
Update on IFAD's engagement in the implementation of the United Nations reforms and the IFAD response to the United Nations General Assembly's adoption of the Quadrennial Comprehensive Policy Review (QCPR)

Addendum

Management response to Member States'

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Comments from Norway	Management response
<p>Norway welcomes the report on the follow-up on resolution 72/279, resolution [76/4] on the RC [resident coordinator system] and the latest QCPR resolution [75/233].</p>	<p>IFAD would like to thank Norway for their positive comments on the progress report on United Nations Reform. IFAD fully agrees with the importance Norway attributes to mapping IFAD's contribution to the Sustainable Development Goals (SDGs) and alignment between IFAD country strategic opportunities programmes (COSOPs) and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs).</p>
<p>We are particularly pleased to see that you are establishing a system to evaluate the IFAD country representatives' support of the UN Country Team and the Resident Coordinator. We also note that IFAD engages in UN Development System efforts for efficiency gains through shared business operations. This is particularly important as IFAD embarks on the decentralization process.</p>	<p>The Fund recognizes the value of a reinvigorated, better staffed and appropriately financed resident coordinator system in support of a new generation of United Nations Country Teams (UNCTs), as detailed in the Management Accountability Framework. The Fund will also strongly participate in the United Nations Development System (UNDS) efficiency agenda and align itself fully with the roll-out of business process operational strategies in all countries in which it has an operational presence. IFAD is committed to continuing its work, in close collaboration with other United Nations agencies, funds and programmes, to improve the effectiveness and efficiency of UNDS operations.</p>
<p>On IFAD's mapping of its contributions to the SDGs we would like to see SDG 5 on gender equality included. We strongly believe that this should be part of many programmes.</p> <p>We are also uncertain why only bilateral loans and private placement bonds are reported on. Does this mean that the core fund is not part of the mapping exercise?</p>	<p>IFAD confirms that SDG 5 on gender equality is included as part of the mapping of IFAD's contribution to the SDGs. In particular, 13 IFAD core indicators are linked to SDG 5.</p> <p>All IFAD core indicators are mapped to the relevant SDGs, therefore all results achieved by IFAD operations (regardless of the financing source) are mapped to the SDGs they contribute to. Paragraph 5 provides an update on the progress IFAD has made towards this (first mapping undertaken in 2017, subsequently reviewed and strengthened in 2020). This same core indicator mapping will serve, in addition, to inform the future impact report of IFAD's Sustainable Development Finance Framework which applies to all funds borrowed by IFAD in the form of bilateral loans and private placement bonds.</p> <p>Paragraph 5 "IFAD's efforts toward SDG mapping play a critical role in demonstrating the linkage of its results to the achievement of specific SDGs and ensuring that its results architecture is matched with specific SDG targets that accurately reflect the linkages of</p>

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	<p>IFAD's contributions toward the achievement of the 2030 Agenda. In 2017, IFAD's core indicators were first mapped to specific SDG targets. In 2020, IFAD reassessed, expanded and tightened these links for all its core indicators. Since then, IFAD's Operational Policy and Results Division has successfully integrated SDG mapping into its operational results management system. This mapping facilitates monitoring and reporting of IFAD's contributions toward the achievement of the SDGs and also serves to inform the future impact report of IFAD's Sustainable Development Finance Framework. This framework applies to all funds borrowed by IFAD in the form of bilateral loans and private placement bonds aimed at scaling up IFAD's efforts to contribute to the achievement of the 2030 Agenda and the SDGs."</p>
<p>We also repeat our concern that not before 2026 all country strategic opportunity programmes (COSOPs) will be aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF), and wonder if this process can be speeded up.</p>	<p>All new COSOPs approved after the issuing of new UNSDCFs are fully aligned with the new frameworks. COSOPs that were undertaken before the issuing of a new UNSDCF are adjusted at the first opportunity, usually the COSOP Results Review, which takes place three years after COSOP approval.</p>

Comments from the Netherlands	Management response
<p>The Netherlands would like to commend IFAD for the comprehensive reporting on UNDS reform and actions taken. IFAD's actions under the UNDS reforms are an inspiration and their implementation by IFAD could also in many cases be used as an example of best practices.</p>	<p>IFAD would like to thank the Netherlands for their positive comments on the progress report on United Nations Reform. IFAD's comparatively small size relative to most UNDS entities, coupled with its unique mandate and business model, have prompted the Fund to reconcile its commitments to the reform agenda with the need to ensure effective and efficient use of IFAD's resources.</p>
<p>How does IFAD ensure that these practices are used within its own system (shared between different IFAD country teams) and also how is this used/shared within the wider UNSDG [United Nations Sustainable Development Group]?</p>	<p>The COSOPs are IFAD's main tool, at the country-level, for articulating alignment with United Nations reforms. IFAD has an established internal review system for COSOPs, which provides an opportunity to discuss good practices from other countries, including on leveraging UNSDG participation. Similarly, at the country level, IFAD's country strategies and projects are discussed at sector working groups and UNCT meetings, which allows for cross-learning from other United Nations, bilateral and multilateral institutions. With regard to sharing best practices within the UNSDG, the intermediary and facilitator role played by the United Nations Development Coordination Office (DCO) has been instrumental in ensuring programming coherence – including better UNCT engagement on outcome area planning, more efficient UNCT interactions and less programming duplication. DCO is therefore largely tasked with strengthening knowledge-sharing on good practices for coherent country programmes and integrated policy advice within the UNSDG.</p>
<p>What challenges does IFAD see in not only reporting within the UNDS output framework but also in utilizing the outcomes at a country and global level to adjust programming and funding (including sourcing)?</p>	<p>The main objective of the Output Indicator Framework is to improve the quality of UNSDCF monitoring and lighten reporting burdens wherever possible. It represents a compilation of indicators from which UNCTs should select a minimum of 15 in order to produce/provide quality-assured SDG-focused corporate-level output indicators. At this stage, the output indicators have just been compiled and shared with UNCTs. With regard to reporting aggregated results, potential data-quality issues should still be assessed. Currently, UNCTs and individual agencies are not expected to use the menu of indicators for programming or funding adaptation. As a limited set of indicators will be selected for reporting purposes, they would not necessarily be comprehensive enough or provide the appropriate geographic coverage to serve as a tool for adjusting programming and funding, especially for individual agencies. In the future, once aggregated output data become available at country level, we can encourage its use to inform the design of COSOPs.</p>

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Is IFAD planning on using the UN INFO system?	Yes, in an effort to promote transparency and accountability on results reporting, all UNDS entities, including IFAD, are obligated to make use of the new United Nations INFO platform. Guidance for IFAD country directors is currently under development to ensure that IFAD country representatives work collectively with Resident Coordinators and within UNCTs, and make certain that cooperation frameworks are implemented and results reported to the governments of programme countries and on UN INFO.
How could the UNDS improve utilization of the UNSDCF and how can donors help IFAD in this regard?	Opportunities exist to improve the use of UNSDCFs by leveraging cooperation frameworks as a platform for bringing in new players for the implementation of the SDGs; creating an environment for broader public-private partnerships; advocating for joint programmes and activities to decrease the number of bureaucratic procedures and increase efficiency in supporting those in need; and piloting new technologies and innovations for monitoring of areas where access to data is limited. Donors can help improve the utilization of UNSDCFs by ensuring that the commitments outlined in the Funding Compact, which centre on securing quality, predictable funding of the UNDS, are fulfilled.
Did IFAD make use of the UNSDCF and COSOP processes to realign or adjust its country structures (both programmatic and/or staffing/specialization) and has it looked at its country-level offer based upon the “comparative programmatic or thematic advantage”?	<p>Yes, IFAD has made use of the UNSDCF and COSOP processes as an opportunity to work more closely with other UNDS entities and to improve the Fund’s offer at country level. For example, IFAD participated in the preparation of Mexico’s UNSDCF and alignment of this process with the Fund’s COSOP formulation, which resulted in teaming up with the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization and the United Nations Industrial Development Organization (UNIDO) for developing a concept proposal that has been awarded preparatory financing (US\$85,000) from the SDG Fund to develop a larger proposal (4 years/US\$10 million). Through this joint SDG-funded initiative, IFAD intends to support risk capital mechanisms for organizations of small producers, including forestry and agroforestry producers, and strengthen financial intermediaries so that they can adequately analyse the risks and provide credit lines from the national agricultural development bank (FIRA) and other public banks.</p> <p>In Cameroon, IFAD has actively engaged and participated in the design of the new UNSDCF 2022-2026. As an outcome of being signatory to the new UNSDCF, the IFAD Cameroon team is also contributing to planning and reporting on SDGs 1 and 2 through established working groups that meet regularly (e.g. the SDG group, monitoring and evaluation group and gender group). IFAD is also co-leading another new group on</p>

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	private sector development/engagement under the leadership of the United Nations Economic Commission for Africa.
Did IFAD compare itself to the other UNCT members as a result of the UNSDCF processes?	<p>IFAD contributes through its COSOPs on very specific topics of the UNSCDF in partnership with FAO, World Food Programme, UNIDO, United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women and other United Nations entities. We have managed to enlarge our partnerships within the United Nations and complement our investments, mobilize technical assistance and gain strength in policy dialogue. For instance, the Government of Viet Nam has asked the United Nations to provide guidance on its 5-year plan (2021–2025), for which FAO and IFAD have taken the lead on proposals for the agricultural sector.</p> <p>Overall, IFAD has gained visibility and influence on policy engagement due to its integration and role in the UNCTs. However, IFAD country teams are small (sometimes only two people) and thus engagement needs to be strategic and focused.</p>
What challenges is IFAD facing in reaping higher efficiency gains (as part of UNDS reform efficiency programmes) and how can donors and Member States assist in this regard?	<p>In terms of business operations strategies and common back offices/local shared service centres, IFAD is fully committed to utilizing the available "service provision" options directly linked to the United Nations efficiency agenda in its different duty stations to the largest extent possible. However our experience on the ground has shown that in certain duty stations, it will be more efficient if IFAD manages certain actions on its own rather than relying on the services provided by other United Nations entities. Also, depending on the size of the United Nations operation in a duty station, a common back office may encompass only part of the six functions of (i) administration (including facilities, fleet and travel management, among others); (ii) finance; (iii) human resources; (iv) information and communications technology (ICT); (v) logistics; and (vi) procurement. The latter means that in those duty stations, IFAD should still rely on its own resources to get things moving.</p> <p>In terms of common premises, IFAD always gives priority to establishing its offices within United Nations common premises or United Nations houses. However in certain duty stations, IFAD is not assigned enough office space to accommodate all of its workforce, thus we have to establish our offices in stand-alone premises. This of course is the last resort, and leads to significant investment in terms of office set-up, including safety and security measures, and ICT infrastructure that need to be put in place. In such cases, IFAD continues to welcome the support of Member States in the provision of rent-free</p>

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	offices in such duty stations. To name a few, IFAD is offered a rent-free premises in Ghana, Uzbekistan and Côte d'Ivoire, bringing savings and cost avoidance for the organization.