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Enabling poor rural people
to overcome poverty

IFAD Initiative for Mainstreaming Innovation

Fifth Progress Report on the Main Phase

Note to Executive Board representatives

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For: Information

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Abbreviations and acronyms

CDS	Office of the Chief Development Strategist
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
IMI	Innovation Mainstreaming Initiative
IFPRI	International Food Policy Research Institute
KMI	knowledge management and innovation
LAC	Latin American and Caribbean Division
M&E	monitoring and evaluation
PBAS	performance-based allocation system
PMD	Programme Management Department
PTA	Policy and Technical Advisory Division
WCA	West and Central Africa Division

IFAD Initiative for Mainstreaming Innovation Fifth Progress Report on the Main Phase

1. This report updates the Executive Board on the progress made by the Initiative for Mainstreaming Innovation (IMI) from December 2009 to October 2010. It follows on from four previous progress reports presented to the Board (documents EB 2009/98/INF.7, EB 2008/95/INF.5, EB 2007/92/INF.6 and EB 2006/88/INF.4), covering the periods December 2008-October 2009, December 2007-October 2008, July 2006-November 2007 and February 2005-June 2006 respectively.

I. Assessment of the IMI activities for the period 2006-2009

2. A corporate-level evaluation of IFAD's capacity to promote innovations, including an assessment of the performance of the IMI, was conducted by the IFAD Office of Evaluation (IOE) and presented to the April 2010 Executive Board.
3. The evaluation acknowledged that the IMI had played an important role in mainstreaming innovation within IFAD, contributing to strengthening innovation in operations and increasing learning and sharing. With regard to the promotion of the required organizational culture change, however, it noted that most changes had occurred mainly through the reform process within IFAD rather than through the IMI. The evaluation considered that IMI's main result was the space it provided for individuals and teams to experiment and test new ideas in new contexts. The IMI also contributed to the development of the IFAD Innovation Strategy,¹ which is a corporate acknowledgement of the importance of innovation.
4. The evaluation considered it essential that IFAD adopt a more systematic approach to implementing the innovation strategy and recommended that the Fund: (i) establish a corporate innovation agenda focusing on a few "big bets"; (ii) treat scaling-up as mission critical; and (iii) strengthen the organization's capabilities and culture in this domain. It also suggested that unused IMI funds could be used for implementing these three main recommendations.

II. Overview of 2010 activities

5. In November 2009, Management decided to develop a knowledge management and innovation (KMI) implementation framework. Its purpose would be to oversee and implement both the knowledge management and the innovation strategies, in line with the decision to merge these two strategies. It was decided in this context that the innovation services group envisaged by the innovation strategy was no longer required. The core KMI Group was established, consisting of the core Knowledge Management Group and the IMI Manager, and was entrusted with the preparation of the KMI implementation framework. During the period covered by the present report, no new activities were funded by the IMI pending the approval of the KMI implementation framework.
6. Following the reconfiguration of the structure of IFAD Senior Management in January 2010, the Chief Development Strategist was designated as the Champion for Innovation and Knowledge Management within the Senior Management team. Subsequently, the IMI Manager and the IMI funds moved to the Office of the Chief Development Strategist (CDS).
7. From February to May 2010, the core KMI Group held consultations with IFAD staff and managers across divisions and units on emerging KMI challenges and opportunities. Based on the findings of these discussions, and building on existing initiatives at regional or country levels, a revised KMI implementation framework

¹ The IFAD Innovation Strategy was presented at the September 2007 Executive Board (EB 2007/91/R.3/Rev.1).

was drafted and approved by the Operations Management Committee on 14 June 2010.

8. The framework contains four main objectives: (i) mainstreaming of KMI activities into IFAD's core processes; (ii) fostering partnerships on KMI; (iii) building an enabling environment and organizational culture for KMI; and (iv) enhancing staff capabilities and supportive technical infrastructure to enable KMI. These objectives are disaggregated into a number of activities/challenges.
9. The framework activities related to innovation include: (i) defining a corporate innovation agenda based on consultations with stakeholders; (ii) revising the IMI procedures and guidelines, which will serve as the basis for the preparation of a call for proposals; and (iii) assessing the contribution of the IFAD-International Food Policy Research Institute (IFPRI) Strategic Partnership Programme² to the implementation of the KMI strategy.
10. The priority challenges identified will be taken up by "challenge owners" (i.e. those with a major stake in successfully overcoming the challenge), thus ensuring widespread ownership of key KMI activities. CDS will provide leadership and coordination, in addition to complementary resources through the unused IMI funds.

III. Outcomes and lessons learned from IMI projects

11. As no new projects have been approved since 2008, the number of approved IMI projects has remained at 39. These projects continue to be implemented and their respective expenditures are reflected in the financial statement contained in annex II of this report.
12. The last IMI progress report (EB 2009/98/INF.7) provided information on a sample of 11 IMI projects that were completed or nearing completion in October 2009. During the current reporting period, another 19 IMI projects have been completed or are nearing completion and are outlined in annex I. These projects invested in developing new policies, operating models, tools and methods, and also had activities focused on learning and capacity-building. The main outcomes of these 19 projects can be summarized as follows:
 - (a) New perspectives of possible interest to IFAD's Strategic Framework 2011-2015, inspired by innovative projects centred on young people, biofuels and private-sector agricultural investment;
 - (b) Novel approaches to IFAD's operating models, notably a new project design process, developed in Swaziland, for countries with low performance-based allocation system (PBAS) allocations; and use, in the Latin America and the Caribbean region (LAC), of new improved image-based technologies to increase monitoring and evaluation (M&E) effectiveness;
 - (c) Mainstreaming of innovations such as the IFAD adaptive approach to participatory mapping through the quality enhancement process and learning events;
 - (d) Development of new tools and methods on targeting, climate change, microfinance and market access. A multidimensional poverty assessment tool was launched in China and India, and an index-based weather insurance was developed in China. New methods for measuring the social impact of microfinance institutions were analysed and ways found to improve market access for IFAD beneficiaries in LAC;

² IFAD contributed to IFPRI's Strategic Partnership to advance innovative policies designed to help poor people benefit from climate change mitigation and improved market access. Four countries were selected to join in this venture: Ghana, Morocco, Mozambique and Viet Nam (see EB 2008/95/R.39).

- (e) Training of IFAD staff in climate change mitigation and capacity-building of IFAD beneficiaries;
 - (f) Several knowledge generation initiatives and more systematic knowledge sharing. Studies have been concluded on various topics such as value chains and indigenous peoples. Knowledge brokerage capacity has been established in the Policy and Technical Advisory Division (PTA) and the West and Central Africa Division (WCA). Web-based tools for knowledge-sharing have been explored, and some in-house seminars have been held to present the findings of selected IMI projects.
13. IMI grantees reported on the experiences and lessons learned from their projects. Although many lessons learned are project-specific, the following general conclusions on the implications of managing an IMI project may be drawn:
- (a) The success of a project stands or falls with the competence, motivation and professionalism of the project team members. Country programme managers and technical advisors play a key brokering role in ensuring the involvement of actors at different levels. Unfortunately, their workload often prevents them from dedicating the necessary time to managing an IMI project.
 - (b) Innovation takes time to develop and to be adopted – therefore projects should not be overly ambitious;
 - (c) Although many efforts were made to mainstream innovations and improve knowledge management, the systematic integration of these processes into IFAD’s corporate culture remains difficult. Existing IFAD procedures are often not sufficiently flexible to incorporate innovative solutions. For some at IFAD, adopting an innovative and creative approach is still perceived as being a complex and time-consuming endeavour. It is therefore essential to recognize that innovative approaches are not a luxury but a necessity in addressing the different and often evolving aspects of rural poverty.
 - (d) The sustainability of innovative projects should be assessed by giving due consideration to the ways in which these projects could be scaled up. The possibility of establishing links with other innovative approaches should also be examined.

IV. The way forward

- 14. The remaining IMI funds will be used to implement the three main recommendations from the evaluation of IFAD’s capacity to promote innovations. The KMI implementation framework will guide the implementation of these recommendations.
- 15. Consultations with IFAD staff will be initiated to jump-start the definition of a corporate innovation agenda. All IMI projects will be carefully analysed as they could inspire the selection of innovation “big bets”. The IMI procedures and guidelines will be revised and, in line with this, a new call for proposals will be organized.

V. Financial matters

- 16. As shown in the table below and detailed in annex II, approved allocations as at 30 September 2010 remained about the same as one year earlier, since no new projects were approved during the year. Expenditures increased by 8.73 per cent. The final instalment of the complementary contribution from the United Kingdom’s Department for International Development had already been received in 2009, bringing the total resources received for the IMI programme to the equivalent of about US\$12.0 million. The current resources available for commitment are about US\$3.2 million out of a total cash balance of approximately US\$4.5 million.

	<i>As at 30 September 2010</i>	<i>As at 30 September 2009</i>	<i>Variation percentage</i>
Resources (cash received) (thousands of United States dollars)	12 002	12 002	0
Approved allocations (thousands of United States dollars)	8 758	8 760	-0.02
Allocations as percentage of resources	72.97	72.99	-0.02
Actual expenditure (thousands of United States dollars)	7 545	6 939	8.73
Expenditure as percentage of resources	62.86	57.82	5.04
Total number of projects approved	39	39	0

Annex I: Table with IMI-funded projects that have reached completion point during 2010.

IMI-funded projects having reached completion point during 2010			
IFAD division(s) or partner/IFAD division(s)	Name of project	Challenge	Outcome
(i) Development policies and strategies			
Policy and Technical Advisory Division	Development of biofuels farming systems, value chains and energy services with a pro-poor focus	How can the production of biofuel crops by small farmers be encouraged?	Through this project, IFAD has begun to explore opportunities for developing biofuel value chains with a pro-poor focus. The project has enabled (a) external networking, (b) increased learning and sharing of knowledge in-house and (c) mainstreaming of learning in IFAD operations. It was suggested that biofuels be part of the IFAD Strategic Framework 2011-2015, which is also being presented at the December 2010 Executive Board.
Regional Programme for Rural Development Training (PROCASUR)/ Latin America and the Caribbean Division (LAC)	Lessons arising from innovation and young talents in the rural world	How can the capacities of young people in poor rural areas be developed?	National and regional-level contests for talented young rural people led to the identification of innovative practices. Fourteen of these practices were documented and a network of rural young people was created. Results are being disseminated through a learning route, a virtual platform and an international seminar jointly organized by the Food and Agriculture Organization of the United Nations, the Ford Foundation and the Colombian Government (October 2010). The final report includes specific recommendations on how IFAD can strengthen the participation of rural young people throughout the project cycle. Particular emphasis is given to access to land, financial services and technical assistance. The project has also spurred strong partnership-building around this topic in LAC.
Near East and North Africa Division	Establishing client-financed agricultural services in The former Yugoslav Republic of Macedonia	How can the private-sector become involved in extension services?	Eight advisory firms were established and are fully operational. They offer an increasingly diverse range of advisory services to primary producers, smallholders and small- and medium-scale rural entrepreneurs, and provide valued links between commercial financial institutions and their clients in rural areas. An assessment was undertaken on how these firms were performing independently some 14 months after the closure of the Agricultural Financial Services Project. The outcomes illustrate that market-oriented private-sector advisory services are compatible with equitable, poverty-reducing economic development.
(ii) New operating model			
East and Southern Africa Division (ESA)	New design process for small investments – Swaziland	How can the costs of project design be reduced in countries with a low PBAS allocation?	A new design process for small investments was developed and documented. The Swaziland country programme team was established and functioned as the design team and steering committee for the new Rural Finance and Enterprise Development Programme. Throughout the process, ESA worked with the Communications Division to pilot on-line workspaces for collaborative learning and sharing, using a range of Web 2.0 tools such as wikis and blogs. Greater understanding of what design entails and how IFAD works has been achieved.
Latin America and Caribbean Division	Using image-based communication as an additional tool for monitoring and evaluation	How can new image-based technologies be used to improve the effectiveness of M&E systems?	The use of image-based methodologies (thematic maps, videos, photographs) and Web 2.0 tools (wikis, blogs, YouTube) has been tested with good results. Five IFAD projects (in Bolivia, Colombia, Panama, Peru and the Bolivarian Republic of Venezuela) have started using these methodologies to document and disseminate their experiences to a broader audience. A blog and a virtual platform were launched incorporating these tools. The website features some 28 videos showing, in a simple and convincing manner, the outcome of various development initiatives. A regional community of practice has also been created. The results were well received at the 2008 European Evaluation Society Conference (Lisbon) and the Knowledge Share Fair organized by the International Center for Tropical Agriculture (CIAT) and the Consultative Group on International Agricultural Research (CGIAR) held in Colombia (May 2010).

IMI-funded projects having reached completion point during 2010

IFAD division(s) or partner/IFAD division(s)	Name of project	Challenge	Outcome
(iii) Tools, methods and capacity-building			
Policy and Technical Advisory Division	Phase II – Piloting IFAD’s participatory mapping approach for specific groups (pastoralists, indigenous peoples, forest dwellers) through innovative twinning arrangements	How can communities’ environmental and natural resource management be strengthened?	To support the implementation of a step-by-step participatory mapping approach (p-mapping) in IFAD projects, there was a need to capitalize on the key issues and lessons learned during the project’s first phase. The adaptive approach to p-mapping has been mainstreamed within IFAD. The project developed a publication on participatory communication, which provides guidance to IFAD staff on developing a participatory communication strategy from project design to post-project evaluation. The project also supported the development of guidelines on participatory M&E systems, including results and impacts indicators, to evaluate the impact of p-mapping initiatives.
Asia and the Pacific Division/ Communications Division	Simplifying the complex: Supporting project and country programme management with a thematic indicator of rural poverty (TIRP)^a	How can rural poverty be measured in a way that is both holistic and understandable to stakeholders and beneficiaries?	IFAD worked with various international and national development experts to design and launch a multidimensional poverty assessment tool (MPAT) in China and India. The MPAT provides an innovative, rural-specific methodology for quickly and efficiently obtaining an overview of the fundamental dimensions that must be examined and addressed to ensure that an enabling environment for rural poverty reduction is in place. The tool empowers poor rural people by providing them with a forum to communicate their perceptions about key dimensions of their lives and livelihoods, and by enabling them not only to express their ideas and wishes about how their livelihoods should evolve in the future but, more importantly, to shape the type and focus of potential interventions leading to these desired outcomes.
Policy and Technical Advisory Division	Innovative brokering system for natural resource management technical advisory services	How can PTA become a “knowledge and expertise broker”?	Knowledge brokerage capacity has been established in PTA, and technical support has been provided to IFAD pilot investment projects on selected livestock and farming systems issues. Sustainable information exchange mechanisms have been established (e.g. community of practice for pro-poor livestock development); expertise has been made available and accessible through partners to enhance the quality of IFAD projects and knowledge management; and innovation tools have been developed. Building on the experience of the livestock and farming system desk, PTA has established other thematic desks (e.g. the water and rural infrastructure and the institution development desks) and other technical advisors are now replicating this approach.
Environment and Climate Division	CLIMTRAIN project: A climate change tailor-made training programme for the Programme Management Department	How can the technical capacity of IFAD staff in the area of climate change mitigation be improved?	The CLIMTRAIN project was the first training activity in this domain specifically tailored to IFAD’s work. Three workshops were organized focusing on the link between climate change and rural development. The workshops led to a better understanding of the needs and constraints in mainstreaming climate change in IFAD’s portfolio. A set of lessons learned highlighting key challenges of climate change and rural development was developed and distributed at the fifteenth Conference of the Parties of the United Nations Framework Convention on Climate Change in Copenhagen in 2005.
Policy and Technical Advisory Division/Asia and the Pacific Division	China – reducing vulnerability and managing weather risk	How can farmers better adapt to weather conditions?	IFAD, together with the World Food Programme, the Chinese Ministry of Agriculture and the Guoyuan Agricultural Insurance Company, designed and launched a weather index-based insurance (WIBI) product in China’s Anhui Province. This first-ever index-based insurance product is an innovative ex-ante risk management system to protect the livelihoods of small-scale farmers. The Government of China has expressed strong interest in scaling up the WIBI pilot in conjunction with multi-peril crop insurance.

^a The title was changed to MPAT – multidimensional poverty assessment tool.

IMI-funded projects having reached completion point during 2010

IFAD division(s) or partner/IFAD division(s)	Name of project	Challenge	Outcome
United Republic of Tanzania Country Office/East and Southern Africa Division	Enhancing farmer participation in the planning and monitoring of a sector-wide approach (SWAp)	How can partnerships between farmers' organizations and district officials be made more effective?	Farmers' networks and farmers' forums have been established at local levels, increasing the voice of smallholder farmers in lobbying and advocacy on sector issues. Farmers' forums have functioned as a catalyst for improving transparency and accountability in local governance and for advocacy by farmers. Through their local networks, farmers feel empowered and more confident to advocate for economic opportunities and their rights in decision-making related to the Agricultural Sector Development Programme and the District Agricultural Development Plan.
Policy and Technical Advisory Division	Mainstreaming value chain development for rural poverty reduction	How can a "best practice" value chain analysis be mainstreamed into IFAD operations?	A pro-poor rural value chain development thematic study has been concluded and will be presented to PMD and CDS. The purpose of the study is to learn from the experience of IFAD, other donors and the private sector, and to assess how value-chain projects have fared up to now in terms of both facilitating the access of IFAD's target groups to markets and reducing their poverty.
Policy and Technical Advisory Division	Managing a double bottom line – A global learning programme in social performance management	How can the social impact as well as the financial performance of microfinance institutions be measured?	As microfinance has matured, microfinance institutions (MFIs) are searching for innovative ways to achieve the double bottom line, meeting both their financial and social goals. The project introduced new methods of strengthening social performance management (SPM) in seven MFIs and used an innovative structured knowledge management process to promote peer learning. This work represented an important step in implementing IFAD's operational guidance to SPM presented in the document "Assessing and Managing Social Performance in Microfinance" (2006). By continuing to support innovative approaches to SPM, IFAD seeks to shift the focus from individual assessments of impact towards continuous monitoring and learning about MFIs' social performance. By tracking their social objectives as closely as their financial goals, MFIs can allocate resources more effectively and maximize the double bottom line.
Policy and Technical Advisory Division	Learning and building upon the knowledge base of the Indigenous Peoples' Assistance Facility (IPAF)	How can knowledge and information be captured from the IPAF and how can a direct link be promoted between grass-roots organizations and their regional and international leadership?	Through the analysis of 1,100 project proposals received under the IPAF, the project captured knowledge on indigenous peoples' issues. This analysis was published under the title "Custodian of Culture and Biodiversity. Indigenous Peoples take charge of challenges and opportunities". Workshops on IPAF were organized in Peru and Thailand to improve knowledge-sharing and networking. The workshop discussed, among other topics, the self-determined development of the indigenous peoples and organizations implementing the IPAF-funded microprojects.
West and Central Africa Division (WCA)	Scouting and sharing innovation so as to improve the livelihoods of poor rural smallholder farmers in WCA: Proposal for a regional innovation fair and workshop	How can innovations that can improve the livelihoods of smallholder farmers in WCA be identified?	A range of innovations in the WCA region were identified, documented and shared on the FIDAfrique-IFADAfrica website. A pilot mechanism for the systematic identification and sharing of innovations has been developed and established in WCA. A variety of actors were brought together in a workshop in Burkina Faso to exchange knowledge and lessons in the field of innovation.

IMI-funded projects having reached completion point during 2010

IFAD division(s) or partner/IFAD division(s)	Name of project	Challenge	Outcome
International Farming Systems Research Methodology Network/Latin America and the Caribbean Division	Strengthening access to markets for small poor agricultural producers in Latin America: Technical assistance for self-management	How can market access be strengthened through self-management?	Through eight case studies, the initiative has analysed which technical components and management decisions seem to be decisive in establishing stable market access for smallholders. The initiative has made various recommendations for improving market access for the beneficiaries of IFAD-funded projects, with particular emphasis on the role of organizational issues. An electronic conference was held with the participation of staff from rural development projects. The results were presented at the Knowledge Share Fair organized by the International Center for Tropical Agriculture (CIAT) and the CGIAR in Cali, Colombia in 2010.
Policy and Technical Advisory Division	Project for learning and knowledge on innovations in water and rural poverty (InnoWat)	How can learning and knowledge on innovations in water and rural poverty be improved?	The IFAD team working on agricultural water management and rural infrastructure is developing its operational approach to water and rural poverty, under the aegis of the InnoWat project. An InnoWat kit was put together, consisting of a series of topics, facts, tool sheets and case studies and can be found on IFAD's website (www.ifad.org/english/water/innowat). The kit is expected to be useful to IFAD country programme managers and to enhance IFAD's comparative advantage with respect to rural poverty reduction and water issues. Major achievements are having (i) given young water professionals a "leg-up" into institutional careers; (ii) scaled up findings to government levels; and (iii) influenced CGIAR and United Nations research agendas.
West and Central Africa Division	Promotion of innovation in the provision of basic financial services to the rural poor: The financial services association (FSA) model	How can the FSA be mainstreamed in IFAD's projects?	The FSA model is an IFAD innovation developed in 1997. The aim of the proposal was to capitalize on the model and to assess options for replication. The FSA model was introduced in the Rural Finance and Community Improvement Programme in Sierra Leone. Best practices and lessons learned were extracted from this experience and options for mainstreaming were explored. The pilot intervention proved that there is a huge need for community-based financial service providers and that the FSAs are among the most appropriate means for increasing access to credit for the rural people in the poorest and most remote areas of the country, where no other financial institution provides financial services.
Latin America and the Caribbean Division	Promoting market access for small-scale rural producers	How can small-scale producers be supported in accessing markets?	The project disseminated and scaled up innovative tools, best practices and policies promoting market access. Its main achievements were a stocktaking exercise of IFAD experiences in market access with practical recommendations for IFAD-funded projects; the development of a virtual space to facilitate learning and sharing across IFAD divisions (the result of a fruitful collaboration between PTA, LAC and other units) and the successful development of a pilot project promoting the use of information and communication technologies as a tool to promote access to markets. This project is currently being scaled up by LAC and ESA.

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Provisional financial statement of IMI grants (as at 30 September 2010)

Financed by the Department for International Development (United Kingdom)

SUMMARY

<i>Summary of resources</i>	<i>United States dollars</i>	<i>Liquidity status</i>	<i>United States dollars</i>
Resources (table 1)	12 001 881	Cash received (table 1)	12 001 881
Approved allocations (table 2)	(8 757 615)	Expenditures (table 2)	(7 545 213)
Resources available for commitment	3 244 267	Cash balance	4 456 668

DETAILS

Table 1
Resources

	<i>Pounds sterling</i>	<i>United States dollars</i>
13-Dec-03	400 000	689 440
26-Mar-04	100 000	181 085
09-Feb-05	1 000 000	1 857 800
06-Sep-05	1 900 000	3 501 415
28-Mar-06	1 100 000	1 924 560
23-Mar-07	500 000	988 600
30-Jan-08	569 000	1 131 457
01-Apr-08	500 000	987 700
06-Apr-09	500 000	739 825
	6 569 000	12 001 881

Table 2
Commitments and expenditures

<i>Description</i>	<i>United States dollars approved^a</i>	<i>United States dollars expenditures</i>	<i>United States dollars balance</i>
PREPARATORY PHASE			
Preparation work on the IFAD Initiative for Mainstreaming Innovation	8 689	(8 689)	-
Innovative monitoring of impact through the Microfinance Information eXchange (MIX)	71 146	(71 146)	-
Innovative targeting under community development funds	68 227	(68 227)	-
Rural Poverty Portal	78 901	(78 901)	-
Innovative strategies for land and water access to the poor	71 959	(71 959)	-
Scaling up of innovative small stock management practices developed by IFAD projects	68 856	(68 856)	-
Public-private partnership-building in IFAD	73 585	(73 585)	-
Market development support	74 574	(74 574)	-
Funding proposal for programmatic supplementary funds – consultation workshop on the framework	47 461	(47 461)	-
Role of institutional analysis in the successful scaling up of innovation	201 847	(201 847)	-
Regional economist	71 978	(71 978)	-
Total preparatory phase	837 223	(837 223)	-
MAIN PHASE			
(i) Innovative operations			
Competitive bidding^a			
Market access for small-scale rural producers	210 000	(209 813)	187
MIX	197 248	(197 248)	-
Mainstreaming new targeting framework	190 000	(188 837)	1 163
Rural Poverty Portal	199 084	(199 084)	-
Institutional analysis practitioner's guide	200 000	(192 746)	7 254

^a Where an activity is finalized, the approved amount indicates the disbursed amount.

Table 2 (cont.)

Financed by: Department for International Development (United Kingdom)

SUMMARY

<i>Description</i>	<i>United States dollars approved^a</i>	<i>United States dollars expenditures</i>	<i>United States dollars balance</i>
Rural outmigration, trafficking and HIV/AIDS	194 837	(194 837)	-
Financial services association model	86 723	(86 723)	-
Land tenure security of the rural poor	196 233	(196 233)	-
Innovation in water and rural poverty	200 000	(198 727)	1 273
Biofuels farming systems	147 600	(134 011)	13 589
Participatory mapping	98 661	(98 661)	-
Model for private-sector payment	100 000	(85 337)	14 663
Client-financed agriculture services	200 000	(171 920)	28 080
Pilot for new supervision and implementation support	200 000	(153 004)	46 996
Lessons from innovations and young talents in the rural world	197 000	(197 000)	-
New design process for small investments	112 720	(112 720)	-
Innovation scouting and sharing	135 000	(131 628)	3 372
Technical assistance for self-management	175 000	(175 000)	-
Country M&E and knowledge management system	170 000	(168 120)	1 880
Healthy alternatives to tobacco	135 000	(135 000)	-
Managing weather risk	200 000	(200 000)	-
Farmer participation in SWAp	200 000	(200 000)	-
Project design pilot	200 000	(183 000)	17 000
Mainstreaming value chains	200 000	(186 463)	13 537
Mainstreaming climate change	175 000	(133 441)	41 559
Leveraging migrants' remittances	162 000	(162 000)	-
Social performance management	200 000	(200 000)	-
Indigenous peoples' knowledge	80 399	(80 399)	-
Learning and sharing day	100 000	-	100 000
Participatory mapping pilot	121 000	(118 418)	2 582
Imaged-based monitoring	100 000	(100 000)	-
Thematic indicator	100 000	(92 667)	7 333
Brokering of natural resource management technical services	100 000	(94 439)	5 561
CLIMTRAIN project	100 000	(67 086)	32 914
Training and capacity-building	100 000	(35 514)	64 486
Security programme for women	25 000	(24 000)	1 000
Education for a sustainable future	100 000	(39 283)	60 717
Enterprise risk pilot	50 000	(48 320)	1 680
Benchmarking of international financing institutions	88 389	(88 387)	2
	5 746 894	(5 280 068)	466 826
(ii) IMI Screening Committee (ISC) costs			
ISC travel/fees	14 717	(14 717)	-
ISC miscellaneous	494	(494)	-
	15 210	(15 210)	-
(iii) Rapid Funding Facility			
San Salvador diaspora	19 950	(19 950)	-
	19 950	(19 950)	-
Total innovative operations	5 782 054	(5 315 228)	466 826

^a Where an activity is finalized, the approved amount indicates the disbursed amount.

Table 2 (cont.)

Financed by the Department for International Development (United Kingdom)**SUMMARY**

<i>Description</i>	<i>United States dollars approved^a</i>	<i>United States dollars expenditures</i>	<i>United States dollars balance</i>
Partnership development			
IFAD-IFPRI partnership	185 905	(185 905)	-
IFAD-Center for Creative Leadership (CCL) partnership	60 000	(25 668)	34 332
Innovation promotion	215 000	(151 424)	63 576
Travel by organizations of the rural poor	102 133	(102 133)	-
	563 038	(465 130)	97 908
Learning and sharing			
Scouting and regional fairs	150 000	(90 573)	59 427
IFAD top ten innovations	200 000	-	200 000
Challenge map	100 000	(46 078)	53 922
Networks and communities of practice	225 000	(191 744)	33 256
Competitions	40 000	-	40 000
Web-based sharing	100 000	(66 471)	33 529
	815 000	(394 865)	420 135
Cultural and organizational change			
Learning tours/field immersion	170 000	(166 532)	3 468
Monitoring of ongoing bids	40 000	-	40 000
IFAD Innovation Strategy	81 900	(81 900)	-
Creative problem-solving training	268 400	(237 522)	30 878
Other training	50 000	(23 866)	26 134
Launching of innovation strategy	150 000	(22 947)	127 053
	760 300	(532 767)	227 533
Total main phase	7 920 392	(6 707 991)	1 212 401
Grand total	8 757 615	(7 545 213)	1 212 401

^a Where an activity is finalized, the approved amount indicates the disbursed amount.