



Introduction to IFAD's Operations

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Key dimensions of IFAD's business model

Resource
mobilization

Assembling
development
finance to
maximize impact

Resource
allocation

Focusing on the
poorest people in the
poorest countries

Resource
utilization

Doing development
differently

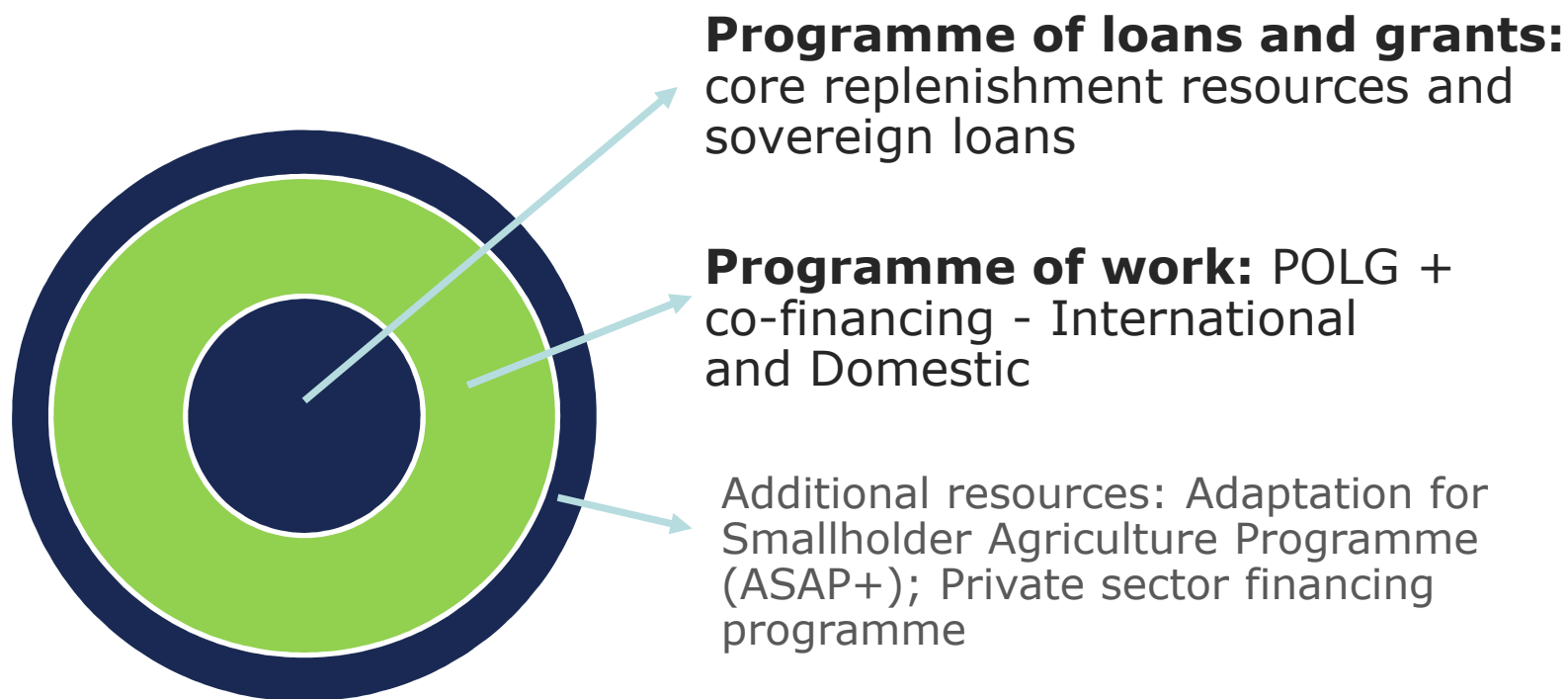
Transforming
resources into
development
results

Embracing a culture
of results and
innovations



Resource mobilization

Assembling development finance



Broadening our cofinancing partnerships



Asian Development Bank 27%
International Development Association
Islamic Development Bank



Spanish Fund 5%
Inter-American Development Bank
Agence française de développement



International Development Association 16%
OPEC Fund for International Development
European Investment Bank



OPEC Fund for International Development 11%
African Development Bank
Arab Bank for Economic Development in Africa



International Bank for Reconstruction and Development 4%
African Development Bank
OPEC Fund for International Development

US\$4.5
billion of
international
co-financing

Improving our performance on cofinancing

1 : 2.05

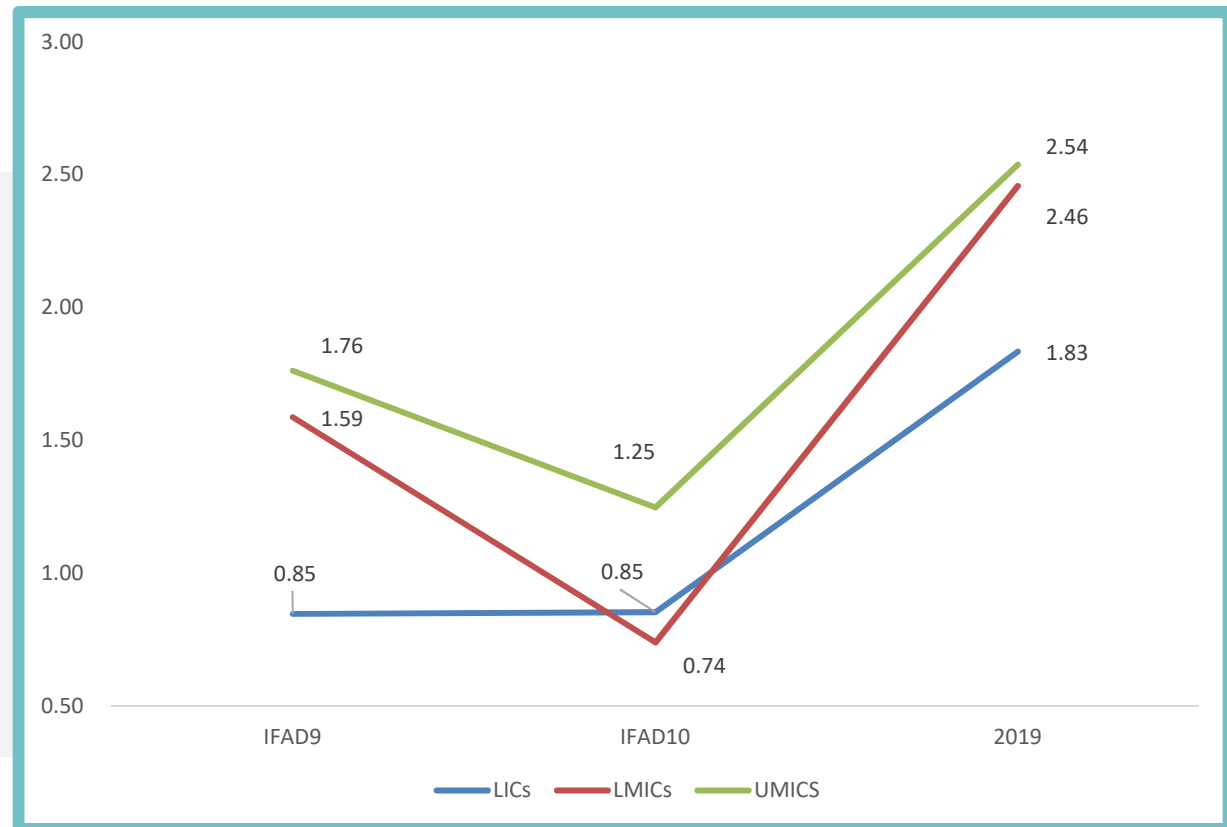
Total

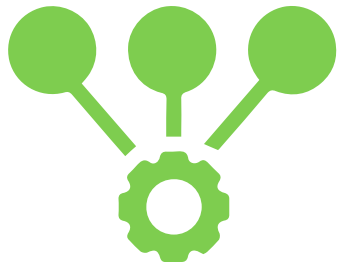
0.9

Domestic

1.15

International





Resource allocation

Enhancing the Performance-Based Allocation System

COUNTRY SCORE

$$(RuralPop^{0.405} \times GNIpc^{0.285}) \times IVI^{0.95} \times (0.35RSP + 0.65PAD)$$

Country needs

Country performance

IVI IFAD vulnerability index RSP Rural Sector Performance PAD Portfolio Disbursement measure

COUNTRY ALLOCATION

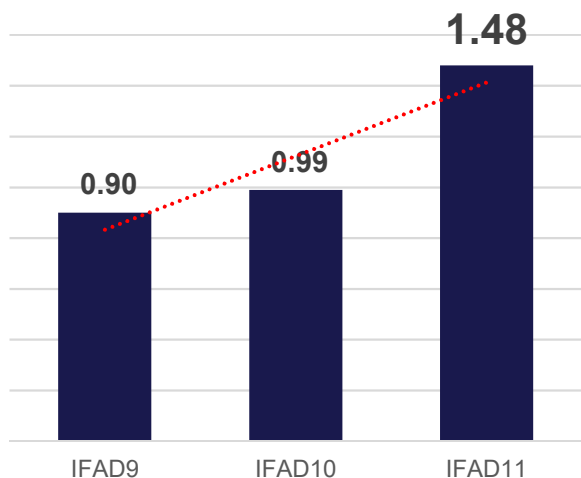
$$(\text{Allocation envelope} \div \text{sum of final country scores}) \times \text{country score}$$

- ✓ Increased rural poverty focus of the formula
- ✓ Increased efficiency – 80 countries in PBAS under IFAD11 means larger allocations

Focusing on the poorest people in the poorest countries

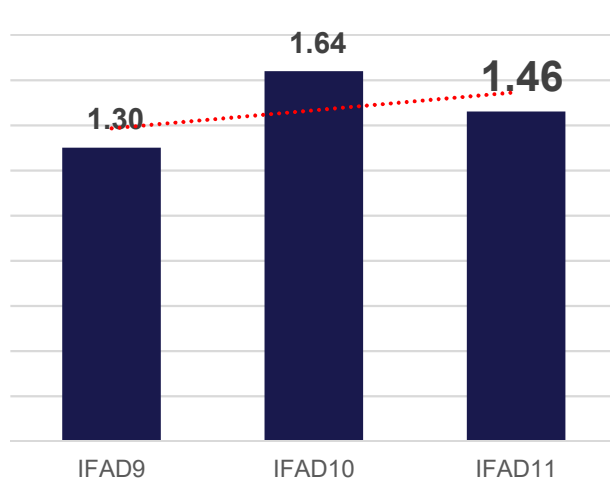
+63%

Low income



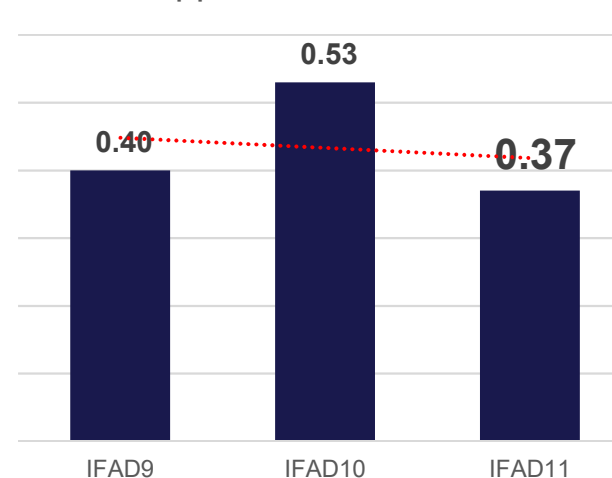
+13%

Lower middle income



-9%

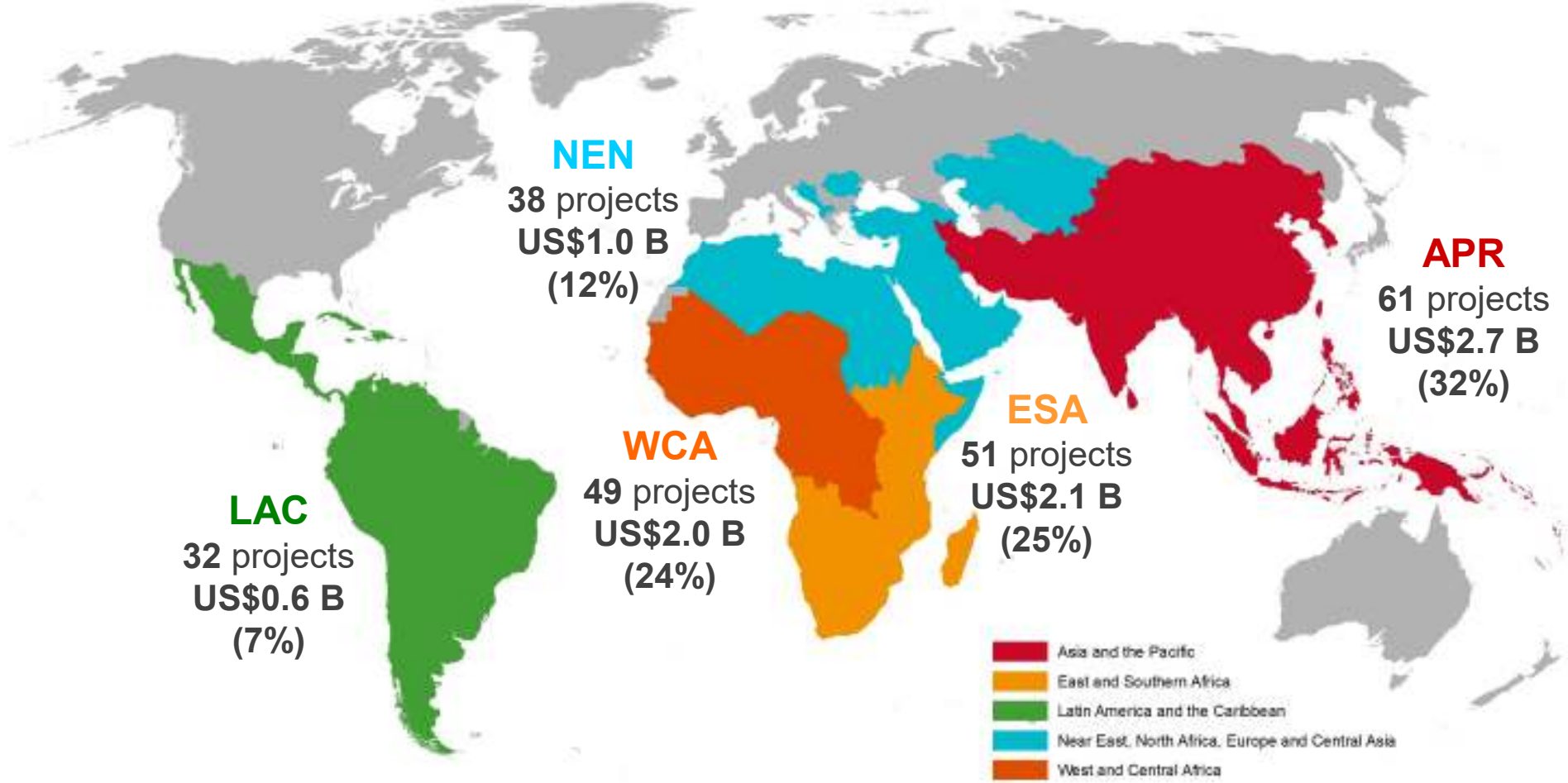
Upper middle income



✓ +50% investments in Fragile States

✓ +13% investments in SIDS

Breaking down the investment project portfolio





Resource utilization

Adopting a country level programmatic approach and expanding IFAD's toolkit

Longer term transition strategies with support tailored to individual countries

Policy engagement, knowledge management and partnerships, as well as investment projects

Larger, fewer projects

Stronger programmatic focus

Diversified products responding to sophisticated demands and needs

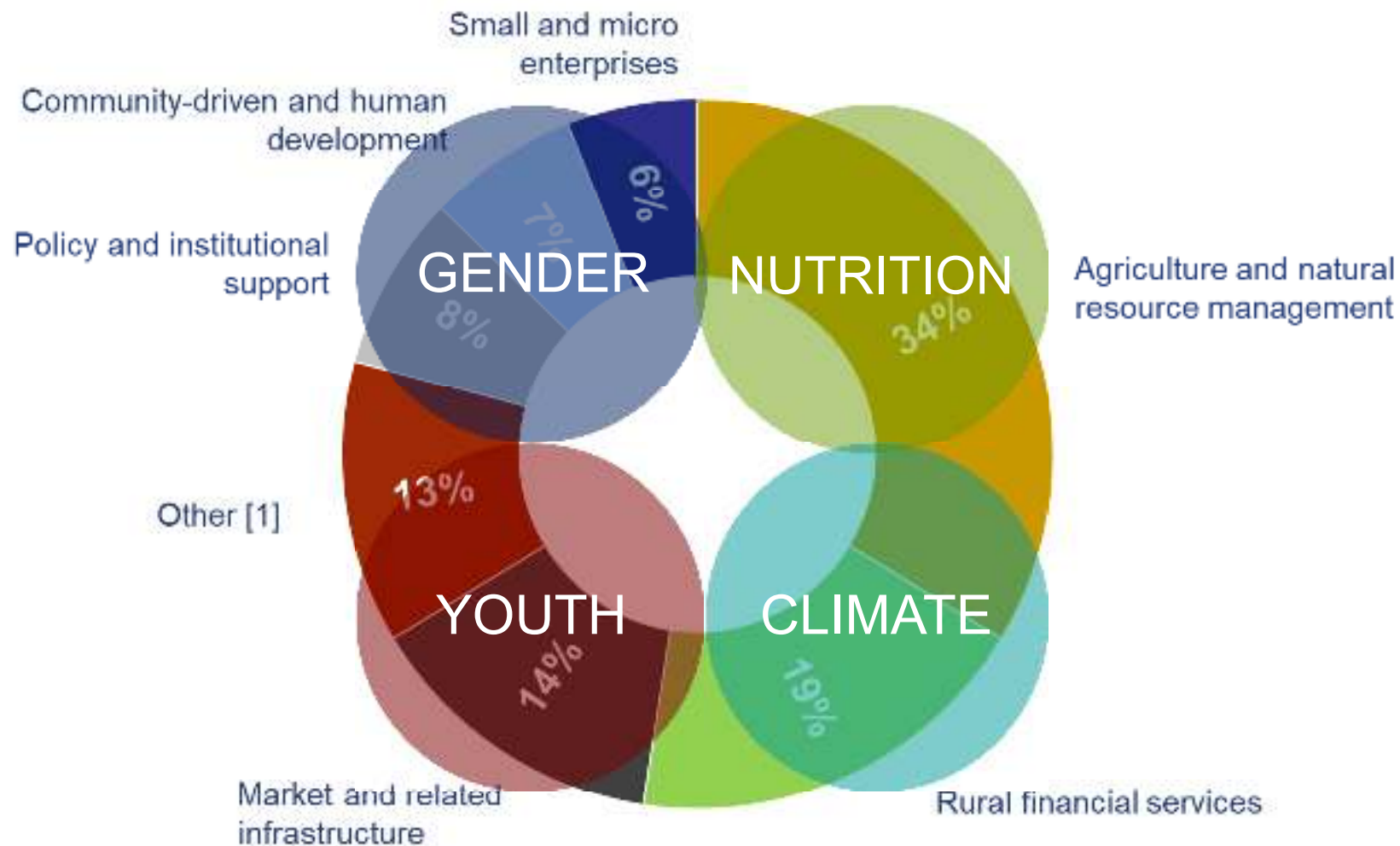
RTAs approved or in process

Joint country strategies with RBAs underway

Results based lending approved or in planning

Regional projects under preparation

Focusing on key issues for rural poverty eradication



[1] Other includes: disaster mitigation, energy production, KM, M&E and other project management costs.

Measuring performance for mainstreaming themes at project design





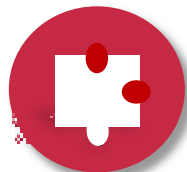
Transforming resources into development results

Working differently as an organization

Institutional efficiency



Reorganization of IFAD's technical capacity



New processes for design of projects



Streamlining systems and processes



2/3 staff

Provided with training on decentralization in Operations Academy

ORMS

Project cycle tracking

Changing institutional behaviors and cultures



Dashboards

Evidence-based management

Risk

Introducing risk management in operations

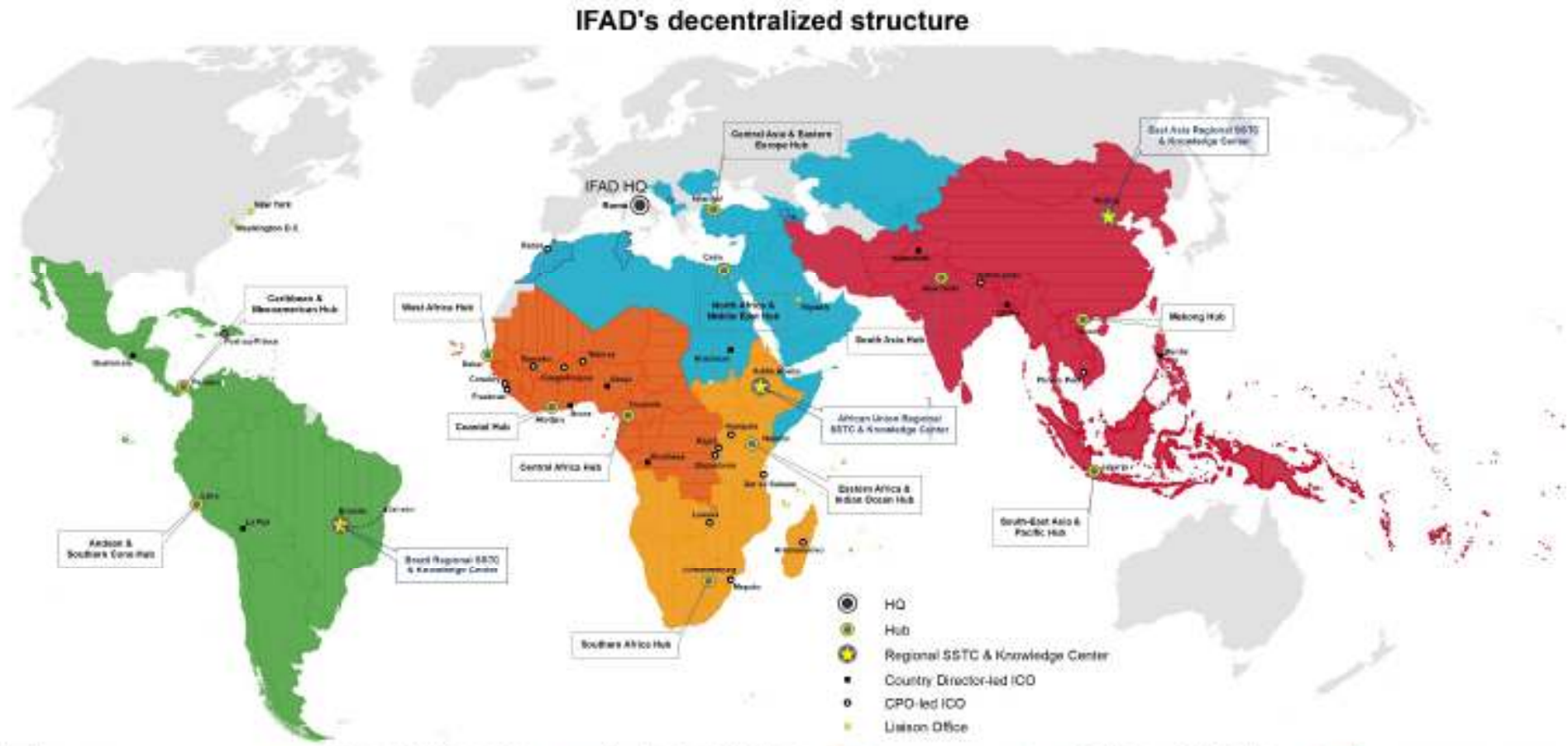
**IFAD10:
15%**



**2019:
30%**

Decentralization: staff in field

Increasing our field presence



- HQ in Rome
- 12 sub-regional hubs
- 3 knowledge management/ SSTC hubs

Working differently with our partners

Leveraging Technology



ICT4D First strategy approved

2016: 0% → **2019: 63%**

Countries using IFAD Client Portal



Strengthening institutions and capacities at the country level



PRIME Investing in capacity building on financial management and procurement

PRIME Trained and certified 164 project staff in M&E

Promoting Transparency



PRIME Operations geo-tagged and made available

PRIME Stakeholder feedback framework approved

2016: 0% → **2019: 73%**

PCRs publicly disclosed



Thank you

