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Enabling poor rural people
to overcome poverty

IFAD Partnership Strategy

Note to Executive Board representatives

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Abbreviations and acronyms

AfDB	African Development Bank
AsDB	Asian Development Bank
CGIAR	Consultative Group on International Agricultural Research
CLE	corporate-level evaluations
CMR	corporate management result
COM	Communications Division
CSO	civil society organizations
IFPRI	International Food Policy Research Institute
IOE	Independent Office of Evaluation of IFAD
MICs	middle-income countries
MOU	Memorandum of Understanding
OECD	Organisation for Economic Co-operation Development
OPEC	Organization of the Petroleum Exporting Countries
ORRU	Partnerships and Cooperation Unit
PRM	Partnership and Resource Mobilization Unit
RBAs	Rome-based agencies
SWOT	strengths, weaknesses, threats and opportunities

Executive summary

1. Partnerships are critical for enabling IFAD to get to grips with complex, rapidly changing issues relative to agricultural and rural development; and they are a necessity if it is to achieve greater outreach and expanded impact in terms of rural poverty reduction, with limited resources. So while this strategy is a direct response to a commitment made in the Report of the Consultation on the Eighth Replenishment of IFAD's Resources, it also confirms IFAD's recognition of the importance and value of partnerships as a means to achieving its development objectives, and its concern to provide a strategic framework for its partnership efforts.
2. In the context of this strategy, partnerships are defined as: *Collaborative relationships between institutional actors that combine their complementary strengths and resources and work together in a transparent, equitable and mutually beneficial way to achieve a common goal or undertake specific tasks. Partners share the risks, responsibilities, resources and benefits of that collaboration and learn from it through regular monitoring and review.*
3. IFAD already works with an array of partners, including its Member governments; civil society organizations, particularly those of smallholder farmers and other groups of rural people; other United Nations agencies; bilateral and multilateral development agencies; international agricultural research centres; NGOs and foundations; policy research institutes and universities; regional organizations; and private-sector players. It collaborates in virtually all aspects of its work, operational and organizational; at different levels – global, regional, national and local, as well as corporate; and in ways that range from the formal to the informal. IFAD also brokers partnerships between development actors – particularly among governments, farmers' organizations and private-sector players, and for South-South cooperation.
4. Drawing on analysis by the Independent Office of Evaluation of IFAD and the Brookings Institute, as well as a survey of IFAD's partners and a benchmarking exercise conducted during the preparation of this strategy, it is possible to identify the major strengths and weaknesses of IFAD's partnering practices. On one hand, IFAD has strong partnerships with many of its Member States; it has established a number of unique partnerships in different domains; it has a recognized comparative advantage and is trusted by many of its partners; and its partnership ratings are improving. On the other hand, it does not yet have a common institutional vision of partnerships; it has allowed many non-strategic partnerships to develop in an ad hoc manner, a few of which incur high costs while offering limited benefits; it has given inadequate attention to its partnerships with some of its Members; and it has not consistently well managed and monitored its partnerships nor has it always been responsive to its partners. The strategy seeks to build on these strengths, while addressing the weaknesses.
5. The 2011 Busan Partnership for Effective Development Cooperation sets the context for IFAD's work today. More specifically, effectively managed partnerships with carefully selected partners can enable IFAD to: (a) focus on what it is mandated to do and does best, while its partners focus on the complementary activities needed; (b) strengthen its capacity to address agricultural and rural development issues effectively and efficiently, and so better achieve its strategic objectives; (c) leverage additional resources to scale up successful approaches to achieve development impact; and (d) have greater influence as to global policy and practice for rural poverty reduction. In addition, a more strategic approach can help IFAD to get the most out of its partnerships, by recognizing both the value that it can deliver to its partners and the value that they can bring to IFAD; giving direction and selectivity to partnership development and management; and –

above all – maximizing the efficiency and effectiveness of partnerships in achieving its strategic objectives.

6. A strategic approach also requires that partnerships serve to support the achievement of the IFAD's already-defined strategic priorities (or corporate management results). Four categories of partnership are thus defined: for better programmes and projects; for better inputs into policy dialogue; for increased mobilization of resources; and for increased organizational efficiency. A number of specific, cross-cutting partnership priorities can also be identified: the scaling-up agenda; better assessment of the impact of IFAD-supported projects; closer engagement with the private sector; an emerging sustainable development agenda; engagement in middle-income countries and fragile or post-conflict states; and brokerage of partnerships among other development actors.
7. The goal of the IFAD Partnership Strategy is to enable more rural people to move out of poverty through the more selective use, and effective management, of partnerships. In order to achieve this goal, the objectives of the strategy are to enable IFAD to: (a) use its corporate strategic priorities as the basis for determining its partnership requirements, and be selective in its identification of partners; (b) develop, manage and monitor its partnerships more effectively and efficiently; (c) be a "partner of choice" for others; and (d) through its partnerships, assist other rural development stakeholders in becoming more relevant, effective and efficient.
8. The strategy will enable IFAD to have greater clarity about why it should enter into specific partnerships; what it wants those partnerships to achieve; and which organizations it should partner with. The strategy will also help IFAD become a better partner for others, and to identify and communicate better the value it brings to diverse partnerships. And it will enable IFAD to recognize when a partnership is not the best way to manage an institutional relationship.
9. Implementation of the strategy will rest on actions to be taken in seven broad areas: (i) assessing potential partners; (ii) facilitating formal partnerships; (iii) effectively managing partnerships; (iv) promoting knowledge management – capturing and managing the learning from partnerships; (v) internalizing partnerships in IFAD's business processes; (vi) upgrading staff capacity and skills and strengthening IFAD's institutional culture for partnerships; and (vii) communicating for partnerships.
10. While partnership development and management are a diffused responsibility within IFAD, the newly established Partnership and Resource Mobilization Unit will have overall responsibility for the implementation of the Partnership Strategy. It will have three types of roles: as the overall manager of the strategy, responsible for ensuring that the strategy is being implemented and for monitoring IFAD's performance in doing so; as provider of direct support to units across the house to enable them to implement and/or broker partnerships; and as manager of specific partnerships, with particular responsibilities relative to private-sector partnership development and resource mobilization. In addition, the Communications Division will play a key role in communicating IFAD's partnership approach, both externally and internally.

IFAD Partnership Strategy

I. Background and Introduction

The process

1. In a rapidly changing and complex world, partnerships are of growing importance to virtually all organizations. For IFAD, partnerships are a must. The Agreement Establishing IFAD requires IFAD (article 8) to “cooperate closely” with the Food and Agriculture Organization of the United Nations (FAO) and the other organizations of the United Nations system, as well as with international financial institutions, NGOs and governmental and intergovernmental agencies concerned with agricultural development. Today, partnerships are a central tenet of its commitment to the 2011 Busan Partnership for Effective Development Cooperation; they are critical for enabling IFAD to get to grips with complex, rapidly changing issues relative to agricultural and rural development; but above all, they are a necessity if it is to achieve greater outreach and expanded impact in terms of rural poverty reduction, with limited resources. This is not an entirely new reality, and the value of partnerships to IFAD has long been recognized. What is new, however, is the scale and urgency of the challenge and IFAD’s recognition of the importance of a systematic approach to partnerships and commitment to developing this.
2. The origins of this strategy document lie in the Report of the Consultation on the Eighth Replenishment of IFAD’s Resources. The Report recognized that partnerships are central to aid effectiveness, and to IFAD’s organizational model, mission and core business. It confirmed that, during the period 2010-2012, IFAD would adopt a more systematic and strategic approach to partnerships, and it defined a number of priority areas for action. IFAD also undertook to review its existing partnerships, with a view to strengthening those that contribute to the organization’s strategic objectives, and ending those that involve high transaction costs and add little value – an exercise that has been initiated as part of the process of developing this strategy. In addition, IFAD committed itself to reporting back to the Executive Board in September 2011 on the success of its efforts to develop a more selective approach to partnerships and the progress achieved in the priority areas for action. This it did, through its Information note on progress in developing a more strategic approach to partnership and collaboration,¹ which further committed IFAD to preparing a partnership strategy.
3. The importance IFAD currently attaches to partnership is reflected in the Strategic Framework 2011-2015, which highlights the need for the organization “to strengthen its capacity to lead or contribute to national and international initiatives around small-scale agriculture, food security and rural poverty reduction...” To this end, the Framework includes “effective partnerships and resource mobilization” as one of eight principles of engagement. Under this principle, the Fund will “seek partnership opportunities and enhance its capacity to operate effectively with partners...in all thematic areas and at all levels.”
4. Most recently, the Report of the Consultation on the Ninth Replenishment of IFAD’s Resources² calls on IFAD to strengthen its partnerships as a way to improve operational effectiveness and leverage impact, with particular reference to scaling up, climate change and natural resource management, and impact evaluation. It commits IFAD to further strengthen its partnerships with the Food and Agriculture Organization of the United Nations (FAO) and World Food Programme (WFP), and a range of institutions such as multilateral development banks, the Consultative Group on International Agricultural Research, bilateral development agencies, the Global Donor Platform for Rural Development, foundations, NGOs, farmers’

¹ EB 2011/103/INF.3.

² GC 35/L.4.

associations and the private sector. IFAD is also expected to intensify its engagement in global policymaking and advocacy initiatives, in particular bringing to bear the perspectives of the rural poor and smallholder farmers, including through their own organizations. The results framework for the Ninth Replenishment period also includes a new indicator on partnerships, as part of its assessment of the operational effectiveness of country programmes and projects.

5. The commitments made in the Report of the Consultation on the Eighth Replenishment of IFAD's Resources, and the importance given to partnerships in the Strategic Framework 2011-2015, thus provide the points of departure for this strategy. The additional commitments made in the Report of the Consultation on the Ninth Replenishment give it focus and direction.
6. The preparation of the strategy involved an extensive consultation process with both internal and external stakeholders. An internal policy reference group composed of staff members from 10 different units across the house was responsible for shaping the strategy, ensuring a wide variety of perspectives as well as in-house ownership. Periodic support was provided to the group by the specialist non-profit entity, the Partnering Initiative.³ The recently-established Partnership and Resource Mobilization Unit was closely involved, particularly in developing the lines of action and implementation arrangements for the strategy. Discussions were also held with key staff and managers, and extensive use was made of work conducted by the Independent Office of Evaluation of IFAD (IOE) and the Brookings Institute. A benchmarking exercise, comparing IFAD's partnership practices to those of other organizations was undertaken, and an online survey of how IFAD's partners view IFAD's partnering capacity was conducted. A presentation of the draft strategy was made to an informal seminar of the Executive Board in December 2011, at which a number of valuable comments were made, and this strategy document incorporates the feedback received there.

Definition of partnerships

7. The term "partnership" is frequently used in a way that is imprecise and ambiguous, and which allows for a variety of interpretations. In order to promote a common understanding of the term, it is helpful to define what IFAD intends by partnership. For the purposes of this strategy, partnerships are defined as:

Collaborative relationships between institutional actors that combine their complementary strengths and resources and work together in a transparent, equitable and mutually beneficial way to achieve a common goal or undertake specific tasks. Partners share the risks, responsibilities, resources and benefits of that collaboration and learn from it through regular monitoring and review.
8. This definition makes clear the basic, yet fundamental, point that a partnership is not an end in itself; it is rather a vehicle for achieving predefined objectives. And inherent in this understanding are both the notion that partnerships should be entered into only when there are specific objectives that can be better achieved through the partnership than alone, and the understanding that partnerships have a lifespan determined by those objectives. Also embedded in the definition are three principles that have been found to be critical in a wide range of partnership types:⁴ *equity*, reflected in mutual respect by each partner for the other(s) and their contribution towards the partnership; *transparency*, in terms of openness and honesty among partners; and *mutual, if different, benefits* from the partnership for each partner.
9. The definition makes it clear that a partnership is a very specific sort of institutional relationship – even if partnerships can range from the formal and structured (for example, an association) to the informal (for example, a working group). It therefore follows that there are many institutional relationships that are not

³ <http://thepartneringinitiative.org/>.

⁴ The Partnering Initiative (2003), The Partnering Toolbook.

genuine partnerships. For example, a contractual relationship is different from a partnership, in that a contractor and the contracted party do not share responsibility for the development and delivery of a project; instead the latter is expected to deliver services or provide goods defined by the former. A partnership is a form of collaboration, though not all collaborations are partnerships, as they may be looser, more transactional, and neither structured nor managed for achieving a common goal. Participation in a network may be a form of partnership activity, but it can as easily be an enlarged form of collaborative relationship, and as such a network may or may not be considered a partnership. The definition of partnerships can help in understanding whether a particular institutional relationship may be considered a partnership or not, though ultimately it is of more value in providing guidance for prioritizing and managing partnerships.

10. Finally, the reference in the definition to a common goal makes it apparent that the choice of the type of institutional relationship selected ought to be a strategic choice: entering into a formal partnership should be a decision driven by a strategic need relative to a prioritized objective. And thus, while partnerships are valuable in many contexts, they are not necessarily in all cases the most appropriate form of relationship between institutions. There may be many situations where either a contract, or another form of collaboration, is better suited for the objective sought of the relationship.

II. IFAD's experience with partnerships

11. IFAD was born out of, and created as, a partnership between the Organisation for Economic Co-operation and Development (OECD), the Organization of the Petroleum Exporting Countries (OPEC) and developing countries, and partnerships have always been integral to IFAD's work. Today, IFAD works with many sorts of partners to achieve a wide range of outcomes, both operational and organizational, in support of its overall development goal – that of enabling poor rural people to improve their food security and nutrition, raise their incomes and strengthen their resilience. It does so at different levels, and to a greater or lesser degree of formality.
12. IFAD's principal categories of partners include: its Member governments; civil society organizations – particularly those representing smallholder farmers and other groups of rural people; other United Nations agencies, funds and programmes – particularly, though by no means exclusively, the other Rome-based agencies (RBAs); many bilateral development agencies and international financial institutions; the Consultative Group on International Agricultural Research (CGIAR) and its member research centres; NGOs and foundations; policy research institutes and universities; regional organizations, including the regional economic commissions; and private-sector players at different levels. It also participates in a variety of partnership networks; some of these cut across the different types of partners, others are specific to international financial institutions, United Nations agencies or development agencies focused on agriculture and rural development.
13. IFAD acts in partnership in virtually all aspects of its work. It does so for resource mobilization for investment in smallholder development – and scaling up of successful initiatives; in its country programmes and the projects it supports; for policy dialogue and advocacy; for knowledge management and innovation, and lesson learning; for communications; for enhanced organizational efficiency; and for institutional representation. It does so at different levels: its partnerships include those that are global in nature; some work at regional level; many operate at national or even local levels; and there are also those focused on organizational issues that operate at the corporate level. Some partnerships are formalized through memoranda of understanding or agreements of one form or another; however many, and particularly those at the national/local levels, are less formal and are not governed by any form of agreement. Nor do they need to be: they function effectively on the basis of long-term cooperation and established trust.

14. IFAD's formal partnerships with individual organizations are governed by four types of agreement, as follows:
- The loan/financing agreements it draws up with its List B and C Member States to part-finance investment projects: it currently has approximately 230 such agreements active with 91 Member States.
 - The grant agreements for projects and activities financed under both IFAD's grant programme and supplementary fund arrangements. It currently has around 530 of these, with a range of partners (governments, NGOs, civil society organizations, international organizations, etc.).
 - Supplementary fund agreements: it currently has close to 50 such agreements drawn up with individual OECD countries, the OPEC Fund for International Development, the World Bank and the European Union (appendix I).
 - Institutional partnership agreements (see appendix II): these have expanded in number, in a relatively loose and ad hoc manner, since IFAD's establishment in 1978 and there are currently over 90 with close to 70 different institutions (United Nations agencies, multilateral and bilateral development agencies, intergovernmental organizations, etc.). They range in scope from the focused and specific (e.g. an agreement to collaborate in support of a specific project) to the vague and generic (e.g. a commitment to collaborate in broad terms). While some of these agreements are active and of value, many have fallen into disuse and others still may never have been more than a statement of good intention. A limited number incur real costs on IFAD that may outweigh their benefits.
15. In addition to being an active participant in many partnerships, IFAD also draws on its experience, its reputation and its networks to **broker** partnerships between different players, where it sees opportunities for win-win-win situations of benefit to both parties as well as to poor rural people. Through the projects it supports, for example, it promotes and facilitates partnerships between national or local governments and rural producers' organizations, between governments and private-sector players, or between rural producers' organizations and the private sector. It also recognizes the importance of South-South cooperation – "rural development champions from the South working directly with poverty reduction protagonists in the South to accelerate the pace of sustainable poverty reduction through a direct exchange and application of knowledge" and it has integrated South-South cooperation "into its business model – its products, its business processes and systems, its human and financial resource base, its rules and procedures, its business culture – on the basis of specific high-return opportunities."⁵ In an increasingly complex and differentiated world, the brokering of partnerships is likely to be of ever-greater importance as a contribution to rural poverty reduction, and it is a role that offers IFAD the scope to enhance its value to governments and other stakeholders.

III. Partnership performance and lessons

16. In preparing the strategy, IFAD has drawn upon a number of reviews of its performance as a partner, by IOE and the Brookings Institute in particular. A benchmarking exercise, comparing IFAD's partnership practices to those of the African Development Bank, Asian Development Bank, the International Food Policy Research Institute and WFP was undertaken as part of the Partnering Initiative's input; as was an online survey of how IFAD partners (governments, international development organizations, research organizations, NGOs and civil-society organizations) view IFAD's partnering capacity. These give a rounded view of IFAD's partnership performance to date.

⁵ South-South cooperation in IFAD's business model, REPL. IX/3/R.3, 26 September 2011.

Findings of the Independent Office of Evaluation of IFAD

17. IFAD's performance in terms of its partnerships is analysed and rated in most of the evaluations conducted by IOE.⁶ Drawing on the results of the individual evaluations conducted, the Annual Report on Results and Impact of IFAD Operations Evaluated in 2010 (ARRI) notes a gradual yet steady improvement in the rating of IFAD's performance as a partner. "The percentage of projects where IFAD's performance received satisfactory-zone ratings has increased markedly: from 39 per cent in 2002-2004 to 77 per cent in 2008-2010. ... However, the data suggest that the performance of IFAD as a partner (i) remains only moderately satisfactory in nearly half of the projects; and (ii) in close to one fourth, the Fund's performance is still moderately unsatisfactory or worse." So progress is being made, but there is still scope for significant improvement.
18. Among the corporate-level evaluations (CLEs), three in particular provide insights into IFAD's partnership performance. The CLE of IFAD's capacity to promote innovation and scaling up of June 2010 concluded that IFAD is focusing on partnerships for innovation more consistently and explicitly than in the past, with such partnerships found in 60 per cent of new project designs; but that, at what was a relatively early point in building up IFAD's scaling-up agenda, only around a quarter of recent projects intended to cultivate strategic partnerships for scaling up. The 2011 CLE of IFAD's Private-Sector Development and Partnership Strategy found, by contrast, that almost all of the country strategic opportunities programmes reviewed provided information about partnership opportunities with the private sector and there were some examples of cofinancing by the private sector at the project or component level. However, it also noted that partnerships with other development agencies in support of private-sector development were quite limited.
19. The CLE joint evaluation of AfDB and IFAD – Towards purposeful partnerships in African agriculture – noted that "their partnership with governments in Africa is without doubt the most important one for IFAD and AfDB. The two agencies have developed strong relations with borrowing country governments, which find the two organizations to be reliable and trustworthy partners...neutral in their policy thinking and not involved in leveraging change through policy conditions imposed from outside." On the other hand, the CLE noted that the two agencies: "have developed a diverse, unstructured and loosely defined mix of opportunistic partnerships, which is becoming a burden on the limited resources at their disposal, especially staff time. Such partnerships emerge primarily to leverage additional resources rather than for strategic or programmatic reasons. Neither IFAD nor AfDB has a partnership policy or guidance on selecting, developing and implementing partnerships and measuring the results achieved. ...Incentives for partnership work are uncertain: neither organization has a history of establishing clear objectives for partnerships, with targeted results and tracked indicators. Nor are their partnerships clearly based on comparative advantages and specialization."
20. The CLE concluded that IFAD's partnership performance in Africa had been mixed, and that if it was to realize successful partnerships, IFAD needed to fulfil the following conditions: "(i) Partnership is a means to an end: partnership agreements need to set clear goals for the partnership and expectations for value-added; (ii) Selectivity is key. Partnerships need specific and bounded objectives, with one or more clear outcomes that are being tracked regularly. This requires monitoring and evaluation; (iii) Strong partnerships are dynamic in nature. They often bring a particular intensity of effort and sharpness when evolving conditions demand. This requires flexibility among partners; and (iv) Adequate resourcing, including appropriate and adequate human resources, and organizational incentives, which need to align across partners, are crucial." All of these issues are agreed to be important, and are taken up in the Partnership Strategy.

⁶ All project and country programme evaluations and some corporate-level evaluations.

Observations of the Brookings Institute

21. Since 2009, IFAD and the Brookings Institute have been working together on the issue of scaling up, and in 2010 Brookings was commissioned by IFAD to conduct an institutional review of its approach to scaling up. Brookings' follow-up work has looked at IFAD's approach to scaling up in specific countries. Its preliminary findings suggest that at country level (and the findings are based on a relatively small sample of countries), IFAD had not seen partnerships either as an approach to leverage the outreach of a project or programme, or as a coalition-building effort to support change, or indeed as an instrument to complement IFAD's own core skills. Brookings argued particularly that IFAD had not invested sufficiently in developing partnerships with other development partners who are better placed than IFAD to engage in policy dialogue, but less well informed than IFAD about the concrete policy issues facing poor rural people. Equally, IFAD was not seeking to systematically build partnerships with like-minded donors working on the same issues, in order to build strength for an agenda within a broader group.
22. Brookings saw IFAD's as-yet limited partnership engagement at country level as being in part the result of a lack of understanding – of both the crucial role that partnerships play in the scaling-up agenda and the value that IFAD could bring to a range of partnerships; and in part, too, an issue of institutional culture. Specifically, it noted a clash of cultures between IFAD's focus on "hands on" project implementation support – much of which takes place outside the capital – and the capital-based processes of donor coordination involving regular and lengthy meetings for policy dialogue. It argued that if the benefits of partnerships are to be realized, IFAD staff would need to engage more consistently and effectively in networking and engagement with donor groups, and that more support would need to be provided to country programme managers (CPMs) to enable them to engage more effectively.

Partnership survey

23. As part of the exercise of preparing this strategy, a range of IFAD partners were surveyed to seek their views of IFAD as a partner.⁷ Responses were received from representatives of 55 partner organizations, categorized as follows: Member governments (15); international development organizations, bilateral and multilateral (11); research organizations, universities and knowledge platforms (11); NGOs (12); and civil society organizations (6). While it is certainly possible that the organizations that responded are likely to be more enthusiastic partners of IFAD than those that did not, the results are nevertheless positive. The survey posed 13 statements relating to IFAD's partnership performance: more than 75 per cent of respondents agreed (either somewhat or strongly) with every one of the statements. (See annex I for the full survey results, and box 1 below for some of the specific comments of respondents.)
24. Most encouraging, over 90 per cent of respondents agreed that: (a) IFAD respects its partners and is receptive to their views; (b) from what they could see, the contact point effectively represents IFAD's institutional attitude to the partnership; and (c) IFAD is prepared to be flexible in achieving common objectives. By contrast, in a number of areas IFAD scored less well: "only" between 70 and 80 per cent of respondents agreed (either somewhat or strongly) with the following statements: (a) the main contact point is clearly identified and accessible; (b) there is clear accountability for IFAD's actions and decisions; and (c) IFAD fulfils its commitments to the partnership in a timely manner.

⁷ The survey was developed out of the Partnering Initiative's "Good Partner Health Check" tool but tailored to IFAD's specific needs.

Box 1: Some of the comments of respondents to the partnership survey

"Have good and productive relations with several IFAD colleagues. I see the agency as being represented by them, and they are a credit to IFAD."

"I believe the key challenge is that there are few clear incentives in place to push partnerships at IFAD. There is little flexibility of need to pursue a partnership once a country programme is agreed. Complementing that, when people change roles prior discussions can easily be abandoned."

"We have been working closely with IFAD for a number of years, and have found it to be responsive, flexible and open."

"We particularly appreciate IFAD's commitment to poverty reduction and enhanced food security. Many other organizations simply push for economic growth that is less effective in reducing poverty and hunger. IFAD seems committed to core principles, which is great!"

"The work is being done at the last minute, meaning that the partners have to adapt; communication not always fluid within the organization."

"The work by IFAD is of a good quality, but the only problem is some perception of understaffing in the IFAD secretariat."

"There is no clear accountability for IFAD's decisions and procedures."

"IFAD demonstrates a constant willingness to reach out to its partners and listen to their concerns to improve its work."

"IFAD strives to achieve the results of these statements, however, its performance is determined by the actions of individuals, particularly CPMs and there is considerable variability in their capacity to achieve these results."

25. There were no substantial differences in the responses of different categories of partners, even if the most critical of IFAD's performance were the international development organizations. However, even with this group, the lowest scores achieved were between 60 and 70 per cent agreement, for the statements: IFAD regularly attends and plays an active role in partner meetings (a similar observation to that of the Brookings Institute); and IFAD fulfils its commitments to the partnership in a timely manner.
26. In short, overall IFAD scores best in areas related to respect and flexibility, least well in areas of accountability and timeliness of response; and it is least effective in its partnerships with other international development organizations. IFAD's priority areas for attention would thus include: ensuring identifiable and accessible contact points; fulfilling its commitments in a timely manner; demonstrating clear accountability for its actions; communicating in an open and honest way; and not seeking to dominate decision-making. Each of these issues is addressed in the strategy.

Benchmarking and learning from the experience of others

27. Another element of the strategy development process was the conducting of a simple benchmarking exercise, aimed at understanding how organizations working in a similar environment to IFAD are facing and responding to similar challenges. The benchmarking can provide IFAD with both an insight into what comparable organizations are already doing and an understanding of the potential options that it might choose to pursue through the Partnership Strategy.
28. Four organizations were selected for benchmarking, all of them important partners for IFAD: WFP, as one of the RBAs; the Asian and African Development Banks, international financial institutions with similar business models to that of IFAD; and the International Food Policy Research Institute (IFPRI), one of the members of the CGIAR that, as a result of the CGIAR's reorganization, has given much consideration to partnership issues over the past few years. All four of the benchmarked organizations were happy to respond to IFAD's request, and were open in explaining the progress they are making and the challenges they face in developing

and implementing their partnership strategies. In table 1 below, the main characteristics of the benchmarked organizations are summarized.

Table 1
Summary of main characteristics of benchmarked organizations

	<i>African Development Bank</i>	<i>Asian Development Bank</i>	<i>International Food Policy Research Institute</i>	<i>World Food Programme</i>
Partnership strategy	YES - based on improving procedures and agreements	IN PART - partnership is one of five core elements of overall 2020 Strategy and AsDB has a financing partnership strategy	YES - new explicit partnership strategy just developed	NO but partnership is part of the corporate strategy
Typology or definition	YES - typology based on purpose (but no fixed definition)	YES but not formally - website has basic typology and basic definition	YES - definition and typology based on role	YES - classification based on sector and type (complementary, cooperating)
External visibility	YES - clear website links and access to main ORRU booklet	YES - 'Partners' as a website category and good links	YES - but limited at present	YES - website and Handbook for NGO partners
Tools and criteria for engagement	YES - for formal agreements – written process for approval	YES - within Operational Manual but mainly for cofinancing	YES - criteria for engagement are clear; tools depend on objective	YES - for NGOs and private sector
Agreement template	YES - standard templates	YES - for cofinancing	YES and established route for development	NO
Partnership evaluation	NO - currently only reviewing outputs	YES - when requested by donor	YES - as part of new strategy, all projects and contributions of partners will be constantly evaluated	NO but 2011 strategic evaluation of partnerships
Dedicated partnership unit	YES - The Partnerships and Cooperation Unit (ORRU) as a central 'hub' for expertise	YES - Office of Cofinancing Operations (OCO) is the institutional point of contact.	YES - Partnership, Impact, and Capacity Strengthening Unit (PIC) created in 2010	NO
Specialist expertise on partner types	YES - within ORRU focal points for each main sector/relationship types	YES - Private Sector unit, technical handbook on PPPs and useful evaluation material, plus OCO	YES - within PIC but also in ongoing research programme on Public Private Partnerships	YES - units for NGOs, Private Sector; Government Handover
Regional specialist staff	NO but this is part of future planning	IN PART - cofinancing anchor network located in resident missions/field offices	NO	NO
Training or performance appraisal	YES - specialist training for ORRU staff but not more widely	YES - OCO knowledge and capacity building unit for training purposes	YES - project staff get preparation for their tasks and for working in new countries and partnerships	YES - skills training and competency assessment for senior staff

ORRU: Partnerships and Cooperation Unit; OCO: Office of Cofinancing Operations

29. The broad conclusions of the benchmarking exercise can be summarized as follows.
- For all of the benchmarked organizations, partnership is considered an important issue, and it receives high profile, both in strategy documents and on their public websites. In some cases, opportunities for potential partners are clear and well signposted.
 - There is no single policy for partnerships: the organizations use a range of approaches in response to the challenge of expanding and strengthening partnership activity.
 - Definitions of partnerships tend to be simple or very loose, yet all the organizations have defined a typology of partnerships, which can be by

sector, function or purpose. In all benchmarked organizations, partnerships with the private sector are a particular priority.

- (d) There is a trend towards much clearer criteria for engagement in partnerships, the development of tools, and the use of model or template agreements to define how the partnerships should be organized.
- (e) While partnership evaluation is not yet standard practice in any of the benchmarked organizations, there is growing recognition of the importance of evaluation and they are all moving in this direction.
- (f) There are different approaches in terms of responsibilities for partnership development and management: in two of the organizations partnership expertise is concentrated into a dedicated partnership unit (which can have either a decision-making role or one of providing expertise to decision makers without exercising control), while in the other two it is dispersed into specialist sectorial units. There are specialist staff for partnerships at the headquarters of the benchmarked organizations, but this is not yet devolved to region/country level.
- (g) Approaches to capacity-building vary: some of the organizations have started to provide training to staff, and in one, "building partnerships" is considered a leadership competency for senior staff.

Box 2. Examples of good partnership practices by benchmarked institutions

- The AfDB has developed and uses standard memoranda of understanding (MOUs) for different types of partners – one for bilateral, one for multi-donor; and has different templates for cooperation agreements and partnership MOUs.
- The AsDB makes its policies visible and accessible: its website has "Partners" as a category two clicks from the home page (under "About ADB") and with links to policy documents, including the Operations Manual.
- IFPRI is developing a new partnership strategy, which will include a clear and defined approach for reviewing and evaluating partnership processes.
- WFP provides tailored guidance for building and managing partnerships with each main partner type: it has an NGO Partnerships Unit and a Private Sector Partnerships Unit, while issues around government relations and transition of WFP activities to national governments are handled by a Partnerships and Handover Unit.

30. It is clear that while AfDB, AsDB, IFPRI and WFP all face common challenges, there are no "correct" solutions, and the four have all developed different, organization-specific approaches to respond to these challenges. Each of the organizations has areas in which it excels (see box 2), as well as areas in which more progress is needed. IFAD can build on the lessons of these organizations in each of the areas discussed above, to craft its own solutions relevant to its mandate and context and consistent with its organizational structure and resources. Developing a solution appropriate (and distinctive) to IFAD goes hand-in-hand with developing a clearer vision of IFAD's strategic use of partnership and its unique value to its partner organizations.

IV. IFAD's strengths, weaknesses, opportunities and threats

31. The findings of IOE and the Brookings Institute, the views of external partners expressed through the partnership survey and elsewhere, a benchmarking exercise, and a series of interviews and focus group meetings conducted during the preparation of this strategy document, have together served to offer up a well-defined picture of IFAD's partnership performance. On the basis of these sources, IFAD's strengths, weaknesses, threats and opportunities (SWOT) relative to

partnerships have been synthesized; and these provide an important starting point for the development of an IFAD partnership strategy rooted in institutional realities. The SWOT analysis is summarized in table 2 below.

Table 2

IFAD and partnerships: Strengths, weaknesses, opportunities and threats

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • High level of cofinancing in IFAD country programmes • Strong partnerships with many Member States – particularly from Lists A and C • Innovative partnerships – e.g. public-private partnerships in Uganda, Sao Tome; Spanish Food Security Cofinancing Facility Trust Fund • Unique partnerships with rural producers' organizations – Farmers' Forum, regional and country levels; and with indigenous peoples' organizations • Long-term commitment to countries makes IFAD trusted as partnership broker by governments • Comparative advantage recognized by potential partners – positive interest in partnering with IFAD • Good (and improving) rating from IFAD partners in ARRI • Partnership responsibilities diffused across the organization • IFAD perceived as respecting its partners, and being flexible 	<ul style="list-style-type: none"> • Lack of common institutional vision of partnerships • Non-strategic, ad hoc development of partnerships, without assessment of benefits and costs • Partnerships not consistently well managed, lack of coherent management processes, and weak accountability for management • Weak monitoring of existing partnerships • Low institutional visibility, limiting outreach to potential partners • Partnerships with Member States uneven: e.g. insufficient attention to partnerships for some List B /transforming List C Member States • A limited number of IFAD partnerships bring limited benefits relative to their costs • Limited country presence to sustain country-level partnerships, and insufficient focus on doing so • Lack of, or slow responsiveness may hinder good partner relations
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> • Aid Effectiveness agenda leads more rural development stakeholders to explore partnering options • Potential to expand/update partnerships with e.g. the private sector, RBAs, List B/ transforming List C Member States • Scope to draw on lessons learned from past successes and failures • Possible to build a common institutional vision of partnerships and their value • Strategic approach can guide partnership efforts • Partnership and Resource Mobilization Unit as champion for partnership efforts. • Country offices create new opportunities for partnership development • Opportunity to become partner of choice for agriculture and rural development/investment community 	<ul style="list-style-type: none"> • Lack of effective partnership policies and tools will limit IFAD's ability to achieve its strategic objectives • Lack of partnership incentives at all levels in some other institutions can make partnering difficult • IFAD seeking to fill same partnerships "space" as other competing development agencies • IFAD unable to show others that it can be a preferred partner for them, through results achieved, "IFAD brand", partnership approach, as well as marketing of all these • Lack of staff understanding of the importance of range of partnerships and lack of capacity to develop and manage them effectively

32. The SWOT analysis brings out a number of interesting points for IFAD's developing partnership strategy and provides insight into how IFAD might best proceed in order to optimize the use of its resources in partnering. At this stage it is worth highlighting two of these: IFAD's "brand awareness" and IFAD's management and monitoring of ongoing partnerships. With regard to the former, it appears that although IFAD enjoys a good reputation in many areas for its consistency and long-term vision, there are still problems in distinguishing the value of working with IFAD rather than other development agencies. In a context of growing competition between funding agencies, there will be a premium on IFAD's ability to develop a distinctive vision of the value it offers and to communicate this to its potential partners.
33. The latter issue – of managing and monitoring partnerships – requires a change both of mindset and of systemic practice. Attitudinally, IFAD needs to maintain a focus on the partnerships it establishes, recognize the value of learning from past

and current partnerships and share learning more freely within the organization. Systemically, monitoring and review need to be more proactive and to be seen as an integral part of managing ongoing partnerships so that they are able to evolve and prosper.

V. Developing a strategic approach

Rationale

34. In a rapidly changing and complex world, partnerships are of growing importance to virtually all organizations, in the private as well as the public sector. More specifically, partnerships are increasingly recognized to be critical for effective development cooperation; this in a context of an increasingly complex international aid architecture, characterized by a greater number of state and non-state actors, as well as cooperation among countries at different stages in their development. Setting the tone, the outcome document for the recent (2011) Fourth High Level Forum on Aid Effectiveness is entitled the Busan Partnership for Effective Development Cooperation. It commits its signatories to a set of shared principles, among them inclusive development partnerships characterized by openness, trust, mutual respect and learning, and a recognition of the different and complementary roles of all actors. For IFAD, as a central member of the international development community, development partnerships are a must.
35. This is the environment within which IFAD works. But how can partnership approaches help IFAD to respond to the specific challenges it faces? There are four parts to a response to this question.
36. The first is that agricultural and rural development issues are complex and multifaceted. They are also changing rapidly. IFAD needs to understand how to address them effectively, and this requires new, knowledge-intensive ways of working, drawing on broad or multisectoral support and the best available expertise. This can often be best pursued through partnerships, with each partner bringing its particular experience and knowledge to the partnership in pursuit of a common learning agenda. Rural development issues are also by definition cross-sectoral, and here partnerships with other organizations that have expertise or a comparative advantage in areas that complement those covered by IFAD's mandate can provide comprehensive solutions for rural poverty reduction.
37. Second, under the Ninth Replenishment period (2013-2015) IFAD has committed itself to achieving broader outreach and greater impact in terms of rural poverty reduction, with limited resources. If it is to have the expanded impact it seeks, it is a must that IFAD work in partnership with other development actors that can assist it in scaling up innovative, successful solutions for rural poverty reduction –through both increased levels of investment and the creation of an enabling rural policy environment at all levels that supports pro-poor investment and growth.
38. Third, IFAD has a key role to play, bringing its knowledge and experience to bear on global policy dialogue on issues related to smallholder agriculture and rural poverty reduction, with a view to creating an enabling policy environment for poor rural people and enhancing their ability to work their way out of poverty. Partnerships with other organizations and entities with common interests are an essential tool in such dialogue, in order to build common positions, political coalitions and a consensus for change.
39. Fourth, IFAD needs to improve its organizational efficiency and effectiveness. For example, partnerships for shared administration and management services with the other RBAs can contribute directly to this objective by enabling IFAD to reduce its costs; while the lessons it can learn from partners facing similar challenges can serve as a springboard for it to adopt new internal tools and processes, which in turn contribute to improved operational outcomes.

40. In this context, effectively managed partnerships with carefully selected partners can enable IFAD to: (a) focus on what it is mandated to do and does best, while its partners focus on the complementary activities needed; (b) strengthen its capacity to address agricultural and rural development issues effectively and efficiently, and so better achieve its strategic objectives; (c) leverage additional resources to scale up successful approaches to achieve development impact; and (d) have greater influence as to global policy and practice for rural poverty reduction.
41. In addition however, a more strategic approach can help IFAD to get the most out of its partnerships, by: (a) recognizing both the value that it can deliver to its partners, and the distinctive value added by partners from different sectors; (b) being more selective, and giving focus, direction and guidance to partnership development and management; and, above all, (c) maximizing the efficiency and effectiveness of partnerships in achieving its strategic objectives.
42. However, IFAD works with so many different partners, for so many different purposes, that a single organizational strategy with a one-size-fits-all approach may add little value. Instead, there is need for a flexible, strategic approach that provides guidance and principles based on recognized good practice yet avoids being a bureaucratic straitjacket, and can be used as the platform on which different types of partnership can be effectively developed and managed, in a range of contexts and to achieve diverse objectives. The Partnership Strategy seeks to respond to this requirement and to provide guidance and support to the organization and its staff, rather than constraining them.
43. At the same time, it is recognized that a partnership strategy will have its limits. Here, there are two key points. First, partnering is not a panacea, and there may be many cases in which partnerships are not the most appropriate form of institutional relationship. Depending on the outcome sought, formal delivery contracts, or at the other extreme, looser forms of collaboration may be more appropriate in many cases. One of the key commitments made in the Report of the Consultation on the Ninth Replenishment of IFAD's Resources is that IFAD "shall make every effort to mobilize additional resources for agricultural development, and shall pursue this vigorously in the IFAD9 period by exploring other sources of financing." While doing so will be a priority for the organization, it will not necessarily be through partnerships that this objective will be realized. Some resource mobilization will certainly involve partners as defined here; but equally some other activities will be based on contractual relationships.
44. Second, the most important set of partners for IFAD are its Member governments; yet management of those partnerships goes beyond the scope of a partnership strategy. It is at the heart of IFAD's operational work, and it is based on the full array of business processes associated with the development and management of country programmes and projects, and the resources, human and financial, applied to them – as well as the Partnership Strategy.

Partnerships to serve strategic priorities

45. At the highest level, partnerships must serve to support the achievement of IFAD's overall strategic goal: enabling poor rural people to improve their food security and nutrition, raise their incomes and strengthen their resilience. More specifically, they must support the corporate strategic priorities that are expected to contribute to the achievement of the goal, and are reflected through a series of organizational-level results – corporate management results (CMRs). There are currently 10 such CMRs. Defining partnerships in this way provides strategic guidance to IFAD's partnership work and ensures that it is focused on what the organization has already determined are its highest priorities; it provides a framework for monitoring partnership efforts and, at the same, it reinforces the coherence of, and linkages between, different corporate strategies and tools.

46. Thus four categories of partnerships can be identified, each of them derived from and defined relative to selected CMRs. The first category focuses on better country programmes and projects (including national-level policy dialogue) – specifically better country programme management (CMR1), better project design (CMR2) and better supervision and implementation support (CMR3); the second, on better inputs into global policy dialogue for rural poverty reduction (CMR8); the third, on increased mobilization of resources for rural poverty reduction (CMR10); and the fourth, on improved organizational efficiency – specifically better financial resource management (CMR4), better human resource management (CMR5), better results and risk management (CMR6), and better administrative efficiency and an enabling work and information and communication technology environment (CMR7).

Table 3

<i>Partnership objectives</i>	<i>Areas for partnerships/ examples</i>	<i>Levels of partnerships</i>	<i>Main partners</i>
1. Better programmes and projects (CMR 1-3)	Private sector development, rural finance, climate change, KMI, nat. level policy dialogue, scaling-up, CAADP*	National, regional	Member governments, rural producers' organizations, NGOs, private sector, development partners, United Nations agencies
2. Better inputs into global policy dialogue (CMR 8)	G-8, G-20, post-2015 development agenda, CFS, Global Donor Platform on Rural Development	Global, regional	International organizations, research organizations, member governments
3. Increased mobilization of resources (CMR 10)	Supplementary funds, Spanish Trust Fund	Global	Member governments, inter-governmental organizations, foundations
4. Improved organizational efficiency (CMR 4-7)	RBA joint procurement, United Nations joint pension plan	Corporate	IFIs, United Nations agencies

* The Comprehensive Africa Agriculture Development Programme.

47. Within this context, a number of clear priorities, some of them cutting across the different partnership objectives, can also be identified. First is the necessity to scale up. As both the Strategic Framework 2011-2015 and the Ninth Replenishment document make clear, if IFAD is to achieve its ambitious goals in terms of rural poverty reduction, it needs to treat the scaling up of successful approaches and innovations as "mission-critical", by ensuring systematic attention to scaling up in country programme development and management. Effective partnerships are a prerequisite for scaling up: the issue is relevant to partnerships for better programmes and projects, for better inputs into global policy dialogue and for increased mobilization of resources. It will be a house-wide partnership priority, as partners include Member governments, development agencies and private-sector actors.
48. Second, IFAD must improve its capacity to assess the impact of the projects it supports and learn from their experience. Better programmes and projects reach more poor rural people and enable more of them to move out of poverty, with less resources used per person moved out of poverty. IFAD has to gain a clearer idea of how to do this: it needs to know what works and what works less well in terms of rural development approaches, and how cost-effective alternative approaches are. And it needs to share that knowledge with its partners. A linked concern is IFAD's requirement to report on its expanded development impact under the Ninth Replenishment period: to do this, it needs to be able to assess how many poor rural people it enables to move out of poverty. And as IFAD places ever-greater importance on policy dialogue – at both national and global levels – to create an enabling environment for rural poverty reduction, so it must improve the empirical basis for its policy dialogue: understanding the effects and impacts of the projects it finances as a precondition for this. Partnerships with organizations that are

specialized in conducting a range of different sorts of impact assessment, and can enable IFAD to draw out lessons in terms of cost-effective impact assessment methodologies, will be critical for pursuing this agenda.

49. Third, the need to engage more closely with the private sector is highlighted in both the Strategic Framework 2011-2015 and the Report of the Consultation on the Ninth Replenishment as being critical for increasing IFAD's operational effectiveness, and its approach is outlined in the IFAD Private-Sector Strategy.⁸ IFAD is committed to: engaging private-sector actors more systematically in country- and project-level programming to raise their pro-poor and sustainable investments in rural areas; using its engagement in policy dialogue to promote a more conducive rural business environment that enables smallholders and the rural poor to gain better access to markets and value chains; and increasing information and communications technology activities in IFAD-supported programmes. Expanded partnerships with private-sector players are a prerequisite to pursuing this agenda.
50. Fourth, a sustainable development agenda is already an important aspect of IFAD's business, and as the post-2015 development agenda is defined, it is likely to become all the more so. This is a rapidly evolving agenda that takes in a range of issues of critical importance to smallholder farmers, including sustainable natural resource management, markets for ecosystem services, strengthened resilience to the effects of climate change and renewable energy generation; and it will demand a range of partnerships for better programmes and projects, and for better inputs into global policy dialogue. Key partners are likely to include the other RBAs; the CGIAR and its constituent research centres; an array of bilateral and multilateral development organizations; and knowledge centres and platforms – particularly those with skills in issues associated with environmental sustainability and climate change.
51. Fifth, partnerships are a necessity for IFAD to have substantive engagement in certain types of countries. Particularly in middle-income countries, where the financial products that IFAD has available to offer the governments may be of limited interest, IFAD needs to work in partnership with other development financiers – both public and private – to come up with financial and policy instruments or packages that are attractive to the governments. This will become an ever-more pressing concern in the years to come. At the other extreme, in fragile or conflict-affected countries, partnerships with other development financiers can enable IFAD to develop responses more consistent with needs, in terms both of scale and of supporting non-government players – NGOs and civil society organizations – directly rather than through governments.
52. Finally, as described in paragraph 15 above, IFAD can offer substantial value added acting as a broker/facilitator of partnerships between other development actors, in pursuit of better programmes and projects and better inputs into policy dialogue, for example between governments and other governments; governments and the private sector; governments and farmers' organizations; and the private sector and farmers' organizations. Here IFAD's role is one of encouraging the different players to see the potential of partnership; of creating the space for partnerships to be established; and of supporting the capacity of the different players – particularly, though not exclusively the farmers' organizations – to engage in partnerships and so make them better partners for the other players. Such a role will be considered a priority for IFAD under the Partnership Strategy.

⁸ Document EB 2011/104/R.4/Rev.1.

VI. The Strategy

Goal and objectives

53. **The goal** of the IFAD Partnership Strategy is to enable more rural people to move out of poverty through the selective use, and effective management, of partnerships.
54. In order to achieve this goal, **the objectives** of the strategy are to enable IFAD to: (a) use its corporate strategic priorities as the basis for determining its partnership requirements, and be selective in its identification of partners; (b) develop, manage and monitor its partnerships effectively and efficiently; (c) be a partner of choice for others; and (d) through its partnerships, assist other rural development stakeholders to become more relevant, effective and efficient.
55. The strategy will enable IFAD to have greater clarity about why it should enter into specific partnerships; what it wants those partnerships to achieve; and which organizations it should partner with. It will help IFAD to become a better partner for others, and to identify and communicate better the value it brings to diverse partnerships. The strategy will provide clarity as to how IFAD should go about developing, managing and monitoring its partnerships; and when and why it should end partnerships. It will also enable IFAD to recognize when a partnership is not the best way to manage an institutional relationship. The strategy identifies which units in IFAD will be responsible for the various partnership-related activities; however it does not seek to centralize responsibility for the development and management of individual partnerships or to make these activities more bureaucratic. On the contrary, it seeks to facilitate partnership work by offering guidance and support to the managers of partnerships across the organization.

Principal lines of action

56. Implementation of the strategy will rest on actions to be taken in seven broad areas.
57. **Assessment of potential partners.** IFAD will develop a checklist for partnership assessment, which will enable those staff members looking to create partnerships to ask systematic questions of any potential partner, so as to ensure a good fit with the (already defined) goals and requirements of the partnership. It would be used as a starting point for exploring a potential relationship by providing a basis for frank discussions with the key players involved; it would not be intended to provide definitive "screening" nor would it replace any formal due diligence or risk assessment process. The questions will focus both on the prospective partner itself, covering issues such as the mandate/agenda, track record and reputation, skills and competencies that complement IFAD's, management and governance structures, financial record and on the proposed partnership, identifying clearly the expected outcomes, likely costs and associated risks. Using such a checklist to establish dialogue at an early stage will, among other things, enable IFAD to be clear about when partnership is not the right option, when for instance the partner is not suitable for the goals of the proposed partnership, or a partnership (rather than, say, a contract) is not the best way to achieve the goals defined.
58. **Facilitation of formal partnerships.** Drawing on best practice for partnerships and its own experience, IFAD will draw up a model for drafting partnering agreements – similar in scope to those that already exist for loan, financing and grant agreements. This will provide a point of departure for staff looking to develop a formal partnership (though it will not be a template and it will not be used to formalize informal partnerships if there is no added value in doing so); and it will also give potential partners an idea of the issues of importance to IFAD.
59. The model will provide clarity about the objectives of the partnership; the contributions, roles and responsibilities of the different partners; the structures and procedures to be established for coordination and administration, decision-making and assuring accountability; the resources to be provided by the partners to the

partnership and the activity; the rules governing the intellectual property resulting from the partnership; approaches for communicating the partnership; the opportunities and arrangements for joint reviews, revisions and audits; and a clear exit strategy for when the partnership has achieved (or cannot achieve) its goals. This will help to focus the partnership and identify potential stumbling blocks, reduce the transaction costs of drawing up an agreement, promote transparency and accountability, and create a joint learning agenda through the partnership.

60. **Effective management of partnerships.** Preconditions for effective partnership management are: first, ensuring clarity as to who within IFAD is responsible for managing specific partnerships – and maintaining that clarity even as individuals change positions within the organization; and second, streamlining internal processes to ensure responsiveness to partners and avoid delays in addressing partners’ concerns. Both these areas will be worked on under the strategy. In addition, since partnerships evolve over time and require flexibility in their management, IFAD will develop a scorecard for reviewing ongoing partnerships. This will provide a basis for assessing partnership performance against the defined objectives, which can in turn make possible informed decision making as to whether to extend or close individual partnerships. There is specific need for IFAD to review its large number of existing partnerships relative to their contribution to IFAD objectives, modify them as appropriate, re-activate dormant agreements where warranted, and discontinue those that incur high costs or whose costs outweigh the benefits they bring. This exercise will be completed as an immediate priority.
61. **Knowledge management.** IFAD will strengthen its ability to capture and manage the learning from partnerships. On the one hand, this will demand the regular monitoring and review of ongoing partnerships by the managers of the individual partnerships; while on the other, it will require the establishment of a knowledge management function and responsibility in the Partnership and Resource Mobilization Unit (PRM). The knowledge management agenda will draw on the monitoring and review work by managers of individual partnerships, to focus on issues such as the strategic focus of IFAD’s partnerships; their effectiveness and efficiency; the strengths and weaknesses of IFAD’s major partners; IFAD’s partnership performance and areas for improvement; perceived gaps in skills and knowledge; and areas of misunderstanding based on divergent organizational cultures.
62. **Internalize partnerships in IFAD’s business processes.** IFAD will explore the opportunities to internalize partnership development and management in IFAD’s core business processes rather than considering them as additional and separate processes. There is particular need to review those processes related to IFAD country programmes and IFAD-supported projects, and to IFAD’s grants programme, and confirm whether or not they give adequate priority and focus, and offer appropriate institutional incentives, to partnership-building and management.
63. **Upgrade staff capacity and skills and strengthen IFAD’s institutional culture for partnerships.** IFAD will enlist and develop expertise within PRM to champion its partnership strategy and provide relevant support to staff across the organization. It will develop short and tailored modules and events for training key staff, both within PRM and across the house. Such training will (a) seek to promote understanding of the value and importance of partnerships for achieving IFAD’s strategic objectives, in different contexts; (b) promote behavioural change consistent with the necessity to strengthen partnership efforts; and (c) enable staff to develop a relevant range of partnership-related skills.
64. **Communication for partnerships.** There is a substantive communication dimension to the Partnership Strategy. Becoming a partner of choice means making it easy for others to understand what it is they can expect from partnering with IFAD and to recognize IFAD’s comparative advantages, including its extensive partnership experience with governments, civil society organizations and other

United Nations agencies (as outlined in section II). It also means conveying to CPMs and other staff the advantages, for them, of working within a partnership model. To help potential partners understand the benefits of partnering with IFAD, the Communications Division (COM) will develop external communications products – comprising web, print, photography and video messages – based on compelling information and case studies that build a distinctive brand identity and spotlight the organization’s unique strengths as a partner. To help staff recognize the advantages of working within a partnership model, COM will use the Intranet and other internal communication platforms and tools to show how greater productivity and resources can be leveraged from partnerships to help IFAD meet its poverty reduction goals. Along with PRM, COM will also strengthen the communication skills of staff to ensure that they can clearly articulate the value that IFAD brings to partnerships.

Implementation responsibilities

65. Partnership development and management are a diffused and decentralized responsibility within IFAD, and the Partnership Strategy will not change this. Within the context of this strategy, individual units across the organization will continue to be fully responsible for the partnerships that they enter into as a means to better achieve the corporate management results reflected in their workplans. What will change is that they will be able to draw on the tools and support provided through the Partnership Strategy, and these will – in essence – assist them in developing, managing and monitoring their partnerships more effectively and efficiently. However, overall responsibility for ensuring the implementation of the Partnership Strategy, as defined in terms of the lines of action described above, will lie with the newly established PRM. In addition, COM will play a key role in building awareness of IFAD’s partnership approach, both externally to potential and actual partners, and internally to staff. External and internal messages on partnership will be visible, clear, tailored to the target audiences and easily accessible and will communicate the results, successes, challenges and discoveries of IFAD’s ongoing, long-term work with its partners.
66. PRM will have three specific roles relative to the strategy. First, it will be the overall manager of the strategy. It will be responsible for ensuring that action lines of the strategy are implemented, and it will monitor and assess IFAD’s performance in doing so. It will also build IFAD’s institutional culture, capacity and knowledge for its partnership performance (though it will not be accountable for the partnership performance of individual units). Acting as a resource for the whole organization, it will provide expert guidance on working with different partners; offer technical support and capacity-building; collect and analyse data on partnerships; and capture learning from partnerships. Second, it will directly support units across the house to enable them to implement and/or broker partnerships. It will use its expertise and knowledge to provide a clear and accessible point of contact for anyone seeking immediate support and guidance on developing and managing partnerships. Third, it will be a manager of specific individual partnerships, with particular responsibilities relative to private-sector partnership development and resource mobilization.
67. As a first step, PRM will work with other departments, on one hand to establish clear divisions of responsibilities and accountabilities relative to the Partnership Strategy and to specific types of partnerships; and on the other to identify opportunities and processes for collaboration between PRM and other parts of IFAD.
68. Such an approach will avoid both creating a bureaucratic unit with control over the creation, approval or management of partnerships, and imposing a single, rigid model of what partnership should be. Instead, PRM will actively work in close collaboration with other units to ensure that resources – both financial and human – are used in support of partnerships selectively, strategically, effectively and efficiently, in key areas. This approach will ensure that (a) through devolved responsibility partnership remains everyone’s responsibility; (b) there is room for

innovation and diversity within a clear framework of good practice; (c) IFAD has a single source of partnership knowledge, which is easily identified and accessed; and (d) accumulated learning from partnerships can be centrally captured and managed.

69. The role identified for PRM is not one that it is yet fully equipped to play. It is a newly created unit, and its structure and capacity are still being built. However, the Partnership Strategy will provide an orientation and focus to PRM's work, and as such guide its work planning; while its evolving organization, skills mix and capacity development activities will all be geared towards the role it is expected to play.

Managing risks

70. The strategy is explicitly intended to address the risks associated with the current approach, characterized by the lack of a common institutional vision of partnerships; ad hoc and uneven development of partnerships; inconsistent partnership management; weak monitoring and learning; and limited outreach to potential partners. The potential risks associated with this strategy thus result from its non-implementation. They include the following.

- The risk that PRM is not able to ensure the effective implementation of the strategy.
- The risk of non-implementation by other organizational units. Partnership development is an activity in which many parts of the organization already engage, and individuals may question the value added of a strategy for their work.
- The risk that larger bureaucratic procedures limit IFAD's ability to become a better partner for other organizations.

71. These risks will be mitigated by:

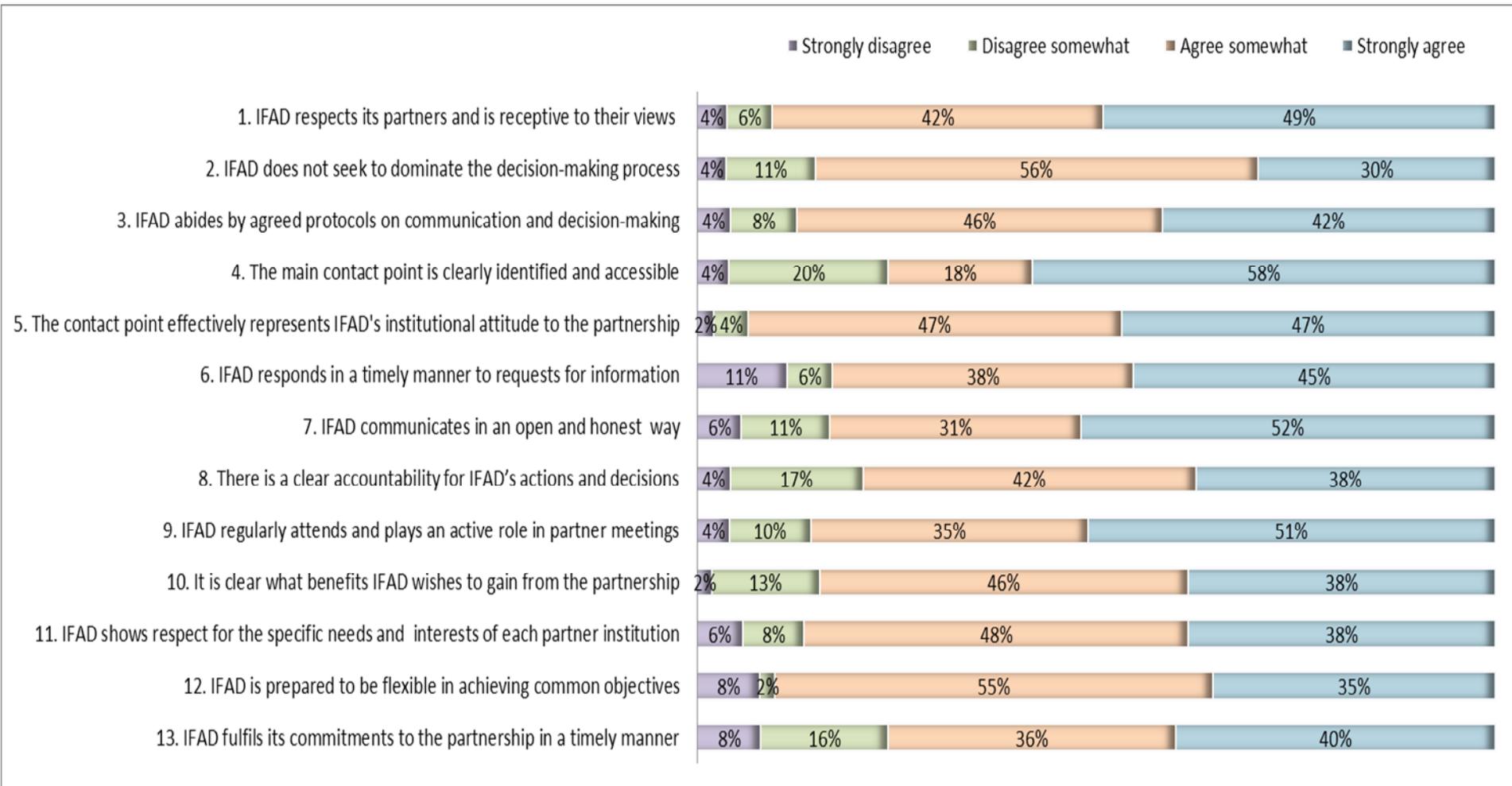
- Building the capacity of PRM to manage the strategy.
- Ensuring that the benefits to staff of the strategy outweigh any potential costs: that it supports and facilitates their work rather than constraining or bureaucratizing it.
- Effectively communicating the strategy both to staff across the organization and to potential partners.
- Ensuring staff, and partners, have sufficient understanding and skills for effective partnership development.
- Refining and using IFAD's business processes to anchor the partnership strategy in the day-to-day work of staff.
- More effectively monitoring and reporting on partnership performance.

Measuring results

72. Measurement of results achieved in terms of partnerships is already under way. IFAD has established targets for partnerships using project cofinancing as a partial indicator, on which, since 2009, it has reported results to the Executive Board annually through the Report on IFAD's Development Effectiveness. For the Ninth Replenishment period, it has established a cofinancing ratio target of 1:1.6. In addition, the results framework for the Ninth Replenishment period (2013-2015) includes a new indicator for assessing partnership performance at country level, based on the perspective of IFAD's partners in each country, as part of its measurement of the operational effectiveness of country programmes and projects (level 4). Collection of data against this indicator will start in 2012. A further set of partnership results associated with the IFAD Private-Sector Strategy are defined in that document.

73. The results expected to be achieved through the implementation of the Partnership Strategy are defined in the attached results measurement framework (annex II). Derived from the goal and objectives of the strategy, they focus on the action areas defined above, and will provide the basis for part of the PRM workplan. A preliminary set of indicators and their associated means of verification have also been identified. Other results relative to partnerships will be measured as part of PRM's knowledge management function.

Results of the IFAD Partnership Survey



Note: Percentages may contain minor inconsistencies due to rounding.

Results Measurement Framework

The goal of the Partnership Strategy is to enable more rural people to move out of poverty through more selective use and effective management of partnerships.

Objectives	Indicators	Means of verification
<p>IFAD strategic and selective in its partnerships</p> <p>IFAD develops and manages partnerships effectively and efficiently</p> <p>IFAD becomes a partner of choice for others</p> <p>Through its partnerships, IFAD assists other rural development stakeholders to become more relevant, effective and efficient</p>	<p>Numbers of partnerships in each partnership category (para.46) and not corresponding to partnership categories</p> <p>Numbers of partnerships responding to identified priorities (paras. 47-52) and not doing so</p> <p>Scores of reviewed partnerships</p> <p>How partners rate IFAD's partnership performance</p> <p>Complementary/supplementary resources mobilized</p> <p>Levels of project cofinancing</p> <p>Performance and impact of IFAD-supported projects</p>	<p>PRM data</p> <p>Partnership reviews</p> <p>Annual client survey/regular partnership surveys</p> <p>Hits on the partnerships pages of IFAD website</p> <p>Report on IFAD's Development Effectiveness</p> <p>Project Completion Reports/Annual Report on Results and Impact of IFAD Operations</p>
Action area		
Assessment of potential partners	Partnership assessment checklist developed	Partnership assessment tool
Legal framework for partnerships	Model for formal partnering agreements drawn up and used	Model for formal partnering agreements; formal agreements drawn up
Effective management of partnerships	Scorecard for reviewing existing partnerships developed	Scorecard; reviews of partnerships and performance
Knowledge management	Learning function established in PRM and knowledge shared across the organization	PRM reports
Internalize partnerships in IFAD's business processes	Opportunities to internalize partnership in business processes reviewed	Modified business processes
Upgrade staff capacity and skills	Staff trained in partnership-related skills	Partnering qualifications
Communication for partnerships	IFAD website upgraded to reach out to partners	IFAD website
Define institutional responsibilities for partnerships	All units clear about how they contribute to partnership strategy	Corporate Planning and Performance Management System

SUPPLEMENTARY FUND AGREEMENTS

As of 31 December 2011

Thematic and Geographic Focus		Dates of Agreement	Contribution under Agreement (US\$)	Received under Agreement (US\$)
(a) DONOR Flexible use				
Finland	• Provide support to prepare and implement IFAD VIII (EUR 1.5 million)	6 Jun. 2009 5 Jun. 2012	1 971 091	137 959
Italy	• market access, capacity building, farmers associations	12 Nov. 2001 12 Nov. 2016	9 671 275	9 671 275
Sub-Total			11 642 366	9 809 234
(b) DONOR Cofinancing				
Belgium BSF-Rwanda	Cofinancing contribution to the Support Project for the Strategic Transformation of Agriculture – PAPSTA, for EUR 4 million	12 Dec. 2008 12 Dec. 2013	5 256 242	2 520 300
Denmark-Moldova	Cofinancing to the Youth Entrepreneurship Financing Sub-Component under the Rural Financial Services and Agribusiness Dev. Project for DKK 26,999,816	9 Dec. 2010 30 Jun. 2014	4 784 000	0
Denmark-Armenia	Cofinancing to the Farmer Market Access Programme (DKK 10,000,000)	29 Dec. 2008 29 Dec. 2012	3 000 000	530 757
Denmark-Armenia 2	Cofinancing Rural Assets Creation Programme (RACP) in Armenia (DKK 24,685,000)	30 Nov 2011 30 June 2015	4 392 349	
Italy - Viet Nam	Pilot Project for Poverty Reduction in Gia Lai Province in the Socialist Republic of Viet Nam	16 Dec. 2008 16 Dec. 2012	1 400 600	1 055 026
Italy-Iran	Cofinancing grant to the Rural Microfinance Support Project (Phase III)	5 Dec. 2005 5 Dec. 2011	543 540	1 113 540
Netherlands - Bangladesh	To support Market Infrastructure Dev. Project in Charlands Bangladesh	1 Sept. 2006 30 Aug. 2012	5 875 000	1 047 760
Netherlands - South Sudan	Cofinancing to the Southern Sudan Livelihoods Development Project	16 Jul. 2009 31 Dec. 2014	9 550 000	3 180 000
Netherlands - Sudan	Cofinancing the Sudan-South Kordofan Rural Development Programme Agreement for EUR 6.9 million	8 Dec. 2009 31 Dec 2014	9 072 273	3 918 918
Ireland - Tanzania	Cofinancing to MUVI-Tanzania	12 Oct 2001 30 Jun. 2010	1 044 607	1 044 607
Finland - Zambia	Cofinancing Smallholder Production Promotion Programme-S3P (EUR 5.5 million)	13 Dec 2011 2015	7 227 332	1 576 873
OFID-Somalia	Cofinancing grant for Food Security for Pastoralist Programme to be implemented in conjunction with the NWICDP II	15 Feb. 2012 2015	1 500 000	600 000
Sub-Total			53 645 943	16 587 780

(d) DONOR Specific themes

Canada	• Support to IOE: originally for IEE, then reallocated to AfDB-IFAD joint evaluation; to support the 2011 Corporate-level gender evaluation and the CLE on Efficiency in 2012	31 Mar. 2004 31 Dec. 2012	228 224	228 224
Canada - LEWI	• Gender: Women Legal Empowerment	27 Jun. 2008 31 Dec. 2012	986 369	986 369
Luxembourg	• Migrant Remittances System • Africa	15 Dec. 2011 31 Dec. 2013	2 161 619	1 110 371
France	• Renegotiated in 2010 for NRM and Food Security Seminar at FAO (originally: PRSP, NEPAD and cooperation North-South; support to WCA)	30 Jan. 2004 NA	829 951	829 951
WB-IBRD GAFSP	To support IFAD to design and supervise two GAFSP programmes in Sierra Leone (US\$19 million) and Togo (US\$3.8 equivalent)	Nov. 2010 n.a.	3 800 000	22 800 000
Italy - RURALFIN	• Rural Finance activities • Asia and Africa	9 May 2005 8 May 2012	6 104 250	6 104 250
Italy - Balkans	• Originally Farmers' Access to Markets in the Balkans. Remaining US\$62,000 budget under negotiation	Under negotiation for amendment	3 632 250	3 632 250
Japan WID	Women-in Development Activities	14 Nov. 1995 no expiry	5 823 151	5 823 151
Norway	• Gender • Sub-Saharan Africa	19 Oct. 1998 no expiry	4 835 344	4 835 344
Norway	• Gender coordinators Programme NOK 5 million	8 Dec. 2008 8 Jun. 2011	724 323	724 323
Norway	• Women Leadership Programme NOK 5 million	8 Sept. 2009 8 Mar. 2012	800 000	800 000
Spain- LAC; NEN	• Remittances and Human Rights	15 Feb. 2008 27 Nov. 2013	2 630 500	2 630 500
Spain-FFR	• Financing Facility for Remittances	15 Feb. 2008 12 Nov. 2014	8 463 900	8 463 900
Spain - GECC	• Support to rural people to respond to the effect of climate change	15 Oct. 2008 12 Nov. 2011	1 878 357	1 878 357
Spain - Brazil	• Gestión de Conocimiento en Zonas Semiáridas de Nordeste de Brasil EUR 3.5 million	17 Dec 2009 3 Jan 2014	5 053 475	5 053 475
Sweden	• Support IFAD's reform for efficiency	14 Dec 2001 30 Apr 2012	1 641 813	1 641 813
Sweden -Sida - IOE	• Support to efficiency corporate evaluation	31 Dec 2012 1 Mar 2011	100 000	100 000
Swiss -IOE	• Phase Three of the Partnership on Development Effectiveness through Evaluation 1,500,000 CHF (CHF300,000 or US\$258,871 received)	1 Apr. 2009 31 Dec. 2012	1 293 905	413 366
Swiss-SSA	• Support to: IFAD's RPR; Country Office in Burkina Faso; and WCA regional cassava Programme (originally Sub-Saharan Africa)	18 Jun. 1996; 31 Dec. 2012	8 765 038	8 765 038
Swiss-Land Tenure	FAD-contribution to Community Investor Partnerships Project in Mozambique (2009-2012)	29 Jan. 2009; 31 Dec. 2012	191 427	191 427

Swiss-Water and Irrigation	IFAD Improving projects in water sector (CHF 1.7 million)	6 Dec. 2010 30 Jun. 2012	1 637 122	1 637 122
Swiss-FF 2012	Support to the Farmers' forum 2012 (CHF 180,000)	15 Dec. 2011 15 Dec. 2012	191 521	191 521
Swiss-SFOAP	bridging phase SFOAP pilot to main phase	25 Apr. 2012 30 Nov. 2012	120 000	120 000
Sub-Total			61 772 540	78 960 752
<i>Agreements signed in Euro which US\$ equivalent has been calculated at US\$/EUR exchange rate of 0.761</i>				
European Union-FFR	Migrant Remittances System	29 Dec. 2005 31 Aug. 2013	5 302 325	3 599 999
European Union-CGIAR	• Consultative Group for International Agriculture Research III (EUR 17.5 million)	22 July 2010 1 Jun. 2013	22 996 058	6 343 150
European Union-CGIAR	• CGIAR-CIP (EUR 5 million) Strengthening Pro-poor Agriculture Innovation for Food security in Andean Region	20 Dec 2010 15 Jun. 2014	6 570 302	1 386 424
European Union-CGIAR	• Consultative Group for International Agriculture Research IV (EUR 32 million)	Dec 2011	42 224 000	
European Union-Food Security	Food Facility-Programme supporting resilience to FS in Madagascar (PARECAM)	12 Jun. 2009 1 Oct 2011	16 425 756	10 038 938
European Union-Food Security	Food Facility-Programme supporting resilience to FS in Burundi - Philippines	12 Jun. 2009 1 Oct 2011	19 052 277	11 986 360
European Union-Food Security	Food Facility-Programme supporting resilience to FS in Mozambique	17 Aug. 2009 17 Aug 2011	6 252 102	4 601 633
European Union - Eritrea	Post-crisis rural recovery and development in Eritrea	1 Sept. 2009 1 Sept. 2012	6 176 084	3 497 135
European Union-Food Security	Food Facility WCA ECOWAS	22 July 2010 22 Oct. 2012	26 281 209	20 823 916
European Union-SFOAP	Support to Farmers Organization	14 Jan 2009 14 Jan. 2012	7 049 934	4 730 618
European Union-TAF	TAF (EUR 10 million)	11 May 2011 11 May 2016	13 140 604	289 194
Coopernic	To improve the management of water for intensified cropping activities with MIS and liquid organic fertilizers (EUR 3 million)	29 Dec. 2008 31 Dec. 2011	3 680 855	3 680 855
Sub-Total			175 151 507	175 151 507
GrandTotal			302 332 356	176 335 989

AGREEMENTS BETWEEN IFAD AND OTHER ORGANIZATIONS ¹

As of 31 December 2011

	Institution/ Organization	Acronym	Form of Cooperation	Date
1.	African Development Bank	AfDB	Cooperation Agreement IFAD/AfDB Cooperation Agreement AFDB/IFAD Memo of Understanding IFAD/ADB/African Dev. Fund Accord multi-donateurs de don a la Banque Africaine de Développement et au Fonds Africain de Développement pour l'initiative migration et développement	25-07-1978 18-05-1989 13-02-2008 23-10-2009
2.	African Export-Import Bank	AFREXIM BANK	Cooperation Agreement IFAD/AFREXIM	22-07-1996
3.	African Regional Center for Technology	ARCT	Cooperation Agreement	26-09-1996
4.	Alliance for a Green Revolution in Africa	AGRA	Memo of Understanding between AGRA and African Enterprise Challenge Fund (AECF) Donors Memo of Understanding between IFAD, FAO, WFP and AGRA	08-04-2008 04-06-2008
5.	Andean Development Corporation	CAF	Cooperation Agreement	27-07-1982
6.	Arab Fund for Economic and Social Development	AFESD	Agreement	31-10-1980
7.	Arab Authority for Agricultural Investment and Development	AAAID	Cooperation Agreement Management Agreement IFAD/AAAID	24-11-2000 26-08-2004
8.	Arab Bank for Economic Develop. in Africa	BADEA	Cooperation Agreement (English/Arabic)	30-08-1982
9.	Arab Organization for Agricultural Development	AOAD	Agreement	15-06-1981
10.	Asian Development Bank	AsDB	Cooperation Agreement IFAD/ADB Memo of Understanding of working arrangements between ADB/IFAD Addendum to Memo of Understanding on strategic partnerships for implementation of UNCCD in Central Asian Republics Asia and the Pacific Regional Food Security Framework Agreement ADB/FAO/IFAD	11-04-1978 15-06-1994 23-10-2003 27-09-2010
11.	Banco de Desarrollo Económico y Social (Bolivian Republic of Venezuela)	BANDES	Convenio marco de cooperación interinstitucional entre el BANDES y el FIDA	11-09-2007
12.	Bill and Melissa Gates Foundation		Countersigned Agreement, IFAD-WFP Weather Risk Management Facility	24/06/2008
13.	Caribbean Development Bank	CDB	Agreement	13-10-1980

¹ Excludes supplementary funding agreements, loan/financing agreements and grant agreements.

14.	Central American Bank Economic Integration	BCIE	Acuerdo de Cooperación	02-09-1982
15.	Consultative Group on International Agricultural Research	CGIAR	Declaration of Intent on Cooperation on Child Labour in Agriculture between ILO/FAO/IFAD/IFAP/IFPRI/CGIAR/IUF	12-06-2007
16.	Commonwealth Secretariat	COOS	Memorandum of Understanding	21-03-1983
17.	Community of Portuguese Speaking Countries	CPLP	Agreement between CPLP/IFAD on rural development (Eng./Port.version)	08-11-2007
18.	DSEL-ZEL (German Foundation for International Development Centre for Food, Rural Development and the Environment)	DSEL-ZEL	Letter of understanding	31-07-2002
19.	Deutsche Gesellschaft für Technische Zusammenarbeit	GTZ	Cooperating Agreement	14-09-2004
20.	European Economic Community	EC	Financial and administrative framework Agreement EC/UN Agreement between EC/IFAD	29-04-2003 27-09-2004
21.	Financial Fund for the Development of the Plata Basin	FONPLATA	Agreement	11-07-1986
22.	Food and Agricultural Organisation of the United Nations	FAO	Memorandum of Understanding FAO/IBRD/IFAD Protocol of Joint Agreement IFAD/FAO Copublishing Agreement FAO/IFAD Statement of Intent Programmatic Cooperation on Food Security and Nutrition between EC/FAO/WFP/IFAD	29-03-1974 18-03-1999 10-2000 29-06-2011 19-09-2011
23.	Former FAO and other UN staff association	FFOA	Cooperation Agreement	15-05-2003
24.	Global Alternative Energy Foundation	GAEF	Framework Agreement	25-09-2009
25.	Global Environment Facility	GEF	Memo of Understanding	29-04-2005
26.	Government of Netherland		Memorandum of understanding on the arrangement between the minister of foreign affairs of the kingdom of the Netherlands and the IFAD	03-09-2010
27.	Inter-American Development Bank	IB	Memorandum of Understanding	26-04-2004
28.	Inter-American Institute for Cooperation on Agriculture	IICA	Addendum al acuerdo de constitución del Grupo Interagencial de Desarrollo Rural en America Latina y el Caribe entre USAID/BID/BM/FIDA/FAO/IICA/CEPAL/UAID/GTZ	03-10-2006
29.	International Bank for Reconstruction and Development	IBRD	Financial Procedure Agreement Agreement for the provision of technical advisory services	18-11-2009 28-04-2010
30.	International Development Research Centre	IDRC	Memo of Understanding	29-10-1996

31.	International Food Policy Research Institute	IFPRI	Cooperation Agreement	09-07-2007
32.	International Labour Organisation	ILO	Agreement	06-12-1978
33.	Coalition Council of the International Land Coalition	ILC	Concerning the hosting of the Secretariat of the ILC	12-2008
34.	Inter Press Service	IPS	Letters of Cooperation	13-11-1986 15-12-1988
35.	Islamic Development Bank	IsDB	Cooperation Agreement IsDB/IFA Framework co-financing agreement	03-05-1979 13-02-2010
36.	Islamic Educational Scientific and Cultural Organization	ISESCO	Cooperation Agreement ISESCO/IFAD (Eng./Fr./Arabic)	03-07-1995
37.	Japan International Cooperation Agency	JICA	Memorandum of Understanding Between IFAD and Japan International Cooperation Agency (JICA)	19-10-2010
38.	Joint United Nations Programme on HIV/AIDS	UNAIDS	Memorandum of Understanding for a cooperation framework between IFAD/UNAIDS	27-09-2001
39.	League of Arab States	LAS	Cooperation Agreement LAS/IFAD (English/French/Arabic)	29-06-1993
40.	New partnership for Africa's Development	NEPAD	Memorandum of Understanding IFAD/NEPAD	28-06-2004
41.	Organization of African Unity	OIAU	Cooperation Agreement	25-06-1982
42.	Organization of Islamic Cooperation	OIC	Cooperation Agreement OIC/IFAD (English/Arabic)	22-10-1983
43.	OPEC Fund for International Development	OFID	Memorandum of Understanding between IFAD/ADB/IBRD/OPEC Fund concerning NENAMTA Framework agreement for the enhancement of cooperation and the direction of joint operations between IFAD and OFID	24-07-1997 03-12-2010
44.	University of Rome, La Sapienza		Fellowship Agreement	19-07-2011
45.	United Nations	UN	Agreement UN/IFAD Financial Management Framework Agreement UN/IBRD/IDA	06-04-1978 10-03-2006
46.	United Nations Administrative Tribunal	UNAT	Special agreement extending the jurisdiction of the UNAT to IFAD	25-08-1980
47.	United Nations Capital Development Fund	UNCDF	Amendment to the MOU between UNCDF/IFAD	18-10-2010
48.	United Nations Children's Fund	UNICEF	Memo of Understanding IFAD/UNICEF	28-04-2005
49.	Conference of the Parties of the United Nations Convention to Combat Desertification	COP/ UNCCD	Modalities and Administrative Operations of the Global Mechanism	26-11-1999
50.	United Nations Development Programme	UNDP	Memo of Understanding Memo of agreement Italy/UNDP/UNOPS to Bosnia & Herzegovina	06-04-1978 22-07-1997 12-04-2005

			Agreement UNDP/IFAD Framework Agreement UNDP/IFAD	30-09-2008
51.	United Nations Development Fund for Women	UNIFEM	Memo of Understanding	18-02-2003
52.	United Nations Fund for International Partnerships	UNFIP	Basic implementation Agreement IFAD/UNFIP Microfinance's contribution to women's empowerment and health project	12-02-2004 24-12-2003
53.	United Nations High Commissioner for Refugees	UNHCR	Agreement	10-06-1988
54.	United Nations Human Settlement Programme (ex UNCHS)	UNHSP (HABITAT)	Memo of Understanding	01-07-1981
55.	United Nations Industrial Development Organization	UNIDO	Relationship Agreement IFAD/UNIDO	05-06-1989
56.	United Nations Department of Technical Cooperation for Development	UNDTCD	Cooperation agreement	23-05-1991
57.	United Nations Population Fund	UNFPA	General Cooperation Agreement	18-06-2002
58.	United Nations Office for Project Services	UNOPS	Revised Cooperation Agreement	03-06-2008
59.	United Nations Dag Hammarskjold Library)	UNDHL	Memorandum of agreement	08-12-2004
60.	University of Rome, La Sapienza		Fellowship Agreement	19-07-2011
61.	West African Development Bank	BOAD	Prestation de services Accord de coopération FIDA/BOAD	17-12-1986 13-12-1996
62.	World Bank	WB	Letter of agreement	18-06-1998
63.	World Food Programme	WFP	Memo of Understanding between IFAD and WFP for operational partnership in Asia region Memorandum of Understanding between WFP, IFAD and Gapi - Sociedade de Investimento, S.A. regarding The Management of the Guarantee Fund under the Joint Programme	21-01-2004 14-04-2011
64.	World Health Organization	WHO	Cooperation Agreement (French & English) with exchange letters Supplementary agreement IFAD/WHO Supplementary agreement MOU WHO-UNICEF-IFAD-UNDP	18-07-1980 22-01-1997 10-07-2002 07-05-1984
65.	Worldview International Foundation	WIF	Letter of understanding WIF/IFAD	Dec.1989
66.	World Meteorological Organization	WMO	IFAD/WMO exchange of letters	05-01-1981