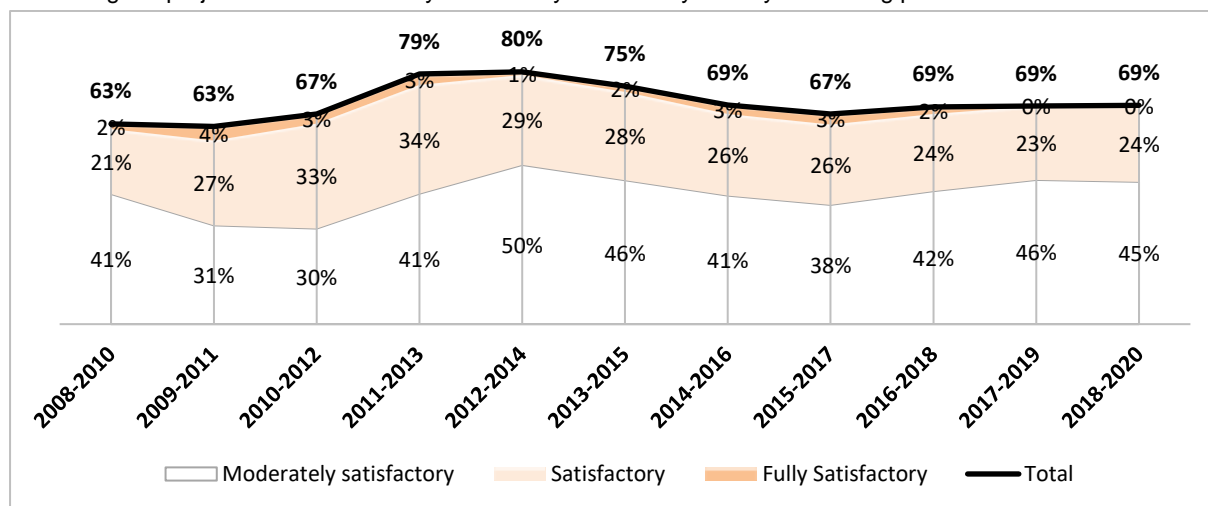
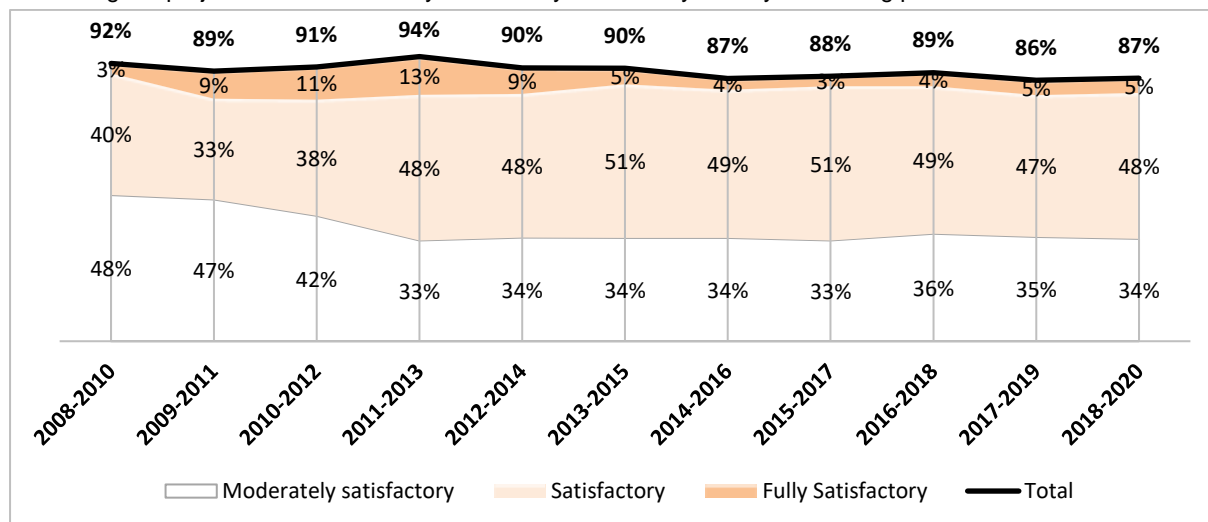


Table 4  
**Efficiency**

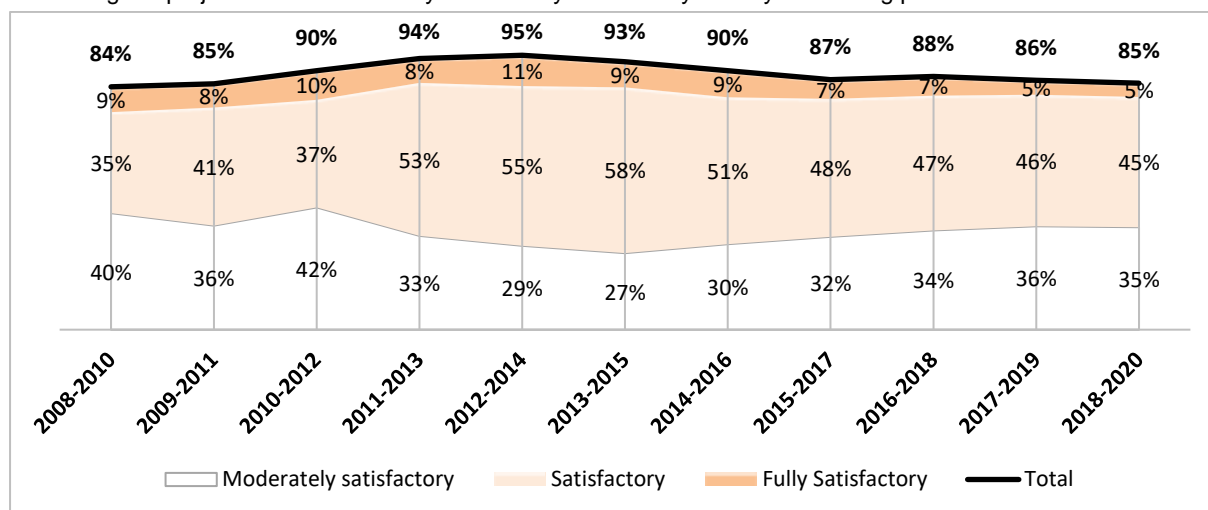
Percentage of projects rated moderately satisfactory or better by three-year moving period



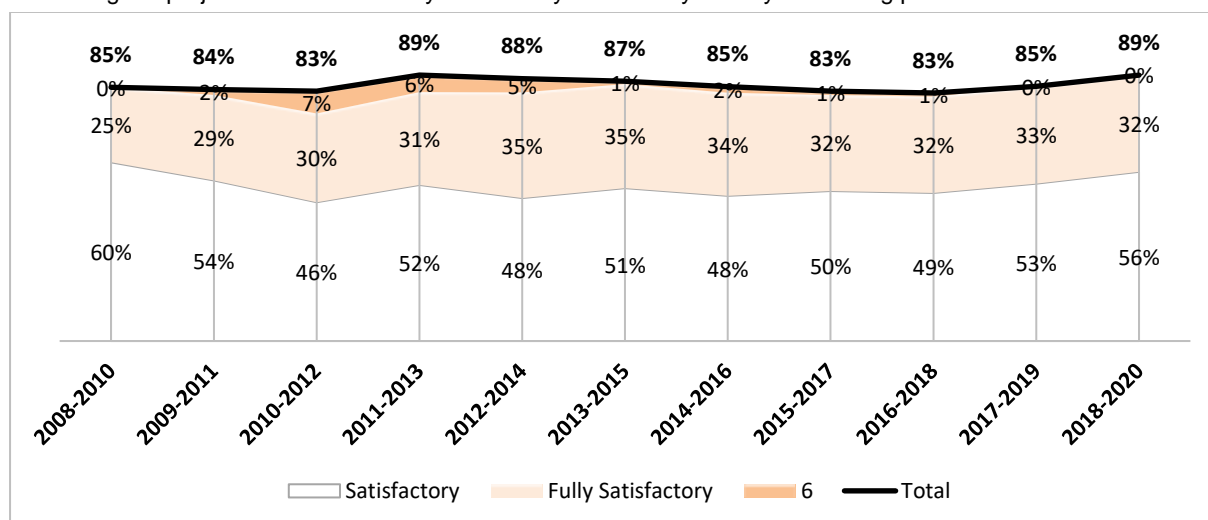
**Table 5**  
**Gender equality**  
Percentage of projects rated moderately satisfactory or better by three-year moving period



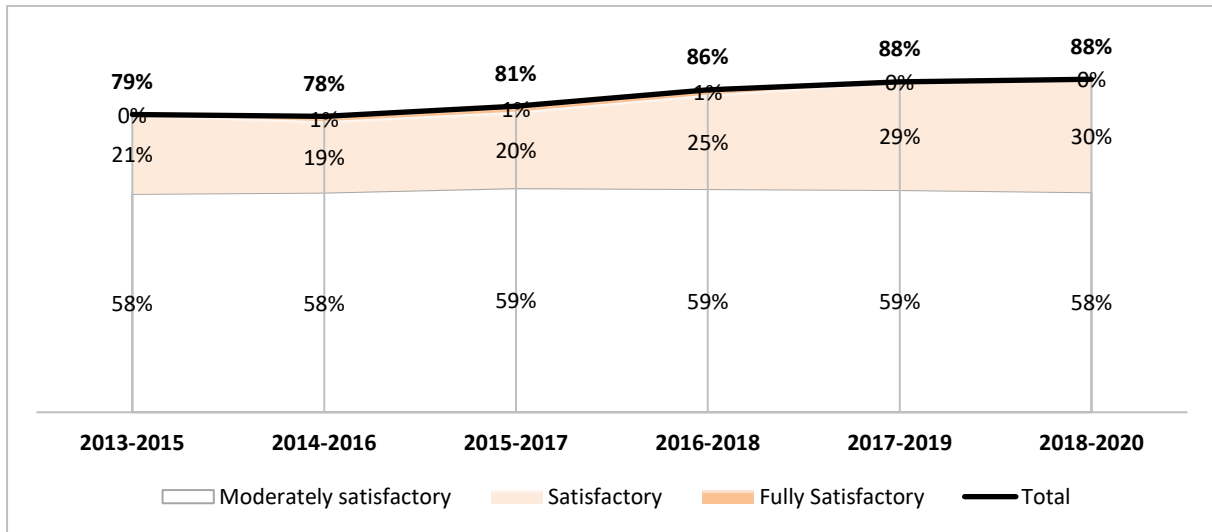
**Table 6**  
**Scaling up**  
Percentage of projects rated moderately satisfactory or better by three-year moving period



**Table 7**  
**Environment and natural resource management**  
Percentage of projects rated moderately satisfactory or better by three-year moving period



**Table 8**  
**Adaptation to climate change\***  
Percentage of projects rated moderately satisfactory or better by three-year moving period



\* IFAD database shows no ratings related to climate change adaptation before the year 2013.



## Appendix I

### Mainstreaming themes: detailed progress report

#### In focus: Environment and climate change

1. **International context/policy engagement and partnerships:** In the framework of the Paris Agreement, 2020 was a key milestone: in fact, for the first time since 2015, countries put forward enhanced Nationally Determined Contributions (NDCs) that go beyond current national climate plans to get closer to the Paris Agreement goals of de-carbonizing economies and improving resilience. IFAD took into account country NDCs goals and activities in 16 new COSOPs and CSNs in 2020. A new, ambitious Post-2020 Global Biodiversity Framework, with actions to tackle the causes of biodiversity loss is currently under development and will be adopted at the 15th Conference of Parties to the Convention (COP15) on Biological Diversity. The Global Biodiversity Forum (GBF) also sets out to identify and build on interlinkages and synergies with the Agenda 2030 and other conventions, such as the United Nations Framework Conference on Climate Change (UNFCCC). These are important developments in the light of the IFAD Biodiversity Strategy, currently under development.
  2. COVID-19 led to the postponement of milestone meetings, such as the COP15 Convention on Biological Diversity and the COP26 for the UNFCCC, hampering the coordinated global efforts to deliver long-term transformative changes to deal with the global climate crisis and build the resilience of those most at risk. Nonetheless, the global momentum in the build up to COP26 has not been lost, as this delay has allowed countries more time to work on their NDC enhancements.
  3. IFAD strengthened strategic partnerships with environment and climate funds such as the GEF, the AF and the GCF, as well as with dedicated environment and climate institutions, including private initiatives aimed at engaging the private sector in the fight against climate change, such as the Global Innovation Lab on Climate Finance.
- Finally, IFAD continued its engagement in the MDB Working Groups: IFAD provided technical inputs to the Mitigation methodology currently under revision, and participated in harmonization exercises within the Adaptation WG.
4. **Strategic orientation:** In its Strategy and Action Plan on Environment and Climate Change, IFAD committed to mobilize at least US\$200 million of supplementary finance in IFAD11. In 2020, a total of US\$144.9 million was secured from the AF and GCF, financing five projects: adding US\$43.4 million mobilized from the AF, GEF and GCF in 2019, this means that less than US\$12 million needs to be raised in 2021 to meet the IFAD11 supplementary financing commitment. An important corporate achievement in 2020 was the finalization of the updated SECAP, the revamped climate risk classification reflecting international developments. In particular, it reflects the 2030 Agenda; the Paris Climate Agreement; the Sendai Framework for Disaster Risk Reduction and the Addis Ababa Action Agenda on financing sustainable development; as well as the focus on minimizing greenhouse gas emissions and the integration of biodiversity considerations are only a few aspects of a major update of the Procedures.

IFAD finalized the programme description for the Rural Resilience Programme, submitted to the Executive Board in December 2020. This built on the approval by the Executive Board in September of the Trust Fund arrangements for the programme. The 2RP is a major new innovative umbrella programme focusing on strengthening resilience to climate change and alleviating the climate change drivers of food insecurity, irregular migration and land degradation. The Programme brings together a number of global initiatives under a common coordinating framework in order to

multiply the benefits of initiatives that work towards the common objectives of the three Rio Conventions. The 2RP has three pillars:

- i) The enhanced Adaptation for Smallholder Agriculture Programme (ASAP+);
- ii) The Sustainability, Stability and Security (3S) Initiative in Africa; and
- iii) The Green Climate Fund's umbrella programme for the Great Green Wall for the Sahara and the Sahel Initiative (GCF-GGWI)

**Achievements against IFAD commitments and action plan KPIs:** Despite the challenges caused by the pandemic, positive results were achieved in almost all action areas of the Strategy and Action Plan on Environment and Climate Change 2019-2025.<sup>31</sup> In terms of ratings at completion, in 2020, 90 per cent of projects were rated 4 or higher on ENRM. This represents a steady improvement compared to 2019 (87 per cent) and 2018 (83 per cent). With regard to ACC, 87 per cent of projects were rated 4 or higher at completion which represents a slight decrease compared to 2019 (91 per cent). The ongoing portfolio performed well, too: at supervision, 90 per cent of projects received a score of 4 or higher for ENRM, and 89 per cent received a score of 4 or higher for ACC. The adoption of IFAD core climate change indicators has been mandatorily linked to the share and type of IFAD climate finance (adaptation or mitigation) that an investment includes. In 2020, 52 per cent of projects included two or more E&CC indicators while 43 per cent of projects included at least one CC indicator. The CC indicators on adoption of environmentally sustainable and climate-resilient technologies and practices, and on land brought under climate-resilient practices were the two most commonly used (in 83 per cent and 39 per cent of projects approved in 2020, respectively). In terms of policy engagement and partnerships, IFAD attended the Global Landscape Forum and the Finance in Common Summit and has joined or established four additional partnerships.

In relation to capacity building and KM, two (virtual) Operations Academies were held in 2020 in ESA and WCA with approximately 120 staff trained on MDB methodologies for tracking climate finance and briefed on the updated SECAP, while nine IFAD publications on issues relevant to environment and climate were issued (see Appendix 1).

**What are we learning:** To ensure business continuity following the COVID-19 pandemic, IFAD seamlessly supported country programmes through virtual missions. The project *Rural Livelihood Development Project* in Yemen was IFAD's first remote design: the design team mobilized the existing collaboration between IFAD/ECG, WFP and FAO on the development of GIS tools using remote sensing and georeferenced information. This facilitated the utilization of satellite images, climate-related information and data on poverty and hunger to remotely identify priority districts for the project, based on social, environmental and climate vulnerability analyses. In turn, this allowed IFAD to take into account operational access and security constraints and government requirements to distribute project actions equitably between the most vulnerable governorates. IFAD's strategic intervention was key to build smallholder farmers' resilience and to empower them to thrive despite the current crisis. The *Value Chain Development Program* in Nigeria is an example of this: through the provision of comprehensive capacity building training and access to key infrastructures, the project enabled better quality and increased rice production leading to a substantial increase in earning for smallholder rice farmers despite challenges posed by the COVID-19 pandemic. Many targeted women have become local millionaires with an average earning of six million Nigerian nairas per year, exceeding the income of senior civil servants in the region.

In this new, operational set-up, GeoScan enabled observation and spatial analysis to make better informed decisions that in turn can improve the agricultural productivity and livelihoods of small-scale farmers. Geospatial technologies can improve the

<sup>31</sup> [IFAD Strategy and Action Plan on Environment and Climate Change 2019-2025](#).

targeting, monitoring and assessment of programme outputs and outcomes. IFAD has been very active in this area, mainly through an ad hoc technical network that has contributed to mainstreaming the use of geospatial technologies across initiatives in over 70 countries.

Capacity development and knowledge management continued to be a priority in 2020 in order to achieve IFAD11 ambitious commitments. This included updated guidance and training curricula on applying the MDB methodologies for climate finance tracking and on the uptake of E&CC indicators. In November 2020, IFAD, in collaboration with CPI, released the first detailed analysis of climate finance flows to small-scale farmers.<sup>32</sup> The third edition of the Climate Action Report is underway.

**Towards IFAD12:** Despite the magnitude of the challenge presented by the COVID-19, IFAD has managed to achieve its climate finance commitments. In fact, between beginning of 2019 and end 2020, IFAD had committed US\$873.5 million in climate finance. This means that only US\$1.5 million remains to be programmed to fulfil IFAD11 climate finance commitments. Under IFAD12, efforts to address climate issues will be further expanded with a climate finance target of 40 per cent of the IFAD12 programme of loans and grants (PoLG). Additionally, according to the Strategy and Action Plan on Environment and Climate Change, an extra US\$300 million in supplementary climate and environment finance from outside sources will be mobilized during IFAD12.

IFAD has made firm commitments to increase the share of global climate financing targeted to small-scale production. The 2RP, through ASAP+, aims to channel climate finance to small-scale agricultural producers and the rural poor in a coordinated way so that it addresses the climate change drivers of food insecurity and delivers multiple environmental, social and economic benefits that can set these communities on the path to long-term resilience and low-emission development.

IFAD, supported by the GCF, will also lead the GCF-GGW Umbrella Programme. Previously IFAD's multi-country Sahel project supported by the GCF (also a part of the Umbrella Programme) is demonstrating the use of digressive insurance models for small holder farmers. The *Inclusive Green Financing Initiative's (IGREENFIN)*, objective is to support access to credit for green agricultural investments in five West African countries, including Burkina Faso, Côte d'Ivoire, Senegal, Ghana and Mali. The "IFAD-green finance" brand applies an innovative integrated approach to environmental finance, which can unblock investment opportunities in low emission and climate resilient smallholder agriculture for MSMSEs, Cooperatives and Farmer Organizations. The program pioneers highly concessional loans at a zero per cent interest rate, supporting local Public (Agricultural) Development Banks in setting up lines of credit and their investment portfolio and governance systems to the countries' NDCs with innovative climate finance and consequently set the stepping stones to meet their Paris Agreement targets and achieve the 2030 SDGs.

## In focus: Gender

**International context/policy engagement and partnerships:** The year 2020 started the Decade of Action for the SDGs, calling for accelerating efforts towards gender equality and women empowerment (GEWE) to realize the 2030 Agenda. It also marked the 25<sup>th</sup> Anniversary of the Beijing Platform for Action, the most progressive commitment on GEWE. The year 2020 was supposed to be momentous with worldwide celebrations and events. Instead, the COVID-19 pandemic put a halt to these plans and threaten the gender equality gains painfully secured over the previous decades.

<sup>32</sup> [Examining the climate finance gap for small-scale agriculture.](#)

Rural women face aggravated challenges during the pandemic. They are more likely than men to lose their jobs as they are overrepresented in the informal sector, which provides very little, to no security for income and employment. They are seeing their unpaid workloads increase and are at an elevated risk of experiencing domestic violence.

In addition, the COVID-19 pandemic has magnified existing inequalities and profoundly impacted rural women. Their agricultural activities have been more affected, to a greater extent, than those of men and they are at a greater disadvantage compared to men in accessing productive resources to maintain their livelihoods. This has the potential to create a downward spiral to poverty as well as food and nutrition insecurity.

IFAD leadership immediately acknowledged the gender-dimension of the impact of the crisis and set out specific guidance for addressing gender equality and women's empowerment in response activities.

COVID-19 led to the cancellation of all in person international forums and the traditional appointment with CSW 64 was cancelled. Nonetheless, during 2020 gender equality and women's empowerment was centre stage globally and at IFAD. Events organized at IFAD such as those on the International Rural Women's Day, CFS, International Day to end violence against women; International Human Rights Days and more, received strong attention. New collaborations were established for instance with DEVEX, co-hosting a virtual event: "Spotlight on Rural Women — Key Leaders in Global Resilience" (IFAD, 15 October 2020). The event was organized to elevate the experience of rural women working in the agriculture and food sectors during COVID-19 and to explore effective response methods in this time of crisis. (see appendix 3 for a sample of learning products).

At the global level, IFAD is one of the members of the Inter-Agency Network on Women and Gender Equality. IFAD is also member of the Rome-based Agencies' Gender Coordination Group. During 2020, in collaboration with FAO and WFP, IFAD lead the working group on rural women. The main outcome was the development and publication of an advocacy paper on rural women: "Rural women and girls 25 years after Beijing – Critical agents of positive change". In addition, IFAD implements joint programmes such as the UN Joint Programme on Rural Women's Economic Empowerment (JP RWEE) and the Joint Programme on Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture (JP GTA). IFAD is a co-leader of the Gender Equality Action Coalition for Feminist Action on Climate Justice. The outcome of the coalition is a 5-year blue-print with commitments to be presented in 2021.

**Strategic orientation:** The gender performance of IFAD's portfolio, more specifically how to address gender inequalities and empower women in the targeted communities, is guided by the three strategic objectives in the Fund's gender policy:

- i. Promote economic empowerment
- ii. Enable women and men to have equal voice and influence
- iii. Achieve a more equitable balance in workloads and in the sharing of benefits between women and men.

The gender policy is operationalized by the Gender Action Plan. While IFAD is on track with its gender transformative commitment at design, these newly designed projects will need to be closely accompanied during implementation commencing at start-ups to translate the intent into actual gender transformative results on the ground. Concurrently, special attention will be provided to ongoing projects to strengthen their gender performance and ensure they meet completion commitments.

IFAD has a close collaboration with FAO and WFP especially through the two joint programmes, as well as regular coordination meetings to identify synergies among RBA gender work IFAD continues to perform well on gender, meeting or exceeding requirements for 14 out of the 16 reported indicators of the United Nations System-wide Action Plan (UN-SWAP) 2.0. IFAD remains a strong performer among the reporting United Nations entities. However, additional emphasis is required in the domains of financial resource allocation and equal representation of women, where IFAD is approaching its targets.

IFAD grants are used strategically to improve performance, learn and innovate. Empower@Scale, a four-year IFAD grant implemented by the Oxfam Novib/Hivos consortium, with the ambition to support IFAD with its commitment to scale up Gender Action Learning Action Systems (GALS) and provide targeted support of IFAD funded projects, has reached full speed in 2020. An additional grant has been approved: Center for International Forestry Research (CIFOR): Stepping up IFAD's gender transformative agenda - Women's land rights initiative.

In a similar vein IFAD partnered with the International Food Policy Research Institute (IFPRI) through a grant "Assessing the Gendered Impact of Rural Development Projects" with the aim of supporting IFAD in improved learning and accountability through six ex-post impact assessments of IFAD-supported projects that have gender-specific outreach and outcomes in the theory of change. IFPRI worked on adapting its empowerment metrics, the Pro-WEAI (the project level Women Empowerment and Agricultural Index), to IFAD's projects context and to the tools and approach used in the IA, resulting in the IFAD Integrated WEAI (IFAD I-WEAI)<sup>33</sup> methodology.

The methodology includes both quantitative tools for assessment based on individual survey data as well as qualitative analysis from a variety of sources and instruments. The methodology is being piloted in six impact assessments being carried out in four regions. Results of the pilots will not only inform gendered analysis across a larger number of indicators and domains, but will identify areas of the instrument and methodology that can be simplified and improved based on the results obtained and the challenges encountered. At the end of 2020, two of the impact assessments using I-WEIA had been completed and reported earlier.

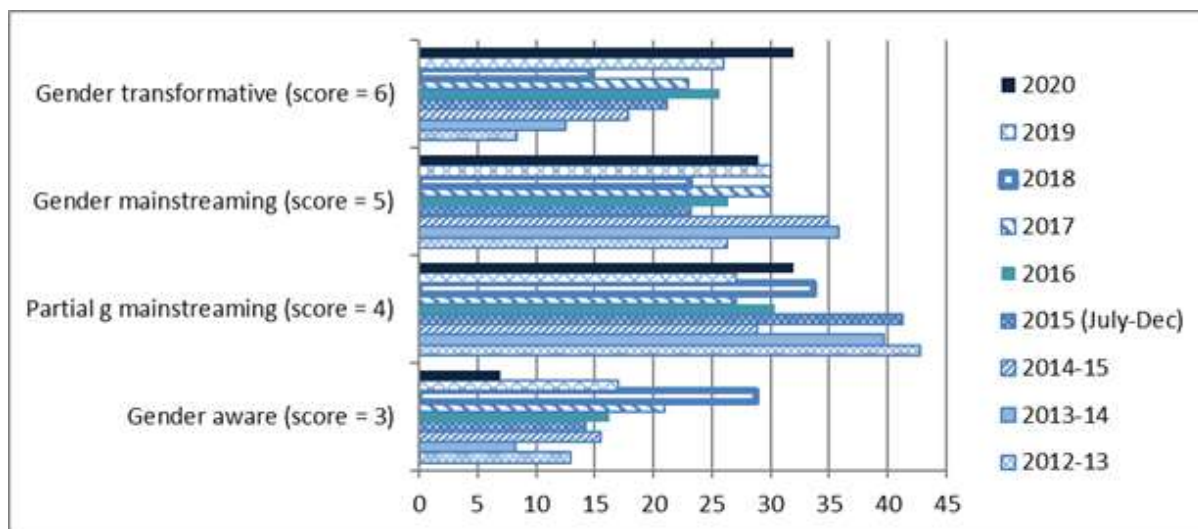
**Achievements against IFAD commitments and action plan KPIs:** A gender sensitivity analysis was conducted on 27 IFAD loans approved in 2020, amounting to US\$ 751,857,465 (figure 1). Out of those, four projects equivalent to US\$ 52,421,523 were not eligible for the analysis because they did not require the development of a new project design document<sup>34</sup>. The overall gender sensitivity outcome on loans analysed shows that 93 per cent of the loan value rated moderately satisfactory and above, compared to 83 per cent in last year's analysis, and 71 in 2018.

The proportion of the total loan value classified as gender transformative raised to an unprecedented 32 per cent percent at design (equivalent to USD 226,196,934 million), compared to 26 per cent of last year. The share of projects rating 6 was instead 21 per cent in 2015 and 18 per cent in 2014. This positive trend can relate to a progressively institutionalized understanding of what gender transformative projects entail, with the provision of clear guidelines for IFAD staff and consultants involved in project design.

<sup>33</sup> The IFAD I-WEAI questionnaire encompasses a number of gender-specific indicators across three agency domains, notably intrinsic agency (power within), instrumental agency (power to), and collective agency (power with). The indicators measure the following 12 dimensions, such as autonomy in income; self-efficacy; attitudes about intimate partner violence against women; respect among household members; input in productive decisions; ownership of land and other assets; access to and decisions on financial services; control over use of income; work balance; visiting important locations; group membership and membership in influential groups.

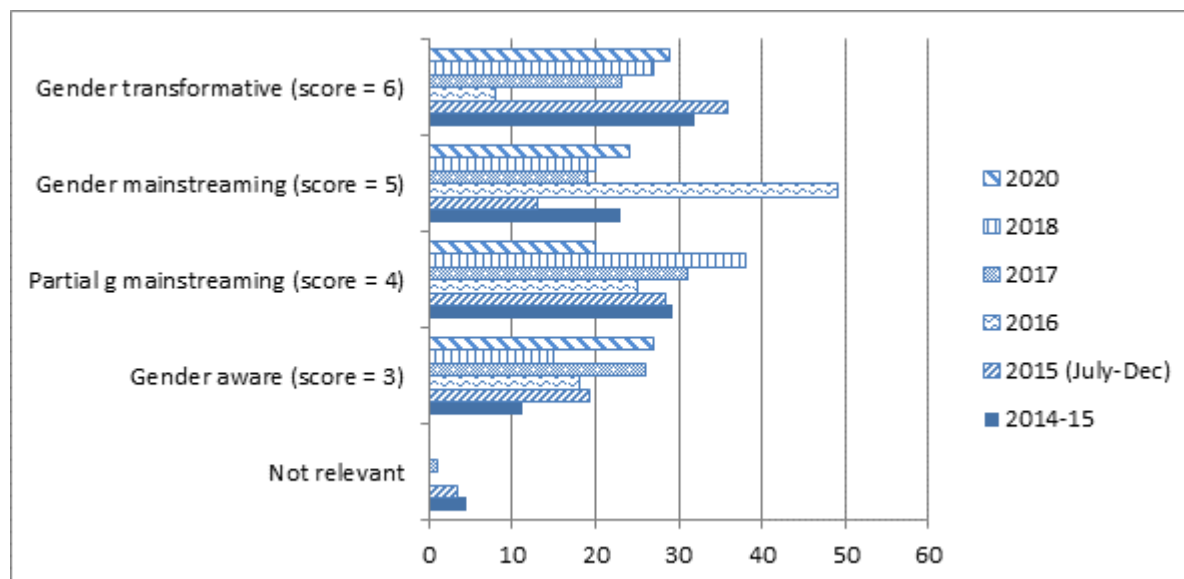
<sup>34</sup> Additional financing of already existing projects or of projects designed with a financing gap.

**Figure 1. Loan sensitivity analysis of 27 projects approved in 2020**



A gender sensitivity analysis of the 16 IFAD grants approved in 2020 with a total value of US\$29.2 million (figure 2) reveals that 73 per cent of grants (by value) were rated as moderately satisfactory or above compared to 85 per cent in 2018. This is more in line with 72 per cent in 2017 and 80 per cent in 2016<sup>35</sup>. 29 per cent of grants were classified as gender transformative, confirming the positive trend of 27 per cent in 2018 and 2017, and much higher than 8 per cent in 2016.

**Figure 2 Grants. sensitivity analysis of 16 grants approved in 2020**



Of project completions rated in IFAD11, 85 per cent of IFAD-supported projects were rated as moderately satisfactory or better at completion against the IFAD11 target of 90 per cent. Of the five IFAD regions, WCA exceeded the target with 100 per cent of projects rated at least moderately satisfactory at completion. 56 per cent of the IFAD-supported projects were fully gender mainstreamed at completion against the

<sup>35</sup> The analysis did not apply to three grants amounting to 3.7 million.

IFAD11 target of 60 per cent. Out of the regions, ESA and LAC met the target and WCA and NEN exceeded the target both with 63 per cent projects rated fully mainstreamed at completion (Appendix 2).

### **Achievements against IFAD commitments related to Impact Assessments**

This section presents the preliminary findings on gender-disaggregated impacts for three projects; two of them have specific gender targeting in their theories of change - PMR in Mali and VCDP in Nigeria; and one is explicitly gender-sensitive: PSSA in Peru. Additional data are currently being analysed or collected and will be available by the end of IFAD11.

Table 2 reports estimated impacts of the PMR project in Mali on selected gender empowerment indicators. Results show largely that impacts on women in the treatment group compared to those in the control group are significantly better off in terms of all the indicators reported.

**Table 2. IFAD I-WEAI indicators across groups (Mali -PMR-)**

Indicator	Treatment Effect Women	Treatment Effect Men
Attitudes about domestic violence	++	+++
Respect among HH members	+++	+++
Input in productive decisions	+++	---
Ownership of land and other assets	+++	--
Access to and decisions on financial services	+++	+++
Control over the use of income	+++	---
Work balance	+	++
Group membership	+++	---

Note: The + and - signs indicate that the estimated impact on the selected indicators are, respectively, positive or negative and statistically significant at 10% +/-; 5% ++/--; 1% +++/--- levels. n.s. indicates that the estimated impact was not statistically significant.

Results for the VCDP project in Nigeria (Table 3) are weaker on increasing gender-equality than in Mali. While the estimated impacts on the selected indicators (for treatment versus control group) are not significant in most cases, women in the control group have higher scores than those in the treatment group in terms of access to and decisions on financial markets, as well as control over the use of income. Women in the treatment group have significantly higher scores than those in the control group in terms of work balance, though this is only significant at the ten per cent level. Men in the control group have higher scores than those in the treatment group in terms of access to and decisions on financial services.

**Table 3. IFAD I-WEAI indicators across treatment group (Nigeria -VCDP-)**

	Treatment	
	Effect Women	Effect Men
Attitudes about domestic violence	n.s.	n.s.
Input in productive decisions	n.s.	n.s.
Ownership of land and other assets	-	n.s.
Access to and decisions on financial services	---	---
Control over the use of income	---	n.s.
Work balance	+	n.s.
Group membership	n.s.	n.s.

Note: The + and - signs indicate that the estimated impact on the selected indicators are, respectively, positive or negative and statistically significant at 10% +/-; 5% +/-; 1% +/- levels. n.s. indicates that the estimated impact was not statistically significant.

The Peruvian project (PSSA) directly financed business plans of smallholder farmer associations and community initiatives of local development to improve rural livelihoods in a participatory manner. Farmers' associations received a grant equal to 80 per cent of their business plans for investments on any rurally viable small business (e.g. livestock, textiles, aquaculture, eco-tourism, crop production). Estimated gender-disaggregated results suggest some positive impacts of the PSSA. Specifically, concerning the share of total value of harvest from plots managed solely by males, we find a significant decrease in this share (-5.8 per cent), while the corresponding impact is significantly positive from jointly-managed plots (5.6 per cent), indicating an increase in female contribution to total agricultural income. Additionally, results indicate a positive impact on the total value of livestock production only when livestock is jointly owned or owned by females only. These results suggest that when well integrated projects that are not specifically gender transformative, as it is the case for the PSSA, can contribute to a significant step forward toward more equitable gender outcomes.

**What are we learning:** First, each project should have a specific gender strategy and a resourced action plan, to translate commitments expressed at design into concrete actions. However, these are not sufficient to improve performance. They need to be accompanied by regular support and monitoring. The newly developed Gender Action Plan template is proving to be an effective tool in managing for results.

Early engagement with the project at start-up and early in implementation is key to put in place the proper foundation to mainstream gender throughout the project – across all components and project management. This includes helping the project team to build necessary GEWE capacities.

The 3<sup>rd</sup> strategic objective of the Gender policy on equitable distribution of benefits and workloads is the most challenging to comprehensively address in projects. In addition to the use of Household Methodologies, the integration of climate smart investments, natural resources management - such as water management investments and those focusing on clean energy (fuel efficiency, biogas) are showing positive results.

Project teams have a strong interest for HHMs, in particular for GALS. This requires significant investments to build the required technical capacities to support their implementation in the context of projects. The [empower@scale](#) platform is a good start, however technologies could also assist with GALS roll out and support projects



virtually. Further, the GALS+ is proving to facilitate the integration of the gender, youth, nutrition and climate.

The fielding of the empowerment indicator for all the projects classified as gender transformative at design in 2019 and 2020 requires enhanced technical support to project teams to customize and roll out the indicator and track the underlying dimensions of empowerment during implementation.

The gendered impact of COVID-19 needs to be taken into consideration in all response activities. While increasingly integrating a resilience dimension in our operations, it needs to take into account complex gender dynamics.

**Towards IFAD12:** While we are on track in terms of commitments at design in terms of gender transformative projects, these new projects need to be followed closely during implementation. In addition, special attention will need to ensure ongoing projects strengthening their gender performance to meet completion commitments. In terms of global policy engagement, IFAD is closely involved in the preparation of Generation Equality Fora, especially as co-leader the Action Coalition on Feminist Action for Climate Justice, and the Food Systems Summit. Close collaboration with FAO and WFP will continue, especially through the two joint programmes. Finally, a proposal for a results-based mechanism for gender transformative results is being developed in collaboration with the Bill and Melinda Gates Foundation.

## **In Focus: Nutrition**

**International context/policy engagement and partnerships:** 2020 was marked by the country and global level dialogues on the Food Systems and their important role in food security and nutrition. The Summit will be convened by the UN Secretary General in 2021 and will launch bold new actions to deliver and accelerate progress on all 17 SDGs, each of which relies to some degree on healthier, more sustainable and equitable food systems. IFAD has been actively engaged in these dialogues as part of its rural transformational agenda to ensure inclusive, resilient, and equitable and nutrition sensitive food systems

**Strategic orientation:** In 2020, IFAD's focus was to ensure that IFAD's investments addressed nutrition problems of its target populations through an in-depth analysis of the nutrition situation that identifies the needs of the most nutritionally vulnerable people. The aim is to address all forms of malnutrition through context specific nutrition sensitive agriculture interventions. A key approach was to integrate nutrition in value chains projects in IFAD, and better focusing of resources to support nutrition at all levels of the value chains to optimise the projects nutritional impacts. Strong technical capacities focused on ensuring stronger integration of nutrition with other mainstreaming themes - climate and environment as well as social inclusion issues to ensure a holistic and multi-sectoral approach to design and implementation. Special emphasis was given to ensure diversification of production and consumption (crops, livestock to fisheries including neglected and under-utilised species (NUS)), promoting access to markets and Water Sanitation and hygiene. These were complemented with nutrition education and social behaviour change communication.

**Achievements against IFAD commitments and action plan KPIs** In 2020, all COSOPs had a focus on nutrition in their narrative (100 per cent were nutrition sensitive). They included a nutrition situation assessment (integrated in the SECAP) and had a nutrition focus in their strategic objectives (Bolivia, Honduras, Mexico, Comoros, Zimbabwe, Eritrea, Tajikistan, Sierra Leone, Chad, Côte d'Ivoire, Mali, and Guinea). Compared to previous years the COSOPs provide an analysis of the nutrition policy environment, and partnerships and recommended actions/interventions. Some of the COSOPs also integrate IFAD's nutrition core indicators.

With more than 70 per cent of projects approved being nutrition sensitive, the focus on nutrition has been growing in IFAD as nutrition is recognized to have a great impact

in the resilience of project beneficiaries and the sustainability of project results. The quality at design has improved and projects are meeting all criteria for mainstreaming nutrition. All NS projects approved in 2020 have integrated IFAD's nutrition core indicators in their logical frameworks. Additionally on-going nutrition sensitive projects continue to integrate the indicators in their surveys with some good practices of measurements of the Minimum dietary diversity emerging (thanks to the COI guidelines and continued coaching and capacity building of project staff). This will be a game changer in strengthening management, decision taking for policy and programming for NS projects. IFAD continued to strengthen the evidence base of how nutrition integrates with other themes. For example, through ASAP2, Wageningen University provided research and technical support to three projects in Ghana, Lesotho and Zimbabwe to strengthen linkages between nutrition and climate at design.

One of the strategic approaches of the NAP is to strengthen implementation support to on-going projects. This has been achieved through various strategies; closer attention and technical support by the PDTs, stronger collaboration with regional divisions to provide technical assistance to selected projects through nutrition specialists, providing additional financing through supplementary funding (NORAD), providing guidance materials (How to do notes on Neglected and Underutilized Species). Of special mention is the support provided to projects to develop nutrition strategies/action plans, which has helped them to better orient and integrate nutrition in on-going projects, an initiative that is showing promising results.

IFAD continues to engage in global and regional platforms, taking a strategic role in the governance of the newly established UN Nutrition and the creation of its secretariat. This will go a long way towards ensuring a harmonised approach and common voice on nutrition among the UN agencies at global and country level. Through this arrangement, IFAD has contributed together with other agencies in supporting the CFS efforts to develop the FNS Voluntary guidelines and the implementation of the UN Decade of nutrition. At the regional level, IFAD plays an important role in the steering committee of the Japan led Initiative for Food and Nutrition Action in Africa, which includes strengthening collaborations and partnerships at country level to address all forms of malnutrition. Partnerships were also maintained with Bioversity International, Wageningen University, McGill University, IFPRI among others.

**What are we learning:** The objectives set in the NAP are reachable and having nutrition among the priorities was a strategic and forward-looking decision for IFAD, particularly as the pandemic has highlighted the vulnerabilities in countries where IFAD operates. We are learning:

- If a nutrition sensitive agriculture specialist is part of the design team, the quality of project design is high.
- Nutrition should be approached through a multi-sectoral lens, hence not separated from gender, youth, indigenous peoples, climate, and environment. Design should therefore take a holistic and integrated approach whereby nutrition vulnerabilities are understood through multiple determinants of malnutrition.
- NS projects need intense technical support at all stages of implementation, particularly in M&E and indicators measuring nutrition outcomes.
- IFAD's projects are shifting from monocultures to diversified and integrated food production, that takes into account biodiversity conservation and management, and species (including NUS) that are adapted to local environmental conditions. This is a positive step towards ensuring access to diversified, healthy and sustainable diets

**Towards IFAD12:** IFAD12's, new commitment is to ensure that 60 per cent of new investment projects are nutrition sensitive at design. The focus for IFAD12 will be on ensuring quality of designs and that nutrition is adequately integrated in projects, and linked with other mainstreaming themes.

With an increased portfolio of NS projects, and the global importance of nutrition highlighted through the FSS, and the global COVID pandemic, concerted efforts will be needed to focus resources (Human and financial) for the needed capacities to ensure that nutrition sensitive projects deliver nutritious and healthy diets to the most vulnerable populations in rural areas. To achieve this, capacities of implementing partners will need to be strengthened. Data and evidence will be take a central role for decision-making, influencing the policy environment and advocacy.

### **In Focus: Youth**

**International context/policy engagement and partnerships:** Rural youth are among the most disadvantaged of groups with nearly 1 billion of the 1.2 billion people in the world between the ages of 15 and 24 residing in developing countries, and their numbers are growing far more rapidly than in higher-income countries (UNDESA 2017). COVID has affected rural youth population especially as their livelihoods mostly depend on the informal economy. Lockdowns, closure of borders and other restrictions on human movements impeded farmers' access to input and output markets, and increased food loss as well caused significant delays in agricultural commodities across countries.

In 2020, IFAD mobilized additional US\$3.5 million from a bilateral donor (Visa Foundation)<sup>36</sup> to co-finance the innovative Youth Agri-Business Hubs in Africa pilot programme, bringing the total amount to fund the initiative to US\$20 million. Despite the restrictions posed by the pandemic, our engagements took a COVID sensitive approach by employing the use of digital platforms and services to facilitate the preparatory work and studies for the agribusiness model. IFAD also participated in the Kilimo Trust (implementing partner of the Youth Agribusiness Hubs in Rwanda) 15<sup>th</sup> Anniversary on "Repositioning the Agribusiness Agenda for the 21st Century Billionaires".<sup>37</sup>

IFAD contributed and officially endorsed the UN IANYD [Statement on COVID-19 & Youth](#) that calls for recognizing young people's own actions and their potential to advance the fight against the pandemic through effective partnerships. Partnerships with ILO, FAO and BMZ were nurtured and strengthened on the issues of decent youth employment and child labor.

**Strategic orientation:** IFAD11 has been a turning point in IFAD's engagement with rural youth with the approval of the Rural Youth Action Plan - 2019-2021(RYAP) and the establishment of the baseline that helped to define and track "youth sensitivity (YS)" in IFAD supported investment projects. While IFAD is on track with its commitment targets at design, special efforts will be required to support programme delivery and improve the performance of M&E systems to contribute to the ongoing learning and reflection on YS beyond outreach data.

The Grant Portfolio is used strategically to test innovative approaches to attract youth into agriculture. The Youth ABH<sup>38</sup> model in Africa grant window that is currently piloting an innovative approach to agribusiness incubation and focuses on the creation of diversified pathways to rural youth employment and aims to generate 22,550 jobs for young people in Africa in the next 3-5 years. The model will be piloted in ten countries in Africa through a phased approach: it is currently ongoing in Rwanda and Nigeria and under design in Cameroon Kenya, and Mozambique. It is expected that another four hubs will be targeted in 2021.

<sup>36</sup> EUR 10 million have been already secured from BMZ.

<sup>37</sup> Kilimo Trust - implementing partner of the Youth Agribusiness Hubs in Rwanda.

<sup>38</sup> Agribusiness Hub.

In line with the KM agenda a new "[How to do Note on Access to land for rural youth employment and entrepreneurship](#)" was published to provide guidance on designing YS projects with interventions targeted at strengthening tenure security. The new SECAP has includes a section regarding "Labour and Working Condition" to provide specific guidance on preventing forced employment and child labour.

The "[Grassroots approach for connecting youth voices to action](#)", which was endorsed by the Executive Board for information in September 2020. IFAD also contributed to [Statement on COVID-19 & Youth](#) as highlighted in the above.

IFAD strengthened its partnerships with FAO and ILO to enhance internal capacity on mainstreaming youth in its operations. This included inclusion of virtual learning events and e-learning modules on application of the targeting operational guidelines, integration of youth aspects into the new SECAP and facilitation of youth to participate in resource mobilization activities.

**Achievements against IFAD commitments and action plan KPIs:** Overall, under IFAD 11, 85 per cent of projects approved so far are validated as YS at design exceeding the 50 per cent target. Outreach indicators are in line with the RYAP and disaggregated by gender and age. COSOPs were 100 per cent YS in 2019 and 2020 Ratings at quality at entry for YS projects designed in 2019, shows that out of 26 projects, 7.5 per cent rated highly satisfactory, 50 per cent rated satisfactory, 35 per cent rated moderately satisfactory and 7.5 per cent moderately unsatisfactory. In 2020, 20 projects were classified as youth-sensitive.

The "[Grassroots approach for connecting youth voices to action](#)" was designed jointly with youth from all the regional to realise IFAD's commitment to enhance the involvement of youth voices in its governance at all levels<sup>39</sup>. The approach enables IFAD to seize the opportunity to strengthen youth participation as key partners in field operations in a more systematic process. Piloting of the approach started in February 2021 in five countries, one per region 2021<sup>40</sup>.

In **action area 1 of the RYAP**<sup>41</sup>, two innovative grants were implemented including: (i) leveraging diaspora investment for youth employment (closed in 2020) and (ii) engaging students with IFAD-Supported Operations completed in 2020. The grants involved: (i) design and test of new financial mechanisms to link diaspora investment/savings to productive projects in Senegal and Morocco<sup>42</sup> and (ii) the direct participation of 122 list B and C students in IFAD projects as researchers. Since 2019, IFAD is also funding a large grant worth USD 3 million to the Global Forum for Rural Advisory Services (GFRAS), titled "Delivering Extension Services to the Last-Mile: Improving smallholders' access to innovation and pluralistic, demand-driven extension services" (LMP). LMP grant is supporting the mobilization and organization of last-mile Rural Advisory Service providers at country level into public and private platforms (PPPs), and improving their skills and operational capabilities at country level. Over the course of 2020, the grant focused on developing good practices for integration of youth in extension services and carried out assessments on the impact of Covid-19 on agriculture and food security as well as strategies for mitigation published and disseminated through digital means. They are also improving and diversifying their membership base thus making important progress toward the objective of making regional and country RAS platforms pluralistic and demand-driven public-private partnership models.

Concerning **RYAP area two**<sup>43</sup>, IFAD engaged in several global events: the ILO Youth Transitions Policy Research Conference and the SIANI Annual Meeting that focused

<sup>39</sup> Action area 4 of the RYAP.

<sup>40</sup> Cambodia, Colombia, Morocco, Rwanda, and Senegal.

<sup>41</sup> Youth-sensitive country programme delivery - Action area 1 of RYAP.

<sup>42</sup> These studies are part of a completion report and will be available upon request.

<sup>43</sup> Evidence-based knowledge management and strategic communication.

on the effective inclusion of rural youth in the food system. IFAD also collaborated with the MoFA of the Netherlands in the organization of the [Youth@Heart Forum](#) within the framework of Dutch Youth@Heart strategy. IFAD led the organization of one virtual webinar "[Jobs for youth in the green economy](#)" that featured 2 young beneficiaries of IFAD-funded projects in Tunisia ([PRODEFIL](#)) and Benin ([PADMAR](#)). Participants shared their experience and recommendations on green jobs, particularly in relation to composting organic waste and beekeeping as promising initiatives and examples for youth employment creation and environmental preservation. IFAD also contributed by organizing a series of virtual consultations in which youth networks and local youth champions, from across Africa, shared their experiences and suggestions about what they consider important for promoting the growth of rewarding green jobs in rural areas. Their feedback and inputs were summarized in a blog story<sup>44</sup>

An achievement in **action area four** <sup>45</sup> is the US\$3.5 million mobilized from bilateral donors. IFAD's visibility has also been augmented by the advocacy of the IFAD's youth advocates<sup>46</sup>. Finally, a Social Media campaign on Youth and COVID-19 was launched in 2020 with the aim of collecting stories from young beneficiaries of IFAD projects and showing how they are coping with the current crisis and how they can be positive agents of change and resilience in their communities.

A challenge faced during the implementation of the RYAP and specifically in relation to country programme delivery is the delay in project start-up due to COVID-19 outbreak

**What are we learning:** COVID19 undoubtedly affected previously arranged activities, which led to a delay in the start-ups of projects designed in 2019, including preparatory studies of the integrated youth agribusiness model in the first two countries<sup>47</sup>. Progress has been made with two hubs having completed phase I including; the identification of partnering hosts, project launch and conducting of preparatory studies (Institutional capacity assessment, Labour market Diagnostic, Value Chains Analysis and Youth targeting strategy).<sup>48</sup>

Learning from YS projects entering into force in 2020 the ROOTS project, Gambia<sup>49</sup> offers a good example of shaping holistic approaches to job creation and youth empowerment. The project design has a youth strategy that promotes youth social and economic empowerment, disaggregates data where relevant as well as has strong partnership with development partners. It includes supporting youth land access rights, a youth incubation programme to train, develop and build youth capacity, youth mentorship, financing and a reward programme. It also makes provisions for a dedicated youth staff and budget to cover youth activities.

A key innovation under pilot stage is the Youth Grassroots Approach that goes the extra mile in mobilizing alliances around rural youth at the grass-roots and serves the twofold purpose of grounding a youth approach at the local level and opening up space in which to reach out to marginalized rural youth voices. This helps address concerns expressed by youth representatives in recent consultations, including during the informal dialogue with IFAD senior management that took place in October 2020, that IFAD lacks innovative instruments to engage with youth at the grassroots. The Approach increases ownership and mutual accountability of youth engagement processes for making progress in achieving development results and in turn helps to ensure their long-term sustainability while also driving forward the modernization of

<sup>44</sup> [Green jobs for youth: What works and what's missing?](#)

<sup>45</sup> Policy engagement, partnerships, resource mobilization.

<sup>46</sup> Sherrie Silver and Mr. Eazi who actively engaged in corporate events and policy engagement activities such as the IFAD12 launch and the AGRF side event "2nd Annual GoGettaZ Agripreneur Prize event, a Generation Africa initiative".

<sup>47</sup> Rwanda and Nigeria.

<sup>48</sup> The studies informed and guided the upgrading of facilities and pre-training support required, and formulation of respective AWPBs based on the value chains nodes, and demand driven skills identified with highest potential of generating youth employment opportunities.

<sup>49</sup> Resilience of Organizations for Transformative Smallholder Agriculture Programme (ROOTS).

approaches and tools. The main added-value of this approach is precisely in its strong grassroots and operational focus which complements ongoing work with regional and international bodies. In this regard, IFAD12 – with its particular focus on youth and youth employment, the commitment made to ensure 60 per cent of new investment projects prioritize youth, and the creation of new mechanisms such as PSFP and ASAP+ - provides the right framework to step up IFAD's engagement with this target group.

**Towards IFAD12:** In IFAD12, youth commitments include an ambitious but realistic target of 75% of projects rating 4+. Performance of youth sensitive projects will be tracked at supervision, partnerships strengthened with a focus on child labour in agriculture as well as scouting for additional resources to enhance innovative approaches for creation of job opportunities for rural youth in agriculture. With the growing transition towards a green economy, the agriculture sector is projected to yield increase of 52% to 59% in primary-sector employment by 2050<sup>50</sup>. Therefore, a focus on creating decent green jobs in the rural economy for youth will be prioritized. Another challenge lies in tracking youth-sensitive project performance, as there are currently no specific ratings to gauge youth indicators in supervision guidelines. Solutions to measure youth performance especially on decent jobs creation would be fostered through further discussions with OPR in IFAD12.

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<sup>50</sup> Food and Agriculture Organization of the United Nations.

**Appendix 1. Publications on issues relevant to environment and climate published in 2020**

1. [Examining the climate finance gap for small-scale agriculture](#) - jointly with the Climate Policy Institute
2. [Fostering Inclusive and Sustainable Agricultural Value Chains: The role of climate-resilient infrastructures for SMEs](#) - a joint publication BRACED
3. [Climate Risks Analysis in East and Southern Africa](#) (Angola, Lesotho, Malawi, Mozambique, Rwanda, Uganda, Zambia and Zimbabwe) – jointly with the University of Cape Town
4. [Renewable Energy for Smallholder Agriculture \(RESA\)](#) – approach paper
5. [Mid-term review of IFAD’s Adaptation for Smallholder Agriculture Programme](#) – the review was carried out by Itad Limited
6. [The future of agriculture in sub-Saharan Africa](#) – policy brief
7. [Resilient Food Systems 2018-2019 Annual Report](#)
8. [Participatory Guarantee System case study report and brief](#) – jointly with Slow Food
9. [Targeting toolkit](#)

Additional “winners” selected and published as good practices by partner organizations:

1. [Coastal Climate Resilient Infrastructure Project \(CCRIP\) - case study](#) published by the One Planet network and presented during the 3rd global conference of the Sustainable Food Systems Programme
2. [Good Practice Brief: Fostering sustainability and resilience for food security in Niger](#) published by the GEF
3. [Addressing climate change adaptation for smallholder farmers in fragile situations: learning from the Adaptation for smallholder agriculture programme](#) (Ag4Dev journal article)

**Appendix 2 - Gender ratings per region (Completion reports submitted in 2019-2020)**

<b>Gender Target (per region)</b>	
<b>Region</b>	<b>APR</b>
60 per cent projects rated 5+ on gender at completion	<b>53 per cent</b> projects rated 5+ on gender at completion
90 per cent projects rated 4+ on gender at completion	<b>87 per cent</b> projects rated 4+ on gender at completion
<b>Region</b>	<b>ESA</b>
60 per cent projects rated 5+ on gender at completion	<b>56 per cent</b> projects rated 5+ on gender at completion
90 per cent projects rated 4+ on gender at completion	<b>78 per cent</b> projects rated 4+ on gender at completion
<b>Region</b>	<b>LAC</b>
60 per cent projects rated 5+ on gender at completion	<b>50 per cent</b> projects rated 5+ on gender at completion
90 per cent projects rated 4+ on gender at completion	<b>88 per cent</b> projects rated 4+ on gender at completion
<b>Region</b>	<b>NEN</b>
60 per cent projects rated 5+ on gender at completion	<b>63 per cent</b> projects rated 5+ on gender at completion
90 per cent projects rated 4+ on gender at completion	<b>75 per cent</b> projects rated 4+ on gender at completion
<b>Region</b>	<b>WCA</b>
60 per cent projects rated 5+ on gender at completion	<b>63 per cent</b> projects rated 5+ on gender at completion
90 per cent projects rated 4+ on gender at completion	<b>100 per cent</b> projects rated 4+ on gender at completion



### Appendix 3.

#### Sample of IFAD Knowledge and Communication Products developed in 2020 related to gender

##### Web stories

- [The first woman camel farmer in North Africa: Imen's story](#)
- [Anka's story: Working smarter – and fairer – in Montenegro](#)
- [Resilience in rural Syria: Welcoming back tourists with fresh-baked pastries](#)
- [Keeping the family happy and healthy: Hafeeza's story](#)
- [Planting seeds in the new normal: Rural women in Pakistan amid COVID-19](#)
- [In Brazil, a "quiet revolution" for rural women makes the invisible visible](#)
- [Before and during COVID-19, an e-voucher initiative makes a difference for Kenyan farmers](#)
- [Empowering and protecting rural women in the time of coronavirus](#)
- [Teach me how to fish and I will transform my life – and my community](#)
- [Solidarity and flexibility: IFAD-supported artisans produce masks and hairnets to fight coronavirus in Brazil](#)
- [Scaling-out gender transformation for climate change](#)
- [Djibouti's "mother counsellors" are agents of change](#)
- [Building women's resilience and livelihoods](#)
- [How savings groups are empowering women in Guatemala](#)
- [Call for proposals: Stepping up IFAD's gender transformative agenda - Women's land rights initiative](#)

##### News, blogs and articles

- Rural women: The key to building back better in a post-COVID world
- [Supporting rural women's land rights](#)
- [International Day for the Elimination of Violence against Women](#)
- [16 days of activism against gender-based violence: Building a brighter future for women and girls](#)
- [Governments need to halt the disproportionate impact of COVID-19 on rural women, says IFAD President on International Day of Rural Women](#)
- [Holding on: IFAD-supported programme sustains assets – and rural livelihoods](#)
- [Empowering and protecting rural women in the time of coronavirus – IFAD's COVID-19 response in Nigeria](#)
- [Women's Self Help Groups Micro ATMs in the times of COVID-19, India](#)
- [The making of a turning point: A rural Chinese women's cooperative joins the COVID-19 fight](#)
- [Resilience in the face of COVID-19: Poultry for women's empowerment in Sri Lanka](#)
- [Un total de 25 organizaciones impulsan una campaña para empoderar a las mujeres rurales, indígenas y afrodescendientes frente a la pandemia de COVID-19](#)
- Securing sustainable food systems hinges on gender equality
- India - economic and social empowerment for one million women
- [The faces of empowerment](#)
- The Gender Network

##### Publications

- [How to do note: Gender and pastoralism](#)
- Informe de Género e Inclusión Social: Región Andina
- Brief on Gender and Social Inclusion: East and Southern Africa

- [Making agricultural and climate risk insurance gender inclusive: How to improve access to insurance for rural women](#)

#### **Video**

- [India: Radiant Women](#)
- [Nigeria: From Rice to Riches](#)
- [Tunisia – Bright sparks in agriculture](#)
- [India – Sangeeta the tailor](#)

#### **Podcast**

- [Women Powering the Farming Future - Episode 4](#)

#### **Externally published articles**

- [COVID is reversing decades of progress for rural women](#)

## ASAP-supported projects: targets and progress

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>51</sup>	Results from the RIDE 2020	Results achieved to date	Percent age achieved
<b>Goal</b>	Poor smallholder farmers are more resilient to climate change	1 No. of poor smallholder household members whose climate resilience has been increased	6 795 088	4 899 571	6 029 708	89%
<b>Purpose</b>	Multiple-benefit adaptation approaches for poor smallholder farmers are scaled up	2 Leverage ratio of ASAP grants versus non- ASAP financing	1:7.5	1:7.9	1:7.9	105%
		3 No. of tons of greenhouse gas emissions (CO <sub>2</sub> e) avoided and/or sequestered	80 million tons over 20 years (2012 target)	10.4 million tons over 20 years <sup>52</sup>	60 million tons over 20 years	n/a
<b>Outcome 1</b>	Improved land management and gender sensitive climate-resilient agricultural practices and technologies	4 No. of hectares of land managed under climate-resilient practices	1 858 396 hectares	888 669 ha	1 075 622	58%
<b>Outcome 2</b>	Increased availability of water and efficiency of water use for smallholder agriculture production and processing	5 No. of households, production and processing facilities with increased water availability	4 443 facilities 288 858 households	3 022 facilities 105 015 households	3 405 facilities 284 696 households	77% 99%
<b>Outcome 3</b>	Increased human capacity to manage short-term and long-term climate risks and reduce losses from weather-related disasters	6 No. of individuals (including women) and community groups engaged in climate risk management, ENRM or disaster risk reduction activities	1 726 889 people 25 592 groups	1 347 286 people 13 770 groups	1 447 164 people 14 248groups	84% 56%
<b>Outcome 4</b>	Rural infrastructure made climate resilient	7 US\$ value of new or existing rural infrastructure made climate resilient	US\$132 756 000 543 km	US\$26 649 000 409 km	US\$71 707 000 465 km	54% 86%
<b>Outcome 5</b>	Knowledge on climate-smart smallholder agriculture documented and disseminated	8 No. of international and country dialogues on climate issues where ASAP-supported projects or project partners make an active contribution	30	19	21	70%

<sup>51</sup> Currently expected to be achieved by December 2025, but subject to change depending on the evolving status of ASAP projects.

<sup>52</sup> An assessment of the mitigation co-benefits of the ASAP1 portfolio results to date – comprised of 10 completed EX-ACT analyses for ongoing/completed ASAP projects (approx. 25% of the ASAP portfolio) showed a potential of 15 million tons of CO<sub>2</sub>e over a 20 years time horizon. This sample has been extrapolated to provide a portfolio estimate of 60 million tons over twenty years.

**Table 3 - Progress to date of ASAP-supported projects – Intermediate results, disbursement amounts and percentages of disbursement**

Country	ASAP-supported project name	Status	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed (US\$ equivalent)	% ASAP disbursed	Notable project results and highlights
	Thematic Focus					Entry into force			
<b>Legend: Lending Terms</b>									
D=100per cent grant – debt sustainability countries									
DH=50per cent grant, 50per cent HC									
HC= highly concessional – 40 years repayment, 0.75per cent annual cost, 10 year grace period									
BL(end)= same cost as HC but repayment over 20 not 40 years									
O=Ordinary terms									
AG= Additional grant (added to an ongoing investment project)									
FB= Fully blended grant (co-programmed with IFAD baseline investment)									
<b>Asia and the Pacific region</b>									

Bangladesh	Climate Adaptation and Livelihood Protection Project	implementation	HC	15 047 193	AG	15-Sep-11	13 734 619	97	140 villages with road slopes protected by Vetiver
						300,000 farmers receiving flash flood alerts			
	Village protection to prevent flood damage; diversified food production and income generation systems; capacity-building in climate risk management; flash-flood early warning system					18-Jul-12			116,444 women have participated in trainings given by the project
Bhutan	Commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP)	implementation	BL	5 022 615	FB	7-Sep-15	3 253 648	63	12 climate smart villages using alley cropping with lines of fruit trees and farmer to farmer extension systems practicing adaptation techniques
						3759 households (2264 women-headed) and 1904 households (999 women-headed) trained on vegetable and dairy value chains, respectively			

	Climate-resilient agriculture systems (permaculture), value chains, dairy and irrigation; renewable energy technologies; policy dialogue on building resilience to climate change in the agriculture sector					11-Dec-15			57 women vegetable groups were trained and women's drudgery reduction equipment were purchased using gender-based budgeting. Interviews with women beneficiaries reveals that biogas, chaff cutters, milk chillers and solar driers have significantly reduced women's drudgery.
Cambodia	Agricultural Services Programme for Innovations, Resilience and Extension (ASPIRE)	implementation	HC	14 995 000	AG	16-Dec-14	13 447 511	92	88,000 farmers adopting climate resilient technologies after the inclusion of climate change adaptation in the National extension system
									1,880 women in leadership positions among the business clusters supported so far

	Mainstreaming climate risk resilience in agricultural extension services; participatory scenario development; climate risk information and early warning services; promotion of 'no-regrets' technologies to manage climate variability and hazards (system of rice intensification, agrosilvopastoral systems, conservation agriculture, biogas)					5-Mar-15			New IFAD SAAMBAT project upscales activities of the ASAP ASPIRE project, and is classified as 71% IFAD climate finance.
Lao People's Democratic Republic	Smallholders' Adaptation to Climate Change Component (SACCC)	completed	HC	5 000 000	AG	7-Sep-13	4 925 693	100	91 irrigation schemes constructed reaching more than 6,500 households, and serving about 500 HAs of cultivation lands; water infrastructure investments were identified and prioritized through Village Development Plans and Participatory Local Adaptation Investment Plans.
									12,270 farmers were trained on Community Based Forestry Management (CBFM), CCA and matching grant investments

	Participatory climate vulnerability risk assessment and scenario development; development of community based adaptation investment plans; investments in small-scale water infrastructure and community based forest management (adaptation fund); enhancing climate risk management capacity at policy and planning levels.					13-Sep-13			120 villages completed a forest inventory and developed CBFM plans, of them 110 received block grants
Nepal	Adaptation for Smallholders in the Hilly Areas (ASHA)	implementation	HC	14 999 000	FB	13-Sep-14	11 376 781	82	3237 sub-projects have been implemented to strengthen community's climate adaptation covering a total of 84,747 households
						108,524 households (108% of target) were involved in the Local Action Plan for Adaptation preparation process which enhanced their knowledge on climate change adaptation measures			



	Participatory climate risk and vulnerability assessments; development of local adaptation plans; sustainable land, water and forest management; diversification of crops; improved storage systems					26-Feb-15			smallholder farmers are replacing chemical fertilizers with locally made biofertilizers and biopesticides, promoting locally available seeds, mulching and proper crop rotation
Viet Nam	Project for Adaptation to Climate Change in the Mekong Delta in Ben Tre and Tra Vinh Provinces (AMD)	closed	BL	12 000 136	FB	11-Dec-13	10 894 602	97	15,000 hectares of land moved from cereals to tree crops to combat higher salinity levels
						770 cooperatives in the Mekong Delta providing salinity monitoring information services			
	28-Mar-14					17 peer-reviewed scientific papers published on project-sponsored research projects (against the target of 15)			
	Combined rice/aquaculture systems, salinity monitoring and management in soil & groundwater; saline-tolerant catfish breeding, institutional capacity development								

East and Southern Africa region									
Burundi	Value Chain Development Programme – Phase II (PRODEFI-II)	implementation	D	4 925 656	FB	15-Sep-15	3 628 722	72	Burundi has exceeded its target for poor smallholder household members supported in coping with the effects of climate change - 67,115 against 54,628 people
						Burundi has exceeded its target for new or existing rural roads protected from climate events - 162km against 133km			
	Improved livestock management to enable soil regeneration; Improved infrastructure to protect agricultural production from extreme events; support for development of a risk management plan at the landscape level; design and application of revised building codes					3-Nov-15			36,812 persons accessing technologies that sequester carbon or reduce greenhouse gas emissions
Comoros	Productivity and Resilience of Smallholder Family Farms	implementation	DH	1 000 000	FB	11-May-17	321 979	30	16,190 poor smallholder household members supported in coping with the effects of climate change

									702 hectares land under climate-resilient practices
	The projects focus is on the promotion of climate smart production of cassava, banana and vegetable crops, and improved natural resource management to reduce erosion risk					29-Dec-17			102 groups engaged in NRM and climate risk management activities.
Ethiopia	Participatory Small-scale Irrigation Development Programme – Phase II (PASIDP II)	implementation	HC	11 000 000	FB	22-Sep-16	5 382 264	48	50,000 hectares of land provided with climate smart irrigation in a watershed approach
						20 community tree nurseries have also been established as an income source for youth			
	Promotion of improved smallholder irrigation practices and associated management of rainfed catchments aimed at improved productivity, conservation agriculture, climate proofing irrigation schemes					13-Feb-17			The project integrates agronomic, agribusiness, gender and nutrition perspectives into the crop selection process for truly nutrition sensitive agricultural planning
Kenya	Kenya Cereal Enhancement Programme – Climate- Resilient	implementation	HC	10 000 000	FB	22-Apr-15	3 075 938	30	66,000 farmers provided with financial innovations

	Agricultural Livelihoods Programme (KCEP-CRAL)								in the form of vouchers to access to packages of inputs, including inputs to cope with climate change
									8 counties adopting cereals more adapted to climate trends (i.e. moving from maize to sorghum)
	Community-based vulnerability mapping and natural resource management (NRM); strengthening of agro-meteorological services; modelling food security; multiple-benefit interventions for soil and water conservation that also reduce GHG emissions (e.g. conservation agriculture, water harvesting, agroforestry, renewable energy) and crop insurance					26-Aug-15			18,338 individuals have been trained on utilization of climate resilient foods
	Wool and Mohair Production Project	implementation	BL	7 000 000	FB	19-Sep-14	4 172 653	63	Over 4,000 women engaged in NRM and climate risk management activities
Lesotho									Over 380,000 hectares of land brought under climate-resilient practices

	Climate change adaptation in wool and mohair value chains; community-based rangeland management; strengthened access of herders to agro-meteorological information; applied research to optimize livestock management practices; disease early warning system					17-Jun-15			Project received US\$330,000 grant from RPSF for an immediate socio-economic response to COVID-19
Madagascar	Project to Support Development in the Menabe and Melaky Regions – Phase II (AD2M-II)	implementation	HC	6 000 000	FB	15-Sep-15	2 738 237	45	19,000 farmers provided with short cycle crop varieties to cope with uncertain rainfall
						20,000 farmers given advice on planting and irrigating via mobile phone			
	Consolidation of existing and creation of new irrigation-based oles du development (areas with high production potential and other necessary conditions for development); catchment management around these areas; climate-proofing of irrigation system design and crop varieties; diversification of water management options; spatially based planning; capacity- building with local government; diversification of livelihood options					30-Dec-15			The project has prioritised management of natural resources through the promotion of agroecology, conservation agriculture, arboriculture, intensive rice cultivation system, strengthened through actions of tree planting, environmental education, protection of water sources, promotion of environmentally

									friendly agricultural techniques (natural fertilization, use of bio-pesticides, etc.).
Malawi	Programme for Rural Irrigation Development	implementation	DH	7 063 000	FB	17-Dec-15	2 182 692	30	New building codes for dams and canals developed in two regions
									Multimedia media messaging focused on nutrition was done through 4 community radio stations
	Watershed management; landscape-level ecosystem management; sustainable agricultural intensification; climate- proofing of irrigation schemes					20-Dec-16			6 farmer groups have been sensitised on nutrition dense indigenous crops seed multiplication through seed banks
Mozambique	Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors	completed	DH	4 907 560	FB	21-Sep-12	4 664 919	100	8,300 farmers provided with short cycle crop varieties to cope with uncertain rainfall

									1,000 farmers given advice on planting and irrigating via mobile phone
	Climate change adaptation in value chains for irrigated horticulture under shade cloths, drought tolerant cassava varieties; efficient water utilisation and management, water harvesting and irrigation; strengthened climate information services; community-based NRM plans; capacity building e.g. through farmer field schools; pest and disease monitoring					3-Oct-12			New IFAD PROCAVA project upscales the ASAP PROSUL project, and is classified as 47% IFAD climate finance, with the same value chain approaches as the ASAP project
Rwanda	Post-Harvest and Agribusiness Support Project	completed	HC	6 923 865	FB	11-Dec-13	6 472 253	100	Ten climate smart storage places developed
						6,000 farmers given advice on planting and irrigating via mobile phone			
	Climate-resilient, post-harvest processing and storage for maize, cassava, bean, potato and dairy value chains; improved climate information services and storage building codes					28-Mar-14			New IFAD KIIWP 1 project upscales the ASAP PASP project, and is classified as 46% IFAD climate finance, with the same focus on value chain development

Uganda	Project for Restoration of Livelihoods in the Northern Region	implementation	HC	10 000 000	FB	16-Dec-14	7 270 041	75	16,000 farmers provided with short cycle crop varieties to cope with uncertain rainfall
						629 local plans created that include women and youth in community natural resource management with sensitivity to climate change			
	Efficient and sustainable water management practices for development of commercial crop production; solar PV systems; biogas systems; energy saving cook stoves; drought tolerant and disease resistant staples; climate information services, climate resilient community access roads; agroforestry and social forestry					5-Aug-15			694,650 persons provided with climate information services



Latin America and the Caribbean region									
Bolivia (Plurinational State of)	Economic Inclusion Programme for Families and Rural Communities in the Territory of the Plurinational State of Bolivia with funding from the Adaptation for Smallholder Agriculture Programme (ACCESOS-ASAP)	closed	BL	9 999 815	AG	13-Dec-11	9 188 885	98	11,000 households involved in local competitions to select and support micro-projects on adaptation to climate change
						Development of a system of local competitions or "concurros" which utilized the culturally adequate 'talking maps' methodology: a participatory planning process for ecosystem-based solutions, incorporating scientific, indigenous and traditional knowledge.			
	Utilization of indigenous adaptation knowledge; incorporation of resilience parameters into public investment projects; community-based NRM at the landscape level; climate information management; local-level bidding processes for community-based adaptation					21-Aug-13			Increase of local ownership, recognizing and addressing the trade-offs between immediate economic benefits and long-term ecosystem benefits, resulting in more informed and better investments with higher

									adaptation and shock mitigation potentials.
Ecuador	Project to Strengthen Rural Actors in the Popular and Solidary Economy (FAREPS)	implementation	O	4 000 000	FB	7-Sep-15	518 324	13	n/a
	Climate vulnerability assessment; incorporation of adaptation measures in community-based enterprises; capacity-building and technical assistance; risk management								
El Salvador	National Programme of Rural Economic Transformation for Living Well - Rural Adelante	implementation	O	5 000 000	FB	12-Dec-15	700 925	14	Project information on climate change/environment-related activities not yet available.
	Incorporation of adaptation measures into community-based rural development business plans; creation of environmental fund to cofinance plans targeting NRM and adaptation to climate change								

Nicaragua	Adapting to Markets and Climate Change Project (NICADAPTA)	completed	HC	8 000 293	FB	25-Nov-13	7 545 187	99	18,000 hectares of coffee and cocoa groves with shade trees and permanent legume soil cover
	Sustainable water resources management; agricultural diversification and strengthening of meteorological services in coffee and cocoa value chains					1-Jul-14			877 production and processing facilities supported with increased water availability and efficiency
	Project for Improved Family and Indigenous Production in the Departments of Eastern Paraguay					28-Nov-15			Project information on climate change/environment-related activities not yet available.
Focus on livelihood diversification and climate risk management in agricultural value chains; improvement of early warning systems; incorporation of adaptation criteria in business planning; co-financing of bio digesters in dairy value chain	29-Nov-18								
Paraguay		implementation	O	5 093 000	FB		520 693	10	

Near East, North Africa and Europe region									
Djibouti	Programme to reduce vulnerability in coastal fishing areas	implementation	BL	5 996 000	FB	12-Dec-13	5 740 177	100	11 climate smart storage and market places developed
						4 international and country dialogues on climate supported			
	Reduced climate risk in fisheries value chains; participatory management of coastal resources; protection of coastal infrastructure; improved post-harvest cooling and storage; improved access to freshwater for fisheries value chains; rehabilitation and protection of coastal mangrove ecosystems and coral reefs					1-Aug-14			5,787 poor smallholder household members supported in coping with the effects of climate change
Egypt	Sustainable Agriculture Investments and Livelihoods Project	implementation	O	5 000 000	FB	16-Dec-14	1 685 841	35	1,583 poor smallholder household members supported in coping with the effects of climate change
						3,228 individuals engaged in NRM and climate risk			

									management activities
	Sustainable agriculture investments and livelihoods; basic social infrastructure; water conservation and efficient irrigation techniques					15-Jun-15			465 households supported with increased water availability or efficiency
Iraq	Smallholder Agriculture Revitalization Project	Implementation	DH	2 000 000	FB	2-Sep-17	-	0	Project information on climate change/environment-related activities not yet available
	5-Jun-18								
	Integrated watershed management; water conservation in drought prone areas; rehabilitation and improvement of rural feeder roads; diversifying energy systems in rural areas								
Kyrgyzstan	Livestock and Market Development Programme II	implementation	DH	9 999 520	FB	11-Dec-13	9 323 860	100	189 pasture management and animal health plans were approved
						944,442 people including more than 50% women have had access to climate resilient and environmentally sound infrastructure (water, shelter, connectivity roads) against a target of 648,000 people with 30% women			

	Protection of livestock from climate-related disasters and diseases; community-based management and restoration of degraded pastures and rangelands; climate-resilient dairy value chain; early warning systems					6-Aug-14			316 Pasture Users' Unions (PUUs) have benefitted from a functional early warning system for extreme climate events, hazards (heat and cold waves, floods, frost and drought) out of a 314 target
Republic of Moldova	Rural Resilience Project	implementation	BL	5 000 000	FB	26-Nov-16	1 854 489	37	1,241 poor smallholder household members supported in coping with the effects of climate change, of which 646 are women
									65 hectares land under climate-resilient practices
	Productive rural infrastructure; climate-resilient cropping systems and technologies; business diversification among groups of women in areas of high climate vulnerability and poverty; support to public and private investments in ecological restoration measures to reduce climate-related risks and improve ecosystem services for agriculture					14-Aug-17			US\$13,000 worth of rural infrastructure protected from climate events

Montenegro	Rural Clustering and Transformation Project	implementation	O	2 000 000	FB	6-Apr-17	2 156 414	95	2,169 people with access to water systems (e.g. water ponds) representing 108% of the final target (2,000 people)
									232 people benefitted from small grants representing 82% of the end target (284 people).
	Resilient rural infrastructure; value chains					12-May-17			2,626 poor smallholder household members supported in coping with the effects of climate change
Morocco	Rural Development Programme in the Mountain Zones – Phase I	implementation	O	2 004 000	FB	17-Sep-14	712 191	38	1,800 hectares of land moved from cereals to tree crops

									to combat higher salinity levels
									1,822 ha of new plantations and 1,274 ha of rehabilitated plantations, i.e. an overall completion rate of 95%.
	Diversification of livelihoods and energy systems; water-efficient irrigation systems; conversion of traditional production systems affected by climate change to robust adapted tree crops					23-Feb-15			107 groups participate in natural resources and climate risk management activities and benefit in particular from photovoltaic equipment (110% of the target)
Sudan 2	Butana Integrated Rural Development Project – additional financing	completed	DH	3 000 000	AG	14-Dec-06	3 081 908	100	164,880 poor smallholder household members supported in coping with the effects of climate change
									99,910 hectares of land underresilient practices



	Conservation and restoration of ecosystem services on which livestock and agriculture production depend; sustainable management and governance of natural resources; efficient use of scarce water resources; integrated management of forest/rangelands/agroforestry farming systems					7-Jul-08			72,399 individuals engaged in NRM and climate risk management activities.
Sudan 1	Livestock Marketing and Resilience Programme	implementation	DH	7 000 000	FB	16-Dec-14	4 637 908	68	820,130 group members engaged in NRM and climate risk management activities (of which 482,429 are women)
									36,012 hectares of land under climate-resilient practices
	Food security, income diversification and climate resilience for poor households in pastoralist and agropastoralist communities; village-level planning; rehabilitation of degraded rangelands					31-Mar-15			55,187 households supported with increased water availability or efficiency
Tajikistan	Livestock and Pasture Development Project II	implementation	HC	5 000 000	FB	12-Dec-15	5 165 197	100	30 per cent of Pasture User Union board members are women

									Various types of pasture infrastructure development were implemented, of which 75% is for increasing access to water resources for pasture and livestock
	Rangeland management and diversification; protection of livestock from climate-related disasters and diseases; community-based management and restoration of degraded pastures and rangelands					3-Feb-16			The project has supported several ENRM techniques and technologies including: rotational grazing, 198 sets of fenced demonstration plots (242 ha), 20,850 pieces of water boxes for pistachio cultivation (34.8 ha), fodder crop cultivation (alfalfa, sainfoin and saksaul) and the use of cereal stubble
<b>West and central Africa</b>									
Benin	Market Gardening Development Support Project	implementation	HC	4 500 000	FB	17-Dec-15	1 428 747	31	1227 ha under climate resilient practices (compost and earth beds)
									promotion of solar pumping

	Improved water management and integrated pest control in horticulture					5-Oct-16			80 extension staff trained on organic agriculture
Cabo Verde	Rural Socio-economic Opportunities Programme	implementation	HC	4 000 000	AG	21-Sep-12	2 037 441	49	445 local groups managing climate risks
						160 rain gauges installed			
	Improved water management and landscape approach					11-Feb-13			1856 households having an improved access to water for agriculture
Chad	Project to Improve the Resilience of Agricultural Systems in Chad (PARSAT)	implementation	D	5 000 000	FB	1-Dec-14	4 292 107	92	5,900 farmers provided with short cycle crop varieties to cope with uncertain rainfall
						17,206 ha with increased access to water			
	Efficient water management for agricultural production; farmer field schools with climate-change adaptation training; access to climate-resilient farming inputs (e.g.					17-Feb-15			674 farmer field schools integrating climate change practices

	drought-resistant crop varieties)								
Côte d'Ivoire	Support to Agricultural Production and Marketing Project – Western expansion	implementation <sup>53</sup>	HC	3 494 750	FB	17-Sep-14	1 953 642	30	245 ha of land restored on mountain slopes
									227 rain gauges installed and 535 farmers trained for their use
	Integration of climate risk management into agronomic value chains; improved drainage in lowland field rice production; sustainable land management (SLM) in uplands					21-Nov-14			177 ha of lowland equipped for irrigation
Gambia (The)	Strengthening Climate Resilience of the National Agricultural Land and Water Management Development Project	completed	DH	5 000 000	AG	10-Dec-12	5 075 507	99	1831 ha of mangrove planted acting as buffer zones
									26,000 farmers trained on adaptation techniques, through FFS and climate games

<sup>53</sup> This project has been partially cancelled, and as such the ASAP grant amount has decreased from an original US\$7m to US\$3.5m (with US\$3.5m being reallocated).

	Resilient lowland rice production and ecosystem rehabilitation (mangroves)					20-Dec-12			New IFAD ROOTS project upscales the ASAP NEMA project, and is classified as 40% IFAD climate finance, with the same focus on food and nutrition security and climate change
Ghana	Ghana Agriculture-Sector Investment Programme (GASIP)	implementation	BL	10 000 000	FB	8-Apr-14	6 686 398	72	1,320 farmers trained on conservation agriculture
						300 farmers trained on climate information services			
	Integration of climate risk management into agricultural value chains; scaling up of efficient irrigation and SLM technologies					18-May-15			58,270 farmers supplied with climate resilient seeds
Liberia	Tree Crops Extension Project (TCEP)	implementation	HC	4 500 000	FB	30-Dec-15	2 380 656	51	2500 farmers provided with climate resilient cocoa seedlings
						setting up of 90 FFS to promote sustainable agriculture practices			

	Coffee and cocoa resilience to climate change					8-Jun-17			setting up of a research station on cocoa
Mali	Fostering Agricultural Productivity Project in Mali – Financing from the Adaptation for Smallholder Agriculture Programme (PAPAM/ASAP)	closed	DH	9 942 704	AG	16-Sep-10	9 326 808	100	30 local plans created that include women and youth in community natural resource management with sensitivity to climate change
						installation of 645 biodigesters			
	13-Oct-11					New IFAD MERIT project upscales the ASAP PAPAM project, and is classified as 97% IFAD climate finance, with the same focus on RETs			
Mauritania	Inclusive Value-Chain Development Project	implementation	D	5 998 789	FB	3-Dec-16	1 590 156	26	120 ha restored with stone lines
						60 ha of baobab trees protected with fences			

	Economic diversification and resilient non-timber forest products value chain; efficient use of water					12-Jan-17			pilot of hot season gardening with efficient irrigation equipment
Niger	Family Farming Development Programme (ProDAF) in Maradi, Tahoua and Zinder Regions	implementation	DH	12 970 550	FB	22-Apr-15	12 250 415	92	178,000 hectares of land with assisted natural regeneration of native tree species
						25,000 farmers provided with short cycle crop varieties to cope with uncertain rainfall			
	Improved resilience of agrosilvopastoral production systems through sustainable and integrated watershed management, including: SLM and improved water management; strengthened institutional and regulatory framework for sustainable natural resource management					21-Sep-15			New IFAD PRECIS project upscales activities of the ASAP PRODAF project, and is classified as 40% IFAD climate finance, which equates to over US\$34 million
Nigeria	Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	implementation <sup>54</sup>	HC	14 949 000	FB	11-Dec-13	7 644 441	54	42,000 farmers given advice on planting and irrigating via mobile phone

<sup>54</sup> This project has been partially cancelled, and as such the ASAP grant amount will decrease from an original US\$15m to US\$11.3m (US\$3.7m to be reallocated).

									20,657 ha with fertilizer trees
	Integration of climate risk management into rural agribusiness value chains; improved access to diversified, renewable energy sources; water harvesting, water points and erosion control					25-Mar-15			663 Community Development associations taking into account climate change