

Table 3: COSOP design and review process - detailed steps, roles and responsibilities - Updated August 2025

Processing Steps	Roles/Actions	Timing	Additional
COSOP/CSN Pipeline			
COSOP/CSN Pipeline Planning	CD: Responsible Reg. Director: Accountable		All country strategy instruments (i.e. COSOP, CSN, CRR, CCR) Systems: GRIPS
COSOP			
COSOP design plan	CD: Responsible Regional Director: Accountable	Prior to initiation of COSOP	DM from CD through the RD to AVP/DCO outlining: (i) rationale; (ii) design schedule; (iii) in-house CDT and in-country compositions; (iv) milestones, including background studies and papers; and (v) budget.
Establishment of the CDT	CD: responsible; OTD selects the PMI and ECG specialists		The Country Delivery Team (CDT) is established. It integrates: CD, Regional Economist, Technical Specialist from ECG (for mainstreaming themes), PMI (for technical aspects), PFM, LEG and COM (if required). Technical Directors (ECG, PMI) in consultation with the relevant RD select the technical specialists.
In-Country Consultation	CD: Responsible		Consultations draw on a wide representation of sectors and partners.
Draft COSOP	CDT: Responsible		The CDT supports the CD in drafting the COSOP. The regional economist leads the drafting of the transition scenario with support from PFM and other relevant actors. The COSOP should be built based on the assessments of the last CCR and CSPE. COSOP main report can be in English, French or Spanish. An English summary should be prepared when the COSOP is drafted in French or Spanish. Appendices and Project Concept Notes may be in any IFAD language. An English summary should be prepared when the COSOP is drafted in French or Spanish. Appendices and Project Concept Notes may be submitted in any of the IFAD languages.
CDT members obtain inputs and endorsement from their Directors	CDT: Responsible	During the design and prior to REN/ ODE submission	CDT members should actively obtain feedback and endorsement, by e-mail, from their respective directors prior to submission.
Submit COSOP and CCR to Regional Economist Network for Quality Enhancement Review, and to procurement, SECAP and resources Units for clearance.	CD: responsible. Regional Front Office: coordinates	As early as possible; no later than 30 working days before OSC meeting. REN stage review requires 10 working days.	Two members of the Regional Economist Network (the concerned regional economist and other from a non-sponsoring regional division) review an advanced draft COSOP and CCR. In parallel, ODE Resources and SECAP, and PFM procurement review for compliance with their respective areas. Regional Division circulates the draft COSOP & CCR to REN, Procurement (PFM_Procurement_HQ@ifad.org), SECAP (SECAP_Compliance@ifad.org) and PBAS/Resources (PBAS_team@ifad.org), along to an excel spreadsheet where all different units can insert their observations in the audit trail
CDT submits a revised draft COSOP and audit trail to REN and ODE for validation	CDT: responsible REN & ODE: responsable	REN and ODE responds within 3 working days	The CDT updates the draft COSOP along REN, and ODE (SECAP, PBAS) comments and reflects the changes in the audit trail. CDT submits by email final draft COSOP and audit trail to REN and ODE for validation.
OTD and DCO endorsement	CD: responsible. AVP-DCO and MD-OTD: accountable	Recommended: at least 22 working days before OSC meeting	The CDT submits the draft COSOP, CCR, and audit trail to MD-OTD and, AVP-DCO, seeking their endorsement, as ready for OSC review.
Draft COSOP and CCR submitted to OSC	CD: responsible. AVP-DCO and MD-OTD: accountable	At least 15 working days before OSC meeting	The submission is made with a DM from the RD, through the MD-OTD and, AVP-DCO, (the latter through KIT) to the OSC Secretariat. Once endorsed, the documents are submitted to the OSC.
Review Note and agenda Circulated	OSC COSOP Secretariat: Responsible	2 working days before OSC meeting	OSC COSOP Secretariat circulates to the OSC members: the OSC review note (integrating the DRM+), the OSC meeting agenda, and a link to the COSOP package.

OSC COSOP Meeting	OSC members: Responsible. OSC chair: Accountable		Meeting to be focused on the OSC agenda topics. OSC may raise other issues of corporate interest, including compliance with corporate policies, the approach to addressing emerging challenges, or creating synergies/ linkages with other relevant initiatives and processes. At the end of the Review, the OSC Chair endorses and/or requests modifications.
OSC Decision Memo	OSC Secretariat: Responsible CDT: Consulted OSC chair: Accountable	Within 5 days of the meeting	An OSC Decision Memo is issued, from OSC Secretariat to the OSC Chair copying all OSC members. It describes the discussion, issues raised and recommendations of the OSC meeting.
COSOP Reviewed	CDT: Responsible Regional Director: Clears OSC Secretariat: Accountable		The CDT revises the COSOP along the OSC Recommendations. The CD submits to OSC secretariat the revised version , and an updated DEM+ table, including CDT responses. The OSC Secretariat conducts a desk review of the revised version.
Post OSC DM	OSC Secretariat: Responsible OSC chair: Accountable		The OSC Secretariat prepares a post-OSC DM which assesses if the revised COSOP adequately addresses OSC decisions and recommendations. The DM is submitted for final clearance of the OSC Chair, confirming that the COSOP is ready for submission to in-country endorsement and President's approval.
In-country endorsement of COSOP	CD: Responsible		Country stakeholder validation exercise, (e.g. workshop, virtual meeting, consult key stakeholders, depending on the extent of changes from draft COSOP). The CD seeks written endorsement of the final draft COSOP from the Government.
SEC processing and President approval Scriptoria	CD: responsible RD: accountable President: Approves	At any time: Presentation to SEC de-linked to formal EB sessions.	The CD submits the cleared COSOP together with the Government endorsement for President approval through Scriptoria. The document undergoes language processing which takes 3 weeks . Then SEC send the COSOP to OPV for final approval.
EB online review			The COSOP document is posted on a dedicated page of the Members' Platform (MISP) and the online commenting feature is activated for a period of 4 weeks . During this time, Board representatives can post written comments and Management provides responses. CCRs are posted in the MSIP as background documentation. The COSOPs will be considered reviewed at the end of this 4-week period.
Pre- EB Consultation	CD: Responsible AVP/DCO: Cleared EB/SEC: Accountable	COSOP due to SEC 3 weeks before. PPT due 1 week before.	Normally held 2 weeks before the EB sessions.
Only for COSOPs above GDI: presented to EB in-session (*)	CD: Responsible President: Accountable EB: Informed		*Mandatory for GDI COSOPs; on an exceptional basis, at the request of an EB member during online review, in-session review can be requested for the other (non GDI) COSOPs.
COSOP disclosed	SEC: responsible		Disclosed through SEC as EB documents

CSN			
DM to the AVP	CD: Responsible Regional Director: Accountable	Prior to initiation of COSOP	DM from the CD through the RD to AVP/DCO outlining: (i) rationale for elaborating a CSN instead of a COSOP based on the criteria described in the COSOP Guidelines; (ii) design schedule; (iii) in-house CDT and in-country compositions (if relevant); (iv) milestones; and (v) budget.
Establishment of the CDT	CD: responsible; OTD selects the PMI and ECG specialists		The Country Delivery Team (CDT) is established. Technical Directors (ECG, PMI) in consultation with the relevant RD select the technical specialists.
In-Country Consultation	CD: Responsible		Consultations draw on a wide representation of sectors and partners.
Draft CSN	CD/ CDT: Responsible Regional Director: Accountable		Setting a Country Delivery Team is recommended. Technical assistance is required for the development of SECAP study and RMF (both mandatory). The CSN should be built on the last CCR and the analysis of the socio-economic situation in the country, whenever feasible. Please note that the choice of a CSN rather than a COSOP is based on the criteria described in the COSOP Guidelines.

CSN peer reviewed	Regional Economist: responsible CD/CDT: Consulted		Internal review by the regional division. Two members of the Regional Economist Network (the concerned regional economist and other from a non- sponsoring regional division) review an advanced draft of the CSN and CCR. CDT addresses comments and issues a revised CSN version.
CSN Approval	CD: Responsible Regional Director and AVP-DCO: Accountable		DM from the CD to the AVP/DCO through the RD including the revised CSN is submitted for approval.
CSN Disclosure	CD/CDT: responsible		Disclosed on IFAD website through document profiling.

COSOPs and CSN REVIEWS

Annual Results Review			
Develop ARR draft report	CD/CDT: responsible		Seek inputs from CDT, projects, government and other stakeholders as required.
Conduct multi-stakeholder stock-taking in country, as appropriate on an annual basis	CD/CDT: responsible		The ARR would build the foundation for the annual country program workshop.
ARR approval	CD: Responsible Regional Director: approves.		The Regional Director clears and validates the ARR. ARR uploaded to ODC. In the case of above-GDI countries, ARR is shared with DCO FO and OPU/ODE for information. In the case of above-G DI countries, ARR is shared offline with DCO FO and OPU/ODE for information.

COSOP results review (CRR)			
CRR document	CD/CDT: responsible		Seek inputs from CDT, projects, and government and other stakeholders as required.
Conduct multi-stakeholder stock-taking in country.	CD Responsible		The CRR would build the foundation for a mid-term country program workshop.
CRR approval	CD: Responsible Regional Director: Accountable		Regional Director clears and validates the CRR. Note: The CRR can reflect on the potential need of adjustment of the COSOP. However, these adjustments, in order to be formalized, need to be requested through a DM from the Regional Director to the AVP-DCO.
CRR disclosure	CD: Responsible		CRRs are not presented to the EB but made public through document profiling. In the case of above-GDI countries, ARR is shared with DCO FO and OPU/ODE for information

COSOP Completion Review (CCR)			
Draft CCR	CD: Responsible		Seek inputs from CDT, projects, and government and stakeholders as required.
CCR peer reviewed	Regional Economist: Responsible CD: Consulted		Two peer reviewers selected by the Regional Economist who distributes documentation. Peer reviewers do not provide ratings.
Government views on CCR sought			Government comments/inputs attached in CCR annex.
Approval of Draft CCR	CD: Responsible. RD: approves.		Regional Director validates and clear the draft CCR.
CCR is submitted for approval as annex of the forthcoming COSOP	CD: Responsible; RD: Accountable		RD submits CCR (as an annex of the new COSOP) to REN review and approval process, as part of the new COSOP approval process (refer also to submission of draft COSOP).
CCR is presented to EB as background information	CD: Responsible; RD: Accountable SEC: Responsible		CCRs are posted in the MSIP (member states platform) as background documentation of the new COSOP. They are disclosed through SEC as EB documents.

CSN Completion Review (CSN CR)			
Draft CSN Completion Review (CSN CR)	CD: Responsible		Seek inputs from CDT, projects, government and stakeholders as feasible and as required.
Approval of Draft CSN	CD: Responsible. RD: approves.		CD: submits Draft CSN CR. Regional Director clears the draft CSN CR.
Draft CSN CR is submitted for approval as annex of the forthcoming COSOP			RD submits CSN CR (as an annex of the new COSOP) to REN and ODE for review; once finalized, the AVP-DCO approves the CSN CR as part of the new COSOP approval process (refer also to submission of draft COSOP).

COSOP and CSN Extension			
Decision Memo	CD: Responsible Regional Director: Responsible AVP-CDO: Accountable		CD to prepare a DM through the Regional Director to the AVP/ DCO. approval for extensions. Up to 3 years overall for COSOP; 1 year for CSN