

Cote du document: EB 2022/135/R.23  
Point de l'ordre du jour: 12 c)  
Date: 5 avril 2022 **F**  
Distribution: Publique  
Original: Anglais



Investir dans les populations rurales

## Rapport de situation sur le Cadre de partenariat du FIDA

### Note à l'intention des représentants au Conseil d'administration

#### Responsables:

#### Questions techniques:

**Ronald Hartman**  
Directeur  
Division de l'engagement, des partenariats  
et de la mobilisation des ressources  
à l'échelle mondiale  
téléphone: +39 06 5459 2610  
téléphone portable: +39 331 684 7665  
courriel: r.hartman@ifad.org

#### Transmission des documents:

**Deirdre Mc Grenra**  
Cheffe  
Gouvernance institutionnelle  
et relations avec les États membres  
téléphone: +39 06 5459 2374  
courriel: gb@ifad.org

Conseil d'administration — Cent trente-cinquième session  
Rome, 25-27 avril 2022

---

Pour: **Examen**

## Table des matières

<b>I.</b>	<b>Introduction</b>	<b>1</b>
<b>II.</b>	<b>Plan d'action du Cadre de partenariat</b>	<b>1</b>
<b>III.</b>	<b>Résultats du Cadre de partenariat du FIDA</b>	<b>4</b>
<b>IV.</b>	<b>Conclusions et perspectives</b>	<b>7</b>

## Appendices

Appendice I – The IFAD Partnership Framework (from the EB 127th Document)	
Appendice II – Implementation of Partnership Framework Action Plan .....	4
Appendice III – Data Sources of the report.....	5
Appendice IV – Overview of Categories of Partners.....	6
Appendice V – Partnership Framework Monitoring Table.....	9
Appendice VI – Results of the Regional-Global Partner Survey .....	19
Appendice VII – Summary of Regional Engagement Strategies Progress .....	36

# Rapport de situation sur le Cadre de partenariat du FIDA

## I. Introduction

1. Les partenariats sont la cheville ouvrière de l'action que mène le FIDA, conformément à ses engagements en faveur d'une transformation durable et inclusive du monde rural et des objectifs de développement durable. Le Cadre de partenariat du FIDA (ci-après, le Cadre) a été approuvé par le Conseil d'administration à sa cent vingt-septième session, en septembre 2019. Il vise à améliorer la hiérarchisation, l'exécution et le suivi des partenariats du FIDA et à épauler ainsi plus efficacement la transformation du monde rural et les populations rurales pauvres.
2. Depuis septembre 2019, les progrès réalisés dans la mise en œuvre du Cadre concernent: l'intégration des activités de partenariat dans les processus opérationnels du FIDA; la communication de directives et l'élaboration de nouveaux outils pour aider le personnel à conclure et à gérer des partenariats efficaces; l'amélioration du suivi des partenariats et du compte rendu des résultats connexe.
3. Comme prévu dans le Cadre, le présent rapport de situation fait le point sur la mise en œuvre du Cadre au cours de la Onzième reconstitution des ressources du FIDA (FIDA11), met en évidence les principaux enseignements tirés et indique une voie à suivre pour FIDA12.
4. Le rapport comprend différentes sections: i) un aperçu des activités menées à ce jour pour mettre en œuvre le plan d'action du Cadre; ii) une évaluation de la performance des partenariats du FIDA à la lumière des objectifs fixés dans le Cadre; iii) les conclusions et la voie à suivre pour FIDA12. Le document est complété par une série d'appendices qui fournissent des informations complémentaires.
5. Il ressort du présent rapport que, malgré l'exécution de la plupart des activités prévues dans le plan d'action du Cadre et malgré les progrès faits pour que le FIDA tienne mieux son rôle de partenaire, la maladie à coronavirus 2019 (COVID-19) et d'autres difficultés l'ont empêché de tirer des partenariats tout le parti possible aux fins de son modèle opérationnel, ce qui a quelque peu pesé sur les résultats. Dans le même temps, la COVID-19 a démontré toute l'utilité des partenariats stratégiques, notamment avec les organisations de petits producteurs, en cas de contraintes sur l'action publique. La pandémie a également offert des occasions de renforcer les partenariats existants, notamment au niveau national. Le présent rapport indique une voie à suivre pour continuer à progresser durant FIDA12.

## II. Plan d'action du Cadre de partenariat

6. Parmi les progrès réalisés au cours des deux dernières années figurent: l'adoption de meilleures pratiques de partenariat dans le cadre des principaux processus opérationnels du FIDA; l'intégration de rapports plus étoffés sur les partenariats dans les systèmes existants d'évaluation, d'information et de compte rendu des résultats; la mise au point d'outils de partenariat propres au FIDA et le développement des capacités. L'appendice II résume l'état d'avancement de chaque élément du plan d'action. La présente section présente les points saillants.
7. **Adoption de meilleures pratiques de partenariat dans le cadre des principaux processus opérationnels.**
  - i) **Programmes d'options stratégiques pour les pays (COSOP).** Un nouvel appendice a été élaboré et intégré aux COSOP afin d'améliorer la hiérarchisation et la sélection de partenariats stratégiques à l'appui des

objectifs stratégiques des programmes de pays. Au cours des deux dernières années, 19 COSOP ont été présentés au Conseil d'administration, chacun contenant une section spécifique sur les partenariats. S'agissant des domaines à améliorer, les auteurs du Rapport 2021 sur l'efficacité du développement du FIDA (RIDE) recommandent de définir plus clairement les priorités, les partenariats stratégiques et les résultats attendus. À l'issue des examens des COSOP qu'il a menés en 2020-2021, le Groupe assurance qualité a recommandé d'inclure davantage d'informations sur la hiérarchisation des priorités et les activités de coopération Sud-Sud et triangulaire (CSST). Les directives relatives aux examens à l'achèvement des COSOP ont également été révisées pour y inclure une section sur les réalisations des partenariats stratégiques. Depuis lors, 10 examens à l'achèvement des COSOP ont été soumis, dont cinq comprenaient une évaluation de la performance.

- ii) **Dons.** Les directives opérationnelles relatives à la conception, à la supervision et à l'achèvement des projets financés par des dons ont été mises à jour pour établir clairement le rôle des partenariats tout au long du cycle couvert par les dons. Selon l'examen des données du Système de projets d'investissement et de dons, sur un total de 111 dons en cours, 90% ont affiché des résultats plutôt satisfaisants dans le domaine des partenariats en 2020. Ce résultat montre l'importance cruciale des dons pour atteindre les objectifs du FIDA en matière de partenariat. En effet, les dons permettent au FIDA de mobiliser un large éventail de partenaires aux fins de la recherche et de l'innovation, du partage des connaissances, du renforcement des capacités et de l'élaboration des politiques. Ils jouent un rôle stratégique en contribuant aux résultats et au renforcement de l'impact.
- iii) **Projets.** Les directives relatives aux projets ont été mises à jour pour prendre en compte l'évaluation de la performance des partenariats pendant la supervision et à l'achèvement. Depuis lors, des évaluations des partenariats sous l'angle plus large de la performance du FIDA ont été incluses dans 20 rapports d'achèvement de projet. Selon ces rapports, la performance du Fonds a été jugée satisfaisante ou mieux et obtenu une note moyenne de 4,3, les partenariats expliquant en partie ce résultat. Il est toutefois difficile de tirer des conclusions à partir des données actuellement disponibles, car les rapports d'achèvement de projet ne prévoient pas de note spécifique pour les partenariats et ne contiennent pas de description de leurs réalisations.
- iv) **Engagement régional.** Dans chacune des cinq régions où il intervient, le FIDA a élaboré des stratégies sur l'engagement pour recenser les partenariats régionaux susceptibles de l'aider à mobiliser des ressources financières, à influencer sur les politiques et les programmes de développement, à produire des connaissances et à lancer des innovations. Toutefois, les difficultés liées à la définition de produits et d'effets directs concrets dans le cadre des partenariats sélectionnés persistent, ce qui se traduit par un suivi et un compte rendu qui ne sont pas pleinement satisfaisants.
- v) **Engagements mondiaux.** Le FIDA a mis à jour son approche institutionnelle en matière d'engagement mondial, conformément aux engagements et aux objectifs de FIDA12. À ce titre, il s'est fixé pour objectif d'ensemble de mettre à profit son mandat, son modèle opérationnel, ses partenariats et ses connaissances afin de promouvoir les résultats des politiques propices à une transformation inclusive et durable des systèmes alimentaires. L'approche institutionnelle oriente les travaux du FIDA dans ce domaine en indiquant les thèmes et les forums prioritaires pour l'engagement du Fonds. Elle sous-tend également l'adoption d'une démarche plus sélective et plus stratégique pour

influer sur les politiques au niveau mondial, en partenariat avec les associés et les parties prenantes concernés.

## 8. **Intégration de rapports plus étoffés sur les partenariats dans les systèmes existants d'évaluation, d'information et de compte rendu des résultats.**

- i) **Sondage auprès des parties prenantes dans les pays.** Un nouveau sondage a été élaboré pour recueillir systématiquement les retours d'information des bénéficiaires, des décideurs, des gouvernements et des partenaires dans les pays concernant la performance du FIDA en tant que partenaire. Les personnes interrogées proviennent d'institutions financières internationales, d'organismes des Nations Unies et d'organisations paysannes. Des sondages similaires ont été menés en 2020 et 2021 dans 43 et 38 pays, respectivement. Les retours d'information et les résultats pertinents ont servi à évaluer la performance en matière de partenariat dans le cadre du présent rapport (voir appendice V).
- ii) **Sondage auprès des partenaires régionaux et mondiaux.** Un deuxième sondage a été élaboré pour recueillir certains retours d'information des partenaires régionaux et mondiaux sur les résultats des partenariats et la performance du FIDA en tant que partenaire. Le premier sondage de ce type a invité près de 500 partenaires à partager leurs points de vue. Cent trente-six personnes ont répondu au questionnaire, dont les résultats sont résumés à l'appendice VI.

## 9. **Mise au point d'outils de partenariat propres au FIDA et développement des capacités**

- i) **Boîte à outils pour les partenariats.** Une boîte à outils a été mise au point pour offrir au personnel du FIDA un ensemble de guides pratiques, de procédures, de conseils, de listes de contrôle et de modèles utiles au cours des différentes phases du cycle de partenariat. Cette boîte à outils a été mise à la disposition de l'ensemble du personnel du FIDA en septembre 2021. Elle offre une base solide à partir de laquelle le personnel et les partenaires du FIDA au niveau national pourront améliorer leurs compétences en matière de partenariat, et sera mise en service durant FIDA12.
- ii) **Réforme de l'Organisation des Nations Unies.** Le plan-cadre de coopération des Nations Unies pour le développement durable a été conçu pour mieux rendre compte de la nature des relations entre les gouvernements et les équipes de pays des Nations Unies. Le FIDA appuie la vision du Secrétaire général concernant la nouvelle approche de la configuration par pays au sein du système des Nations Unies pour le développement – une approche qui garantit que l'Organisation des Nations Unies répond bien aux différents besoins et priorités des pays sur le terrain, comme le souligne le plan-cadre de coopération. À ce jour, le FIDA a participé à la conception et à la signature de 18 plans-cadres de coopération. Des directives opérationnelles adaptées ont été diffusées à toutes les équipes de pays du FIDA, y compris une exigence selon laquelle tous les nouveaux COSOP doivent être rendus pleinement conformes aux plans-cadres de coopération avant d'être approuvés. Outre ces plans-cadres, le FIDA a appuyé l'élaboration d'une nouvelle analyse commune de pays dans 13 États au cours des deux dernières années. À cette fin, des partenariats avec les autres organismes ayant leur siège à Rome ont été mobilisés pour examiner le secteur agricole et rural et analyser les voies à suivre en vue d'atteindre les cibles de l'objectif de développement durable n° 2 dans ces pays.

### III. Résultats du Cadre de partenariat du FIDA

10. Le Cadre de partenariat prévoit six objectifs fondamentaux qui concourent à la réalisation de la mission du FIDA, à savoir: i) influencer sur les politiques et les programmes de développement; ii) mobiliser des ressources financières; iii) favoriser des processus de développement coordonnés et pilotés par les pays; iv) produire des connaissances et innover; v) renforcer la participation du secteur privé; vi) améliorer la visibilité.
11. En s'appuyant sur les activités susmentionnées, la présente section évalue les progrès réalisés dans l'amélioration de la performance des partenariats au regard des objectifs et des effets directs énoncés dans le Cadre de partenariat. On trouvera à l'appendice V un aperçu des résultats obtenus au regard des indicateurs connexes. La présente section comprend un résumé des points saillants.
12. Il est important de noter que si les données de sondage fournissent un ensemble d'indications généralement très positives, elles sont conditionnées par l'échantillon de personnes choisissant de répondre. Deuxièmement, les partenariats ne sont pas encore évalués de manière très rigoureuse dans le cadre des procédures internes. Il reste donc difficile d'obtenir des informations sur les objectifs spécifiques de certains partenariats et sur la mesure dans laquelle ces objectifs ont été atteints. En interrogeant les directeurs et directrices de pays sur leurs expériences, il apparaît que le FIDA dispose encore d'une marge de progrès. Toutefois, le Fonds a progressé dans la réalisation des six objectifs du Cadre de partenariat énumérés ci-après.
  - i) **Influer sur les politiques et les programmes de développement.**  
L'environnement politique et les programmes de développement menés par les acteurs concernés dans tous les contextes où le FIDA intervient peuvent considérablement influencer sur le groupe cible du Fonds et sur ses chances de sortir de la pauvreté, ainsi que sur ce que le FIDA est en mesure de réaliser. En 2020 et 2021, ce dernier a activement mobilisé ses partenaires pour améliorer la coordination des activités relatives aux objectifs de développement durable, des investissements dans les systèmes alimentaires et de la réponse à la COVID-19. Les données indiquent que le FIDA a obtenu de bons résultats en matière de participation à l'élaboration des politiques, mais qu'il pourrait faire davantage. Au niveau national, les indicateurs disponibles montrent que ces résultats peuvent encore être améliorés, bien qu'ils soient généralement positifs au niveau des projets. En considérant non les projets, mais les programmes de pays dans leur ensemble, le sondage auprès des parties prenantes et les examens à l'achèvement des COSOP montrent que la participation à l'élaboration des politiques enregistre les pires résultats de tous les domaines évalués. D'après les retours d'information recueillis, s'il est perçu comme utile, le Fonds n'est pas considéré comme un acteur influent dans l'espace politique, malgré les preuves de sa contribution réelle à l'élaboration des politiques dans de nombreux contextes. Aux niveaux mondial et régional, il apparaît souvent le FIDA boxe au-dessus de sa catégorie. Il peut toutefois tirer un meilleur parti encore de ses ressources limitées en hiérarchisant mieux les priorités de son engagement mondial, en fixant des objectifs clairs et mesurables et en prenant la main quand il en a l'occasion.
  - ii) **Mobiliser des ressources financières.** Grâce à des partenariats avec d'autres institutions financières, les pouvoirs publics et le secteur privé, le FIDA a dépassé ses cibles de cofinancement<sup>1</sup>, tant au niveau international qu'au niveau national (ratios de 1,0:1,01, exprimés en USD). Toutefois, le

<sup>1</sup> Données au 7 mars 2021 (<https://www.ifad.org/fr/rmf-dashboard>).

cofinancement est réparti de manière inégale entre les régions et les pays, et provient en grande partie de quelques grands accords de cofinancement. Le cofinancement (tant international que national) n'a pas été de la même ampleur dans les pays à faible revenu, en particulier dans ceux en situation de fragilité ou touchés par des conflits. Il est donc nécessaire de continuer à mettre l'accent sur les partenariats efficaces et stratégiques et d'accorder une attention particulière aux contextes difficiles. En outre, le FIDA cherche à mobiliser des investissements privés, en particulier au profit des petites et moyennes entreprises. Toutefois, à ce jour, les capitaux privés ne représentent qu'une très faible part du portefeuille global de cofinancement du Fonds.

- iii) **Favoriser des processus de développement pilotés par les pays.** Au niveau des pays, le FIDA joue le rôle d'unificateur: il rassemble les partenaires pour financer les stratégies et plans de développement agricoles nationaux, en associant étroitement les organisations paysannes, les autres partenaires de la société civile et le secteur privé. Plus de 90% des personnes interrogées indiquent que les stratégies de pays du FIDA sont adaptées aux priorités et aux besoins nationaux. Le FIDA est bien noté en ce qui concerne la création de partenariats, près de 90% des parties prenantes interrogées jugeant son action satisfaisante dans ce domaine (note de 4 ou plus). Le FIDA fournit divers appuis et services à ses États membres, allant du partage des connaissances et de ses compétences techniques à la participation à l'élaboration des politiques au moyen d'instruments tels que la CSST et l'assistance technique remboursable. Par exemple, dans le cadre d'un projet d'assistance technique remboursable récemment mené, il s'est associé à la Commission économique des Nations Unies pour l'Afrique et à l'initiative nationale « SmartBots » menée au Botswana pour transformer une ferme isolée à Lobu, dans le nord-est du pays, en un pôle national d'excellence pour l'élevage de petits ruminants.
- iv) **Promouvoir les connaissances et les innovations.** Le FIDA tire parti de ses partenariats pour favoriser les connaissances et les innovations au profit des populations rurales pauvres. D'après les sondages menés auprès des parties prenantes et des partenaires régionaux et mondiaux, la valeur de l'action du FIDA en tant qu'agent de la transmission des connaissances et partenaire de l'innovation est bien notée, de même que la qualité de ses produits (93% et 91%, respectivement). La recommandation de procéder à une évaluation plus rigoureuse des partenariats dans le cadre de la supervision des dons n'a pas encore été pleinement appliquée, mais le FIDA a établi des partenariats fructueux avec un certain nombre de centres de connaissances, dont l'Institut international de recherche sur les politiques alimentaires, le Comité permanent inter-États de lutte contre la sécheresse dans le Sahel, le Centre pour l'évaluation et le développement et le One CGIAR. Concernant la CSST, le RIDE de 2021 indique que la plupart des nouveaux COSOP comprennent désormais une approche globale en la matière, la cible de 66% fixée dans le Cadre de gestion des résultats ayant été dépassée. La nouvelle stratégie approuvée par le Conseil d'administration en décembre 2021 renforcera encore l'approche du Conseil d'administration dans ce domaine.
- v) **Renforcer la participation du secteur privé.** Les partenariats avec le secteur privé constituent une priorité stratégique du FIDA, ce qui suppose par exemple de mobiliser des financements privés et de conclure des partenariats avec des entreprises agricoles et autres. Le FIDA a l'habitude de travailler indirectement avec le secteur privé dans le cadre de son programme de prêts et dons, mais aussi avec des fondations et des organisations de la société civile, en particulier les organisations paysannes, les organisations des

populations autochtones et les organisations non gouvernementales. Cependant, le FIDA doit encore progresser dans ce domaine. Le cofinancement du secteur privé n'est pas encore assez important (320 millions d'USD ayant été alloués à 26 projets ou pays au cours de FIDA11). Plusieurs raisons expliquent ce résultat – les directeurs et directrices de pays du FIDA invoquent les difficultés liées à la diligence raisonnable en interne, aux passations de marchés, aux capacités du personnel et parfois au manque de confiance entre les pouvoirs publics et le secteur privé dans les pays. Au cours de FIDA11, le Fonds d'investissement du FIDA pour l'entrepreneuriat agricole a été mis sur pied. Depuis sa création, ce Fonds a alloué des financements à trois coopératives, huit petites et moyennes entreprises agricoles et dix intermédiaires financiers, qui ont profité à plus de 170 000 petits exploitants agricoles et contribué à appuyer plus de 5 000 emplois en milieu rural, dont 66% sont pourvus par des femmes et 29% par des jeunes. Le FIDA a aussi récemment mis en place son Programme de participation du secteur privé au financement (PPSPF), qui offre un nouvel instrument de collaboration directe avec le secteur privé. À ce jour, quatre opérations non souveraines – toutes menées en Afrique – ont été financées dans le cadre du PPSPF, pour un montant de 15,9 millions d'USD.

- vi) **Améliorer la visibilité.** Le FIDA reconnaît le rôle essentiel des partenariats dans la sensibilisation aux problèmes que rencontrent les petits producteurs et les populations rurales pauvres, et aux solutions disponibles pour les résoudre. D'après les résultats du sondage, 90% des partenaires sont d'accord ou tout à fait d'accord pour dire que le FIDA est présent et engagé dans les forums et processus régionaux et mondiaux. Les rapports sur les stratégies d'engagement régional mettent également en évidence la présence du FIDA dans de nombreux forums régionaux. Toutefois, compte tenu de sa taille relativement modeste et de ses ressources humaines et financières limitées, le FIDA doit impérativement mieux hiérarchiser les lieux et les modalités de son engagement en fonction de ses capacités et des résultats attendus. L'occasion s'offre à lui de collaborer plus étroitement avec ses partenaires pour recenser les questions liées aux politiques qui concernent les populations rurales vulnérables et prendre en compte ces questions dans les décisions stratégiques à différents niveaux, en mettant tout particulièrement l'accent sur la hausse des financements à l'appui des systèmes alimentaires.

13. Les progrès réalisés au regard des six objectifs susmentionnés ont contribué à l'obtention des trois effets directs clés:

- i) **un impact à grande échelle au niveau des pays.** Le FIDA a atteint des ratios de cofinancement élevés et enregistré des contributions records à la reconstitution de ses ressources de base au titre de FIDA11 et de FIDA12. Ces résultats ont été obtenus grâce à la mise à profit de partenariats efficaces avec les pouvoirs publics, les partenaires multilatéraux et bilatéraux et les États membres. En outre, en 2019 et 2020, 85% des projets ont obtenu une note de 4 ou plus, comme indiqué dans les rapports d'achèvement de projet. Selon les notes attribuées par le Bureau indépendant de l'évaluation du FIDA, cette proportion était de 72% en 2019 et de 76% en 2020. Concernant la reproduction à plus grande échelle, 85% des projets ont obtenu une note de 4 ou plus en 2019 et 2020. Bien qu'inférieures à la note de référence de 2016, ces notes indiquent que les résultats globaux des projets du FIDA sont encore bons. Les partenariats jouent un rôle déterminant à cet égard et peuvent contribuer à améliorer encore la capacité du FIDA à mener à bien les projets et à les reproduire à plus grande échelle.
- ii) **une influence sur l'environnement favorable.** Les données indiquent que la participation du FIDA à l'élaboration des politiques joue un rôle important aux niveaux national, régional et mondial. Au niveau des pays, si les



stratégies de pays du Fonds sont bien notées d'un point de vue de la pertinence et de l'efficacité, les résultats de la contribution des programmes de pays du FIDA à l'élaboration des politiques sont en deçà de la cible établie pour FIDA11. Au niveau régional, le FIDA collabore avec différents partenaires pour influencer sur les programmes et les résultats des politiques. En ce qui concerne l'engagement mondial, 84% des personnes interrogées ont indiqué que les partenariats avec le FIDA pour influencer sur les politiques étaient « assez » ou « très » utiles. Déjà actif dans de nombreux espaces de concertation, le Fonds anime la Plateforme mondiale des donateurs pour le développement rural, le Forum paysan et le Forum des peuples autochtones. Toutefois, il peut encore faire davantage en tirant parti des partenariats et en hiérarchisant plus minutieusement les modalités et les lieux de son engagement.

- iii) **des partenaires compétents et efficaces.** Les indicateurs et les données relatifs à ce troisième effet direct restent limités, car le compte rendu sur les partenariats au niveau national au moyen des COSOP n'est pas encore assuré dans le cadre du Système de gestion des résultats opérationnels. Toutefois, la bonne performance générale des projets du FIDA indique que les capacités des gouvernements et des partenaires d'exécution sont adéquates. Les investissements du FIDA appuient le développement des capacités des organisations partenaires. Le programme de dons du Fonds est particulièrement utile pour renforcer les capacités des organisations partenaires et des groupes d'agriculteurs à l'échelle régionale. D'après les réponses au sondage mené auprès des parties prenantes, le FIDA devrait renforcer son aptitude à accroître la capacité des petits exploitants agricoles et des associations locales à participer aux processus politiques au niveau national. Actuellement, seuls 80% des personnes interrogées jugent satisfaisante la performance du Fonds dans ce domaine (note de 3 ou plus).

## IV. Conclusions et perspectives

14. Il ressort du présent rapport que le FIDA a fait de grands progrès dans la mise en œuvre du Cadre de partenariat au cours des deux dernières années. Comme indiqué, la plupart des activités prévues dans le plan d'action du Cadre ont été menées à bien, la question des partenariats étant désormais intégrée dans les COSOP, les directives relatives aux projets et les stratégies d'engagement régionales et mondiales. Ce thème est également inclus dans les nouveaux sondages élaborés pour recueillir des informations sur la performance du FIDA, et une série complète d'outils est désormais à la disposition du personnel du Fonds pour appuyer la sélection et la gestion de partenariats efficaces.
15. Faisant fond sur ces activités, le FIDA a obtenu de bons résultats au regard des objectifs et des effets directs énoncés dans le Cadre de partenariat. Malgré ses ressources limitées, en 2020 et 2021, il a collaboré étroitement avec ses partenaires pour améliorer la coordination des activités liées aux objectifs de développement durable, des investissements dans les systèmes alimentaires et de la réponse à COVID-19. Comme le montrent les résultats du sondage, les partenaires apprécient le rôle d'intermédiaire que joue le FIDA dans la transmission des connaissances grâce à ses dons, à de solides partenariats axés sur les connaissances et à d'autres instruments tels que la CSST et l'assistance technique remboursable. Des mesures importantes ont été prises pour renforcer la collaboration du FIDA avec le secteur privé, notamment dans le cadre du nouveau PPSPF. Ces réalisations ont permis au FIDA de tirer parti de ses partenariats pour mobiliser des financements en faveur des populations rurales pauvres, influencer sur les politiques et les programmes de développement et renforcer les capacités des institutions et des gouvernements partenaires.

16. Néanmoins, il reste plusieurs domaines à améliorer. En particulier, des mesures s'imposent pour améliorer la hiérarchisation des priorités et la planification stratégique dans le cadre de la participation aux espaces de concertation mondiaux et régionaux, ainsi que pour étendre et approfondir la collaboration du FIDA avec le secteur privé. Il faut également s'employer à améliorer le suivi global des partenariats et le compte rendu des résultats correspondant, tout en renforçant les capacités du personnel à conclure des partenariats. Ce faisant, le FIDA doit s'attaquer à un certain nombre de contraintes structurelles, comme l'insuffisance des ressources et la rigidité qui entrave parfois ses processus opérationnels.
17. Au cours de FIDA12, il est recommandé de progresser plus avant dans les domaines suivants:
- i) **le suivi-évaluation.** Des progrès satisfaisants ont été réalisés pour que les partenariats soient bien pris en compte dans les mécanismes de retours d'information de tous les processus opérationnels. Des mesures supplémentaires s'imposent pour renforcer la base de données factuelles et accroître la rigueur de la notation et de l'analyse des données. Cela permettra de mener une évaluation plus approfondie de la performance du FIDA en matière de partenariat. Il faut également veiller à ce que les effets directs et les résultats relatifs aux partenariats soient plus clairement définis dans les COSOP et plus étroitement liés aux théories du changement connexes ainsi qu'aux stratégies d'engagement régionales et mondiales. Cette mesure devrait contribuer à renforcer la rigueur du suivi et du compte rendu fondés sur des données probantes, notamment au moyen du Système de gestion des résultats opérationnels.
  - ii) **les partenariats avec le secteur privé.** Comme le montrent les retours d'information, le FIDA doit améliorer sa capacité à nouer des partenariats avec le secteur privé, notamment les sociétés de financement privées et les entreprises du secteur alimentaire et agricole ou d'autres secteurs pertinents. Il s'agit d'une priorité essentielle pour FIDA12. Il est recommandé au FIDA d'élaborer un programme de perfectionnement du personnel sur ce point précis par l'intermédiaire de l'Académie des opérations récemment restructurée.
  - iii) **la formation professionnelle.** En tirant parti de la boîte à outils pour les partenariats qu'il a mise au point, le FIDA devrait mener un programme d'apprentissage interactif visant à renforcer les compétences de son personnel en matière de partenariat en général, et comprenant des instructions pour garantir une utilisation systématique de la boîte à outils.
  - iv) **la coordination en interne.** Afin de renforcer l'appui à la mise en œuvre du Cadre de partenariat, notamment aux fins du suivi et du compte rendu, un encadrement ciblé sera nécessaire dans l'ensemble du FIDA. À cet égard, la Division de l'engagement, des partenariats et de la mobilisation des ressources à l'échelle mondiale devrait collaborer étroitement avec les autres divisions. L'élaboration de stratégies d'engagement régional tirant parti du réseau des économistes régionaux du FIDA est un bon exemple des travaux de collaboration menés jusqu'à présent. À l'avenir, la Division de l'engagement, des partenariats et de la mobilisation des ressources à l'échelle mondiale pourrait envisager de créer un groupe de travail interdépartemental chargé de fournir des orientations et d'appuyer la mise en œuvre et le suivi du Cadre.
18. Au cours de FIDA12, le FIDA conclura encore d'autres partenariats stratégiques pour accroître son impact. Il procédera également à un examen du Cadre de partenariat en vue d'assurer la pleine conformité de ce dernier avec FIDA12 et le Cadre de gestion des résultats correspondant.

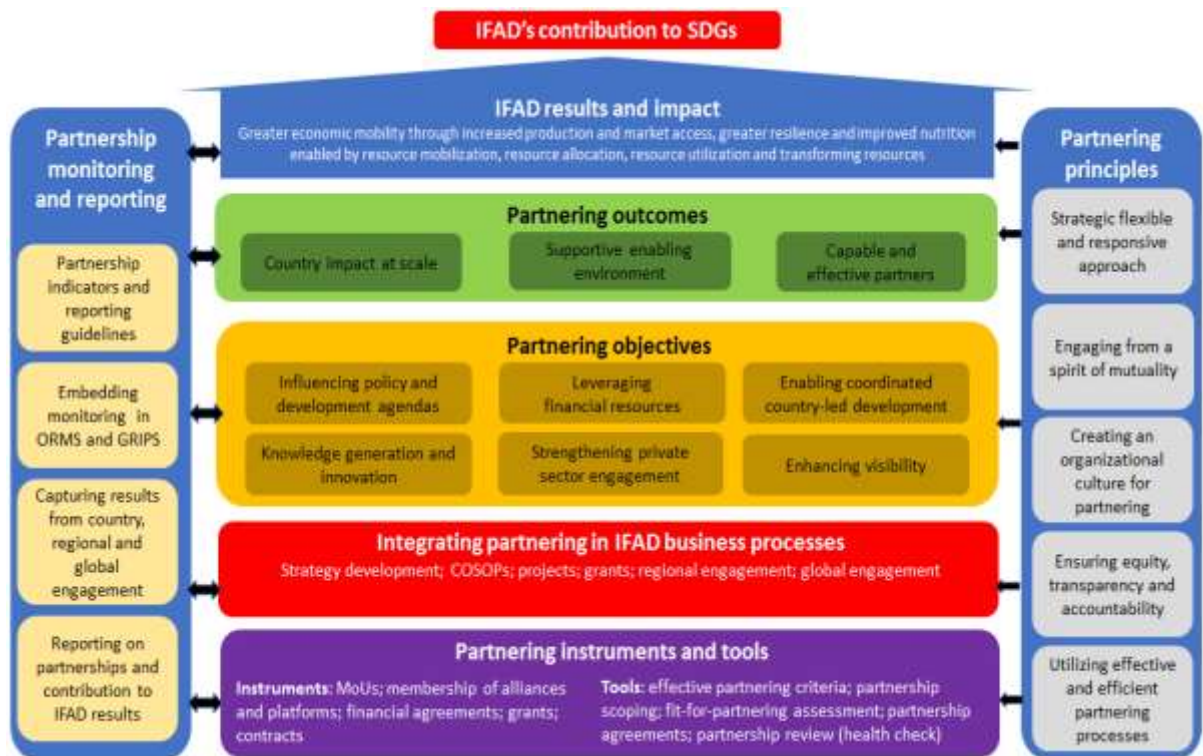
## The IFAD Partnership Framework<sup>2</sup>

### 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 IFAD's 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

<sup>2</sup> 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 <sup>3</sup> 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

---

<sup>3</sup> 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
<b>1. Embedding of enhanced partnering practices in key business processes</b>			
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
<b>2. Embedding of enhanced partnership reporting in existing results reporting, evaluation and information systems</b>			
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
<b>3. Development of IFAD-specific partnering tools and capacity development</b>			
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
<b>Financial Institutions</b>	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.
<b>Rome Based Agencies and UN Country Teams</b>	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 2020 and 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.
<b>Civil Society Organisations</b>	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.
<b>Farmer Organisations</b>	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.
<b>Research Organisations</b>	IFAD continues its strategic partnership with the CGIAR. There are ongoing 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.
<b>Private Sector</b>	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.
<b>Global / Regional Multi-stakeholder forums</b>	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.
<b>Global Governance / Intergovernmental Forums</b>	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 11 Target - 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 <b>strengthen partnerships with MDB enabled</b> meeting INT co-financing targets and deliver to the satisfaction of stakeholders at country level.  <b>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.</b>  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 11 Target - 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 11 Target – 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 11 Target – NA BL 2016 – 81% 2019 – 72% 2020 – 76%		
	Scaling up (% of ratings 4 and above) – RMF 2.2.9	RIDE 2021 - PCR	IFAD 11 Target – 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 11 Target – 90% BL 2016 – N/A 2019 – 93% 2020 – 91%	Largely consistent across regions and stakeholders, <b>meeting the target.</b>	

	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 <b>85%</b> 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	

IFAD increases the capacity of national or local leaders to include the rural poor within policy discussion (% of ratings 4 and above)	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 farmers 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%	<b>Overall rating lies between 76% to 96%- for an average of 85%</b>	
	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		<ul style="list-style-type: none"> <li>Partnerships are diverse and heterogeneous</li> <li>Following principles of good partnering key to success</li> <li>Time, skills and corporate processes remain constraints to effective partnering</li> </ul>		
<b>Influencing Policy and Development Agendas</b>	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%	<ul style="list-style-type: none"> <li>Lowest rated area of IFAD performance and rated as underperforming</li> <li>Largely consistent across regions, except for lower 2021 for LAC.</li> </ul>	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%	<b>An overall satisfactory average rating of 85%</b> 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	<ul style="list-style-type: none"> <li>Regional fora important for influence</li> <li>Supporting thinks tanks can add value</li> <li>Value of national linkages with bilateral donors</li> <li>Trust with national government is key</li> <li>Grants key supporting mechanism</li> <li>Linkages with farmer and other non-state actors very important</li> </ul>		

<b>Leveraging Financial Resources</b>	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	<ul style="list-style-type: none"> <li>Recognised as priority area</li> <li>Increasingly complex space</li> <li>Need to value non financial contributions</li> <li>Risk of focusing too much on partnerships only for financial resources</li> <li>Leveraging from private sector remains challenging</li> </ul>		



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 11 Target - 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 11 Target - 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% proves 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% proves 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	<ul style="list-style-type: none"> <li>• Maintaining direction link with grass roots and farmer organisations is critical</li> <li>• RBA/UN coordination is active and increasing but often challenging to align interests</li> <li>• IFAD engages with diversity of civil society organisation which is key to having impact and policy influence</li> </ul>		
<b>Brokering Knowledge and Innovation</b>	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. . <b>The CGIAR continues to be an important partner of IFAD with numerous grants pursuing new technology/innovations . With a reduced grant programme in IFAD12 it is to be seen how IFAD will revalue its priorities</b>
	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		<b>Quite 33%</b> <b>Very 41%</b>		
	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		
<b>Strengthening Private Sector Engagement</b>	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	<b>RGPS 2021</b>	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	<ul style="list-style-type: none"> <li>Recognised as very important but also as very challenging</li> <li>Constrained by IFAD staff capacities, risk appetite and corporate processes</li> <li>More support for countries to engaged private sector is needed</li> <li>Despite challenges there are good examples to learn from</li> </ul>		

<b>Enhancing Visibility</b>	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 organization**. 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



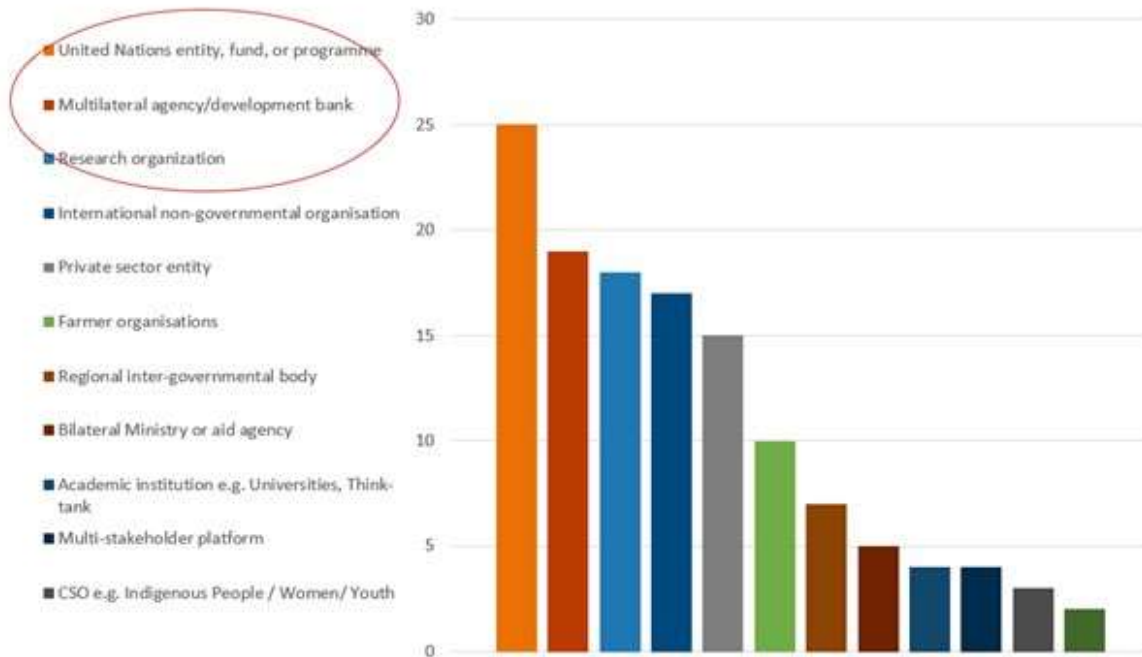
# General observations

- 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.



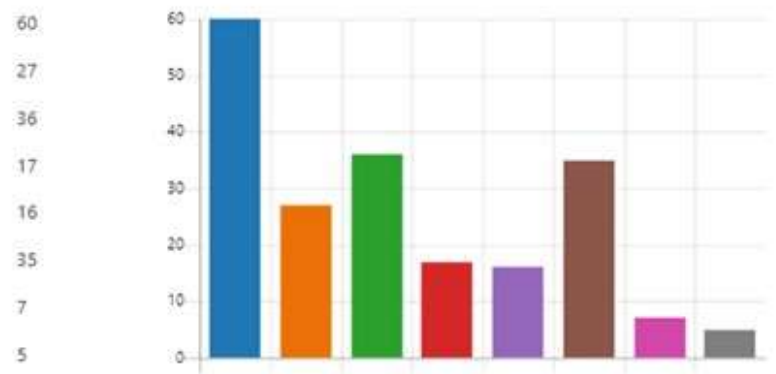
*The majority of our partnerships are with **UN agencies, multilaterals, research organizations.***



## 2. Where is this partnership being implemented?

Please select all that apply.

- Globally
- APR
- ESA
- LAC
- NEN
- WCA
- Specific country
- Other



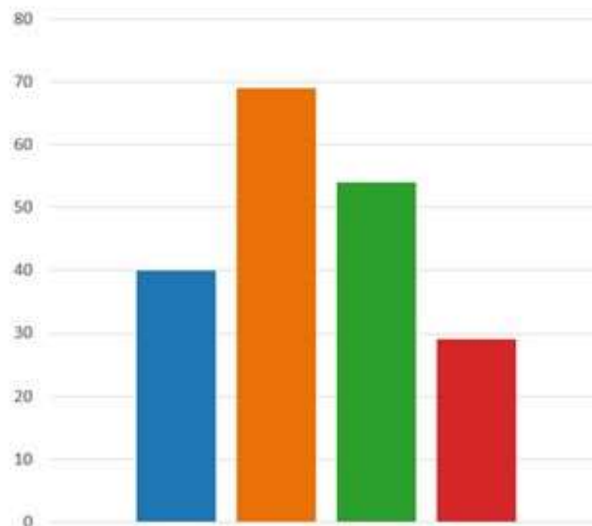
*The majority of our partnerships are being implemented at the **global level.***



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

Multiple answers are possible

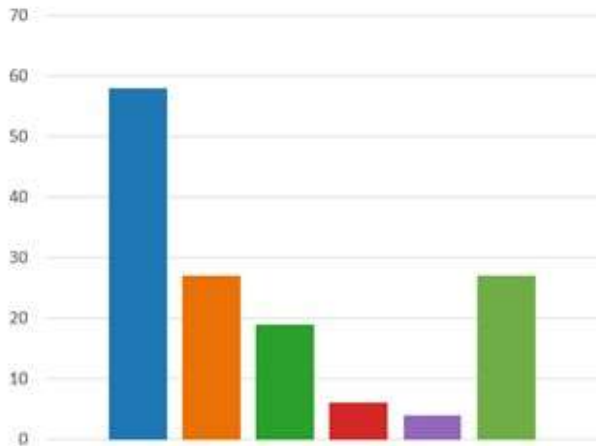
- Co-financier with IFAD of development projects/initiatives
- Recipient of IFAD grant
- Collaborating with IFAD on policy development/influencing at regional/global level
- Collaborating with IFAD in a multi-stakeholder platform/process



## 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.*



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



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



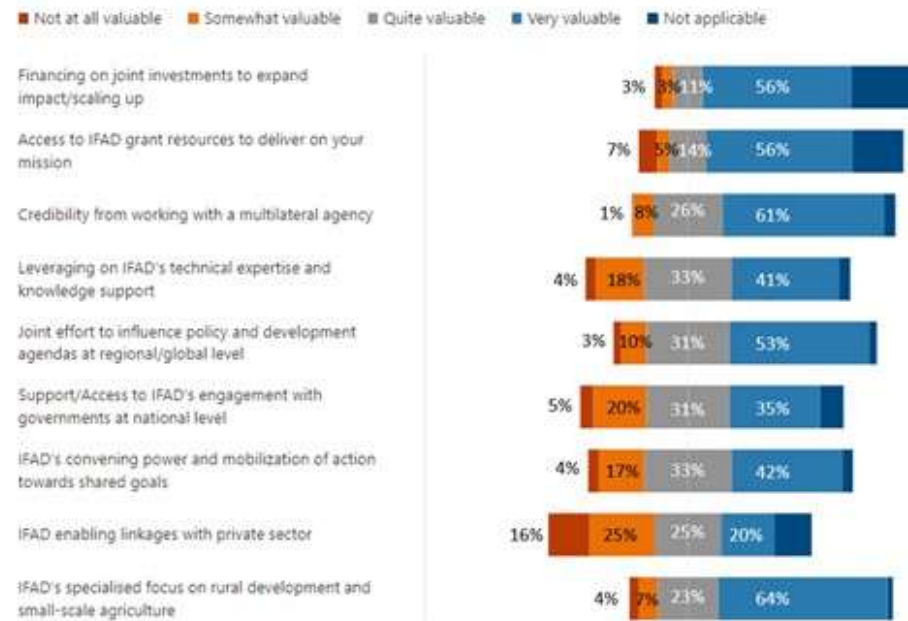
## 6. Please describe what is the main purpose of the Partnership?

- 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?

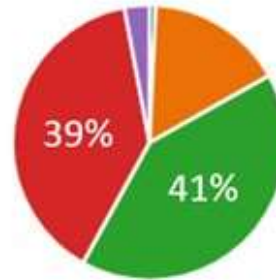
Please identify your level of agreement with each statement on a scale from “strongly disagree” to “strongly agree”.



*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.*



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



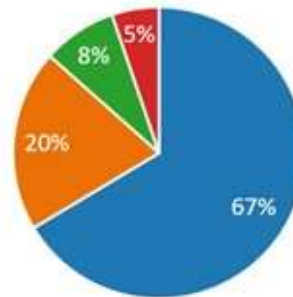
*Close to 80% of our partners believe that their partnership with IFAD is adequately/fully delivering on the results expected.*



## 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.*



**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”.**

■ Strongly disagree 
 ■ Disagree 
 ■ Agree 
 ■ Strongly agree 
 ■ Don't know

The purpose and objectives of the partnership are clear for both parties.



The partnership adds clear value to the work of our organisation.



There is a clear action plan to guide the work of the partnership.



There is regular effective communication between both parties.



The partnership is well monitored and evaluated.



Our organisation has sufficient staff capacity to properly support the partnership.



IFAD has sufficient staff capacity to properly support the partnership.



*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.*



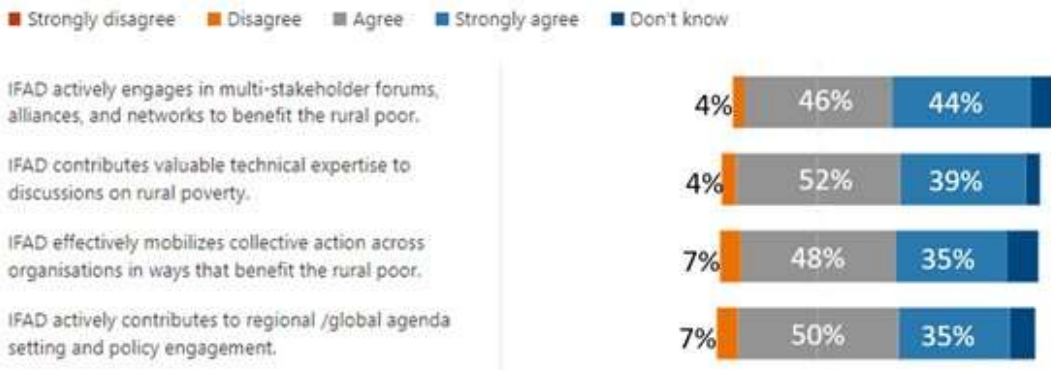
## 12. What is the single most important thing that IFAD can do in the future to strengthen this partnership with your organization?

- 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.



## 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 UNDSFC (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 UNDSFC 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 **Partnerships 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. **Long 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.