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## Revised Guidelines and Procedures for Results-based Country Strategic Opportunities Programmes

### Note to Transition Framework Working Group members

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For: Review

## Abbreviations and acronyms

ACP	agreement at completion point
AVP	Associate Vice-President
CCR	COSOP completion review
CLPE	country-level policy engagement
COSOP	country strategic opportunities programme
CRR	COSOP results review
CSN	country strategy note
CSPE	Country Strategy and Programme Evaluation
DSF	Debt Sustainability Framework
FIPS	Faster Implementation of Project Start-up
ICO	IFAD Country Office
IOE	Independent Office of Evaluation of IFAD
IMF	International Monetary Fund
NDC	Nationally determined contribution
OSC	Operational Strategy and Policy Guidance Committee
PBAS	performance-based allocation system
PIF	project identification form
PMD	Programme Management Department
RBA	Rome-based agency
RTA	reimbursable technical assistance
SDG	Sustainable Development Goal
SECAP	Social, Environmental and Climate Assessment Procedures
SSTC	South-South and Triangular Cooperation
UMIC	upper-middle-income country
UNDAF	United Nations Development Assistance Framework

## Recommendation for endorsement

The Working Group on the Transition Framework is invited to review and endorse the revised guidelines and procedures for results-based country strategic opportunities programmes (COSOPs) as prescribed in the Eleventh Replenishment of IFAD's Resources (IFAD11) commitment to "update IFAD's procedures for country strategies to reflect the IFAD11 commitments, ensuring that they become long-term transition strategies, and include provisions for joint country strategies with Rome-based agencies and other partners, and share with Members through the Executive Board or informal seminars". COSOPs will reflect this new content to ensure that they are aligned with IFAD's strategic objectives and the commitments made for IFAD11. As agreed during the second meeting of the Working Group on the Transition Framework in June 2018 (and reflected in document TFWG 2018/2/Rev.1) this document reflects the following IFAD11 commitments related to COSOPs:

### COSOPs as transition strategies

- COSOPs will include an analysis of transition and serve as transition strategies.
- They will serve to selectively identify the most strategic partners for leveraging finance and enhancing policy engagement, and the most effective modes of collaboration to achieve country goals.
- Cofinancing targets will be cascaded into regional and country-level targets to be agreed upon in the context of country strategies and based on national development strategies and priorities.

### Alignment with the Sustainable Development Goals, United Nations organizations and partners

- COSOP strategic objectives will be aligned with the Sustainable Development Goals, United Nations Development Assistance Framework and country development objectives.
- COSOPs will include a narrative on South-South and Triangular Cooperation to be included in an annex and incorporated into the main text.

### Tools to assess fragility

- COSOPs will serve as the primary tools for analysing fragility and will include fragility assessments for countries with the most fragile situations and other states upon selection.

### Transparency, communication and citizen engagement

- COSOPs will address issues of transparency and all new COSOPs will incorporate communications and visibility, as well as report on citizen engagement in COSOP planning.

### Mainstreaming themes

- Within IFAD's Social, Environmental and Climate Assessment Procedures, all COSOPs will include analyses of nationally determined contribution targets and commitments to understand how IFAD's programmes can contribute to achieving them.

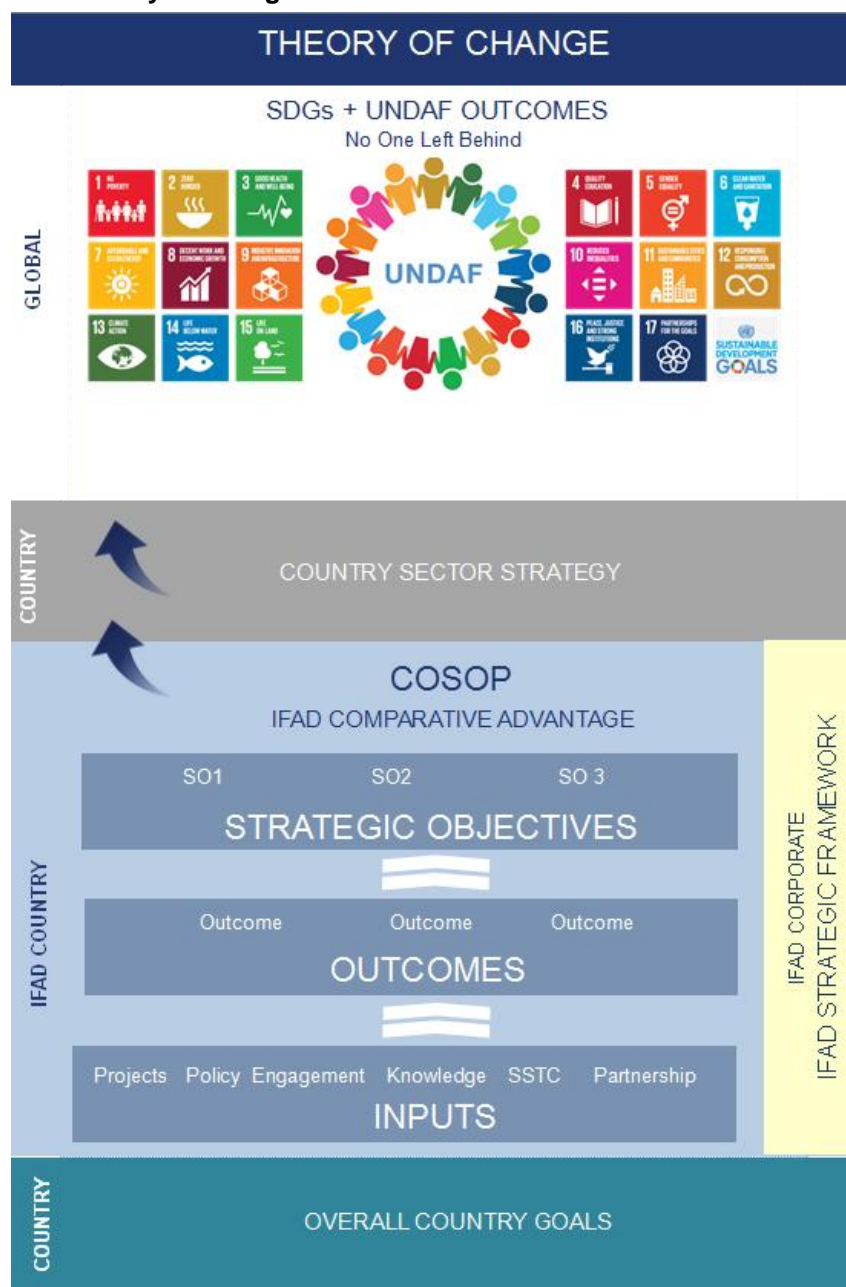
The timeline for implementing the new procedures is 1 January 2019. COSOPs presented to the Executive Board in December 2018 will reflect these new commitments and focus areas.

# Revised Guidelines and Procedures for Results-based Country Strategic Opportunities Programmes

## I. Introduction

- Country strategies provide a framework for IFAD's engagement in inclusive and sustainable rural transformation at the country level. The outcomes of IFAD's engagement not only include country-level goals but contribute to the 2030 Agenda for Sustainable Development and IFAD's overarching mandate of achieving the Sustainable Development Goals (SDGs). Strategic objectives are defined based on each country's goals and visions, and IFAD's own mandate and comparative advantage. To achieve these strategic objectives, a comprehensive package of interventions is outlined in country strategies along with expected results and potential risks (see theory of change in figure 1).

Figure 1  
IFAD theory of change



2. Operational procedures related to country strategies have been updated<sup>1</sup> to reflect commitments made during the Eleventh Replenishment of IFAD's Resources (IFAD11). Key among these commitments is an understanding that COSOPs should become full-fledged transition strategies with medium-term scenarios and programmatic tools, offering a tailored plan of support for countries' development transformation and growth. Table 1 provides a comparison of requirements for COSOPs and country strategy notes (CSNs). These procedures become effective on 1 January 2019 and supersede the current procedures, which came into effect in August 2016. They apply to COSOPs with design plans and draft CSNs approved by regional directors after 31 December 2018.

Table 1  
**Comparison of requirements for COSOPs and CSNs**

<i>Requirement</i>	<i>COSOPs</i>	<i>CSNs</i>
Maximum length (words)	5,000	2,000
Duration	6 years	2 years
Design plan	✓	X
Results framework	✓	X
Results review*	✓	X
Completion review	✓	X
Review and disclosure mechanisms	Reviewed by the Executive Board	Disclosed on IFAD website
Duration extension	Possible for 3 years	Possible for 12 months
Transition scenarios	✓	X
Fragility assessment (for countries with the most fragile situations [MFS])	✓	✓
Social, Environmental and Climate Assessment Procedures (SECAP) background study	✓	X
Nutrition	✓	✓
Gender	✓	✓
Youth	✓	✓
Indigenous peoples	✓	✓
Persons with disabilities	✓	✓
Climate (nationally determined contribution [NDC] analysis)	✓	✓
Strategic partnerships	✓	✓
Cofinancing targets	✓	✓ (where applicable)
Policy engagement	✓	✓
South-South and Triangular Cooperation (SSTC)	✓	X

\* If the COSOP duration is three years, a results review should be undertaken every year and a half; if the duration is four years, a results review should be undertaken every two years. If the duration is five years, a results review should be undertaken every two and a half years.

## II. Basic principles underlying country strategies

3. For all countries with an active or proposed IFAD programme, a country strategy is prepared either in the form of a COSOP or a CSN. The type of strategy depends on country characteristics, which determine the length of the period of engagement. COSOPs usually cover a period of six years, although they can be longer or shorter

<sup>1</sup> These procedures include processes and guidelines for the preparation and implementation of IFAD country strategies. Earlier procedures referred to results-based country strategic opportunities programmes (COSOPs); however, a results focus is now embedded in the COSOP design.

to align with country policies or the country's United Nations Development Assistance Framework (UNDAF). CSNs are shorter term, covering up to two years. Regardless of the type, there are basic principles that underlie all country strategies. These include mainstreaming key challenges and preparing a tailored package of project and non-lending interventions. An active country strategy should be in place early in the Eleventh Replenishment of IFAD's Resources (IFAD11) period to ensure countries' eligibility for allocations through the performance-based allocation system (PBAS).

4. Mainstreaming key challenges. Meeting the SDGs will require special efforts to mainstream critical challenges into country strategies. These challenges vary according to country. In order to prioritize these challenges, each COSOP will contain a SECAP background study to determine mainstreaming interventions, which may include: better nutrition; gender equality and women's empowerment; productive employment for young rural people; indigenous populations (where applicable); and investments in mitigating and adapting to climate change – a reflection of countries' intended NDCs and IFAD's support will be included in all COSOPs. IFAD's targeting strategy is designed to reach the intended target group and mainstream any remaining challenges. For MFS, IFAD will assess the impact of fragility (defined as vulnerability to natural and man-made shocks, and weak governance structures) on IFAD's activities. The IFAD Vulnerability Index (IVI) score for the country will be analysed and measures to offset or mitigate this fragility – particularly in the areas covered by the IVI – will be incorporated into the country strategy.<sup>2</sup>
5. Different needs, adapted responses. Each of IFAD's borrowers is eligible for the Fund's services aimed at eradicating poverty and eliminating hunger. However, given the wide variety of country needs and conditions, country strategies must tailor support packages to meet diverse country needs. As part of IFAD's commitment to enhance its relevance in different country contexts, a coherent package of products has been developed, including: investment projects (funded by loans and grants); regional and country grants; policy engagement; strategic partnerships; knowledge products; reimbursable technical assistance (RTA); SSTC; institutional support; and capacity-building. The piloting of regional operations can support country programmes in addressing cross-border development challenges (e.g. in small states). Results-based lending pilots can help governments to advance sectoral reforms that improve the lives of smallholders. Box 1 below provides examples of different country contexts.

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<sup>2</sup> A fragility assessment may also be done for countries where pockets of fragility may impact the effectiveness of IFAD's strategy and operations.

## Box 1

**Enhancing IFAD's relevance in different country contexts**

	LICs and LMICS	MFS	SIDS	UMICs
<b>Resources</b>				
Indicative PBAS share of core resources	90 per cent	25-30 per cent	Increased minimum allocation	10 per cent
Resource terms	Debt Sustainability Framework (DSF) grants; highly concessional or blend terms; and concessional partner loans enable leveraging for highly concessional lending	PBAS fragility sensitive allocation capped if absorption issues	Explore options for regional operations	Mainly ordinary terms; Main recipients of borrowed resources; targeting pockets of poverty and vulnerability
Cofinancing	Focus on limited domestic cofinancing and boosting international cofinancing	Focus on limited domestic cofinancing and boosting international cofinancing; Increasing mobilization of supplementary funds	Pool funding with partners; Increasing mobilization of supplementary funds to address specific challenges	Focus on unleashing domestic cofinancing (e.g. government, private) and assisting in coordinating international assistance for agriculture
<b>Examples of tailored packages</b>				
	<ul style="list-style-type: none"> <li>Greater project preparation e.g. start-up</li> <li>SSTC</li> <li>Partnerships to leverage cofinancing and scale up impact</li> <li>Capacity-building for weak institutions</li> <li>Simple design</li> <li>Focus on domestic food security</li> <li>No sophisticated value chain</li> <li>Coastal community development</li> </ul>	<ul style="list-style-type: none"> <li>Projects focus on capacity-building, resilience, root causes, vulnerable groups</li> <li>Strategic partnerships with Rome-based agencies (RBAs), United Nations country teams and civil society organizations</li> <li>Greater project preparation e.g. start-up</li> </ul>	<ul style="list-style-type: none"> <li>Support implementation of SIDS Accelerated Modalities of Action pathway</li> <li>Focus on climate resilience and market access</li> </ul>	<ul style="list-style-type: none"> <li>Non-lending key to country programme</li> <li>SSTC as provider</li> <li>RTA</li> <li>Innovation and government-led scaling up</li> <li>Partnerships to increase quality of knowledge solutions</li> <li>Policy engagement</li> <li>Pilot results-based lending</li> </ul>

Note: LICs = low-income countries; LMICs = lower-middle-income countries; SIDS = small island developing states; UMICs = upper-middle-income countries.

- Country-level policy engagement (CLPE) is a process in which IFAD can collaborate – both directly and indirectly – with partner governments and other country-level stakeholders to influence policies that create opportunities for inclusive and sustainable rural transformation. Policy engagement can address policy bottlenecks, which may hamper the achievement of a COSOP's strategic objectives or impact project implementation. It is informed by – and contributes to – the knowledge base on sustainable rural development. It can also help to expand development impact through innovation and experimentation with potential policy solutions. Finally, CLPE can enhance IFAD's relevance in providing a tailored package of services (e.g. for countries requesting non-financial support).
- Strategic partnerships. In order to develop country strategies that deliver maximum impact, IFAD will be selective in identifying the most strategic partners to leverage financing from and enhance policy engagement. This will expand IFAD's reach in support of country priorities. Partners will be chosen based on how much they can contribute to achievement of the country strategy and its strategic objectives. Country strategies will identify the most strategic and impactful partnerships tailored to diverse country contexts in line with the IFAD Partnership Strategy, Private-Sector Strategy and cofinancing strategy, which are all being updated for IFAD11. Given the scope of IFAD's financial resources at the country level, identifying and leveraging partnerships is critical – especially to achieve IFAD's ambitious cofinancing targets. But partnerships are also important for scaling up effective innovations. In addition to government programmes,

innovative IFAD approaches can be supported by bilateral and multilateral partners' cofinancing or by stand-alone projects that build on IFAD's interventions. Strategic partnerships may also contribute knowledge or expertise, facilitating effective solutions to crucial challenges – including through vehicles such as SSTC. Engaging multi-stakeholder partners in-country can strengthen ownership (e.g. civil society advocacy and monitoring), and increase sustainable impact.

8. As a United Nations agency, IFAD's collaboration at the country level is crucial as part of the United Nations country team. This collaboration involves participation in the design and implementation of the UNDAF and coordinated action with the other RBAs in jointly tackling challenges related to agriculture and rural development. Each COSOP should demonstrate linkages with that country's UNDAF through its strategic objectives and specify how IFAD's planned financing will contribute to the country's broader United Nations financing portfolio. It should also include a framework for planning, implementing and monitoring multi-stakeholder partnerships. Whenever feasible, COSOPs should include provisions for joint country strategies with other RBAs. In these cases, a dedicated annex to the COSOP will identify areas of common engagement and the COSOP results framework will identify common indicators. Other United Nations partners can be identified to assist in meeting specific IFAD strategic objectives. Facilitated by a greater presence in or near countries, IFAD's visibility will be increased through its participation and strategic partnerships on the ground (e.g. IFAD could take the lead in a country-based working group on rural development).
9. Knowledge management. Country programmes' knowledge management systems provide a critical link between investment programmes and non-lending activities. Synergies among knowledge management, policy engagement, SSTC, monitoring and evaluation, and research (e.g. IFAD-supported research by CGIAR) needs to be tapped to achieve COSOP strategic objectives. COSOPs will describe how these synergies will support learning, knowledge-sharing and climate change adaptation in the country programme (e.g. scaling-up efforts, national policy processes and disseminating lessons learned). IFAD's knowledge may be a major element of COSOPs. For example, in UMICs seeking advice on rural poverty, project design, IFAD can provide supervision tools and policy advice for the agricultural and rural sectors. This is particularly the case when collaboration includes RTA.
10. SSTC encompasses partnerships and knowledge management to facilitate more dynamic knowledge flows. In IFAD11, a target was made to include a detailed SSTC narrative into 66 per cent of all new COSOPs. SSTC should be tailored to each country context in support of COSOP strategic objectives. A country may be a provider of knowledge and good practices for rural development or a receiver of such expertise. Country strategies should identify SSTC opportunities (e.g. technical cooperation, financing), including the identification of potential partners and an SSTC strategy. SSTC knowledge centres located in regional hubs are well placed to identify SSTC contributions to country strategies.
11. Transparency. Reflecting IFAD's commitment to transparency, enhancing the transparency of IFAD interventions at the country level can strengthen rural smallholders' ability to hold decision makers accountable for the use of IFAD resources. COSOPs will encourage governments and implementing partners to publish financial and results data through the International Aid Transparency Initiative and uphold the principles of the Open Government Partnership.
12. Citizen engagement. COSOPs should describe how beneficiary engagement will be promoted through IFAD's lending and non-lending activities. Particular attention should be paid to defining beneficiary feedback mechanisms during project implementation. Beneficiaries can use these tools to monitor and report on the quality of project service delivery, enabling project management teams to respond



in a transparent manner by adjusting project interventions or taking other necessary actions. The establishment of grievance mechanisms or third-party monitoring systems implemented by NGO partners should also be considered. In addition, mechanisms for supporting the engagement of beneficiaries and their organizations in policy processes should be defined. Annexes attached to the COSOP should describe work with – and the outcomes of – consultations with civil society organizations.

13. Capacity-building. IFAD mainstreams capacity-building and empowerment throughout its lending and non-lending operations, and supports the strengthening of capacities within national and local governments, implementing agencies and rural people's organizations. COSOPs provide an opportunity to analyse weaknesses in country or institutional capacity, and identify how IFAD can utilize its lending, grants, RTA and non-lending expertise to improve capacity. During IFAD11 for example, grants such as the Program in Rural Monitoring and Evaluation (PRiME) and Advancing Knowledge for Agricultural Impact (AVANTI) have potential for strengthening government capacity.
14. IFAD visibility and communication outreach. In addition to increasing transparency through the promotion of IFAD-supported interventions, communicating the results and impact of these interventions increases IFAD's visibility. IFAD's decentralization is enhancing outreach by IFAD Country Office (ICO) staff through engagement with traditional and social media, and IFAD's representation at public events. Subregional hubs and targeted communications will support these efforts. Within the development community, IFAD's participation in donor forums relevant to IFAD's mandate also increase awareness of IFAD's in-country strategy (e.g. leading working groups focused on the rural and agricultural sectors).

### III. Country strategic opportunities programmes

15. COSOPs are concise strategic documents identifying the key objectives and development results that IFAD intends to pursue in a country to improve the lives of the poorest and most food-insecure rural people in a sustainable manner. They are developed for all countries in which IFAD is actively engaged through projects or non-project activities, or both.
16. COSOPs comprise medium-term strategies for IFAD to assist a country as it transitions across the development spectrum. Within the COSOP period, country characteristics and situations may change. Transition scenarios included in COSOPs provide insights into the potential impacts on IFAD's programming and how to recalibrate IFAD's tailored package of interventions. These scenarios should include a "base case" reflecting the status quo and two additional scenarios modelling a potential improvement or deterioration in core country characteristics, including the macroeconomic situation. Alternative macroeconomic scenarios can be drawn from existing sources (e.g. the International Monetary Fund [IMF] World Economic Outlook Database and Article IV Consultations).
17. Theory of change. Developed jointly with governments, COSOPs begin from the country's vision of its own development goals and rural poverty reduction strategy. In dialogue with a wide representation of sectors and partners, COSOPs identify IFAD's strategic objectives, expected development results and potential risks. Based on the country context, each COSOP then outlines a unique and flexible programme of lending and non-lending activities to achieve those objectives. Annex I provides a draft annotated COSOP outline, which follows the logic of IFAD's theory of change.
18. Design based on experience. The COSOP design is based on IFAD's previous and ongoing engagement, and takes into account lessons learned – including what has worked and what has not – from COSOP results reviews, self-assessed

completion reports, COSOP evaluations, CSNs, impact assessments and feedback from consultations with stakeholders and partners. In addition to IFAD's own knowledge base, COSOPs draw on analyses conducted by others (including macroeconomic analyses and fragility, climate and nutrition assessments), and tailor them to the country engagement strategy.

19. Consultations. Given the importance of national ownership of COSOPs, they are prepared jointly with governments and local stakeholders (e.g. civil society organizations, smallholder farmers, the private sector and development partners). Broad consultations form an important part of COSOP preparation – both during drafting and after review by IFAD Management. The nature of in-country consultations varies depending on country circumstances, and may include workshops, focus groups and interviews. Following review by the Operational Strategy and Policy Guidance Committee (OSC), validation by in-country stakeholders is an important step. Annexes to the COSOP should provide information about consultations with civil society organizations as part of the preparation process.
20. Results-based design. The results logic for the theory of change is summarized in the COSOP results framework, which aligns IFAD's country strategy with the SDGs and UNDAF. Intermediate milestones and outputs assist IFAD in monitoring the COSOP throughout its life cycle. Ongoing IFAD projects and other interventions are important contributors to COSOPs and are summarized in COSOP documents. The results framework also lists specific IFAD interventions (i.e. project and non-project activities) needed to achieve COSOP objectives. Concrete indicators for non-lending activity deliverables (e.g. policy engagement, knowledge, partnerships, SSTC) should also be included in the results framework.
21. Risks and mitigation. An important element of the COSOP process is the identification of potential risks that may affect IFAD's engagement. These can include macroeconomic and political factors, climate change and related weather events, fragility, institutional capacity and fiduciary management. COSOPs identify how IFAD, working with the government, will manage risks to mitigate their impact on the country programme. Should risks materialize that significantly affect IFAD's programming, adjustments to the strategy and its financing can be considered during the midterm COSOP results review (CRR), or if necessary, in a new COSOP or CSN.
22. Projects submitted with COSOPs. IFAD projects are one kind of intervention utilized to achieve results. At least one project identification form (PIF) should be submitted as part of the COSOP documentation for discussion by the OSC. If a PIF is approved by the OSC, it will enter the pipeline only when the project concept note is approved. Instead, a project concept note can be attached to a COSOP if the project concept is at an advanced stage and the project design phase is expected to begin shortly after the OSC reviews the COSOP. If a project concept note is attached to the COSOP and approved by the OSC, the OSC date is considered as the project concept note approval date. Grant concept notes are not approved along with the COSOP but follow IFAD's grant procedures. To facilitate project implementation readiness, a Faster Implementation of Project Start-up (FIPS) instrument may be requested within a PIF or project concept note.
23. Approval. Following review by the OSC, COSOPs are submitted for approval by the Associate Vice-President (AVP) of the Programme Management Department (PMD) and presented to the Executive Board for review. COSOPs may also benefit from an earlier review by the Executive Board through an informal seminar. However, projects concepts within COSOPs are approved directly by the Executive Board once project design is complete and associated financing is secured.
24. Timing and duration. COSOPs are normally prepared every six years, with timing and duration aligned to country circumstances (e.g. national strategies, election

cycles, UNDAF cycle). Some flexibility is warranted in the timing of COSOP preparation and COSOP completion reviews (CCRs) in line with country-specific developments. The COSOP period may be extended for up to three years until the COSOP is replaced by a new COSOP or CSN. The original period of the COSOP should be indicated within the COSOP document and on the cover page.

#### IV. COSOP results review

25. As a medium-term strategy, the COSOP cycle provides flexibility with mid-course corrections. At the mid-point of the COSOP period (or at least every three years), IFAD engages with national stakeholders in a CRR. In the event of significant changes to the country context, the COSOP may be reviewed more often, although annual results reviews are optional. These reviews assess progress towards results, lessons learned, risk factors encountered (e.g. exogenous shocks) and changes in country demand and priorities. Changes to the base case scenario envisaged during COSOP design should also be evaluated. For example, if the “low case” scenario emerges, the review should consider what types of interventions IFAD should curtail or engage in differently. Based on these factors, the objectives, interventions and intended results IFAD’s country strategy may be revised if appropriate. Cofinancing targets and resource allocations may also be adjusted in line with changed country conditions. Restructuring or cancellation of projects can also be considered to increase the flexibility in IFAD’s use of resources.
26. CRRs comprise a short self-assessment that answers key questions to summarize progress in implementing the COSOP and reviewing the strategy’s continuing relevance. CRRs also include recommendations regarding whether COSOPs should be extended. No extensions are granted without this review by governments, IFAD and other stakeholders. Although they do not require presentation to the Executive Board, CRRs are disclosed on the IFAD website following approval by the AVP, PMD. Annex II provides an outline of CRR questions.

#### V. COSOP completion review

27. Within six months after the end of a COSOP cycle, a CCR must be prepared. CCRs are a self-evaluation of COSOP strategic objectives and IFAD’s performance in achieving them. As agreed with the Independent Office of Evaluation of IFAD (IOE), CCRs follow a standard methodology for evaluating country programmes, including project and non-project activities. Results are assessed against indicators in the COSOP results framework. CCRs provide practical lessons from COSOP implementation that can inform the design of a new COSOP. They also contribute to IFAD’s knowledge base and can be shared regionally and globally. CCRs are approved by the AVP, PMD and submitted to the Executive Board together with the new COSOP. Annex III provides a CCR outline.

##### COSOP evaluation

28. IOE carries out country strategy and programme evaluations (CSPEs) periodically in selected countries.<sup>3</sup> The purpose of these evaluations is to assess the results of IFAD’s strategy and operations – usually over a 10-year period – and generate findings and recommendations that inform the subsequent COSOP. CSPE findings and recommendations are usually discussed with the government in a workshop and are included in an agreement at completion point (ACP). Each ACP is then signed by the government and IFAD Management, elaborating their response and proposed joint actions to follow up on evaluation recommendations. When available, new COSOPs are informed by CSPEs and their recommendations, and ACPs are included as an annex in new COSOPs.

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<sup>3</sup> Countries are selected based on criteria in IOE’s selectivity framework to ensure a geographic balance across all IFAD regions.

## VI. Country strategy notes

29. Reflecting the need to tailor country strategies to meet each country's circumstances, a transitional CSN may be prepared instead of a COSOP. When IFAD's PBAS allocation to a country is US\$5 million or less, a CSN may be appropriate, subject to approval by the AVP, PMD. CSNs may also be proposed for countries that do not receive a performance-based allocation but request other IFAD services (such as RTA). In exceptional circumstances, CSNs may be appropriate when: (i) there is uncertainty about the scope of IFAD's engagement in the country; (ii) the country has no medium-term development strategy to frame IFAD's support; (iii) IFAD has insufficient country knowledge (e.g., because of limited or no engagement in the country); (iv) the country is experiencing a period of uncertainty (e.g. pre-election, social crisis, natural disaster) or is in conflict; or (v) IFAD is seeking to align the COSOP period with that of a government strategy or political cycle. Annex IV presents an indicative CSN outline.
30. CSNs have a much shorter duration than COSOPs – up to 24 months – given the uncertain country circumstances for which they are utilized. They may be extended for an additional year if the reasons for their creation remain valid. CSNs do not require a project concept note or PIF, although a PIF may be attached. In addition, they do not require a results framework, corporate review, midterm results review or completion review. Where applicable to the country context, cofinancing targets may be included. CSNs are approved by the AVP, PMD and disclosed on IFAD's website. Lessons learned from CSNs should be integrated into subsequent COSOPs.

## VII. Financial resources to deliver the country strategy

31. Both COSOPs and CSNs indicate the resources necessary to finance IFAD's country strategy throughout its duration. The indicative resource envelope includes: (i) IFAD's lending/grant envelope for project financing; (ii) cofinancing from governments, development partners, the private sector and in-kind contributions; and (iii) estimated funding for non-lending activities.
32. Performance-based allocations. The amount and expected terms (i.e. DSF grants, highly concessional, blend or ordinary loans) attached to IFAD's resources should be indicated in each COSOP. In a given COSOP cycle, there are likely to be two or three IFAD replenishment PBAS allocations. Depending on a country's development during the COSOP period, the lending terms could change based on changes in gross national income per capita (GNIpc) and a country's creditworthiness. Consistent with IFAD's Transition Framework, changes are to be phased in over time. The performance-based allocation during the COSOP period can also change from one replenishment to the next depending on rural sector performance score, GNIpc, rural population level, IVI score and portfolio performance and disbursement score; such changes can also occur within replenishments based on yearly adjustments. In line with the IFAD Transition Framework, alternative scenarios should be included (e.g. using IMF – or other – macroeconomic tools). Examining the implications of different changes in lending terms (including the cost of funds and impact on debt sustainability), and allocation amounts over time can facilitate planning and discussions between IFAD and governments.
33. Cofinancing targets. Cofinancing IFAD projects is an important means for maximizing impact through large and complementary interventions, increasing ownership by governments and beneficiaries, and enhancing sustainability beyond the project life cycle. In IFAD11, cofinancing targets will be cascaded into regional targets in order to provide indicative country targets reflected in COSOPs and CSNs. Amounts and types of cofinancing vary according to country context. For example, LICs tend to receive greater amounts of international official development assistance while UMICs tend to receive more domestic cofinancing.

Target ranges can be provided to guide COSOP design, recognizing the uncertainty involved in resource mobilization. The Operational Policy and Results Division will support countries and regions in setting targets by providing historical averages for domestic and international cofinancing. These figures are considered indicative and may shift with country context and changes in national economies.

34. Resources for non-lending activities. Policy engagement, partnerships and knowledge management are important IFAD interventions that complement projects and help IFAD to achieve its country-level strategic objectives. Cost estimates for undertaking these interventions (including dissemination) and identifying resources should be included in the COSOP in line with IOE recommendations. Reflecting IFAD's increasing focus on CLPE, the planned use of country allocations for such engagement should be highlighted. Grant resources for policy-related analysis may be provided. In addition, resources for non-lending activities can be tapped from other sources such as the China-IFAD SSTC Facility, RTA and supplementary grants. This work may include assessments of: (i) the policy context, the project-specific policy and legal framework, and policy gaps; (ii) national and local capacities for policy development; and (iii) policy implementation. These activities may also include monitoring of: policy implementation performance and effectiveness; national policy processes; and models for consultation with stakeholders. Additional activities include IFAD's direct participation in country-level policy processes that support project implementation, including studies and analyses requested by governments.

## VIII. Country strategy processes

35. The responsibility for preparing COSOPs and CSNs lies with country programme managers and Country Directors, with support from regional economists. The COSOP design process benefits from consultations with a range of stakeholders, including civil society organizations. Small in-house COSOP management teams draw on specialist expertise, including from IFAD's: Environment, Climate, Gender and Social Inclusion Division (on mainstreaming cross-cutting issues); Sustainable Production, Markets and Institutions Division; Research and Impact Assessment Division; and technical support from the AVP, PMD as needed. IFAD's in-country teams draw on government collaboration and the representation of key stakeholders. Extensive consultations and workshops may be required during strategy preparation. With the decentralization of country programme managers, Country Directors and technical staff to ICOs and regional hubs, COSOP management teams may meet virtually.
36. Outlines and guidelines for mandatory annexes, including for SECAP, strategic partnerships and SSTC, will be included as annexes to the final version of the procedures, which will be presented to the Executive Board in December 2018. A detailed outline of steps, roles and responsibilities, drawing on previous procedures, is being elaborated following in-house consultations. Templates for COSOP and CSN extensions, approval memoranda and other contingencies are also being developed.

## COSOP annotated outline

Length: maximum 5,000 words

### Executive summary

1. The executive summary includes: a summary of the country context and the government's plan that the COSOP supports; the overarching goal of the COSOP and strategic objectives and the target group; IFAD's project and non-lending interventions; and key risks to COSOP implementation.
2. The time frame of the COSOP should be indicated (including on the front cover), including when the previous COSOP or country strategy note (CSN) concluded and the dates of the COSOP completion review (CCR) and Country Strategy and Programme Evaluation (CSPE) when relevant.

### I. Country context – rural sector agenda – key challenges and opportunities

3. This section provides the basic country and rural sector background – the key challenges and opportunities – needed to understand IFAD's engagement as elaborated in the COSOP. It should include: (i) the macroeconomic setting (GNIpc, GDP growth, population growth and inflation) and debt sustainability (as relevant); (ii) an overview of poverty and its gender and youth dimensions, particularly within the rural sector (annex I); and (iii) a description of the constraints (including policies and regulations) to improving rural incomes through increased agricultural production and market access. This section should also highlight constraints related to government and local institutions' capacity. Future macroeconomic scenarios are presented, supplementing the base case with alternative high and low case projections. This information draws on existing International Monetary Fund macroeconomic and debt data, IFAD's rural sector performance score, World Bank country policy and institutional assessments, and IFAD's financial management assessment.
4. For countries with most fragile situations, this section contains a brief fragility assessment indicating key drivers of fragility in the rural sector and how IFAD's interventions are designed mitigate these drivers. This information draws on existing data (specific to the rural sector whenever possible).
5. In addition, this section includes a summary of the Social, Environmental and Climate Assessment Procedures (SECAP) background study's assessment of social, environmental, and climate issues, including the country's intended nationally determined contributions (NDCs) (annex II).

### II. Government programme, medium-term strategy and UNDAF

6. This section describes the country's current or forthcoming sector plan to which the proposed COSOP is aligned. It contains a brief analysis of priorities and target groups as well as major policy issues highlighted in the plan.
7. It also provides an overview of the United Nations Development Assistance Framework (UNDAF) objectives and articulates how IFAD's financing fits within this framework.

### III. Previous lessons and results and current IFAD engagement

8. This section summarizes key lessons learned from past IFAD programmes, projects and activities, drawing on the CCR (annex III) and CSPEs (annex VI: agreement at

completion point [ACP]). It also draws on stakeholder consultations (annex V), country surveys and lessons from background or thematic studies and impact assessments, including those of IFAD's development partners (noting how the proposed COSOP takes these lessons into account).

9. In addition, this section provides a brief description of IFAD's current engagement and portfolio. It highlights key portfolio indicators (time from approval to first disbursement, average age of the portfolio, portfolio management indicator, etc.). Lessons from financial management (e.g. use of country systems) are described.

#### IV. IFAD's country strategy

##### A. IFAD comparative advantage and overall goal

10. IFAD's comparative advantage in the country is summarized in line with the country goals and medium-term strategy. A brief description of the COSOP's overall goal is included along with the Sustainable Development Goals (SDGs) that the strategy contributes to.

##### B. Strategic objectives

11. Based on the country context, the UNDAF and the government's priorities and IFAD's comparative advantage in helping to achieve them, country-level strategic objectives are presented. A concise articulation of the theory of change for achieving each objective is given. This section then proposes a coherent combination of projects, programmes and non-lending activities (from the menu of IFAD interventions below) that is relevant to the country context. The strategic objectives and tailored package of inputs (including the existing portfolio and ongoing non-lending activities) are reflected in the COSOP results framework (annex VI) along with milestones to track progress toward expected outcomes. Together, the outcomes must contribute to IFAD's overall goal of supporting the country's development and rural transformation. They must also contribute to IFAD's support of the SDGs and the UNDAF.

##### C. Menu of IFAD interventions

12. Programme of loans and grants in support of projects and programmes: whenever relevant, COSOPs should note the potential for regional projects or programmes that contribute to the strategic objectives.
13. Country-level policy engagement (CLPE)<sup>4</sup> supports the achievement of COSOP strategic objectives through a variety of activities. For each strategic objective, the relevant policy context is summarized indicating priority areas, opportunities for new policy engagement and how the policy agenda will be pursued. Depending on the country context, policy engagement may be closely linked to facilitating the investment/grants programme. CLPE can also spur innovation with the piloting of novel policy solutions. In addition, CLPE should support scaling up and knowledge management agendas. Policy recommendations for selected issues related to the work of the Committee on World Food Security may provide useful inputs for policy engagement.
14. Capacity-building of governments, institutions and rural people's organizations should be mainstreamed into projects and programmes, and highlighted in strategy documents. All COSOPs should include a needs assessment and description of IFAD's comparative advantages through its lending and non-lending activities, and knowledge products.
15. Strategic partnerships. COSOPs must identify the highest-priority, most strategic and most realistic partnerships to support the achievement of each strategic objective. Such partnerships can increase IFAD's impact by providing

<sup>4</sup> Policy engagement is defined as the set of processes through which IFAD collaborates, directly and indirectly, with partner governments and other stakeholders to influence the policy priorities and the design, implementation and assessment of national policies in support of poor rural people.

projects with greater financial leverage. Other partnerships can enhance policy engagement to expand IFAD's reach and impact on national priorities. Civil society organizations and the private sector can support project implementation and leverage their own knowledge bases (annex VII).

16. Knowledge management provides a critical link between IFAD's investment portfolio and non-project operations, advancing its technical and policy-related contributions to rural transformation. Knowledge extracted from IFAD and other projects can help the Fund to achieve its strategic objectives. COSOPs describe the synergies between knowledge management, policy engagement, South-South and Triangular Cooperation (SSTC), monitoring and evaluation, and research (e.g. CGIAR research supported by IFAD).
17. SSTC encompasses aspects of partnerships and knowledge management. Needs, opportunities, partners for embedding SSTC should be detailed for each strategic objective. Depending on the country context, this cooperation may comprise the contribution of expertise (e.g. from upper middle-income countries [UMICs]) or engagement as a recipient SSTC (e.g. low-income countries and lower-middle-income countries). An annex on the SSTC strategy should be included in all COSOPs.
18. Targeting to mainstream key challenges. As outlined in the IFAD Policy on Targeting, relevant target groups and issues in the country should be identified (e.g. gender, youth, indigenous peoples, persons with disabilities) along with focus areas (e.g. nutrition, climate change). Based on the SECAP background study and in line with IFAD's strategic objectives, this section indicates how the COSOP will mainstream the relevant issues and reach target groups. It also contains an analysis of the country's NDCs and IFAD's support for achieving them.

## V. Innovations and scaling up for sustainable results

19. Innovations. This section details IFAD's comparative advantage in encouraging innovation through projects and associated non-lending interventions (e.g. policy experimentation, sharing knowledge through pilot activities). It describes how innovation fits the country context (e.g. setting up innovation platforms with the private sector may be more relevant in UMICS). Ongoing or previous IFAD grant-financed innovations that can be replicated or scaled up in the future portfolio are noted. Integrating information and communications technologies for development into projects and non-lending activities can be a valuable source of innovation and can enhance the scaling-up process.
20. Scaling up. Drawing on lessons learned and past results of IFAD interventions, this section summarizes IFAD's scaling-up strategy in the country. It describes how tapping into strategic partnerships (e.g. government inclusion in larger programmes, donor cofinancing, private-sector involvement) can help to scale up successful innovations.

## VI. Implementing the COSOP

- A. Expected financial envelope and cofinancing targets
  21. This section presents the current PBAS allocation and the expected terms of the funding. Whenever relevant, this section should indicate whether Faster Implementation of Project Start-up resources are being requested to enhance project readiness.
  22. Because the COSOP may cover more than one PBAS allocation, low and high case scenarios (based on potential variations in portfolio-at-risk ratings and rural-sector performance scores) are presented in addition to the current PBAS. These scenarios (one or two paragraphs with a table) discuss the impact of changed country circumstances on lending terms and IFAD's programming.



23. In addition to IFAD loans and grants from the PBAS, estimates are included of cofinancing targets expected from both domestic contributors (government, NGOs civil society, the private sector and beneficiaries) and international financiers (bilateral and multilateral organizations, foundations, etc.). If needed, an indicative range for the cofinancing target may be provided.

Table

**IFAD financing and cofinancing of ongoing and planned projects**

(Millions of United States dollars)

<i>Project</i>	<i>IFAD financing</i>	<i>Cofinancing</i>	<i>Ratio</i>
<b>Total</b>			<b>1:XX.X</b>

- B. Resources for non-lending activities
24. For any non-lending activities planned to achieve the strategic objectives, this section provides an indication of the amount and (whenever possible) source of funding (e.g. grants, SSTC, RTA, administrative budget).
- C. Key strategic partnerships and donor coordination (not covered in specific strategic objectives)
25. Beyond the specific partnerships proposed to meet individual strategic objectives, this section describes other key partnerships that help IFAD to increase its visibility and influence global or national policy issues (e.g. leadership of donor working groups or subgroups). Special attention should be given to explaining how IFAD will be visible as a credible partner through the COSOP, including in policy dialogue, knowledge management and disseminating innovative approaches. These strategic partners are also included in annex VII.
- D. Partnerships with other members of the United Nations development system.
26. If a UNDAF exists, the COSOP should explain how it is aligned with the UNDAF and IFAD's contribution to the UNDAF (see also COSOP results framework). When a UNDAF has not yet been elaborated, this section should note how IFAD will participate in its formulation to ensure that smallholder agriculture is mainstreamed in its design.
- E. Collaboration with other Rome-based agencies (RBAs).
27. This section discusses how the other RBAs will be involved in COSOP development and implementation, including RBAs' country-specific strategies and activities. Whenever feasible, a joint RBA strategy may be pursued.
- F. Programme management arrangements
28. A brief description of country-level COSOP management arrangements should indicate whether there is an IFAD Country Office (ICO) headed by a resident country programme manager or a regional hub headed by a Country Director. It should also indicate the presence of other IFAD staff, including technical staff. If there is no ICO, this section should indicate about how the COSOP will be managed (e.g. from neighbouring ICOs or regional hubs, headquarters or through the representation of another RBA or United Nations development partner). This section should also indicate whether the managing office is co-located with another RBA or United Nations development partner.

29. When relevant in countries with most fragile situations, this section should describe alternative programme management arrangements (e.g. security, third-party monitoring or implementation).

## G. Monitoring and evaluation

30. This section describes the arrangements established for monitoring progress towards results supported by the COSOP at regular intervals – either through the use of existing monitoring tools or the establishment of new ones. It also explains how IFAD projects and non-project activities enhance local- and national-level monitoring and evaluation capacity within the rural sector.
31. During consultations with governments and civil society organizations on COSOP development, governments should be encouraged to enhance transparency by contributing to the International Aid Transparency Initiative (e.g. disclosing knowledge and data collected during implementation).

## VII. Managing risks to the COSOP

32. This section presents the most likely risks to achieving the COSOP objectives and how IFAD will mitigate those risks (ratings: high, substantial, medium or low).

Table  
**Risks to the COSOP**

Risks	Risk rating	Mitigation measures
Political/governance		
Macroeconomic		
Sector strategies and policies		
Institutional capacity		
Portfolio		
Fiduciary		
Environment and climate		
Social		
Other COSOP-specific risks		
Overall		

### List of mandatory annexes

- (I) Rural poverty and agricultural/rural sector issues
- (II) SECAP background study covering mainstreaming areas (including NDC analysis) and targeting strategy
- (III) Previous COSOP completion report
- (IV) ACP of the last Country Programme and Strategy Evaluation
- (V) COSOP preparation process – including engagement with civil society
- (VI) COSOP results framework
- (VII) Strategic partnerships
- (VIII) SSTC strategy
- (IX) Country at a glance

### Attachments (required as supporting documentation for approval)

1. Project identification form/project concept note
2. Minutes of the OSC review meeting

## Example of a COSOP results framework

The results framework is prepared for the initial COSOP duration and updated through CRRs as needed for subsequent periods.

Country strategy alignment <i>What is the country seeking to achieve?</i>	Related SDG UNDAF outcome	Key results for COSOP <i>How is IFAD going to contribute?</i>			
<b>Sixth five-year plan 2011-2015:</b> <ul style="list-style-type: none"> <li>Promote growth by sustaining increases in labour productivity and job creation in manufacturing and services.</li> <li>Expand employment opportunities in lagging regions by improving connectivity with growth poles through better infrastructure and by investing in human capital.</li> <li>Stimulate women's participation in the labour force.</li> <li>Agriculture offers substantial scope to raise the yields and diversify agriculture from lower to higher value added production.</li> <li>Constraints and vulnerabilities to farm production are removed and agricultural incomes in lagging regions are raised.</li> <li>Adaptation to climate change is a national priority.</li> </ul>	Strategic objectives <i>What will be different at the end of the COSOP period?</i>	Lending and non-lending activities* for the COSOP period	Outcome indicators** <i>How will the changes be measured?</i>	Milestone indicators <i>How will progress be tracked during COSOP implementation?</i>	
	SDG 1 SDG 2	1. Livelihoods of poor people in vulnerable areas are better adapted to climate change	- Lending/investment activities <ul style="list-style-type: none"> <li>Ongoing</li> <li>Indicative</li> </ul> - Non-lending/non-project activities <ul style="list-style-type: none"> <li>CLPE</li> <li>Partnerships</li> <li>SSTC</li> <li>Knowledge management</li> </ul>	- 8 million people benefiting from climate-resilient infrastructure. <ul style="list-style-type: none"> <li>100 per cent increase in traffic volume on village, district and union roads</li> <li>Increased and less variable income, assets and food security of 300,000 households living in vulnerable areas</li> <li>Increase in incomes from natural resources for 19,000 fishers</li> </ul>	- Climate-resilient infrastructure constructed (800 km of flood-proof roads, 100 cyclone shelters and livestock refuges, 200 village protection works, 10,000 ha covered by drainage and water control structures). <ul style="list-style-type: none"> <li>Labour contracting societies (groups of poor women carry out construction) involving 100,000 members and 10 million person days of employment</li> </ul>
	SDG XX  UNDAF outcome	2. Small producers and entrepreneurs benefit from improved value chains and greater access to markets.	- Lending/investment activities <ul style="list-style-type: none"> <li>Ongoing</li> <li>Indicative</li> </ul> - Non-lending/non-project activities <ul style="list-style-type: none"> <li>CLPE</li> <li>Partnerships</li> <li>SSTC</li> <li>Knowledge management</li> </ul>	- 20 per cent increase in production (area, animals, yields) <ul style="list-style-type: none"> <li>40 per cent increase in volume and value of sales made by producers (men/women).</li> <li>50 per cent increase in producer (m/f) income.</li> <li>10 per cent improvement in share of consumer prices accruing to producers.</li> </ul>	- 100,000 farmers can adopt improved, climate adapted technology (crop seeds, livestock and fish resources) for livelihoods <ul style="list-style-type: none"> <li>100 service providers offer specialized support to producers</li> <li>40,000 producers and traders (men/women) access financial services and obtain loans to the total of US\$XXX</li> </ul>
	SDG XX  UNDAF outcome	3. Policies for rural markets to enable producers and small traders to play a greater role in the management of markets	- Lending/investment activities <ul style="list-style-type: none"> <li>Ongoing</li> <li>Indicative</li> </ul> - Non-lending/non-project activities <ul style="list-style-type: none"> <li>CLPE</li> <li>Partnerships</li> <li>SSTC</li> <li>Knowledge management</li> </ul>	- Market regulations are modified and have a pro-poor focus <ul style="list-style-type: none"> <li>Market regulations are enforced and supervised</li> </ul>	- XX markets governed by new regulations <ul style="list-style-type: none"> <li>XX per cent increase in volume turnover of smallholder products</li> <li>Coffee sector study</li> </ul>

\* Specify concrete non-lending inputs.

\*\* Maximum 12 indicators; where appropriate, a [core indicator](#) may be used. Indicators can be quantitative or qualitative.

## COSOP results review (CRR) outline

Length: maximum 2,000 words

### I. Purpose

1. The purpose of the COSOP results review (CRR) is to identify the mid-course corrections necessary to ensure that the COSOP remains relevant and effective through a systematic review of performance. In addition, the CRR is a means to inform the Executive Board and other stakeholders about those changes. It can also be used to extend or terminate a COSOP.
2. The CRR is a short document that responds to the following 10 questions:
  1. Have there been major changes to the country?
  2. Have any risks materialized or have new risks appeared?
  3. Are the country development goals supported by the COSOP still relevant?
  4. Are the COSOP objectives still relevant and likely to contribute to the country development goals outlined above?
  5. Is the combination of lending and non-lending activities presented at COSOP approval up-to-date and likely to deliver the expected outcomes?
  6. Is implementation on track?
  7. What is the progress in achieving the results described in the results framework?
  8. What changes should be made to the results framework, if any? Are the targets still relevant?
  9. What lessons from COSOP implementation may be valuable for other countries or regions?
  10. Does the COSOP period need to be extended or a new COSOP developed?

Annexes:

- (I) Results framework (at the time of design)
- (II) Results framework from the last CRR, including progress
- (III) Proposed changes to results framework

## COSOP completion review (CCR) outline

Length: Maximum 8,000 words

### I. Assessment of programme performance

1. This section assesses programme performance and its influence on COSOP outcomes as laid out in the results framework. While the evaluation is comprehensive, reporting of the findings should be concise.
2. It is important to note that the subject of the self-evaluation is not the country's progress toward its high-level development goals (e.g. reducing rural poverty), but progress toward achieving COSOP strategic objectives and their corresponding outcomes. COSOP strategic objectives are expected to contribute toward higher-level goals. However, IFAD-supported activities are usually only a small component of the country's overall development portfolio. Therefore, the contribution of each COSOP is relatively small in relation to the country's overall development progress, which is realized over a longer time frame than the COSOP period. As a result, COSOP outcomes occupy a relatively low level in the development results hierarchy – just above the development outcomes of IFAD-supported activities. For example, an IFAD programme may aim to influence productivity gains by farmers (COSOP outcome). If achieved, these gains will eventually increase targeted farmers' incomes and reduce poverty. In turn, this will contribute to the country's goal of reducing overall rural poverty (higher-level national development goal). This distinction is critical to determining IFAD's potential influence and avoiding undue attribution of country's development achievements to IFAD-supported programming. It also helps to ensure that the self-evaluation is realistic.
3. Outcomes formulated at COSOP design fall into two categories: (i) outcomes expected to be influenced by activities already being implemented; and (ii) those influenced by activities planned or intended for the COSOP period (typically in earlier years). Both categories are subject to change during implementation, especially the latter. These changes are captured in the COSOP results review (CRR), which updates the results matrix. As a result, the CCR assesses results of the last results framework as included in the last CRR while explaining any major changes made since COSOP design.
4. The overall performance of the COSOP is rated as an aggregate measure of progress toward COSOP strategic objectives and corresponding outcomes. It comprises a single rating of the programme performance without subratings for individual strategic objectives. The relevance of COSOP strategic objectives to the country's development priorities varies widely: the overall performance assessment should reflect the performance of the COSOP in contributing to the strategic objectives that are most important in terms of their scale of coverage. In addition, the CCR should include an assessment of the COSOP's contribution to strategic partnerships, given their critical importance. Although, this weighting of outcomes may help the reviewers to formulate a single performance rating, the rating should ultimately be driven by the country team's judgement, which should be explained in detail in the report.

### II. IFAD's performance

5. This section assesses IFAD's performance in designing the COSOP and managing its implementation. Since the expected outcomes are influenced by many factors within and outside the country, IFAD's performance could be different from programme performance (enabling or hindering the achievement of COSOP outcomes). In order to capture these potential differences, IFAD's performance in designing the COSOP and managing its implementation are evaluated separately.

### III. Lessons learned and recommendations

6. The ultimate objective of the CCR is to derive lessons from the design and implementation of the concluding COSOP in order to guide the design and implementation of the new COSOP. The report should include for lessons and recommendations as an integral part of the assessment. It should consider what the COSOP has delivered or focused on along with areas of high priority for the country that were left out. It should also identify areas of the development agenda that may require IFAD's engagement in the new COSOP period. These lessons and recommendations should be practical and derived from specific experiences rather than generic observations such as the importance of ownership or the need to be realistic about results.

Annexes:

- (I) Results framework (at the time of design)
- (II) Results framework (from the last CRR) with progress
- (III) Ratings matrix (in line with IOE evaluation methodology – see below)
- (IV) Comments from borrower

**CCR ratings matrix (see second edition of Evaluation Manual for details):**

<i>Assessment of country programme</i>	<i>Rating (1-6 scale)</i>
– Rural poverty impact	
– Relevance	
– Effectiveness	
– Efficiency	
– Sustainability of benefits	
– Gender equality	
– Innovation and scaling up	
– Natural resource management	
– Adaptation to climate change	
– Policy dialogue	
– Knowledge management	
– Strategic partnerships	
<b>Overall country programme achievements</b>	<b>Rating (1-6 scale)</b>
<b>Assessment of performance</b>	<b>Rating (1-6 scale)</b>
– IFAD performance	
– Borrower performance	

## Country strategy note (CSN) outline

Length: maximum 3,000 words

### I. Overview

1. A CSN is a short note structured around the objectives that IFAD expects to help the country to achieve in the short to medium term. CSNs do not have a results framework and are not required to include a COSOP results review or COSOP completion review. However, at the time that a CSN evolves into a COSOP, a thorough analysis of IFAD's performance must be conducted, including lessons learned during the CSN period. This analysis is then incorporated into the following COSOP.
2. Each CSN should include the following:
  - (a) Country diagnosis: Economic, agricultural and rural poverty context.
  - (b) Rationale for preparing a CSN and the time frame.
  - (c) Strategic objectives and expected short- (1-6 months) to medium-term (6-24 months) contributions (efforts should be made to identify specific outcomes).
  - (d) Indicative IFAD engagement (project and non-project) and lessons from past engagement.
  - (e) Risk management framework: The risk section should focus on risks to achieving the CSN goals. It is sometimes useful for discussions of risk to consider the risk of inaction. Such discussions emphasize the risks and rewards of both engagement and a lack of engagement.

Annex:  
Previous CCR or CSN