Strategy and Knowledge Management Department
learning for greater development impact

September 2013

Enabling poor rural people to overcome poverty

IFAD

Structure of the presentation

- Context
- Objective
- The Department
  - 2013 human & financial resources
  - Divisions / units
- Key areas of work
- SKM Service Lines
- Way forward

Context

- Global situation continues to be uncertain, monitoring and learning of pivotal importance
- Major processes/platforms: G20, Post 2015
- Exponential change, South-South linkages, MICs, fragile states
- More demand for knowledge, and more opportunities for sharing (broader partner base, ICT)
- Major challenges: rising inequality and inclusive growth, environmental sustainability, decent work opportunities
- More focus on international public goods
- More focus on impact and on scaling up

Objective

In order to contribute to IFAD's mandate to reduce rural poverty, SKM's objective is:

To provide intellectual and analytical guidance, leadership in knowledge management and strategic planning support to IFAD, with a view to strengthening the **relevance, effectiveness and efficiency of IFAD's operations** and its **influence in international debates** on agricultural and rural development
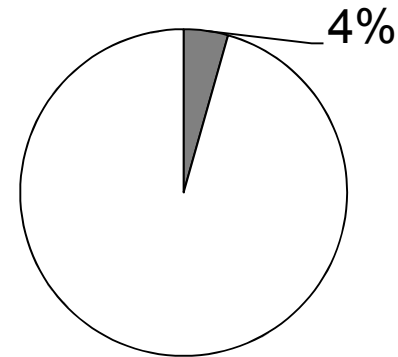
SKM Staff & Budget (2013)

SKM Staff

- 1 AVP SKM
- 2 Directors
- 19 P Staff
- 11 GS Staff
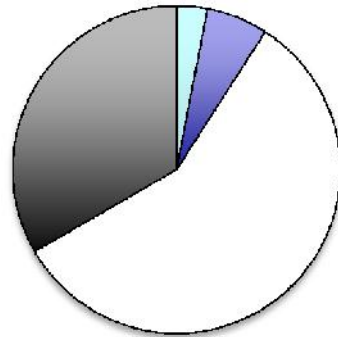
IFAD GS/P ratio = 0.9
SKM GS/P ratio = 0.5*

SKM Regular Budget

4%

USD 6.32 million
(out of USD 144 million)

SKM is the smallest department in IFAD

*based on 2012 Q4 report, representing actual (as opposed to budgeted)

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SKM Divisions/Units

- SKM Front Office (FSK)

- Strategic Planning Division (SPD)

- Statistics and Studies for Development Division (SSD)

- Quality Assurance & Grants Unit (QAG)

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Key areas of SKM's work

Global Policy Engagement

Knowledge Management

Studies & Impact Evaluations

Planning & Performance Measurement

Support Services to IFAD Operations

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SKM Service Lines

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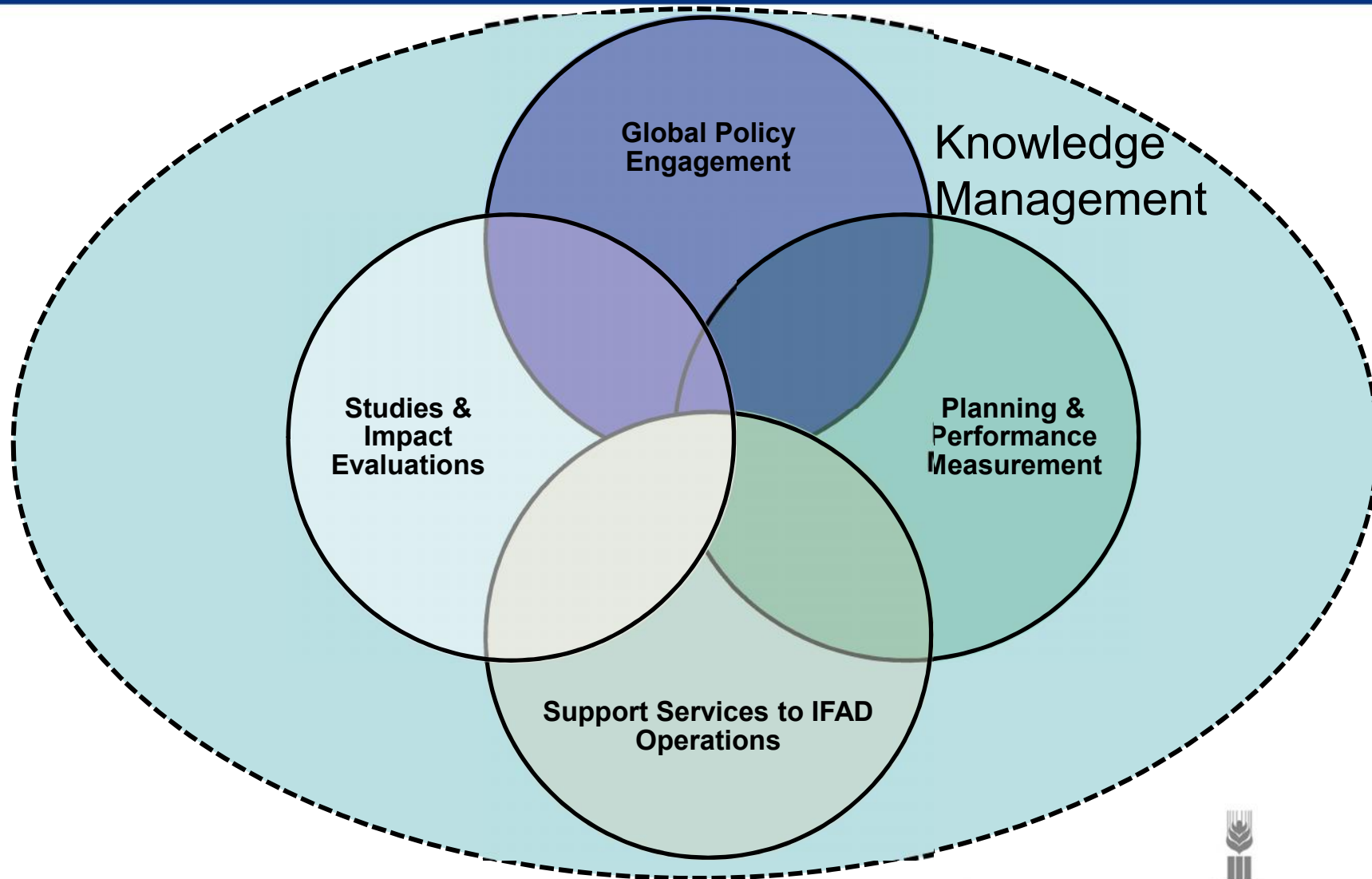
FSK Service Portfolio

- ensure collaboration and efficient allocation of resources across SKM

- develop and coordinate KM framework and plan

- improve global attention, resources and policies for rural poverty reduction

SPD Service Portfolio

- develop horizon scanning initiative
- support for Mid Term Plan & Divisional Management Plans
- track performance for management for results, indicators for strategic and efficiency concerns.
- review country strategies (COSOPs) and project concept notes in OSCs
- support Scaling Up and South-South and Triangular Cooperation (SSTC) corporate agenda
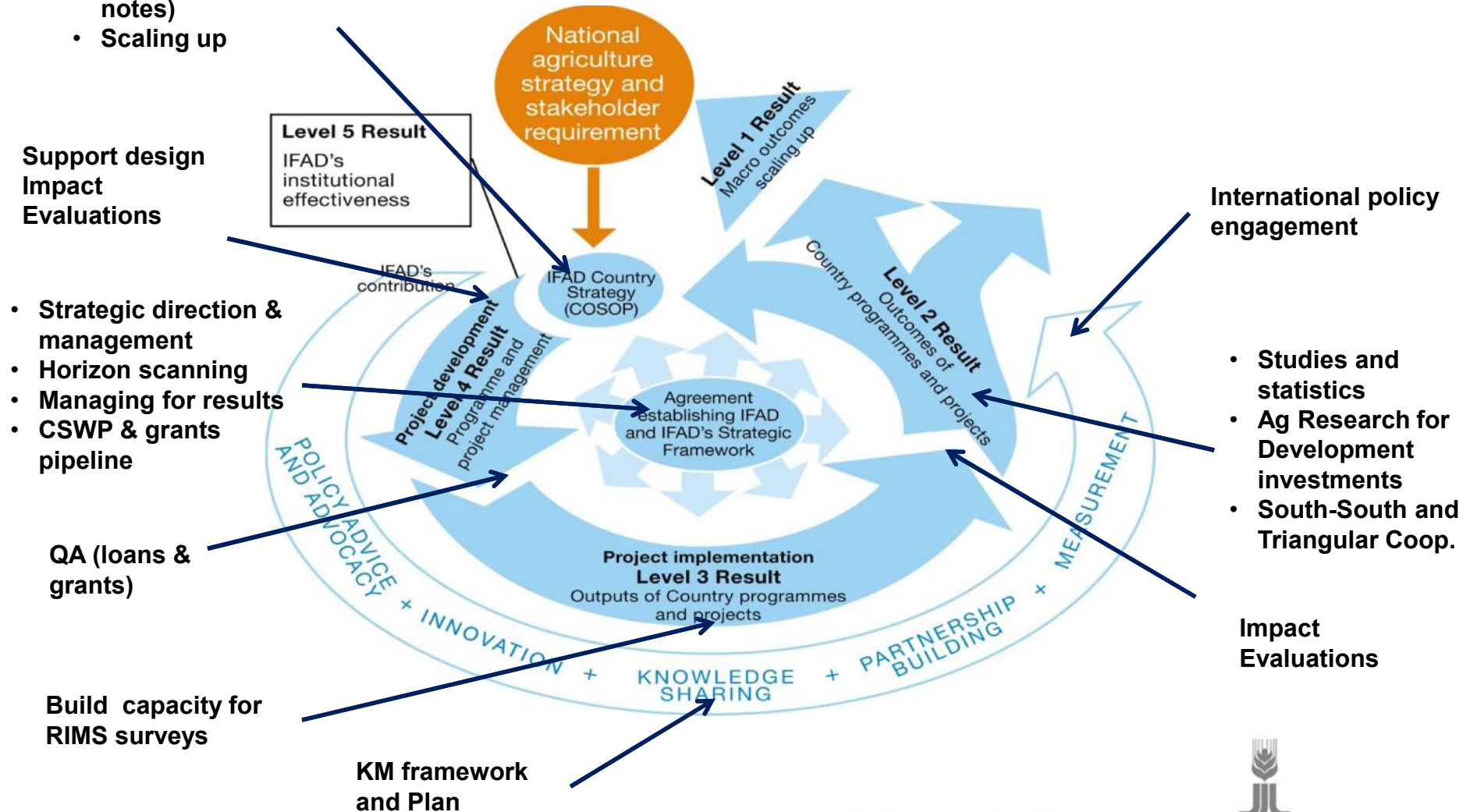
SSD Service Portfolio

- develop data and statistics to strengthen IFAD's knowledge base and operations

- conduct impact analyses and other studies to evaluate IFAD's programmes, policies and expand knowledge base

- perform rigorous analyses and undertake prospective work

- build capacity with regard to M&E, RIMS+ surveys and impact evaluations in IFAD and partners

QAG Service Portfolio

- perform and coordinate Quality Assurance (QA) reviews

- produce the Corporate Strategic Workplan for Grants (CSWP)

- manage grant pipeline, assure smooth operation and allocation of funds

- manage grants investments in Agricultural Research for Development (AR4D) to generate global public goods (EC and IFAD)

- develop KM platforms for informing IFAD's loan and grant operations

SKM contribution to IFAD's Operating Model

- **OSC (COSOPs & concept notes)**
- **Scaling up**

Support design Impact Evaluations

- **Strategic direction & management**
- **Horizon scanning**
- **Managing for results**
- **CSWP & grants pipeline**

QA (loans & grants)

Build capacity for RIMS surveys

KM framework and Plan

International policy engagement

- **Studies and statistics**
- **Ag Research for Development investments**
- **South-South and Triangular Coop.**

Impact Evaluations

National agriculture strategy and stakeholder requirement

Level 5 Result
IFAD's institutional effectiveness

IFAD's contribution

Level 1 Result
Macro outcomes scaling up

IFAD Country Strategy (COSOP)

Level 2 Result
Outcomes of Country programmes and projects

Project development **Level 4 Result**
Programme and project management

Agreement establishing IFAD and IFAD's Strategic Framework

Project implementation
Level 3 Result
Outputs of Country programmes and projects

POLICY ADVICE AND ADVOCACY + INNOVATION + KNOWLEDGE SHARING + PARTNERSHIP BUILDING + MEASUREMENT

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Way forward

Managing change – the SKM challenge

- greater influence and impact on rural poverty reduction – within IFAD and beyond
- although smallest department, growing in terms of
  - new functions and responsibilities
  - developing partnerships – both internal and external
- **immediate priorities**: sharpening the strategic focus of IFAD work by becoming a learning organization.
  - more strategic use of grant resources
  - improving KM
  - enhancing our role in Global Policy
  - embarking on Horizon Scanning initiative
  - continue improving corporate planning and measurement of results, strengthening results and accountability
  - performing impact assessments

Thank you!

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