



**SUPPORT
IFAD'S
REPLENISHMENT.
SUPPORT
RURAL PEOPLE.**



Introduction to IFAD Operations and the Programme Management Dept.

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IFAD's programme of work growing, with an increasing focus on the poorest countries

Current portfolio

94

Countries

230

Projects

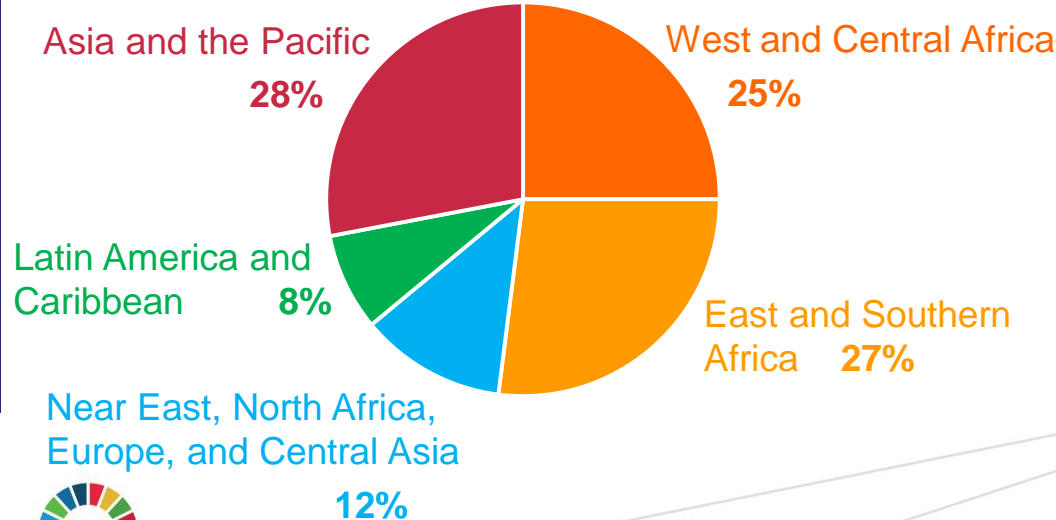
8.0

US\$ billions
Value



Allocation of IFAD's resources by region in 2019-2021 (IFAD11 period)

80 countries



2019-2021

POLG

US\$ 3.5 billion

Cofinancing ratio

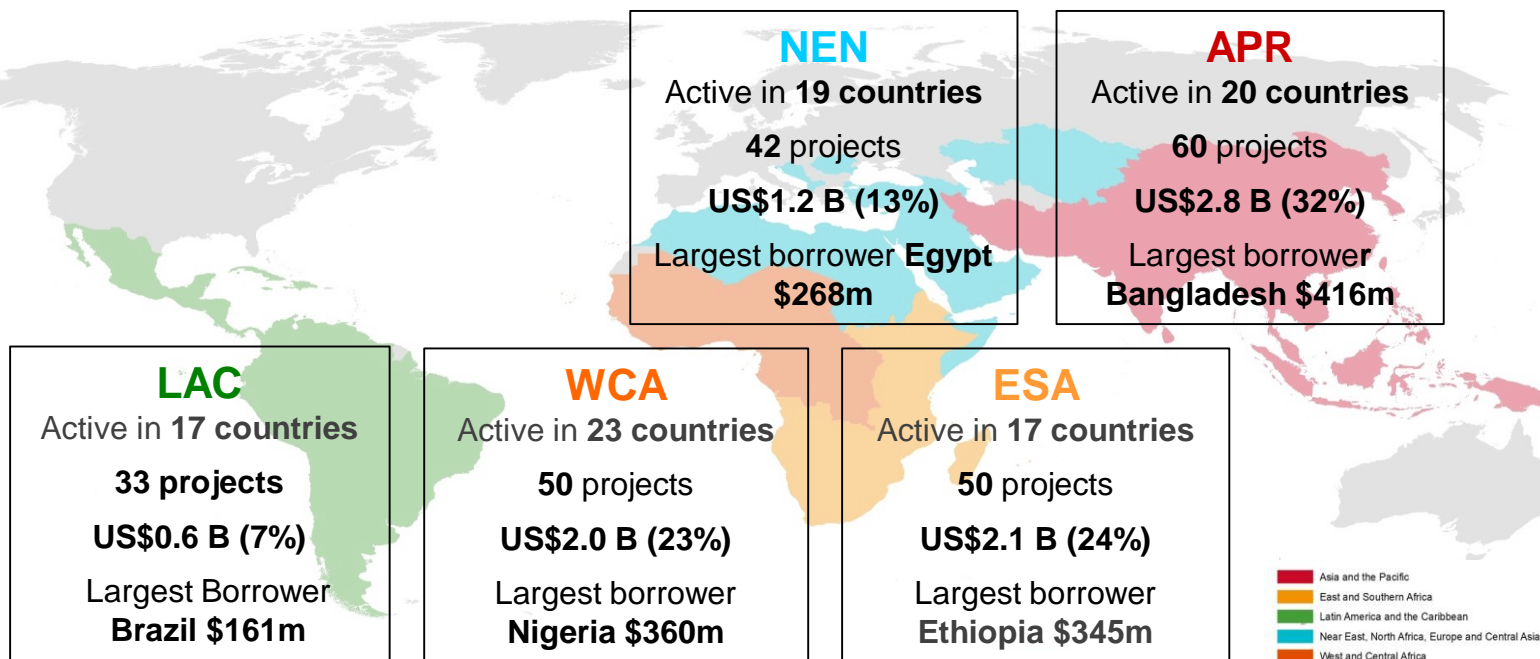
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POW

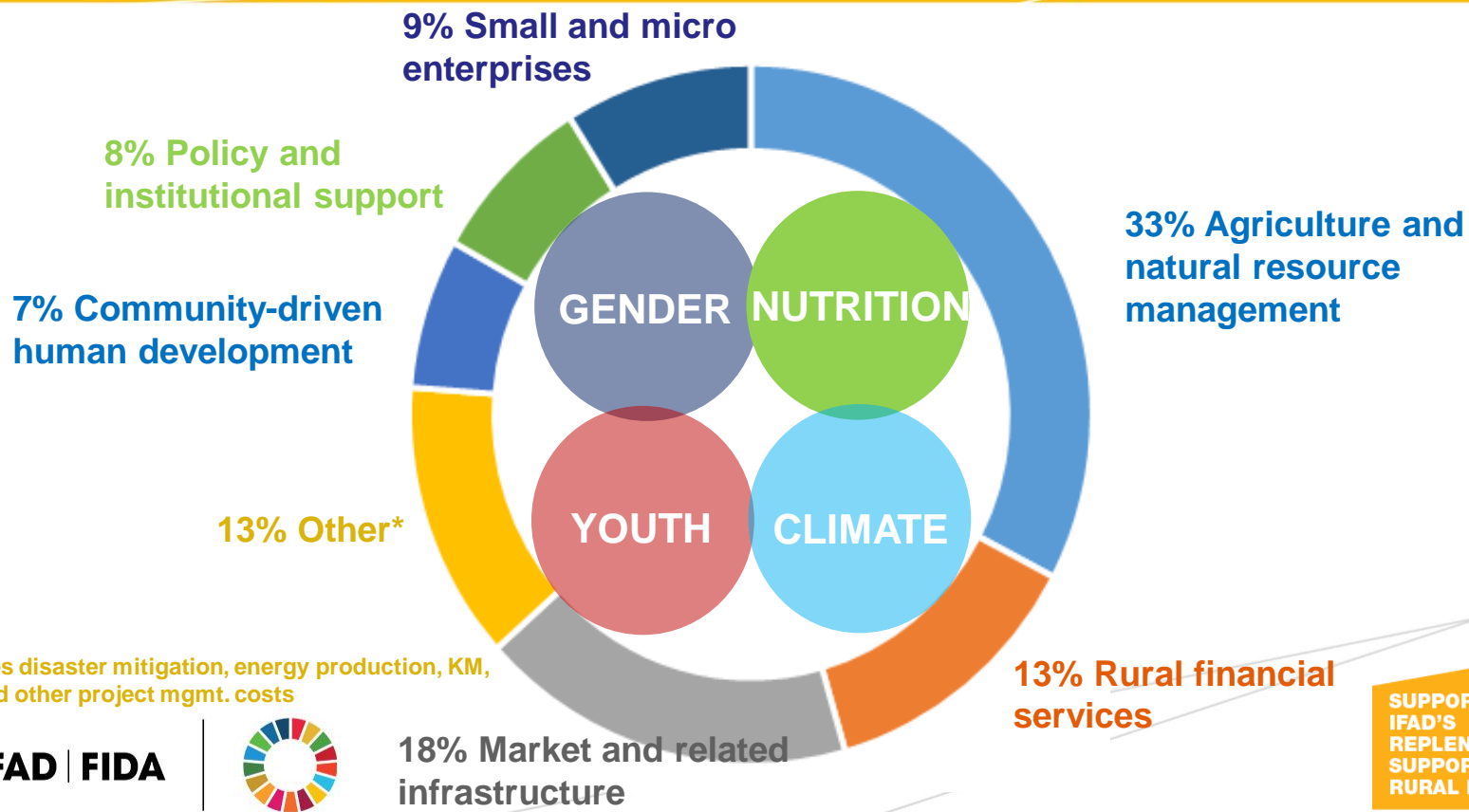
US\$9.97 billion

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PMD's five regional divisions



What investment projects do



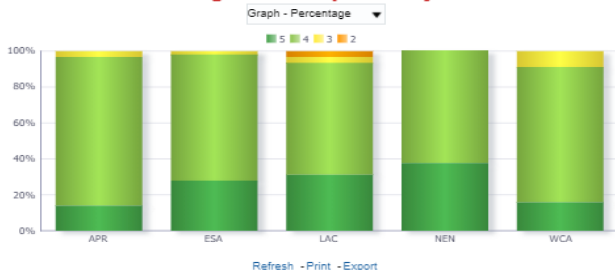
*Includes disaster mitigation, energy production, KM, M&E and other project mgmt. costs



Measuring project results (1/2)

Examples of ratings of projects under implementation – 27 Jan 2021

Achieving the Development Objectives



Overall Implementation Performance



PCR ratings 2020 (% rated 4+)

Indicator	Result	Target
Effectiveness	91%	90%
Efficiency	65%	80%
Sustainability of Benefits	70%	85%
Gender equality	87%	90%
Potential for Scaling Up	85%	95%
Adaptation to Climate change	84%	85%
Nat. Resource Management	82%	90%

Measuring project results (2/2)

Output indicators 2019

Individuals reached by IFAD-supported projects	131.7m
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Strategic Objective 1: Increase rural people's productive capacities

- people with ownership/user rights registered	31,000
- people trained in production practices/technologies	2.63m
- people accessing financial services	22m
- people provided support to improve their nutrition	1.7m

Strategic Objective 2: increase rural people's market participation

- people trained in income generating activities	2.35m
- no. rural enterprises accessing business dev. services	506,000
- people supported who are members of prod'rs organization	1.7m
- km of road constructed/rehabilitated/upgraded	10,700

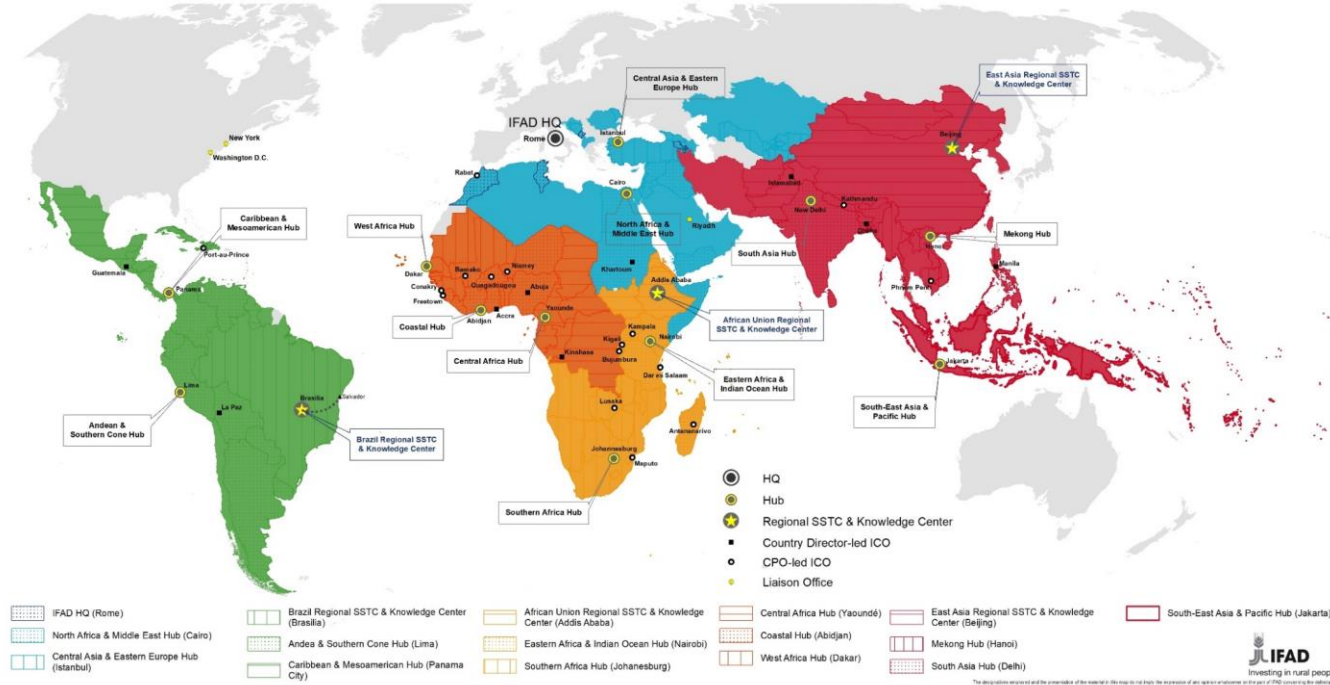
Strategic Objective 3: Strengthen env. sustainability / climate resilience

- land brought under climate-resilient management (ha)	1.75m
- no. groups supported to manage NR and climate risks	7,700
- people accessing technologies to sequester carbon/reduce emissions	81,200
- GHG emissions avoided/sequestered (tCO2e over 20 yrs.)	-38m



Decentralisation: PMD, SKD and FMD work together as a team in the field

IFAD's decentralized structure



Decentralisation – the way forward

Further decentralisation – from 35% to 45% of IFAD staff outside HQ

- IFAD will increase the number of ICOs from 40 to the “maximum affordable” number of single country and multi country CD-led ICOs and CPO-led offices.
- Over the next 3 years, IFAD will establish five regional offices with staff from all Departments. These offices will be headed by a Director.
- IFAD will increasingly hire national staff to perform administrative functions and to support implementation of projects

Operational Policy and Results division (OPR): Functions and Priorities

1. Steers development/implementation of operational policies & strategy

- *Operational policies, procedures; Quality control and compliance; new initiatives and strategic priorities,*

2. Supports delivery of IFAD's programme of loans and grants

- *Manages PBAS; monitors programme delivery; Secretariat of Design Review Meetings - regular operations*

3. Ensures corporate agenda is embedded in country programmes

- *Validation - mainstreaming in projects (climate, gender, nutrition and youth), climate finance tracking*

4. External and internal results reporting

- *Annual Reporting - IFAD's Development Effectiveness (RIDE); interface - Independent Evaluation function,*

5. Compliance and operational risk

- *Project procurement ; social and environmental safeguards; operational risks in ERM*

6. Support and capacity building to country teams

- *In-house capacity building; in-country capacity building initiatives such as **PRIME** and **AVANTI***

7. Administration and development of operational systems and GIS

- *Operational Results Management System (ORMS), Grants and Investment Projects System (GRIPS), Corporate dashboard, Operations Manual; Geographic Information Systems (GIS) / mapping services*



Looking forward to IFAD 12:

1. Theory of change

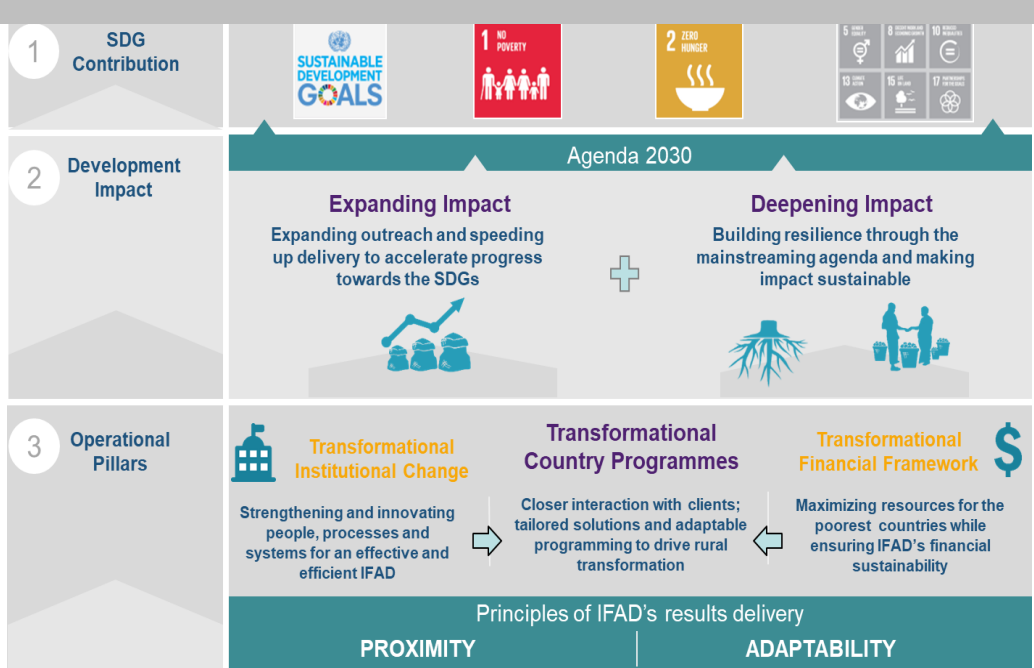
→ Building off principles of **proximity** and **adaptability**

→ **Transformational Country Programmes**

→ Supported by **Institutional Change**

→ And its **Financial Framework**

→ To expand and deepen its impact towards Agenda 2030



Looking to IFAD12:

2. An evolving forward business model

	IFAD 10	IFAD 11	IFAD 12
Resource distribution	100 countries	80 countries 90% resources to LICs & LMICs 10% to UMICs	Approx. 80 countries 100% core to LICs & LMICs
Instruments & tools	PoLG (PBAS)	Fully programmed PoLG (PBAS) RBLs & RO Pilots Differentiated loan pricing Partnerships framework UN reform with UNDS and UNCT	PoW - Core + Borrowed Resources (PBAS + BRAM) New instruments (MPA) RRP & PSFP Policy & closer partnerships
Approach to portfolio management	HQ based and formal supervision	Hubs & ICOs Continuous supervision & implementation support Mainstreaming – 4 themes Improved quality & performance	Decentralized workforce & skills Adaptive management & real-time decision making Focus on fragility, sustainability & efficiency



Thank you!

