

## Operational procedures on country strategies

### Purpose

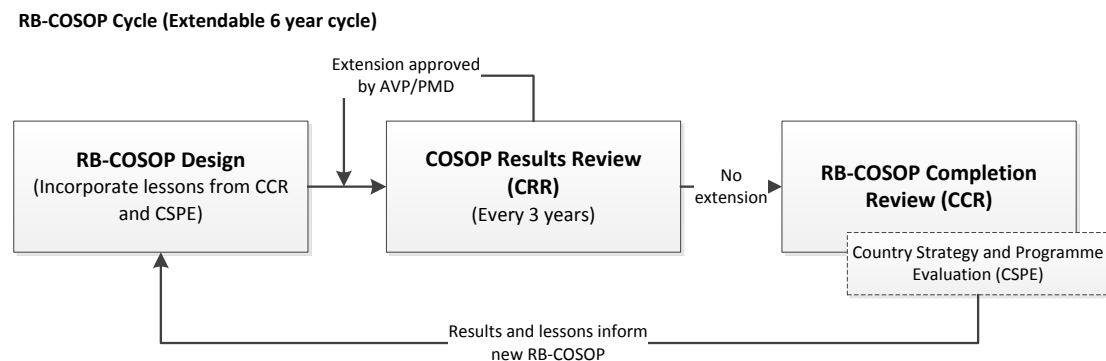
1. **Develop an indicative business strategy.** These operational procedures –developed in a consultative manner- replace all previous guidance on Results-Based Country Strategic Opportunities Programmes (RB-COSOPs). RB-COSOPs provide Management and the Borrower with an indicative business strategy for the delivery of IFAD investments over a particular period of time to support the achievement of concrete development results. RB-COSOPs provide a framework for IFAD's engagement: they do not commit IFAD to a particular set of activities or level of funding, nor the Borrower to a particular level of demand. While RB-COSOPs include concept notes for projects to be prepared during the initial three years of RB-COSOP implementation (see paragraph 10), these projects are approved individually by Management and ultimately by the Executive Board.
2. **Reflect and Reposition IFAD.** The design of an RB-COSOP is a critical moment of reflection and repositioning for IFAD, both from strategic and operational points of view. RB-COSOPs identify entry points for IFAD's programme in a given country, and help in:
  - working, reviewing, assessing and learning jointly with government and other partners (civil society, donors, private sector);
  - identifying how and where IFAD can best add value to existing national efforts for rural poverty reduction; and
  - operationalizing IFAD's mandate of investing in rural people – that is, enabling poor rural women and men to improve their livelihoods and ensure food security in a gender balanced, well targeted, and sustainable manner.

### Approach

3. **Learn from experience.** Following specific recommendations from independent evaluation, functional reviews, and lessons learned by other international financial institutions that have implemented results-based country strategies for longer periods, the procedures presented in this memo adhere to the following principles: (i) every country that receives support from IFAD benefits from a strategic framework, independent of its level of financing; (ii) flexibility and simplicity determine both efficiency and effectiveness; (iii) regular self-assessment of progress towards results increases the likelihood of achieving intended results; (iv) an iterative design process with early Senior Management guidance enhances the strategic focus; and (v) conciseness heightens selectivity and sharpens analysis. Adopting these principles facilitates the application of the new procedures to diverse country circumstances.
4. **Adjust "on the go".** RB-COSOPs provide the framework to assess the rationale and adequacy of both project and non-project activities provided by IFAD to Borrowers during the specified time frame. They are updated and adjusted at regular intervals (usually three years) to reflect changes in the context through an RB-COSOP Results Review (CRR). When changes occur requiring fundamental shifts in strategy, a new RB-COSOP is developed. New RB-COSOPs are informed by Country Programme Evaluations/Country Strategy and Programme Evaluations (CPEs/CSPEs) and project evaluations in the same country by IOE, as and where available.

5. The RB-COSOP cycle is completed with a self-assessment in the form of an RB-COSOP Completion Review (CCR), which informs the preparation of the following RB-COSOP. This process is summarized in figure 1.

**Figure 1: RB-COSOP Cycle**



## Scope and Results Focus

6. **Prepare RB-COSOPs as a norm.** All countries with which IFAD maintains active engagement, either through project or non-project activities or a combination of both, require an RB-COSOP (with the exception of those countries under the circumstances described in paragraph 7). RB-COSOPs are the key instruments for defining IFAD's comparative advantages in member countries, and for identifying how best IFAD can add value to each country's own strategy for rural poverty reduction, consistent with IFAD's mandate and strategic vision. Operationally, RB-COSOPs allow IFAD to translate its strategic vision into a selective set of country-level specific objectives, in line with the country's own stated goals, to which all IFAD activities, ongoing and planned, contribute. Annex I presents the mandatory outline for RB-COSOPs.

7. **Issue a Country Strategy Note (CSN) under special circumstances.** In the occasions when a member country and IFAD are unable to define detailed objectives or develop a program for the medium term, a Country Strategy Note is prepared instead of an RB-COSOP. CSNs are prepared when (a) there is uncertainty about the scope of IFAD's engagement in the country; (b) the country has no medium-term development strategy to frame IFAD's support; (c) IFAD has insufficient country knowledge, for instance, because of a long period of limited or no engagement with the country; (d) the country is going through an unusually uncertain (e.g., pre-election, social crisis, natural disaster) period or is in conflict; or (e) IFAD is seeking to align the RB-COSOP period with that of key government strategy documents or with the country's political cycle.<sup>1</sup> In addition, subject to AVP-PMD approval, CSNs can also be prepared for countries with a PBAS allocation equal to or below US\$ 5 million. CSNs are expected to be transitional documents, and most country teams are expected to eventually -when the above conditions no longer apply- transition to full RB-COSOPs. Annex VII presents the mandatory outline for CSNs.

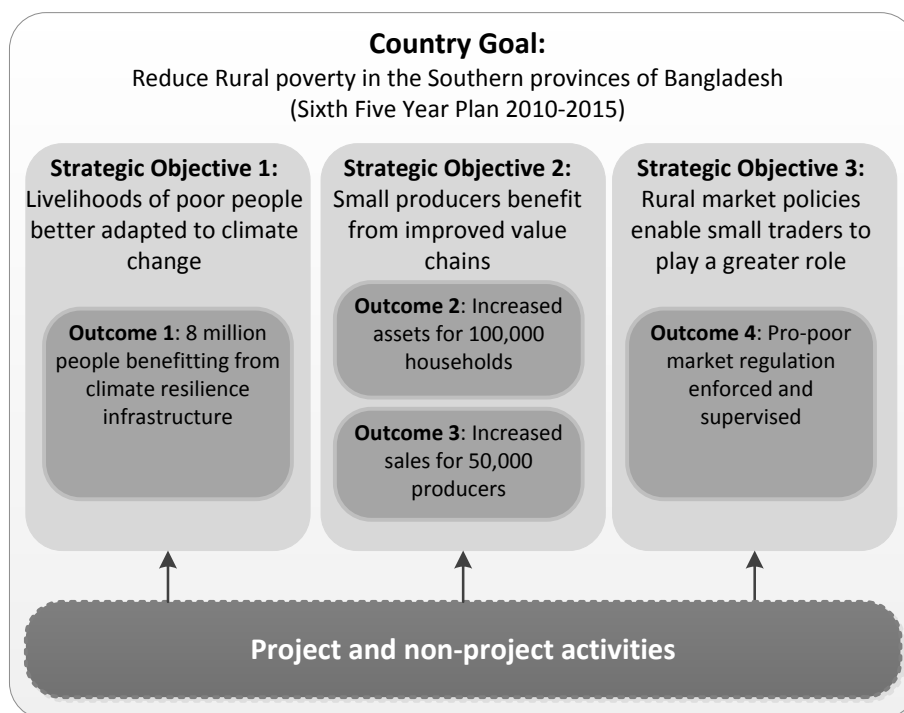
8. **Plan Yearly.** Regional divisions submit, in Q1 of every year, an office memorandum (OM) updating the pipeline of RB-COSOPs and CSNs (and for the latter their corresponding justification with specific reference to the eligibility criteria applied as per paragraph 7) for the approval of AVP-PMD, who may also grant exceptions to the criteria identified in paragraphs 6 and 7. After approval, RB-COSOPs (and their attached project concept notes) and CSNs become part of the official pipeline and should be reflected in GRIPs. An example of this OM is presented in Annex VIII.

9. **Focus on measurable outcomes that contribute to country goals.** RB-COSOPs clearly set out the results chain from IFAD activities supporting strategic objectives that contribute to the achievement of specific country development goals. RB-COSOPs' strategic objectives are determined by the intersection of the country's own development goals and IFAD's comparative advantage. RB-COSOPs are presented at a strategic level with emphasis on strategic objectives rather than activities. The RB-COSOP is based on a theory of change that is summarized in the

<sup>1</sup>Note that fragility alone does not justify the use of a CSN; it is expected that a full RB-COSOP- that incorporates approaches to address fragility- is prepared for most fragile states countries, except those that are subject to any circumstances described in paragraph 7.

results framework (see figure 2). This theory of change explains how on-going and planned activities (project and non-project) contribute to achieve each strategic objective and how the latter relate to the country development goals. Strategic objectives encapsulate a combination of achievable and measurable outcomes. While the text explains how individual outcomes may contribute to multiple strategic objectives, each outcome is placed within the strategic objective that it contributes the most to. Annex II presents the mandatory results framework template for RB-COSOPs. CSNs do not require a results framework.

**Figure 2:** Example summarizing RB-COSOP Results Framework Logic



10. **Provide indicative resources and initial pipeline.** Both RB-COSOPs and CSNs indicate the financial resources expected to be available from IFAD during the country strategy period. Whenever relevant, the size of the financial envelope is presented through low and high case scenarios. Grant resources, including regional and global of relevance to the country, are integrated as part of the country strategy program. In the case of RB-COSOPs (but not in the case of CSNs), at least one investment project or grant concept note is attached to the RB-COSOP following the outlines presented in annex V (for project concept notes) and annex VI (for grant concept notes). Attached project concept notes are approved by OSC together with the RB-COSOP and the OSC date is considered as the date of project concept approval. If -in the judgment of Regional Directors- substantial changes are made to the project concepts following their approval with the RB-COSOP, re-submission to OSC is required. In the case of grants, grant concept notes attached to the RB-COSOP are only indicative and therefore not approved together with the RB-COSOP; they are separately submitted to the OSC for approval.<sup>2</sup>

### Frequency and Updates

11. **Plan for the medium-term.** RB-COSOPs are initially prepared for a duration of up to six-years and are to the extent possible aligned with country circumstances (e.g., national development strategies, election cycles). CSNs are expected to have a much shorter cycle: they are initially prepared for a duration up to 24 months – given the usually more volatile and uncertain country circumstances under which they are mostly used.

<sup>2</sup>In line with the Policy for Grant Financing and its Implementing Procedures, grant concept notes are framed within the triennial Thematic Clusters and annual Priority Areas determined by the EMC.

12. **Undertake RB-COSOP Results Reviews (CRRs) every three years<sup>3</sup>.** During the course of RB-COSOPs IFAD carries out a continuous process of monitoring and learning from implementation. Every three years, the country team engages with stakeholders in the country to undertake an RB-COSOP Results Review (CRR) to assess progress towards results, learn lessons and make mid-course corrections if needed.<sup>4</sup> During these exercises, a short self-assessment document answering key questions (see annex III) is prepared, summarizing progress in implementing the RB-COSOP and reviewing the continuing relevance of the strategy. As the six-year strategy is adjusted during the course of implementation, CRRs offer an opportunity to reflect changes in country demand and priorities, and resulting adjustments in the strategy and results framework. When CRRs reflect significant changes in the overall context and country priorities that require a major change in IFAD support, Regional Directors may decide to prepare a new RB-COSOP. CRRs are also used to extend the period of RB-COSOPs validity, as described in paragraph 13. CSNs do not require CRRs.

13. **Update and extend flexibly.** RB-COSOPs can be extended for periods of up to three years as many times as needed, until they become obsolete, and therefore replaced by a new RB-COSOP or CSN. They can also be terminated earlier and replaced by a new RB-COSOP. Extensions or terminations are recommended in CRRs as described in paragraph 12. No extensions are granted to RB-COSOPs without the CRRs recommendation. CSNs can be extended for periods of one year at a time through an OM. Extensions of both RB-COSOPs and CSNs are granted by AVP-PMD.

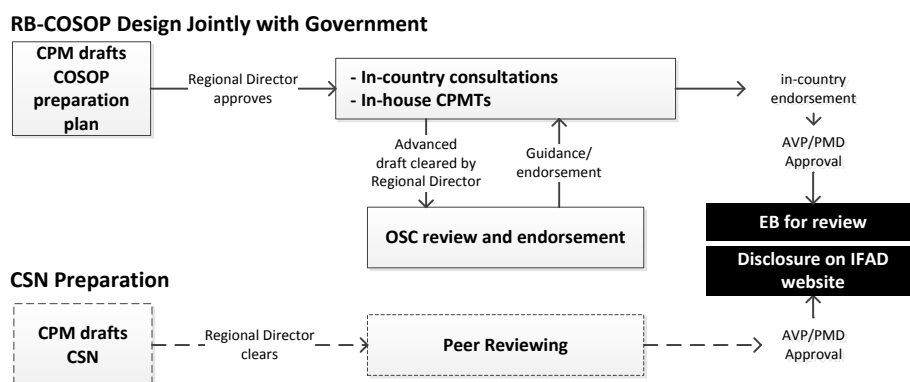
14. CRRs are processed through the following steps:

CRR	Output	Responsible
CRR in-country	A multi-stakeholder stock-taking is carried-out in country in the form of a workshop.	CPM with Borrower
CRR document	A CRR document is drafted by the CPM, cleared by the Regional Director and approved by AVP-PMD. When appropriate, the CRR requests an RB-COSOP extension or termination. (clearance through Scriptoria)	Regional Director

## RB-COSOPs and CSNs Design

15. **Follow an iterative approach.** As shown in figure 3, the RB-COSOP design process follows an iterative approach including a thorough review of previous achievements, analysis of current challenges and the policy context. The joint IFAD-country nature of the RB-COSOP design requires a series of dialogues with government and development partners that are critical for the generation of a common understanding of the strategic “direction” that the next RB-COSOP will take. The reviews of draft versions of the RB-COSOP by CPMT (and eventually by OSC) provide guidance on strategic issues and ensure that RB-COSOPs are in compliance with IFAD’s mission, strategic framework and applicable policies. CSNs preparation follows a shorter streamlined process.

**Figure 3: RB-COSOPs and CSNs Preparation Steps**



<sup>3</sup>If the RB-COSOP duration is less than 6 years, results reviews should be organized in the following frequency: if the RB-COSOP duration is 3 years, results reviews should be undertaken every 1.5 years; if it is 4 years, they should be undertaken every 2 years; if the duration is 5 years; they should be undertaken every 2.5 years.

<sup>4</sup>Annual results reviews are not required but can help prepare for the three-year review. Country Program Issues Sheets (CPIS) offer an opportunity to reflect annual progress.

16. The following steps are required to design and approve RB-COSOPs:

<b>RB-COSOP Design</b>	<b>Output</b>	<b>Responsible</b>
RB-COSOP Design Plan	CPM drafts an OM for approval by Regional Director, outlining the (i) rationale, (ii) design schedule; (iii) in-house and in-country CPMTs compositions (iv) milestones, including background studies and papers; and (v) budget.	Regional Director with CPM and CPMT
In-country and in-house CPMTs	This is the key engine for RB-COSOPs design combining relevant consultations and expertise from the country and across the house. CPMs can use these mechanisms either through workshops or a series of bilateral consultations or a combination of both. In country and in-house consultations are often run in parallel and are iterative but CPMs could also opt for a more structured approach. CPMT composition includes all relevant stakeholders, covering a variety of thematic areas related to the strategic objectives and procedural areas (such as LEG, CFS, results measurement). Both CPMT composition and the chosen sequence and frequency are described in the RB-COSOP design plan. CPMTs finalize RB-COSOPs after incorporating guidance from OSC.	CPM with CPMTs
OSC	Reviews and endorses an advanced draft of the RB-COSOP. CPMTs decide the appropriate time of presentation to OSC, as soon as an advanced draft is ready. OSC may request a second OSC meeting if required changes are significant.	Regional Director
In-country endorsement	The in-country 'endorsement' is not a formal, legal endorsement but a consensus appreciation by stakeholders at country level that the RB-COSOP responds to country strategic goals and aspirations.	CPM
AVP-PMD approval and presentation to the Executive Board	Management presents RB-COSOPs to the EB for review. RB-COSOPs may also be presented at dedicated EB Informal Seminars. (clearance through Scriptoria)	AVP-PMD

17. The following steps are required to prepare and approve CSNs:

<b>CSN Preparation</b>	<b>Output</b>	<b>Responsible</b>
Draft CSN	CPM prepares draft CSN for clearance by Regional Director. CPMT is not required.	Regional Director with CPM
Peer Review	Two peer reviewers, at least one of which must be from a division outside the sponsoring regional division. Staff members outside PMD can also bring valuable complementary perspectives. Regional Economists coordinate the peer reviewing process, selecting peer reviewers, distributing the documentation, and ensuring adequate reporting quality. Peer Reviewers submit their comments in writing to CPMs. An audit trail is maintained and submitted together with the CSN for AVP-PMD review.	CPM with Regional Economist
AVP-PMD approval and disclosure on IFAD's website	After approval by AVP-PMD, Originators disclose the CSN on IFAD's website through document profiling (steps presented in Annex XI).	AVP-PMD

## RB-COSOP Completion Review

18. **Assess results at completion.** At RB-COSOP completion, an RB-COSOP Completion Review (CCR) is prepared by the country team within six months of RB-COSOP completion. CCRs are self-evaluations of the achievement of RB-COSOP strategic objectives and IFAD performance in achieving them, serving as both learning and accountability tools for the country team. Results are primarily assessed against –but not necessarily limited to- indicators contained in the RB-COSOP results measurement framework. CCRs are also intended to derive practical lessons from the implementation of a previous RB-COSOP that can be incorporated into new program design. CCRs also capture lessons that not only are relevant to IFAD program in the country, but also will help build IFAD’s overall knowledge base and may help inform the design of strategies worldwide. CCRs follow standard evaluation methodology for country programs, as agreed with IOE. This includes evaluating overall RB-COSOP performance, including project and non-project activities. CSNs do not require a completion review.

19. CCRs are processed as follows:

CCR	Output	Responsible
Draft	CPM drafts CCR	CPM
Peer Reviewing	Two peer reviewers, at least one of which must be from a division outside the sponsoring regional division. Staff members outside PMD can also bring valuable complementary perspectives. Regional Economists coordinate the peer reviewing process, selecting peer reviewers, distributing the documentation, and ensuring adequate reporting quality. Peer reviewing does not discuss ratings.	CPM with Regional Economists
Government Views	Draft CCRs are shared with government counterparts for inputs. Received comments are attached as a mandatory appendix to the main document.	CPM
Clearance by Regional Directors	CPMs finalize the draft and assign CCR ratings for the clearance of Regional Directors.	Regional Director with CPM
Executive Board	Management presents CCR to the EB for information (clearance through Scriptoria)	Regional Directors

## Evaluation

20. **Learn from Independent Evaluation.** IOE undertakes CSPEs in selected countries. The main aim of such evaluations is to assess the results of IFAD's strategy and operations and generate findings and recommendations to inform subsequent RB-COSOPs in the same country. Countries for CSPEs are selected in accordance with the criteria contained in the IOE selectivity framework, including ensuring geographic balance across all IFAD regions. When RB-COSOP completion reviews are available, IOE does not require IFAD Management to conduct a separate self-assessment exercise as an input to the CSPEs, which under normal circumstances would otherwise be required in line with the IFAD Evaluation Policy.

## Disclosure

21. **Increase transparency.** RB-COSOPs are disclosed on the IFAD website through the Office of the Secretary (SEC) as Executive Board documents. CCRs, which are presented to the EB for information (as background to the RB-COSOPs), are also made available on the website through the SEC disclosure workflow. CSNs and CRRs (which do not require EB presentation), are made

available on the IFAD website through the PMD disclosure workflow. Upon approval, all documents are uploaded and profiled in the respective country operations libraries.

## Timeline and Next Steps

22. The procedures described in this memo are effective as per the table below. Dedicated indicators will be introduced in IFAD's corporate dashboard to track compliance with these procedures.

<b>Preparation of New RB-COSOPs</b>	
RB-COSOPs present to the EB from 2016 onwards	All new procedures apply
<b>Undertaking of RB-COSOPs Results Reviews</b>	
RB-COSOPs requiring extension from 2016 onwards	A CRR is required prior to requesting extension
<b>Preparing RB-COSOPs Completion Reports</b>	
RB-COSOPs completing from 2016 onwards	A CCR is required within six months of completion.

23. In order to ensure that these principles are adequately followed across all divisions, I encourage you to organize information sessions with PMD Front Office or contact Lisandro Martin, Portfolio Manager for clarifications. Continuously strengthening and adapting IFAD country-based model to the changing needs of member countries is essential to help Borrowers achieve sustainable results.

### Appendices:

- (i) RB-COSOP Annotated Outline
- (ii) RB-COSOP Results Framework Template
- (iii) CRR Outline
- (iv) CCR Outline
- (v) Project Concept Note Outline
- (vi) Grant Concept Note Outline
- (vii) CSN Outline

## Annex I: RB-COSOP Annotated Outline

Length: maximum 5,500 words

<b>Executive Summary</b>
<b>I. Country Diagnosis: What are the key challenges?</b>
<p>1. The purpose of this section is to provide an empirical assessment of the main challenges facing the rural sector and the constraints to overcoming them. In undertaking such diagnosis, this section draws on existing and new evidence, including (i) a description of the main issues affecting IFAD's target group; (ii) an overview of poverty (and its gender dimensions), particularly within the rural sector; and (iii) data on overall income per capita, GDP growth, population growth, inflation, and debt management.</p> <p>2. Finally, this section assesses country, sector and programme risks and explains how those will be addressed by the proposed country strategy. RB-COSOPs identify the policies and regulations that pose a risk for the improvement of poor peoples' livelihoods. This section also describes how relevant and supportive policies could be strengthened further to ensure good governance. In the analysis, reference is made to main issues raised by Transparency International, IFAD's FM assessment and others such as WB - CPIA assessments and IFAD-Rural Sector Performance Score.</p>
<b>II. Previous Lessons and Results: What have we learned from the past?</b>
<p>3. This section analyzes the extent to which the proposed RB-COSOP is incorporating lessons from past experience. In undertaking this analysis, RB-COSOPs (i) refer to lessons learned from past programs, projects and activities, particularly through the completion reviews of the previous RB-COSOP or to available CPEs/CSPEs and PEs; (ii) summarize the key results of past engagements and how the new RB-COSOP capitalizes on them; and (iii) incorporate lessons from other background or thematic studies, including from other development partners.</p>
<b>III. Strategic Objectives: What are the proposed development solutions?</b>
<p>4. This section describes the proposed development solutions that follow from the country diagnosis. Specific mention is made of RB-COSOP contribution to SDGs. Development solutions are presented through a simple theory of change that explains how the achievement of specific country level objectives will be supported by IFAD. To do so, it defines a few Strategic Objectives and identifies the key outcomes that will collectively contribute to these objectives. In doing so, it highlights IFAD's comparative advantages to help government achieve those objectives. Finally, it provides a brief description of the project and non-project activities to be undertaken, including policy engagement<sup>5</sup>, and how they contribute to the achievement of the expected results. The section will explain how non-project activities are linked with and support the investments to achieve the Strategic Objectives. This section is summarized in the mandatory results framework.</p>
<b>IV. Sustainable Results: What are key areas to achieve sustainable outcomes?</b>
<p><b>Targeting and Gender</b></p> <p>5. This section briefly highlights the targeting and gender strategy of the RB-COSOP. In several countries, following close dialogue and interaction, the targeting of indigenous peoples and ethnic minorities is a central element of IFAD's assistance. The analysis of rural poverty and target group profiling -with gender and youth perspectives- lay the foundation for the country portfolio development.</p>

<sup>5</sup> Policy engagement is defined as a set of processes through which IFAD can collaborate, 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.



### **Scaling-up**

6. Drawing on lessons learned and past results, the RB-COSOP is presented according to IFAD's Operational Framework on Scaling Up. IFAD's new approach demands that scaling-up is not incremental through a sequence of IFAD funded projects but includes other instruments i.e., scouting for innovations, policy engagement, partnership and knowledge sharing. Opportunities for building on loan or grant financed investments in the past would remain an option. These instruments would influence governments, beneficiaries and their organizations, the private sector and development partners to scale up successful IFAD interventions, as IFAD phases out and/or adjusts its focus. The RB-COSOP will be the main vehicle to define and promote IFAD's scaling-up agenda in the country. Building partnership through the RB-COSOP process and beyond will be an important tool to nourish the scaling-up process.

### **Policy Engagement**

7. This section articulates the strategy for policy engagement for new and existing policies. It should at a minimum review the relevant policy context; summarise the lessons learned relative to past policy engagement; indicate both possible priority areas / opportunities for new policy engagement; and offer ideas as to how the policy agenda will be pursued. A more detailed plan for policy engagement is likely to be determined during project design and implementation when an analysis of relevant policy issues and constraints can be deepened, and realistic policy targets articulated. Policy engagement should be closely linked to, and based principally on evidence amassed from, the investment programme in country, as well as the grants programme; and it should support the achievement of the RB-COSOP's strategic objectives. It should also be closely linked to the scaling-up and knowledge management agendas of the RB-COSOP.

### **Natural Resources and Climate Change**

8. The purpose of this section is to specify how the RB-COSOP relates to protecting the environment and strengthening resilience to climate change. In doing so, it presents an analysis of the natural resources and climate change trends, and identifies the risks and development opportunities drawing on current information sources including geospatial data whenever possible. IFAD has committed to mainstream climate in its projects/programmes by 2018. The CPMT may decide to undertake a SECAP preparatory study for the RB-COSOP to ensure that key strategic environmental, climate change, and social considerations fully inform the design. The scope and depth of the study should be proportionate to the nature of IFAD's planned interventions in the new RB-COSOP.

### **Nutrition-sensitive Agriculture and Rural Development**

9. This section should give the context for nutrition-sensitive agriculture and rural development in the country and specify how (and whether) the RB-COSOP relates to improving nutrition and vice versa. Relying largely on secondary data, the analysis should describe the nutrition situation in the country, preferably with preference to priority geographical areas identified in the RB-COSOP. The section should note the priority the country gives to dealing with nutrition problems and should highlight relevant strategies, policies, and programs being taken by the government and key development partners, particularly the use of agriculture and food-based approaches. Finally, the section should set out how the strategic objectives and actions proposed by the RB-COSOP relate to and support these efforts. This could include, for example, opportunities for promoting nutrition-sensitive agriculture or emphasis on areas where prevalence of, say, chronic under-nutrition (stunting) is at a significant level (say, 10% or higher).

## **V. Successful Delivery: How will IFAD manage for results?**

### **Financing Framework**

10. This section presents the total financial allocation, and explains how the investment and non-project pipeline will be funded. Where appropriate but not necessary, low and high case scenarios could be presented in addition to the current PBA to demonstrate the flexibility of IFAD's engagement in the country.

### **Monitoring and Evaluation**

11. This section describes the arrangements to be put in place to monitor progress towards results supported by the RB-COSOP at regular intervals either through the use of existing monitoring tools and sources, the establishment of new ones or a combination of both. It also explains how IFAD specific project and non-project activities contribute to enhance M&E capacity in the rural sector, both at the local level and –whenever applicable- at the national level.

### **Knowledge Management**

12. KM is necessary to generate and share knowledge from operations, and to learn from IFAD's own and other experiences in order to improve. KM aims to advance technical and policy related aspects in the country programme and generate more effective instruments, through feedback across portfolios and regions for poverty reduction and food security. The KM system in a country programme provides the critical link between the investment programmes and non-project activities, and hence it becomes the fulcrum of a country programme for IFAD. It is recommended to describe how project M&E will "feed" the KM plan with information and how knowledge will be used by the projects to assess the progress towards the scaling-up efforts, as well as contribute to national policy processes, and shared and disseminated in the country and fed back to IFAD for learning. The KM plan will be monitored and knowledge needed to support the achievement of the RB-COSOP's strategic objectives would be identified.

### **Partnerships**

13. This section describes specific efforts to partner with other donor agencies to, inter-alia, obtain greater financial leverage through co-financing at the project level (horizontal scaling-up), support during implementation (private sector, civil society), and /or to increase its influence on global or national policy issues (that IFAD may not be able to tackle alone). Special attention is paid to explain how IFAD how to move beyond a 'junior' role which may leave dialogue and implementation support with government to the larger partner and seek to be seen as a credible partner in areas such as policy dialogue, knowledge management and results management.

### **Innovations**

14. This section shall present the strategy and approach for generating innovations, for example through linking to research or setting up innovation platforms with private and public sectors. It would also describe (if any) previous IFAD grant financed innovations that can be replicated or scaled up in the future portfolio.

### **South-South Technical Cooperation**

15. This section articulates: (i) the needs, opportunities, and possible approaches for effectively embedding South-South and Triangular Cooperation in a proposed country programme; (ii) their alignment to national and regional priorities and (iii) their contribution to IFAD's overall engagement and expectation for results. This would assist in standardizing and tracking corporate efforts to mainstream SSC into operational activity to ensure that we have the basic reporting infrastructure to track the IFAD10 commitment that "50 per cent of all RB-

COSOPs to include an approach for SSTC”.

#### **vi. List of mandatory appendices**

1. RB-COSOP Results Framework
2. ACP of the last Country Programme Evaluation
3. RB-COSOP preparation process including preparatory studies, stakeholder consultation and events.
4. Natural Resources Management and Climate Change Adaptation: background, national policies and IFAD intervention strategies
5. Country at a glance
6. Concept Note(s)

#### **vii. Key files**

Key files (examples available on the PMD xdesk site):

- Key file 1: Rural poverty and agricultural/rural sector issues
- Key file 2: Organizations matrix (strengths, weaknesses, opportunities and threats [SWOT] analysis)
- Key file 3: Complementary donor initiative/partnership potential
- Key file 4: Target group identification, priority issues and potential response

#### **viii. Attachments**

- Minutes of the OSC review meeting (this is attached as supporting documentation for AVP-PMD clearance, not included in final report for the EB)

**Note:** The COSOP Completion Report (CCR) of the previous COSOP is submitted to the EB for information as background to the new COSOP.

## Annex II: RB-COSOP Results Framework Template

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

Country strategy alignment <i>What is the country seeking to achieve?</i>	Key results for RB-COSOP <i>How is IFAD going to contribute?</i>			Indicative Lending and Non-Lending Activities For the next 3 years
<p><b>Sixth five Year Plan 2011-15 (draft):</b> The main elements of the poverty reduction strategy in the SFYP will consist of policies and programs to: (p148)</p> <ul style="list-style-type: none"> <li>• promote growth by sustaining increases in labour productivity and job creation in manufacturing and services;</li> <li>• enhance the access of the poor to production inputs (fertilizer, seed, irrigation, power, rural roads) and to institutional finance;</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> </ul> <p>Other objectives in SFYP relevant to RB-COSOP</p> <ul style="list-style-type: none"> <li>• Agriculture offers a substantial scope to raise the yields and to diversify agriculture from lower to higher value-added production. These improvements will allow farm incomes to rise while stabilizing food prices for urban consumers. P51. Diversification will promote commercialization of agriculture and raise farm incomes. P9</li> <li>• Careful attention would be given to remove constraints and vulnerabilities to farm production and agricultural incomes in the lagging regions in terms of weak rural infrastructure (power, rural roads and irrigation) and adverse effects of natural disasters. P186</li> <li>• Adaptation to climate change is a national priority p152</li> <li>• Supporting communities and people in rural areas to strengthen their resilience and adapt to climate change will remain a high priority in coming decades p207</li> </ul>	<b>Strategic objectives</b> <i>What will be different at the end of the RB-COSOP period?</i>	<b>Outcome indicators*</b> <i>How will we measure the changes?</i>	<b>Milestone indicators</b> <i>How will we track progress during RB-COSOP implementation?</i>	
	1. Livelihoods of poor people in vulnerable areas are better adapted to climate change	<ul style="list-style-type: none"> <li>– 8 million people benefiting from climate-resilient infrastructure.</li> <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 income from natural resources for 19,000 fishers.</li> </ul>	<ul style="list-style-type: none"> <li>- 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).</li> <li>- LCS (groups of poor women carry out construction), involving 100,000 members and 10 million person-days of employment.</li> </ul>	- Lending/investment activities
	2. Small producers and entrepreneurs benefit from improved value chains and greater access to markets.	<ul style="list-style-type: none"> <li>– 20 per cent increase in production (area, animals, yield).</li> <li>– 40 per cent increase in volume; and value of sales made by producers (m/f).</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>	<ul style="list-style-type: none"> <li>- 100,000 farmers can adopt improved, climate adapted technology (crop seeds, livestock and fish resources) for livelihoods.</li> <li>- 100 service providers offering specialised support to producers.</li> <li>- 40,000 producers and traders (m/f) access financial services &amp; obtain loans to the total of Tk 800 million</li> </ul>	- Non-lending/ non-project activities
3. Policies for rural markets to enable producers and small traders to play a greater role in the management of markets	<ul style="list-style-type: none"> <li>– Market regulations modified and have a pro-poor focus</li> <li>– Market regulations are enforced and supervised</li> </ul>	<ul style="list-style-type: none"> <li>– XX markets governed by new regulations</li> <li>– XX % increase in volume turnover of “smallholder “ products</li> </ul>		

\*Maximum 12 indicators. Outcome indicator must specify the source. Indicators can be quantitative or qualitative

### **Annex III: RB-COSOP Results Review (CRR)**

Length: maximum 2,000 words

The purpose of the CRR is to identify through a systematic review of performance the mid-course corrections that are necessary to ensure that the IFAD program remains relevant and effective, and to inform Management and other stakeholders about those changes. It is also used to extend or terminate RB-COSOPs.

The RB-COSOP Results Review is a short document answering 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 RB-COSOP still relevant?
4. Are the RB-COSOP objectives still relevant and likely to contribute to the country development goals confirmed above?
5. Is the combination of lending and non-lending activities presented at RB-COSOP approval updated 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 RB-COSOP implementation may be valuable for other countries or Regions?
10. Does the RB-COSOP period need to be extended or a new RB-COSOP developed?

#### Appendices:

- (i) Results Framework (at the time of design)
- (ii) Results Framework from the last CRR with progress
- (iii) Proposed new Changes to Results Framework

The CRR is submitted by the Regional Director and approved by AVP-PMD. On approval by AVP-PMD, the CRR is uploaded and profiled by the Originator for posting on the IFAD website in compliance with the IFAD Policy on document disclosure.

## **Annex IV: RB-COSOP Completion Review (CCR) Outline**

Length: maximum 5,500 words

### **A. Assessment of Program Performance**

1. This section assesses program performance in influencing the RB-COSOP outcomes as laid out in the results framework. While the evaluation is expected to be comprehensive, the reporting of the findings should be concise.
2. It is important to note that the subject matter of the self-evaluation is not the country's progress toward achieving its higher level development goals (i.e., such as reducing rural poverty). It is the progress toward achieving RB-COSOP strategic objectives and their corresponding outcomes. RB-COSOP strategic objectives are expected to contribute to progress toward higher level goals. However, IFAD-supported activities are usually very small compared to the country's overall development programs, this contribution is usually small and realized over a longer timeframe than the RB-COSOP period. In addition, RB-COSOP outcomes are usually at a much lower level in the development results hierarchy and closer to the development outcomes of IFAD-supported activities. For example, IFAD program may intend to influence productivity gains by farmers (RB-COSOP outcome). This, if achieved, would eventually enhance income earning opportunities of farmers, and reduce poverty among targeted farmers. In turn, this would contribute to the country's goal of reducing overall rural poverty in the country (higher level country development goal). This distinction is critical to setting the IFAD's potential influence at an appropriate and realistic level and avoiding undue attribution of country's development achievements to the IFAD supported program. It also helps enhancing the realism of self-evaluation.
3. Outcomes as formulated at the time of the RB-COSOP design are of two categories: (i) outcomes that are expected to be influenced by activities already under implementation; and (ii) those that would be influenced by activities planned/intended for the RB-COSOP period, typically earlier years of the period. Both categories are subject to change during the implementation, more so for the latter category. These changes are captured in the CRR which updates the results matrix. Consequently, the CCR assesses results of the last results framework as contained in the last CRR, while explaining any major changes since RB-COSOP design.
4. The overall performance of the RB-COSOP program is rated. The rating is an aggregate measure of progress made toward achieving RB-COSOP strategic objectives and corresponding outcomes. There is only a single rating of the program performance, without sub-ratings of strategic objectives. RB-COSOP strategic objectives vary widely in their relevance to the country's development priorities, and the overall performance assessment should, reflect the performance of the program in contributing to strategic objectives that are relatively more "important" and sizeable in terms of their scale of coverage. Although, this conceptual aggregation or weighting of outcomes could help to arrive at a single performance rating, ultimately, the rating should be driven by the country team's judgment, which should be explicitly described in the completion report.

### **B. IFAD's Performance**

5. This section assesses IFAD's performance in designing and managing the implementation of the RB-COSOP. As the expected outcomes are influenced by many factors in the country and its external environment, IFAD's performance could deviate from the program performance - could enable or hinder the achievement of RB-COSOP outcomes. In order to capture such a potential deviation, IFAD's performance in designing and managing the implementation of the RB-COSOP program is separately evaluated.

### **C. Lessons Learned and Recommendations**

6. The ultimate objective of the CCR is to derive lessons from the design and implementation of the outgoing RB-COSOP program to guide the design and implementation of the new program. The report should search for lessons and suggestions as an integral part of the assessment. It should consider what the program has delivered or focused on as well as areas which were left out and appeared to be of high priority for the country. It should also identify areas where unfinished development agenda may require the IFAD's engagement in the new RB-COSOP period. The lessons

and suggestions should be practical and derived from specific cases of successes and failures rather than generic observations such as ownership being important or that results should be realistic.

Appendices:

- (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

**CRR Ratings Matrix (see second edition of Evaluation Manual for methodological details):**

<b>Assessment of country program</b>	<b>Rating (1-6 scale)</b>
– 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	
– Partnership building	
<b>Overall country program achievements</b>	<b>Rating (1-6 scale)</b>
<b>Assessment of performance</b>	<b>Rating (1-6 scale)</b>
– IFAD performance	
– Borrower performance	

The CCR is cleared by the Regional Director, and presented to the EB for information as background to the new COSOP. The CCR is disclosed on the IFAD website through the Office of the Secretary (SEC) disclosure workflow.

## **Annex V: Project Concept Note Outline for projects attached to RB-COSOPs**

Length: maximum 2,000 words

- A. Possible geographic area of intervention and target groups.** This describes the target group and targeting approach to be followed. In the case of project area, a preliminary identification of the project geographic and administrative location should be provided.
- B. Justification and rationale.** This section describes the justification and rationale for the project, in other words the key development opportunity that the project will achieve and why IFAD has the comparative advantage to respond to it.
- C. Key Project Objectives.** This section summarizes the project objectives, and the link between these objectives and the quantified targets in the RB-COSOP Results Management Framework. It also summarizes which RB-COSOP policy objectives will be achieved by the proposed project.
- D. Ownership, Harmonization and Alignment.** This section explains how the project targets are aligned with targets in the PRSP (or alternative), and how the project is harmonized with the activities of other donors in the same sector of intervention. It should also be possible to identify potential partnerships and to determine if the project would be part of a SWAP arrangement or a contribution by IFAD to a larger sector umbrella project or program.
- E. Components and activities.** Provide a preliminary description of components and activities based on the project objectives.
- F. Preliminary Environmental and Social category.** Based on the criteria for categorisation, propose preliminary classification of the project (A, B, C). For details see section 1.5.1 and figure 3 of the [SECAP document](#).<sup>6</sup> Mention the potential impacts and risks likely to be associated with the activities, as provided in the SECAP Review note (Annex 1.1 of the SECAP document).
- G. Preliminary Climate Risk classification.** Propose a preliminary classification (High, Moderate, Low) based on the exposure of the project objectives to climate-related risks and the likelihood of the project/programme increasing the vulnerability of the expected target population to climate hazards. The rationale should be based on available information on historic, current and future climate change scenarios. The required information is based on the results of the guiding questions for climate risk screening (Annex 1.2. of [SECAP document](#)), which are provided in the SECAP Review note (Annex 1.1).
- H. Costs and financing.** Include an indicative budget for the project (aligned with the PBAS allocation). The total project costs for the RB-COSOP period should not be more than the estimated total PBAS for the RB-COSOP period (based roughly by extrapolating the PBAS Year 1 total over the number of foreseen years of the RB-COSOP). Contribution by government and beneficiaries cannot be determined at this time, however an indication should be provided of the interest of other donors to contribute towards financing the initiatives outlined.
- I. Organization and management.** Identify the Government's lead agency in the process of project formulation and the likely implementing agency. Determine if an independent implementing unit would be required or if the project would be part of an existing one, or other implementation modality.
- J. Monitoring and Evaluation indicators.** Highlight the relevant quantified targets included in the RB-COSOP, Results Management Framework, and should (a) identify indicators used by other organizations, and explore the possibility of making use of them for the project M&E system; (b) explain how the proposed project will contribute to achieving these targets, (c) how and when in the process baseline information is to be collected, (d) approach to standardization of information and reporting.
- K. Risks.** Identify some of the potential risks and explain how the ones described in the RB-COSOP relate to the proposed project.
- L. Timing.** Provide an indication on the timing for project preparation activities. Show how/if the schedule conforms to the Government's investment strategy and timeframes.
- M. LogFrame.** Preliminary draft LogFrame describing the logic and main results should be included, as described in paragraph 9 of LogFrame instructions.

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<sup>6</sup>IFAD's SECAP document is available on the website at: [http://www.ifad.org/climate/secap/secap\\_e\\_16dec.pdf](http://www.ifad.org/climate/secap/secap_e_16dec.pdf)



## Annex VI: Grant Concept Note Template

Length: maximum 3 pages

<b>1. Name Originator:</b> (name of IFAD staff)	<b>2. Division(s)'</b> (include all divisions submitting)
<b>3. Title of the proposal:</b> (title of the proposal)	
<b>4. Value of IFAD grant:</b> (IFAD grant value in USD)	<b>5. Co-financing:</b> (co-financing in USD)
<b>6. Implementation period:</b> (months)	<b>7. GRIPs ID<sup>8</sup>:</b> (number from GRIPS)
<b>8. Selected Strategic Direction:</b>	
<b>9. Window:</b>	<b>10. Country/Countries:</b>
<b>11. Background/relevance:</b> (also describe how the project directly responds to 8. (Selected strategic Direction), how it contributes to achieving the outputs of the grant policy and other IFAD priorities)	
<b>12. Direct and indirect target group:</b> (describe and provide indicative numbers, disaggregated by gender/marginalised group, as applicable)	
<b>13. Goal, objectives and expected outcomes:</b> (describe goal, objectives and outcomes)	
<b>14. Key activities by component:</b> (describe key activities by component)	
<b>15. Rationale for recipient selection and recipient capacity:</b> (describe whether a competitive process was or will be used to select the recipient. If not, why not? Describe the criteria that was used (or will be used) to select the recipient competitively)	
<b>16. Project cost:</b> (provide approximate breakdown by year and category of expenditure. Include also indication on the use of co-financing, as applicable)	
<b>17. Risks:</b> (describe: a) the main risks associated with this project and b) potential mitigation measures)	
<b>18. Monitoring &amp; Evaluation, KM and Learning:</b> (describe how results will be measured, data will be collected and lessons learned will be shared.)	
<b>19. Supervision modalities:</b> (describe modalities and confirm that the division will release budget for supervision)	
<b>20. Linkages:</b> (describe whether there are linkages to country programme / project activities and to other development initiatives/interventions. If not, why not? Are any linkages planned?)	
<b>21. Scaling up:</b> (describe potential and pathways for scaling up)	
<b>22. Sustainability:</b> (describe how sustainability is pursued/ensured)	
<b>23. Other aspects:</b> (describe any other aspects that can further strengthen the proposal, for example in terms of innovation, partnerships and contribution to a public good related to IFAD's strategic priorities)	

<sup>7</sup> Note that interdivisional and interdepartmental collaboration is strongly encouraged.

<sup>8</sup> See <https://xdesk.ifad.org/sites/uee/PeopleSoft/grips/SitePages/Home.aspx>

## **Annex VII: Country Strategy Note (CSN) Outline**

Length: maximum recommended- 2,000 words

CSNs are short notes structured around the objectives that IFAD expects to help the country achieve in the short to medium-term. CSNs do not have a results framework. CSNs are not required to have CRRs and CCRs. However, at the time when CSNs evolve into RB-COSOPs, teams conduct a thorough analysis of IFAD performance and lessons learned during the period when one or more CSNs were in place, which is incorporated into the following RB-COSOP.

- A. **Country Diagnosis:** Economic, agricultural and rural poverty context
- B. **Rationale** for preparing a CSN and timeframe
- 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 the CSNs achieving its goals. It is sometimes useful for the discussion to also consider the risk of inaction, which gives a sense of the risk/reward trade-offs of engaging.

### Appendices:

- (i) Previous CCR or CSN

The CSN is submitted by the Regional Director and approved by AVP-PMD. On approval by AVP-PMD, the CSN is uploaded and profiled by the Originator for posting on the IFAD website in compliance with the IFAD Policy on document disclosure.

## Annex XI: Profiling CSNs for disclosure

Document profiling attributes structured information to documents in order to classify them and simplify their retrieval, use and management. In PMD, documents are stored and profiled in **Operations libraries** on xdesk. Documents are retrieved from the Operations libraries through an automated workflow and disclosed on the IFAD website **based on their profile**. Some of the fields that determine whether a document is disclosed or not include 'Document type' and 'Status'. When all requirements for disclosure are met, the 'Disclosable' field in the profile form is checked automatically. PMD originators are responsible for the correct profiling of their documents.

In order to ensure that a CSN is disclosed:

1. Go to the Operations library for the country (intranet > desk > regional site > country site > Operations), upload the document and open the profiler.
2. Fill in the profile form provided. Some tips for profiling are presented below:
  - a. **Name:** unique filename, keep as short as possible and avoid spaces.
  - b. **Title:** appears on the website and in searches. It should be meaningful, can be longer than filename and can have spaces. For the CSN title, the duration should be included, e.g., Country Strategy Note, 2016 – 2017.
  - c. **Date:** finalization date (or date of issue) of the document.
  - d. **Year:** enter the year in which activities took place.
  - e. **Non-IFAD:** only check this box if the document is not an IFAD document.
  - f. **Notes:** use this field to include any important information about the document or its profile.
  - g. **Region, Country, Project No:** enter the Region, Country and Project No. In the case of the CSN, select '0000' for the Project No.
  - h. Fill in the **PLF/GLF Information** section as follows:
    - i. **Phase:** Region/country.
    - ii. **Document type:** Country Strategy Note (CSN).
    - iii. **Status:** select whether the document is 'Draft' or 'Final'.
  - i. **Save** the profile

Detailed quick guides on PMD document management and disclosure are accessible from the PMD xdesk site.

## **Annex XII: Role of PTA Lead Advisors**

CPMs are required to request PTA, the assignment of a Lead Advisor at the start of the RB-COSOP design process. The name of the lead advisor should be included in the RB-COSOP design plan. This formalises the process of collaboration between Regional Divisions and PTA, helping to ensure that PTA can assist in structuring objectives around specific sectors of expertise.

**Main Responsibilities:** Lead Advisors provide CPMs and Regional Economists with a complementary perspective for the strategic orientation of the RB-COSOP, helping to bring lessons from other countries /regions. ***Specifically, they assist CPMs by:***

- participating in RB-COSOP-related design missions;
- contributing to the drafting of the RB-COSOP;
- facilitating broader quality enhancing inputs from PTA;
- assisting CPMs to ensure compliance with the various requirements for RB-COSOPs;
- ensuring adequate balance and complementarity between lending and non-lending activities;
- providing support to CPMs at OSC; and
- contributing to RB-COSOP Results Reviews (CRR) and RB-COSOP Completion Reviews (CCR).

**Profile:** PTA will designate as Lead Advisors those staff members with broad and cross-cutting responsibilities, particularly those with a policy, strategic and institutional focus, rather than those with more specific technical responsibilities.