

---

## **Proposed approach to the IFAD14 commitments and results framework**

---

Document: IFAD14/1/R.5

Agenda: 6

Date: 10 April 2026

Distribution: Public

Original: English

**FOR: REVIEW**

**Useful references:** IFAD at the midterm of the Thirteenth Replenishment; IFAD14: Investing in rural people for food security, economic growth and stability; Corporate-level evaluation of the institutional and operational performance under IFAD11 and IFAD12 ([EC 2026/132/W.P.7](#))

**Action:** The Consultation on the Fourteenth Replenishment of IFAD's Resources is invited to review the proposed approach to the IFAD14 commitments and results framework.

---

---

**Technical questions:**

**Federica Diamanti**

Associate Vice-President  
External Relations Department  
e-mail: [f.diamanti@ifad.org](mailto:f.diamanti@ifad.org)

**Carola Mariana Alvarez**

Managing Director  
Office of Development Effectiveness  
e-mail: [c.alvarez@ifad.org](mailto:c.alvarez@ifad.org)

**Chitra Deshpande**

Chief, Results, Resources and Systems  
Office of Development Effectiveness  
e-mail: [c.deshpande@ifad.org](mailto:c.deshpande@ifad.org)

**Raniya Sayed Khan**

Senior Partnership Officer, Replenishment  
Global Engagement, Partnership and Resource  
Mobilization Division  
e-mail: [raniya.khan@ifad.org](mailto:raniya.khan@ifad.org)

---

*For more information on the replenishment please visit*  
<https://www.ifad.org/en/replenishment>.

## Contents

<b>I. Introduction</b>	<b>1</b>
<b>II. Approach to developing IFAD14 policy commitments and monitorable actions</b>	<b>1</b>
A. Principles guiding the development of IFAD14 commitments	2
B. Commitments framework informed by learning	2
C. Treatment of institutionalized priorities	3
<b>III. Approach to the IFAD14 results management framework</b>	<b>3</b>
A. Results pathway	4
B. Principles underlying the proposed RMF adjustments	5
C. Proposed IFAD14 RMF adjustments, by tier	6
<b>IV. Monitoring and reporting</b>	<b>10</b>
<b>V. Conclusion</b>	<b>11</b>

## I. Introduction

1. IFAD enters the Fourteenth Replenishment of its Resources (IFAD14) with a strong reputation as a results-oriented institution, recognized for transparency, accountability and credible impact measurement. Under this replenishment, IFAD will take a principles-based approach to further sharpen its strategic focus and realism and will increase the use of results for both performance management and adaptive management. The proposed adjustments build on lessons from previous replenishments and those of peer institutions. They also respond to findings from the corporate-level evaluation (CLE) of IFAD11 and IFAD12, carried out by the Independent Office of Evaluation of IFAD (IOE), which underscored the importance of greater prioritization, realism and clearer alignment between commitments, delivery capacity and performance measurement. This approach will further strengthen IFAD's comparative advantage as a specialized institution that can track first-mile outcomes and adapt delivery based on evidence from implementation.
2. As in past replenishments, the accountability architecture for IFAD14 comprises three complementary elements:
  - (a) **Policy commitments** express the strategic areas where IFAD will pursue specific institutional priorities or reforms during the replenishment period, providing high-level direction and signalling areas of collective ambition agreed with Member States.
  - (b) **Monitorable actions** define concrete, time-bound and verifiable steps associated with each commitment, enabling systematic tracking of implementation.
  - (c) **The results management framework (RMF)** tracks institutional performance and development results through indicators and targets, reflecting ongoing operational delivery, mainstreamed priorities and measurable outcomes across the portfolio.
3. Together, these instruments form a single accountability architecture: commitments define strategic objectives, monitorable actions specify how progress will be achieved, and the RMF tracks results and performance at portfolio and institutional level.

## II. Approach to developing IFAD14 policy commitments and monitorable actions

4. Under IFAD14, commitments will be organized around a limited number of core statements capturing the main institutional directions agreed with Member States for the replenishment period. This is intended to strengthen strategic clarity, signal priority actions and ensure deliverability within the cycle.
5. Each core commitment will be accompanied by monitorable actions translating the policy direction into specific operational or institutional steps. These actions will be time-bound, measurable and designed to support implementation during IFAD14. Where relevant, the commitments matrix will also reference corresponding RMF indicators, illustrating how certain commitments are operationalized through both monitorable actions and indicators already tracked under the RMF.

## A. Principles guiding the development of IFAD14 commitments

6. The preparation of IFAD14 commitments and monitorable actions is guided by the following principles:
- (a) **Member-driven and consultative process**  
Commitments are developed through dialogue with Member States during the Consultation process. Early drafts are intended to facilitate discussion and identify areas of convergence, with the final set emerging progressively as a shared outcome of the Consultation.
  - (b) **Strategic focus and selectivity**  
Responding to evaluation findings with overly broad commitments can dilute focus and complicate implementation. IFAD14 will maintain a limited number of commitments concentrated on areas where new, continuous or increased ambition is required, based on IFAD14 priorities and supported by monitorable actions and linked RMF indicators (e.g. a new or strengthened focus on integrating private sector partnership across sovereign and non-sovereign investments, innovation and digitalization, rural employment, and market systems, and an elevated operational focus on fragile contexts, nutrition and inclusive targeting).
  - (c) **Clear differentiation between commitments and institutional practice**  
Commitments capture priority actions or reforms to be achieved within the IFAD14 cycle. Activities or standards that are already mainstreamed in IFAD policies, operational guidance or continuous delivery will be documented through the RMF and regular corporate reporting. This avoids presenting ongoing practices as time-bound commitments while ensuring continuity and transparency.
  - (d) **Deliverability within the replenishment period**  
Monitorable actions linked to commitments will be realistic, time-bound and measurable within the IFAD14 timeframe, thereby strengthening accountability and ensuring that commitments correspond to actions that can reasonably be implemented during the cycle.
  - (e) **Alignment with results and performance management**  
The commitments framework complements the RMF. The commitments focus on policy direction and institutional delivery, while the RMF tracks operational performance, outputs and outcomes. This distinction maintains clarity of purpose and avoids duplication.

## B. Commitments framework informed by learning

7. The IFAD14 approach is informed by three complementary sources: implementation experience under IFAD13, findings from the CLE of the institutional and operational performance under IFAD11 and IFAD12, and evolving practice across peer multilateral development banks (MDBs) and international financial institutions (IFIs).
- (a) **Learning from IFAD13 implementation**  
Experience under IFAD13 confirms the value of a structured commitments framework in supporting institutional focus and accountability. It also shows that commitments are most effective when limited in number, clearly linked to operational delivery and achievable within the replenishment period.
  - (b) **Learning from the corporate-level evaluation**  
The CLE of IFAD11 and IFAD12 highlights the importance of prioritization, coherence and realism in institutional frameworks. It notes that excessive thematic breadth or complex structures can dilute strategic focus and increase implementation burdens. The evaluation also underscores the need for stronger alignment between commitments, delivery capacity and

measurable results, and for clearer differentiation between strategic direction, operational actions and performance indicators.

(c) **Learning from peer institutions**

Across MDBs and IFIs, replenishment frameworks increasingly emphasize streamlined, time-bound commitments focused on institutional priorities, while mainstreamed themes are reflected through results frameworks rather than stand-alone commitments.

**C. Treatment of institutionalized priorities**

8. Over successive replenishment cycles, several thematic areas – such as investment in climate resilience and social inclusion – have become integral to IFAD's operational model and are embedded across programmes, policies and procedures. While certain priorities may no longer be reflected as new commitments, this does not mean that they are considered less important. On the contrary, priorities that have been fully institutionalized are now firmly embedded in how IFAD operates and continue to be tracked through RMF indicators with full transparency. New commitments concentrate on areas where new or strengthened action is required.
9. Institutionalization does not imply uniform performance. Performance gaps and uneven results will continue to be tracked transparently through RMF indicators and corporate reporting. Where progress is inconsistent or a specific aspect requires renewed ambition, commitments may be retained or a specific time-bound commitment may be introduced during the Consultation process. With respect to nutrition for example, agreed targets have not yet been consistently met. In such cases, a commitment – reflected in project objectives that deliver on government priorities – provides an additional implementation push within the cycle. Once performance stabilizes and approaches are fully embedded in project delivery, such priorities transition to being tracked primarily through the RMF.

**III. Approach to the IFAD14 results management framework**

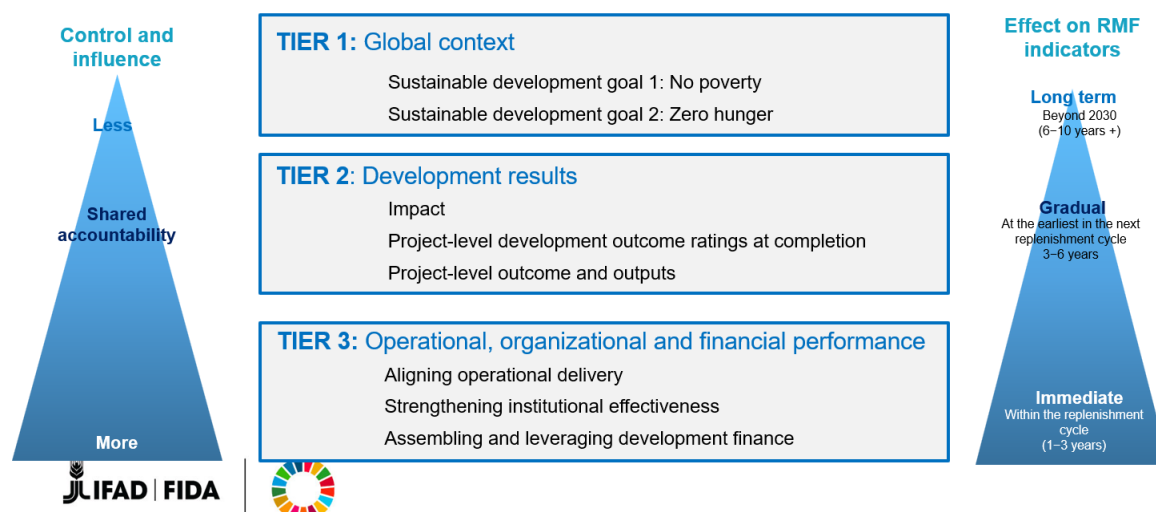
10. IFAD14 is an opportunity to continue enhancing the RMF, especially as a tool for adaptive management. The assessments carried out by the Multilateral Organisation Performance Assessment Network (MOPAN) in 2019 and 2024 both highlighted IFAD's strong results-based management architecture and RMF. A review of the IFAD12 RMF conducted by IOE further confirmed that the framework is in line with best practice. Nevertheless, it is important to approach each new replenishment as an opportunity to refresh the RMF and to take on board lessons learned, emerging priorities, and best practices of peer organizations, particularly given IFAD's evolving business model and the evolving priorities and requirements of Member States and other stakeholders.
11. **A well-formulated RMF is crucial to driving implementation of IFAD's strategic priorities.** The RMF is not just a tool for reporting and accountability. It plays a key role in determining overall organizational direction and communicates IFAD's priorities both internally to IFAD staff and externally to its partners. The IFAD14 RMF is an opportunity to: (i) increase the focus in areas such as employment and private sector engagement; (ii) embed recent organizational reforms; and (iii) strengthen the focus on IFAD's core mandate and the specific priorities for this replenishment period. At the same time, the RMF should not be overloaded with indicators and targets that are already well established within IFAD's work.
12. Based on the IFAD14 Strategic Directions paper and Member State feedback received at the IFAD14 launch, this paper provides proposals for the RMF for the IFAD14 period. These proposals aim to: build on improvements made in IFAD13; consider lessons learned from IFAD12 impact assessments; align with other MDBs'

best practices; and create space for indicators that reflect IFAD14 priorities, while continuing to streamline the RMF. The focus of this document is to seek feedback on the overall structure of the RMF and proposed adjustments to its indicators. Proposals will be updated and targets with detailed indicator definitions will be developed based on the feedback received.

**A. Results pathway**

13. **Each replenishment leads to agreement on a set of policy commitments specific to that replenishment cycle, as well as an updated RMF that aims to measure long-term organizational results.** The timeline for realization of these results and IFAD’s own control and influence over them varies based on the RMF tier. As illustrated in figure 1 below, results are first realized in in Tier 3 (1 to 3 years, focused on IFAD’s organizational and financial performance), followed by Tier 2 (3 to 6+ years, reporting development results from IFAD-financed operations). This tier contributes to understanding progress in responding to the global challenges highlighted in Tier 1 (6+ years). IFAD’s direct control and influence over these results declines as the RMF progresses from Tier 3 to Tier 1. Results in Tier 3 are largely within Management’s control. The development results in Tier 2 are subject to a range of risks and assumptions, and shared accountability with borrowing Member States and other partners. Progress on global challenges in Tier 1 is a shared ambition of all Member States.
14. **Tier 3, where IFAD has the greatest control and influence, is also the area in which it can be held most accountable for performance.** It includes issues such as quality of design, quality of supervision and implementation support, proactivity, and country programme performance (including non-lending activities). The IFAD12 Completion Report, IFAD13 midterm review and 2025 Report on IFAD’s Development Effectiveness (RIDE) highlight that performance is strong in Tier 3 – and is improving.
15. **As IFAD engages with partners (including borrowers), accountability, control and influence begin to be shared, primarily in Tier 2: development results.** This is because projects are designed with governments and implemented by governments (in the case of sovereign investments), and the private sector (in the case of non-sovereign operations [NSOs], which were not previously included in RMF results reporting). While IFAD’s performance can be assessed through the indicators in Tier 3, improvements in results and impact indicators are not direct consequences of IFAD’s support alone, but are influenced by a range of other factors including the performance of borrowers.

Figure 1  
Results management framework and theory of change



16. **The results pathway also reflects IFAD’s organizational theory of change.** Strong operational, organizational and financial performance (Tier 3), leads to development results directly attributable to IFAD-financed operations (Tier 2) that contribute to addressing development challenges at the country, regional and global levels (Tier 1). For example, it is expected that a high-quality project design within the replenishment cycle (Tier 3) will deliver strong results that will be reported at the Tier 2 level. Project-level outcomes and outputs are reported for the ongoing portfolio, as an indicator of the development ratings and impact that will be achieved after project closure (during a future replenishment cycle). Performance at the Tier 3 level provides reassurance that IFAD is doing the right things at the present time. Tier 2 performance indicates the results linked to these performance improvements over time. This time lag has implications on the types of indicators included in each cycle, and their location in the RMF. New priorities are best reflected in Tier 3, where they can be monitored during project design and supervision. Over the long term, embedding these priorities in design and supervision will generate measurable results and impact that can then be monitored in Tier 2, providing a feedback loop, which ensures that Tier 3 actions are driving the expected Tier 2 results and impact.

## **B. Principles underlying the proposed RMF adjustments**

17. This paper proposes adjustments to the RMF for IFAD14, building on improvements made in IFAD13, lessons learned from IFAD12 impact assessments and feedback from Member States on the IFAD14 Strategic Directions paper. The following guidelines are proposed:
- (a) **Streamlining and strategic prioritization.** While the RMF should reflect the different priorities of each replenishment period, some continuity between replenishments is also required. This creates a risk that the RMF will become overloaded, as older indicators are maintained for continuity and new indicators on emerging priorities are added. To avoid this, there must be some strategic prioritization of indicators in each replenishment period. A limited number of new indicators are proposed for the IFAD14 RMF to reflect IFAD14 priorities, while a number of existing indicators are proposed for removal with the aim of reducing the overall length and complexity of the RMF. Indicators are proposed for removal only when: (i) there is clear data on full achievement of the target; (ii) there is limited scope for increasing targets; (iii) the information is already reported through more suitable mechanisms; (iv) the issue is more appropriately included in the commitment matrix; or (v) the indicator can be replaced with a more relevant indicator. The RMF will also be rebalanced towards operational delivery, in line with recent IFAD reforms and the recommendations of the CLE of the institutional and operational performance under IFAD11 and IFAD12. This can be achieved by reducing the number of indicators at Tier 3 and placing a greater focus on achieving development outcomes and strengthening results and impact reporting on priority topics in Tier 2.
- (b) **Learning and methodological refinement.** IFAD is a learning organization and during each replenishment cycle, lessons are learned through impact assessment exercises, project monitoring and evaluation. This provides opportunities for refining IFAD’s corporate reporting. For IFAD14, Management has proposed refining several indicators to reflect lessons learned during IFAD12 and IFAD13. Management is also exploring how to leverage the results and impact captured in project completion reports (PCRs) for RMF reporting. Currently, PCRs are only used as a source for RMF development outcome ratings – not for results reporting. Impact is reported based on IFAD-led impact assessments and project outputs and outcomes are

reported based on ongoing projects. This means that results reported at completion are not currently reflected in the RMF.

- (c) **Alignment with best practices in other MDBs and IFIs.** IFAD works closely with peer MDBs and IFIs, participating in the MDB Working Group on Managing for Development Results and working groups related to specific functions. Several adjustments are proposed to the IFAD14 RMF to reflect best practices in other MDBs and harmonized MDB approaches. For example, it is proposed to use the RMF for reporting on private direct and indirect mobilization, and to use independent evaluation as a source for project completion ratings.

### C. Proposed IFAD14 RMF adjustments, by tier

18. The following section provides details on the changes proposed to the IFAD14 RMF for consideration by members of the IFAD14 Consultation.
19. **Tier 1: Global context.** Tier 1 aims to reflect key global- and country-level challenges related to IFAD's mandate, and which IFAD's operations and development results aim to address. For IFAD14, it is proposed that this tier be largely the same as in IFAD13. However, it is proposed to remove one indicator on child malnutrition while maintaining the broader indicator on food insecurity that is more clearly linked to impact reported in Tier 2. In addition, the indicator on global poverty should be updated to reflect the current international poverty line of US\$3.00 per day. The sources of data would remain unchanged.

Table 1

Summary of proposed changes in Tier 1

Type of change	Indicator	Rationale
Proposed adjustment to existing indicator	Proportion of population below the international poverty line of <b>US\$3.00</b> per day	The IFAD13 RMF reflected the previous poverty line of US\$1.90 per day. For IFAD14, it should be updated since the international poverty line was raised to US\$3.00 per day in 2025.
Indicator proposed for removal from RMF	Prevalence of malnutrition among children under 5 years of age	Proposed for removal since there is already an indicator on overall prevalence of food security. IFAD does not have a specific mandate to address child malnutrition and there is no corresponding indicator on child malnutrition in Tiers 2 or 3.

20. **Tier 2: Development results.** It is proposed to retain the current structure of Tier 2, divided into three sub-sections: 2.1 Impact; 2.2 Project-level development outcome ratings at completion; and 2.3 Project-level outcomes and outputs:
- (a) **2.1 Impact.** Indicators on economic mobility, production, market access, resilience, food security and women's empowerment are proposed to be maintained, with small adjustments in methodologies to: (i) improve measurement of agricultural and non-agricultural incomes, production and market access; and (ii) leverage geospatial data and simplify data-collection exercises. Based on lessons learned in IFAD11 and IFAD12, and analysis of IFAD's portfolio, the nutrition indicator is proposed to be updated to focus on measuring improved access to nutritious food at the market and household levels for IFAD's target groups – not just shifts in diet. This should enable measurement of the nutrition-related impacts of a broader range of IFAD project investments – including value chain-related investments – across target communities. The consumption-based nutrition indicator Minimum Dietary Diversity for Women (MDD-W) remains a core indicator in IFAD project logframes and would continue to be reported in Tier 2.3 (see below). Indicative targets for the impact indicators are provided together with the financial scenarios. While RMF impact targets are expressed in millions of people (breadth) and not average impact (depth), the impact assessments

undertaken in IFAD14 will continue to explore both depth and breadth of impact, as was done in IFAD12. Both are crucial to IFAD's development effectiveness and learning agenda. During IFAD14, Management will also explore ways to leverage PCR impact reporting in Tier 2.1, particularly for extrapolating impact assessment findings across IFAD's portfolio.

- (b) **2.2 Project-level development outcome ratings at completion.** For IFAD14, it is proposed that reporting of development outcome ratings at completion use IOE ratings from project completion report validations (PCRVs), rather than Management ratings from PCRs. This approach aligns with best practices in other MDBs. IOE ratings are lower, on average, than Management ratings, as regularly acknowledged in the disconnect analysis provided in Annual Report on the Independent Evaluation of IFAD. Management and IOE continue to work together to reduce this disconnect, for example through the joint IFAD Evaluation Manual covering both independent evaluation and self-evaluation. To ensure that targets remain ambitious but achievable, it may be necessary to reduce targets on certain indicators if the IOE ratings are used, particularly in areas where this disconnect is greatest. These areas include efficiency, sustainability and gender equality. Targets for scaling-up, environment and natural resource management, and government and IFAD performance could be maintained at current levels. For more complete reporting on standard evaluation indicators and greater comparability with other organizations, it is also proposed to reintroduce reporting on relevance and effectiveness. These were not included in the IFAD13 RMF, but are already rated and monitored in PCRs and PCRVs. Given that IOE only publishes data systematically on the share of projects rated 4 and above, additional reporting on projects rated 5 and above for gender equality should be discontinued in IFAD14. However, given the high credibility of IOE ratings, 4 and above can be considered an adequate benchmark in line with peer organizations. Internally, Management would continue to monitor the share of projects rated 5 and above by Management and push for ambitious ratings.
- (c) **2.3 Project-level outcomes and outputs.** Results in this section of the RMF are reported based on data from the monitoring and evaluation systems of ongoing IFAD-supported projects. These indicators provide important visibility of the results of IFAD-financed projects in priority areas. These indicators show how the focus of IFAD's portfolio evolves and provide indications of the impact that will be reported in future replenishment periods. The proposed changes, detailed in the table below, would: (i) strengthen reporting on private sector engagement, employment and value chain investments in the sovereign portfolio; (ii) enhance reporting on biodiversity-related activities in line with IFAD's Climate, Environment and Biodiversity Strategy; and (iii) improve reporting on nutrition outcomes at the project level. Management is also exploring the feasibility of integrating NSO results into reporting in IFAD14, as part of efforts to monitor the full programme of work and results of IFAD's integrated country programmes.

Table 2  
Summary of changes in Tier 2

Type of change	Indicator	Change/rationale
<b>Tier 2.1 Impact</b>		
Proposed adjustment to existing indicator	Number of people with improved <b>access to nutritious food</b> (millions)	Dietary changes are already captured through project-level reporting on MDD-W. In order to capture broader nutrition-related impacts of IFAD's work at the portfolio level and reduce overlaps with project-level outcome reporting, it is proposed to adjust this impact indicator to measure improved access to nutritious food. This would capture more impacts of IFAD's work, particularly at the value chain level, and complement MDD-W reporting in Tier 2.3.
<b>Tier 2.2 Project-level development outcome ratings at completion</b>		
Proposal for new RMF indicator	<b>Relevance (ratings 4 and above) (percentage)</b>	As part of proposed shift to use of IOE PCRV ratings, it is proposed to reintroduce RMF reporting on the standard global evaluation indicators 'Relevance' and 'Effectiveness'. This would also improve comparability between IFAD and other organizations.
Proposal for new RMF indicator	<b>Effectiveness (ratings 4 and above) (percentage)</b>	See above
Proposed adjustment to existing indicator	All project-level development outcome rating indicators to be based on IOE PCRVs	Data source proposed to be changed to IOE PCRVs in line with best practices in other MDBs.
<b>Tier 2.3 Project-level outcomes and outputs</b>		
Proposal for new RMF indicator	<b>Market, processing and storage facilities constructed or rehabilitated (number)</b>	This is an existing core indicator for tracking value chain-related investments that is already used by projects. It could be added to the RMF to give greater visibility to this work in line with IFAD14 priorities.
Proposal for new RMF indicator	<b>Rural enterprises accessing services</b>	The existing core indicator " <b>Rural enterprises accessing business development services</b> " is already in use by projects. It could be added to the RMF and broadened to include financial and non-financial services. Following internal discussion, a more detailed definition will be presented if Member States endorse the proposal.
Proposal to adjust existing indicator	People <b>supported to improve their employment</b> (millions)	Expand the existing core output indicator " <b>CI 2.1.2 – People trained in income generating activities or business management</b> " to capture a broader range of activities aimed at supporting employment of IFAD's target groups. This would enable more complete monitoring of these interventions. The specific taxonomy of activities would be defined.
Proposal to adjust existing indicator	People with new employment opportunities	Adjust the existing core outcome indicator " <b>CI 2.2.1 – Beneficiaries with new jobs/employment opportunities</b> " slightly to focus on employment opportunities. Management also proposes to explore expansion of this indicator to include people with improved employment as well as new employment, in line with emerging practices in other IFIs.
Proposal to adjust existing indicator	Households adopting environmentally sustainable, <b>biodiversity friendly</b> and climate-resilient technologies and practices (millions)	Expand indicator definition to include technologies and practices for the sustainable use, conservation or restoration of biodiversity, improving coherence finance reporting in other MDBs.
Proposal to adjust existing indicator	Land brought under climate-resilient and <b>sustainable natural resource management</b> (millions of hectares)	Expand indicator definition to integrate biodiversity and improve coherence with nature finance reporting in other MDBs.

Type of change	Indicator	Change/rationale
Proposal to adjust existing indicator	<b>Women reporting achievement</b> of minimum dietary diversity	Propose to adjust from “ <b>Percentage of women reporting minimum dietary diversity</b> ” to “ <b>Women reporting achievement of minimum dietary diversity</b> ” (number of women rather than percentage) for improved communication of results.

21. **Tier 3: Operational, organizational and financial performance.** Tier 3 is divided into five sub-sections: designing for impact; proactive portfolio management; performance of country programmes; assembling and mobilizing finance; and institutional efficiency. The proposed streamlining and strategic prioritization in the IFAD14 RMF aims to rebalance the RMF towards operational delivery in line with recent IFAD reforms and the recommendations of the CLE of the institutional and operational performance under IFAD11 and IFAD12. To incentivize a greater focus on results and impact in Tier 2, it is proposed to reduce the number of indicators in Tier 3. Some Tier 3 indicators on IFAD’s financial performance are more appropriately included in dedicated financial reporting rather than the RMF (e.g. deployable capital). Others reflect initiatives that have largely been completed (e.g. decentralization and PCR disclosure). The list of indicators proposed for removal from the RMF, along with the rationale, are detailed table 4. A limited number of new indicators are also proposed in Tier 3. The first replaces the IFAD13 RMF indicators and commitments on social inclusion themes at design with an RMF indicator on their inclusion in the ongoing portfolio. The indicator would be disaggregated by theme, ensuring full visibility of their mainstreaming across the portfolio. The indicator on the leverage ratio of IFAD’s NSOs should be updated to align with the MDB harmonized methodology for reporting on private investment mobilization. The second reflects IFAD’s International Aid Transparency Initiative (IATI) reporting, replacing the current indicator on PCR disclosure.

Table 3

**Summary of changes in Tier 3**

Indicator	Proposed change and rationale
<b>Proposed new indicators</b>	
<b>Ongoing sovereign operations prioritizing at least one of social inclusion themes (percentage, disaggregated by theme)</b>	<b>New RMF indicator</b> on social inclusion that aligns with IFAD12 and IFAD13 commitments on social inclusion themes to replace the current indicator. The new indicator gives a more complete picture of how social inclusion themes are integrated across the portfolio – not just at design.
<b>Proposed adjustments to existing indicators</b>	
<b>Comprehensiveness of IFAD’s disclosure to IATI (percentage)</b>	<b>Replace indicator</b> on share of PCRs disclosed. Both the IATI and PCR disclosure indicators were included in the IFAD11 and IFAD12 RMFs. For IFAD14, it is suggested that only the IATI indicator be included, as it provides a stronger indicator of transparency.
<b>Private mobilization of IFAD non-sovereign investments</b>	<b>Adjust the</b> IFAD13 indicator “Leverage effect of IFAD non-sovereign investments” to align with the MDB methodology for private sector investment mobilization. <sup>1</sup>
<b>Indicators proposed for removal</b>	
<b>Climate capacity: projects designed to build adaptive capacity (percentage)</b>	Given that climate risk screening is already applied to 100 per cent of the portfolio and the portfolio’s climate focus is also monitored using the indicator on climate finance as share of programme of loans and grants, it is <b>suggested that this indicator be removed.</b>
<b>Projects designed to achieve transformative outcomes for gender equality and women’s empowerment</b>	<b>Replace this indicator</b> with an updated social inclusion indicator that provides a full picture

<sup>1</sup> [Reference guide on MDB private investment mobilization.](#)

Indicator	Proposed change and rationale
<p><b>Appropriateness of targeting approaches in IFAD investment projects (ratings 4 and above/ratings 5 and above)</b></p>	<p>of how women's empowerment is integrated into the overall IFAD portfolio – not just at design.</p> <p>Given that 100 per cent achieved 4 and above ratings in IFAD12 and all projects are required to achieve this to proceed to approval, <b>there is limited value in including this indicator in the RMF</b>. Target group engagement during implementation is also monitored through the portfolio management indicator “<b>Quality of project target group engagement and feedback</b>”. The new portfolio-level tracking of social inclusion themes also provides visibility on this issue.</p>
<p><b>The Social, Environmental and Climate Assessment Procedures (SECAP) compliance (share of projects meeting requirements [pass])</b></p>	<p>Since this is a requirement for 100 per cent of projects, <b>there is limited value in including it in the RMF</b>.</p>
<p><b>Knowledge management rating in country strategic opportunities programme (COSOP) completion reports</b></p>	<p>The existing policy engagement indicator is maintained as a high-priority area, which is closely linked to knowledge management. Therefore, it is <b>proposed that this indicator be removed to streamline the RMF</b>.</p>
<p><b>Deployable capital</b></p>	<p>This indicator is reported on in IFAD's financial reporting,<sup>2</sup> therefore it is <b>redundant in the RMF</b>.</p>
<p><b>Debt-to-equity ratio</b></p>	<p>The leverage ratio limit has been removed from IFAD's Capital Adequacy Policy. The leverage ratio trend continues to be reported to IFAD's Executive Board.<sup>3</sup> As with the deployable capital ratio, <b>the leverage ratio is redundant in the RMF</b>.</p>
<p><b>Decentralization effectiveness</b></p>	<p>Given that the decentralization process has been completed, <b>reporting on this indicator is now unnecessary</b>. Overall <b>staff engagement index</b> is maintained as a separate indicator.</p>
<p><b>Percentage of PCRs submitted within the prescribed deadline and percentage of approved PCRs that are publicly disclosed</b></p>	<p><b>Since PCR disclosure</b> is now standard practice and replaced with an indicator on the comprehensiveness of IFAD's disclosure to IATI, it is <b>suggested that this indicator be removed</b>. IFAD's IATI reporting includes PCRs and a range of other data on IFAD's operations, financing and results.</p>

## IV. Monitoring and reporting

22. Reporting on progress and results under IFAD14 will continue primarily through the RIDE, which remains the main corporate instrument for accountability to the Executive Board and Member States. The RIDE published at the end of the IFAD14 cycle will also serve as the replenishment completion report and will include reporting on the IFAD14 commitments. These reports will not only document results but also strengthen feedback loops by drawing on evidence from supervision, portfolio reviews and completion reporting to inform course corrections and address bottlenecks during implementation. In addition, IFAD will maintain established practice by conducting a midterm review of IFAD14 during the IFAD15 Consultation exercise to support stocktaking, dialogue with Member States and any necessary adjustments.

<sup>2</sup> For example, the Resources Available for Commitment document, the Asset and Liability Management report and the Capital Adequacy Report.

<sup>3</sup> For example, in IFAD's financial statements and Resources Available for Commitment document presented to the Executive Board for review and approval.

23. The RIDE is complemented by other IFAD reporting mechanisms. While the RIDE reports specifically on the RMF and associated performance, more detailed information on selected areas is provided through other stand-alone and thematic reports, including the ethics report, the grants report, and IFAD's financial and risk-related reporting.
24. IFAD will continue to enhance the transparency and accessibility of its results reporting. Under IFAD14, the RMF dashboard will remain publicly accessible, enabling the Executive Board and other stakeholders to track performance against RMF indicators at any time. In line with its commitment to transparency, IFAD will also work to improve the comprehensiveness of its reporting to IATI and to expand public access to data on its operations, in accordance with its disclosure and data governance policies.

## **V. Conclusion**

25. The IFAD14 approach to policy commitments, monitorable actions and the RMF is designed to strengthen credibility, focus and accountability while preserving flexibility for Member States to shape the replenishment's direction. By clearly distinguishing between new institutional priorities, implementation actions and ongoing performance tracking, the framework supports effective delivery and transparent reporting throughout the IFAD14 cycle.

## Summary of recent IFAD RMFs

Replenishment	IFAD8	IFAD9	IFAD10	IFAD11	IFAD12	IFAD13	IFAD14 (proposed)
<b>Number of tiers</b>	4	5	5	3	3	3	3
<b>Number of indicators</b>	53	70	58	79	66	59	55
<b>Notes</b>	<p><b>Tier 1:</b> Country/global progress on Millennium Development Goals (MDGs)</p> <p><b>Tier 2:</b> Development outcomes</p> <p><b>Tier 3:</b> Operational effectiveness</p> <p><b>Tier 4:</b> Organizational effectiveness</p>	<p><b>Tier 1:</b> Global poverty, food security and agricultural investment outcomes</p> <p><b>Tier 2:</b> Country-level outcomes and impact</p> <p><b>Tier 3:</b> Country-level outputs</p> <p><b>Tier 4:</b> Operational effectiveness of country programmes and projects</p> <p><b>Tier 5:</b> IFAD's institutional effectiveness and efficiency</p>	<p><b>Tier 1:</b> Global context</p> <p><b>Tier 2:</b> Development results</p> <p><b>Tier 3:</b> Operational, organizational and financial performance</p>				

## Proposed IFAD14 results management framework

### Tier 1 – Global context

Code	Indicator	Sustainable Development Goal (SDG)	Data source	Latest status
<b>1.1</b>	<b>SDG 1: No poverty</b>			
<b>ADJUSTED</b> 1.1.1	Proportion of population below the international poverty line of <b>US\$3.00</b> a day	1.1.1	United Nations Statistics Division (UNSD)	9.9% (2025)
<b>1.2</b>	<b>SDG 2: Zero hunger</b>			
1.2.1	Prevalence of food insecurity	2.1.2	UNSD	28.0% (2024)
1.2.2	Productivity of small-scale food producers	2.3.1	UNSD	-
1.2.3	Average income of small-scale food producers	2.3.2	UNSD	-
1.2.4	Government expenditure on agriculture (index)	2.a.1	UNSD	0.43 (2023)

### Tier 2 – Development results

Code	Indicator name	SDG	Data sources	IFAD12 results (baseline for IFAD14)		IFAD13 target	IFAD14 proposed target
<b>2.1</b>	<b>Impact</b>			<b>Average impact</b>	<b>Millions of people</b>	<b>Millions of people</b>	<b>Millions of people</b>
2.1.1	Number of people experiencing positive economic mobility (millions)	2.3 and 1.2	Impact assessment (IA) and PCR	34%	49	101	TBD
2.1.2	Number of people with improved production (millions)	2.3.2	IA and PCR	35%	39	82	TBD
2.1.3	Number of people with improved market access (millions)	2.3	IA and PCR	34%	40	84	TBD

Code	Indicator name	SDG	Data sources	IFAD12 results (baseline for IFAD14)		IFAD13 target	IFAD14 proposed target
2.1	Impact			Average impact	Millions of people	Millions of people	Millions of people
2.1.4	Number of people with greater resilience (millions)	1.5	IA and PCR	5%	10	50	TBD
2.1.5	Number of people with improved food security (millions)	2.1.2	IA and PCR	N/A	N/A	66	TBD
<b>ADJUSTED</b> 2.1.6	Number of people with improved <b>access to nutritious food</b> (millions)	2.1	IA and PCR	1%	0.039	5	TBD
2.1.7	Number of people in households with improved women's empowerment (millions)	5.6	IA and PCR	N/A	N/A	61	TBD

Code	Indicator name	SDG	Data source	IFAD12 actual (IFAD PCR 2022–2024)	IFAD12 actual (IOE PCR 2021–2023)	IFAD13 target (IFAD PCR)	Proposed IFAD14 target
<b>2.2</b>	<b>Project-level development outcome ratings at completion</b>						
<b>NEW</b> 2.2.1	<b>Relevance (ratings 4 and above) (percentage)</b>	N/A	IOE project completion Report validation (PCR) ratings	91	91	NEW	TBD
<b>NEW</b> 2.2.2	<b>Effectiveness (ratings 4 and above) (percentage)</b>	N/A	IOE PCR	83	74	NEW	TBD
2.2.3	Efficiency (ratings 4 and above) (percentage)	N/A	IOE PCR	73	58	80	TBD
2.2.4	Sustainability of benefits (ratings 4 and above) (percentage)	N/A	IOE PCR	79	63	85	TBD
2.2.5	Scaling up (revised definition) (ratings 4 and above) (percentage)	N/A	IOE PCR	86	74	80	TBD

2.2.6	Gender equality (ratings 4 and above (percentage))	5	IOE PCRV	81	65	90 (ratings 4 and above)	TBD
2.2.7	Environment and natural resource management (ENRM) and climate change adaptation (CCA) (percentage)	13 and 15	IOE PCRV	90 (ENRM) 87 (CCA)	84	90 (ratings 4 and above)	TBD
2.2.8	Government performance (ratings 4 and above) (percentage)	N/A	IOE PCRV	86	77	80	TBD
2.2.9	IFAD's performance (ratings 4 and above) (percentage)	N/A	IOE PCRV	96	83	90	

Code	Thematic areas	Indicator name	SDG	Data source	Baseline IFAD12 (2024)	IFAD13 target	Proposed IFAD14 target
<b>2.3</b>	<b>Project-level outcome and outputs</b>						
2.3.1	Outreach	People reached by project supported activities (millions)	1.4	Core indicators	92.0	Tracked	Tracked + disaggregated
2.3.2	Access to agricultural technologies and production services	People trained in <b>production</b> practices and/or technologies (millions)	2.3	Core indicators	2.3	Tracked	Tracked + disaggregated
2.3.3		Hectares of farmland with improved <b>water infrastructure</b>	2.3	Core indicators	220 000	Tracked	Tracked
2.3.4	Access to natural resources	People gaining more secure <b>access to land (millions)</b>	1.4	Core indicators	25 300	Tracked	Tracked + disaggregated
2.3.5	Access to inclusive financial services	People accessing <b>financial services</b> (savings, credit, insurance, remittances, etc.) (millions)	2.3	Core indicators	19.5	Tracked	Tracked + disaggregated

2.3.6	Rural producers' organizations	Number of supported rural producers that are members of <b>rural producers' organizations</b> (millions)	2.3	Core indicators	2.0	Tracked	Tracked + disaggregated
2.3.7	Rural infrastructure and access to markets	<b>Roads</b> constructed, rehabilitated or upgraded (kilometres)	9.1	Core indicators	7 300	Tracked	Tracked
<b>NEW</b> 2.3.8		<b>Market, processing, and storage facilities</b> constructed or rehabilitated (number)	2.3	Core indicators	31 687	N/A	Tracked
<b>ADJUSTED</b> 2.3.9	Diversified rural enterprises and employment opportunities	People supported to improve their <b>employment</b> (millions)	4.4	Core indicators	3.1	Tracked	Tracked + disaggregated
<b>NEW</b> 2.3.10		<b>Rural enterprises</b> accessing services	8.2	Core indicators	249 000	N/A	Tracked
<b>ADJUSTED</b> 2.3.11		People with new employment	8.5	Core indicators	389 800	Tracked	Tracked + disaggregated
<b>ADJUSTED</b> 2.3.12	Environmental sustainability and climate change	Households adopting <b>environmentally sustainable, biodiversity friendly and climate-resilient technologies</b> and practices (millions)	13.1	Core indicators	1.118	Tracked	Tracked
<b>ADJUSTED</b> 2.3.13		Land brought under <b>climate-resilient and sustainable natural resource management</b> (millions of hectares)	2.4	Core indicators	1.9	Tracked	Tracked
2.3.14		<b>Greenhouse gas emissions avoided</b> and/or sequestered (millions of tons of CO <sub>2</sub> e over 20 years)	13.1	Core indicators	133.7	Tracked	Tracked
2.3.15	Nutrition	People supported to improve their <b>nutrition</b> (millions)	2.1	Core indicators	3.3	Tracked	Tracked + disaggregated

<b>ADJUSTED</b> 2.3.16		Women reporting achievement of <b>minimum dietary diversity</b>	2.1	Core indicators	52%	Tracked	Tracked
---------------------------	--	---	-----	-----------------	-----	---------	---------

### Tier 3 – Operational, organizational and resource mobilization performance

Core	Indicator name	Data source	Baseline IFAD12 actual	IFAD13 target	Proposed IFAD14 target
3.1	<b>Designing for impact</b>				
3.1.1	Overall rating for quality of project design (ratings 4 and above/ratings 5 and above)	Quality assurance reviews – percentage 4 and above	100	100	TBD
		Quality assurance reviews – percentage 5 and above	N/A	25	TBD
3.1.2	Climate finance: Climate-focused PoLG	Corporate validation based on the multilateral development bank (MDB) methodologies for climate finance tracking	49	45	TBD
3.1.3	Overall rating for quality of non-sovereign operation (NSO) design (ratings 4 and above)	Quality assurance reviews	N/A	100	TBD
3.1.4	Quality of project procurement at design ( <b>share of projects meeting requirements</b> )	Quality assurance reviews	N/A	50	TBD
<b>NEW</b> 3.1.5	Ongoing sovereign operations prioritizing at least one of the social inclusion themes (percentage) <sup>a</sup>	Corporate validation	Overall: 96% <ul style="list-style-type: none"> <li>○ Transformative outcomes for gender equality and women's empowerment (GEWE): 48%</li> <li>○ Youth-sensitive: 80%</li> <li>○ Nutrition-sensitive: 59%</li> <li>○ Focus on Indigenous Peoples: 11%</li> <li>○ Focus on persons with disabilities: 5%</li> </ul>		

Core	Indicator name	Data source	Baseline IFAD12 actual	IFAD13 target	Proposed IFAD14 target
<b>3.2</b>	<b>Proactive portfolio management</b>				
3.2.1	Disbursement ratio	Oracle FLEXCUBE	18.8	16	TBD
3.2.2	Overall implementation progress (ratings 4 and above)	ORMS supervision ratings	72	80	TBD
3.2.3	Proactivity index	Corporate validation	89	80	TBD
3.2.4	Quality of project target group engagement and feedback (ratings 4 and above)	ORMS supervision ratings	97	85	TBD
<b>3.3</b>	<b>Performance of country programmes</b>				
3.3.1	Effectiveness of IFAD country strategies (ratings moderately satisfactory and above)	COSOP completion reports (CCRs)	88	80	TBD
		Stakeholder survey	91	90	TBD
3.3.2	Country-level policy engagement (ratings of moderately satisfactory and above)	CCRs	84	80	TBD
		Stakeholder survey	83	90	TBD
3.3.3	Overall quality of SSTC in COSOPs (ratings of 4 and above) (percentage)	Quality assurance reviews	100	100	TBD
<b>3.4</b>	<b>Assembling and mobilizing finance</b>				
3.4.1	Cofinancing ratio		1: 2.34	1:1.7	TBD
	Cofinancing ratio (domestic)		1: 1.42	1:0.8	TBD
	Cofinancing ratio (international)		1: 0.92	1:0.9	TBD
<b>ADJUSTED</b> 3.4.2	<b>Private mobilization of IFAD non-sovereign operations</b>		5.7	5	TBD
	<b>Direct transaction mobilization <sup>b</sup></b>				TBD
	<b>Indirect transaction mobilization <sup>c</sup></b>				TBD
<b>3.5</b>	<b>Institutional efficiency</b>				
3.5.1	Ratio of IFAD's administrative expenditure to the PoLG (including IFAD-managed funds)		12.4	12.5	TBD
3.5.2	Percentage of women in P-5 posts and above		48.3	=>45	TBD
3.5.3	Staff engagement index (Global Staff Survey) with specific indicators related to the IFAD Strategy on Diversity, Equity and Inclusion		74	80	TBD

<i>Core</i>	<i>Indicator name</i>	<i>Data source</i>	<i>Baseline IFAD12 actual</i>	<i>IFAD13 target</i>	<i>Proposed IFAD14 target</i>
<b>NEW</b> 3.5.4	Comprehensiveness of IFAD's publishing to IATI (percentage)		86	N/A	TBD

<sup>a</sup> Excludes any projects approved prior to 2019 when procedures were introduced for the first of these themes. Note that all IFAD-financed sovereign investment projects fully mainstream gender, youth (and climate) at design. These designations imply a higher level of prioritization on these topics that include more detail analysis at design, dedicated activities, budgets and project management unit (PMU) capacity, and additional reporting on relevant indicators. For example, over 25 per cent of projects target Indigenous Peoples to some extent, but only 11 per cent meet the criteria for inclusion here.

<sup>b</sup> Funding from a private entity on commercial terms, facilitated by IFAD's direct and active participation, leading to a financial commitment.

<sup>c</sup> Funding from private entities associated with a particular activity, where IFAD is indirectly involved in securing the private finance commitment.