
Progress report on the IFAD Partnership Framework under IFAD12

Document: EB 2025/OR/32

Date: 23 December 2025

Distribution: Public

Original: English

FOR: INFORMATION

Useful references: IFAD Partnership Framework ([EB 2019/127/R.4](#)); Progress Report on the IFAD Partnership Framework ([EB 2022/135/R.23](#))

Action: The Executive Board is invited to review the progress report on IFAD Partnership Framework under IFAD12.

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Progress report on the IFAD Partnership Framework under IFAD12

I. Introduction

1. IFAD recognizes and prioritizes partnerships as a critical path to deliver on its mandate. At its 127th session, in September 2019, the Executive Board approved the IFAD Partnership Framework¹ (appendix I). The aim of the framework was to improve the Fund's ability to prioritize, deliver and monitor its partnerships. As outlined in the framework, Management will provide the Executive Board with a report on IFAD's partnership experience during each replenishment period. Building upon the first progress report issued in 2022 covering the period of the Eleventh Replenishment of IFAD's Resources (IFAD11),² the present report describes the key strengths and areas for improvement with respect to IFAD's partnership capacity during IFAD12.
2. The report's data sources, fully detailed in appendix II, include country stakeholder surveys undertaken during the IFAD12 period, the 2025 regional and global partnership survey, select Results Management Framework (RMF) indicators, and internal reflections on the IFAD regional engagement and partnership strategies. Additional information is also presented in appendices III to V: the Partnership Framework results indicator table, charts detailing key outcomes from IFAD's partner surveys, and an update on the overall implementation of the framework.
3. The IFAD Partnership Framework defines six objectives: (i) influencing policy and development priorities; (ii) leveraging financial resources; (iii) enabling country-led development; (iv) strengthening private sector engagement; (v) brokering knowledge and innovation; and (vi) enhancing visibility. This report highlights notable strengths in each of these areas, provides an assessment of capacities in need of strengthening, and details how IFAD has addressed these. In addition, recommendations are provided for a way forward under IFAD13 and beyond.

II. Key achievements and strengths

4. The IFAD12 period (2022–2024) unfolded during a time of significant global political upheaval and rising fragility across nearly all regions, which continues today. It is within this context that IFAD built, managed and deepened its strategic partnerships to help transform food systems into more sustainable and inclusive rural economies.
5. Overall, IFAD demonstrated strong capacity to deliver on its partnerships during IFAD12.³ Partners value IFAD's role as convenor, bridge-builder and risk mitigator for resources at the first mile. Similarly partners appreciate IFAD's inclusive and consistent engagement, constructive dialogue and focus on government priorities. A summary of progress made on IFAD's partnership objectives, both globally and regionally, is provided below.
6. **Influencing policy and development priorities.** At the country level, 82 per cent of stakeholders recognized IFAD's strong performance in policy engagement, which surpassed IFAD12 targets. At the global level, partners noted IFAD's continued unique bridging role between rural people and policymakers, pointing to platforms such as the Farmers' Forum and Indigenous Peoples' Forum as examples of its convening strength.

¹ [EB 2019/127/R.4](#).

² [EB 2022/135/R.23](#).

³ See appendix IV for charts presenting detailed results of two weighed framework indicators (RMF 3.1.3 and partner efficiency from the regional/global partner surveys).

7. Successful examples of regional and global policy engagement during IFAD12 include supporting the Africa Food Systems Forum; co-convening a technical working group on investment finance ahead of the new Comprehensive Africa Agriculture Development Programme (CAADP) declaration and its 10-year plan to transform Africa's agrifood systems; and contributing to the 2023 G7 Hiroshima Action Statement for Resilient Global Food Security. IFAD also co-implemented the Global Partners for Financial Inclusion under the G20 Finance Track in 2022 and played a key role in the launch of the Global Alliance Against Hunger and Poverty in 2024 as a founding member.
8. **Leveraging financial resources.** The Fund is gaining increasing recognition as a unified investment platform for rural transformation, bringing together public development banks, multilateral institutions, bilateral donors, climate funds and private investors. As a result, the Fund has exceeded its cofinancing targets, attracting US\$2.34 for every US\$1.00 invested in 2022–2024, against the IFAD12 target of 1:1.5. IFAD also mobilized significant increases in pledges for both IFAD12 and IFAD13 compared to IFAD11, securing a 22 per cent increase between IFAD12 and IFAD11 and, to date, a 13 per cent increase for IFAD13 over IFAD12.
9. This success has been driven by dedicated regional and country partnership efforts. For example, the Asia and the Pacific region achieved a cofinancing ratio of 3:1, including domestic and international cofinancing, for a total investment portfolio of US\$3.77 billion. These achievements are underscored by positive feedback from country stakeholders: 88 per cent of stakeholders consider IFAD extremely effective in general, and also effective in attracting new cofinancing opportunities with multilateral and bilateral aid donors in their countries.
10. IFAD expanded its partnerships with public development banks (PDBs) with the aim of encouraging alignment of their investments with sustainable and inclusive rural development. In October 2023, the Fund extended its first loan to a PDB: a loan of US\$30 million to the Brazilian Development Bank (BNDES). Through this investment in the Latin America and the Caribbean region, IFAD succeeded in leveraging a US\$100 million loan from the Green Climate Fund and US\$73 million from BNDES to foster climate resilience in selected areas of Brazil. At the global level, IFAD began hosting the Agri-PDB Platform under the Finance in Common initiative, a global network of PDBs working to align financial flows with the 2030 Agenda and Paris Agreement.
11. **Enabling country-led development.** IFAD has received positive feedback on its role in enabling country-led development. Ninety-two per cent of country stakeholders indicated that IFAD contributes to fostering government ownership. For example, in the Near East, North Africa and Europe region, IFAD's efforts led to the revision of Uzbekistan's National Food Security and Nutrition Strategy (2021–2030), demonstrating how IFAD strengthened the Government's commitment to fostering resilient food systems.
12. In addition, all completion reports of country strategic opportunities programmes (COSOPs) rated IFAD country strategies as being fully aligned with national priorities, illustrating the Fund's ability to support government priorities while maximizing local ownership, despite a relatively small in-country footprint.
13. In fragile contexts, where access to rural communities is often significantly facilitated through local partners and institutions, IFAD strengthened its partnerships with civil society, NGOs, producers' organizations and other local stakeholders, enabling continued project implementation in countries such as Afghanistan, Haiti, Somalia, South Sudan, Sudan and Yemen and in the Pacific Islands and the Sahel region. In Afghanistan, for example, IFAD engaged the Dutch Committee for Afghanistan (DCA) as a third-party implementer for both the Crisis Response Initiative (CRI) and Rural Poor Stimulus Facility. With over 30 years of experience in the country, DCA has established a strong network of local partners

and institutions. Through this, IFAD was able to maintain support for rural communities and sustain development efforts despite the highly fragile environment.

14. **Strengthening private sector engagement.** IFAD increased its capacity to broker linkages with the private sector. The proportion of regional and global partners who consider partnering with IFAD as “very valuable” for enabling linkages with the private sector increased by four points over IFAD11, while those rating it “not valuable” fell by more than half (from 18 to 7 per cent). Nearly all COSOPs completed during IFAD12 (96 per cent) integrated private sector interventions to complement the programme of loans and grants, far exceeding the 50 per cent target. In East and Southern Africa, IFAD has strengthened its engagement with the private sector and resource mobilization by partnering with commercial financial institutions and companies, including through public-private-producer partnerships such as those formed in the Horticulture Enterprise Enhancement Project in Zimbabwe. Despite this progress, however, some results show that partnerships with the private sector require further strengthening (see para. 18).
15. **Brokering knowledge and innovation.** IFAD maintained high ratings for technical expertise and South-South and Triangular Cooperation (SSTC), with 90 per cent of country stakeholders viewing SSTC favourably. Regional and global partners also rated IFAD’s technical expertise and knowledge as “very valuable”, up six points from IFAD11. In Latin America and the Caribbean, the Fund used private sector engagement to foster agricultural innovation by providing a grant to Hola Tractor, a tractor-sharing application designed to facilitate access to agricultural machinery. Originally focused on large-scale producers, Hola Tractor pivoted to serve smallholder farmers in the Plurinational State of Bolivia, thanks to IFAD’s support, enabling mechanization and technological access for IFAD target groups.
16. **Enhancing visibility.** At the country level, 94 per cent of stakeholders agreed that IFAD effectively convenes multistakeholder partnerships, with steady gains made throughout the IFAD12 period. Globally, IFAD strengthened its engagement in multilateral platforms like the G7 and the G20 and in regional and global events with the aim of raising awareness and visibility on its mandate and to amplify the voices of rural people. Regionally, in East and Southern Africa, the Fund provided a grant to Farm Radio International to engage farmers in on-air dialogues about climate change, its impacts and the solutions being adopted. Similarly, community radio programmes, television segments and social media amplified messages about the Rwanda Dairy Development Project (RDDP), which contributed to increased milk production for more than 76 per cent of households. Globally, visibility grew through creative advocacy, including the football Lega B Series partnership, and campaigns with Goodwill Ambassadors Idris and Sabrina Elba. These initiatives created a bridge between development issues and mainstream entertainment to reach a broader and more diverse global audience, highlighting the importance of investing in inclusive rural development.
17. Across the six partnership objectives, **IFAD regional teams** noted the following successes:
 - (a) **Asia and the Pacific: strengthened cofinancing partnerships, especially with the private sector, and expanded funding opportunities.** Regional grants were effectively blended with IFAD investment programmes, ensuring the alignment of grant activities with national policies. More active involvement of country-based staff in missions has further strengthened engagement, while enhanced reporting mechanisms, for example in the Philippines, have contributed to more robust grant reporting.
 - (b) **East and Southern Africa (ESA).** In addition to the success achieved by partnering with the private sector, IFAD obtained strong results by leveraging

the expertise and influence of partners to shape policy and share knowledge. For example, the partnership with the Alliance for a Green Revolution in Africa (AGRA) has been boosting productivity, market access and local entrepreneurship, while building resilience in the region by shaping and sharing market system approaches, targeting key value chains and aligning efforts to enhance smallholder farmer resilience and market access. Joint activities, such as development and implementation of joint action plans, have contributed to stronger donors' coordination and improved policy environments and knowledge sharing. Finally, partnerships proved particularly effective in promoting uptake of digital innovations in the region, with a collaboration with the European Union and the Government of Kenya leading to the widespread national uptake of an e-voucher system for agricultural inputs and services.

- (c) **Latin America and the Caribbean (LAC).** Strengthening partnerships through the formalization of agreements was effective in fostering collaboration with new partners and the revision of long-standing agreements to incorporate technical assistance fees and staff loans/secondments reinforced IFAD's leadership role in projects. National, subregional and regional grants have been an important lever in supporting corporate and regional goals and developing innovative pilots that can be scaled into the lending portfolio. New instruments such as micro-grants are helping maintain knowledge generation and innovation.
- (d) **Near East, North Africa and Europe (NEN).** Innovations such as the cooperation framework agreement with the OPEC Fund for International Development and various regional collaborations advanced progress on priorities in existing partnerships. Agile multi-donor funding mechanisms, including the CRI and the Facility for Refugees, Migrants, Forced Displacement and Rural Stability (FARMS) in Djibouti, Jordan, Somalia and Yemen, proved essential in managing regional shocks. The Sustainable Seed Systems for Drought Response in the Greater Horn of Africa, which integrates humanitarian, development and peacebuilding approaches, proved to be an important integrated solution to address fragility and conflict through the humanitarian-development-peace (HDP) nexus. Third-party implementation partners helped to maintain continuity and facilitate direct access to underserved groups, particularly in fragile contexts.
- (e) **West and Central Africa (WCA).** Greater emphasis on enhancing private sector involvement, Rome-based agency (RBA) collaboration and applying a HDP lens remained key, as seen in the One Sahel Initiative, a long-term investment vehicle aggregating climate funding to improve synergies and impact among the RBAs. High-level forums and platforms such as the Africa Food Systems Forum and the CAADP (coordinated by the African Union Development Agency and the New Partnership for Africa's Development) also strengthened partnerships and increased visibility. The adoption of digital tools and use of artificial intelligence are increasing, alongside the UN 2.0 Quintet of Change system.

III. Challenges and opportunities for improvement

18. **Private sector engagement.** As mentioned, despite improvements with respect to IFAD11, external partners noted that private sector engagement was an area for potential growth during IFAD12. While there remains significant recognition of the importance of IFAD's private sector engagement, nearly 30 per cent of regional/global partners perceived IFAD's private sector linkage capacity as only somewhat valuable or not valuable and 17 per cent of country stakeholders viewed it as less or not effective. Country stakeholders continued to rank "mobilizing new

- private sector investment and public-private partnerships” among the top three priorities to reduce rural poverty and food insecurity.
19. IFAD’s regional teams highlighted the need for more agile tools and processes to measure and attract private cofinancing as part of the sovereign portfolio. They also underscored the importance of greater collaboration with private philanthropy to support inclusive access to markets, jobs, technology, finances and services by target groups as a part of the programme of work. In response, IFAD is increasing the focus on private sector engagement, including through market linkages, leverage and direct investment. During IFAD12, the Fund restructured its private sector engagement through an updated Private Sector Operational Strategy.⁴ It also established a dedicated division to manage the Private Sector Financing Programme and its financing facility, which links non-sovereign operations with the Fund’s sovereign portfolio and promotes partnerships with and between private sector entities.
 20. **Internal processes and culture for partnership.** Partners identified the need for greater flexibility, adaptability, and process efficiency. Regional/global partners cited gaps in monitoring and evaluation, staff capacity to partner effectively and communication between field and headquarters.
 21. While both external partners and IFAD’s internal indicators pointed to strong capacity for partnership during IFAD12, the 2025 Annual Report on the Independent Evaluation of IFAD (ARIE) reported a decline in partnership engagement capacity during the period, attributing this possibly to staff turnover and leadership transitions during decentralization 2.0. IFAD has set up mechanisms and clinics for staff and partners to address capacity gaps in brokering and fostering effective strategic partnerships. As part of the partnership framework implementation plan, IFAD maintains a database of partnership agreements and periodically checks in with focal points on their progress (see appendix V).
 22. **Mixed or declining perceptions in key areas**
 - (a) **Policy influence.** While targets were exceeded, 18 per cent of country stakeholders felt that IFAD could improve its policy engagement. Regional/global partner perceptions of IFAD as a “very valuable” policy influence partner decreased over IFAD11, signalling the need to strengthen consultative processes at all levels of stakeholder engagement. While policy engagement remains a key priority across the portfolio, IFAD is sharpening and differentiating its policy support across income groups, geographies and fragile contexts.
 - (b) **Cofinancing perceptions.** A nine-point drop in regional/global partner ratings of IFAD as a very valuable joint investment partner could be due to staff turnover that occurred early in the decentralization processes, which may have impacted the perceived capacity of IFAD to cofinance at project levels.
 - (c) **Visibility at regional/global levels.** Perceptions of strong engagement in multistakeholder forums declined by six points since IFAD11, despite local-level gains.
 23. As with successes, **IFAD regional teams** also identified external factors requiring a more adaptive partnership approach, as follows:
 - (a) **APR.** Declining involvement of farmers’ organizations in COSOP design threatens strategy relevance. In IFAD13, APR is working more closely with regional farmers’ organizations and civil society organizations to enhance their ability to manage projects and advocate for smallholders, by offering training

⁴ [EB 2024/143/R.19](#).

programmes and networking opportunities and linking grant results to policy and investment.

- (b) **ESA.** Assembling development finance poses a key challenge given the current decline in official development assistance. In response, IFAD is working on diversifying its cofinancing partners, most notably in the domestic private sector as outlined above. Another key challenge is implementation performance. Solutions to this include continued collaboration with third-party implementing partners in certain contexts, as well as with innovative inclusion of private sector partners in implementation arrangements. Examples of this are found in the Smallholder Agricultural Productivity Enhancement and Marketing Project in Eswatini, and the Wool and Mohair Value Chain Competitiveness Project in Lesotho.
- (c) **LAC.** LAC is responding to the reduced grant window by broadening its partnership base (especially with new and non-traditional actors), deepening collaboration with PDBs, and maintaining innovation through micro-grants, supplementary funds and new funding instruments.
- (d) **NEN.** To address fragility, the NEN division is integrating the HDP nexus approach and working with agile and responsive third-party implementing partners to ensure continuity.
- (e) **WCA.** External factors such as climate risks, food insecurity, and private sector hurdles are being tackled in the WCA region through regional collaboration, innovative finance, research, digital tools and strong local engagement. This is being undertaken with the support of civil society organizations and NGOs to enhance impact and resilience.

IV. Conclusions and way forward

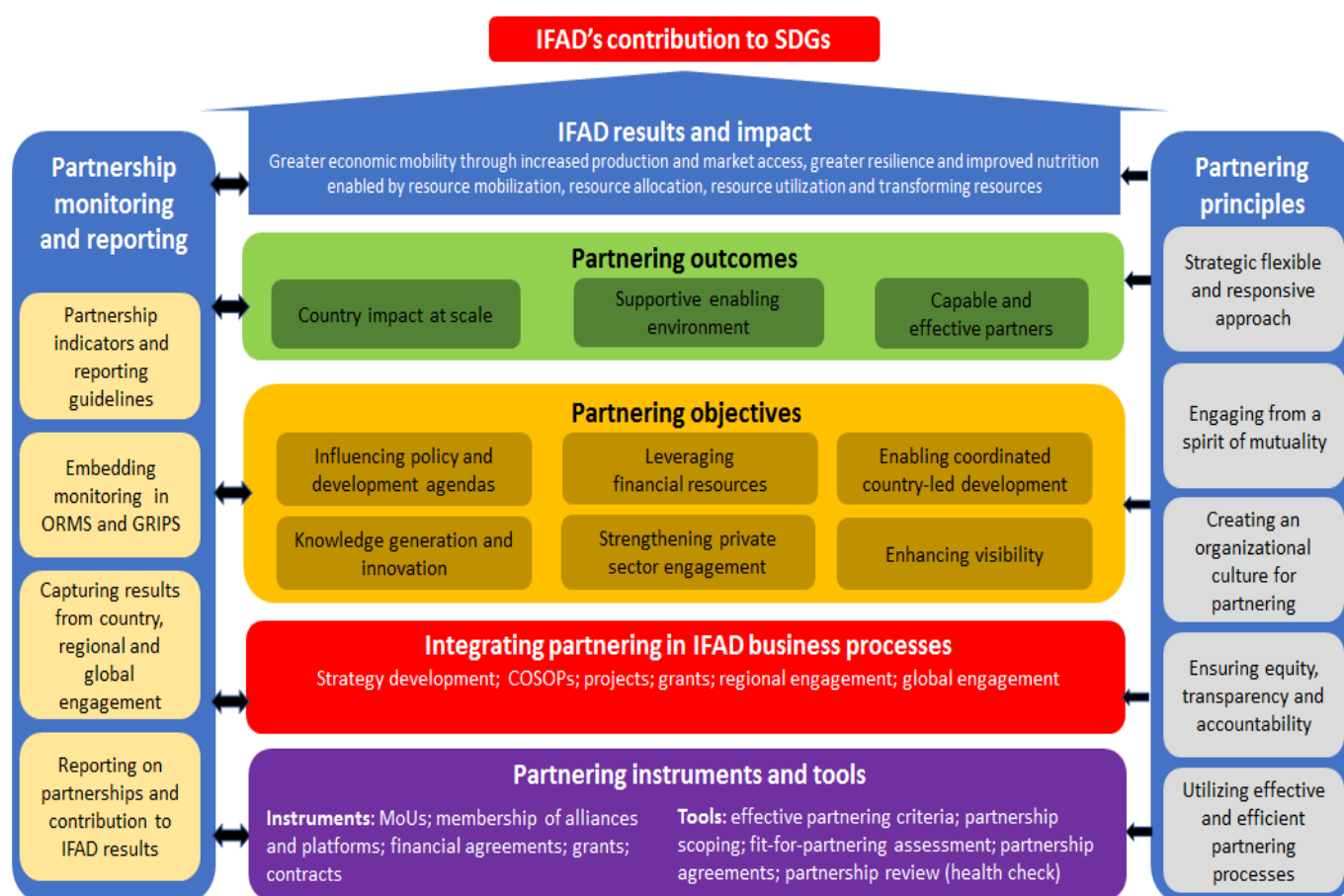
24. Over the IFAD12 period, the Fund's partnerships demonstrated strong progress in strengthening capacity since the launch of the partnership framework in 2019. IFAD has received encouraging feedback from across its partner base on its results, relevance and enabling characteristics. These successes were achieved despite challenges linked to global volatility, transitions resulting from decentralization and resource constraints.
25. At the same time, stakeholder feedback and regional insights underscore the need to strengthen private sector engagement, improve internal processes and agility, deepen collaboration between headquarters and country/regional offices, and address declining perceptions in certain performance areas.
26. Looking to IFAD13, the Fund will build on its demonstrated strengths while targeting investment and reform in the following priority areas:
 - **Improve internal partnership culture and efficiency** through stronger communication channels, capacity development and simplified procedures.
 - **Deepen policy influence** by reinforcing its leadership in consultative processes at global and regional levels and leveraging IFAD's convening power.
 - **Ensure that visibility translates to influence** by strategically participating in high-value forums and amplifying successful country and regional initiatives.
 - **Continue to enhance private sector engagement** by streamlining tools and processes, expanding outreach to diverse funders and translating regional successes into scalable models.
27. Various efforts are under way to build on these insights and use the tools and training that have been developed in a collaborative process between headquarters

and country-level staff, such as a new Operations Academy e-learning module and partnership skill-building clinics. At regional and country levels, there is a sharpened focus on brokering and growing strategic partnerships that are adaptive and crosscutting across priority areas. In addition, the recalibration process and ongoing Operational Agility Initiative, which aim to streamline internal processes, will further strengthen IFAD's ability to design and deliver effective and agile partnerships.

28. As the institution moved toward IFAD13, in late 2023 a partnership discussion paper was presented to the Executive Board to illustrate how the objectives of the partnership framework support the IFAD13 theory of change.⁵ The IFAD13 partnership goals of assembling finance, convening effective partners and amplifying the voices of rural poor people continue to be underpinned by the objectives, tools and monitoring mechanisms defined by the IFAD Partnership Framework. The insights included in this progress report will strengthen IFAD's partnership practices, enabling it to continue to deliver even greater value for money as an effective development partner globally.

⁵ <https://webapps.ifad.org/members/eb/140/docs/EB-2023-140-R-14.pdf>.

The IFAD Partnership Framework infographic



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

Data sources

1. The Partnership Framework aims to utilise existing monitoring mechanisms including Results Management Framework (RMF) indicators to limit duplication.
2. Quantitative data utilized in this report draw from corporate systems including the Operational Results and Management System (ORMS) and Grants and Investment Projects System (GRIPS), including performance ratings for supervision and country completion reports.
3. Insights and examples have been drawn from the regional teams who prepared Regional Engagement and Partnership Strategy updates for this report based on experiences under the IFAD12 period. Data is also drawn from the Country Stakeholder Survey (CSS) for 2022, 2023 and 2024, issued by IFAD's Office of Development Effectiveness. The 2024 survey had a 63% response rate from outreach to nearly 2,000 stakeholders.
4. The 2025 Regional and Global Partnership Survey (RGPS), which was last administered in 2021 provided further external perspectives on partnering with IFAD. The 2025 RGPS response rate was 30 per cent among over 500 partners surveyed, including international NGOs, farmer organizations, UN agencies, bilateral donors, CSOs, development banks, research institutions and multistakeholder platforms. Appendix IV gives detailed response information.
5. It is acknowledged that, while feedback received from surveys provides useful insights, as with any survey, data may be biased by those who choose to respond to the survey and not necessarily representative of IFAD's full partnership capacity and outcomes. It remains challenging to gain information at scale on specific objectives of partnerships and the degree to which these have been achieved.
6. Finally, information was also drawn from the results of the 2025 Report on IFAD's Development Effectiveness (RIDE) and the 2025 Annual Report on the Independent Evaluation of IFAD (ARIE), which present values from the entire IFAD12 three-year period. Available data is presented in Appendix III in the Partnership Results Indicator Table.

IFAD12 Partnership Framework results indicator table

Indicator	Source	Baseline	2022	2023	2024	IFAD12 target	Comments
Overall Partnership Capacity							
Partnership-building (ratings 3 and above) IFAD12 RMF 3.1.3	Country Stakeholder Surveys 2022-2024	(2019) 91%	89%	93%	92%	90%	IFAD exceeding IFAD12 targets nearly each year of the period, illustrating its continued overall strong capacity for partnership.
	Country strategic opportunities programme (COSOP) completion reviews (CCRs) ⁶	N/A	N/A	N/A	96%	80%	
Perception that IFAD is a quality partner (average of 5 criteria) (% of survey respondents)	IFAD12 Regional and Global Partnership Survey 2025 ⁷	(IFAD11) Strongly Agree 33-49% Agree 43-47% Average 85%			(IFAD12) Strongly Agree 38 - 51% Agree 40-43% Average 86%		The five questions that form this average focus on aspects of IFAD accountability and efficiency as a partner and demonstrate growth over IFAD11.
Perception that IFAD partnerships are delivering on expectations (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Fully – 38% Adequately – 41% Partly – 16% Not at all – 1% Don’t know - 4%			(IFAD12) Fully – 32% Adequately – 49% Partly – 13% Not at all – 1% Don’t Know – 5%		While the overall average of responses assessing partnership expectations being met (fully or adequately) has risen since IFAD11 (81% vs 79%) the six point drop in “fully” is notable.
Influencing Policy and Development Agendas							
Country Level policy engagement (ratings 3 and above) – IFAD12 RMF 3.1.4	Country Stakeholder Surveys	(2019) 83%	78%	85%	83%	90%	Perceptions among country stakeholders continue to fall below target, while improving incrementally above the baseline. CCRs reflect surpassing the target.
	CCRs	N/A	N/A	N/A	84%	80%	
Institutions and Policy Engagement Rating (% of	Project Supervision – ORMS	(2019) 81%	90%	87%	94%	N/A	IFAD Projects have steadily improved performance on policy and local institution strengthening.

⁶ CCR results are reported only at the end of each Replenishment cycle, in line with the approach adopted for IFAD11 and agreed upon with Member States (see EB 2020/130/R.12), due to the limited size of the annual sample.

⁷ In line with the IFAD Partnership Framework, a triennial survey is issued across key regional and global IFAD partners following the closure of each replenishment period.

Indicator	Source		Baseline	2022	2023	2024	IFAD12 target	Comments
supervision missions with ratings 4 and above)								
IFAD actively contributes to regional / global agenda setting and policy engagement (% of survey respondents)	IFAD12 Regional / Global Partner Survey		(IFAD11) Strongly Agree - 35% Agree - 50% Strongly disagree - 0% Disagree - 7% Don't Know - 8%			(IFAD12) Strongly Agree – 37% Agree - 50% Strongly disagree - 0% Disagree – 5% Don't Know - 8%		While perceptions increased on IFAD's contributions to R/G agenda setting, perceptions of partnering with IFAD for policy influence declined slightly. Survey responses show # of policy-focused partnerships also declined from 54 under IFAD11 to 46 in IFAD12, which may have contributed to this decline.
Perceived value of partnering with IFAD for policy influence (% of survey respondents)	IFAD12 Regional / Global Partner Survey		(IFAD11) Very - 53% Quite - 31% Somewhat - 10% Not - 3% N/A - 3%			(IFAD12) Very – 51% Quite – 23% Somewhat – 15% Not – 3% N/A - 8%		
Leveraging Financial Resources								
Cofinancing ratio - international RMF 3.4.3	Grants and Investment Projects System (GRIPS)		1:0.61	1:0.75	1:1.07	1: 0.92	1:0.7	IFAD continues to exceed expectations across public cofinancing goals and leverage collaborations as indicated in these results. There is a continued need to focus on attracting more private finance to the PoLG.
Cofinancing ratio – domestic RMF 3.4.3	GRIPS		1:0.76	1:0.88	1:1.02	1: 1.42	1:0.8	
Cofinancing ratio – combined RMF 3.4.3	GRIPS		1:1.37	1:1.63	1:2.09	1:2.34	1:1.5	
Leverage effect of IFAD private sector investments ⁸	Corporate databases		N/A	6.5	6	5.7	5	
Co-financing from private sector	GRIPS	(IFAD11) Data collected underlines a cofinancing at domestic level of about USD 320 million during IFAD 11 period. That is about 5% of the overall Programme of Work (USD 8.2 billion)			GRIPS data illustrates a cofinancing at domestic level of about USD 235 million during IFAD 12 period, or about 4.9%. As percent share of the total PS Programme of Work (USD 12 billion) it is about 2%.			
IFAD catalyses new co-financing opportunities with multilateral and bilateral aid donors (% of ratings 3 and above)	Country Stakeholder Surveys		(2019) 83%	83%	89%	88%	N/A	

⁸ This is defined as the aggregate size of public and private sector resources mobilized thanks to IFAD's own investment and support to non-sovereign projects across the portfolio.

Indicator	Source	Baseline	2022	2023	2024	IFAD12 target	Comments
Perceived value of partnering with IFAD for joint investments for impact/scaling up (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Very - 56% Quite - 11% Somewhat - 3% Not - 3% N/A - 27%			(IFAD12) Very – 47% Quite – 12% Somewhat – 5% Not – 6% N/A - 31%		While still considerably positive, there was a decline in perceived value of joint investments for scaling impact and an increase in not applicable, which may be indicative of a smaller IFAD grant portfolio.
Enabling coordinated country-led development							
Relevance of IFAD country strategies (ratings of 3 and above) 2025 RMF 3.1.1	Country Stakeholder Surveys	93%	91%	94%	93%	90%	Corporate data points to continued relevance of IFAD programs, a view shared by local stakeholders on the value IFAD provides in enabling country-led development.
	CCRs	N/A	N/A	N/A	100%	80%	
IFAD fosters government ownership of key decisions in all stages of its country programming (% of ratings 3 and above)	Country Stakeholder Surveys	(2019) 96%	92%	95%	94%	N/A	
IFAD is inclusive of all relevant stakeholders at both national and local levels (% of ratings 3 and above)	Country Stakeholder Surveys	(2019) 92%	92%	94%	95%	N/A	
Perceived value of partnering with IFAD for engagement with government at national level (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Very - 35% Quite - 31% Somewhat - 20% Not - 5% N/A - 9%			(IFAD12) Very – 38% Quite – 32% Somewhat – 14% Not – 5% N/A - 11%		Notable is a slight increase in perceived value of partnering with IFAD to engage with national governments, and a slight decline in action towards shared goals although at the sub-tier level.
Perceived value of partnering with IFAD for convening power and mobilisation of action towards shared goals (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Very – 42% Quite – 33% Somewhat – 17% Not – 4% N/A - 4%			(IFAD12) Very – 42% Quite – 28% Somewhat – 16% Not – 6% N/A - 8%		
Brokering Knowledge and Innovation							
Knowledge management (ratings of 3 and above) 2025 RMF 3.1.5	Country Stakeholder Surveys	93%	93%	93%	94%	90%	Of note is that country stakeholders perceive IFAD KM higher than the COSOP completion review process.

Indicator	Source	Baseline	2022	2023	2024	IFAD12 target	Comments
	CCRs	N/A	N/A	N/A	72%	80%	
IFAD is effective in leveraging SSTC to exchange knowledge and promote cross-learning across its projects (ratings 3 and above)	Country Stakeholder Surveys	92%	89%	92%	91%	N/A	IFAD continues to rank consistently high for its SSTC partnering capacity.
Overall quality of South-South and Triangular Cooperation (SSTC) in COSOPs (ratings of 4 and above)	Quality assurance ratings	N/A	100%	100%	100%	90%	
Perceived value of partnering with IFAD for technical expertise and knowledge support (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Very – 41% Quite – 33% Somewhat – 18% Not – 4% N/A - 4%			(IFAD12) Very – 47% Quite – 25% Somewhat – 15% Not – 3% N/A - 9%		R/G partners who find IFAD’s technical assistance and KM very valuable increased over IFAD11.
Strengthening Private Sector Engagement							
IFAD crowds in new private sector investments and public-private partnerships to benefit the rural poor (% of ratings 3 and above)	Country Stakeholder Surveys	(2019) 80%	78%	87%	82%	N/A	IFAD12 average over the three-year period is 82%.
COSOPs integrating private sector interventions complementing the programme of loans and grants (PoLG) 2025 RMF 3.1.6	Quality assurance review	N/A	89%	93%	96%	50%	IFAD greatly surpassed its target to include PS activities in COSOPs during IFAD12, a step towards improving in projects and delivering outcomes from these interventions.
Perceived value of partnering with IFAD in enabling linkages with private sector (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Very – 20% Quite – 25% Somewhat – 25% Not – 16% N/A - 14%			(IFAD12) Very – 24% Quite – 25% Somewhat – 22% Not – 7% N/A - 21%		Delivery on private sector partnership continues to be an area in need of strengthening at IFAD. However, an increase (49% up from 45%) in positive perception was achieved, and a notable decrease in those who see no value, which indicates positive momentum.

Indicator	Source	Baseline	2022	2023	2024	IFAD12 target	Comments
Enhancing Visibility							
IFAD convenes people and brokers effective partnerships between public, private, and civil society actors (% of ratings 3 and above)	Country Stakeholder Surveys	(2019) 91%	91%	93%	94%	N/A	IFAD is ranked highly on visibility at the country level.
Perceptions that IFAD actively engages in multi-stakeholder forums, alliances, and networks (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Strongly agree 46% Agree 44% Disagree - 4% Strongly disagree - 0 Don't Know - 6%			(IFAD12) Strongly agree 40% Agree 49% Disagree - 3% Strongly disagree – 1% Don't Know - 7%		While country-level stakeholders rank IFAD high on visibility as noted above, at the R/G level there has been a slight decrease since IFAD11, potentially reflecting decentralization.
Perceptions that IFAD actively contributes to global/regional agenda setting and policy engagement (% of survey respondents)	IFAD12 Regional / Global Partner Survey	(IFAD11) Strongly agree 46% Agree 44% Disagree - 4% Strongly disagree - 0 Don't Know - 6%			(IFAD12) Strongly agree 37% Agree 50% Disagree - 5% Strongly disagree - 0 Don't Know - 8%		

Detailed responses from country stakeholder and regional/global surveys on partnership

Chart I: 2024 Country Stakeholder Survey Partnership Building Questions RMF 3.1.3

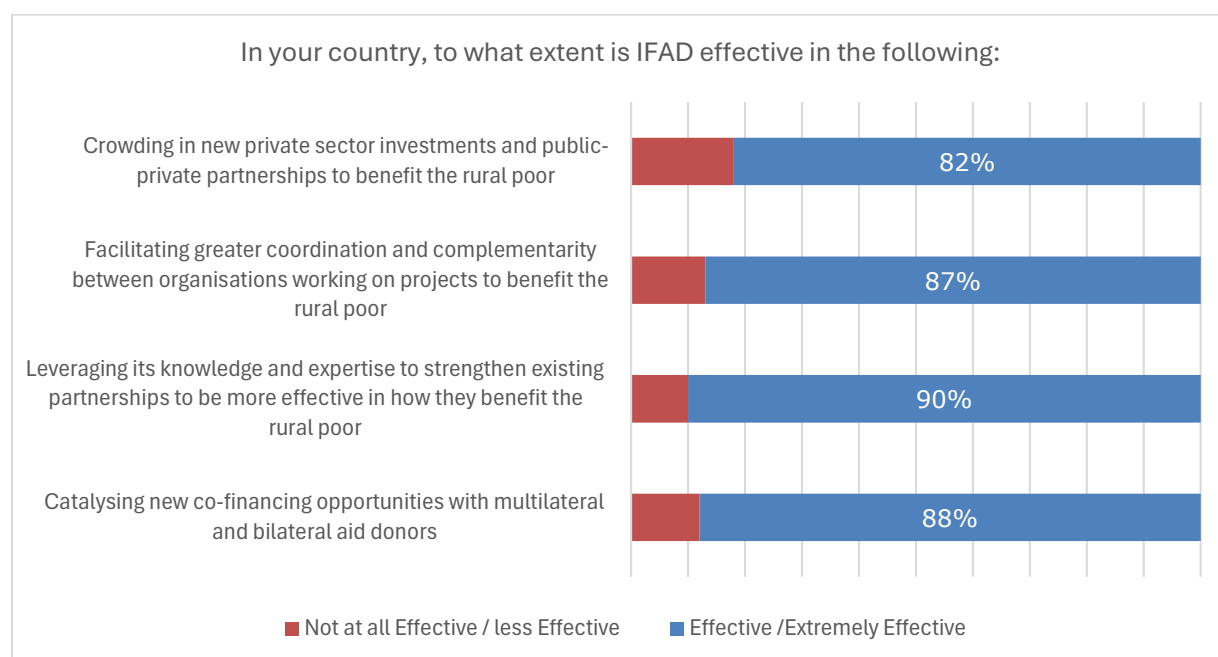


Chart II: 2024 Country Stakeholder Survey Partnership Building Questions RMF 3.1.3

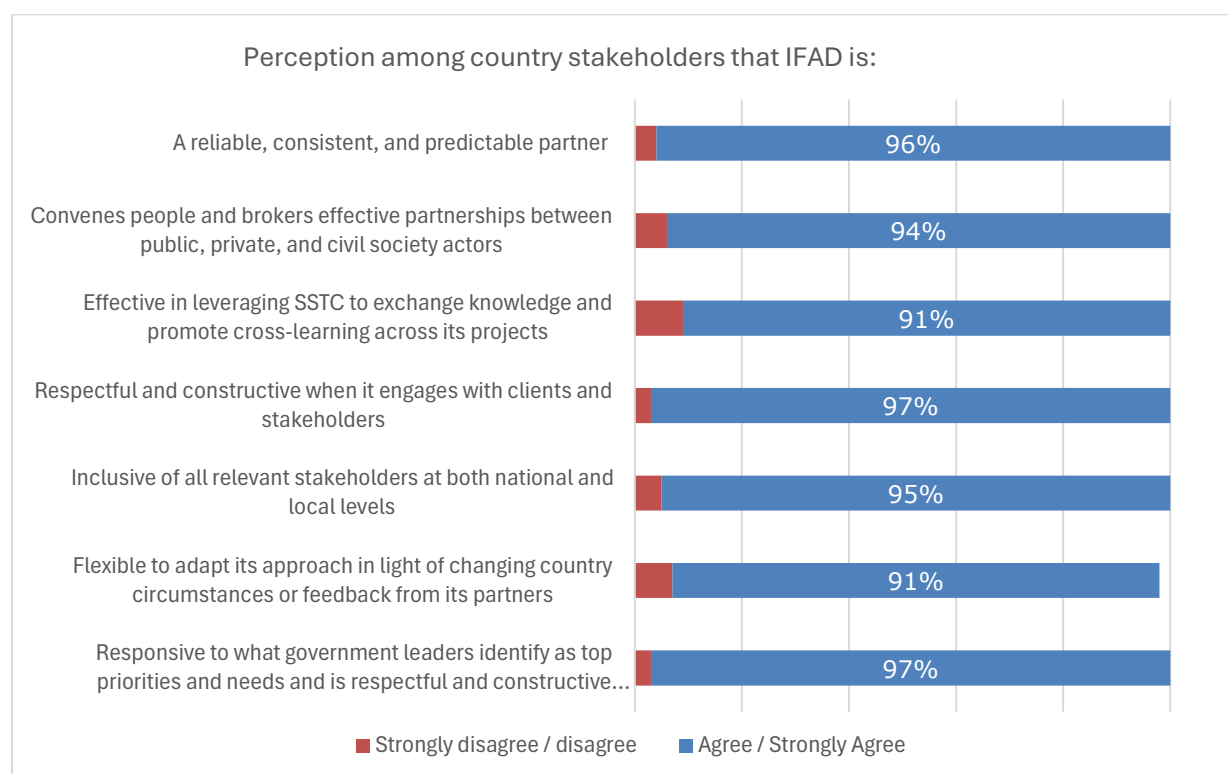
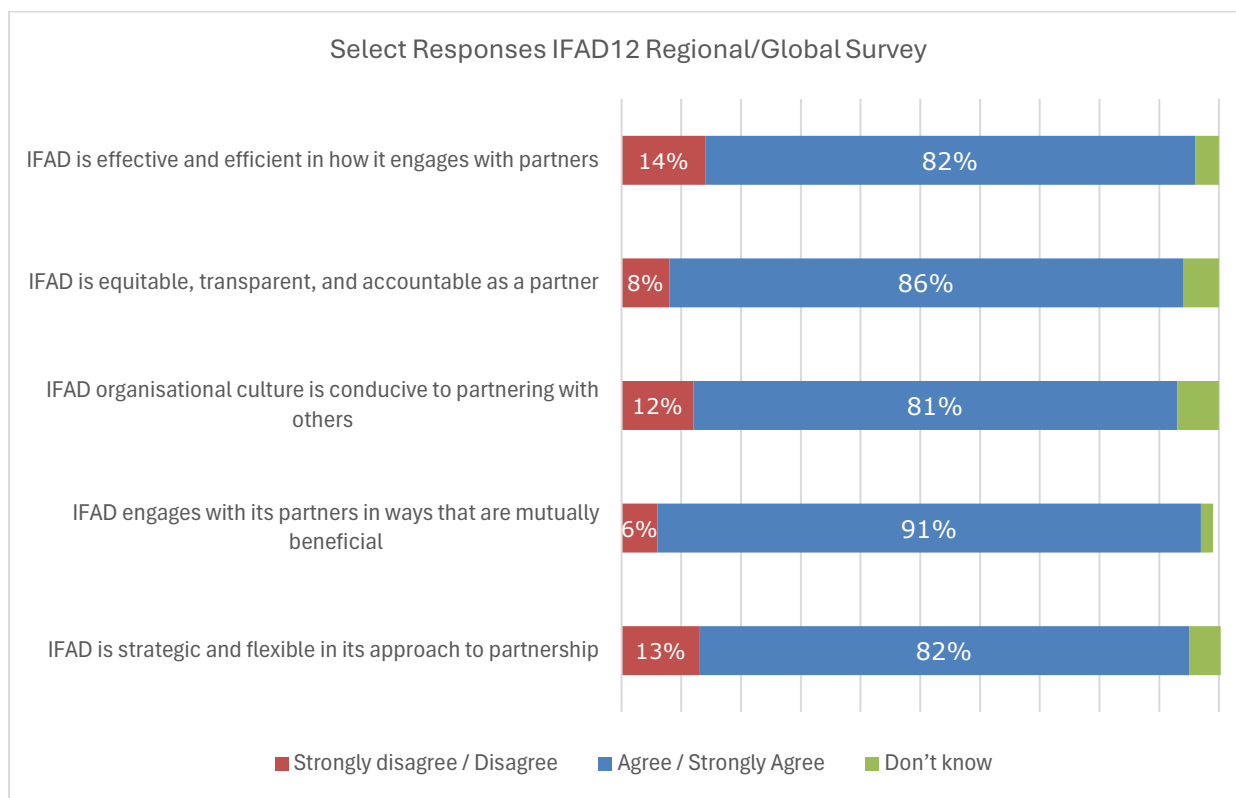


Chart III: IFAD12 Regional / Global Partner Survey



Update on framework implementation action plan

1. A Partnership Framework Implementation Action Plan was also approved in 2019 and reported upon extensively in the first Partnership Progress Report covering IFAD11 issued in 2022.⁹ The following updates are presented on the actions that were pending at the time of that report.

- (a) *Action 1.5 Develop use of an annual country level partnership summary to reflect achievements in line with partnership objectives.*

It has been determined that country level partnership strategies and actions are largely covered in COSOP design as a result of the Partnership Framework - and COSOP Results Reviews (CRR) and therefore separate, standalone partnership strategies at country level would be duplicative. Further, IFAD country teams provide input into the Regional Engagement and Partnership Strategies.

- (b) *Action 1.9 Revise the corporate approach to Global Engagement to reflect the Partnership Framework objectives, use of outcome-oriented action plan with linked prioritized partnerships, and a format for an annual summary update.*

Since 2022, GPR Global and Multilateral Engagement (GAME) Team has proposed yearly priorities for IFAD Executive Management Committee's approval. The proposal builds on a careful analysis of results from previous engagements, expectations around upcoming high-level events, alignment with the Fund's mandate and comparative advantage, and opportunities to leverage strategic partnerships and strengthen visibility. The team has adopted a results-management approach, developing a template with clear objectives and indicators that allow tracking of outputs and outcomes. The use of this template is encouraged by all teams leading global and multilateral engagements. As part of its coordination efforts, the GAME team drafts a mid- and end-year stocktake of the prioritized engagements for EMC's discussion. The sharper approach and improved process have resulted in a stricter prioritization of global and multilateral engagements, with clearly defined goals that contribute to IFAD's partnership framework's six objectives.

- (c) *Action 2.1 Upgrade ORMS to include partnership reporting fields in COSOP and Grant Module.*

The identification of strategic partnerships is an essential component of COSOPs. It is integrated in the mandatory section G entitled "Strategic partnerships and South-South and Triangular Cooperation". Information on partnerships is further sub-divided in: Government and civil society, Development partners, and Private sector. Further, COSOP appendix II integrates a detailed matrix of strategic partnerships as well with information about partnering objective, justification for partnering, and status, among others.

While the planned COSOP module is not yet active in ORMS, IFAD COSOPs are kept in the Operations Documents Centre for internal information and are publicly disclosed and available online.

⁹ [EB 2022/135/R.23](#).

- (d) *Action 2.7 Develop a database of formal/informal partnerships and create a baseline for monitoring progress and achievement of outcomes.*

The GPR Partnership Database tracks all formalized partnerships as signified by Memorandum of Understanding (MOU) or other form of agreement. The database is updated and verified on a continuous basis, most recently in fall 2024. Informal partnerships at country and regional level are included in regional partnership strategies prepared at the end of each replenishment period, in addition to PCRs. Moreover, a Client Relations Management (CRM) system is currently under development. GPR is weighing the costs and benefits of establishing a CRM, as such a tool is expected to enhance coordination and tracking of partner relations, particularly as IFAD continues to decentralize.

- (e) *Action 3.2 Develop dedicated training and capacity-building modules for staff in the key areas of partnership development and the use of partnership instruments and tools.*

GPR created and launched a partnering e-learning curriculum in the Operations Academy eLearning catalogue in 2024. It has been taken by over x staff since its launch. The Training focuses on practical use of the IFAD Partnering Toolkit and lessons from seasoned IFAD country and global staff. Contact has been made with the UNSSC's Innovation Toolkit team to explore joint trainings.