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Investing in rural people

Report on IFAD's Development Effectiveness 2019

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Abbreviations and acronyms

APR	Asia and the Pacific Region
ARRI	Annual Report on Results and Impact of IFAD Operations
ASAP	Adaptation for Smallholder Agriculture Programme
DEF	Development Effectiveness Framework
ESA	East and Southern Africa Division
ICO	IFAD country office
IFAD10	Tenth Replenishment of IFAD's Resources
IOE	Independent Office of Evaluation of IFAD
LAC	Latin America and the Caribbean Division
M&E	monitoring and evaluation
NEN	Near East, North Africa and Europe Division
PCR	project completion report
PoLG	programme of loans and grants
QAG	Quality Assurance Group
RETs	renewable energy technologies
RIDE	Report on IFAD's Development Effectiveness
RMF	Results Management Framework
SDG	Sustainable Development Goal
WCA	West and Central Africa Division

Executive summary

1. Rising levels of hunger and food insecurity,¹ declining trends in debt sustainability and public investments in agriculture,² and increased climate vulnerability and fragility have a disproportionate impact on IFAD's target group: the poorest and most vulnerable people living in rural areas. Delivering on IFAD's strategic objectives – increasing poor people's productive capacities and benefits from market participation, and strengthening the environmental sustainability and climate resilience of their economic activities – is critical to offset the global setbacks that took place during the Tenth Replenishment of IFAD's Resources (IFAD10) period 2016-2018 and collectively contribute to the 2030 Agenda for Sustainable Development.
2. To do so, during IFAD10 the Fund underwent an internal transition to make it fit for purpose to deliver on its mandate. The focus was increasingly on the poorest countries and those with fragile situations, where target groups are faced with the highest risks and where governance structures are the weakest, hindering efficient and sustainable rural development.
3. The Report on IFAD's Development Effectiveness (RIDE) is the main instrument used to report annually on the Fund's operational and institutional performance. The agreed Results Management Framework (RMF) for IFAD10, which is the backbone of the RIDE, uses a mix of quantitative data and qualitative ratings that are similar to those used by the Independent Office of Evaluation of IFAD (IOE). In addition to the RMF indicators, the 2019 RIDE for the first time also presents a snapshot of the health of the ongoing portfolio to provide a current and comprehensive overview of the Fund's performance.
4. At the operational level, IFAD's projects had a strong and attributable impact on the ground as measured by cutting edge impact assessments: during IFAD10, through investments in operations 50 million people are shown to have increased market access, 47 million are shown to have increased production, 62 million are shown to have greater economic mobility and 26 million are shown to have greater resilience, exceeding all impact targets set.
5. This impact was achieved through US\$3.3 billion of lending with a total outreach of just under 115 million people, within the IFAD10 target range for outreach and an improvement over the 2017 outreach of 98 million. Investments were made in outputs such as irrigation, financial service provision, training of various types and infrastructure, with more than half of the output-level results fully or materially within the target ranges. Projects were rated strong at design by the Quality Assurance Group (QAG) arm's length mechanism – surpassing the target with 94 per cent positive ratings – although projects designed in fragile situations showed the need for further improvement and fell just short of the target (82 per cent against the 85 per cent target).
6. Implementation challenges on efficiency and sustainability remained in effect in projects closing over the IFAD10 period, predominantly in West and Central Africa, where there is a large concentration of countries with fragile situations and overall weak implementation capacities – and in some cases challenges with ownership and governance at the national level as indicated in several IOE evaluations. The strong correlation between these and project performance on efficiency and

¹ RMF level 1 indicators on global poverty and food insecurity.

² 2019 Report of the Secretary-General of the United Nations, Special Edition: Progress Towards the Sustainable Development Goals, https://sustainabledevelopment.un.org/content/documents/22700E_2019_XXXX_Report_of_the_SG_on_the_progress_towards_the_SDGs_Special_Edition.pdf.

sustainability is underscored in the 2019 Annual Report on Results and Impact of IFAD Operations (ARRI), Status of Evaluation Recommendations and Management Actions (PRISMA) and in this report. Recognizing these critical prerequisites for sustainable and efficient results at scale, efforts are under way on multiple fronts in line with stand-alone IFAD11 commitments, including strengthening national capacities and systems in monitoring and evaluation (M&E), procurement and financial management; increasing cofinancing (where the overall IFAD10 ratio fell short of the targets), particularly domestic, to ensure greater government ownership; and balancing an awareness of difficult contexts with a desire to achieve ambitious outcomes in fragile situations by designing less complex projects with regular and closer implementation support.

7. These efforts by Management to enhance quality are already bearing fruit in the ongoing portfolio with a reduction in the number of problem projects³ over the past year: 13 per cent of projects from the cohort closing in IFAD11 are currently in problem status compared to 23 per cent in Q1 2018. Disbursements – one of the most important indicators of high performing projects – have also improved, with an increase in the disbursement ratio to 17.8 per cent in 2018 from 13.1 per cent in 2017. With a strong focus on planned project cofinancing in IFAD11, initial signs are that the organization is currently on track to reach the significantly higher targets.
8. At the institutional level, positive operational results were achieved with an improved corporate efficiency ratio of 7.8 per cent against the 8.2 per cent target for IFAD10, underscoring IFAD's efforts to be more efficient. Over the IFAD10 period, the Fund also decentralized, moving 30 per cent of staff positions across the organization to country offices and regional hubs. However, efforts continue to fill vacancies and provide capacity-building to staff in a decentralized environment.
9. In conclusion, within the context of an organization in a period of internal change and a complex global environment, consolidated performance over IFAD10 was largely positive at both the operational and the institutional level. However, challenges at both levels remain, given IFAD's niche and growing ambition of working in the most remote and fragile areas. Despite these challenges, IFAD-supported projects across all regions had a considerable positive impact, contributing to overall rural poverty reduction and 2030 Agenda.
10. Going forward, Management is committed to continue to improve portfolio management and quality, and to focus specifically on enhancing the sustainability and efficiency of operations, in order to make an accelerated and sustainable contribution to the Sustainable Development Goals.

³ Problem status is most frequently attributable to project level efficiency constraints.

I. Introduction

1. The 2019 Report on IFAD's Development Effectiveness (RIDE) is structured around five main sections; section II reports on The Tenth Replenishment of IFAD's Resources (IFAD10) performance and results achieved against the Results Management Framework (RMF), and section III sets out the actions being taken throughout the project cycle to maximize development effectiveness, focusing on the ongoing portfolio and using real-time data. Section IV is an in-focus chapter on climate change mainstreaming (similar to last year's report), and section V presents the way forward. The methodology, including data sources, quality and limitations of the analysis, is detailed in annex II.
2. The RMF includes a range of indicators. Some are assessed through quantifiable objective data, such as disbursements, cofinancing, impact assessments and project-level outputs. Others are subjective measures assessed through ratings and surveys, such as outcome level ratings at completion, design ratings and country programme performance indicators. It is important to bear in mind this distinction between subjective qualitative measures and objective and quantifiable measures when reviewing the various levels of the RMF.

II. Assessing results: reporting against the IFAD10 RMF

3. The IFAD10 period (2016-2018) was characterized by a particularly complex global context. It was also a time of internal transition on multiple fronts. IFAD underwent an important internal reform process to make the organization fit for purpose by decentralizing operational and technical staff to the subregional hubs and undertaking an organizational realignment. During 2018, IFAD also delivered on a substantial number of IFAD11 commitments⁴ to lay the groundwork and prepare the organization to meet IFAD11 targets, and undertook a review of the financial architecture to ensure financial sustainability. With the approval of the Development Effectiveness Framework in 2016, IFAD institutionalized a culture of results and revamped its self-evaluation architecture. Finally, IFAD underwent several important external reviews, including the independent financial risk assessment, operational programme delivery and strategic risk assessment, the Multilateral Organisation Performance Assessment Network (MOPAN) assessment and the external peer review of the evaluation function.⁵
4. Against this backdrop of far-reaching internal reforms, external reviews and a complex and challenging global context, the following performance was achieved against each level of the RMF:
 - (i) RMF level 2: Country-level development outcomes and impact. Over the IFAD10 period, IFAD-financed operations achieved significant attributable impact as measured by impact assessments. Among the project beneficiaries, 50 million are shown to have increased market access, 47 million increased production, 62 million greater economic mobility and 26 million greater resilience.

The more subjective data based on outcome ratings for closed projects shows that almost 85 per cent of projects were rated satisfactory on development effectiveness, almost 90 per cent contributed to innovations and solutions that can and have been scaled up, almost 90 per cent of the portfolio was rated satisfactory on gender equality, and IFAD10 climate change adaptation targets were significantly exceeded. Implementation challenges remained at the project level, however, with performance on two important indicators (sustainability and efficiency) lagging behind IFAD10 targets.

⁴ See annex V on the status of IFAD11 commitments.

⁵ Some of these were finalized in 2019.

- (ii) RMF level 3: Country-level development outputs. In terms of outreach, 114.7 million people were reached at the end of 2018, meeting the IFAD10 target and surpassing outreach results for 2016 and 2017. Project outputs were also substantial: there has been an increase in eight of the 11 indicators compared to the results reported in last year's RIDE. On five of these indicators, the target was met or exceeded, on two the target was materially met, and the remaining four fell short of the IFAD10 targets.⁶
- (iii) RMF level 4: Operational effectiveness of IFAD-supported projects and country programmes

Delivery during IFAD10 was the largest by replenishment cycle with a US\$3.3 billion programme of loans and grants (PoLG). Eighty-two new projects were funded and 34 received additional financing. Approvals in 2017 exceeded that of any other year in the history of the Fund (US\$1.3 billion), with 2018 following closely behind at nearly US\$1.2 billion.

Not only was the volume of delivery large, project quality at entry was also high, and the ambitious targets set for design quality were met with 94 per cent of projects rated satisfactory during IFAD10. Projects designed in countries with fragility fell just short of the IFAD10 target of 85 per cent, with 82 per cent rated moderately satisfactory or better.

Cofinancing in 2018 increased to 1:1.1 from 0.76 in 2017, a reflection of IFAD working towards its commitment to act as an assembler of development finance. However, overall cofinancing at 0.87 for IFAD10 fell substantially short of the IFAD10 target of 1.20.

Over the IFAD10 period, the Fund disbursed US\$2.6 billion across all funding sources, with an overall disbursement ratio of 17.8 per cent, exceeding the IFAD10 target of 15 per cent. In 2018, the Fund disbursed US\$910 million across funding sources.

- (iv) RMF level 5: Institutional efficiency and effectiveness. The operational results were achieved against a backdrop of improvements in the efficiency ratio: the ratio in 2018 stood at 7.8 per cent against the 8.2 per cent target for IFAD10, underscoring IFAD's commitment and efforts to maximize efficiency.

Through the strategic decentralization that took place, 67 per cent of operational staff was decentralized by the end of 2018. This was a significant jump from 2017 (47 per cent) and is well above the IFAD10 target of 45 per cent.

A. Impact and results achieved by IFAD-supported projects in IFAD10

- 5. IFAD achieved significant attributable⁷ impact on the lives of rural people in IFAD10. IFAD is the only international financial institution (IFI) that conducts rigorous quantitative impact assessments using counterfactuals to demonstrate a causal relationship between IFAD-supported projects and the impact achieved. The impact assessments conducted in IFAD10, which are used to estimate the impact of all projects in the IFAD10 cycle, demonstrated that IFAD achieved its targets for attributable impact as noted in table 1 below: 62 million people experienced economic mobility, 47 had improved production, 50 million had improved market access and 26 million showed greater resilience.

⁶ See annex I.

⁷ Reference to the Impact assessment report for IFAD10.

Table 1
Country-level development impact achieved by IFAD-supported projects – RMF level 2 indicators

Indicators	2016-2018	IFAD10 target
2.1 Impact indicators		
2.1.1 Number of people experiencing economic mobility (million)	62 ●	40
2.1.2 Number of people with improved production (million)	47 ●	43
2.1.3 Number of people with improved market access (million)	50 ●	42
2.1.4 Number of people with greater resilience (million)	26 ●	22

● Target met or exceeded

6. While both self and independent evaluation at IFAD follow the international evaluation criteria set by the Organisation for Economic Co-operation and Development, and the Development Assistance Committee (OECD/DAC),⁸ any inference of rural poverty impact based on ratings should be considered with caution. In light of this limitation, a ratings-based assessment of overall rural poverty impact at the outcome level is no longer included in the IFAD11 RMF, and will rely solely on IFAD's impact-assessment methodology.
7. Keeping in mind this caveat, the overall assessment of project performance based on self-evaluation ratings of the 98 projects that closed during IFAD10 is largely positive on most indicators, although two indicators lagged behind more significantly. The main findings based on outcome level indicators over the IFAD10 period are as follows:
 - (i) Targets for two indicators – adaptation to climate change and government performance – were fully met for IFAD10. For a further six indicators targets were materially met, with 83 per cent of projects showing satisfactory development effectiveness, 85 per cent achieving rural poverty impact, 89 per cent contributing to innovations, 88 per cent scalable, 88 per cent in the satisfactory zone on gender equality, and 84 per cent positive on environment and natural resource management (see table 2 below).⁹ Furthermore, performance either matched or improved upon 2017 performance for six indicators.
 - (ii) Although a smaller number of projects closed in 2018 in comparison to 2017, there has nonetheless been a decline in the absolute number of projects closing with unsatisfactory ratings over the previous year across the indicators.
 - (iii) Based on the 34 projects completed between 2016 and 2017 that were evaluated by the Independent Office of Evaluation of IFAD (IOE), there is strong overlap between IOE and Management's identification of weaker performing projects. This is a reflection of the increased candour in self-evaluations that is not only manifested in the small disconnect of one third of a point (0.33) on a six point scale but also in the increasingly positive IOE ratings of the quality of project completion reports, which are jointly owned with governments (91 per cent rated in the satisfactory zone in the 2019 Annual Report on Results and Impact of IFAD Operations (ARRI)).
 - (iv) Government ownership, commitment and capacity are critical prerequisites for efficient and sustainable delivery and results at scale. As a result, project-level efficiency and sustainability are to a large extent reflective of government performance. Therefore, of the 15 projects that closed with

⁸ These limitations of a heavy reliance on ratings were also noted by the peer review of the evaluation function.

⁹ 1 per cent is roughly equal to one project.

unsatisfactory ratings, efficiency was rated unsatisfactory in 14, and government performance was rated unsatisfactory in 11.

Table 2
Country-level development outcomes achieved by IFAD-supported projects – RMF level 2 indicators IFAD10

	% rated 4+	# rated <4	% rated 4+	# rated <4	% rated 4+	# rated <4	% rated 4+	IFAD10 targets
Indicators	2016 (27) F ¹⁰ =3	2016	2017 (46) F=10	2017	2018 (25) F=6	2018	IFAD10 rolling average ¹¹	
Effectiveness	85	4	80	9	84	4	83 ●	90
<i>Fragile only</i>	33	2	60	4	67	2	58	
Sustainability	74	7	72	13	68	8	71 ●	85
<i>Fragile only</i>	33	2	60	4	50	3	53	
Efficiency	74	7	63	17	68	8	67 ●	80
<i>Fragile only</i>	33	2	50	5	67	2	53	
Overall rural poverty impact	85	4	87	6	84	4	85 ●	90
<i>Fragile only</i>	67	1	80	2	67	2	74	
Government performance	89	3	74	12	80	5	80 ●	80
<i>Fragile only</i>	33	2	60	4	83	1	63	
Gender equality	85	4	89	5	88	3	88 ●	90
<i>Fragile only</i>	100		100		83	1	95	
Innovation	96	1	87	6	84	4	89 ●	90
<i>Fragile only</i>	100		70	3	67	2	74	
Scaling up	93	2	85	7	88	3	88 ●	90
<i>Fragile only</i>	67	1	80	2	80	1	78	
Environment and natural resource management	96	1	80	9	80	5	84 ●	90
<i>Fragile only</i>	100		70	3	67	2	74	
Adaptation to climate change	86	3	73	10	95	1	83 ●	50
<i>Fragile only</i>	100		67	3	100		81	
Average across indicators	86		79		81.9		82	83.5

● = target met or exceeded | ● = 1-10% below target | ● = more than 10% below target

- (v) Significant performance gaps in certain regions¹² (which were more pronounced in countries with fragile situations) brought down aggregate performance,¹³ particularly on project-level efficiency and sustainability. This is attributable to discrepancies in implementation capacities and exogenous factors, including challenging contexts, as can be seen in table 3 below. The regional breakdown shows that the Asia and the Pacific Division (APR) met

¹⁰ F is fragile.

¹¹ There is a difference between the rolling average and the average of the individual years. In this column rolling averages are used, following the methodology agreed in the RMF for IFAD10.

¹² 8 in WCA: Guinea, Benin, Burkina Faso, Central African Republic, Côte d'Ivoire, Ghana, Guinea and Togo; 4 in LAC: in Dominican Republic, Guatemala and Haiti; 2 in NEN, in Armenia and Sudan; 1 in APR: Maldives; and 2 in ESA: Botswana and South Sudan.

¹³ Given the relatively smaller cohort of projects in ESA, LAC and NEN, average performance can be brought down significantly by a small number of projects. For example, four weaker performing projects in LAC would bring LAC's performance on that indicator down to the 70s, whereas four weaker performing projects in WCA would bring performance down to the mid-80s.

targets for performance on all indicators while the East and Southern Africa Division (ESA) met the targets for five indicators and the Near East, North Africa, Europe Division (NEN) on four. Performance in the Latin America and the Caribbean Division (LAC) and the West and Central Africa Division (WCA) lagged behind, with both regions meeting only one target. The highest concentration of projects closing with unsatisfactory performance over the IFAD10 period was in WCA, followed by LAC. LAC had two projects (of four) that closed in a fragile situation (Haiti).

- (vi) West and Central Africa has the largest number of projects closing with unsatisfactory ratings. This is attributable to a large number of countries in the region with fragile situations¹⁴ and the fact that the region holds half of the world's poorest countries,¹⁵ which have weaker governance structures and an overall less favorable institutional environment. These factors, coupled with crippling disasters such as the breakout of Ebola, caused some countries in the region to lag behind significantly on IFAD10 targets and, more broadly, on the Sustainable Development Goals (SDGs). Major efforts are under way to strengthen portfolio management in WCA, particularly given the large increase in IFAD11 allocations to these countries resulting from the renewed focus on the poorest countries and most fragile situations.

Table 3
Regional performance at completion – IFAD10

Indicators	IFAD10 rolling average						IFAD10 targets
	APR (25) # ¹⁶	NEN (16) #	ESA (15) #	LAC (17) #	WCA (25) #		
Effectiveness	96 ● 1	88 ● 2	86 ● 2	82 ● 3	64 ● 9	90	
Sustainability	92 ● 2	81 ● 3	79 ● 3	65 ● 6	44 ● 14	85	
Efficiency	88 ● 3	75 ● 4	64 ● 5	76 ● 4	36 ● 16	80	
Overall rural poverty impact	96 ● 1	100 ●	86 ● 2	82 ● 3	70 ● 8	90	
Government performance	92 ● 2	94 ●	86 ● 2	76 ● 4	56 ● 11	80	
Gender equality	100 ●	81 ● 3	86 ● 2	88 ● 2	84 ● 4	90	
Innovation	96 ● 1	88 ● 2	93 ● 1	82 ● 3	84 ● 4	90	
Potential for scaling up	96 ● 1	88 ● 2	92 ● 1	88 ● 2	76 ● 6	90	
Environment and natural resource management	100 ●	94 ● 1	100 ●	73 ● 5	61 ● 10	90	
Adaptation to climate change	100 ●	80 ● 3	83 ● 3	67 ● 6	69 ● 8	50	
Average across indicators	96	87	86	78	64	84	

● = target met or exceeded | ● = 1-10% below target | ● = more than 10% below target

8. This year's output-level results were drawn from 210 ongoing IFAD-financed projects. The IFAD10 outreach target was met, and performance improvements were reported on eight of the 11 indicators compared to last year.¹⁷ Five of the 11 RMF level 3 indicators met or exceeded ranges set for IFAD10. Significant improvements were made in the number of enterprises accessing business promotion services (163,637 against the IFAD10 target range of 80,000 to

¹⁴ Nine fragile countries using the harmonized list in 2019.

¹⁵ Central African Republic has the highest poverty rate at 77 per cent.

¹⁶ Number of projects with ratings below 4.

¹⁷ Variations in sample composition year-on-year can have a substantial impact on output figures. In addition, given the demand-driven nature of IFAD projects, the setting of targets, even at range level, poses significant challenges. IFAD set ranges for the first time for RMF output level achievement in IFAD10.

120,000), land under improved irrigation (279,310 ha against the IFAD10 target range of 240,000 to 350,000 ha) and the number of people trained in community management (2.08 million, versus an IFAD10 range set between 1.6 million and 2.3 million); 72 per cent of those trained were women.

9. IFAD has materially met a further two indicators: land under improved management practices (3.11 against a target range of 3.3 to 5.0) and the number of rural people accessing financial services related to savings (13.84 against a target range of 14 to 21). IFAD falls short of the ambitious targets set for the remaining four indicators, although for two of them performance actually improved over the previous year: roads, market and processing facilities constructed, and people trained in crop and livestock production practices and technologies. For the two indicators on which performance decreased in comparison to the previous year, the decrease is due to projects exiting the reporting sample.

B. Strengthening country-level engagement and leveraging partnerships

10. IFAD's perceived helpfulness and engagement through its country programmes has been positive, and targets for all RMF level 4 indicators for country programme performance have been surpassed, as measured by a client survey at the country level. The positive results from IFAD's client survey are also confirmed by the 2018 AidData report Listening to Leaders, which ranked IFAD fourth among all stakeholders and regions on policy influence and helpfulness specifically in the rural sector – although it showed that IFAD could improve its influence on areas related to its mandate (e.g. climate and environment) and was perceived in all regions as being more "helpful" than "influential".
11. Going forward, IFAD11 Management will use both self-assessments done at the completion of a country strategy period and the client survey to report on performance. Additionally, the client survey itself has been revamped as part of the Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability to make it a more robust, expansive and reliable tool.
12. Efforts were made to mobilize and crowd in investments and strengthen partnerships at the global, regional and country level, leading to an increase in the cofinancing ratio in 2018 to 1.1 over 0.76 in 2017. However, the cofinancing ratio for the entire IFAD10 period is 0.87, below the target of 1.20. Cofinancing for IFAD10 totalled US\$2.9 billion, of which 68 per cent was domestic and 32 per cent international.
13. IFAD is also strengthening its engagement with governments at the national policy level to push for sustained government commitment to rural development. As a result, in 2018 the domestic cofinancing ratio increased to 0.68 from 0.58 in 2017, with further increases projected in IFAD11.
14. The overall low level of cofinancing over the IFAD10 period is mainly due to a lower amount of international cofinancing in 2016 and 2017 (domestic cofinancing doubled from 2016 to 2017). However, it is promising to note that through efforts to strengthen partnerships, and with the cofinancing strategy and action plan now in place, Management can report an upward trend in both domestic and international cofinancing in 2018, with total cofinancing having increased by 30 per cent from 2017 to 2018. Initial signs in 2019 are also positive.

C. Institutional effectiveness and efficiency

15. Performance against targets at this level over the IFAD10 period was largely positive, with targets being met on almost all RMF level 5 indicators¹⁸ in human resource management, decentralization and administrative efficiency.
16. IFAD's institutional efficiency improved during the IFAD10 period, and this trend is expected to be sustained through IFAD11. This improvement comes against the backdrop of significant internal reforms and decentralization aimed at making the organization more effective in delivering on the substantial IFAD11 agenda and an increased PoLG (US\$3.5 billion). IFAD's ratio of administrative expenditure to PoLG was 7.8 in IFAD10 compared to a target of 8.2 and a baseline of 7.9 (2014). This underscores IFAD's commitment to strive for greater institutional efficiency while maximizing development effectiveness.
17. By the end of IFAD10, all relevant operational and technical staff positions had been decentralized and the subregional hubs and IFAD country offices (ICOs) were operational. This meant that 30 per cent of total workforce positions were located at hubs/ICOs by the end of 2018. A delegation of authority framework was also put into place, meeting an IFAD11 commitment to ensure that within a newly decentralized and realigned organization, teams were equipped with the necessary authority balanced with accountability to deliver. Management believes that the decentralized operational model will enhance IFAD's ability to provide timely and effective support to countries.
18. The percentage of women in P5 posts and above has increased from the 28 per cent reported in the 2018 RIDE to 31 per cent, which though still below the 35 per cent target shows recent progress. Further disaggregating this to D1 and above shows a more positive trend, with 42 per cent women. While there is still room for improvement to meet the target, the adoption in 2017 of IFAD's Gender Action Plan, comprising 20 initiatives, has had some impact. Examples include outreach initiatives to attract women candidates, short-list requirements, talent and career management, training and educational programmes, and supporting work-life balance.

III. Maximizing IFAD's development effectiveness: a holistic approach

19. In order to maximize development effectiveness, it is critical to ensure that IFAD's approach to project quality is a comprehensive one as outlined in the Development Effectiveness Framework. This section details two areas where IFAD has more direct influence over and can embed emerging priorities: design and implementation. Management is working to ensure that, on one hand, project designs are of high quality and that the design process is efficient and timely; and, on the other, that governments are supported during implementation to maximize quality and that projects are supervised rigorously. This emphasis on quality from the start helps to ensure that completed projects have high impact and sustainable results to contribute to 2030 Agenda.

A. Designing for development effectiveness

20. Strong, coherent project designs are an important prerequisite for achieving positive development outcomes. Over the IFAD10 period, 88 projects were reviewed by QAG – an arms-length review mechanism within IFAD – of which 25 per cent were in fragile situations. The ambitious RMF targets for design were met and exceeded for the whole portfolio – with 94 per cent of projects being rated by QAG moderately satisfactory or above at entry, as shown in table 4 below. For projects in fragile countries, performance fell slightly below the 85 per cent target

¹⁸ Annex I RMF level 5.

at 82 per cent. These results were achieved despite the notable increase in delivery for IFAD10, the largest replenishment cycle at US\$3.3 billion PoLG, which funded 82 new projects and 34 additional financing. Approvals in 2017 exceeded that of any other year in the history of the Fund (US\$1.3 billion), with 2018 following closely behind at nearly US\$1.2 billion.

21. The table below demonstrates IFAD’s strong achievement on design in IFAD10, despite the ambitious targets. It also emphasizes that IFAD has more control over these results and can ensure that emerging priorities, objectives and mainstreaming themes are sufficiently embedded in new projects designs rather than retrofitting them during implementation¹⁹. Management is committed to continuing to raise the bar on performance at design, hoping to see more and more projects rated 5 or above.

Table 4

Quality at entry of project design over the IFAD10 period – RMF level 4 indicators

	4+					5+			
	2016 (26)	2017 (36)	2018 (25)	IFAD10 rolling average	IFAD10 targets	2016	2017	2018	IFAD10 rolling average
Overall quality at design	96	97	88	94 ●	90	69	68	64	67
Overall quality - fragile only	100	88	73	82 ●	85	33	63	45	50
Gender	100	95	80	92 ●	90	46	50	32	44
M&E	92	92	88	91 ●	90	12	29	52	30
Environment and climate change	96	100	88	97 ●	80	62	50	64	58
Scaling up	95	88	88	90 ●	85	42	76	56	58

B. A focus on quality and proactivity during implementation

22. Trends derived from the performance of the ongoing portfolio suggest that IFAD-supported projects are well positioned against the ambitious targets set for the eleventh replenishment, with 92 per cent of projects expected to close during IFAD11 likely to achieve their development objective and contribute to the SDGs. Management is also pleased to report that 85 per cent of the ongoing portfolio is rated in the satisfactory zone on sustainability of benefits, an indicator where performance lagged behind significantly during IFAD10. Disbursement is one of the most important indicators of good projects, and has received close attention with a disbursement action plan in place – as can be seen in the increase in disbursement ratio to 17.8 per cent in 2018 (up from 13.1 per cent in 2017).
23. With efforts to move towards consolidating portfolios through larger and fewer projects, Management is cognizant that in order to ensure maximum impact from the projects it finances, performance needs to be in the satisfactory zone and proactive action needs to be taken in a timely manner on underperforming projects. Therefore, Management has put in place the necessary early warning and performance measurement systems, to identify potential problems and closely monitor their status through greater implementation support and twice yearly supervision missions for problem projects.
24. As a result of this continuous monitoring, over the past year IFAD has made significant progress on reducing the number of problem projects. As can be seen in table 5 below, there has been a significant decline in problem projects over the past year, from 23 per cent to 13 per cent. This significant improvement in a short

¹⁹ Detailed report on quality assurance in operations can be found in annex VII.

period of time is due to proactivity on the part of project teams and restructuring projects where necessary.²⁰

Table 5
Quality during implementation – Cohort of projects closing in IFAD11 against IFAD11 RMF targets

	Q1 2018	Q2 2019	IFAD11 targets
	Closing IFAD11	Closing IFAD11	
Corresponding IFAD11 indicators	<i>Number of projects available for disbursement and entered into force with project status reports available</i>		
	88	89	
	Key supervision and implementation support indicators		
	Assessment of overall implementation performance		
Overall project achievement	83%	88%	
Effectiveness	86%	86%	90
Sustainability	87%	85%	85
Scaling up	91%	91%	95
	Project management		
Efficiency	74%	72%	
	Financial management		
	71%	73%	80
	Gender equality and women's participation 4+		
	90%	88%	90
	Gender equality and women's participation 5+		
Gender equality	40%	46%	60
Environment and natural resource management	Environment and natural resource management		
	89%	89%	90
Adaptation to climate change	Adaptation to climate change		
	90%	90%	85
	Nutrition		
	80%	83%	
	Number of problem projects		
	20	12	
	Percentage problem projects		
	23	13	

IV. In-focus chapter: climate change mainstreaming

25. Similar to last year, this year's "in focus" section provides an overview of IFAD's climate change mainstreaming initiatives, reflecting on lessons learned from projects in the now-concluded IFAD10 period, and describes early progress on meeting the ambitious IFAD11 commitments on environment and climate. The full text can be found in annex III.

V. Way forward

26. Over the IFAD10 period, IFAD achieved significant results, delivering the largest PoLG, impressive disbursements and most importantly significant attributable rural poverty impact contributing to the SDGs (in particular SDG 2.3 and 2.4), as demonstrated by rigorous impact assessments.
27. At the same time, given IFAD's mandate of working in the poorest and fragile contexts, it was challenging to deliver impact in an efficient and sustainable manner. While government ownership and commitment remain the most important determinants of project performance, Management would like to highlight three areas under its control where it is further strengthening support.

²⁰ In comparator organizations the average percentage of the portfolio in problem status is around 20 per cent, according to disclosed information available.

28. First, IFAD is actively working on three fronts to help governments be more efficient in delivery: (i) designing less complex, more implementable projects of high quality, as evident not only through the positive ratings at entry but also in a decrease in the time from entry into force to first disbursement from 12.5 months in 2016 to 8.6 months in 2018; (ii) developing a tailored capacity-building programme at the project level in financial management and procurement; and (iii) operationalizing the recently approved Faster Implementation for Project Start-up Facility to provide additional pre start-up support, allowing for retention of project capacity and resources for important work such as baseline studies in a timely fashion.
29. Second, sustainability remains an area of concern for Management, particularly in fragile contexts where the intention is to build longer term resilience. Management is ensuring that: (i) all new designs include exit strategies and integrated risk frameworks that are tracked through supervision missions during implementation; (ii) a programmatic as opposed to a project-centred approach is adopted in line with the transition framework and elaborated for each country in new country strategic opportunities programmes (COSOPs) based on the revised COSOP guidelines; and (iii) building on existing strengths in investing in human capital and building capacities at the grass-roots level, IFAD has strengthened the gender and youth action plans, developed a framework for stakeholder feedback with a focus on beneficiary participation, and is ensuring that projects move from mainstreaming to transformative.
30. Third, as noted earlier, these challenges are more pronounced in countries with fragile situations – where under IFAD11 25 per cent to 30 per cent of IFAD’s core resources will be channelled. To address the structural barriers in these contexts, greater emphasis has been placed on strengthening in-country capacities and systems to deliver development results. At the country level, high-frequency data-driven joint government and Management reviews have been introduced, with increased and dedicated financial management support both through the hubs and through dedicated additional resources deployed in countries, along with more agile, realistic and fit-for-context projects designs.
31. During IFAD10, with decentralization and organization realignment, new policies and procedures and new systems were introduced with the expectation that taken together these reforms and initiatives would lead to performance improvements in the medium to long term. Going forward, Management is working to fill remaining vacant positions particularly in operational teams, providing additional human resource support and capacity-building on new procedures, systems and guidelines through the IFAD Operations Academy for staff and consultants.
32. In conclusion, during the IFAD10 period the Fund tapped into opportunities and overcame challenges to ensure that its resources made a strong contribution to the SDGs and 2030 Agenda. At the same time, IFAD10 also provided an opportunity for Management to identify institutional gaps, implementation challenges, performance constraints and scalable best practices. Together these have laid the foundation not only for IFAD11 but for the Fund’s longer term strategic direction.

Results against the indicators and targets in the IFAD10 Results Measurement Framework

Table 1
RMF level 1 – Global poverty, food security and agricultural investment outcomes

<i>Indicators</i>	<i>Source</i>	<i>Baseline year^b</i>	<i>Results 2019</i>
1.1 Global poverty and food security outcomes			
1.1.1 Proportion of population below the international poverty line of US\$1.90 a day	UNSD ^a	28.0 (1999)	8.6(2018)
1.1.2 Prevalence of undernourishment in population	UNSD ^a	n/a	10.9 (2017)
1.1.3 Prevalence of (moderate and severe) food insecurity	UNSD ^a	n/a	26.4 (2018) ^c
1.1.4 Prevalence of stunting among children under five years of age	UNSD ^a	n/a	22 (2018)
1.2 Global agricultural investment outcomes			
1.2.1 Total official flows to the agriculture sector (billions of United States dollars)	UNSD ^a	n/a	12.6 (2017)
1.2.2 Government expenditure on agriculture (index)	UNSD ^a	n/a	0.26 (2017)

^a 2019 Report of the Secretary-General of the United Nations, Special Edition: Progress Towards the Sustainable Development Goals.

^b Baseline years and corresponding data for indicators are still being defined with the assistance of the United Nations Statistical Commission.

^c The State of Food Security and Nutrition in the World (SOFI) 2019.

Table 2
RMF level 2 – Country-level development outcomes and impact delivered by IFAD-supported projects

<i>Indicators</i>	<i>Source</i>	<i>Baseline 2011-2013</i>	<i>2015- 2017^a</i>	<i>2016- 2018^b</i>	<i>IFAD10 target 2018</i>
2.1 Impact indicators					
2.1.1 Number of people experiencing economic mobility (million)	IFAD Impact Assessment (IIA)	n/a	n/a	62	40
2.1.2 Number of people with improved production (million)	IIA	n/a	n/a	47	43
2.1.3 Number of people with improved market access (million)	IIA	n/a	n/a	50	42
2.1.4 Number of people with greater resilience (million)	IIA	n/a	n/a	26	22
2.2 Outcome indicators (percentage of projects rated moderately satisfactory or better) at completion					
2.2.1 Effectiveness	project completion report (PCR)	88	80	83	90
<i>Fragile only</i>	PCR	-	50	53	-
IOE rating ^c	project completion report validation (PCR)/ project performance evaluation (PPE)	75	75	n/a	
2.2.2 Efficiency	PCR	76	70	67	80
<i>Fragile only</i>	PCR	-	50	53	-
IOE rating ^c	PCR/PPE	57	51	n/a	
2.2.3 Rural poverty impact	PCR	88	84	85	90
<i>Fragile only</i>	PCR	-	71	74	-
IOE rating ^c	PCR/PPE	86	76	n/a	
2.2.4 Gender equality	PCR	93	88	88	90
IOE rating ^c	PCR/PPE	80	71	n/a	
2.2.5 Sustainability of benefits	PCR	81	72	71	85
<i>Fragile only</i>	PCR	-	46	53	-
IOE rating ^c	PCR/PPE	65	59	n/a	
2.2.6 Innovation and scaling up	PCR	91	89	89	90
• <i>Innovation only</i>	PCR	-	89	89	-
IOE rating ^c	PCR/PPE	79	80	n/a	
• <i>Scaling up only</i>	PCR	-	88	88	-
IOE rating ^c	PCR/PPE	79	68	n/a	
2.2.7 Environment and natural resource management	PCR	86	87	83	90
IOE rating ^c	PCR/PPE	73	81	n/a	
2.2.8 Support for smallholder adaptation to climate change	PCR	n/a	79	84	50
IOE rating ^c	PCR/PPE	n/a	73	n/a	
2.2.9 Government performance	PCR	78	79	80	80
IOE rating ^c	PCR/PPE	66	61	n/a	

^a These results are three-year rolling averages.

^b PCR results are presented in a three-year aggregate to account more accurately for year-to-year dynamics.

^c Source: 2019 ARRI (59 projects) based on projects completing from 2015-2017.

Table 3
RMF level 3 – Country-level development outputs delivered by IFAD-supported projects

<i>Indicators</i>	<i>Source</i>	<i>Baseline 2013</i>	<i>2016^a</i>	<i>2017^b</i>	2018	<i>IFAD10 projection ranges 2018</i>
3.1 Overall outreach						
3.1.1 People receiving services from IFAD-supported projects (million; male:female ratio)	RIMS ^c	98.6 (52:48)	97.04 (50:50)	97.93 (50:50)	114.7 (49:51)	110-130
3.2 Natural resource management						
3.2.1 Land under improved management practices (million ha)	RIMS	4.1	3.01	3.02	3.11	3.3-5.0
3.2.2 Land under irrigation schemes (ha)	RIMS	277 000	57 021	57 517	279 310	240 000-350 000
3.3 Agricultural technologies						
3.3.1 People trained in crop and livestock production practices/technologies (million; male:female ratio)	RIMS	6.4 (53:47)	2.51 (47:53)	2.56 (47:53)	2.60 (49:51)	5.5-7.7
3.4 Rural financial services						
3.4.1 Voluntary savers (million; male:female ratio)	RIMS	19.1 (28:72)	16.13 (39:61)	16.14 (39:61)	13.84 (46:54)	14-21
3.4.2 Active borrowers (million; male:female ratio)	RIMS	6.2 (40:60)	7.68 (35:65)	7.68 (35:65)	11.95 (47:53)	5.0-7.5
3.5 Marketing						
3.5.1 Roads constructed/rehabilitated (km)	RIMS	20 120	13 690	13 930	8 645	18 000-24 000
3.5.2 Processing facilities constructed/rehabilitated	RIMS	9 391	5 191	5 191	5 330	7 500-11 300
3.5.3 Marketing facilities constructed/rehabilitated	RIMS	3 252	2 672	2 709	1 020	3 000-5 000
3.6 Microenterprise						
3.6.1 Enterprises accessing business promotion services	RIMS	88 000	91 249	91 250	163 637	80 000-120 000
3.7 Policies and institutions						
3.7.1 People trained in community management topics (million; male:female ratio)	RIMS	1.8 (24:76)	1.93 (23:77)	1.94 (24:76)	2.08 (28:72)	1.6-2.3
3.8 Climate change adaptation						
3.8.1 Poor smallholder household members supported in coping with the effects of climate change (million)	RIMS	2.3	1.50	1.51	2.63	8-15

^a Results reported in the RIDE 2017. Results are at year-end 2016.

^b Results for the RIDE 2018. Results are at year-end 2017.

^c Results and Impact Management System.

Table 4
RMF level 4 – Operational effectiveness of IFAD-supported country programmes and projects

Indicators	Source	Baseline 2013-2014	2016 ^a	2017	2018	IFAD10 target 2018
4.1 Percentage of country programmes rated 4 or better during implementation for:						
4.1.1 Contribution to increased incomes, improved food security and empowerment of poor rural women and men	Client survey	89	100	100	100	90
4.1.2 Adherence to the aid effectiveness agenda	Client survey	89	100	100	100	100
4.1.3 Engagement in national policy dialogue	Client survey	81	100	97	100	85
4.1.4 Partnership-building	Client survey	92	100	94	100	90
4.2 Percentage of projects rated 4 or better at entry^b						
4.2.1 Overall rating for quality of design	QA	91	93	97	94	90
4.2.2 Overall rating for quality of design (fragile situations only)	QA	83	96	91	82	85
4.2.3 Gender	QA	81	97	97	92	90
4.2.4 Monitoring and evaluation	QA	88	88	92	91	90
4.2.5 Scaling up	QA	83	95	92	90	85
4.2.6 Environment and climate change	QA	n/a	90	98	97	80
4.2.7 Loan-financed projects have a verifiable economic analysis	QA	n/a	100	100	100	100
4.3 Portfolio management						
4.3.1 Time from project approval to first disbursement (months) ^c	GRIPS	17	16.8	16.3	15.7	14
4.3.2 Percentage disbursement ratio (overall portfolio) ^d	Flexcube	15.8	12.8	13.1	17.8	15
4.3.3 Percentage disbursement ratio (fragile situations)	Flexcube	15.3	12.8	10.5	18.5	14
4.3.4 Gender focus in implementation	PSR/GRIPS	89	93	93	92	90
4.3.5 Percentage of projects rated moderately satisfactory or better with acceptable disbursement rate (against approved annual workplan and budget)	PSR	55	46	44	47	65
4.3.6 Percentage of grants rated moderately satisfactory for overall implementation progress	GSR	92	91	92	90	80
4.4 Cofinancing						
4.4.1 Cofinancing ratio (overall portfolio)	GRIPS	1.27	1.27	1.01	0.87	1.20
INCOME GROUP						
<i>Upper-middle-income countries</i>	GRIPS	-	1.47	1.16	1.26	-
<i>Lower-middle-income countries</i>	GRIPS	-	1.63	1.23	0.75	-
<i>Low-income countries</i>	GRIPS	-	0.60	0.58	0.9	-
REGION						
<i>APR</i>	GRIPS	-	-	1.51	0.92	-
<i>ESA</i>	GRIPS	-	-	0.58	0.86	-
<i>LAC</i>	GRIPS	-	-	1.12	1.17	-
<i>NEN</i>	GRIPS	-	-	0.71	0.83	-
<i>WCA</i>	GRIPS	-	-	0.77	0.7	-

Note: QA – quality assurance; GRIPS - Grants and Investment Projects System; PSR – project status report; GSR – grant status report.

^a These results were reported in the 2017 RIDE.

^b Quality-at-entry ratings are aggregated over 36 months (1 January 2016 – 31 December 2018).

^c Average of projects exhibiting their first disbursement in the last 36 months (1 January 2015 – 31 December 2017).

^d The disbursement ratio is presented according to the methodology agreed as part of the IFAD10 Replenishment. For IFAD11, a new methodology aligned with other IFIs has been agreed for calculating the disbursement ratio. Using the new methodology, the disbursement ratio sits at 19.1 per cent.

Table 5
RMF level 5 – IFAD’s institutional effectiveness and efficiency

Indicators	Source	Baseline 2014	2016 ^a	2017	2018	IFAD10 target 2018
5.1 Improved resource mobilization and management						
5.1.1 Percentage of IFAD10 pledges over replenishment target	Corporate databases	95	83	81	81	100
5.2 Improved human resources management						
5.2.1 Staff engagement index: percentage of staff positively engaged in IFAD objectives	Global staff survey	76	76	76	74	75
5.2.2 Percentage of workforce from Lists B and C Member States	Corporate databases	40	42	43	44	Tracked
5.2.3 Percentage of women in P-5 posts and above	Corporate databases	29	25	28	31	35
5.2.4 Time to fill professional vacancies (days)	Corporate databases	109	91	90	76	100
5.3 Improved administrative efficiency						
5.3.1 Share of budget allocations to:						
Cluster 1	Corporate databases	n/a	n/a	n/a	n/a	Tracked
Cluster 2	Corporate databases	n/a	n/a	n/a	n/a	Tracked
Cluster 3	Corporate databases	n/a	n/a	n/a	n/a	Tracked
Cluster 4	Corporate databases	n/a	n/a	n/a	n/a	Tracked
5.3.2 Ratio of budgeted staff positions in ICOs	Corporate databases	42.7	43	47	67.4	45
5.3.3 Loan and grant commitments in US\$ per US\$1 of administrative expenditure ^b	Corporate databases	7.9 (2011-2013)	7.7	8.6	7.8	8.2
5.3.4 Loan and grant commitments and project cofinancing in US\$ per US\$1 of administrative expenditure ^c	Corporate databases	14.9 (2011-2013)	15.3	16.7	13.6	15.2
5.3.5 Disbursements in US\$ per US\$1 of administrative expenditure ^c	Corporate databases	5.1 (2011-2013)	5.5	5.9	6.2	5.5

^a These results were reported in the 2017 RIDE.

^b The ratio is calculated based on a 36-month average (2016-2018).

^c In the IFAD9 RMF, the corresponding indicator was defined as “Ratio of actual expenditures (including expenditure financed by management fees) to annual disbursements”, which in 2015 stood at 19. To ensure comparability across years, it has been recalculated according to the current formula.

Methodology and process

1. The RIDE reports in a cross-cutting manner on a range of indicators from human resources to institutional efficiency, country programme performance, project-level results and portfolio management. It is therefore not only broader in scope than the Annual Report on Results and Impact of IFAD Operations, produced by the IOE, but more current, as it presents results from both the completed and ongoing portfolio.
2. Process and data sources. As a cross-institutional report, the RIDE collects data from multiple internal systems. Reporting on level 2, 3 and 4, it takes indicators and targets from IFAD's self-evaluation system, which includes the use of internationally recognized evaluation criteria from completion reports (e.g., project effectiveness, efficiency and sustainability) and IFAD's new core indicators to assess IFAD's country-level development outputs (e.g., overall outreach, roads constructed/rehabilitated), non-lending activities through a client survey (policy dialogue and partnership-building), portfolio management and quality at entry through an ex-ante quality assurance system. It takes RMF level 5 data on human resources management and administrative efficiency from the Fund's financial databases.
3. Limitations. The data sets that inform the multiple levels of analysis in the RIDE have certain limitations:
 - (i) With regard to corporate output measurement (RMF level 3), fluctuating yearly performance is due to the sample: new ongoing projects enter the sample, and completed projects exit it every year. Given the demand-driven nature of IFAD-financed projects, target-setting poses a number of challenges, as the focus areas of the projects approved depend on country-specific demands.
 - (ii) The projects closed in IFAD10 reporting on RMF level 2 were designed 10 years ago, on average. Since then, the design reviews have been significantly strengthened and priorities, resources and the global context have changed, the latter significantly. The domains assessed at completion have also changed, and in many cases, areas not included at the design stage were retrospectively rated and analysed.
 - (iii) The small universe of projects closing in each year (20-30) can skew results, and a handful of projects can bring down overall averages. At the same time, while three-year rolling averages are useful for reducing the impact of fluctuations, there is a risk of presenting outdated results or repeating results in the analysis from year to year.
 - (iv) Revised guidance on completion reviews was issued at the end of 2015 and applied to all projects closing from 2016 onwards. IFAD thereby significantly tightened its quality assurance process for ratings contained in PCRs by introducing a more credible review process. This process has not only improved the quality of PCRs and the credibility of ratings but has also reduced inter-evaluator variability within and across divisions. IOE's ratings on the quality of PCRs have improved, and the disconnect has also declined over the IFAD10 period. Furthermore, at the beginning of 2018, in the push for greater transparency, Management began disclosing completion reports. As a result, completion ratings became more candid in IFAD10 than in IFAD9, as reflected in the results presented in the table 2, annex III.
 - (v) It is also important to note that IFAD10 targets for completion ratings were set using IFAD9 achievements as a baseline that did not account for the increase in candour, tightened quality reviews and the overall evolving global context in which IFAD support projects are implemented. In IFAD11,

Management retained the ambitious IFAD10 targets to strive for better performance. Despite this, and in the absence of differentiated targets based on the context, for all remaining indicators with the exception of efficiency and sustainability, the gap between the targets and performance is down to 2-5 projects (out of a universe of 98 projects reporting).

- (vi) As noted by the peer review of the evaluation function, there are inherent limitations to the use of subjective ratings to assess performance. While both the self- and independent evaluation ratings follow the OECD-DAC criteria, they are ultimately based on the individual judgement of reviewers. The impact assessments conducted by the Research and Impact Assessment Division, on the other hand, use a robust methodology to assess and project the impact of IFAD-supported projects, making them a more reliable and accurate impact assessment than subjective ratings. Nonetheless, subjective measures such as ratings can be useful in two cases: (i) at the design stage, when overall quality, rather than concrete results, outcomes or impact, is being assessed; and (ii) as a performance management mechanism during implementation by country programme teams who are familiar with the projects and can provide a subjective self-assessment of ongoing project performance to identify problems early on and monitor progress against actions taken.
4. A word on sample size. Finally, looking more closely at the sample of projects included in the analysis, some other trends can be observed. The number of projects has dwindled since IFAD9. Over time, IFAD has designed fewer and larger projects per cycle. This, in turn, is reflected in the number of projects completed per cycle. As a result, 98 projects closed during IFAD10 and are used for reporting against the RMF level 2 targets. This is a significantly smaller sample than the one used in IFAD9, which included 114 closed projects.
5. Sample size is important when considering the degree to which the performance of each individual project impacts overall achievement. In IFAD10, a small number of unsatisfactorily performing projects (15, of which just less than half were projects in countries in fragile situations) has generally brought overall performance down. An even smaller number of projects (2-6) kept performance shy of meeting targets for six out of the 10 RMF indicators.
6. Going forward, given Management's commitment to continue designing larger and fewer projects, the performance of individual projects in the sample will become increasingly important. This and the fact that many IFAD projects are in countries in fragile situations should be taken into account when setting performance targets in the future.

In-focus chapter: Environment and Climate Change Mainstreaming

1. For the second year running, this “in-focus” chapter provides an overview of IFAD’s environment and climate change mainstreaming initiatives, complementing the detailed results provided in the Progress Report on the Adaptation for Smallholder Agriculture Programme (annex IX). This year, this chapter reflects on lessons learned from projects in the now-concluded Tenth Replenishment of IFAD’s Resources (IFAD10) and describes early progress in meeting the ambitious IFAD11 climate and environment commitments.
2. International context: The Secretary-General of the United Nations upcoming Climate Summit in September 2019 aims to rally global action around the Paris Agreement’s three goals on mitigation, adaptation and climate finance. By December 2020, countries are due to submit more ambitious Nationally Determined Contributions (NDCs) to the Paris Agreement to plan their shift towards climate-resilient, low-emissions development. The year 2020 also marks the concluding year of the Aichi Biodiversity Targets. Environmental issues are clearly at the forefront of the global agenda, including agricultural development, where unsustainable practices can lock in cycles of poverty and environmental degradation, while sustainable management can yield social and environmental benefits alike.
3. Strategic orientation: With a view to leading the way, in April 2019 the United Nations system adopted its Strategy for Sustainability Management (2020-30), covering areas that included biodiversity conservation and climate neutrality, along with land, water and waste management. IFAD contributed to shaping this Strategy and is committed to its implementation.
4. Through its own new Strategy and Action Plan on Environment and Climate Change 2019-2025 (E&CC Strategy), IFAD will resolutely work towards environmental sustainability and building the resilience and responsiveness of smallholder farmers and rural populations to environmental and climate issues. The E&CC Strategy contributes toward IFAD’s corporate objective of ensuring that, by 2025, there are 24 million people with greater resilience, working in particular through IFAD’s third strategic objective (SO), which is to “strengthen the environmental sustainability and climate resilience of poor rural people’s economic activities”. This is in line with SDG 1.5 and SDG 2.4 and further responds to numerous other SDGs.
5. Results from IFAD10: At design, IFAD10 committed 100 per cent of projects to mainstreaming climate adaptation. The mandatory application of IFAD’s Social, Environmental and Climate Assessment Procedures (SECAP), as updated in 2017, delivers on this commitment. The procedure assigns each investment project a climate risk rating (low, medium, high), together with a rating on environmental and social risks (A, B, C). Information requirements and risk management measures commensurate with these ratings are applied, ensuring that project-specific climate and environmental considerations continue to be mainstreamed in all IFAD designs. Preceding and informing investment design, climate and environment risk screenings are also conducted as part of the SECAP background study for each COSOP.
6. In terms of impact, the findings of the IFAD10 Impact Assessment Report²¹ on SO3 (resilience, including climate resilience), show largely positive and significant resilience impacts for the projects evaluated, as shown in table 1. Resilience encompassed both a subjective indicator of farmers’ perceived ability to recover from shocks and crop and income diversification indicators. The indicators are largely positive and significant for nearly all projects evaluated. Resilience impacts

²¹ EB 2019/126/R.4: Draft Report on the IFAD10 Impact Assessment Initiative.

were particularly strong in Ethiopia, where beneficiaries exhibited greater capacity to diversify their crop portfolio than their comparison counterparts, due to the buffering role of the irrigation infrastructure, which allowed them to generate returns during severe drought. Equally, beneficiaries in Madagascar and Rwanda had better resilience outcomes. Resilience impacts were negative in São Tomé and Príncipe.

Table 1
Magnitude of impacts on SO3 by project evaluated

<i>Region</i>	<i>Country</i>	<i>Project</i>	<i>SO3: Resilience</i>
APR	Bangladesh	CCRIP	0
	China	GIADP	0
	Nepal	HVAP	+
	Philippines	IRPEP	0
ESA	Ethiopia	PASIDP I	+++
	Kenya	SDCP	+
	Madagascar	AD2M	++
	Rwanda	PRICE	Coffee producers +++ / Horticultural producers 0
	United Republic of Tanzania	ASDP-L and ASSP	+
LAC	Bolivia (Plurinational State of)	Plan VIDA-PEEP	+
	Mexico	DECOFOS	+
NEN	Tajikistan	LPDP I	+
WCA	Chad	PADER-G	0
	São Tomé and Príncipe	PAPAFPA and PAPAC	-
	Senegal	PAFA	+

Key: Magnitude: +++(---) greater than 40 per cent – very strong impact; ++(-) between 20 per cent and 40 per cent – strong impact; +(-) less than 20 per cent – good impact; 0 not statistically significant at 90 per cent confidence level; and N/A – not applicable to the project.

7. Concerning completion, the performance of the IFAD10 completing project cohort in terms of the rating targets on environment and climate is detailed in table 2.

Table 2
IFAD10 Completion ratings on climate and environment

<i>Rating</i>	<i>IFAD10 target</i>	<i>IFAD10 result & notes</i>	<i>IFAD11 target & notes</i>
Environment and natural resource management	90 per cent of projects scoring 4 (moderately satisfactory) and above	83 per cent of projects scored 4 and above. Target almost met. The slight shortfall may be ascribed to the fact that many projects in the sample closing in 2016-18 were designed before and around 2010, when the Environment, Climate, Gender and Social Inclusion Division was first established at IFAD.	90 per cent of projects scoring 4 and above. Further integration of environmental sustainability is being promoted in IFAD11. For instance, the new core indicators on climate and environment ensure that interventions in sustainability and natural resource management are more consistently emphasized and monitored across the portfolio.
Smallholder adaptation to climate change	50 per cent of projects scoring 4 and above	84 per cent of projects scored 4 and above. Target exceeded, thanks in particular to the success of the ASAP.	85 per cent of projects scoring 4 and above. IFAD11 seeks to maintain these high standards without dedicated, supplementary ASAP grant funding, using its PoLG.

8. Lessons learned for IFAD11. While making progress, there is room for further improvement, and IFAD10 has yielded valuable lessons from projects with environment and climate objectives. Key success factors include:
- (i) Embedding a climate and environment rationale in project design enhances related outcomes. This corresponds to Key Message 1 from the IFAD10 Impact Assessment: Projects with a strong theory of change exhibit stronger impacts.
 - (ii) Dedicating budget allocations specifically to climate and environment stimulates action in these fields. This builds on findings from ARRI 2018.²²
 - (iii) Applying a climate and environment lens to the full value chain can help identify leverage points for sustainable transformation. This relates to Key Message 2 from the IFAD10 Impact Assessment: Benefits from market participation require holistic identification of constraints.
 - (iv) Identifying climate vulnerabilities, natural hazards or sustainability challenges likely to be encountered during the project's lifetime enhances relevance for and buy-in from beneficiaries as well as project teams. This links with Key Message 3 from the IFAD10 Impact Assessment: Building in precautionary measures to manage risk of extreme events (weather or other natural hazards) is crucial, especially in highly vulnerable regions.
 - (v) Designing IFAD investments with a view to feeding into environment and climate planning and policy (at both the local and national level), enhances impact at scale. This draws on findings from ARRI 2018, as well as experiences in scaling up from the ASAP programme.
9. IFAD11 is taking steps to incorporate these success factors as a matter of course to improve delivery. For example, each new IFAD11 COSOP now includes an analysis of the country's NDC and, insofar as possible, is aligned with the needs and priorities that the NDC highlights. This sets IFAD on a path to better support its client countries in meeting their national and international climate commitments (8.v). The integration of climate risk assessments in IFAD designs is continuously strengthened with tools and guidance tailored to different value chains, their stages and actors (8.iii and 8.iv).
10. Furthermore, systematic adoption of the Multilateral Development Bank (MDB) Methodologies for Tracking Climate Change Adaptation and Mitigation Finance (hereafter, the MDB Methodologies) is already positively influencing the design of IFAD11 investments that are likely to include climate finance. Relevant designs must now include a clear climate rationale (8.i) based on a robust, location-specific climate vulnerability context (8.iv) and must designate clear budget allocations for adaptation and mitigation (8.ii). To better capture the results of these activities during implementation, the indicators originally developed for ASAP projects have been assimilated into IFAD's Operational Results Management System (ORMS) as corporate climate and environment indicators. Standards and procedures originally applied to only a sub-set of IFAD projects are now recognized to have portfolio-wide relevance, and lessons learned in IFAD10 are being leveraged in IFAD11.
11. Partnerships: IFAD's international cooperation has made great strides in 2019. In line with its climate commitments and unique mandate, IFAD is now a member of the NDC Partnership, hosted a meeting of the Global Commission on Adaptation devoted to smallholder agriculture, and enhanced its engagement as an observer in the MDB Working Groups on the Principles for Climate Change Adaptation and Finance Tracking. It has made submissions reflecting on its specialized experience to the Nairobi Work Programme and the Koronivia Joint Work on Agriculture under the United Nations Framework Convention on Climate Change (UNFCCC). Long-

²² IFAD, 2018. *2018 Annual Report on Results and Impact of IFAD Operations*.

standing partnerships, for instance with the Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP) in the context of the climate negotiations, the CGIAR research centres, especially the programme on Climate Change, Agriculture and Food Security (CCAFS), the Climate Finance Lab of the Climate Policy Initiative and the United Kingdom government-funded Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) programme, remain instrumental to IFAD's engagement on climate change from the local to the global level. Concerning environment-related partnerships, IFAD continues to engage with the United Nations Environment Management Group, the Multilateral Financial Institutions' Working Group on Environmental and Social Standards, the Global Donor Platform for Rural Development, CARE International and the WOCAT network on sustainable land management.

12. Early progress in delivering IFAD11 climate and environment commitments: table 3 (below) begins reporting early results and status updates toward IFAD11 commitments on climate and environment. It cross-references these commitments with the most relevant indicators and targets in IFAD's new E&CC Strategy. Additional details on results to date will be provided in the 2019 Climate Action Report (CAR 2019). Greater evidence for reporting is expected in 2020, based on a larger number of IFAD11 operations.
13. Moving forward: IFAD is committed to providing its clients with fit-for-purpose support on climate and environment investments. With continuous growth and results at scale in mind, the Fund has opened discussions for a third phase of ASAP. ASAP3 proposes to draw on the experiences of both ASAP1 and ASAP2 (for details, see annex IX), combining on-the-ground investments with technical assistance, as appropriate. ASAP1 was a pioneer in facilitating adaptation options in both project planning and climate-proofing client country agricultural investments that target the most vulnerable populations. ASAP2 reinforced these efforts by building the technical capacities necessary for strong delivery at the national level, within IFAD and beyond. A narrative framing the achievements and lessons learned from ASAP is being prepared for release at the Secretary-General of the United Nations Climate Summit in September 2019. Backed by environmentally-sensitive and climate-resilient investments, smallholders and rural populations can break free of the underlying causes and factors exacerbating cycles of poverty and hunger.

Table 3

Progress to date on IFAD11 commitments for environment and climate

IFAD11 commitments on climate (SDG 13), with attention to environmental sustainability (SDG 15) ²³	Corresponding E&CC Strategy indicator/target	Early results in IFAD11
New climate and environment strategy and action plan, with a focus on SDGs and Paris Agreement	N/A	Commitment delivered: The E&CC Strategy was approved at the 125 th session of the Board, and its RMF at the 126 th session. Both are valid for the period 2019-2025.
Increase focus on environmental sustainability and win-win solutions for adaptation and mitigation, with more systematic use of tools to estimate net greenhouse gas emissions of IFAD-	2.2.1. Renewable energy strategy approach (RESA) approved and supported. 2.2.2. 30 per cent of projects approved in IFAD11 use renewable energy technologies (RETs) (to be reassessed for IFAD12).	Delivery in progress: The RESA paper has been approved and resource mobilization is under way. The integration of RETs in IFAD11 projects is ongoing, in line with available resources. An agreement has been signed with FAO to undertake the EX-ACT assessments for 75 projects during IFAD11 and IFAD12. Only one project for IFAD11 has been approved by the Board to date and it contains several core environmental and climate indicators.

²³ Adapted from table 1, GC 41/L.3/Rev.1.

financed projects	<p>2.4.2. 60 projects using the Ex-Ante Carbon-balance Tool (EX-ACT) in project design; 15 completed projects using EX-ACT.</p> <p>2.4.1. 54 per cent of projects approved in IFAD11 to include at least one environment and climate change indicator (to be reassessed for IFAD12).</p>	
Increase resource mobilization through Green climate Fund (GCF), GEF and unrestricted complementary contributions climate window	<p>B. [outcome indicator/target] Mobilize up to US\$500 million in supplementary climate finance in IFAD11 and IFAD12 (of which at least US\$200 million during IFAD11).</p>	<p>Delivery underway: IFAD and the GCF signed the Accreditation Master Agreement in September 2018.</p> <p>Under GEF 7 (2018-2022), IFAD has 10 projects in the pipeline with an estimated value of US\$47 million. IFAD's first GCF project (Belize) was approved by the GCF Board in February 2019 with a total budget of US\$20 million, of which US\$8 million were provided by the GCF. IFAD and the GCF are currently negotiating the template for Funded Activity Agreements, which needs to be prepared for all projects after GCF Board approval. Furthermore, IFAD's GCF pipeline currently comprises nine projects with an estimated value of US\$315 million at various stages of preparation. IFAD is also engaging more actively with the Adaptation Fund, and currently has six projects in the pipeline for an estimated value of US\$50.4 million.</p>
All COSOPs analyse NDC targets and commitments to inform IFAD interventions	<p>A. [outcome indicator/target] All new COSOPs during IFAD11 analyse NDC targets and commitments to inform IFAD interventions.</p>	<p>Delivery in progress: By the end of May 2019, seven COSOPs and one new country strategy note have been approved, all of which included an NDC analysis (Burkina Faso, Djibouti, The Gambia, Guinea-Bissau, Rwanda, Senegal, Tunisia and Zambia).</p> <p>IFAD joined the NDC Partnership in May 2019 and contributes to its Thematic Working Group on Agriculture, Food Security and Land Use, which is facilitated by FAO. Moreover, IFAD collaborates closely with World Resources Institute (WRI) and FAO on NDCs.</p>
Systematic tracking of climate finance using MDB methodologies to ensure 25 per cent of IFAD11 PoLG is "climate-focused"	<p>6.3.1. 100 per cent of IFAD11 projects are analysed for climate finance. (11 per cent of projects were analysed during IFAD10)</p> <p>6.3.2. At least 25 per cent of IFAD's PoLG is allocated to climate-focused activities in IFAD11 and at least 35 per cent in IFAD12.</p>	<p>Delivery in progress: The Kayonza Irrigation and Integrated Watershed Management Project 1 (KIIWP 1) in Rwanda was approved by the Board in May 2019. It includes US\$8.3 million in adaptation finance, representing 46.4 per cent of the total IFAD project amount. These adaptation investments relate to improved water management for livestock and domestic use, to strengthen resilience to climate change exacerbated drought.</p> <p>The MDB methodologies have been adopted and adapted for IFAD's purposes; internal procedures and responsibilities have been defined; and IFAD's operational systems are undergoing upgrades to best support these processes.</p>
Establish the ASAP2 technical assistance facility	<p>2.1.2. US\$100 million secured for ASAP phase 2, which will provide technical support and opportunities for piloting and demonstration.</p>	<p>Delivery in progress: The ASAP phase 2 technical assistance facility was established in 2017, and US\$15 million was mobilized in IFAD10 to this end.</p> <p>To date, 26 concept notes and related results management allocations amounting to US\$10.4 million have been approved, of which US\$6 million has already been committed.</p>

Summary status of IFAD10 commitments

1. This annex provides an account of progress as of 31 March 2019 in implementing commitments of the IFAD10. Progress towards these commitments is monitored quarterly by Management to identify implementation issues.

Table 1
Summary implementation status of IFAD10 commitments

Areas	Total commitments	On track (Green)		Minor Issues (Yellow)		Major Issue (Red)	
		Amount	%	Amount	%	Amount	%
IFAD's strategic vision and role	1	1	100	-	-	-	-
Operational effectiveness and efficiency	24	2	100	-	-	-	-
Institutional effectiveness and efficiency	21	20	95	1	5	-	-
Results Measurement System for IFAD10	4	4	100	-	-	-	-
Financial framework	5	5	100	-	-	-	-
Total (percentage of total)	55	54	98	1	2	-	-

Table 2
IFAD10 Consultation: selected key milestones for IFAD's engagement with the Executive Board

Workstream	Total milestones	On track (Green)		Minor Issues (Yellow)		Major Issue (Red)	
		Amount	%	Amount	%	Amount	%
IFAD Strategic Framework 2016-2025	3	3	100	-	-	-	-
Performance-based allocation system (PBAS)	5	5	100	-	-	-	-
Sovereign Borrowing Framework (SBF)	3	3	100	-	-	-	-
Updated information in middle-income country strategy	2	2	100	-	-	-	-
Total (percentage of total)	13	13	100	0	0	-	-

Status of IFAD11 commitments

Background

1. At the Governing Council session in February 2018, the Report of the Consultation on the Eleventh Replenishment of IFAD's Resources was adopted²⁴ by IFAD's Member States. In adopting the report, Member States agreed to 14 overarching commitments and 50 corresponding monitorable actions with specific time frames for the IFAD11 period (2019-2021). To facilitate the implementation of the IFAD11 Business Model, it was agreed that several actions would be delivered on in 2018, before the beginning of the IFAD11 cycle. In addition, Member States agreed to a new corporate RMF for the same period, with a range of indicators and targets.
2. IFAD has embarked upon a series of comprehensive reforms aimed at making the organization fit for purpose in delivering on its mandate of promoting sustainable and inclusive rural transformation. These reforms are also fundamental in enabling the Fund to make a timely contribution towards the achievement of the objectives of 2030 Agenda.
3. The IFAD11 commitments and monitorable actions lay the groundwork for IFAD's institutional transformation, i.e. its new business model, financial architecture and enhanced organizational efficiency. This transformation is essential for achieving better results and development effectiveness and moving IFAD closer to meeting the ambitious targets it has set for itself in the RMF.

Progress update

4. Over 70 per cent of the commitment actions for IFAD11 relate to developing or updating policies, procedures, guidelines and processes to support the achievement of the IFAD11 targets. These outputs are the backbone for institutionalizing reforms and priorities as they provide IFAD staff with an overarching framework within which to design and deliver country programmes and projects: IFAD's main instruments for supporting rural poverty reduction.
5. Overall, Management is on track with respect to its commitments for IFAD11. Progress on specific actions has been reported at Executive Board sessions including: updates on decentralization, a proposal for a faster implementation for project start-up facility, action plans for the mainstreaming themes, the transition framework, the cofinancing strategy and action plan, the knowledge management strategy, the South-South and Triangular Cooperation facility, the partnership framework, the private sector strategy, the launch of the Agri-Business Capital (ABC) Fund, update on IFAD's engagement in the United Nations system reform, updated COSOP guidelines, and the development of the Special Programme for Countries in Fragile Situations.
6. Further outputs will be reported to the present session of the Board, including revised targeting guidelines, the partnership framework and a framework for stakeholder feedback. Two further outputs are foreseen for presentation at the 128th session in December: the information and communication technologies for development strategy (ICT4D) and a report on the inclusion of people with disabilities in IFAD operations. These will be completed towards the end of the year.
7. Other actions have been completed internally: revisions to the project design process to improve quality and efficiency; roll out of the disbursement action plan; roll out of the ORMS; roll out of the transparency action plan; and roll out of IFAD's client portal. In terms of resource mobilization and enhancing the Fund's communications and visibility, work is ongoing and concrete efforts are underway such as the undertaking of a communications audit and survey.

²⁴ IFAD11/4/R.2/Rev.1.

8. With the completion of the aforementioned, almost 60 per cent of the 50 monitorable actions set for IFAD11 have been delivered and almost 40 per cent are ongoing, as shown below.

Table 1
Monitorable actions set for IFAD11

Monitorable action type	Completed	Ongoing	Total
Enhanced corporate processes	6	4	10
Enhanced corporate strategies	13	4	17
Enhanced financial architecture	2	4	6
Enhanced operational instruments	4	1	5
Enhanced reporting	3	9	12
Total	28	22	50

Annual Report on IFAD Policy on Gender Equality and Women's Empowerment

I. Introduction

1. IFAD is committed to enhancing the impact of its programming on gender equality and women's empowerment (GEWE) by building on several decades of experience promoting GEWE in rural areas, and thoroughly integrating gender concerns into its operations.
2. The 2018 ARRI noted that GEWE has exhibited a slow but steady decline since 2011. A set of complementary measures, including a revised Gender Action Plan 2019–2025, are being implemented to address this challenge and guide the Fund in moving beyond gender mainstreaming to achieve transformative gender impact.
3. This eighth annual report on progress made in implementing IFAD's policy on GEWE coincides with the last reporting year of IFAD10.

II. Results achieved in relation to the Policy's strategic objectives

4. In 2018, the representation of women among people targeted by IFAD-supported projects remained stable at 50 per cent after increasing slightly since 2013 from 48 per cent. Women's representation was high among those trained in community management topics (72 per cent), voluntary savers (54 per cent) and active borrowers (53 per cent) for 2018.

III. Results achieved in relation to the implementation plan

5. IFAD's Gender Policy is implemented through five action areas. Action areas 1 to 3 relate to the Fund's core activities, while action areas 4 and 5 relate to the institutional structures and resources for implementing the policy.

A. Action area 1: IFAD-supported country programmes and projects

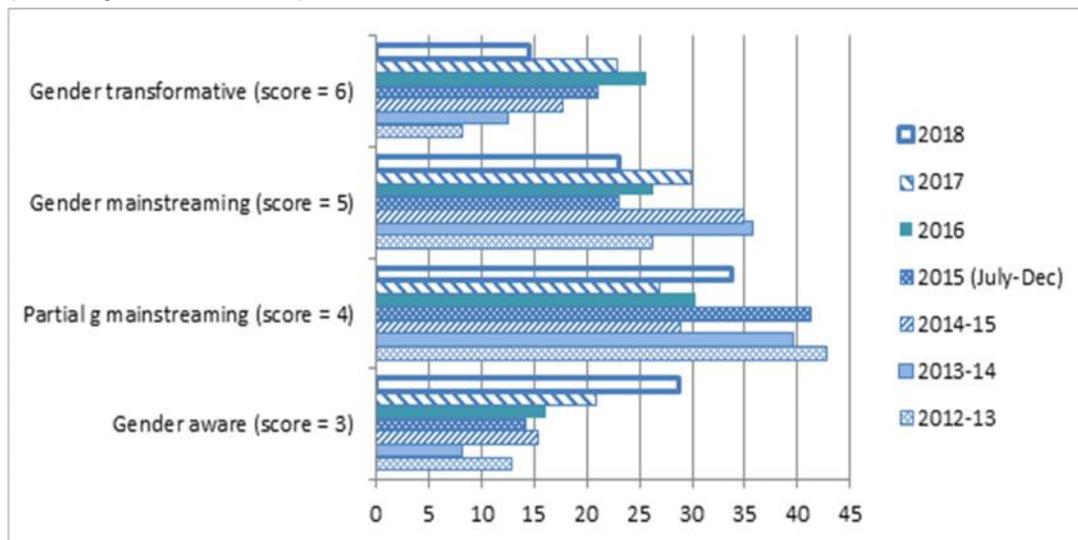
6. Technical backstopping has been provided to country programmes and projects on all mainstreaming themes including gender. The new project delivery team approach has been adopted to support projects from design throughout implementation; the full effects of this new practice will be seen in 2019. The gender perspective is assured through the presence of a staff member from the Environment, Climate, Gender and Social Inclusion Division (ECG) in all project delivery teams to support the integration of GEWE alongside all other mainstreaming topics. IFAD's impact-assessment studies are piloting the project-level Women's Empowerment in Agriculture Index to capture gender-transformative changes.

Indicator 1.1: Increase in the proportion of loans and grants with gender-specific objectives supported by clear budget allocations

7. The gender sensitivity of IFAD's loan portfolio is measured at design stage in terms of value (see figure 1). Out of 40 loans approved in 2018, amounting to a total budget of approximately US\$1 billion, 28 projects or approximately US\$868 million qualified for the analysis. Of this amount, 71.4 per cent of the loan value was rated moderately satisfactory or higher compared to 80 per cent in 2017 and 82 per cent in 2016.

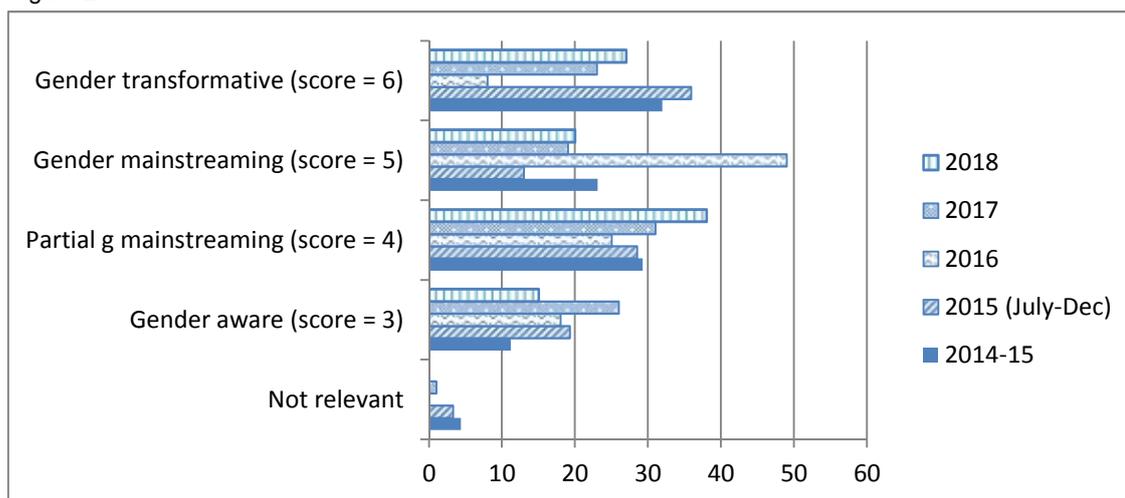
8. The proportion of the total loan value classified as gender transformative declined to 14.6 percent compared to 23 per cent in 2017, 26 per cent in 2016, 21 per cent in 2015 and 18 per cent in 2014.
9. These trends are partly due to: (i) more stringent criteria for projects to be considered gender transformative; and (ii) a reduced focus on in-depth GEWE assessments during missions.

Figure 1
Distribution of total approved loan value by gender score
(Percentage of total loan value)



10. A gender sensitivity analysis of the 35 IFAD grants approved in 2018 with a total value of US\$52 million (figure 2) reveals that 85 per cent of grants by value were rated as moderately satisfactory or above compared to 72 per cent in 2017 and 80 per cent in 2016. By the proportion of grants, 27 per cent were classified as gender transformative – the same as in 2017 and much higher than 8 per cent in 2016.

Figure 2



B. Action area 2: IFAD as a catalyst for advocacy, partnerships and knowledge management

Indicator 2.1: Increase in IFAD inputs on gender issues in international forums and publications

11. IFAD's contribution to international forums includes its participation at the 62nd session of the Commission on the Status of Women (CSW62), which was dedicated

to rural women. IFAD's Vice-President delivered a joint statement of the Rome-based agencies at a high-level segment. Her participation in "Delivering as One: Achieving the SDGs with and for rural women and girls" enriched the deliberations and contributed to the mention of rural women and IFAD in the CSW62 conclusions; similar attempts in 2002 were not successful.²⁵

Indicator 2.2: Inclusion in key IFAD policy documents and knowledge products of references to GEWE

12. The IFAD Strategic Framework 2016–2025 identifies gender equality as one of the five principles of engagement at the core of IFAD's identity and values, which cuts across all its development outputs.
13. New thematic knowledge products on GEWE include the how-to-do note "Design of gender-transformative smallholder agriculture adaptation programmes", thematic factsheets such as "Women-led business and value chain development: A case study in Tajikistan", policy briefs such as "Harnessing the role of rural people to promote more inclusive and equal societies", and the bimonthly gender e-newsletter.

Indicator 2.3: Increase in focus on gender issues in policy dialogue and scaling up

14. At CSW62, IFAD organized the side event "Enabling rural women to benefit from opportunities in agri-food value chains in Africa", which was enriched by first-hand experiences from IFAD partners in Kenya, Mali and Morocco. Factsheets on IFAD's good practices were disseminated at the event to foster the scaling up of successful development practices.²⁶
15. IFAD's commitment to scaling up gender-transformative approaches was highlighted by the July 2018 launch of Empower@Scale, a four-year IFAD grant implemented by the Oxfam Novib/Hivos consortium to empower rural households in sub-Saharan Africa through the Gender Action Learning System.

Indicator 2.4: Increase in joint initiatives on gender-related activities with other development agencies

16. On 8 March, IFAD hosted a celebration of International Women's Day jointly with FAO and WFP.
17. Other inter-agency events organized, co-organized or attended by IFAD in 2018 include:
 - A side event at the 2018 United Nations Climate Change Conference (3–14 December 2018) on "Gender mainstreaming in adaptation and mitigation: A nexus approach";
 - A panel discussion at the Paris Peace Forum (11–13 November 2018) on "Gender Equality: Is Time Up?"; and
 - An event at the 2018 Perugia International Journalism Festival (14 April 2018) on "Amplifying the voices of rural women".

C. Action area 3: Capacity-building of implementing partners and government institutions

18. Capacity-strengthening activities for implementing partners, project staff and experts were implemented during 2018. This included project start-ups and regional workshops.

²⁵ Rural women's access to financial and political institutions is mentioned in paragraphs 15, 36, 44 and 46(ff) and (jjj). Precise language on increasing rural women's rights to access resources, technology and expertise can be found in paragraphs 12 and 16, and IFAD is specifically mentioned in paragraph 49.

²⁶ These included "Women-led business and value chain development: A case study in Tajikistan" and a fact sheet on household methodologies.

19. Efforts were also made to ensure that gender issues were reflected in ongoing mandatory training. To this end, GEWE sessions were integrated into the IFAD Operations Academy, the Fund's induction programme and regional business workshops.

Indicator 3.1: Improvement in gender ratings for the loan and grant portfolio at completion

20. Between 2016 and 2018, 88 per cent of IFAD-supported projects were rated as moderately satisfactory or better at completion against the IFAD10 RMF target of 90 per cent. Of the five IFAD regions, APR exceeded the IFAD10 target with 100 per cent of projects rated at least moderately satisfactory; ESA and LAC were behind the target of 90 per cent by 2 per cent and 3 per cent respectively.

Indicator 3.2: Increase in the number and quality of initiatives to support GEWE undertaken by government institutions

21. In Cambodia, the Project for Agricultural Development and Economic Empowerment successfully integrated gender and nutrition into its activities. This model has been adopted by the Ministry of Women's Affairs as part of Cambodia's next five-year gender strategic plan 2019-2023.
22. A workshop was held in Zimbabwe to identify challenges and opportunities in climate-resilient agriculture for gender equality and empowerment of rural women and girls. The workshop was hosted jointly with the IFAD-funded Smallholder Irrigation Revitalization Programme, the Ministry of Land, Agriculture, Water, Climate and Rural Resettlement, and the Ministry of Women's Affairs, Gender and Community Development.

D. Action area 4: Gender and diversity balance in IFAD

23. IFAD has begun rolling out a new human resources plan for 2017-2021 aimed at reaching gender and diversity targets, with a focus on: (i) re-modelling recruitment; (ii) retaining a gender-balanced workforce; (iii) re-orienting actions and performance; (iv) rethinking perceptions; and (v) reassessing progress.

Indicator 4.1: Increase in the number of women employed by IFAD at grade P5 or above

24. As of 31 December 2018, women accounted for 46 per cent of IFAD's 337 professional and higher staff, and 80.9 per cent of its 188 general service staff (compared to 45 per cent and 82 per cent respectively in 2016). Of the 85 IFAD national staff paid through other United Nations agencies, women accounted for 34.6 per cent of 52 national officers and 63.6 per cent of 33 general service staff (compared to 26 per cent and 75 per cent respectively in 2016).
25. IFAD has yet to achieve gender parity in terms of equal representation of women at the P5 level and above. In 2018, women accounted for 30.9 per cent of staff at grade P5 or above (compared to 25 per cent in 2016).²⁷

Indicator 4.2: Improvement in scores on gender-related staff survey questions by both women and men

26. The 2018 Global Staff Survey results showed that 72 per cent of respondents believed IFAD promotes a culture of gender balance. Corporate recruitment practices continue to be closely monitored to ensure gender balance from applicant pool to shortlist. Such efforts have led to the increase in women staff at grades P5 and higher from 28 per cent to 30.9 per cent in the past year.

²⁷ Percentage of women at P5 or above calculated in line with criteria used for IFAD10 reporting.

E. Action area 5: Resources, monitoring and professional accountability

27. The Operations Management Committee is the reporting mechanism for gender issues. The Associate Vice-President, Programme Management Department (PMD) was the Senior Management gender champion until his retirement in April 2018. A new champion will be appointed in 2019.

Indicator 5.1: Increase in human and financial resources from IFAD's core budget invested to support GEWE

28. Dedicated gender staff were recruited in 2018: both the Lead Technical Specialist (P5) and the Senior Technical Specialist (P4) assumed their duties in April, complemented by a Junior Professional Officer. Gender and social inclusion analyst positions for Asia, Latin America and the Middle East were advertised in 2018.
29. The Office of Strategic Budgeting collaborated with ECG staff to review the gender cost allocation for each staff position in IFAD. The results indicate an upward trend in the percentage of total staff costs spent on gender-related activities from 8.7 per cent in 2017 to 8.9 per cent in 2018 and 9.1 per cent in 2019.

Indicator 5.2: Increase in the number of substantive references to gender issues in agricultural and rural development by IFAD Management in public forums and the media

30. As in the past, in this reporting year, gender was embedded in corporate communications, public advocacy materials, web stories, blogs, social media posts, videos, and other media content. This included numerous speeches by IFAD's President and other senior managers – even when gender was not the principal subject.

Indicator 5.3: Increase in score in the annual review of IFAD's performance on GEWE

31. In 2018, the United Nations System-wide Action Plan (UN-SWAP) 2.0 was rolled out across the United Nations system, with strengthened technical guidance notes and new indicators. With requirements met or exceeded for 13 out of 17 indicators, IFAD is a strong performer among reporting United Nations entities. However, additional work is needed on programmatic results on GEWE,²⁸ gender architecture,²⁹ parity³⁰ and capacity assessment.

²⁸ This is a new indicator for UN-SWAP 2.0.

²⁹ Gender architecture and parity comprised a single indicator in UN-SWAP 1.0. In UN-SWAP 2.0, this indicator was divided into two distinct indicators: gender architecture; and equal representation of women.

³⁰ Ibid.

Annual report on quality assurance in IFAD projects and programmes

I. Summary of 2018 quality assurance reviews

1. This report refers to the work undertaken by QAG in regard to: (i) the review of COSOPs, loan concept notes connected with COSOPs and concept notes for grant-financed projects by the Operational Strategy and Policy Guidance Committee (OSC), chaired by IFAD's President; (ii) the review of loan concept notes by the OSC and loan design reports at the Design Review Meeting (DRM), chaired by IFAD's Vice-President for "operations requiring high corporate attention" (Track 1 projects) and the Associate Vice-President, PMD for "regular operations" (Track 2 projects);³¹ and (iii) the review of grant design reports by the QA Review Committee, chaired by the Vice-President.
2. In 2018, the OSC reviewed 16 COSOPs and 26 concept notes for loan investment projects, as well as one proposal for Reimbursable Technical Assistance (RTA). The QA Review Committee and DRM³² reviewed and endorsed 41 project designs for investment projects, 11 of which were requests for additional financing (including for filling financing gaps) related to ongoing or recently approved projects. In addition, one RTA review and one QA were performed at QE review.³³
3. The Quality Assurance Committee cleared eight investment projects³⁴ (32 per cent of all such projects) with only minor changes required, while 17 projects (68 per cent) required further adjustments during loan negotiations or implementation (see table 1).
4. A total of 55 grant concept notes were reviewed by the OSC. Of these, the OSC endorsed 47, which were authorized to proceed with full project design. Subsequently, 42 grant design documents were submitted to and reviewed by the QA Committee, which cleared 38 of them. Each grant document was rated against specified criteria, as shown in table 1 below.

Table 1
Quality-at-entry review results 2011-2018 (investment projects)

	2018	2017	2016	2015	2014	2013	2012	2011
Number of projects rated at entry (only new projects – additional financing excluded)	25	38	26	34	31	27	30	38
Projects ready to proceed with minor changes – (percentage)	32	26	77	44	68	59	60	39
Projects ready to proceed after addressing recommendations during negotiations or implementation – (percentage)	68	74	23	56	29	41	40	61

5. Projects were rated "at entry" across the dimensions presented in table 2 below. Of the 22 projects rated at entry, 19 were judged likely to meet their objectives.

³¹ In July 2018, PB/2018/04 introduced the categorization of projects under different tracks and replaced the review of loan design reports, formerly known as the Quality Assurance (QA) Committee Meeting, with the Design Review Meeting (DRM).

³² This report covers all reviews of loan design reports conducted in 2018, including both QA reviews (until 30 June 2018) and DRM reviews (from 1 July 2018 onwards).

³³ Discontinued as of 1 July under the current design process.

³⁴ Additional financing proposals are not rated and therefore not included in this figure.

Table 2

At-entry RMF ratings indicators		Baseline	Results	Results	Results	Results
		years	2015	2016	2017	2018
		2013/14				
4.3	Percentage of projects rated 4 or better at entry^a					
4.3.1	Overall quality of design	91	91	93	97	94
4.3.2	Overall quality of design – projects in fragile situations ^b	83	90	96	91	82
4.3.3	Gender	81	89	97	97	92
4.3.4	M&E	88	88	88	92	91
4.3.5	Scaling up ^c	83	92	95	92	90
4.3.6	Environment and climate change	n/a	n/a	90	98	97
4.3.7	Projects have a published and verifiable economic analysis	n/a	n/a	100	100	100

^a Ratings are based on a scale of 1 to 6, with 1 being highly unsatisfactory and 6 highly satisfactory.

^b In 2018, 11 projects rated at entry were located in countries in fragile situations.

^c Scaling up ratings for 2018 were based on 16 projects referred to as being "scaled up" or otherwise further developed from previous interventions in the host country or region.

Table 3

Results framework and performance indicators for IFAD's Grant Policy implementation³⁵

Expected results – performance indicators	2014 (baseline)	2015	2016	2017	2018	2018 target
1. Improved relevance and focus of grant-funded projects						
(a) Percentage of grant-funded projects with an overall rating of 4 or better at entry	N/A	N/A	100	97	96	90
(b) Percentage of grantees selected via competitive processes	Global/regional:4	Global/regional:30	Global/regional:36	Global/regional:39	Global/regional:40	Global/regional:70
2. Increased effectiveness and impact of grant-funded projects						
(a) Percentage of grant-funded projects rated 4 or better at completion for effectiveness	N/A	100 ³⁶	91	96	92	80
(b) Percentage of grant-funded projects rated 4 or better for overall implementation progress	92	95	91	92	90	95
(c) Number of grants resulting in scaled up development interventions, including IFAD investment projects	Not available for 2014	31	31	37	27	30
(d) Cofinancing mobilized by partners of IFAD grant-funded projects per US\$ invested by IFAD	1.3:1	1.3:1	1.4:1	0.8:1	1.6:1 ³⁷	1.5:1
3. Greater efficiency in grant management						
(a) Number of (working) days required to process both small and large grants, from clearance of concept note to final approval ³⁸	Small:186 Large:193 ³⁹	Small:125 Large:174	Small:174 Large:269	Small:228 Large:279	Small:128La rge:252	Small:150 Large:180

³⁵ The 2015 IFAD Grant Policy went into effect in 2016, so indicators from grant status reports (i.e., 2a, 2b, 2c and 4b) only reflect PMD data from before 2016. In addition, the indicators do not include loan-component grants.

³⁶ Only the Policy and Technical Advisory Division reported on this indicator in 2015. The total number of grant status reports analysed for grants completed in 2015 is 13.

³⁷ Two grants contributed significantly to this figure, namely the *Asia Pacific Farmers Programme* and the *Improving smallholders' access to innovation and pluralistic demand-driven extension services*. Without considering co-financing from these two grants, the co-financing ration would be 0:6.

³⁸ Refers to stand-alone grants with concept note approved by the OSC and does not include loan-component grants.

³⁹ The baseline refers to the clearance of the divisional strategic workplan for global and regional grants.

II. Achievements and challenges

Learning from COSOP reviews

6. The number of COSOPs reviewed increased from five in 2017 to 16 in 2018. Of these 16 COSOPs, the proposed strategic objectives of 15 were endorsed by the OSC, while one had to be resubmitted for OSC consideration. The resubmission was received and approved by the OSC that year.
7. Changes in the IFAD business model impacted the way in which COSOPs are prepared and assessed. Inclusion of the IFAD11 commitments and the mainstreaming of key cross-cutting priorities in all COSOPs are part of the OSC discussion and considered a prerequisite for endorsing strategic objectives.
8. The OSC has increasingly called for stronger country diagnoses and more rigorous analyses of rural poverty as a means of ensuring the correct positioning of COSOPs in the country context.
9. Alignment with the IFAD Strategic Framework 2016-2025 and national development strategies has become increasingly important. Information is expected on how COSOPs align with the United Nations Development Assistance Framework and the 2030 Agenda, including specific SDGs and their targets.
10. Clear articulation of IFAD's comparative advantage is key to successful implementation of the COSOP and to meeting the IFAD11 Commitments. OSC discussions have increasingly focused on ensuring that IFAD's comparative advantage and entry point(s) for engaging in a particular country are clearly articulated.
11. Lessons learned and the importance of maintaining a sound learning perspective remained a frequent topic of discussion at the OSC, where it was found that considerable scope remains to ensure that the context of IFAD's history of engagement in a given environment is fully leveraged as a core aspect of proposed country strategies.
12. Financing is not an exclusive delivery channel, and synergies between lending and non-lending activities need to be reinforced. It is important for non-lending activities to be clearly presented and that due attention be given to the identification of dedicated sources of funding for them. Knowledge management is systematically addressed in COSOPs, but the relevance of the information provided is not always up to standard. South-South and Triangular Cooperation is increasingly being featured and is an area in which intra-departmental collaboration is yielding good results.

Learning from investment projects

13. Programmatic approaches/programme phasing. In line with a preference for larger investments, a growing number of projects are adopting programmatic approaches with inherent phasing that, during implementation, foresee the assessment(s) of project performance and/or the achievement of triggers as prerequisites for moving to the next phase(s), including subsequent PBAS financing. This will be a challenge, given the generally weak M&E systems, and it will be imperative to ensure that M&E systems are strengthened and functioning effectively if phased programmatic approaches are to be successful instruments.
14. Additional financing and cofinancing. Proposals for additional financing for ongoing projects, for filling financing gaps in projects designed with budgets larger than the available PBAS resources, and for unrealized cofinancing from other development partners/sources continue to be prevalent. Since cofinancing is a corporate priority, the robustness of proposed cofinancing arrangements needs to be ascertained, as it is probable that the PBAS is considered a de-facto assured financing source to be tapped in cases where partner resources are not yet firmed up.

15. Logical framework (LF). While moving in the right direction, greater consistency between the economic and financial analysis results and LF indicators is needed. Furthermore, (i) several projects do not present baseline figures; and (ii) there is relative modesty vis-à-vis expected outcomes and outputs, regardless of the size of financing envelopes and country context.
16. Country context. Clear recognition and analysis of country context, including fragility and institutional capacity, is required when designing projects. This, however, is not always the case, with designs not giving due consideration to challenging country situations with human and institutional capacity constraints. Due consideration should also be given to the lessons from the country portfolio, which should be used to inform design.

Learning from the grants programme

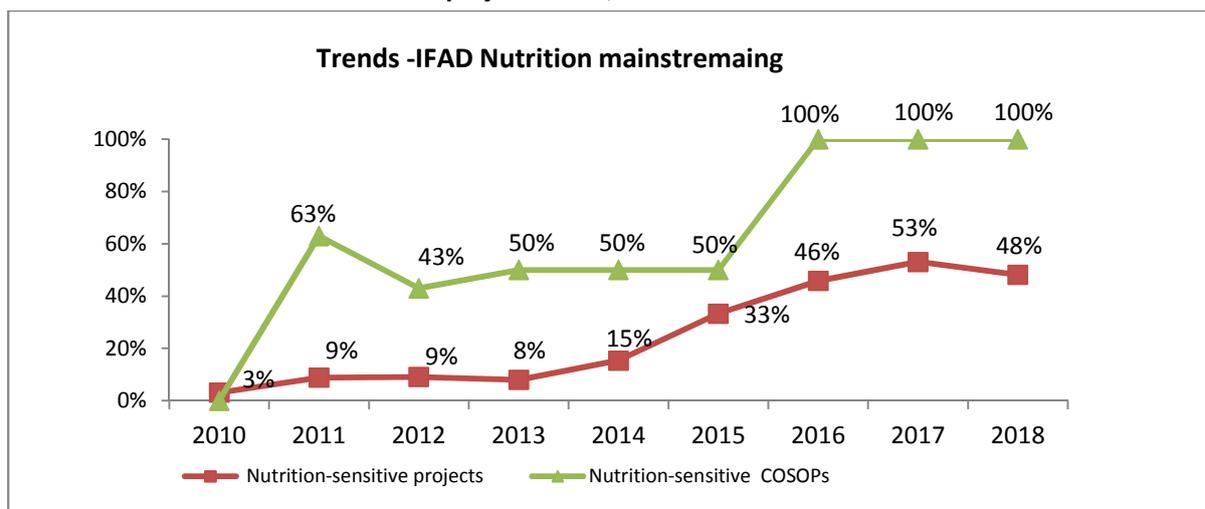
17. Greater attention continued to be paid to recipient selection, noting that the preferred approach to selecting grant recipients is through competition and that the promotion of competitive selection needs further strengthening.
18. The concrete contribution of proposals to the IFAD11 Commitments emerged as an increasingly prominent topic, also in the context of ensuring linkages with investment projects, noting that the mainstreamed themes of nutrition, gender, youth and climate are areas in which linkages to IFAD operations are most useful and likely to occur.
19. Knowledge management and communication were a frequent topic of discussion during OSC and QA reviews. It was emphasized that grants should contribute to knowledge generation and ensure that IFAD gains visibility in the arena of global rural poverty reduction and that recipients clearly acknowledge IFAD's contribution, not only in knowledge and communication products but in initiatives and events funded with grant resources.
20. The concrete utility of outputs and outcomes for IFAD's target group(s) should be clearly stated in grant proposals. To ensure this, better definition of expected outcomes is needed. Indications on the expected direct benefits to IFAD investment projects, including from the research agenda, were also recommended.
21. According to grant policy, grants should promote innovative pro-poor approaches and technologies with the potential for scaling up for greater impact; thus, the sustainability prospects of grant proposals require careful consideration.
22. Aspects of the mobilization of cofinancing continued to receive attention. While cofinancing is encouraged, OSC and QA reviews found that more effort is needed to provide realistic cofinancing figures, which should not be aspirational but reflect what is actually mobilized and therefore not expected to be drastically reduced during design.

III. Spotlight: Nutrition mainstreaming in IFAD operations

23. Nutrition mainstreaming in IFAD's operations was guided by the first Nutrition Action Plan (NAP 2016-2018). IFAD has shown a steady improvement in the share of COSOPs and projects that mainstream nutrition, which has increased to 100 per cent and 48 per cent respectively (by 2018), meaning that the performance targets for operations were met for COSOPs and exceeded for projects. At implementation, projects categorized as nutrition-sensitive, as well as those categorized as not nutrition-sensitive, have begun to consistently track progress at supervision and midterm reviews. So far, 80 per cent of projects (97 projects) that are rating nutrition attained a score of 4 (moderately satisfactory) and above.

24. This was accomplished by establishing a systematic process whereby project design is supported with technical assistance in nutrition through missions, desk reviews, knowledge management, awareness and capacity-building events. Specifically, approximately 200 IFAD staff, consultants and implementing partners were trained in 2018 and 2019 in nutrition-sensitive agriculture and rural development in the LAC, ESA and WCA regions. Furthermore, basic knowledge products were developed to support IFAD staff in the adoption of a nutrition focus at design and implementation (guidelines, toolkits, how-to-do notes, etc.). Moreover, IFAD demonstrated its capacity and leadership in global nutrition policy engagement by successfully organizing and hosting an international conference that made the case for including adolescent girls as main actors and beneficiaries of development investments.
25. The new Nutrition Action Plan (NAP 2019-2025) builds on the achievements and lessons learned from past performance, consolidates IFAD's commitments and elevates the targets. This will enable IFAD11 to better assist its client countries in meeting their national and international nutrition commitments and meet IFAD's corporate commitment to mainstreaming nutrition in 50 per cent of projects at design by 2021. Based on the lessons learned over the years, the definition of a nutrition-sensitive project and COSOP has been revised in 2019, as have the basic requirements for categorizing COSOPs and projects as nutrition-sensitive, which are now more challenging and comprehensive.⁴⁰

Figure 1

Nutrition-sensitive COSOP and project trends, 2010-2018

IV. Spotlight: Youth mainstreaming in IFAD operations

26. In December 2018, the IFAD Executive Board approved the Rural Youth Action Plan, which introduces youth as a new thematic area of mainstreaming across its portfolio over the 2019-2021 period. At the country level, 100 per cent of new COSOPs and 50 per cent of new project designs approved during IFAD11 are expected to be youth-sensitive.
27. A baseline study of IFAD9 projects has been conducted with the objective of identifying the key factors that make a project youth-sensitive. This has subsequently been expanded to include a sample of IFAD10 projects and will be finalized over the course of 2019. Based on the results of these assessments, ECG

⁴⁰ They include: (i) a comprehensive situation analysis of the nutrition context, including nutrient gaps among the targeted beneficiaries; (ii) clear nutrition outcomes and pathways to achieve the desired nutrition outcomes; (iii) outcome- and output-level nutrition-relevant indicators incorporated in the project's logical framework; (iv) nutrition-oriented activities and financial resources allocated in distinct budget lines; (v) implementing arrangements for the delivery of nutrition-sensitive activities defined in coordination with key partners.

has developed specific criteria for the development of "youth-sensitivity" projects, and about 30 projects are currently expected to fall under this category in the 2019 pipeline. Furthermore, ECG has also conducted a prioritization exercise to identify which supervision/implementation support and start-up projects the youth team will focus on. The exercise is based on selected indicators that will allow for a flexible attitude while maintaining an integrated approach to priorities and commitments among the different mainstreaming themes. The Youth Desk successfully submitted an innovative grant proposal on youth agribusiness incubation to the April OSC, and a call for proposals for selection of the grant recipient is currently being drafted. IFAD is also in dialogue with interested parties, and additional cofinancing is being sourced from the Visa Foundation and the Federal Ministry for Economic Cooperation and Development (BMZ).

28. The establishment of the Rural Youth Advisory Council is one of the key pillars of the 2019-2021 Rural Youth Action Plan. The overarching strategic goal is to increase the responsiveness of IFAD programming to young people's needs and views through more structured consultations and strategic dialogue between IFAD and rural youth representatives.
29. Consultative meetings with a number of selected young participants are organized in each of the regional hubs to ensure that a bottom-up participatory process is implemented in practice. The objective is to stimulate discussion to obtain the young participants' inputs, learn about their expectations and experiences and trigger a more in-depth dialogue on potential modes of engagement with IFAD and potential activities. The outcomes of the five regional consultations will be presented as the basis for discussion with IFAD's Senior Management and will inform future decisions on the legal status and configuration of the council.

Definition of "youth-sensitive"

"A youth-sensitive project is one that generates long-term youth employment opportunities and/or entrepreneurship by addressing context-specific challenges and potentials of rural youth". The baseline study, initially of IFAD9 and later expanded to a sample of IFAD10 projects, informed the identification of the main factors that contribute to making a project youth-sensitive: (i) context-specific youth-analysis to inform both the targeting strategy that explicitly targets youth with a tailored approach and youth-sensitive activities aligned with the Rural Youth Action Plan thematic areas (access to assets, skills, services) for employment opportunities; (ii) theory of change that outlines the pathways toward youth empowerment outcomes; (iii) Logical framework with age-disaggregated indicators at the output and outcome level; and (iv) financial and human resources allocated to deliver activities targeting youth.

Projet d'appui à l'insertion des jeunes agripreneurs (AGRI-JEUNES : 2020 – 2025) – Senegal (IFAD11)

AGRI-JEUNES promotes agro-sylvo-pastoral and fisheries enterprises, both on- and off-farm, that create sustainable jobs and income for young rural women and men. These new, youth-led farms and rural enterprises will contribute to the development of high-performance agriculture and the eradication of poverty and food insecurity in rural areas.

The project conducted a thorough analysis of the youth situation in the country and rightly captured the pertinent challenges young people are facing, as well as the action needed to address them and harness the existing opportunities, namely skill building, entrepreneurship and business development services, supporting capacity-building and leadership development programs. The economic ambition of the youth involved will be assessed and supported by partnering with them as change agents, innovators, agricultural producers and economic actors in the up – and downstream segments of agro-sylvo-pastoral and fisheries value chains while fostering entrepreneurial activities.

The targeting strategy clearly outlines the engagement with rural youth, specifying the percentage of youth to be reached as a whole. Youth employment is explicitly embedded in both project development and the specific objectives, which are consequently well-reflected in the theory of change and results framework.

All Logframe indicators are appropriately disaggregated by age and gender.

World Bank 2019 Harmonized List of Countries with Fragile Situations

<i>Region</i>	<i>Country</i>
APR	Afghanistan
ESA	Burundi
WCA	Central African Republic
WCA	Chad
ESA	Comoros
WCA	Congo
WCA	Côte d'Ivoire
WCA	Democratic Republic of the Congo
NEN	Djibouti
ESA	Eritrea
WCA	Gambia (The)
WCA	Guinea-Bissau
LAC	Haiti
NEN	Iraq
APR	Kiribati
NEN	<i>Kosovo*</i>
NEN	<i>Lebanon</i>
WCA	Liberia
NEN	<i>Libya</i>
WCA	Mali
APR	<i>Marshall Islands</i>
APR	<i>Micronesia (Federated States of)</i>
ESA	Mozambique
APR	<i>Myanmar</i>
APR	<i>Papua New Guinea</i>
APR	<i>Solomon Islands</i>
NEN	<i>Somalia</i>
ESA	South Sudan
NEN	Sudan
NEN	Syrian Arab Republic
APR	<i>Timor-Leste</i>
WCA	Togo
APR	<i>Tuvalu</i>
NEN	<i>West Bank and Gaza**</i>
NEN	Yemen
ESA	Zimbabwe

* Not an IFAD Member State.

** At IFAD, referred to as Palestine.

Italics = countries without an IFAD11 allocation.

Source: World Bank.

Note: APR – Asia and the Pacific; ESA – East and Southern Africa; LAC – Latin America and the Caribbean; NEN – Near East, North Africa and Europe; WCA – West and Central Africa.

Progress report on the Adaptation for Smallholder Agriculture Programme

1. IFAD's Adaptation for Smallholder Agriculture Programme (ASAP) is one of the largest multi-donor global funds for smallholder adaptation and is IFAD's flagship programme for channelling climate and environmental finance to smallholder farmers. The original programme (hereafter, ASAP1) is now in its seventh year of implementation; in 2017, a second phase (ASAP2) began to be implemented in parallel with the original programme. ASAP1 channels climate finance to smallholder farmers for immediate and practical investment in the most suitable adaptation options to ensure smallholders' resilience to climate change.
2. ASAP came on stream in 2012 at a time when the world was finally acknowledging the need for immediate and extensive support for the agricultural sector in developing countries to help it begin to adapt to climate change. In the fourth assessment report of the Intergovernmental Panel on Climate Change (IPCC), which was issued in 2007, the Panel noted that global warming could have severe consequences for agriculture. In the fifth IPCC assessment, issued in 2014, the Panel observed that impacts on agricultural systems were already being felt, with the negative impacts outweighing any positive ones. In that same assessment report, the Panel also drew attention to the lack of global experience with effective adaptation options operating at transformative scales.
3. It was against this backdrop that IFAD launched ASAP in 2012. The objective of ASAP1 is to increase smallholder farmers' resilience to climate change. Its inception arose out of an awareness that the negative impacts of climate change on smallholder agriculture warrant specific, targeted responses in planning and investing in rural development to improve livelihoods and reduce poverty. Thus, ASAP1 is a reflection of the realization that explicitly addressing climate change adaptation is necessary in order to achieve IFAD's corporate mission of helping to bring about an inclusive and sustainable rural transformation that will generate improved, sustained and more resilient livelihoods for all poor rural people. Given the importance of agricultural production in the livelihoods of the rural poor and the importance of natural resources as a basis for agricultural production systems, a key element in improving rural livelihoods is improving the management of natural resources and ecosystem services within the agricultural system. The improved management of natural resources is expected to increase productivity in agriculture, enhance non-market benefits for rural households (access to water for household use, for example) and reduce their vulnerability to shocks, all of which will have long-term impacts on income growth.
4. This annex presents a breakdown of the financial status of the ASAP Trust Fund (comprising ASAP1 and ASAP2) and provides detailed information on its programming status, disbursements and ASAP's transformational impact within IFAD. It also includes a breakdown of ASAP1 projects and of the portfolio's initial results.

A. ASAP financial status

5. As of 31 December 2018, the financial status of the ASAP Trust Fund was as follows:

Table 1

Adaptation for Smallholder Agriculture Programme Trust Fund*

Summary of complementary contributions and supplementary funds			
	<i>Member States</i>	<i>Local currency (000)</i>	<i>Contributions received (US\$ 000)**</i>
Complementary contributions	Belgium	EUR 6 000	7 855
	Canada	CAD 19 849	19 879
	Finland	EUR 5 000	6 833
	Netherlands	EUR 40 000	48 581
	Norway	NOK 63 000	9 240
	Sweden	SEK 30 000	4 471
	Switzerland	CHF 10 000	10 949
	United Kingdom	GBP 147 523	202 837
Subtotal			310 645
Supplementary funds			
ASAP1	Flemish Department for Foreign Affairs	EUR 2 000	2 380
	Republic of Korea	US\$3 000	3 000
Subtotal			5 380
Total ASAP1			316 025
ASAP2	Norway	NOK 80 000	8 834
	Sweden	SEK 50 000	5 461
Total ASAP2			14 295
Staff secondment	France	US\$772	772
Total			331 092

* Appendix F - EB 2019/126/R.24 – AC 2019/152/R.3.

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

6. The funding for ASAP1-related programming was reduced from US\$366.5 million in May 2016 to US\$316 million in December 2018. This corresponds to a reduction of 14 per cent in the Trust Fund's resources due to the depreciation of the pound sterling in late 2016. Administrative expenses incurred for management of the programme to date have drawn US\$7.6 million from the ASAP Trust Fund.

B. ASAP programming⁴¹

7. As of 1 May 2019, there were 41 ongoing ASAP grants in 40 countries totalling US\$298 million⁴² (see table 3). The status of four of the 44 projects approved by the IFAD Executive Board are as follows: the ASAP Fostering Agricultural Productivity Project (PAPAM) in Mali was completed in 2018; the ASAP Rural Growth Programme in Yemen has been cancelled as a result of in-country conflict; the ASAP Bagamoyo Sugar Outgrower and Community Development Programme in the United Republic of Tanzania has been cancelled due to government

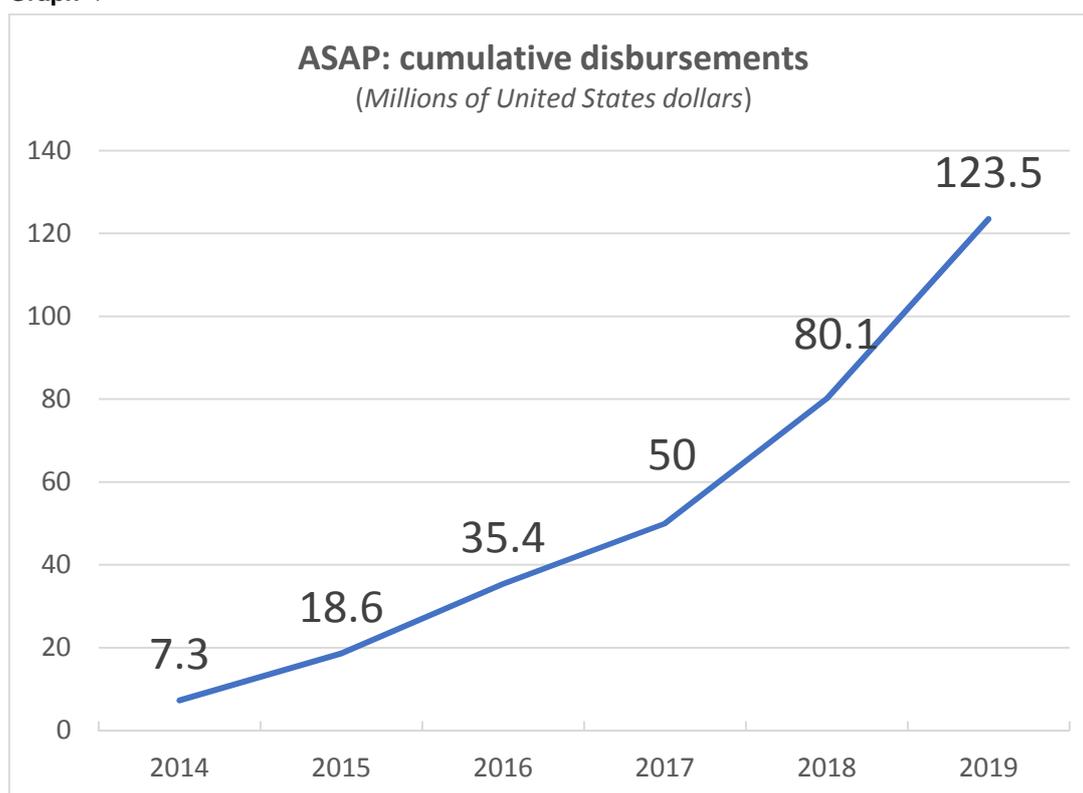
⁴¹ For a detailed breakdown of ASAP allocations and disbursements, by amount and percentage, for each project, see table 3 below.

⁴² Source: GRIPS.

disengagement; and the portfolio in Tajikistan, which includes the second phase of the ASAP Livestock and Pasture Development Project (LPDP II), has been temporarily suspended due to banking issues.

8. The PAPAM/ASAP in Mali is the first ASAP-supported project to reach completion. Funded by an IFAD loan of US\$40 million and an ASAP grant of US\$9.9 million, it promoted an integrated approach that focused on the entire watershed rather than solely on the irrigated or rainfed plots. There were three main components: (i) technology transfer and service delivery; (ii) irrigation infrastructure and participatory adaptation planning; and (iii) a programmatic approach and sector monitoring. The most innovative activities under this ASAP grant included the development of municipal adaptation plans that were prepared on a participatory basis and implemented in conjunction with the communities in 30 municipalities in the Kayes and Sikasso regions and the provision of 645 biogas digesters and 288 solar panel kits for target-group households in beneficiary communities.
9. As of May 2019, the cumulative disbursement for ASAP1 was US\$123 million (38 projects) and the disbursement during the May 2018 – May 2019 period was US\$43.4 million (38 projects). There are five more projects which have all disbursed over 80 per cent of their funds in the Plurinational State of Bolivia, Mozambique, Rwanda and the Sudan (the Butana Integrated Rural Development Project [BIRDP]).

Graph 1



10. ASAP2 was approved by the IFAD Executive Board in September 2016. The Norwegian Agency for Development Cooperation agreed to contribute NOK 80 million – equivalent to about US\$9.5 million – and the Swedish International Development Cooperation Agency agreed to contribute SEK 60 million – equivalent to approximately US\$5.9 million. The contribution agreements of both Nordic nations followed on from their strong support of the first phase of ASAP. These renewed commitments enabled IFAD to mainstream climate change more fully into its upcoming projects. To date, IFAD has mobilized US\$15 million of the original target of US\$100 million. ASAP2 is being

programmed to offer technical assistance beyond the IFAD portfolio. This modality allows IFAD to work with different partners and instruments to continue fulfilling its mandate to support countries in climate and environment mainstreaming with the use of sound, scientifically valid tools based on solid research and evidence.

11. There are to be at least 100 ASAP2 child projects aimed at indirect targets up to 2025. As of May 2019, the cumulative allocation for ASAP2 was US\$10.4 million for 26 different child projects. ASAP2 has invested in climate awareness and capacity-building; the strengthening of climate information services; knowledge management; gender and women's empowerment; nutrition awareness (in the face of growing climate change impacts); private sector involvement; resource mobilization targeting global climate funds; policy engagement with a focus on NDCs; and appropriate climate-focused natural resource management approaches. For the next tranche of eight child projects, currently under review, the focus has shifted to the climate and nutrition nexus, better use of geospatial data, indigenous people's involvement and the livestock sector. This shift builds on the earlier focus of ASAP2 child projects and will thus pave the way for stronger and more holistic development gains.

C. How has ASAP been transformative?

12. ASAP's theory of change includes three key elements:
 - (i) First and foremost, project development is based on a thorough-going assessment of climate and environmental risks, vulnerabilities and challenges and on a strong understanding of the interconnections between people and the contexts in which they live. As a result of this analysis, the most suitable solutions for adaptation and sustainable development are identified. Adaptation options need to be context-, location- and risk-specific. As such, certain adaptation options that may work in one place may not necessarily work in another.
 - (ii) Second, policy interaction with the recipient country is undertaken to ensure that the project will be well-received and to buttress its implementation and sustainability. Focused policy dialogues and capacity-building activities designed to raise climate change awareness, including an awareness of the implications of future climate trends, help to ensure the sustainability of chosen adaptation practices in the long run.
 - (iii) Lastly, in the case of those technologies that prove to be successful, the policy, institutional and capacity-building processes required to secure their adoption are scaled up, thereby ensuring that multiple benefits are obtained on the basis of sustainable intensification approaches.
13. With these elements in mind, ASAP identified poor smallholder farming communities where climate change poses challenges/risks and has sought to introduce the application of climate-resilient/adaptive land management approaches to over 2.3 million ha of poor smallholder farms. As a result of the adoption of these approaches, farmers are expected to increase or maintain their yields without depleting their natural resource endowments while at the same time seeking to mitigate at least 30 million tons of greenhouse gas emissions. This would entail an increase in human capacity in the areas of adaptation, climate risk management and hydro-meteorological disaster preparedness in 11,000 community groups and among 1.2 million individuals.⁴³
14. ASAP has engaged with a variety of farmer associations, including water resource user associations, pasture user unions, grazing associations and farmer field

⁴³ For information on the progress and results achieved so far and how they compare to the programmed targets for ASAP-funded projects at the design stage, see table 2 below.

schools, and has proactively sought to involve them in local policy planning. Through these various groups, ASAP has been able to develop targeted, comprehensive climate change awareness tools that have also enabled the programme as a whole to disseminate knowledge and practices for building climate resilience.

15. ASAP has also invested in climate-proofing infrastructure. Its efforts in this area have included the provision of support for the development of new building codes, the development of new design standards for irrigation schemes, the expanded use of RETs and the climate-proofing of rural roads, post-harvest facilities and markets.
16. One of the greatest successes of ASAP has been in the area of policy engagement. ASAP has championed the importance of bottom-up, highly participatory approaches and extension service system improvements. Thanks to these clusters of activities, even without current ASAP grant resources, the success of ASAP is still influencing government decisions. The Plurinational State of Bolivia, Cambodia, the Gambia, Mali, Mozambique and the Niger are among the countries that are currently beginning second phases or new projects that scale up activities and lessons learned from original ASAP investments. The Governments of these countries have recognized the benefits to be derived from certain types of adaptation activities and now, even though they are not receiving grant support, are willing to borrow money in order to achieve the types of results obtained by ASAP¹. In Kenya, ASAP has been successful in creating awareness around the need for county governments to allocate a percentage of their annual budget to fund climate adaptation and to create County Climate Change Funds for this purpose.

D. ASAP knowledge management and communications

17. ASAP has continued to pursue its communication efforts over the past year. Numerous blogs and web articles on ASAP-supported projects have been produced and uploaded onto the IFAD website. Media outreach efforts reached a total of over 200 outlets, with three press releases, one video news release and one media advisory being shared with international media.
18. In collaboration with various partners and the other Rome-based agencies, IFAD organized a number of events around ASAP-supported projects, both at international conferences and at IFAD headquarters. These activities have included side events held during sessions of the Subsidiary Bodies of the UNFCCC and at the Committee on World Food Security. At the twenty-fourth session of the Conference of the Parties to the UNFCCC (COP 24) in Katowice and the fourteenth meeting of the Conference of the Parties to the Convention on Biological Diversity (COP 14), IFAD participated in numerous side events and media briefings, as well as the high-level segments. IFAD also made submissions under the Koronivia Joint Work on Agriculture and participated in the Talanoa Dialogue. At the United Nations General Assembly in New York, IFAD organized – and senior IFAD managers participated in – an event with Kitchen Connections to showcase our Recipes for Change Campaign.
19. ASAP was present at the BRACED Annual Learning Event (an initiative funded by the Government of the United Kingdom) in Nairobi in February 2019, where lessons from the implementation of BRACED and ASAP were shared. A chapter on ASAP was submitted to the Global Commission on Adaptation for inclusion in a report that it is preparing for the Climate Action Summit, to be convened by the Secretary-General of the United Nations in September 2019. In 2019 a separate narrative has also been created on the lessons learned from ASAP for release at the Climate Action Summit, and the ASAP model has been submitted to the Summit's workstream on nature-based solutions.
20. Key knowledge products developed during the reporting year include The Business Advantage, The Youth Advantage and the Climate Action Report 2018. These

publications were promoted through dedicated press releases or donor/media receptions. IFAD also released two new videos for its Recipes for Change Campaign, one of which showcased the ASAP project in Chad.

E. Conclusions

21. ASAP has shown itself to be a ground-breaking programme inasmuch as ASAP grants are almost always fully blended with investments funded by IFAD's PoLG, which facilitates the mainstreaming of adaptation activities into IFAD operations. Historically, the use of loans to implement adaptation activities has been a challenge, given the high discount rate that developing countries face between short-term results versus long-term objectives. Consequently, high-profile short-term "wins" are more effective, as investments in adaptation technology do not necessarily result in immediate gains and, as such, are harder to justify.
22. As soon as ASAP funds were introduced, they changed the fabric of the projects that they were blended with. The influence of ASAP on adaptation projects cannot be underestimated, since the full blending of adaptation grant resources has made it possible for resilience-building practices to become fully mainstreamed into IFAD's investment portfolio and to play a prominent role in project implementation.
23. ASAP has been instrumental in triggering and facilitating a new modus operandi within IFAD, whereby climate change and natural resources are mainstreamed into IFAD's portfolio at every stage, from the early assessment of rural development planning and COSOPs to project design and implementation. ASAP indicators have also now been incorporated into IFAD's ORMS, have come to be regarded as core climate indicators and are frequently being used in new project designs.
24. Table 2 below shows the aggregation of the targets for all 42 ASAP projects at design and the cumulative progress made to date by the 36 projects that have achieved results. It is worth noting that, when the earliest tranche of ASAP projects was designed, IFAD's core climate and environment indicators had not yet been fully established and so had to be retroactively included in early ASAP projects. In some cases, this has led to slight discrepancies between logical frameworks at design and their current versions. It is also important to note that not all ASAP projects report against every core climate and environment indicator, as each project is invited to select the indicators that are most relevant to its interventions. Nevertheless, this aggregation provides an indicative progress report on ASAP as a whole.
25. The average project disbursement rate currently stands at 35 per cent. The final column of table 2 shows how aggregated results achieved to date compare, in percentage terms, with ASAP's programmed targets. ASAP is ahead of disbursement for the following indicators: smallholders coping with the effects of climate change (1), facilities and households with increased water availability and efficiency (5), groups engaged in climate risk management (6b) and support for country dialogues on climate issues (8). It is close to the target disbursement amounts for climate-resilient land management (4) and the number of individuals engaged in climate risk management (6a). There is still significant work to be done in order to bring results into line with disbursements for climate-proof infrastructure (7). IFAD is confident that these underperforming indicators will soon meet and possibly exceed their targets. The aggregated targets presented here draw on the final results for only a small number of advanced projects. As individual project disbursements increase across the ASAP portfolio, substantial increases in the cumulative results are expected, especially in cases where the achievement of a particular target is reliant on the performance of a small number of key projects. For instance, Ethiopia accounts for almost 80 per cent of the targeted infrastructure results for the entire ASAP, but as yet is only 18 per cent disbursed.

Table 2
Targets and reported results of 42 ASAP investments

<i>ASAP results hierarchy</i>	<i>ASAP results at global portfolio level</i>		<i>Portfolio results indicators</i>	<i>Programmed at design⁴⁴</i>	<i>Results achieved to date</i>	<i>Percentage achieved</i>
Goal	Poor smallholder farmers are more resilient to climate change	1	Number of poor smallholder household members whose climate resilience has been increased	6 351 907	2 628 053	38
Purpose	Multiple-benefit adaptation approaches for poor smallholder farmers are scaled up	2	Leverage ratio of ASAP grants versus non-ASAP financing	1:7:5	1:7:5	100
		3	Number of tons of greenhouse gas emissions (CO ₂ e) avoided and/or sequestered	30 000 000*	Will be analysed once at least one third of the projects have reached completion	n/a
Outcome 1	Improved land management and gender-sensitive climate-resilient agricultural practices and technologies	4	Number of ha of land managed under climate-resilient practices	2 397 680 ha	760 372 ha	32
Outcome 2	Increased availability of water and efficiency of water use for smallholder agriculture production and processing	5	Number of households and of production and processing facilities with increased water availability	1 346 facilities	2 994 facilities	222
				204 816 households	86 422 households	42
Outcome 3	Increased human capacity to manage short-term and long-term climate risks and reduce losses from weather-related disasters	6	Number of men and women and No. of community groups engaged in climate risk management, environment and natural resource management and disaster risk reduction activities	1 275 763 people	358 355 people	28
				11 564 groups	10 294 groups	89
Outcome 4	Rural infrastructure made climate- resilient	7	United States dollar value of new or existing rural infrastructure that has been made climate resilient	US\$100 005 000	US\$21 660 000	22
				1 915 km	282 km	15
Outcome 5	Knowledge about climate-smart smallholder agriculture documented and disseminated	8	Number of international and country dialogues on climate issues to which ASAP-supported projects or project partners make an active contribution	30	17	57

*Based on an EX-ACT analysis of 13 out of 42 projects.

⁴⁴ Currently expected to be achieved by December 2024, but subject to change depending on the evolving status of ASAP projects.

Table 3

Progress to date of ASAP-supported projects, intermediate results, disbursement amounts and percentages of disbursement

Legend: Lending terms	
D = 100 per cent grant – debt sustainability framework countries	AG = additional grant (added to an ongoing investment programme)
DH = 50 per cent grant, 50 per cent highly concessional	FB = fully blended grant (co-programmed with IFAD baseline investments)
HC = highly concessional – 40 years repayment, 0.75 per cent annual cost, 10-year grace period	
BL(end) = same cost as HC but repayment over 20 rather than 40 years	
O = Ordinary terms	

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	Thematic focus				Entry into force			
Asia and the Pacific region								
Bangladesh	Climate Adaptation and Livelihood Protection Project	HC	15 047 193	AG	Sep-13	8 907 669	65	<ul style="list-style-type: none"> • 229 km of roads; 2,315 bridges and culverts; and 32 ghats (boat landing platforms) completed. • The project completed 69 per cent of village protection works (120) and 72 per cent of village internal services. • The target of forming 3,700 common interest groups (CIGs) has been achieved. The training provided to the CIGs has benefitted 84,100 people, and 960 small-scale businesses have been launched. • 49 km of canals have been excavated. • A total of 318 labour contracting societies (LCS) (7,950 members) have been trained. • 213,000 swamp trees have been planted.
	Village protection to prevent flood damage; diversified food production and income-generation systems; capacity-building in climate risk management; flash-flood early warning system				04-Sep-14			
Bhutan	Commercial Agriculture and Resilient Livelihoods Enhancement Programme (CARLEP)	BL	5 022 615	FB	Sep-15	1 711 410	35	<ul style="list-style-type: none"> • New crops, such as spring maize, watermelon, quinoa and pulses have been introduced on about 300 acres (1,183 households). • Climate-resilient agriculture has been
	Climate-resilient agriculture systems				11-Dec-15			

⁴⁵ As of May 2019, based on cumulative project results from IFAD's Operational Results Management System (ORMS).

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	(permaculture), value chains, dairy and irrigation; RETs; policy dialogue on building resilience to climate change in the agriculture sector							implemented in 6 climate-smart villages <ul style="list-style-type: none"> • 12 staff trained in permaculture and 17 tree nurseries set up. • 5 existing and 11 new dairy farmer groups (DFGs) supported to construct 606 sheds, purchase improved breeds and produce fodder. • 330 households in 22 DFGs trained in clean milk production. • 12 biogas units have been installed. • 1,795 acres (1,100 households) of irrigation channels have been rehabilitated.
Cambodia	Agricultural Services Programme for Innovations, Resilience and Extension (ASPIRE)	HC	14 995 000	AG	Dec-14	10 153 375	73	<ul style="list-style-type: none"> • 3,418 households are reporting the adoption of environmentally sustainable and climate-resilient technologies and practices. • The District Climate Change Resilience Strategy has been integrated into 16 district development plans.
	Mainstreaming climate risk resilience in agricultural extension services; participatory scenario development; climate risk information and early warning services; promotion of “no-regrets” technologies to manage climate variability and hazards (system of rice intensification, agro-sylvo-pastoral systems, conservation agriculture, biogas)				03-Mar 15			
Lao People's Democratic Republic	Smallholders' Adaptation to Climate Change Component (SACCC)	HC	5 000 000	AG	Apr-15	2 693 310	55	<ul style="list-style-type: none"> • 175 village development plans prepared. • Tailored starter kits disseminated to 11,030 households in 175 rural villages. • 304 agricultural producer groups have been formed and have developed business plans. • 2 contracts with local Village Bank Network support organizations have been issued on the establishment of 40 village banks in Attapeu and Salavanh Provinces. • Nutrition action plan implemented: 7,452 households received home garden starter packs and technical training; 973 households created fish
	Participatory climate vulnerability risk assessment and scenario development; development of community-based adaptation investment plans; investments in small-scale water infrastructure and community-based forest management plans (adaptation fund); enhancing climate risk management capacity at policy and planning levels.				28-Jul 15			

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
								<p>ponds; 64 school garden packages were established with a kitchen garden, chicken coops and fish ponds.</p> <ul style="list-style-type: none"> • 64 clean water schemes constructed that benefit 4,672 households with improved domestic water quantity and quality. • Community-based forest management plans prepared in 100 pilot villages. • Innovative knowledge management and activity monitoring tools established through the use of social media, pictures, videos, info-graphics and fact sheets.
Nepal	Adaptation for Smallholders in Hilly Areas (ASHA)	HC	14 999 000	FB	Sep-14	3 171 097	24	<ul style="list-style-type: none"> • 6 new profitable climate-resilient farming systems tested with at least 100 farmers each. • 84 GIS-based sub-watershed management plans developed. • 45 Local Adaptation Plans for Action incorporated into district development plans. • 5 indigenous, 1,676 young, 49 female, 68 male and 112 non-indigenous people accessing technologies that sequester carbon or reduce greenhouse gas emissions. • 6 targeted districts and programme-relevant government ministries have climate-informed policies, programmes, plans and staff capacity. • 3,657 beneficiary households adopting at least one climate-resilient agriculture practice. • 1,994 households have adopted livestock stall-feeding with adapted forage and fodder trees. • 1,796 households have adopted RETs for domestic purposes. • 414 ha of farmland have been equipped with new or rehabilitated water-related infrastructure.
	Participatory climate risk and vulnerability assessments; development of local adaptation plans; sustainable land, water and forest management; diversification of crops; improved storage systems				26-Feb 15			

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	Thematic focus				Entry into force			
Viet Nam	Project for Adaptation to Climate Change in the Mekong Delta (AMD) in Ben Tre and Tra Vinh Provinces	BL	12 000 136	FB	Dec-13	6 290 427	58	<ul style="list-style-type: none"> • 268 provincial communes and districts are preparing and implementing annual climate-informed, participatory market-oriented plans. • 24,925 poor smallholders with increased climate resilience. • US\$20.2 million invested in profitable climate-resilient infrastructure, farming systems and enterprises in project communes. • 25 different viable pro-poor climate-resilient farming system packages, each adopted by more than 400 poor or near-poor households. • 96% of provincial communes and districts participating in the project have adopted a community-based disaster risk management plan and community adaptation plan. • 1 peer-reviewed scientific paper published on the introduction of climate-adapted species/variety in Tra Vinh and Ben Tre Provinces.
	Combined rice/aquaculture systems, salinity monitoring and management in soil and groundwater; saline-tolerant catfish breeding; institutional capacity development				28-Mar 14			
East and Southern Africa region								
Burundi	Value Chain Development Programme – Phase II (PRODEFI-II)	D	4 926 000	FB	Sep-15	2 122 163	44	<ul style="list-style-type: none"> • 33,808 poor smallholder household members supported in coping with the effects of climate change. • 2,533 households reporting a reduction in water shortages relative to production needs. • 11,220 persons provided with climate information services. • 8,745 persons accessing technologies that sequester carbon or reduce greenhouse gas emissions. • 125 community groups engaged in natural resource management and climate risk management activities. • 1,295 ha of land under climate-resilient practices. • support provided for 1 international and country dialogue on climate issues. • 85 km of roads protected from climate events.
	Improved livestock management to enable soil regeneration; improved infrastructure to protect agricultural production from extreme events; support for development of a risk management plan at the landscape level; design and application of revised building codes				03-Nov-15			

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	Thematic focus				Entry into force			
								<ul style="list-style-type: none"> • Study for the Ruvubu watershed protection plan completed. • Agreements with the various research organizations in Burundi (ISABU, ILRI) for the multiplication of seeds resilient to climate change have been signed. • 12 climate-resilient bean varieties and improved forage have been introduced and their cultivation has been expanded. • Capacity-building activities for the improved integration of climate change into planning practices have been launched.
Comoros (The)	Productivity and Resilience of Smallholder Family Farms	DH	1 000 000	FB	May-17	118 798	12	<ul style="list-style-type: none"> • Mapping of the 48 intervention villages as a basis for the proposal of fertility conservation and improvement measures for agricultural and forest lands. • Completion of 80 ha of hedging (embocagement) on the three islands of Anjouan, Mohéli and Ngazidja, which exceeded the targeted number of ha for 2018. • Development of 1 hectare of degraded steeply sloping land. • Sensitization and information meetings with producers and other actors concerning cassava cultivation in Mohéli. • Establishment of 2 farmer field schools (FFS).
	Promotion of climate-smart production of cassava, banana and vegetable crops; improved natural resource management to reduce erosion risk				29-Dec-17			
Ethiopia	Participatory Small-scale Irrigation Development Programme – Phase II (PASIDP II)	HC	11 000 000	FB	Sep-16	1 899 521	18	<ul style="list-style-type: none"> • Strengthening of 94 Irrigation Water User Associations (IWUAs). • 8 community schemes covering over 1,481 ha which benefit 2,892 households. • 50 more schemes are under construction for over 7,227 ha which will benefit 16,950 households. • 56 IWUAs established. • 17 community ponds constructed, with 19 more under construction. • 28 shallow wells under construction.
	Promotion of improved smallholder irrigation practices and associated management of rainfed catchments aimed at improved productivity; conservation agriculture; climate-proofing irrigation schemes				13-Feb-17			

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
								<ul style="list-style-type: none"> • 23 drip systems installed. • 182 household ponds under construction. • 27 nurseries set up. • 270 home garden demonstrations conducted.
Kenya	Kenya Cereal Enhancement Programme – Climate-Resilient Agricultural Livelihoods Programme (KCEP-CRAL) Community-based vulnerability mapping and natural resource management; strengthening of agro-meteorological services; modelling food security; multiple-benefit interventions for soil and water conservation that also reduce greenhouse gas emissions (e.g. conservation agriculture, water harvesting, agroforestry, renewable energy) and crop insurance	HC	10 000 000	FB	Apr-15	1 841 499	19	<ul style="list-style-type: none"> • 19,955 farmers selected for participation in community sensitization awareness campaigns. • 358 agro-dealers equipped with points of sale. • 408 on-farm demonstrations on crop agronomy for farmer groups. • Training of 32 county officers in geographic information system (GIS) applications. • 28,628 beneficiaries of financial literacy training. • 168 farmer group clusters formulated to facilitate aggregation and marketing. • 10 new warehouses designed for rehabilitation. • Formation of 171 new primary subsistence farmers groups. • 122 new groups trained in utilization of climate-resilient foods as an important aspect of resilience-building.
					26-Aug-15			
Lesotho	Wool and Mohair Production Project	BL	7 000 000	FB	Sep-14	2 227 934	35	<ul style="list-style-type: none"> • 598 sheep constituting the national elite breeding flock. • 1,206 people trained in production practices and/or technologies. • 67 women trained in wool and mohair processing, product design and bookkeeping. • Support for 61 groups in sustainably managing natural resources and climate-related risks (with 3,050 members). • 173 Shearing Shed Associations trained in enterprise management. • 5 automatic weather stations procured and installed. • 189 extension service workers trained in Participatory Integrated Climate
	Climate change adaptation in wool and mohair value chains; community-based rangeland management; strengthened access of herders to agro-meteorological information; applied research to optimize livestock management practices; disease early warning system				17-Jun-15			

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
								Services for Agriculture (PICSA). • 3,429 farmers trained in PICSA.
Madagascar	Project to Support Development in the Menabe and Melaky Regions – Phase II (AD2M-II)	HC	6 000 000	FB	Sep-15	1 597 481	28	<ul style="list-style-type: none"> • 53,940 poor smallholder household members supported in coping with the effects of climate change. • 89 environmental micro-projects for the most vulnerable groups. • Hydro-agricultural development activities to introduce new, more resilient varieties and improved climate resilience are at the start-up stage.
	Consolidation of existing and creation of new irrigation-based development poles (areas with high production potential and other necessary conditions for development); catchment management around these areas; climate-proofing of irrigation system design and crop varieties; diversification of water management options; spatially based planning; capacity-building with local government; diversification of livelihood options				30-Dec-15			
Malawi	Programme for Rural Irrigation Development	DH	7 000 000	FB	Dec-15	568 431	8	<ul style="list-style-type: none"> • Establishment of catchment conservation plans with no-regret/low-regret investments for all 15 identified and reserve irrigation programme areas as a pre-investment. • Sensitization and awareness-raising regarding the new land laws (e.g. the Land Act) for 4,277 beneficiaries (1,905 male and 2,372 female) in the three districts of Machinga, Zomba and Nkhatabay. • Training in soil and water conservation techniques in 3 districts for 71 extension officers, including members of the Village Development Committee.
	Watershed management; landscape-level ecosystem management; sustainable agricultural intensification; climate-proofing of irrigation schemes				20-Dec-16			
Mozambique	Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors	DH	4 907 560	FB	Sep-12	4 416 053	98	<ul style="list-style-type: none"> • 490 ha of new sites for irrigation schemes and 12 sites for the installation of irrigation kits (48 ha) have been identified. • Tendering has been completed for the rehabilitation of 744 ha of irrigation systems. • The environmental impact assessment for the rehabilitation of the Moamba Block I irrigation scheme has
	Climate change adaptation in value chains for irrigated horticulture under shade cloths; drought-tolerant cassava varieties; efficient water utilization and management, water harvesting and irrigation; strengthened climate information services; community-				03-Oct-12			

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	Thematic focus				Entry into force			
	based natural resource management plans; capacity-building (e.g. through FFSs); pest and disease monitoring							<ul style="list-style-type: none"> • been completed. • The first phase of the rehabilitation of the pumping station of the Moamba Block II has been finalized. • Sensitization and capacity-building activities to facilitate the establishment of Water User Associations. • FFS training on good agricultural practices, including conservation agriculture principles, is being conducted in 91 FFS (2,069 producers and the establishment of 17 demonstration plots). • The training of 120 agribusiness development agents has been completed. • The total number of shade cloths installed stands at 16 (crop production) and 7 (seedlings) covering a total area of 2.6 ha. • 32 multiplication sites with 6 varieties of drought-tolerant cassava covering a total area of 308 ha. • 3 upgraded cassava processing facilities. • 32,525 cattle provided with treatment to protect them from ticks. • 1,031 bulls have been castrated. • 3,728 cattle treated (deworming, wounds, etc.). • 29 multifunctional boreholes (6,236 household beneficiaries). • 112 fodder banks established.
Rwanda	Post-Harvest and Agribusiness Support Project (PASP)	HC	6 923 865	FB	Dec-13	5 855 866	94	<ul style="list-style-type: none"> • 97 business plans financed (46 initiated by private sector actors, 29 drawn up by cooperatives, 7 joint ventures and 15 others were business driven). • Strengthening the capacity of several government agencies. • Support for 24 private sector actors and 54 cooperatives in climate-proofing their infrastructure and purchasing climate-smart technology.
	Climate-resilient, post-harvest processing and storage of maize, cassava, bean, potato and dairy value chains; improved climate information services and storage building codes				28-Mar-14			

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
								<ul style="list-style-type: none"> • 44,710 small farm households have engaged with PASP hubs to gain access to new climate-smart harvest and post-harvest technologies.
Uganda	Project for Restoration of Livelihoods in the Northern Region	HC	10 000 000	FB	Dec-14	3 110 159	33	<ul style="list-style-type: none"> • A total of 92 RETs, including 1 biogas plant, 35 solar PV systems and 56 energy-saving cook stoves installed in public institutions. • 424 community-based natural resource management plans completed. • 15 new automatic weather stations and spare parts for six automatic weather stations procured. • 185 extension workers trained in the interpretation and application of weather and climate information. • 574 farmer groups directly provided with information through extension agents and radio shows. • 234 farmers and 36 extension workers trained in sustainable land management approaches and technologies. • Mentoring of the first batch of 4,000 vulnerable households. • 427 acres of cassava planted by 100 farmers' groups in the first season of 2018. • Support for 154 agricultural extension staff (97 males and 57 females) and 200 community-based facilitators (CBFs) (125 males and 75 females).
	Efficient and sustainable water management practices for development of commercial crop production; solar photovoltaic (PV) systems; biogas systems; energy-saving cook stoves; drought-tolerant and disease-resistant staples; climate information services, climate-resilient community access roads; agroforestry and social forestry				05-Aug-15			
Latin America and the Caribbean region								
Bolivia (Plurinational State of)	Economic Inclusion Programme for Families and Rural Communities in the Territory of the Plurinational State of Bolivia with funding from the Adaptation for Smallholder Agriculture Programme (ACCESOS- ASAP)	BL	9 999 815	AG	Dec-13	7 495 421	84	<ul style="list-style-type: none"> • Support in coping with climate change for 4,231 families, including the provision of technical assistance and training on a competitive basis in the sustainable management of natural resources and climate change adaptation. • Incorporation by 16 municipalities of risk management and climate change adaptation measures in their planning
	Utilization of indigenous adaptation knowledge; incorporation of resilience parameters into public investment projects; community-based natural				17-Mar-14			

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	resource management at the landscape level; climate information management; local-level bidding processes for community-based adaptation							<p>systems.</p> <ul style="list-style-type: none"> • Improved access for 5,975 families to financial services. • Sensitization of 253 people to the topic of climate change. • 56 “talking maps” with risk management components. • Over 4,000 households provided with new or improved climate information services. • 6,870 ha of farmland equipped with new or rehabilitated water-related infrastructure. • 11,747 males and 8,024 females trained in natural resource management. • 55 environmental management plans formulated. • Fostering of 1 policy dialogue on participatory, climate-sensitive municipal planning, including disaster risk management criteria.
Ecuador	Project to Strengthen Rural Actors in the Popular and Solidary Economy (FAREPS)	O	4 000 000	FB	Sep-15	n/a	0	Project information on climate change/environment activities not yet available
	05-Sep-17							
El Salvador	National Programme of Rural Economic Transformation for Living Well - Rural Adelante	O	5 000 000	FB	Dec-15	n/a	0	Programme information on climate change/environment activities not yet available
	Incorporation of adaptation measures into community-based rural development business plans; creation of an environmental fund to cofinance plans targeting natural resource management and adaptation to climate change				02-Apr-19			
Nicaragua	Adapting to Markets and Climate Change Project (NICADAPTA)	HC	8 000 293	FB	Dec-13	5 223 911	71	<ul style="list-style-type: none"> • 12,944 households reporting the adoption of environmentally sustainable and climate-resilient technologies and practices.
	Sustainable water resources management; agricultural				01-Jul-14			

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	Thematic focus				Entry into force			
	diversification and strengthening of meteorological services in coffee and cocoa value chains							<ul style="list-style-type: none"> • 85 tours and/or exchange events on coffee and cocoa technologies and adaptation to climate change. • 85,934 poor smallholder household members supported in coping with the effects of climate change. • 39,862 individuals engaged in natural resource management and climate risk management activities. • 493 production and processing facilities supported with increased water availability and efficiency.
Paraguay	Project for Improved Family and Indigenous Production in the Departments of Eastern Paraguay	O	5 093 000	FB	Dec-15	n/a	0	Project information on climate change/environment activities not yet available
	Focus on livelihood diversification and climate risk management in agricultural value chains; improvement of early warning systems; incorporation of adaptation criteria into business planning; cofinancing of bio-digesters in the dairy value chain				29-Nov-18			
Near East, North Africa and Europe region								
Djibouti	Programme to reduce vulnerability in coastal fishing areas	BL	5 996 000	FB	Dec-13	3 386 480	62	<ul style="list-style-type: none"> • 935 poor smallholder household members supported in coping with the effects of climate change and engaged in natural resource management and climate risk management activities. • 1,015 households reporting adoption of environmentally sustainable and climate-resilient technologies and practices. • 6 ha of land under climate-resilient practices. • Support for 2 international and country dialogues on climate change. • 1 awareness-raising workshop on responsible fishing. • 1 oceanographic research laboratory established. • 7.5 ha of mangroves cleaned. • 3 ha of mangroves replanted. • 1,408 meters of canals opened. • 1,572 linear meters of mechanical
	Reduced climate risk in fishery value chains; participatory management of coastal resources; protection of coastal infrastructure; improved post-harvest refrigeration and storage; improved access to freshwater for fishery value chains; rehabilitation and protection of coastal mangrove ecosystems and coral reefs				01-Aug-14			

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
								sand dune fixation.
Egypt	Sustainable Agriculture Investments and Livelihoods Project	O	5 000 000	FB	Dec-14	855 578	18	<ul style="list-style-type: none"> • 1,904 persons provided with climate information services and engaged in natural resource management and climate risk management activities. • 248 households provided with increased water availability or efficiency. • 1 early warning and response system in operation. • 1 baseline study on the carbon status of the project area. • Promotion of climate-resilient technologies (greenhouses/polytunnels).
	Sustainable agriculture investments and livelihoods; basic social infrastructure; water conservation and efficient irrigation techniques				15-Jun-15			
Iraq	Smallholder Agriculture Revitalization Project	DH	2 000 000	FB	Sep-17	n/a	0?	Project information on climate change/environment activities not yet available
	Integrated watershed management; water conservation in drought-prone areas; rehabilitation and improvement of rural feeder roads; diversification of energy systems in rural areas				05-Jun-18			
Kyrgyzstan	Livestock and Market Development Programme II	DH	9 999 520	FB	Dec-13	6 494 780	73	<ul style="list-style-type: none"> • 6,800 people trained in climate change adaptation. • 189 approved pasture management and animal health plans in the project area are effectively integrating climate risk mitigation and adaptation measures. • 21 workshops to raise awareness on the risks of climate change. • Procurement of an early warning system and GIS platform.
	Protection of livestock from climate-related disasters and diseases; community-based management and restoration of degraded pastures and rangelands; climate-resilient dairy value chain; early warning systems				06-Aug-14			
Republic of Moldova	Rural Resilience Project	BL	5 000 000	FB	Dec-16	1 309 067	26	Project information on climate change/environment activities not yet available
	Productive rural infrastructure; climate-resilient cropping systems and technologies; business diversification among groups of women in areas of high climate vulnerability and poverty; support for public and private investments in ecological restoration measures to reduce climate-related risks and improve ecosystem services for agriculture				14-Aug-17			

Country	ASAP-supported project name	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	Thematic focus				Entry into force			
Morocco	Rural Development Programme in the Mountain Zones – Phase I	O	2 004 000	FB	Sep-14	289 819	16	<ul style="list-style-type: none"> • 7.42 km of canals constructed. • 3 water points constructed. • 1,674 ha of new plantations. • 1,275 ha of existing plantations rehabilitated. • 2 sylvo-pastoral management plans prepared. • Increased climate resilience on the part of 10 poor smallholder household members. • 25 households reporting adoption of environmentally sustainable and climate-resilient technologies and practices. • 1,100 ha of land under climate-resilient practices. • Support for 1,500 persons in sustainably managing natural resources and climate-related risks. • 1,500 persons provided with climate information services.
	Diversification of livelihoods and energy systems; water-efficient irrigation systems; conversion of traditional production systems affected by climate change to robust adapted tree crops				23-Feb-15			
Sudan (The) 2	Butana Integrated Rural Development Project – additional financing	D	3 000 000	AG	Sep-16	2 955 821	100	<ul style="list-style-type: none"> • Support for 162,194 poor smallholder household members in coping with the effects of climate change. • 66 new climate-resilient community village plans prepared. • 39 new sources of water (hafirs, water yards and hand pumps) completed and 5 under construction. • Drilling of 16 boreholes completed. • 133 new home gardens (jubraka) established. • 3,808 feddan covered with cultivation of guar on individual farms. • 68,639 feddan of rehabilitated communal rangelands. • 11,000 feddan of shared community rangelands (community network). • 19,950 feddan of community forests established and developed. • 7 km of tree shelterbelt around farms and water sources.
	Conservation and restoration of ecosystem services on which livestock and agriculture production depend; sustainable management and governance of natural resources; efficient use of scarce water resources; integrated management of forest/ rangelands/agroforestry farming systems				24-Jan-17			
Sudan (The) 1	Livestock Marketing and Resilience Programme	D	7 000 000	FB	Dec-14	1 557 970	24	<ul style="list-style-type: none"> • 15,168 ha of rangelands under climate-resilient management practices.

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
	Food security, income diversification and climate resilience for poor households in pastoralist and agropastoralist communities; village-level planning; rehabilitation of degraded rangelands				31-Mar-15			<ul style="list-style-type: none"> • 97 community groups engaged in climate risk management planning.
Montenegro	Rural Clustering and Transformation Project	O	2 000 000	FB	Apr-17	556 951	27	<ul style="list-style-type: none"> • Support for 2,060 poor smallholder household members in coping with the effects of climate change; this result has surpassed the project end target in the second year of implementation. • Support for 5 production and processing facilities through the provision of increased water availability and efficiency. • Support for 163 households through the provision of increased water availability or efficiency.
	Resilient rural infrastructure; value chains				05-Dec-17			
Tajikistan	Livestock and Pasture Development Project II	HC	5 000 000	FB	Dec-15	2 972 779	60	<ul style="list-style-type: none"> • Support for 180 groups in sustainably managing natural resources and climate-related risks. • Approval of 179 community livestock and pasture management plans (CLPMPs) that effectively integrate climate risk mitigation and adaptation measures. • 22 1-ha demonstration plots of natural pasture. • 10 km of water-supply pipeline constructed in the southern Dangara District. • Procurement has begun for 86 demonstration plots covering a total of 245 ha where various tree species will be planted.
	Rangeland management and diversification; protection of livestock from climate-related disasters and diseases; community-based management and restoration of degraded pastures and rangelands				03-Feb-16			
West and central Africa								
Benin	Market Gardening Development Support Project	HC	4 500 000	FB	Dec-15	576 389	13	<ul style="list-style-type: none"> • Support for adaptation to climate change has begun with the training of 27 specialized gardening technicians and 10 market gardeners. The training focused on composting techniques to promote the use of organic fertilizers, integrated pest management and technical routes.
	Improved water management and integrated pest control in horticulture				01-Jun-16			

Country	ASAP-supported project name Thematic focus	Country financial terms	ASAP allocation (US\$)	Grant type	Executive Board date Entry into force	Total amount ASAP disbursed (US\$ equivalent)	Percentage ASAP disbursed	Intermediate results ⁴⁵
								<ul style="list-style-type: none"> • 4 composting units have been set up.
Cabo Verde	Rural Socio-economic Opportunities Programme	HC	4 000 000	AG	Dec-16	1 067 066	27	<ul style="list-style-type: none"> • 130 ha of anti-erosion benches created on Fogo and Brava islands. • 1 workplan developed in conjunction with the National Meteorological Centre and the national water agency that will allow all the activities planned in the programme's climate component to be deployed for the next rainy season and will support the provision of adequate agro-climatic and other information and training in water management. • Soil conservation activities and fruit tree plantations have generated positive effects in the Pico Antonia Natural Park.
	Improved water management and landscape approach				15-Jun-17			
Chad	Project to Improve the Resilience of Agricultural Systems in Chad (PARSAT)	D	5 000 000	FB	Dec-14	2 928 876	66	<ul style="list-style-type: none"> • 30%-50% increase in crop yields in the field farmers schools thanks to the use of improved varieties, respect for technical routes and good rainfall. • In the context of variety testing in a farmer environment, 15 new elite farmers were identified in addition to the 10 existing ones. Training has been conducted by the <i>Chadian</i> Institute of Agricultural Research for Development (ITRAD) for technicians and elite farmers in the implementation, monitoring and conduct of variety trials. • 35 environmental clubs established. • 19 piezometers have been installed in the project area. • 14 weather stations have been installed/rehabilitated. • More than 500 producers have received training on the use of weather information.
	Efficient water management for agricultural production; FFSs with climate change adaptation training; access to climate-resilient farming inputs (e.g. drought-resistant crop varieties)				17-Feb-15			
Côte d'Ivoire	Support to Agricultural Production and Marketing Project – Western Expansion	HC	6 994 750	FB	Sep-14	1 663 971	27	<ul style="list-style-type: none"> • 229.5 ha reforested and/or protected against bush fires and erosion on mountain slopes. • 220 rain gauges have been installed to collect rainfall data. • 126 agro-meteorological information messages were disseminated in
	Integration of climate risk management into agronomic value chains; improved drainage in lowland field rice production; sustainable land				21-Nov-14			

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	Thematic focus				Entry into force			
	management (SLM) in uplands							connection with crop cycles by six local radio stations.
Gambia (The)	Strengthening Climate Resilience of the National Agricultural Land and Water Management Development Project	DH	5 000 000	AG	Dec-15	3 547 135	72	<ul style="list-style-type: none"> • 5,322 farmers (women's and youth groups) have been sensitized and trained in the areas of integrated pest management, the use of improved seeds and climate change issues. • 496 ha of land have been developed using climate-resilient practices. • The manuals of the Farmers Literacy Programme and the FFS have been updated to include aspects of climate change adaptation and farmer resilience.
	Resilient lowland rice production and ecosystem rehabilitation (mangroves)				01-Mar-16			
Ghana	Ghana Agriculture Sector Investment Programme (GASIP)	BL	10 000 000	FB	Apr-14	3 141 804	35	<ul style="list-style-type: none"> • 2,185 individuals engaged in natural resource management and climate risk management activities. • 1 research institute engaged to undertake adaptive trials on rice, maize, soybean and cowpea value chains in nine districts. • 30 adaptive trials and demonstrations of modern conservation agriculture and water-efficient irrigation technique.
	Integration of climate risk management into agricultural value chains; scaling up of efficient irrigation and SLM technologies				18-May-15			
Liberia	Tree Crops Extension Project (TCEP)	HC	4 500 000	FB	Dec-15	696 504	15	Project information on climate change/environment activities not yet available.
	Coffee and cocoa resilience to climate change				01-Jun-17			
Mali	Fostering Agricultural Productivity Project in Mali – Financing from the Adaptation for Smallholder Agriculture Programme (PAPAM/ASAP)	DH	9 942 704	AG	Dec-13	8 945 231	100	<ul style="list-style-type: none"> • Project completed end of September 2018. • 94,490 individuals supported to cope with the effects of climate change. • 165 ha of land under climate-resilient practices. • 28,971 individuals engaged in natural resource management activities. • Protected 5 lowland areas. • Protected 17 villages' groves. • Developed 20 market gardens benefiting 1,600 women. • Installation of 1,000 rain gauges. • Installation of 240 biogas digesters. • Installation of 100 solar home systems.
	Increased ecosystem and smallholder resilience through farmers' access to RETs, weather information and local planning				21-Jan-14			
Mauritania	Inclusive Value Chain Development	D	6 000 000	FB	Dec-16	593 605	10	Project information on climate

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	Project Economic diversification and resilient non-timber forest products value chain; efficient use of water				12-Jan-17			change/environment activities not yet available.
Niger	Family Farming Development Programme (ProDAF) in Maradi, Tahoua and Zinder	DH	13 000 000	FB	Apr-15	7 310 570	57	<ul style="list-style-type: none"> Operationalization of 138 new farmers' field schools benefiting 8,370 learners. 280 leaders of the farmers' agricultural advisory support groups supervised 6,152 beneficiaries who planted an area estimated at 3,076 ha under conservation agriculture. ProDAF supported natural assisted regeneration on 51,242 ha and the establishment of monitoring committees. The treatment, development and protection of pastoral corridors have so far enabled the recovery of 838 ha of degraded land and made fodder available for livestock.
	Improved resilience of agro-sylvo-pastoral production systems through sustainable and integrated watershed management, including SLM and improved water management; strengthened institutional and regulatory frameworks for sustainable natural resource management				21-Sep-15			
Nigeria	Climate Change Adaptation and Agribusiness Support Programme in the Savannah Belt	HC	14 949 000	FB	Dec-13	3 239 592	24	<ul style="list-style-type: none"> 523 ha of land under water harvesting and soil and water conservation practices. 2,000 ha protected with woodlots, shelterbelts, afforestation and windbreaks. 1 early warning system established. 174 ha of land under improved community seed production.
	Integration of climate risk management in rural agribusiness value chains; improved access to diversified, renewable energy sources; water harvesting, water points and erosion control				25-Mar-15			