

Document: EB 2018/124/INF.7
Date: 28 August 2018
Distribution: Public
Original: English

E



Investing in rural people

Update on the Status of IFAD11 Commitments and Management's Actions to Monitor Progress against the IFAD11 Results Management Framework Targets

Note to Executive Board representatives

Focal points:

Technical questions:

Donal Brown
Associate Vice-President
Programme Management Department
Tel.: +39 06 5459 2448
e-mail: d.brown@ifad.org

Lisandro Martin
Director, West and Central Africa Division
Director, Operational Policy and Results Division, a.i.
Tel.: +39 06 5459 2388
e-mail: lisandro.martin@ifad.org

Dispatch of documentation:

Deirdre McGrenra
Chief
Governing Bodies
Tel.: +39 06 5459 2374
e-mail: gb@ifad.org

Executive Board — 124th Session
Rome, 11-13 September 2018

For: Information

Update on the Status of IFAD11 Commitments and Management's Actions to Monitor Progress against the IFAD11 Results Management Framework Targets

A. Purpose

1. Following a preview at the informal seminar in March 2018 on “Strengthening IFAD’s capacity to deliver on the 2030 Agenda: engagement in the UN Reform, preparing to meet IFAD11 commitments and the OpEx exercise”, the purpose of this paper is to brief Executive Board members on the progress being made towards fulfilling the commitments made for the Eleventh Replenishment of IFAD’s Resources (IFAD11) in accordance with the agreed timeline, and achieving the targets in the corporate Results Management Framework (RMF) for the IFAD11 period (2019-2021).
2. This paper also includes actions undertaken by IFAD Management to proactively track and monitor progress internally against the IFAD11 commitments and their corresponding monitorable actions and RMF targets. These actions will ensure appropriate awareness among staff and a better understanding of the vision for IFAD11. A time frame is also provided for engaging with the Executive Board on fine-tuning the RMF during the IFAD11 period in line with the agreement with Member States in the context of the IFAD11 Consultation.¹

B. Background

3. At the Governing Council session in February 2018, the Report of the Consultation on the Eleventh Replenishment of IFAD’s Resources was adopted² by IFAD’s Member States. In adopting the report, Member States agreed to 14 overarching commitments and 50 corresponding monitorable actions with specific time frames for the IFAD11 period. To facilitate the implementation of the IFAD11 business model, it was agreed that certain actions would be delivered in 2018, before the beginning of the IFAD11 cycle. Member States also agreed to a new corporate RMF for the same period with a range of indicators and associated targets.
4. IFAD has embarked upon a series of comprehensive reforms to make the organization fit for purpose in delivering on its mandate of promoting sustainable and inclusive rural transformation. These reforms are also fundamental to ensuring that the Fund makes its contribution towards achieving the objectives of the 2030 Agenda for Sustainable Development.
5. The abovementioned commitments and monitorable actions lay the groundwork for IFAD’s institutional transformation (i.e. business model, financial architecture and organizational efficiency). Taken together they are essential for achieving better results and development effectiveness and enabling IFAD to move ahead in meeting the ambitious targets it has set for itself as part of the RMF.

C. Progress against IFAD11 commitments

6. Process. In order to effectively monitor and track progress against the 14 commitments and 50 corresponding monitorable actions, Management has developed a systematic online tracking system. This will ensure that: (i) accountability for delivery is clearly defined for the focal points; (ii) actions are carried out within the agreed timelines; and (iii) the President and Senior Management have an overview of progress being made to inform decision-making on any adjustments that might be needed to ensure that implementation remains on track.
7. The tracking system has been populated with the measurable outputs required to complete each action. Status updates and eventual challenges encountered are entered by the assigned lead for a specific action. These are then aggregated and presented in a monthly report, which is discussed as an agenda item by

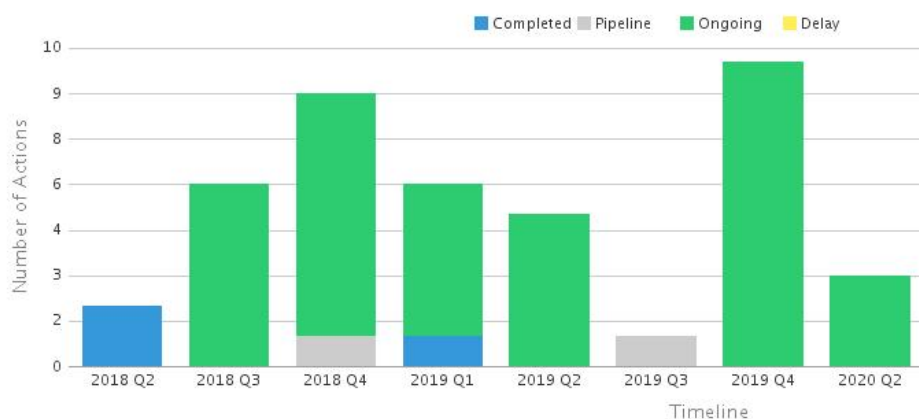
¹ Monitorable action 36 from the commitments matrix for IFAD11.

² See IFAD11/4/R.2/Rev.1.

IFAD's Executive Management Committee (EMC) chaired by the President. In this way the EMC is regularly updated and can take necessary decisions promptly to ensure that commitments are met as approved by the Governing Council. IFAD11 is the first replenishment period for which a systematic online tracking system with clear responsibilities, accountabilities and regular monitoring has been put in place.

8. Progress update. Management is pleased to note that it is largely on track with the interim milestones for the IFAD11 actions. Progress on the following items is being reported separately: (i) decentralization; (ii) status of contributions; (iii) proposal for a faster implementation from project start-up facility; (iv) action plan for youth mainstreaming; and (v) the Working Group on the Transition Framework of the Executive Board. In addition to these updates, several actions have been completed internally. These include revisions to the project design process to improve quality and efficiency; draft revisions to the gender and nutrition action plans to enable IFAD to better address these central dimensions of rural transformation; and improvement of disbursement performance through a dedicated action plan to ensure that projects can deliver the desired outcomes.
9. Management wishes to underline that three of the 50 monitorable actions have already been completed. This includes the establishment of IFAD's first facility devoted to South-South and triangular cooperation,³ organizational decentralization of operational and other concerned staff, and reforming the operations review and clearance process.
10. Furthermore, by the end of 2018, 17 monitorable actions are likely to be fully completed, accounting for 34 per cent of all those agreed for the IFAD11 period (see graph 1). By the end of 2019, an additional 22 actions are planned for completion. To ensure that these latter actions are completed next year, Management has already started the background work and completed interim outputs.

Graph 1
Number of actions by quarter



11. As can be seen in the commitment matrix of the IFAD11 Report, 70 per cent of the committed actions relate to the formulation or updating of policies, procedures, guidelines and processes that lay the groundwork for achieving the IFAD11 targets. Work is already under way on different fronts (e.g. the development of IFAD's first ICT for development strategy, and a knowledge management strategy) and concerted efforts are being made to develop/renew relevant policies, strategies and guidelines. These outputs are the backbone for institutionalizing reforms and priorities as they provide IFAD staff with the overarching framework for designing and delivering country programmes and projects: IFAD's main instruments for supporting rural poverty reduction.

³ A separate progress report on the facility will be provided to the Board in December 2018.

12. In the process of delivering on these commitments, Management has already learned important lessons. First, while the IFAD11 Consultation sought to ensure adequate sequencing of the commitments, in a few cases the timeline may need to be revised to ensure that the appropriate building blocks are in place. Second, as IFAD builds its new business model for IFAD11, awareness needs to be built among staff to ensure smooth implementation, which sometimes requires lengthier processes than originally envisaged. Third, a few of the RMF targets may prove not to be entirely realistic as they depend on the availability of more robust baselines and capability assessments. After a careful assessment, Management will address these through appropriate consultations. Overall, Management remains convinced that the IFAD11 commitments will transform the way IFAD works, taking its performance to a higher level.

D. Management's actions to proactively monitor and track progress against the IFAD11 Results Management Framework targets

13. Management reports to the Executive Board on progress against the RMF indicators and targets through the Report on IFAD's Development Effectiveness (RIDE), which is issued annually. The 2018 RIDE is being presented to the present session of the Executive Board. Overall, the report highlights that while performance is improving in 2017, IFAD falls short on some of the ambitious IFAD10 targets (in particular, the efficiency of operations and sustainability of benefits). Recognizing the need to raise the performance bar and meet the targets in the RMF for IFAD11, Management has initiated a number of reforms through the IFAD11 commitments, as well as other interlinked initiatives including the Operational Excellence for Results reforms and the Development Effectiveness Framework.
14. For example, in order to anticipate, improve and adjust progress at the operational level, Management has developed an internal dashboard with all operational performance indicators from tier II and tier III of the IFAD11 RMF. Under the leadership of the Programme Management Department, targeted monthly discussions will be held with all relevant stakeholders to assess performance and provide workable solutions in a timely manner.
15. In order to raise awareness and sensitize staff on evolving priorities and areas of focus, Management has rolled out an Operations Academy. The Academy has successfully held two sessions with all operational staff. Additional sessions in decentralized hub locations will be run regularly.
16. Internal review processes are also being strengthened to ensure evolving priorities are adequately reflected in country strategies and project documents as relevant.

E. Time frame for fine-tuning the Results Management Framework for IFAD11

17. As part of the IFAD11 commitments, Management will fine-tune the Results Management Framework in cooperation with Member States and return to the Executive Board with proposed revisions as necessary. The proposed revisions will take into consideration performance and challenges faced in achieving targets for IFAD10, the evolving global context and Member States' priorities.
18. Management will report back to the Board as follows: (i) at the 125th session in December 2018, it will provide targets related to decentralization and efficiency; (ii) at the 127th session in September 2019, it will provide a more comprehensive update following the 2019 RIDE (the last for the IFAD10 period), also as a prelude to the midterm review for IFAD11. This update will provide an important opportunity to reflect on aggregate performance for IFAD10 and propose any revisions to targets that may be required for the IFAD11 period; and (iii) a final update will be provided in 2020 for setting targets on country programme performance indicators based on the revised client survey foreseen for 2019 and new project-level core indicators as agreed with Member States in the RMF.