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Enabling the rural poor
to overcome poverty

Results Measurement Framework for reporting on progress achieved against the IFAD Strategic Framework 2007-2010

Executive Board — Ninety-first Session
Rome, 11-12 September 2007

For: **Approval**

Note to Executive Board Directors

This document is submitted for approval by the Executive Board.

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Abbreviations and acronyms

ARRI	Annual Report on Results and Impact of IFAD Operations
OE	Office of Evaluation
PCR	project completion report
CPIS	country programme issues sheet
PSR	project status report
MfDR	managing for development results
QA	quality assurance
QE	quality enhancement
RIMS	Results and Impact Management System
MTR	mid-term review

Recommendation for approval

The Executive Board is invited to approve a Results Measurement Framework for reporting on progress achieved against the IFAD Strategic Framework 2007-2010.

Results Measurement Framework for reporting on progress achieved against the IFAD Strategic Framework 2007-2010

I. Background

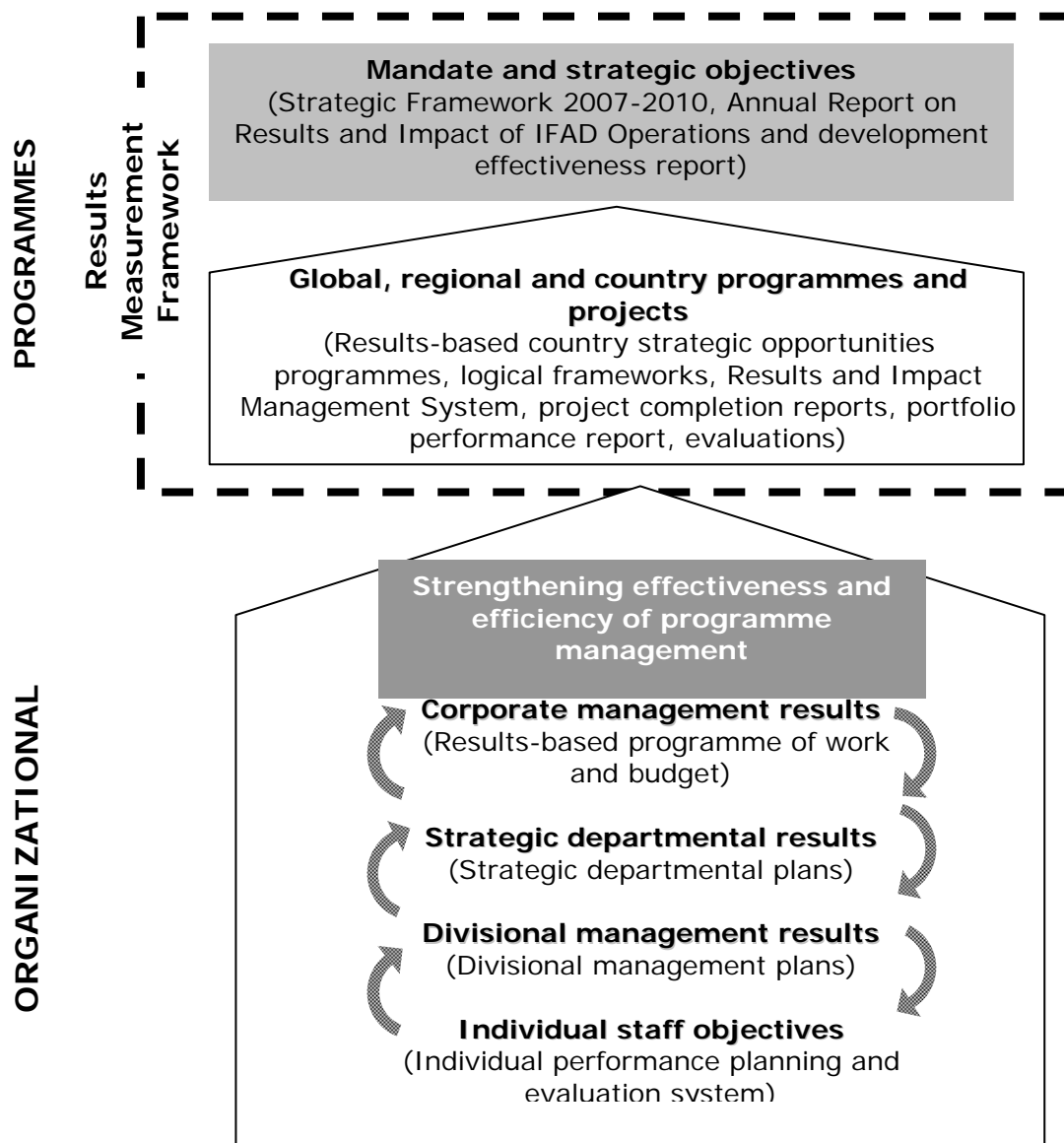
1. The IFAD Strategic Framework 2007-2010 was approved in December 2006 by the eighty-ninth session of the Executive Board.
2. It was agreed at that time that IFAD Management would revert to the Board in September 2007 with a results framework that would enable the Board to monitor the progress being achieved by the organization against the hierarchy of development objectives that lies at the heart of the Strategic Framework.
3. In April 2007, a draft version of a proposed results framework was presented to the Executive Board at an informal seminar. Subsequently, work on the results framework continued both to reflect the comments received during the seminar and to draw more explicitly upon best practice in comparable institutions. In the course of this work, it was decided to develop the Results Measurement Framework in a way that would provide less detail, yet would be better focused for monitoring IFAD's progress in increasing its organizational and development effectiveness. The Results Measurement Framework presented in this document is a reflection of that decision.

II. The Results Measurement Framework and managing for development results in IFAD

4. IFAD is implementing managing for development results (MfDR) on two levels: in its projects and associated country programmes as a key element of the aid effectiveness agenda; and within the organization itself. Indeed, mainstreaming of the MfDR strategy is key to IFAD's change agenda and critical for the success of IFAD's Action Plan for Improving its Development Effectiveness. The adoption of MfDR tools and approaches is beginning to strengthen IFAD's capacity to plan, monitor, measure, report and manage more proactively for results, both in the field and in the organization.
5. The planning, monitoring and assessment of results represent a continuum, which is underpinned by two principles:
 - Consistency between strategic planning and operational planning at all levels, combined with alignment of programme areas (i.e. programmes and projects at the global, regional and country level) with organizational areas (i.e. departments, divisions and individuals).
 - Proactive monitoring and assessment of performance at all levels, and use of this information in decision-making and learning.

The relationships and alignment between the key instruments and processes that underpin IFAD's approach to results management are shown in figure 1.

Figure 1
Relationship and alignment between the key instruments and processes underpinning IFAD's approach to results management



6. As shown in figure 1, the Strategic Framework 2007-2010 is the starting point for IFAD's larger MfDR agenda. The framework defines the organization's development goals and objectives, the outcomes necessary to attain these, and the principles and instruments of engagement. Similarly, the framework marks out the thematic areas of focus for IFAD, based on its comparative advantage, and specifies how IFAD can best use the instruments available to carry out its mandate and maximize its contribution to rural poverty reduction. From an MfDR perspective, the Strategic Framework defines the strategic priorities with which all IFAD's development programmes and organizational systems and processes must be aligned, and on which all results planning, management, monitoring and assessment systems must be explicitly focused.
7. The Results Measurement Framework will fall squarely within and represent a key element of IFAD's MfDR agenda. Derived from the development objectives articulated in the IFAD Strategic Framework, the results framework will serve as a tool to ensure the alignment of IFAD country programmes and projects with development objectives, and to assess the extent to which IFAD programmes and

projects contribute towards the achievement of those objectives. As such, the results framework represents an element of the programme-level agenda defined in figure 1, and is also linked to tools and instruments already established at that level. At the same time, the framework is dependent on effective results planning, management, monitoring and assessment at the organizational level.¹ The linkages between the Results Measurement Framework and other key elements of the IFAD MfDR agenda are described below.

8. The **results-based country strategic opportunities programme (COSOP)**, approved by the Executive Board in September 2006, is the core instrument for the definition of a coherent, focused IFAD country programme, and for guiding management, learning and accountability in relation to the programme. Each results-based COSOP identifies a limited number of country-specific strategic objectives that are derived from the Strategic Framework 2007-2010, in particular the framework's hierarchy of development objectives, and defines a series of monitorable indicators. The COSOP includes a country-level results management framework linked to a reporting system that will entail annual reporting to IFAD Management on the framework's indicators, mid-term reviews and self-evaluation at programme completion.² *The COSOP will provide the starting point for the assessment of IFAD's country programmes "at entry" under the Results Measurement Framework.*
9. The results-based COSOP is expected to identify specific project opportunities to be further developed as investment instruments. A new **project design report**, the detailed features of which are currently under development, will provide the framework for a project design process that is intended to enable IFAD: (a) to respond effectively to the "partnership commitments" of the Paris Declaration on Aid Effectiveness;³ (b) to ensure that the projects it supports are fully aligned with IFAD's strategic priorities, as articulated in the Strategic Framework's hierarchy of development objectives; and (c) to add value to the project design process and enhance project quality at entry.
10. Project quality at entry is also expected to be improved through the adoption of new **quality enhancement (QE) and quality assurance (QA)** systems. Already piloted by the Programme Management Department, QE adds value to the new project design process through a variety of forums, both in-country and in-house. Formal review of the project is carried out through the Technical Review Committee (TRC) panel. Taking as the starting point an assessment of the project design by the country programme manager, the TRC panel provides a forum for an open and frank discussion on the design among expert reviewers from both within and outside IFAD. A series of key success factors, derived from the Strategic Framework, provides the basis for the initial self-assessment, discussion, and assessment of project quality conducted by the TRC panel members following the meeting. An arms-length quality assurance system⁴ will provide the necessary counterpoint to the QE system: following the project design phase, it will carry out an independent assessment of quality at entry, i.e. prior to presentation of the project to the Executive Board. *Also to be structured around the key success factors, this assessment will provide a key input for the Results Measurement*

¹ IFAD's focus on organizational effectiveness is articulated principally through the Corporate Planning and Performance Management System and its planning and monitoring tools, which cascade from the corporate to the individual level (see figure 1).

² Currently, for all countries as yet without results-based COSOPs, annual country programme issues sheets provide the framework for reporting on results achieved under the country programme (see paragraph 11).

³ The five partnership commitments are that: (a) developing countries exercise leadership over their development policies and plans (ownership); (b) donors base their support on countries' development strategies and systems (alignment); (c) donors coordinate their activities and minimize the cost of delivering aid (harmonization); (d) developing countries and donors orient their activities to achieving the desired results (managing for results); and (e) donors and developing countries are accountable to each other for progress in managing aid better and in achieving development results (mutual accountability).

⁴ This is currently under development and will be set up during the second half of 2007 under the responsibility of the Vice-President.

Framework; and a number of the at-entry indicators in the framework will be derived from this assessment.

11. IFAD's principal tool for reporting on progress achieved in implementing country programmes and projects is the annual, divisional-level portfolio review. These are then aggregated at the organizational level into the **Portfolio Performance Report (PPR)**.⁵ Using development indicators derived from the Strategic Framework, the portfolio review serves as a management tool for IFAD to assess the performance of the overall portfolio in terms of its outputs and impact, and to draw lessons for future operations. The review also allows IFAD to identify emerging problems and address them proactively, and thus maintain – or improve – portfolio performance. Prepared by the regional divisions, the portfolio reviews report on implementation progress achieved at the level of both the project and the country programme, through the country programme issues sheet (CPIS). Key inputs for these assessments are: IFAD's regular project supervision reports, prepared either by the cooperating institution or, with the advent of the new supervision policy, by IFAD itself (guidelines for project supervision are currently under preparation); implementation progress reports, prepared by the borrower/recipient; and IFAD Results and Impact Management System (RIMS) reports. *The Results Measurement Framework will draw upon both the project status report and the CPIS as data sources for assessing the performance of projects and country programmes under implementation.*
12. Ex post assessment of project performance is provided through **project completion reports (PCRs)**, which are conducted for all projects at the end of the completion process. Prepared by the borrower/recipient as per the General Conditions for Agricultural Development Financing and according to IFAD's guidelines for project completion (2006), the PCR describes the activities implemented and results achieved, promotes accountability, elicits lessons and defines an appropriate handover strategy. A further source of information on project performance is provided by the independent Office of Evaluation (OE), which conducts **project evaluations** of a sample of projects each year, focusing on project performance, impact on rural poverty and performance of project partners. The results of these evaluations are fed into OE's **Annual Report on Results and Impact of IFAD Operations (ARRI)** to provide a broad overview of the results and impact of IFAD operations in terms of rural poverty reduction and an assessment of the performance of IFAD, its cooperating institutions and the borrowers. *The PCRs will be the principal source of data for the "at completion" project assessments in the Results Measurement Framework; the ARRI report will provide a valuable reference for comparison purposes.*
13. At the level of country programmes, OE's **country programme evaluations** provide an ex post assessment of the performance and impact of IFAD-supported activities in a limited number of countries with a large IFAD portfolio, and constitute concrete building blocks for revisiting existing or formulating new COSOPs. Self-assessment of results-based country programmes at completion is also envisaged through the development of a new tool: the **COSOP completion review**. The review will look at COSOP performance in terms of strategic objectives and contribution towards the country's poverty reduction goals; and then highlight key outcomes by means of a completed country-level Results Measurement Framework, which lies at the heart of the review. Given that the first results-based COSOPs were approved only in 2006, the first COSOP completion reviews will not be undertaken until 2011. In the meantime, OE's country programme evaluations will provide the principal source of data for the at

⁵ The Portfolio Performance Report aggregates the findings of the five divisional portfolio reviews into a single corporate document to provide the Executive Board with an overview of the performance of the project portfolio in delivering results to IFAD's target group. This document analyses the status and trends of IFAD's portfolio of loans and grants, identifies key strengths and weaknesses associated with the management of the portfolio, and reviews operational effectiveness and impact against a range of development indicators.

completion country programme assessments of the Results Measurement Framework.

III. Features of the Results Measurement Framework

Structure and indicators

14. The aim of the Results Measurement Framework (shown in the table below) is to provide a mechanism that will enable IFAD Management to report to the Executive Board on the organization's progress (a) in achieving the goals and objectives defined in the Strategic Framework and (b) in consistently applying the key principles of engagement articulated therein.
15. One of the lessons emerging from the global development experience is that the task of attributing development outcomes to the actions of a specific partner presents major conceptual and practical difficulties. On the contrary, it has become evident that a country's progress towards achieving its poverty reduction objectives results from its own efforts, supported by the combined contribution of all its development partners. Consequently, thinking on this issue has evolved away from attribution of impact to measurement of contribution.⁶ For this reason, the proposed Results Measurement Framework focuses on IFAD's contribution to the achievement of development outcomes, which is assessed and measured in terms of its development and organizational effectiveness, as defined in the Strategic Framework.
16. Drawing upon best practice in comparable institutions, a limited number of indicators – only six in all – have been identified.⁷ These indicators have been selected because they provide a snapshot of actual progress made in achieving development results and impact (or the likelihood of making such progress) and because IFAD can match these indicators with relevant data within a relatively short period of time, without setting up an array of complex and costly data collection systems. In line with the methodology used by OE and by comparable organizations, a six-point scale will be used to assess the success of IFAD-supported projects and programmes in achieving the results measured by the indicators.
17. While maintaining the maxim of simplicity, the Results Measurement Framework is derived from the Strategic Framework's hierarchy of development objectives (see annex). The Results Measurement Framework's six indicators will measure the impact of programmes and projects with respect to IFAD's overarching goal, strategic objectives and operational outcomes, and principles of engagement. The indicators focus on two of the three dimensions of development effectiveness defined in the Action Plan: effectiveness and relevance. The third, project efficiency,⁸ is already addressed in the Portfolio Performance Report and the ARRI report, and given the lack of alternative data sources it will not be included in the Results Measurement Framework.

⁶ See, for example, the African Development Fund's Results Measurement Framework Paper, 6 January 2006.

⁷ The International Development Association (IDA) 14 Results Measurement System includes only six indicators relative to its performance, while the African Development Fund uses 11 such indicators.

⁸ OE defines efficiency as a measure of how economically inputs (funds, expertise, time, etc.) are converted to outputs. This can be based either on economic and financial analysis or on unit costs compared with alternative options and good practices.

Results Measurement Framework for reporting on progress achieved against the IFAD Strategic Framework

<i>Strategic result indicator</i>	<i>At entry</i>	<i>During implementation</i>	<i>At completion</i>	<i>Data source</i>	<i>Comment</i>
1. Percentage of country programmes rated 4 or better for (projected) contribution to: <ul style="list-style-type: none"> • increasing the incomes • improving the food security • empowerment of poor rural women and men 	Current: (n.a.) Target (2010): 90 per cent	Current: (n.a.) Target (2010): 80 per cent	Current: (n.a.) Target (2010): 70 per cent	<ul style="list-style-type: none"> • At entry: Quality Assurance Group (QAG) • During implementation: CPIS, client/partner survey • At completion: OE country evaluations (and from 2011, COSOP completion reports) 	Composite indicator based on mean of three impact areas. The indicator is new, therefore not currently measured.
2. Percentage of country programmes rated 4 or better for adherence to aid effectiveness agenda	Current: (n.a.) Target (2010): 90 per cent	Current: (n.a.) Target (2010): 80 per cent	Current: (n.a.) Target (2010): 70 per cent	<ul style="list-style-type: none"> • At entry: QAG • During implementation: CPIS, client/partner survey • At completion: OE country evaluations (and from 2011, COSOP completion reports) 	The indicator is new, therefore not currently measured.
3. Percentage of projects rated 4 or better for (projected) effectiveness in one or more thematic area of engagement	Current: (n.a.) Target (2010): 90 per cent	Current: (n.a.) Target (2010): 85 per cent	Current: 72 per cent (source: PPR 2006) Target (2010): 80 per cent	<ul style="list-style-type: none"> • At entry: QAG • During implementation: Project status report (PSR) (and from 2009, mid-term review [MTR]) • At completion: PCR, OE project evaluations/ARRI report 	Current achievement at completion drawn from analysis of 2005 PCRs.
4. Percentage of projects rated 4 or better for (projected) impact on measurements of poverty among the target group, such as: <ul style="list-style-type: none"> • physical and financial assets • food security • empowerment • gender equity 	Current: (n.a.) Target (2010): 90 per cent	Current: (n.a.) Target (2010): 80 per cent	Current: 60 per cent (source: PPR 2006) Target (2010): 70 per cent	<ul style="list-style-type: none"> • At entry: QAG • During implementation: PSR (and from 2009, MTR) • At completion: PCR, OE project evaluations/ARRI report 	Composite indicator based on mean of four impact areas. Current achievements at completion drawn from analysis of 2005 PCRs.
5. Percentage of projects rated 4 or better for innovation, learning and/or scaling up	Current: (n.a.) Target (2010): 90 per cent	Current: (n.a.) Target (2010): 80 per cent	Current: 56 per cent (source: PPR 2006) Target (2010): 65 per cent	<ul style="list-style-type: none"> • At entry: QAG • During implementation: PSR (and from 2009, MTR) • At completion: PCR, OE project evaluations/ARRI report 	Current achievement at completion drawn from analysis of 2005 PCRs.
6. Percentage of projects rated 4 or better for sustainability of benefits	Current: (n.a.) Target (2010): 90 per cent	Current: (n.a.) Target (2010): 80 per cent	Current: 48 per cent (source: PPR 2006) Target (2010): 80 per cent	<ul style="list-style-type: none"> • At entry: QAG • During implementation: PSR (and from 2009, MTR) • At completion: PCR, OE project evaluations/ARRI report 	Current achievement at completion drawn from analysis of 2005 PCRs.

18. Indicators 1 and 2 focus explicitly on IFAD's country programmes. As such, they look at how IFAD-supported projects, the value-adding partnerships IFAD establishes at the country level and IFAD's engagement in policy dialogue for enhanced national capacity all combine to support government leadership of national development policies and strategies and to contribute to national efforts to reduce rural poverty. Indicator 1 focuses on the effectiveness of the country programmes in achieving IFAD's overarching goal, that "rural women and men in developing countries are empowered to achieve higher incomes and improved food security..." Indicator 1 measures achievements in each of the three discrete elements of the goal: increasing incomes, improving food security and empowering the rural poor. Indicator 2 assesses the extent to which IFAD's commitment to aid effectiveness is reflected in its country programmes; specifically, it measures the degree to which those programmes adhere to the five partnership commitments of the Paris Declaration on Aid Effectiveness.
19. IFAD-supported projects – the principal instrument for engagement at the country level – represent the exclusive entry point for the four remaining indicators. Indicator 3 focuses on IFAD's effectiveness in terms of its strategic objectives, or six thematic areas of engagement, while indicator 4 measures the extent to which IFAD-supported projects achieve the first operational outcome of the organization: increased incomes and enhanced food security for the direct target group of the projects. Indicators 5 and 6 measure the extent to which IFAD-supported projects focus on, and achieve results in terms of, two of the key principles of engagement: (i) innovation, scaling up and learning; and (ii) sustainability.
20. For all six indicators, data will be collected annually at entry, during implementation and at completion.⁹ In this way, it will be possible to assess how the introduction and systematic application of a series of new management tools (i.e. tools for organizational effectiveness) contribute to enhancing the quality of design, implementation and impact of IFAD-supported projects and country programmes (i.e. development effectiveness). Equally if not more important, it will be possible to assess how improvements in the quality of projects and country programmes at entry lead to improvements in results at completion.
21. Tentative target levels to be reached by 2010 have been set for all indicators. All are based on an achievement rating by country programmes and projects of 4 (out of 6) or above: that is, moderately satisfactory, satisfactory or highly satisfactory. For all indicators, three different target levels have been defined: at entry, during implementation, and at completion. The "at entry" targets are set at a consistently high level, not only because the project design process and the quality enhancement and assurance processes are under the direct responsibility of IFAD, but also because all the programmes and projects to be assessed will have been developed after the introduction of the new management tools for enhanced quality at entry. The targets are not set at 100 per cent because, on the one hand, it is not anticipated that the new project design and QE/QA processes will operate flawlessly in their first years of implementation and, on the other, it is recognized that there may be trade-offs between the achievement of different targets (for example, a project assessed at entry as being highly innovative and as having a potentially high rate of return may not at that stage have an implementation framework designed to ensure sustainability). As such, and consistent with best practice in similar institutions, targets are set at 90 per cent, i.e. moderately satisfactory, satisfactory or highly satisfactory.¹⁰

⁹ An obvious but important implication of this is that each year IFAD will be comparing three different groups of projects.

¹⁰ It is significant that in targeting the quality-at-entry of operations under IDA 14, IDA set a tentative target of 85 per cent as satisfactory.

22. The “during implementation” targets are slightly less demanding than those at entry, in part because not all projects will succeed in translating a positive assessment at entry into strong implementation, in part because most of the projects to be assessed prior to 2010 will have been developed before the establishment of the management tools for quality-at-entry. On the other hand, it is expected that increased direct supervision by IFAD coupled with gradual expansion of the country presence will together contribute to improved assessments during implementation, and this is reflected in these targets. The “at completion” target levels are the lowest and also the closest to levels currently being reached, since IFAD’s ability to enhance the results of projects already at midterm is, inevitably, somewhat limited.
23. The 2010 targets reflect current considerations of what is realistic and feasible for IFAD to achieve in the short and medium term. Above all, they recognize that IFAD is likely to improve its organizational effectiveness more quickly and easily than its development effectiveness, and that inevitably time lags will occur between the establishment of the new management tools, full operationalization of the tools, and above all, the achievement of better country-level results as a consequence of their introduction. That said, all targets are consistent with those contained in IFAD’s Action Plan for Improving its Development Effectiveness, drawn up 18 months ago. However, it should be noted that the Action Plan target of 80 per cent of operations achieving likely sustainability or better by 2009 (see indicator 6) is a highly ambitious one, which was probably not sufficiently grounded either in a recognition that sustainability is highly dependent on institutional and country context¹¹ or in an analysis of the approaches and mechanisms needed for improving sustainability. These difficulties are reflected in the continued challenges that IFAD faces in improving the sustainability of project benefits (currently 48 per cent, according to the 2006 PPR). Review of this target may thus be necessary in the light of future experience.
24. In the absence of a fully rolled out (or fully operational) system for monitoring the impact of IFAD operations, only limited data are at present available in terms of current, baseline achievements. However, it will be possible in 2008 for the first time to compare “current” achievements in all areas with the 2010 targets.

Data sources

25. The principal data sources for the Results Measurement Framework are already existing (or already planned) processes and systems, for which there are clearly defined institutional responsibilities, both internal to IFAD and external. These will be adapted where necessary to meet the data requirements of the results measurement system. As described above, all data for programme and project quality-at-entry will be derived from the ratings provided by the independent Quality Assurance Group in the course of its day-to-day work. Ratings for project and programme quality during implementation will be supplied by the PSR and the CPIS during the annual portfolio review. These documents are initially compiled by the country programme manager (CPM) and are based on the CPM’s informed judgments, assessments found in other documents, particularly supervision reports (increasingly being prepared by IFAD according to the new guidelines for supervision), the RIMS, and the regular financial and implementation progress reports prepared by the borrower/recipient. Currently, all of the data provided by the CPMs are then reviewed and adjusted for inconsistencies, where necessary, in the regional division and Programme Management Department. In the medium term, it is expected that the Quality Assurance Group will also provide an arms-length assessment of these ratings.
26. Where possible, ratings provided by the CPM will also be triangulated against data derived from other, external sources. Thus a second source of “during

¹¹ See, for example, the 2005 ARRI report.

implementation" data will be the governments of the borrowing/recipient countries themselves. It is the governments' responsibility to conduct both mid-term reviews and completion reports for the projects they manage (as well as the surveys – including the RIMS surveys – that inform them). The information to be contained in both reports will be informed by IFAD guidelines: these have already been developed for the PCR, and will shortly be prepared for the MTR. A third source of data will be client/partner surveys that will be introduced for all countries in which IFAD is active. The format for the survey is currently being developed; once finalized it will be sent to a limited number of in-country respondents who will likely be drawn from government agencies, NGOs, rural organizations and representatives of the development community. The survey – to be conducted annually – will enable a sample of IFAD's in-country partners to make their own assessment of IFAD's country programmes.

27. Data to measure project quality at completion will be provided by PCRs undertaken by the government of the borrowing/recipient country, with the ARRI report providing the basis for comparison. For programme quality at completion, OE's country programme evaluations will be the main data source, though in the medium term, the CCRs that will be conducted on all results-based COSOPs will become the primary source. Although the first CCRs will not be conducted until 2011, retrofitting CCRs to old-style COSOPs is not considered a feasible option because of the many new initiatives currently being implemented relative to IFAD's country-level engagement and the immediate need to expand rapidly the number of results-based COSOPs.

IV. Using the Results Measurement Framework

The value of the Results Measurement Framework

28. The Results Measurement Framework is not a scientific instrument. Its various data sources are by definition flawed: some rely on small sample sizes, some are potentially biased, and others are likely to be incomplete. Nor is the framework wholly "objective": by definition, the very determination of indicators requires the application of informed judgement. Nevertheless, the Results Measurement Framework will be an important tool for focusing attention and shedding light on key issues. It will give the organization an additional lens through which to focus on its strategic priorities; and, as such, it will become one of the tools that IFAD will use to pursue its larger managing for development results agenda.¹² The framework will assist IFAD Management and Executive Board members alike in carrying out such functions as reviewing progress made in improving the quality and effectiveness of projects and country programmes at entry, during implementation and at completion; analysing trends in performance over time; exploring the relationship between enhanced organizational effectiveness (achieved through the introduction and systematic application of a series of new management tools) and improved development effectiveness; and identifying areas that appear to be consistently underperforming.
29. The methodological challenges that IFAD faces in establishing its Results Measurement Framework are by no means unique. Yet, in its response to those challenges, the proposed framework provides a more targeted assessment of IFAD's development effectiveness than is found in the results measurement systems of other organizations.¹³ Perhaps more significant, IFAD's Results Measurement Framework is currently the only such framework to systematically focus on performance at entry, during implementation and at completion. In doing

¹² In fact, the Results Measurement Framework is expected to contribute not only to the MfDR agenda, but also to the ongoing efforts of the international development community as a whole to share experiences, tools and methodologies for assessing the effectiveness of multilateral agencies.

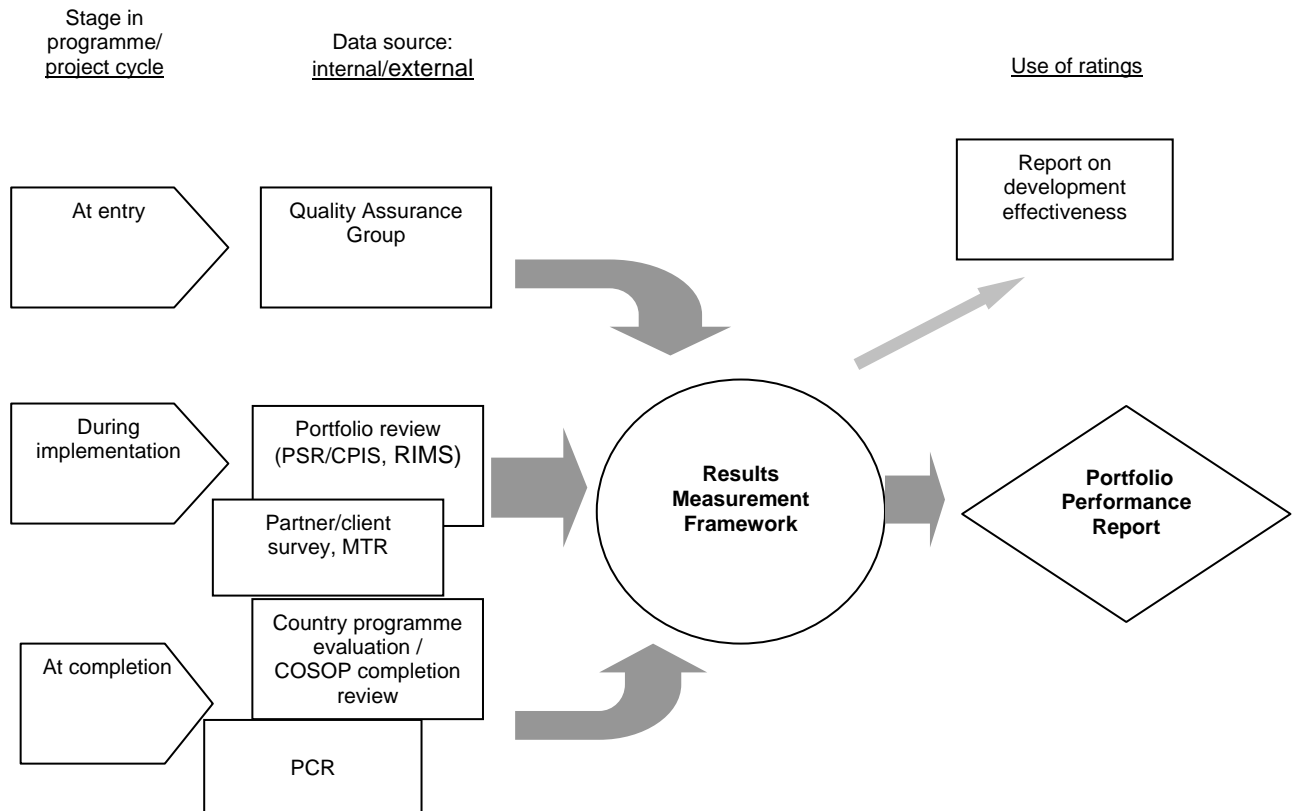
¹³ The IDA 14 Results Measurement System, for example, has six "tier 2" indicators aimed at addressing the question: Does IDA programming support countries in making progress? Only one of the six, however, actually focuses on project outcomes (i.e. percentage of operations with satisfactory outcome ratings).

so, it amply conforms to current notions of best practice relative to the MfDR agenda.

The Results Measurement Framework and reporting

- 30. With its explicit focus on IFAD’s outputs (i.e. projects and programmes), the Results Measurement Framework will fit within, and provide a key input into, the **Portfolio Performance Report** presented each December to the Executive Board. The inclusion of the Results Measurement Framework will expand and strengthen the strategic focus of the Portfolio Performance Report, and ensure a more effective contribution to IFAD’s managing for development results agenda. At the same time, the Portfolio Performance Report will supply a detailed analysis of the performance of IFAD-supported projects and the impact of the portfolio, providing the background for the Results Measurement Framework and a context for its findings.
- 31. The Results Measurement Framework will also complement – and indeed contribute to – the **report on development effectiveness**, intended to present a high-level synthesis both of development impact and organizational performance relative to the development effectiveness agenda to which IFAD has committed itself. Due to be presented to the Executive Board for the first time in December 2007, the report will be a concise document that will draw, inter alia, upon elements of the PPR, the Corporate Planning and Performance Management System (CPPMS) and the Results Measurement Framework currently under consideration.
- 32. Figure 2 displays the Results Measurement Framework as a part of IFAD’s managing for development results agenda and how it is linked to the other elements of the agenda.

Figure 2
Sources of data for the Results Measurement Framework and instruments for reporting performance to the Executive Board



- 33. The Results Measurement Framework will be fully operationalized during 2008, and it will thus be in the 2008 version of the Portfolio Performance Report that IFAD

will, for the first time, report fully on the Results Measurement Framework. However, as much preparatory work will be undertaken in 2007 (see paragraph 34 below), the 2007 Portfolio Performance Report will provide the Executive Board with an update on progress being made in establishing the data collection and analysis systems, and – to the extent possible – data for the Results Measurement Framework.

V. Operationalizing the Results Measurement Framework

34. In order to make the Results Measurement Framework operational in 2008, five major preparatory activities will be undertaken during the second half of 2007:
- Revision of the guidelines for the annual portfolio review, in order to include the proposed indicators within the reporting frame for both country programme and individual projects.
 - Finalization of the draft client/partner survey and guidelines to allow for full collection of data in 2008.
 - Establishment and operationalization of the independent QA system currently under development. This is scheduled for completion by end-2007.
 - Strengthening of IFAD's management information system for projects, by updating the Project and Portfolio Management System (PPMS) to allow individual projects to be identified according to the thematic areas reflected in IFAD's six strategic objectives.
 - Definition of the methods and processes to be used in the Results Measurement Framework for analysing and synthesizing data collected from various sources.

The Strategic Framework's hierarchy of development objectives

OVERARCHING GOAL	
<p>Poor rural women and men in developing countries are empowered to achieve higher incomes and improved food security.</p>	
<p style="text-align: center;">STRATEGIC OBJECTIVES</p> <p>Poor rural women and men have enhanced access to, and have developed the skills and organization they require to take advantage of:</p> <ul style="list-style-type: none"> • Natural resources – land and water • Improved agricultural technologies and effective production services • A broad range of financial services • Transparent and competitive agricultural input and produce markets • Opportunities for rural, off-farm employment and enterprise development • Local and national policy and programming processes 	<p style="text-align: center;">PRINCIPLES OF ENGAGEMENT</p> <ul style="list-style-type: none"> • Selectivity and focus • Targeting • Empowering poor rural people • Innovation, learning and scaling up • Effective partnerships • Sustainability
<p style="text-align: center;">OPERATIONAL OUTCOMES</p> <p>In the six agriculture-based areas of IFAD's strategic objectives:</p> <ul style="list-style-type: none"> • Increased incomes and enhanced food security for immediate target group of IFAD-supported projects, providing basis for evidence-based institutional and policy reform • In-country capacities for rural poverty reduction strengthened through: <ul style="list-style-type: none"> ○ policy framework (poverty reduction strategy papers, sector policies, etc.) that enables poor rural people to overcome poverty ○ Efficient public sector institutions focused on core tasks relative to rural poverty reduction ○ Strengthened organizations and institutions of (or supporting the interests of) poor rural people ○ Enhanced private-sector capacity and investment levels in rural economy ○ Improved capacity for programme development and implementation (government, NGOs, private sector) 	
<p style="text-align: center;">OUTPUTS</p> <p>In the six areas of IFAD's strategic objectives:</p> <ul style="list-style-type: none"> • Country programmes, comprising: <ul style="list-style-type: none"> ○ Innovative projects with scaling-up mechanisms ○ Multi-stakeholder programmes whose direction IFAD has helped shape ○ Local- and national-level policy dialogue • Regional and global programmes, comprising: <ul style="list-style-type: none"> ○ projects, to build knowledge ○ policy dialogue, using experience derived through field-level activities • Knowledge products: policy papers, publications, etc. 	

