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Investing in rural people

Progress Report on the IFAD Partnership Framework

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Progress report on the IFAD Partnership Framework

I. Introduction

1. Partnering is central to how IFAD works towards delivering on its commitment to sustainable and inclusive rural transformation, and to achieving the Sustainable Development Goals (SDGs). The IFAD Partnership Framework was approved by the Executive Board at its 127th session in September 2019. It aimed to improve the prioritization, delivery and monitoring of IFAD's partnerships for greater impact on rural transformation and rural poor people.

2. Since September 2019, progress has been made in implementing the framework, i.e. integrating partnerships within IFAD business processes, providing guidance and developing new tools for staff to establish and manage effective partnerships, and improving monitoring and reporting of partnership results.

3. As foreseen in the framework, this progress report provides an update on implementation during the Eleventh Replenishment of IFAD's Resources (IFAD11), highlights key lessons and suggests a way forward for IFAD12.

4. The report is divided into the following sections: (i) an overview of activities carried out to date to implement the framework action plan; (ii) an assessment of IFAD partnering performance against the objectives set out in the framework; and (iii) conclusions and way forward for IFAD12. The document is complemented by a set of appendices that provide supporting information.

5. As outlined in this report, while most actions foreseen in the framework's action plan have been completed and progress has been made in improving IFAD's performance as a partner, COVID-19 and other challenges have affected the Fund's ability to fully leverage partnerships within its business model, thus somewhat limiting results. At the same time, COVID-19 has demonstrated the relevance of strategic partnerships including with small-scale producer organizations when public action is limited. The pandemic has also provided opportunities to strengthen existing partnerships, particularly at country level. This report provides a way forward for further progress during IFAD12.

II. Partnership Framework Action Plan

6. Over the past two years, progress has been made in integrating enhanced partnering practices in key IFAD business processes; embedding enhanced partnership reporting in existing results reporting, evaluation and information systems: and establishing IFAD-specific partnering tools and capacity development. Appendix II summarizes the status of each item in the action plan. This section provides highlights.

7. **Embedding enhanced partnering practices in key business processes**

   (i) **Country strategic opportunities programmes (COSOPs).** A new appendix was developed for COSOPs to enable better prioritization and selection of strategic partnerships in support of COSOPs' strategic objectives. Over the past two years, 19 COSOPs have been presented to the Executive Board, each containing a dedicated section on partnerships. In terms of area for improvement, the 2021 Report on IFAD's Development Effectiveness (RIDE) recommends more clearly identifying priorities, strategic partnerships and expected outcomes. The Quality Assurance Group (QAG), in its reviews of COSOPs in 2020–2021, recommended that more be included about prioritization and South-South and Triangular Cooperation (SSTC) activities. Guidelines for COSOP completion reviews (CCRs) were also revised to include

a section on the delivery of strategic partnerships. Since then, 10 CCRs have been submitted, five of which included a performance rating.

(ii) **Grants.** The operational guidelines for grant design, supervision and completion were updated to make partnership explicit throughout the grant cycle. In reviewing data in the Grants and Investment Projects System (GRIPS), from a total of 111 ongoing grants, 90 per cent performed moderately satisfactorily in terms of partnerships in 2020. This illustrates the critical importance of grants in achieving IFAD's partnering objectives. Grants allow IFAD to engage with a wide range of partners for research and innovation, knowledge-sharing, capacity-building and policy engagement. They have a strategic role in contributing to results and impact.

(iii) **Projects.** Project guidelines were updated to reflect assessment of partnership performance during supervision and completion. Since then, there have been 20 project completion reports (PCRs) that include assessments of partnerships under the broader lens of "IFAD performance". In these, IFAD's performance achieved a rating of satisfactory or above for an average of 4.3, with partnerships as a contributing factor. It is, however, difficult to draw conclusions from current available data as PCRs do not have a dedicated rating for partnerships, nor do they contain descriptions of achievements.

(iv) **Regional engagement.** Engagement strategies have been developed for each of the five IFAD regions, identifying regional partnerships that can help leverage financial resources, influence policy and development agendas, and generate knowledge and innovation. However, there remain challenges in defining concrete outputs and outcomes for the selected partnerships, resulting in less-than-fully satisfactory monitoring and reporting.

(v) **Global engagements.** IFAD has updated its corporate approach to global policy engagement in line with the IFAD12 commitments and objectives. The overarching goal of IFAD's global policy engagement is to leverage the Fund's mandate, operating model, partnerships and knowledge to promote policy outcomes that advance inclusive and sustainable food system transformation. The corporate approach guides IFAD's efforts in this area by setting out priority themes and forums for IFAD's engagement. It also guides a more selective and strategic approach to policy influence at the global level, in partnership with relevant associates and stakeholders.

8. **Embedding of enhanced partnership reporting in existing results reporting, evaluation and information systems**

(i) **Country stakeholder survey.** A new survey was developed to systematically collect feedback from beneficiaries, policymakers, governments and in-country partners on IFAD's performance as a partner. Respondents include international financial institutions, United Nations agencies and farmers' organizations. Similar surveys were conducted in 2020 and 2021 in 43 and 38 countries, respectively. Relevant feedback and results have been used to assess partnering performance for this report (see appendix V).

(ii) **Regional/global partner survey.** A second survey was developed to seek specific feedback from regional and global partners on the results of the partnership and IFAD's performance as a partner. The first survey invited close to 500 partners to share their views. The questionnaire received 136 responses. Appendix VI contains a summary of results.

9. **Development of IFAD-specific partnership tools and capacity development**

(i) **Partnering toolkit.** A toolkit was developed to offer IFAD staff a set of guides, processes, tips, checklists and templates to be used throughout the various phases of the partnership cycle. The toolkit was made available to all

IFAD staff in September 2021. It provides a strong basis for IFAD staff and in-country partners to improve their partnering skills, and will be rolled out during IFAD12.

(ii) **United Nations reform.** The United Nations Sustainable Development Cooperation Framework (UNSDCF) has been designed to better reflect the nature of the relationship between governments and United Nations Country Teams. IFAD supports the Secretary-General's vision of a new approach to the United Nations Development System's country configuration – one that ensures that, on the ground, the United Nations is responsive to specific country needs and priorities, as emphasized in the UNSDCF. To date, IFAD has participated in the design and signing of 18 UNSDCFs. Tailored operational guidance was issued to all IFAD country teams, including a requirement that all new COSOPs must be fully aligned before they are approved. In addition to the UNSDCFs, IFAD has supported the development of a new common country analysis in 13 countries over the past two years. This has involved partnerships with the other Rome-based agencies in the review of the agriculture and rural sector and an analysis of the pathways to deliver on SDG 2 targets in those countries.

III. IFAD Partnership Framework performance

10. The partnership framework has six core objectives that work together to help achieve IFAD's mission. These are: (i) influencing policy and development agendas; (ii) leveraging financial resources; (iii) enabling coordinated country-led development; (iv) knowledge generation and innovation; (v) strengthening private sector engagement; and (vi) enhancing visibility.

11. Building on the activities mentioned above, this section assesses progress in improving partnering performance in relation to the objectives and outcomes laid out in the partnership framework. Appendix V provides an overview of performance against related indicators. This section includes summary highlights.

12. It is important to note that while survey data provide a set of generally very positive indications, this data is biased in terms of who chooses to respond to surveys. Secondly, there is not yet much rigour in how partnerships are assessed in internal procedures. Therefore it remains difficult to gain information on specific objectives for particular partnerships and the degree to which these have been achieved. Engaging with country directors on their experiences, it appears that there is room for improvement in IFAD's partnering performance, However, IFAD has made progress on the six objectives of the partnership framework, as listed below:

(i) **Influencing policy and development agendas**. The policy environment and development agendas of relevant actors in all contexts where IFAD operates can influence significantly its target group, their prospects of escaping poverty and what IFAD is able to achieve. During 2020 and 2021, IFAD has been highly engaged with partners to improve coordination around the SDGs, food systems investments and COVID-19 response. Data suggests IFAD has performed well in this area, but could do more. At the country level, the metrics available show room for improvement in policy engagement, while they are generally positive at project level. The stakeholder survey and CCRs show policy engagement as the weakest among all areas tracked when looking at the aggregate country programme, as opposed to project level. According to feedback, while IFAD is perceived as helpful, it is not seen as influential in the policy space despite evidence of actual impact on policy in many contexts. At the global and regional levels, IFAD is seen in many cases as "punching above its weight". However, given limited resources, IFAD can achieve more by better prioritizing its global engagement, setting clear and measurable objectives, and leveraging leadership opportunities.

(ii) **Leveraging financial resources.** Through partnerships with other financial institutions, national governments and the private sector, IFAD has exceeded its IFAD11 targets for cofinancing,[1] both international (US$1.0:US$1.01) and domestic (US$1.0:US$1.01). However, cofinancing is unevenly spread across regions and countries, with substantial funding coming from a small number of large cofinancing agreements. Cofinancing (both international and domestic) has not been as strong for lower-income countries and particularly those in fragile or conflict-affected contexts. This implies the need for a continued focus on effective and strategic partnership development and particular attention given to difficult contexts. Additionally, IFAD seeks to mobilize private sector investment, particularly for small and medium-sized enterprises (SMEs). However, to date, private capital remains a very small part of IFAD's overall cofinancing portfolio.

(iii) **Enabling country-led development.** At the country level, IFAD acts as an integrator, bringing partners together to finance national agricultural strategies and development plans, ensuring close engagement with farmers' organizations, other civil society partners and the private sector. Over 90 per cent of survey respondents indicate that IFAD country strategies are relevant to national priorities and needs. IFAD rates favourably on partnership-building, with almost 90 per cent of stakeholder survey respondents rating IFAD as satisfactory in this area (4 or above). IFAD provides various support and services to its Member States, ranging from sharing knowledge and technical expertise to policy engagement through instruments such as SSTC and reimbursable technical assistance (RTA). For example, through a recent RTA, IFAD partnered with the United Nations Economic Commission for Africa and the national "SmartBots" initiative in Botswana to turn a remote farm at Lobu, in north-eastern Botswana, into a national centre of excellence on small ruminant production.

(iv) **Brokering knowledge and innovation**. IFAD leverages partnerships to broker knowledge and innovation in support of the rural poor. The value of IFAD as a knowledge broker and innovation partner, and the quality of its products, are highly rated by partners in both stakeholder and regional and global partner surveys (93 and 91 per cent, respectively). While the recommendation for more rigorous assessment of partnerships in the grant supervision process has not yet been fully implemented, IFAD has successfully partnered with a number of knowledge institutions. They include the International Food Policy Research Institute on the Permanent Interstate Committee for Drought Control in the Sahel, the Center for Evaluation and Development (C4ED) and One CGIAR. In terms of SSTC, the 2021 RIDE notes that most new COSOPs now include a comprehensive approach to SSTC exceeding the Results Management Framework (RMF) target of 66 per cent. The new Strategy approved by the Executive Board in December 2021 will further strengthen IFAD's approach in this area.

(v) **Strengthening private sector engagement**. Partnership with the private sector is a strategic priority for IFAD, including, for example, crowding in private finance and partnering with agribusiness and other companies. IFAD has a track record of working indirectly with the private sector through its programme of loans and grants (PoLG) but also with foundations and civil society, especially farmers' organizations, indigenous peoples' groups and non-governmental organizations. It remains an area where more progress is required. Cofinancing from the private sector is not significant yet (US$320 million for 26 projects/countries during IFAD11). There are several reasons for this – IFAD country directors highlight issues related to internal due diligence, procurement, staff capacity and at times lack of trust between

[1] Data as at 7 March 2021 (https://www.ifad.org/en/rmf-dashboard).

governments and the private sector at country level. During IFAD11, the IFAD Agribusiness Capital (ABC) Fund was established. Since its inception, the ABC Fund has provided financing to three cooperatives, eight agri-SMEs and 10 financial intermediaries, reaching over 170,000 smallholder farmers and helping to support more than 5,000 rural jobs, of which 66 per cent are for women and 29 per cent are for youth. IFAD has also recently established a Private Sector Financing Programme (PSFP), which offers a new instrument for working directly with the private sector. To date, the PSFP has financed four non-sovereign operations, all in Africa, for an amount of US$15.9 million.

(vi) **Enhancing visibility**. IFAD recognizes the critical role of partnerships in raising awareness of issues affecting small-scale producers and the rural poor, and of the solutions available. According to survey feedback, 90 per cent of partners agreed or strongly agreed that IFAD is present and engaged in regional and global forums and processes. Reporting on regional engagement strategies also indicates that IFAD is present in many regional forums. However, given its relatively small size and limited human and financial resources, it is imperative for IFAD to further prioritize where and how it engages, based on its capacity and expected outcomes. There is an opportunity for IFAD to work more closely with partners to ensure that policy issues affecting vulnerable rural populations are identified and included in policy decisions at different levels, with particular focus on increasing financing to support food systems.

13. Realizing progress in the above six objectives has contributed to achieving three key outcomes:

(i) **Country impact at scale.** IFAD has achieved high cofinancing ratios and record amounts of core replenishment contributions for IFAD11 and IFAD12. These results were obtained by leveraging the Fund's effective partnerships with governments, multilateral and bilateral partners and Member States. Moreover, in 2019 and 2020, 85 per cent of projects achieved a rating of 4 or above, as reported in the PCRs. According to the ratings of the Independent Office of Evaluation of IFAD, that percentage was 72 in 2019 and 76 in 2020. In terms of scaling up, 85 per cent of projects were rated as 4 and above in 2019 and 2020. Despite being below the 2016 baseline, such ratings indicate that IFAD is maintaining good overall project achievement. Partnerships are instrumental in this respect and can help further improve IFAD's ability to deliver on, and scale up, projects.

(ii) **Influence on enabling environment.** Data suggests a strong role for IFAD's policy engagement at the country, regional and global levels. At the country level, while IFAD country strategies are rated favourably in terms of relevance and effectiveness, policy engagement at country programme level performs below the IFAD11 target. Regionally, IFAD works with diverse partners to influence policy agendas and outcomes. In terms of global policy engagement, 84 per cent of survey respondents indicated that partnering with IFAD for policy influence ranges from "quite" to "very" valuable. IFAD is already active in numerous policy forums and hosts the Global Donor Platform for Rural Development, the Farmers' Forum and the Indigenous Peoples' Forum. However, the Fund can still do more by leveraging partnerships and more thoroughly prioritizing where and how it engages.

(iii) **Capable and effective partners.** Indicators and data related to this third outcome remain limited, as country partnership reporting through COSOPs is yet to be implemented in the Operational Results Management System (ORMS). However, overall good performance of IFAD projects indicates adequate government and implementing partner capabilities. IFAD supports the development of partner organizations' capacity through its investments.

The Fund's grant programme is particularly valuable in building capacities for regional partner organizations and farmers' groups. According to stakeholder survey feedback, IFAD should strengthen its ability to increase the capacity of smallholder farmers or community associations to participate in national policy processes. Currently, only 80 per cent of respondents rate IFAD's performance in this area as satisfactory (3 or above).

IV. Conclusions and way forward

14. This report has highlighted that IFAD has made significant progress in implementing the partnership framework over the past two years. As outlined, most of the actions foreseen in the framework action plan have been completed, with partnership now integrated into: COSOPs, project guidelines, and regional and global engagement strategies. Partnership is also included in new surveys developed to collect feedback on IFAD's performance and a full suite of tools is now available to IFAD staff to support the selection and management of effective partnerships.

15. Building on these activities, IFAD has performed well in relation to the objectives and outcomes laid out in the partnership framework. Despite its limited resources, during 2020 and 2021 IFAD has been closely engaged with partners to improve coordination around the SDGs, food systems investments and COVID-19 response. IFAD's role as a knowledge broker through grants, strong, knowledge-based partnerships and other instruments such as SSTC and RTA, is recognized by partners as, shown by survey results. Significant steps have been taken to strengthen IFAD's engagement with the private sector, including through the new PSFP. These achievements have contributed to IFAD leveraging partnerships to mobilize financing for the rural poor, influence policy and development agendas and build the capacities of partner institutions and governments.

16. Nonetheless, there remain several areas for improvement. In particular, efforts are needed to better prioritize and plan strategically for engagement in global and regional policy forums and expand and deepen IFAD's engagement with the private sector. Improvements are also needed to strengthen overall monitoring and reporting of partnership results and to build the partnering capacity of staff. In doing so, IFAD needs to address a number of structural constraints. These include resource limitations and sometimes rigid corporate business processes.

17. Recommended areas for further progress during IFAD12 are:

    (i) **Monitoring and evaluation**. Good progress has been made in ensuring that all business processes include a partnership dimension in their feedback mechanisms. Additional efforts are needed to strengthen the evidence base and ensure more rigour in scoring and analysing data. This will allow a deeper assessment of IFAD's partnering performance. There is also a need to ensure that partnership outcomes and results are more clearly defined within COSOPs and closely linked to their theories of change as well as to regional and global engagement strategies. This should enable more rigorous and evidence-based monitoring and reporting, including through ORMS.

    (ii) **Private sector partnerships**. As evidenced in feedback, there is a need to improve IFAD's capacity to partner with the private sector, including private finance and companies in food and agriculture or other relevant sectors. This is a key priority for IFAD12. It is recommended that IFAD prepare a skills development programme for staff on this specific point, through the revamped Operations Academy.

    (iii) **Skills development**. Building on the partnering toolkit that IFAD has developed, IFAD should conduct an interactive learning programme to strengthen staff partnering skills in general, including instruction on how to use the toolkit systematically.

(iv) **Internal coordination.** To further support the operationalization of the partnership framework, including for monitoring and reporting, focused leadership will be needed across IFAD. The Global Engagement, Partnership and Resource Mobilization Division (GPR) should work closely with other divisions in this regard. A good example of collaborative efforts so far is the preparation of regional engagement strategies leveraging IFAD's Regional Economist Network. Moving forward, GPR may consider establishing a cross-departmental working group to provide guidance and support the implementation and monitoring of the framework.

18. During IFAD12, IFAD will continue building strategic partnerships to deliver increased impact. IFAD will also undertake a review of the partnership framework to ensure full alignment with IFAD12 and its RMF.

The IFAD Partnership Framework[2]

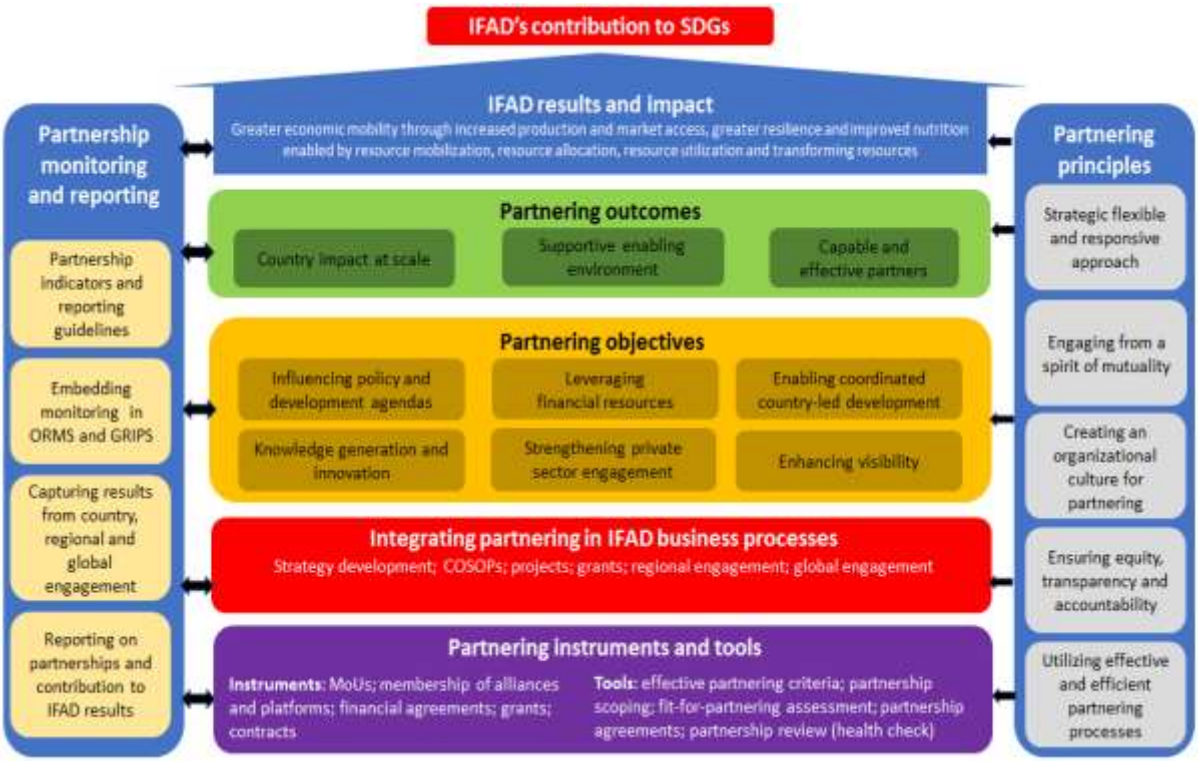
A. Overview

1. The IFAD Partnership Framework provides an integrated approach to: prioritizing and strengthening partnerships within IFAD business processes; and monitoring and reporting on partnership results. It also provides a set of practical instruments and tools for use within IFAD operations. It was developed around six partnering objectives that work together in an integrated fashion to achieve IFAD's mission and maximize IFADs contributions to other partners or networks (e.g. Governments, UNCT, CFS,WEF).

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

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

Figure 1
IFAD's contribution to the SDGs through partnering



Note: ORMS = Operational Results and Management System; GRIPS Grants and Investment Projects System/

4. The Partnership Framework will operate in synergy with the overall strategy of reform the institution pursues as a result from decentralization and the operational

[2] Excerpt from EB-127-R-4.

changes being implemented as a result of IFAD 11 and the unfolding new strategic directions for the financial model/architecture.

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

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

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

8. The six partnering objectives are:

   (i) **Influencing policy and development agendas.** IFAD's mission requires it to work with partners at the national, regional and global levels, and engage in forums and processes that influence development priorities and agendas in favour of poor rural people for example the UNCT, ASEAN, AU, CFS, HLPF. Influencing policy is a priority for IFAD and is critical for increasing the scale of its impact. In this area, IFAD pursues partnerships for policy research and analysis, alliances for driving change and multi-stakeholder forums and processes.

   (ii) **Leveraging financial resources.** To deliver at scale, realize its commitments for IFAD11 and function as an assembler of development financing, IFAD needs to mobilize increased financing for rural development. IFAD's Cofinancing Strategy and Action Plan (EB 2018/125/R.9) identifies both traditional and emerging partners: PMD has progressed in 2019 to strengthen the partnering with World Bank, African Development Bank, Asian Development Bank and International Finance Corporation ; and by emphasizing the need for a systematic approach to partnerships in the early stages of COSOPs. The IFAD Private Sector Engagement Strategy 2019-2022 [3] highlights the potential of partnerships for "crowding in" increased financing from the domestic private sector and impact investors.

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

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

Sustainable Development Cooperation Framework (see Appendix VIII for more details)) and especially the Rome-based agencies (RBAs).

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

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

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

9. Partnering varies at the national, regional and global levels. While leveraging resources and co-financing are critical at the country level, IFADs contributions to help shape the development agenda and ensuring visibility are important at the global level. The partnering objectives provide a basis for identifying partnership priorities at all three levels.

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

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

Implementation of Partnership Framework Action Plan

Action		Lead responsibility	Time frame	STATUS 31 December 2021
1.	***Embedding of enhanced partnering practices in key business processes***			
1.1.	Develop Guidance for identification of strategic partnerships and expected results in future strategies and action plans as per guidance	GPR	Q1 2020	COMPLETED
1.2.	Support and monitor the use of the new COSOP Guidelines and Partnership annex to ensure effective application, and consider adjustments..	OPR	Ongoing	COMPLETED
1.3.	Develop Guidance note for staff on expected engagement at country level with UNSDCF and its linkages with COSOPs	GPR	Dec 2019	COMPLETED
1.4.	Adopt use of updated partnership-building scoring system in project and COSOPs reviews	OPR	Dec 2019	COMPLETED
1.5.	Develop a simple format for country level annual summary note to reflect achievements in line with the partnership objectives	OPR	Dec 2019	PENDING
1.6.	Develop guidance to ensure a more consistent attention to partnership in the project stages based on initial guidance of Framework	OPR	Q2 2020	COMPLETED
1.7.	Propose for consideration of QAG means to strengthen partnerships aspects throughout the grant cycle: design to supervision, completion, evaluation	QAG/VP	Dec 2019	COMPLETED
1.8.	Develop format for regional engagement strategy and for an annual summary note on the achievements	OPR	July 2020	COMPLETED
1.9.	Revise the corporate approach to Global Engagement to reflect the Partnership Framework objectives, and develop outcome oriented action plan for global engagement with prioritized partnerships linked to these; develop a format for annual global annual summary note	GPR	Nov 2021	Pending approval
1.10.	Ensure consistency with the new Framework for stakeholder feedback that is being developed as part of IFAD11 (monitorable action 44)	OPR	TBD	COMPLETED
1.11.	Develop specific approach to strengthen Member State engagement across IFAD's operations	GPR	Q4 2019	COMPLETED
2.	***Embedding of enhanced partnership reporting in existing results reporting, evaluation and information systems***			
2.1.	Upgrade ORMS to include partnership reporting fields in COSOP and Grant Module	OPR	2022	Pending
2.2.	Review GRIPS and Partnership Framework consider adjustments e.g. tagging grants as partnership-oriented; develop IFAD partnership module with GRIPS	OPR	Q1 2020	COMPLETED
2.3.	Ensure consistency of the partnership performance rating throughout the project cycle (COSOP, design, supervision etc.)	OPR	Ongoing	COMPLETED
2.4.	Explore incorporating a performance rating for "enhanced visibility" as part of the country, regional, global partner survey	OPR	Q12020/Q3 2021	COMPLETED
2.5.	Develop a partnership survey for regional/global level building upon experience with developing country level partner survey	GPR	Q3 2021	COMPLETED
2.6.	Develop an outline and deliver the Corporate Partnership Report ensuring reflection of the Report of IFAD's Development Effectiveness and Annual Report on the Results and Impact of IFAD Operations and easily incorporation of data (GRIPS/ORMS)	GPR	Q4 2021	COMPLETED
2.7.	Develop a database based on list of formal/informal partnerships and create a baseline for monitoring progress and achievement of outcomes	GPR	Q4 2022	Pending
3.	***Development of IFAD-specific partnering tools and capacity development***			
3.1.	Develop web based customized partnering tools for easy access to support partnership application and enhance skill of staff	GPR/COM	Q3 2021	COMPLETED
3.2.	Consult and develop dedicated training and capacity-building modules for staff in the key areas of partnership development, as well as on the use of instruments and tools	GPR/HRD	Q1 2022	To be developed

Data Sources of the report

1. Quantitative data utilized in this report draw from corporate systems ORMS and GRIPS with respect to COSOPs, Projects and Grants. This includes performance ratings for supervision and country completion reports. In addition, regional engagement strategies were developed for which a first progress report was submitted. Data is also drawn from the Country Stakeholder Survey (CSS) for 2019, 2020 and 2021. To complement this a Regional and Global Partnership Survey (RGPS) was developed and administered in 2021.It obtained 28% response rate from the 500 partner staff to whom it was sent. Finally data were drawn from RIDE 2021.

2. Insights on IFAD's partnering performance and positive examples have also been drawn from 25 interviews undertaken with Country Directors and Grant Task Managers. Available data is presented in Appendix 4 in relation to the Partnership Framework Indicators.

3. The Partnership Framework, as far as possible, aimed to utilise existing IFAD monitoring mechanisms and IFAD11 RMF indicators. Most of the data to assess IFAD's partnering performance consequently comes from the perceptions of partners, and IFAD staff who provide the scores for various rating mechanisms.

4. This data provides a set of generally very positive indications. However, this data is biased by who chooses to respond to surveys, and not necessarily a great deal of rigour in how partnerships are assessed in internal procedures. It remains difficult to gain information on specific objectives for particular partnerships and the degree to which these have been achieved. From interviews emerges that there is room for improvement of IFADs partnering performance than may be indicated from the quantitative measures available.

5. The Partnership Framework and monitoring mechanisms were introduced partway through IFAD11. As such, there has been insufficient time for most outcomes and results to be realised. Further, this is the first time some of the new monitoring and reporting instruments have been administered, and was done so during the COVID-19 pandemic, consequently there is scope to improve the rigour and quality of data collection during IFAD12.

Overview of Categories of Partners

1. IFAD's ability to deliver on its mission and achieve impact at scale depends fundamentally on the relevance and the quality of partnerships. IFAD engages in hundreds of partnerships across local, national, regional and global scales. Some of these partnerships are strategically vital for IFAD, in particular the partnerships with member states, co-financing institutions, and organisations or platforms which enable IFAD to influence the enabling environment for rural poverty alleviation.
2. A much larger number of strategic partnerships is essential for the implementation of IFAD supported country projects
3. The report focuses mainly on IFAD's strategic partnerships at country, regional and global level, while also making reference to project level partnerships where appropriate. Nine different categories of partners can be distinguished: 1.International Financial institutions; 2. RBAs and UN country teams; 3. civil society; 4. research; 5. Farmers organizations; 6. private sector 7. Multi-stakeholder forums; 8. Intergovernmental forums. An overview of these partnership categories is provided in the table below.

Partner Group	Examples of Key Partnerships	No. MOUs/ Agreements/Letter of Intent	Level of Co-Financing Contributed	Grants No. / % of all current grants / value of current grants	Comments
Financial Institutions	In all there are a number of IFIs with whom IFAD partners which supported the achievement of cofinancing targets: WB/IDA, ADB, AfDB, IsDB; GCF; IDB; CAF; CABEI; CDB; BOAD;AIIB, BADEA;EIB;OFID, AFESD	15	The IFAD 11 target of USD$ 1.0 to USD $ 0.60. As of December 2021 it stands at USD$ 1.0 to 1.04		The partnerships with these institutions is critical in particular to facilitate a POW at a higher level then only with IFAD resources and as a consequence to scale up the impact achieved. There is room to amplify the group of IFI partners with for example IFC. Partnerships with other IFIs are not necessarily to be seen only in terms of co-financing, but also in policy and development agenda influencing; knowledge sharing etc.
Rome Based Agencies and UN Country Teams	Focus is on UNCT in each of the 80 countries IFAD operates. Special focus remains on increased collaboration with UN at large (ILO;WHO;UNDP;	10+	8 grants	IFAD grants for USD 5.1 million	As part of the ongoing UN Reform during 2020and 2021 IFAD has proactively been involved in 18 countries with UNCT by developing/ contributing/signing UNDSCF.IFAD has also strengthened its partnering

	UNHCR; UNICEF etc.) and more specifically FAO, WFP				with RBAs in 13 countries. However, it is too early to report on concrete results and outcomes of the impact of the UN reform. Additional partnerships may be developed.
Civil Society Organisations	Indigenous Peoples Organizations, Heifer International; Oxfam-Novib; PROCASUR	4			IFAD has established solid partnership with IP which also constitute an important target group for IFAD. In addition it partners with international CSO that provide knowledge and expertise e.g. on livestock , women empowerment ; learning routes etc.
Farmer Organisations	The strategic partnership since 2005 with FOs principally under the FAFO process and through various Grant programmes to FOs, the ongoing ones are FO4ACP (ROPPA; EAFF; PROPAC; SACAU; UMNAGRI; PAFO; PIFON), APFP/FO4Asia (AFA); FOALA (COPROFAM).	See agreement with FAFOs of 2005; in addition there are a number of country level agreements with FOs in Indonesia, Senegal, Mongolia, Niger, Vietnam, Philippines, Pacific	NA	Major ongoing grants in support of FOs for a total of 102.7 M USD including 8.7 M USD from IFAD (FO4ACP; FO-LA, FO-A, APFP). These programs determine the elaboration of grant agreements for FOs direct financing: No. 20 grant agreement for ongoing regional grant programmes.	Strategic partnerships with FOs are a key feature of IFADs work over the past decades. FOs are looking to IFAD for a stepping up of their partnership (e.g participate more in governance). Overall it has been mutually beneficial in providing visibility but moreover substantive collaboration including during IFAD Replenishment with much appreciated advocacy by leaders of the regional FOs.
Research Organisations	IFAD continues its strategic partnership with the CGIAR. There are on-going grants supporting ..research centres	6 Agreements	Financing from EU most recently of 30M Euro.	IFAD grants for USD 43.75 million	CGIAR is undergoing a major reform which aims at making its focus and programing more strategic to contribute to SDGs. At present there are numerous ongoing

	including ARC,IITA;ILRI;CIAT; IFPRI; CIFOR; Bioversity; ICBA.				programmes with EU and IFAD financing.
Private Sector	A partnership with MARS in Indonesia has resulted in a corporate Partnership aiming at cooperation at regional and global level and where feasible at country level	5 MOU	None		Strategic importance of partnering with PS is increasingly critical for IFAD. The number of operational Partnerships have increased but still are very few and require a better integration into our business processes. This is also feedback from RGPS e.g only 45% of partners value IFADs role in enabling PS partnership; while 78% recognize IFADs role in crowding in PS financing.
Global / Regional Multi-stakeholder forums	For example the Platform on Agricultural Risk Management (PARM); Global Forum on Remittances; Indigenous peoples forum and Farmers Forum. Contribute to AGRF/AGRA IFAD is an active member of WEF; SUN;		Grants from EU(EUR 2M), AFD(Eur 4.4 M)) Italy(1.8 M EUR) for PARM Grant from EU for Remittances(EUR 15 M)	Grants to AGRF/AGRA; PARM; FAFO; IPF and Remittances.	There are numerous MSP in which IFAD contributes including a few where it has a clear leadership e.g Remittances, PARM,IPs and FAFO. These provide opportunities for IFAD to contribute/influence policy and development agenda both at regional and global level. The co-financing enables full time dedication of IFAD staff, which enhances the delivery of results /impact and supports visibility All these are good examples of leveraging IFAD grant financing towards considerable donor contributions.
Global Governance / Intergovernmental Forums	CFS, G20, G7 IFAD as a member of the CFS secretariat contributes to its policy and agenda setting. IFAD contribute to G-20 meetings	NA	NA	Grant Contribution to CFS	Over the past years, IFAD has been more active in contributing to the meeting of Ministers of Agriculture of the G-20. Due to its annual rotation it is not always guaranteed that IFAD can have such a role. CFS has become an example of RBA collaboration.

Partnership Framework Monitoring Table

(Note, the Country Stakeholder Survey CSS changed from 2019 to 2020, originally called Client Survey, the scoring scale also changed from 6 point to 4 point, for comparison it is assumed that scores 4 and above for the 6 point scale are equivalent to scores of 3 and 4 for the 4 point scale)

Partnership Outcomes	Indicator	Source	Available Results	Comments	Overall Comment
Country Impact at scale	Co-financing ratio international – RMF 3.1.3	RIDE 2021 – GRIPS For 2021: RMF Dashboard	IFAD 11Target - 1:0.6 BL 2016 - 1:0.53 2019 - 1:0.61 2020 - 1:0.74 2021 – 1:1.04 (the figure from 2021 is still preliminary. The final figure for 2021 will be presented in the RIDE 2022)	The INT co-financing stands at 1:1.04(31 Dec. 2021). The target for IFAD11 of 1: 0.60 has been largely met. Overall co-financing was provided by 6 MDBs. Biggest share is from IDA, followed by IBRD. The co-financing is for 20 operations.	Available data suggests IFADs investment to **strengthen partnerships with MDB enabled** meeting INT co-financing targets and deliver to the satisfaction of stakeholders at country level. **There remains a need to deepen partnerships to go beyond co-financing and also to engage in policy development and knowledge and innovation generation for the benefit of country programmes**. Scaling up is below target indicating a need to consider how current partners are involved or if additional partners could contribute to scaling-up. It is notable that IOE ratings are lower for project achievement which may indicate that more rigorous evaluation identifies limitations not picked up by other monitoring instruments.
	Co-financing Ratio domestic RMF 3.1.4	RIDE 2021 – GRIPS For 2021: RMF dashboard	IFAD 11Target - 1:0.8 BL 2016 - 1:0.74 2019 - 1:0.76 2020 - 1:0.93 2021 – 1:1.01 (the figure from 2021 is still preliminary. The final figure for 2021 will be presented in the RIDE 2022)	The DOM co-financing stands at 1:1.01(31 Dec. 2021).This is 26% higher than the target of 0.80. . Increased levels of DOM financing strengthen country ownership and ensure Gov. have "skin in the game"	
	Overall project achievement (% of ratings 4 and above) – RMF 2.2.1	RIDE 2021 - PCR	IFAD 11Target – 90% BL 2016 – 88% 2019 – 85% 2020 – 85%	There remains a gap of 10% in IOEs (76%) assessment of project achievement compared to IFAD (85%). Project achievement remains slightly below target. Delivery is highly dependent on effective partnerships	
	Overall project achievement (% of ratings 4 and above)– RMF 2.2.2	RIDE 2021 - IOE Rating	IFAD 11Target – NA BL 2016 – 81% 2019 – 72% 2020 – 76%		
	Scaling up (% of ratings 4 and above) – RMF 2.2.9	RIDE 2021 - PCR	IFAD 11Target – 95% BL 2016 – 92% 2019 – 85% 2020 – 85%	Even if the co-financing levels should enable scaling up, the data from PCRs indicate that 85% of projects were rated as moderately satisfactory or above against a target of 95%	
	Relevance of IFAD country strategies (% of ratings 4 and above) – RMF 3.3.1	RIDE 2021 / Country Stakeholder Survey	IFAD 11Target – 90% BL 2016 – N/A 2019 – 93% 2020 – 91%	Largely consistent across regions and stakeholders, **meeting the target.**	

	Effectiveness of IFAD country strategies (% of ratings 4 and above) - RMF 3.3.3	RIDE 2021 / Country Stakeholder Survey	IFAD 11Target – 90% BL 2016 – N/A 2019 – 89%; 2020 – 87%	Largely consistent across regions and stakeholders except for slightly lower in LAC	
Influence on Enabling environment	Relevance of IFAD country strategies (% of ratings 4 and above) – RMF 3.3.1	RIDE 2021 / Country Stakeholder Survey	IFAD 11Target – 90% BL 2016 – N/A 2019 – 93% 2020 – 91%	Largely consistent across regions and stakeholders	While the relevance and effectiveness of country strategies are scored positively, the performance of policy engagement is much lower and rated as underperforming. Partnering to support policy engagement may require more focus to define engagement in policy relevant processes and measurable outputs. IFAD is highly active at national, regional and global levels however policy impact could be improved through better coordination with partners 'and prioritisation and focus on themes. Within the broader topic of to what extent IFAD contributes and influences change in laws, norms and decision-making processes to benefit rural poor in the country, responses to questions varied. Overall, this remains an area where improvement is possible both at country and regional /global level. Stakeholders responded that IFAD performed relatively better at assisting countries to implement and operationalize policies related to its mandate, than to bring smallholder farmers and rural poor into discussions and national policy processes
	Effectiveness of IFAD country strategies (% of ratings 4 and above) RMF 3.3.3	RIDE 2021 / Country Stakeholder Survey	IFAD 11Target – 90 BL 2016 – N/A 2019 – 89 2020 – 87	LAC, NEN and WCA below target for 2021	
	Country-level policy engagement (% of ratings 4 and above) RMF 3.3.5	RIDE 2021 / Country Stakeholder Survey	IFAD 11Target – 90% BL 2016 – 100% 2019 – 83% 2020 – 79%	Lowest rated area of IFAD performance and rated as underperforming Largely consistent across regions.	
	Perceived value of IFAD in partnering for policy influence (% of survey respondents)	R/G Partner Survey 2021	Not - 3% Somewhat- 10% Quite - 31% Very - 53%	The regional /global feedback aligns with country level at an average of 84%	
	Perceived view that IFAD actively contributes to regional and global agenda setting and policy engagement	R/G Partner Survey 2021	Strongly disagree – 0% Disagree 7% Agree 50% Strongly Agree 35% Don't Know 8%	A strongly agree /agree rate of only **85%** suggests good progress but with room for improvement	
	Institutions and Policy Engagement Rating (% of supervision missions with ratings 4 and above) Supervision	Project Supervision - ORMS	2019: 82.87% 2020: 89.89% 2021: 97.18% Avg. of 3 years: 89.98%	The ongoing portfolio shows a considerable improvement during supervision over period 2019-2021 from 83% to 97%.	
	#, type of development partners supported through grants		111 ongoing grant support variety of partnerships. : Major focus is on KM and Innovation and influencing policy and development agenda benefitting CGIAR amongst others		
Capable and Effective Partners	Qualitative assessment from annual partnership notes at country regional and global levels	Reporting through upgraded ORMS modules, region	Not operational at country level for COSOPs. Regional Engagement strategies undertook a first feedback	**Reporting for COSOPs will be developed as of 2022 in ORMS**	As yet, there is limited data from which to assess the degree to which partners improve their performance as a result of

	IFAD increases the capacity of national or local leaders to include the rural poor within policy discussion (% of ratings 4 and above4	Country Stakeholder Survey 2020 and 2021	2019 – 83% 2020 - 83%	IFAD has major support programmes through a programme co-funded with EU- it provides a critical platform to strengthen regional and national FOs.	partnering with IFAD. In the policy area stakeholder satisfaction levels are lower for capacity development than for other scores in the survey. Overall impact and effectiveness of IFAD programmes suggests that partner capacities are sufficient to effectively implement IFAD Programs.
	IFAD increases the capacity of smallholder farmers or community associations to participate in national policy processes (% of ratings 3 and above)	Country Stakeholder Survey 2020 and 2021	2019 - 81% 2020 - 77%	This is a key feature of IFAD ensuring a bigger role of small famers to participate in policy processes- The average rating of 79% can be improved	
	IFAD facilitates greater coordination and complementarity between organisations working on projects to benefit the rural poor (% of ratings 3 and above)	Country stakeholder survey 2020 and 2021	2019 – 88% 2020 - 83%	Overall rate is 85% which is satisfactory but there is room for improvement	
	Supervision Human and social capital and empowerment rating (% of supervision missions with ratings 4 and above) -	Project Supervision - ORMS	Satisfaction rate: 2019: 86.84% 2020: 90.86% 2021: 94.81% Avg. of 3 years: 90.84%	Shows significant improvement over time	

Partnership Objectives	Indicator	Source	Available Results	Comments	
Generic	Partnership-building (% of ratings 4 and above) RMF 3.3.4	RIDE 2020 2021 - Country Stakeholder Survey 2020 and 2021	IFAD 11Target - 90 BL 2016 – 100 2019 – 91% 2020 – 89%		Surveys indicate that IFAD is generally seen as a positive, valuable and effective partner by its partners and clients. However, there are relatively high % of scores at below the top level indicating there is room for improvement. The GRPS gives a slightly less positive result than the CSS. Partnerships are recognised by IFAD staff as being "mission critical" consequently optimising partnerships is fundamental to IFAD's overall impact and effectiveness. Identifying good practices and weaknesses in partnering and responding to these is consequently critical. Staff recognise ways that partnering can be improved through enhanced staff skills and through corporate processes that better align to the needs of partnerships
	IFAD convenes people and brokers effective partnerships between public, private, and civil society actors (% of ratings 4 and above)	Country stakeholder survey 2020/2021	2019 - 91% 2020 - 90%		
	Perceptions that IFAD is a quality partner (average of 5 criteria) (% of survey respondents)	R/G Partner Survey 2021	Strongly Agree - 33-49% Agree - 43-47%	**Overall rating lies between 76% to 96%- for an average of 85%**	
	Perceptions that IFAD partnerships are delivering on expectations (% of survey respondents)	R/G Partner Survey 2021	Fully – 38% Adequately – 41% Partly – 16% Not at all 1% Don't know 4%	While 79% of responds report adequate to full delivery of partnership expectations, 17% are not delivering and 41% are only adequate. This suggest substantial room for improving partnership effectiveness	
	Perceptions partnership quality (% of survey respondents) RGPS Q10	R/G Partner Survey 2021	Exceeding expectations - 20% Acceptable - 67% IFAD not performing - 5% Partner not performing – 0% IFAD and partner not performing – 85	Overall a quite high score (87%) which indicates partners are satisfied in quality and delivery of partnerships with IFAD. A minor percentage (5%) consider IFAD is not performing which indicates a need to review partnerships to improve performance. A similar percentages considered both partners are not performing.	
	CCR Rating Strategic Partnerships	CCR 20202/2021	CCR/CRR – ratings for 10 COSOP CCR 4.4 average	Sofar only very few CCR have been completed for an average rating of 4.4. This area is to improve under IFAD12	
	Qualitative feedback from interviews with	2021 Interviews	• Partnerships are "mission critical" to IFAD		

	country directors and grant task managers		• Partnerships are diverse and heterogeneous • Following principles of good partnering key to success • Time, skills and corporate processes remain constraints to effective partnering		
Influencing Policy and Development Agendas	Country-level policy engagement (% of ratings 4 and above) CSS Q 8.0 – RMF 3.3.5	RIDE 2021 / Country Stakeholder (Client) Survey	IFAD 11 Target - 90% BL 2016 – 100% 2019 - 83% 2020 - 79%	• Lowest rated area of IFAD performance and rated as underperforming • Largely consistent across regions, except for lower 2021 for LAC.	Being able to influence the policy environment and development agendas at national, regional and global levels is key for IFAD to have a wider impact. However, this is scored by partners and clients lower than other areas of IFAD's performance indicating scope for improvement. Different sorts of partnerships and partnership management are needed for policy influence than for project implementation.
	Perceived value of IFAD in partnering for policy influence (% of survey respondents) RGPS Q7.5	R/G Partner Survey 2021	Very - 53% Quite - 31% Somewhat- 10% Not - 3% NA - 3%	The regional /global feedback aligns with country level at an average of 84%	
	Institutions and Policy Engagement Rating (% of supervision missions with ratings 4 and above)	Project Supervision - ORMS	2019: 82.87% 2020: 89.89% 2021: 97.18% Avg. of 3 years: 89.98%	The ongoing portfolio shows a considerable improvement during supervision over period 2019-2021 from 83% to 97%.	
	IFAD actively contributes to regional / global agenda setting and policy engagement (% of survey respondents)	R/G Partner Survey 2021	Strongly Agree - 35% Agree - 50% Strongly disagree - 0% Disagree - 7% Don't Know - 8%	**An overall satisfactory average rating of 85**% which underlines IFADs contributing role at regional and global level. As it is the first time this is measured it sets a baseline	
	Qualitative feedback from interviews with country directors and grant task managers	2021 Interviews	• Regional fora important for influence • Supporting thinks tanks can add value • Value of national linkages with bilateral donors • Trust with national government is key • Grants key supporting mechanism Linkages with farmer and other non-state actors very important		

Leveraging Financial Resources	Co-financing ratio international – RMF 3.1.3	RIDE 2021 – GRIPS For 2021: RMF Dashboard	IFAD 11Target - 1:0.60 BL 2016 - 1:0.53 2019 - 1:0.61 2020 - 1:0.74 2021 - 1:1.04 ((the figure from 2021 is still preliminary. The final figure for 2021 will be presented in the RIDE 2022)	As of 31 Dec 2021 the co-financing ratio is for 1.0USD we co-finance USD1.04	IFAD has achieved its co-financing targets, however these are skewed to a few large projects/ co-financier's. Partnerships that can enable a broader base of financing, particularly in more difficult operational context will be important. Leveraging substantial financial resources from the private sector remains challenging
	Co-financing Ratio domestic RMF - 3.1.4	RIDE 2021 – GRIPS For 2021: RMF Dashboard	IFAD 11Target - 1:0.8 BL 2016 - 1:0.74 2019 - 1:0.76 2020 - 1:0.93 2021 – 1;1.01 (the figure from 2021 is still preliminary. The final figure for 2021 will be presented in the RIDE 2022)		
	IFAD crowds in new private sector investments and public-private partnerships (% of ratings 4 and above)	Country Stakeholder Survey 2020 /2021	2019 - 80% 2020 – 80%	The private sector remains an area where potential for improvement is to be achieved. The new PSFP is to provide a platform for crowding in private investments	
	IFAD catalyses new co-financing opportunities with multilateral and bilateral aid donors CSS Q5.2	Country Stakeholder Survey 2020/2021	2019 - 83% 2020 - 82%	More can be achieved by IFAD in catalysing co-financing opportunities as there are still more operations with no INT cofinancing	
	Perceived value of IFAD in partnering for joint investments for impact/scaling up	R/G Partner Survey 2021	Very - 56% Quite - 11% Somewhat - 3% Not - 3% NA - 27%	The average results of 67% reflects the diversity of partners involved as not all are part of our loan investments but often only through a grant from IFAD	
	Qualitative feedback from interviews with country directors and grant task managers	2021 Interviews	• Recognised as priority area • Increasingly complex space • Need to value non financial contributions • Risk of focusing too much on partnerships only for financial resources • Leveraging from private sector remains challenging		

Enabling coordinated country-led development	Relevance of IFAD country strategies (ratings of 4 and above) (percentage) – RMF3.3.1	RIDE 2021 – Country Stakeholder Survey	IFAD 11Target - 90% BL 2016 - NA 2019 - 93% 2020 – 91%		IFAD is perceived very positively at the country level in terms of working constructively with government and other stakeholders to support coordinated and country-led development. More space for improvement is indicated by the RGPS than by the CSS. RBA/UN country coordination has been a focus during IFAD 11 and good examples of progress have emerged however this remains a challenge at national level in terms of aligning mandates and operational modalities.
	Effectiveness of IFAD country strategies (% of ratings 4 and above) – RMF 3.3.3	RIDE 2021 – Country Stakeholder Survey	IFAD 11Target - 90% BL 2016 - NA 2019 - 89% 2020 - 87%		
	IFAD fosters government ownership of key decisions in all stages of its country programming (% of ratings 4 and above)	Country Stakeholder Survey 2020/2021	2019 - 96% 2020 - 92%		
	IFAD is inclusive of all relevant stakeholders at both national and local levels (% of ratings 4 and above)	Country Stakeholder Survey 2020/2021	2019 – 92% 2020 -92%		
	IFAD facilitates greater coordination and complementarity between organisations working on projects to benefit the rural poor (% of ratings 4 and above)	Country Stakeholder survey 2020 /202	2019 – 88% 2020 - 83%		
	Perceived value of IFAD in partnering for engagement with government at national level	R/G Partner Survey 2021	Very - 35% Quite - 31% Somewhat - 20% Not - 5% NA - 9%	The average score of 66% proofs that at regional/global level there is room for improvement but also partners may not need IFAD to engage with Government	
	Perceived value of IFAD in convening power and mobilisation of action towards shared goals RGPS Q7.6	R/G Partner Survey 2021	Not - 4% Somewhat - 17% Quite - 33% Very - 42% NA - 4%	This is at times a key feature of IFADs leverage towards partners –an average rating of 75% proofs room for improvement	

	#/% countries where IFAD is active in United Nations and RBA coordination	IFADs engagement in UN reform progress report (EB 133 -2021)		In 18 countries IFAD contribute and signed the UNSDF; and in 13 countries a collaboration was developed with RBAs	
	Qualitative feedback from interviews with country directors and grant task managers	2021 Interviews	• Maintaining direction link with grass roots and farmer organisations is critical • RBA/UN coordination is active and increasing but often challenging to align interests • IFAD engages with diversity of civil society organisation which is key to having impact and policy influence		
Brokering Knowledge and Innovation	Knowledge management (ratings of 4 and above) (percentage) – RMF 3.3.6	RIDE 2021 – Country Stakeholder (Client) Survey	IFAD 11Target - 90 BL 2016 - NA 2019 – 93% 2020 – 93%	Overall a high rating and appreciation at country level for IFADs knowledge products and technical expertise	Country stakeholders see IFAD's knowledge and innovation brokering positively which is largely in line with views from the RGPS. . **The CGIAR continues to be an important partner of IFAD with numerous grants pursuing new technology/innovation**s . **With a reduced grant programme in IFAD12 it is to be seen how IFAD will revalue its priorities**
	IFAD is effective in leveraging SSTC to exchange knowledge and promote cross-learning across its projects (% of ratings 4 and above)	Country Stakeholder survey 2020 / 2021	2019 - 92% 2020 - 89%	Good progress has been made with incorporating SSTC into the COSOP and projects- results / impact are to be expected in IFAD 12 period.	
	SSTC -percentage of COSOPs with comprehensive approach at design)– RMF 3.3.7	RIDE 2021 – COSOPs	IFAD 11Target -66% BL 2016 - 50% 2019 – 88% 2020 – 76 %	Data for 2021 will be in RIDE of 2022	
	Perceived value of IFAD in partnering for	R/G Partner Survey 2021	NA 4% Not 4% Somewhat 18%	Average of 74% leaves room for improvement	

	technical expertise and knowledge support		**Quite 33%** **Very 41%**		
	Perceptions that IFAD contributes valuable technical expertise to discussions on rural poverty (% of survey respondents)	R/G Partner Survey 2021	Strongly disagree – 0% Disagree 4% Agree 52% Strongly Agree 39% Don't Know 5%	Average of 91 % is a positive indicator for IFADs contributing its expertise	
	Qualitative feedback from interviews with country directors and grant task managers	2021 Interviews	Innovative set of knowledge brokering partnership identified		
Strengthening Private Sector Engagement	IFAD crowds in new private sector investments and public-private partnerships (% of ratings 4 and above) CSS Q5.1	Country Stakeholder Survey 2020/2021	2019 - 80% 2020 - 80%		Despite it increasing emphasis being given to private sector engagement and financing this area of IFAD's work is scored lower than other areas particularly by the RGPS. This is reflected in the relatively low levels of private sector co-financing. The significant challenges of partnerships with the private sector are highlighted by interviews with country directors. This is clearly an area for increased attention for partnerships in IFAD 12.
	Co-financing from private sector	GRIPS	Data collected underlines a cofinancing at domestic level of about USD 320 million during IFAD 11 period. That is about 5% of the overall Programme of Work (USD 8.2 billion)		
	Perceived value of IFAD in enabling linkages with private sector	**RGPS 2021**	Not - 16% Somewhat - 25% Quite - 25% Very - 20% NA - 14%	The average rate of 45% is by far the lowest IFAD has been given by partners.	
	Qualitative feedback from interviews with country directors and grant task managers	2021 Interviews	• Recognised as very important but also as very challenging • Constrained by IFAD staff capacities, risk appetite and corporate processes • More support for countries to engaged private sector is needed • Despite challenges there are good examples to learn from		

Enhancing Visibility	IFAD convenes people and brokers effective partnerships between public, private, and civil society actors (% of ratings 4 and above)	Country Stakeholder Survey 2020/2021	2019 - 91% 2020 -90%	IFADS convenor role seems recognized by country partners Average 90% is a good level of recognition of IFADs brokering role for partnering	IFAD's visibility and convening role appears positively viewed at country and regional and global levels. However, interviews and regional reporting suggests that actively improving IFAD's visibility through partnerships is not explicitly pursued as a partnering objective. IFAD's limited staff capacity relative to the demands of being present in multiple forums remains a challenge. This reinforces the importance of prioritising engagement activities and being clear about the expected results from engaging in particular, events, forums or processes.
	Perceptions that IFAD actively engages in multi-stakeholder forums, alliances, and networks (% of survey respondents)	R/G Partner Survey 2021	Strongly agree 46% Agree 44% Disagree - 4% Strongly disagree Don't Know - 6%	The average rate of 90% is identical to rating at country level	
	Perceptions that IFAD actively contributes to global/regional agenda setting and policy engagement (% of survey respondents)	R/G Partner Survey 2021	Strongly Agree - 35% Agree – 50% Disagree - 7% Strongly disagree Don't Know - 8%	This is a good average rating of 85%- moreover there is a small percentage that disagrees. It establishes a baseline for IFAD12	

Results of the Regional-Global Partner Survey

1. As indicated a Regional and Global Partner survey was developed to obtain feedback on the performance of partnerships as assessed by IFAD partners at Regional and Global level. The survey invited close to 500 partners identified by PMD, SKD and GPR. After 4 weeks some 136 responses were received whose results are reflected below. Of these majority were from the various regions with high number for ESA(36) and WCA(35) and APR(27). Some 60 responses referred to global partners. About 53 % indicated that the partnerships exist for 5 years and beyond which provides a good basis as to the solidity and quality of feedback.
2. Between **53-63% of our partners consider very valuable IFAD's contribution to their orga**nization. Less convincing are IFAD efforts to facilitate linkages with private sector – **only 20% consider it very valuable and 25% quite valuable**. With respect to how IFAD operates with its partners overall **89% agree that IFAD operates as an equitable, accountable and transparent partner seeking mutually beneficial outcomes**.
3. This is also reflected in 80% consider that the partnership is delivering upon results expected. This further confirmed in the feedback on the engagement of partners: 87% consider that both partners are adequately engaged to deliver results. About 94% consider that there is a clear purpose and objectives and that the partnerships adds value. However 22% consider that there is not enough monitoring and reporting; and 19% consider that IFAD does not have enough capacity to support the partnership.
4. When asked about the single thing that IFAD can do to improve its delivery there are a few options: instead of focusing on project delivery focus more on long term policy engagement; co-develop approaches to leverage private sector partnership beyond financing with a focus on value chains and amore systemic approach.
5. Close to 90% of partners consider that IFAD actively engages and contributes valuable knowledge to multi stakeholder forums and networks. Some 85% consider that IFAD actively contributes to regional/global agenda setting and policy engagement.
6. Some of the final comments include following statements: IFAD has been **one of the best long-term partners** with its **consistent support**, and has helped make major changes on the ground and at regional level; **IFAD's decentralization** is making the partnership in the field much easier; IFAD is an able, active and **valued partner** with a focused mandate. However, **not enough time, people and financing resources** are being allocated to make the partnership work efficiently. **More regular monitoring and reporting** on effects/results of development projects is needed.
7. The first RGPS has provided an initial bases from where improvement is to be sought. Aim for the next survey in 2024 should be to obtain a much higher response rate (40-50%). There should be an increased evidence and concrete facts that can underpin the feedback and assessments which provided overall positive feedback.

Regional and Global Partnership Survey 2021

Results

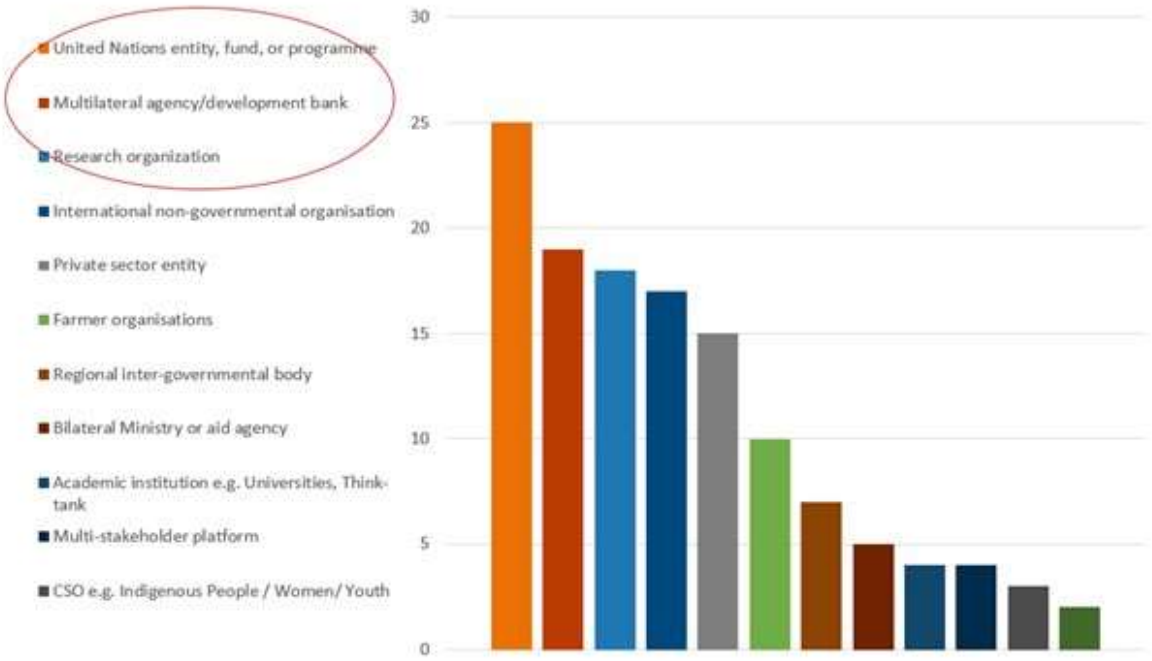
IFAD | FIDA

General observations

- **480** people were invited to take the survey.
- **136 responses** were received from a solid group of partners with valuable feedback (27 October -24 November).
- PMD and SKD **divisions/teams** were crucial in getting partners selected.
- The survey confirmed that it is important to have these exchanges with partners on a **regular basis** to understand their views and improve our collaboration.
- It is important for IFAD to know its partners better and **maintain a record of partnerships** and contacts for future engagement.

1. Which of the following best describes the type of organization you work for?

Please choose only one answer.

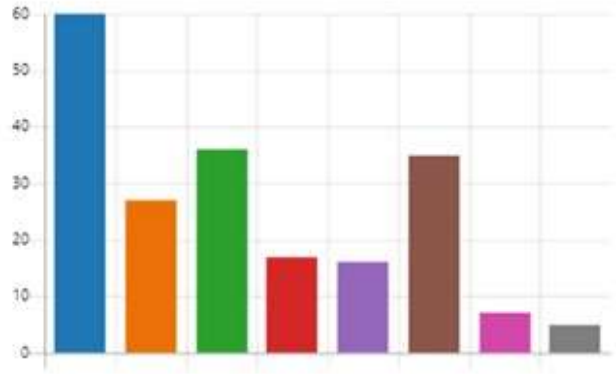


*The majority of our partnerships are with **UN agencies, multilaterals, research organizations.***

2. Where is this partnership being implemented?

Please select all that apply.

Globally	60
APR	27
ESA	36
LAC	17
NEN	16
WCA	35
Specific country	7
Other	5



*The majority of our partnerships are being implemented at the **global level**.*

IFAD | FIDA

3. What is the nature of the partnership with your organization/agency in the last 12 months?

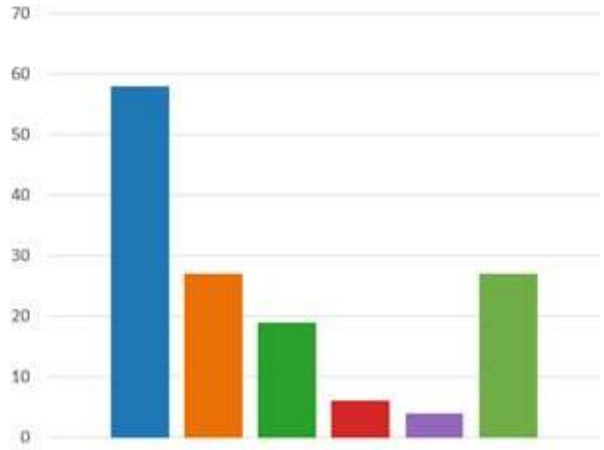
Multiple answers are possible

IFAD | FIDA

4. What is the basis of the partnership arrangement between your organization and IFAD?

Please select only one response.

- Grant agreement
- Memorandum of understanding
- Informal collaboration without formal agreement
- Joint membership of platform or network
- Supplementary funding agreement to IFAD
- other

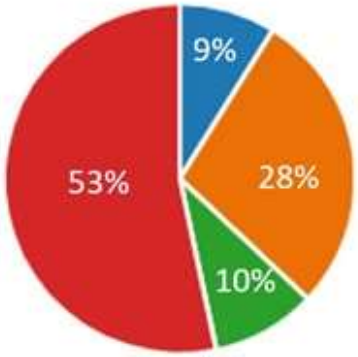


*The majority of our partnerships are anchored in formal agreements with **grant agreements** being the biggest.*

IFAD | FIDA

5. How long has the partnership with IFAD been active for?

Less than 12 months	12
From 1 -3 years	38
From 3-5 years	13
More than 5 years	72



*It underpins the solidity of feedback as **53%** of our partnerships are **more than 5 years***

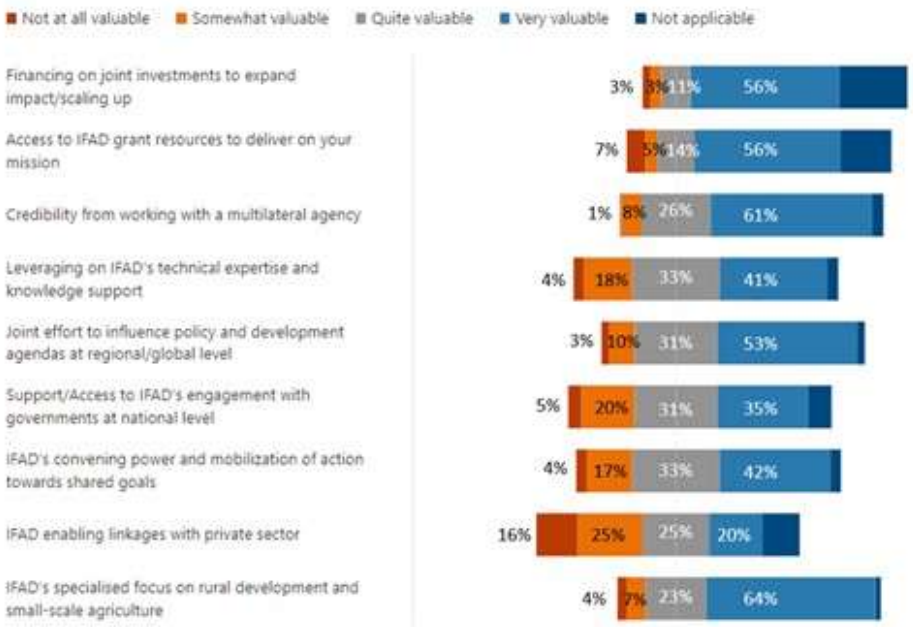
IFAD | FIDA

6. Please describe what is the main purpose of the Partnership?

- Coordination aimed at enhancing **cooperation** at the global, regional and country levels.
- Advancing innovations in addressing **food security**.
- Bridging the **gap between the public and private sector** and unblocking resources to enhance financial inclusion.
- Supporting engagement to achieve **SDG2**, fight hunger and reduce rural poverty at global, regional, and country levels.
- **Advocacy**, **knowledge exchange** and **capacity building** at regional and country level.
- **Technical support** to the design, implementation, completion and evaluation of investment projects and programmes.
- **Strategic support** in the areas of **nutrition**, **gender**, **youth** and **climate adaptation**.

7. What value does your organization derive from this partnership with IFAD?

Please assess the value of IFAD's contribution to your organization in each area on a scale from "not at all valuable" to "very valuable".



*Between **50-63%** of our partners consider IFAD's contribution to their organization to be **very valuable**, with the exception of our work in enabling linkages with the **private sector.***

8. How has IFAD conducted itself as a partner with your organization?

Please identify your level of agreement with each statement on a scale from "strongly disagree" to "strongly agree".

***89%** of our partners regard IFAD as an equitable, transparent and accountable partner that engages with partners in mutually beneficial ways, and **80%** of our partners believe IFAD is effective and efficient in engaging with partners.*

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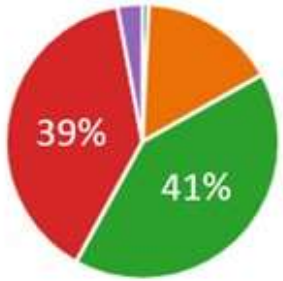
9. To what extent is the partnership delivering on the actions and results that you expected?

Not at all	1
Partly	22
Adequately	56
Fully	53
Don't know	4

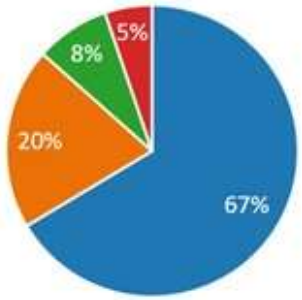


*Close to **80%** of our partners believe that their partnership with IFAD **is adequately/fully delivering on the results expected.***

10. How would you characterize the quality of the partnership between your organization and IFAD?

Select only one response only (considering your response in question 8).

- Both organisations are sufficiently engaged for the partnership to meet most expectations and intended results.
- The partnership is exceeding expectations because both organisations are fully engaged and deliver results as expected.
- The partnership is not performing as expected because both organisations have struggled to meet the initial expectations of the partnership.
- The partnership is not performing as expected because IFAD has not been able to deliver adequately on its commitments.



*According to **67%** both partners are sufficiently engaged for the partnership to meet most expectations/results. **20%** of our partners consider that the partnership exceeds expectations.*

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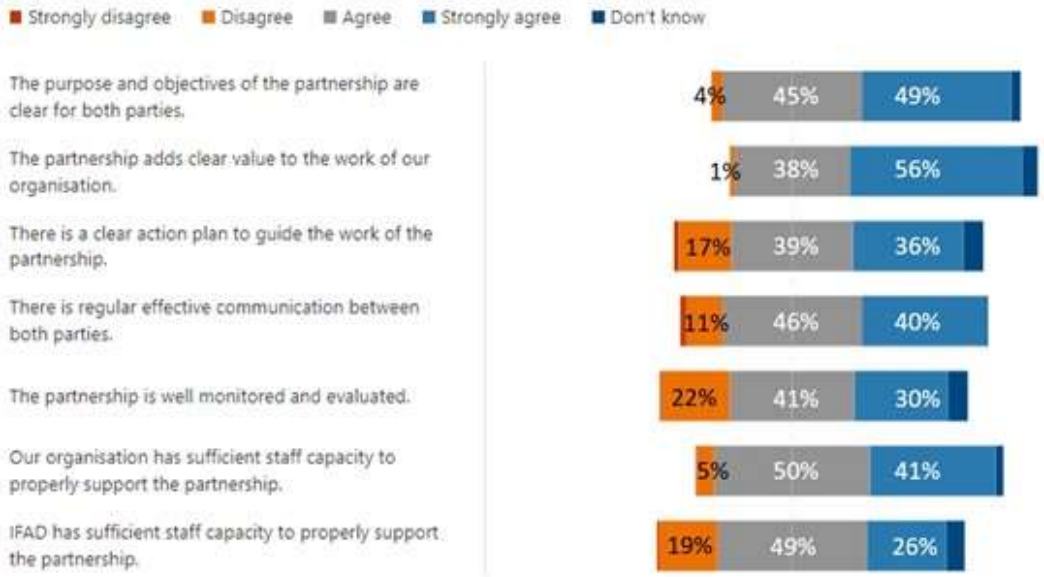
11. In relation to your feedback on Questions 9 and 10, please review the below statements and identify your level of agreement with each statement on a scale from "strongly disagree" to "strongly agree".



*According to **93%** of our partners, their collaboration with IFAD adds clear **value** to their work, although **22%** of partners report that there is still little **monitoring and evaluation** practice in place.*

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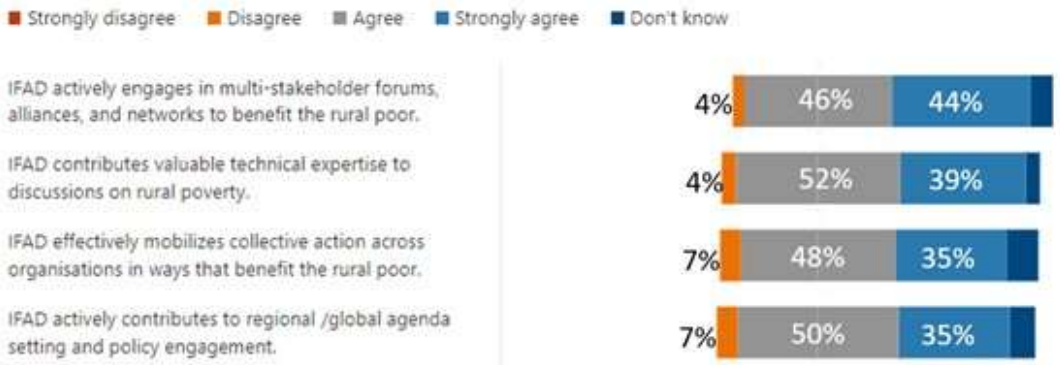
12. What is the single most important thing that IFAD can do in the future to strengthen this partnership with your organization?

- Focus not only on project delivery but also **on longer-term policy engagement**.
- Co-develop approaches to leverage **private sector partnerships**, not just financial but more value chain and systemic.
- Engage more in **preparatory work**, with an action plan indicating clear medium-long term objectives, resources, timing and deliverables expected.
- Allocate **more time and resources** and improve on time of response and feedback.
- **Decrease turnover in staff** to ensure accountability on IFAD's side, continued coordination with the focal point, and to achieve maximum impact.
- Ensure **regular follow up and outreach** on co-financing opportunities.
- **Formalize** some partnerships that are still not formalized.

13. To what extent would you agree or disagree with the following statements about IFAD's visibility as a partner?

Please identify your level of agreement with each statement on a scale from "strongly disagree" to "strongly agree".



14. Please provide any additional information on IFAD's partnership performance and partnership with your organization that you may not have been able to provide so far.

- IFAD has been **one of the best long-term partners** with its **consistent support**, and has helped make major changes on the ground and at regional level.
- **IFAD's decentralization** is making the partnership in the field much easier.
- IFAD is an able, active and **valued partner** with a focused mandate. However, **not enough time, people and financing resources** are being allocated to make the partnership work efficiently.
- **More regular monitoring and reporting** on effects/results of development projects is needed.
- **Transaction processing** at IFAD appears extremely slow, particularly when it comes to signing of legal agreements by IFAD senior management.
- The recent **changes in staffing as part of decentralization** have created challenges in program implementation.

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Summary of Regional Engagement Strategies Progress

1. The Regional Division elaborated in 2020 a first version of a regional engagement strategy centred around partnership that support their delivery at regional level. These strategies were used as a basis to elaborate a first progress report. Below is a summary of each of the Regions feedback
2. **Asia and Pacific Region. Context** COVID19- huge impact on health of societies but also on social and economic activity. Macroeconomic outlook: deepest recession since 60 years- however expectation are that in 2021 aggregate GDP is to grow by 8.6%. However, there has been disparity in the impact on individual countries – and it has resulted in serious impact on IFADs target group of rural poor people. It is expected that an additional 200 million people will be added to the extreme poor in South Asia alone.
3. Hunger and food systems: while people that go hungry, have increased by 57 million people, experiencing food insecurity exceed 173 million. However, the pandemic and its impact also resulted in new opportunities and partnerships e.g. an accelerated shift to e-commerce and increased digital service delivery platforms, thus reducing the negative impact of COVID-19. Concerns remain in particular for rising food prices that affect poor people both in finance as in food security.
4. Climate change: increased weather related events (floods, typhoons) result in losses of US$ 750 billion. Increased social fragility and conflict: 10 countries are on the WB FY21 list of fragile and conflict-affected countries e.g. Myanmar and Afghanistan are both facing suspension of operations and engagement. SIDS: Pacific countries are very vulnerable to the impact of all of the above areas be it climate or economic due to a halt in tourism due to the pandemic.

Influencing policy and development agenda	2021 stakeholder survey – APR achieved 84% of positive responses on IFADs CLPE - better than any other region.
Leveraging financial resources	Domestic co-financing close to USD 2 billion International USD 750 million (AsDB (54%); WB (17%) EIB (10%)
Enabling coordinated development processes	Engagement with RBAs (Pakistan and Philippines joint programmes); UN agencies; IFIs and Governments Contributing to UNCTs and signing up to UNDSCF (Cambodia, Lao PDR, Vietnam) or contributing like in China. IFAD contributed to various efforts in preparing for the FSS.
Knowledge generation and Innovation	IFAD achieved 97% of positive responses on KM in 2021 country survey. Some products: APR newsletter, regional learning events with partners (i.e. AsDB, Grow Asia) and promoting SSTC interventions
Strengthening Private Sector Engagement	Continue working on the engagement with PS. A possible NSO operation prepared in the Philippines.
Enhancing Visibility	APR achieved 94% of positive responses on partnership building with emphasis on crowding in investments and IFAD as a development partner.

5. **Lessons learned** Collaborate with regional institutions (RBA; ASDB) enables a quantum leap in deploying digital tools. Multi stakeholder platform-Grow Asia – enabled outreach across sectors, to farmers, governments' private sector and NGOs and enabled expansion of networks and build country-led development processes. Evidence of impact of COVID-19 - through many joint RBA/UNCT assessments at country level - and concrete ways to build resilience and increase the opportunities of international/domestic financing.

6. **East and Southern Africa Region.** *Changes in Regional context.* Impact of COVID-19 with its strict lockdown measures has negatively impacted on the agriculture sector: disruption of both supply and demand, exposing fragility of food supply chains in ESA. Lockdown measures, combined with constraints on importing agricultural inputs, led to reduced availability and affordability as inputs were more expensive. As a consequence, the nature of partnerships have evolved, i.e. alignment with partnerships to support smallholders in recovery and resilience building within the RPSF framework and ongoing IFAD-financed portfolio.

7. *Main achievements for each of regional Partnerships:*

a. **AGRA**. Grants were put to use in several countries capitalizing on the technical expertise to link new crop varieties and improved soil fertility management technologies. Grant on leveraging SSTC to identify innovative development solutions used by farming households and SMEs. IFAD knowledge incorporated in the flagship publication Africa Agriculture Status Report.AGRF in 2020/21 provided opportunities to display the Partnership to both promote SSTC for agri-mechanization solutions and increase visibility. The Agribusiness Deal Room attracted numerous businesses and investor and service providers.

a. **AUDA-NEPAD**. Updating of MOU from 2004 to define focus areas for intensified collaboration. Grant to strengthen rural youth employment and entrepreneurship in countries in ESA region

b. **World Bank and IFC**. Joint financed programs supported through virtual support mission to advocate resilient smallholder production transformation. An increase in co-financing was achieved. IFAD and IFC collaborated in ESA – more specifically in Rwanda in design of new programme- defining strategy for engagement of the private sector and financial institutions.

c. **AfDB.** IFAD explored co-financing and collaborating through virtual meetings. AfDB continues to be interested in engaging with IFAD in ESA, preferably through parallel financing (South Sudan).

d. **EU**. IFAD, WB and EU led the Agriculture Donor Platform in Kenya. Several joint operations (ongoing and new) were explored (Eritrea; thematic regional initiative).

e. **GEF** Collaboration focussed on co-financing in Malawi; Tanzania; and Kenya.

f. **GCF**. Co-financing is increasing (expected co-financing of US$53.9 million for Madagascar; and a NSO pipeline operation with GCF private sector funding for four countries).

g. **CGIAR**. Implementing a number of regional grants: CIPE and orange fleshed sweet potato varieties; Africa Rice Centre and rice to improve production and competitiveness. ICRAF some delay in land based assessments due to COVID-19.

h. **OPEC Fund.** Total co-financing of US$78 million for 2020/21 for 3 countries/projects.

i. **RBA collaboration**. Joint resilience assessments; Monitoring of Food Security and nutrition; markets and prices; crop assessments.

8. *Challenges over past 12 months:*

- Delays in co-financed projects.
- Approval times longer of co-financed projects (OPEC Fund/GCF);
- Finding sufficient time to keep momentum for each partnership;
- COVID19 has created new opportunities for strengthening partnerships focussed on response interventions;

- Virtual modality for supervision/design/ meetings allowed for more frequent interaction and support for progress in implementation.

9. **Latin America and the Caribbean.** Greatest economic recession (7.7 % fall of regional GDP) of last 100 years. This resulted in an increase in poverty levels and food security.

10. Achievements:

a. **Influencing policy and Development Agenda**

- Collaboration under SSTC between Brazil, IICA, UNDP and Rwanda, Mozambique and Paraguay.
- Development of family farming projects as a result of engagement between Consortium of North East Brazil and Family Farming Forum.
- IFAD engagement in UNDSCF in 12 LAC countries.

b. **Leveraging Financial Resources.** Co-financing for IFAD11 grown to USD 1.0:2.35 compared to USD 1.0:0.68 in IFAD10 driven by new partnerships with GCF, WB and FONPLATA- many partnership of IFAD10 were not replicated (IDB, ADF, GAFSP, OFID, CDB, AECID).

c. **Private sector engagement.** No substantive progress in PS engagement except in Peru. A RPSF grant aims to develop digital solutions through consortium of Agritierra, Agros Foundation, and IICA. Another grant aims at strengthening ecosystems of financial and non-financial services to smallholders.

d. **Enhancing visibility**. FSS has given numerous opportunities for IFAD (22 dialogues in 10 countries); 3 regional high level dialogues. UN day was held for SSTC with Brazil's ABC.

e. **Regional Partnerships remain relevant to contribute to achieving regional objectives**. Created regional policy dialogue platform on transformation of Food systems engaging partners. Collaborating with DFIs, IFIs and multi-and bilateral organizations are still relevant. However must consider debt capacity of each country.

f. **Corporate grants instrumental in developing strategic partnerships**. For example grant on Rural Synergies enabled partnership with FAO in addressing policy issue on articulating social protection and productive inclusion programs. As mentioned above, a RPSF grants supports the engagement with private sector on digital solutions and its access for smallholders.

g. **Lessons learned**. Tools /instruments to collaborate with PS are limited. Need for better alignment between LAC demands and GPR/PAI offers on private sector. LAC hubs/country offices face staffing shortages, which limit performance and opportunity for partnerships. LAC to be prepared for substantial decline in regional/global grants. Need to reconsider relevance for partnerships at regional level. Climate finance is to grow as a tool to support co-financing partnerships. GCF but also GEF and AF are critical.

11. **West and Central Africa Region.** Context: COVID-19 and socio economic ramifications had impact on the WCA region. Growth rate before pandemic was among highest in the world (4.2% against 3.6% for other developing regions). Notwithstanding impressive growth rates, 215 million people are living in extreme poverty; and 17% were undernourished.

12. **There a number of structural challenges in WCA Region**:

a. One in two countries is in a fragile situation with weak institutions;

b. 14 WCA countries face vulnerability to humanitarian crises and disaster; conflicts in 8 countries across the Sahel account for 11 million internally displaced people in 2020;

c. Gender inequality is highest in the world; thus closing the gender gap is essential for achieving inclusive growth, and rural transformation.

d. Climate change remain a threat to agricultural production – 5 countries amongst top climate vulnerable countries.

e. Addressing vulnerability will be increasingly central to inclusive and sustainable transformation of rural areas. Collaboration with RBAs offer key opportunities building upon distinctive comparative advantages of each of the agency. Example of such RBA collaboration is the RBASD3C programme in the Sahel and RBA collaboration in Benin and Togo.

f. Addressing the impact of climate change entails addressing food insecurity, water scarcity, migration etc. IFAD is developing strong partnerships institutions specialized in climate finance such as GCF, GEF and AF. As a result, IFAD has expanded its climate portfolio with USD 290 million under IFAD11; and an additional US$637 million in the pipeline.

g. COVID 19 has led to a slowdown of economic activities but also highlighted the need for strengthened regional engagement and strong partnerships. For example, it has demonstrated the potential for regional cooperation and partnerships with AU, AfDB, WB and ECOWAS. RPSF has opened up new opportunities for partnerships and synergies with UN socioeconomic response framework.

13. **Regional Partnerships**. Partnerships with: **GCF, GEF and AF** expanding climate focussed interventions; **with RBAs** allowing for synergies and driving the Humanitarian-Development – Peace nexus; and with expanding **Partnerhips with OFID and AfDB leading to increases in parallel co-financing**.

14. In addition to the above partnerships there are emerging partners that are relevant for IFAD in WCA region: IsDB with an investment of USD 150 million in Nigeria; Qatar Fund with a 500K grant for ASAP+; Abu Dhabi Fund for Development and Kuwait Fund for Economic Development as co-financiers in Guinea Bissau; and AFD co-financing in the Gambia with a grant of USD 11 million- and there is potential to explore opportunities for future collaboration. AfDB, OFID and WB have also been a longstanding partners for co-financing.

15. **Private Sector partnerships will continue to gain importance.** For example, **a first NSO** was approved in 2020 **for Babban Gona, a company based in Nigeria**. Additional opportunities are explored in Cote d'Ivoire and Mauritania. With Fraym areas with high risks for conflict and erosion were mapped; as well as the mapping concentration of small farmers or specific value chains using geospatial analysis to refine targeting, assess risk and analyse results.

16. A new partnership with Precision Agricultural Development aims to deliver personalized agri-advice to small farmers through their mobile phones. IFAD to will continue to explore strategic partnerships in support to its portfolio in fragile and conflict-affected countries.

17. COSOPs remain central to engage with partners – at present there are 18 COSOPs with another 3 approved in 2021.A number of high-level forums/platforms provide opportunities for partnerships: Africa Food Security Leadership Dialogue led by AfDB, FAO, WB and IFAD; CFS addressing key issues for IFAD's engagement in WCA region; Agric. Sector WG-provides opportunities to strengthen coordination with those working in the ag sector and support policy responses by Governments.

18. **Lessons learned.** GCF funding requires seed money to design projects combined with adequate internal resources to support start-up and financing agreements. Deepening fragility requires IFAD to pursue strong partnerships with the RBAs or with humanitarian organizations, NGOs and private sector. Joint designs with AfDB contributed better understanding of both institutions requirements and methods for programmes. Need for grant resources that enable IFAD to take a more pronounced role in UNCTs in the context of virtual meetings. Need for standardized tracking system of partnership at regional level enabling better monitoring and reporting.

19. **Near East, North Africa, Europe and Central Asia.** Challenges and opportunities arising from the pandemic include:

a. Climate Change is increasingly on the top of the development policy agenda. NENA region is facing water scarcity due to variable rainfall and soil salinization in its Central Asia region. IFAD is to seek synergies with peer UN agencies and engaging with new partners such as GCF, GEF and AF.

b. Multilateralism under pressure leading to less willingness to cooperate and coordinate amongst development partners- ODA viewed as tools for pursuing national interests of donors. In addition, fiscal pressure due to pandemic requires **IFAD and others to seek new partners in the private sector**. In NEN, this is very urgent as financing for UMICs is shrinking while there remain needs and deep pockets of rural poverty.

c. Changing development cooperation, financing and traditional alliances as result of rising capabilities and emerging MICs that are becoming donors and players in the regional political context (e.g. Turkey, Egypt and Morocco).

d. L**ong term partnerships/alliances and systemic approaches are needed to** address challenges and hurdles in pursuit of sustainable and inclusive food systems to impact on rural poverty.

20. **Achievements and challenges past 12 months.** The implementation of the Regional Engagement Strategy was hampered by the limited availability of grant resources, which have proven to be an effective lever for building/strengthening partnerships. Consequently, other channels through project investments were explored: a good example is the Great Green Wall initiative.

a. **Leveraging financial resources**. NEN secured a total of USD$ 648 million of which USD$ 273 million from domestic partners and USD$ 375 million from multilateral banks and intern. Partners such as IBRD; AfDB; OFID; and Adaptation Fund.

b. **Enabling coordinated development processes.** IFAD is considered a trusted partner for rural transformation and facilitator for knowledge exchange (SSTC The cooperation with RBAs also facilitated support to Governments response and recovery actions with funding and policy analyses. This has been offered through single NEN initiatives as well as in cooperation with RBAs and multilateral institutions e.g. a rapid assessment of impact on the agricultural sector in Egypt to provide policy recommendations for possible interventions. The engagement of country teams in UNCT has increased substantially as a result of IFAD's closer involvement in country development processes. Also in Tunisia collaboration with FAO /WB to asses impact of COVID-19 on the agricultural sector.

c. **Knowledge generation and Innovation.** NENs technical partners supported through grant resources enables knowledge generation/dissemination e.g. for example a grant with ICARDA in Moldova, Morocco and Sudan to support knowledge sharing. The Agricultural Investment Data Analysed is a grant with IFPR that developed a digital tool to support Governments (Egypt, Jordan, and Tunisia) to assess impact of COVID-19 on agricultural investments and economic growth and to shape policy responses. There is a call for more strategic partnerships across

divisions to seize opportunities to collaborate through regional grants on thematic areas. For example on forming a digital alliance.

d. **Strengthening Private Sector engagement.** NEN has been exploring partnerships with global agri-food businesses (Nestle; Danone and Ferrero) of financial institutions (Credit Agricole du Maroc) and SMEs. There are still challenges to materialize agreements due to lack of clarity and intensive in house consultations that delay establishing the partnerships. An MoU was signed with Ferrero and approved by the EB in December.

e. **Enhancing visibility.** Due to COVID-19, intensified in country dialogue and coordination, enhanced IFADs visibility. In addition, NEN facilitated 2 regional events that focussed on rural development and IFADs role to build back better. IFAD should remain focussed on assisting the poorest and vulnerable groups in remote rural areas and promote innovations e.g. digital agriculture and e-markets.

21. **Regional Partnerships relevant to NEN strategy.** UNOSSC. IFAD and IsDB funded a SSTC programme across the NEN region in 2014. A phase II was launched in 2019 with support from China-IFAD Facility for SSTC. However due to pandemic restrictions the project was to be re-designed. NEN refocussed its strategy from regional to country level SSTC amongst others Morocco and Turkey.

22. **Are the tools contributing to achievement of outcomes/outputs?** The new Grant policy of April 2021 has seriously challenged NENs ability to pursue partnerships as part of its regional policy and KM engagement. NEN is identifying alternative sources to maintain its partnerships with key research institutes and pursue efforts to develop innovative solutions. New COSOPs /CSN seek strategic partnerships with key regional research institutes to foster knowledge exchange across projects. NEN also developed an ICT4D action plan to promote building of partnerships to drive the digitalization of agriculture and benefit smallholders.

23. **Lessons learned.** Ongoing and active dialogues with traditional co-financiers produces excellent results in increasing financial resources to co-finance IFAD investments.