IFAD

Enabling poor rural people
to overcome poverty

IFAD Initiative for Mainstreaming Innovation

Fourth Progress Report on the Main Phase

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For: **Information**

Note to Executive Board Directors

This document is submitted for the information of the Executive Board.

To make the best use of time available at Executive Board sessions, Directors are invited to contact the following focal points with any technical questions about this document:

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Abbreviations and acronyms

CCL	Center for Creative Leadership
CPS	creative problem-solving
IA	institutional analysis
IASMN	Inter-Agency Security Management Network
IFI	international financial institution
IMI	Innovation Mainstreaming Initiative
IFPRI	International Food Policy Research Institute
ISG	Innovation Services Group

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

1. This report updates the Executive Board on the progress made in the main phase of the Initiative for Mainstreaming Innovation (IMI) during the period from December 2008 to October 2009. It follows on from document EB 2008/95/INF.5 presented at the December 2008 Board covering the December 2007-October 2008 period, information note EB 2007/92/INF.6 presented at the December 2007 Board covering the July 2006–November 2007 period and information note EB 2006/88/INF.4 presented at the September 2006 Board covering the February 2005–June 2006 period.

2. The IMI was established to promote the mainstreaming of innovation throughout the institution. The present report seeks to update the Executive Board on progress made in specific IMI activities, as well as reporting on activities carried out by the IMI secretariat in direct support of the implementation of the IFAD Innovation Strategy approved in September 2007.

3. Pending the creation of the Innovation Services Group (ISG) as envisaged by the innovation strategy, the IMI secretariat has taken a cautionary approach in managing the remaining uncommitted balance of IMI funds, which currently stands at USD$3.2 million. Funding of new initiatives has been reduced and the focus has shifted to gathering knowledge and learning emerging from IMI projects and aligning core activities with the goals of the strategy.

I. Financial matters

4. As shown in the table below, approved allocations increased only by 2.48 per cent over the reporting period as no further competitive bids were approved, resources received increased by 6.57 per cent and expenditure increased by 28.98 per cent. The final instalment of the complementary contribution from the Department for International Development of the United Kingdom has now been received, bringing the total resources received for the IMI programme to the equivalent of US$12,001,882. A financial statement at 30 September 2009 is presented in annex II.

	As at 30 September 2009	As at 30 September 2008	Variation percentage
Resources (cash received) (thousands of United States dollars)	12 002	11 262	+6.57
Approved allocations (thousands of United States dollars)	8 760	8 548	+2.48
Allocations as percentage of resources	72.99	75.90	
Actual expenditure (thousands of United States dollars)	6 939	5 380	+28.98
Expenditure as percentage of resources	57.82	47.77	
Total number of projects approved	39	39	

II. IMI specific activities

5. Cumulative allocations under this heading amount to US$5.7 million, representing about 65.47 per cent of total commitments.

6. No further projects were approved during the present reporting period, with the total number of approved IMI projects remaining at 39. The focus was shifted during this period to the knowledge and learning aspect of IMI projects and the identification of any potential areas suitable for replication and mainstreaming.

Emerging outcome of IMI-funded projects

7. The overall outcome of the 39 IMI projects approved during 2005-2008 is difficult to quantify and assess, partly because many of the projects have not reached

completion and partly because uptake of any innovation takes time. Any positive effects will probably be harvested in the coming years. What could be considered the major outcome of the competitive bidding initiative is that it provided a space for individuals and teams to experiment and test new ideas in new contexts. Such a space is critical if innovation is to take place in an institution. In all cases, a more thorough and systematic assessment of the outcome of these projects should be carried out, possibly in the context of the implementation of the third cluster of the innovation strategy (prototyping).

8. A sample of 11 IMI projects that are completed or nearing completion is presented in annex I. The emerging outcomes of these projects are highlighted below:

    (a) The IMI projects invested in developing new policies, operating models, tools and methods, in addition to activities specifically focused on learning and capacity-building;

    (b) Only one project seems to have been inconclusive, while two others require more time and follow-up activities to be fully assessed. This low rate of unsuccessful undertakings results in part from the clear capacity to conduct projects that is found in the organization, but it may also reflect a relatively modest degree of novelty in these projects and a preference for lower-risk endeavours on the part of the innovators in a culture that is heavily oriented towards performance rather than learning;

    (c) IMI projects have provided the knowledge base for two new corporate policies approved by the Board, namely the Targeting Policy and the Policy on Improving Access to Land and Tenure Security;

    (d) IMI projects have successfully piloted initiatives that have integrated local and national knowledge into IFAD's operating models and knowledge management system (Madagascar, United Republic of Tanzania). These adapted models, which have raised the interest of other regions in which IFAD is active such as Asia, Latin America, the Middle East and North Africa, offer good prospects for rapid replication and mainstreaming;

    (e) Similarly, new tools and methods were developed in critical areas of IFAD activities such as microfinance and institutional analysis. These projects have had a substantial but indirect impact on project designs and on capacity-building through training activities that reached out to up to 100 professionals in some cases. However, new methods are adopted on a much wider scale within the innovators' division of origin than in other divisions;

    (f) IMI has been the main funding source of many key knowledge generation and sharing initiatives, the most important of which are the Rural Poverty Portal, the Rural Poverty Report case studies database (discussed in the next section), the West Africa Innovation Fair and the knowledge base of the Indigenous Peoples Assistance Facility. These activities generally raised awareness of existing innovations and facilitated exchange among participants and within regional networks, while promoting partnerships.

9. In many respects, the outcomes of IMI projects have still to reach their full development. Much will depend on the ability to follow up through replicating and scaling up initiatives and on the actual implementation of the innovation strategy. In an institutional context that prevents IFAD from "investing in itself" through the grant programme, IMI has provided a much needed space for fine-tuning new ideas and for IFAD staff and consultants to update themselves on cutting-edge knowledge and the best practice of other organizations, and to integrate such knowledge into IFAD practice. Without the IMI, there would have been a considerable deterioration in the space for creativity and innovation. There is, however, at present no equivalent funding mechanism in IFAD to ensure continuity of these efforts.

10. A large corpus of documented experience is emerging from the IMI projects that will need to be synthesized and rendered accessible.

Showcasing IMI-funded projects during the Knowledge ShareFair

11. A number of IMI-funded projects were showcased during the Knowledge ShareFair held at the Food and Agriculture Organization of the United Nations (FAO) in January 2009 to promote knowledge and learning. The projects also provided material for discussion in special thematic sessions:

    - Scouting and sharing innovations in Western and Central Africa: Generating new knowledge from successful experiences

    - Mapping for change. The role of participatory mapping in sharing and generating knowledge

    - Sourcebook and practitioner's guide: Building pro-poor institutions and improving institutional analysis using participatory methods

    - Mapping power asymmetries in pro-poor rural water by using Net-Map

    - Knowledge from the field: Innovative tools linking M&E, knowledge management and communication for result-based country programme: the case of Madagascar

12. The IMI secretariat participated in the event with a stand presenting the IMI-funded web-based knowledge database: Capturing innovations from rural development projects using a challenge-based approach.

13. The database contains information on successful experiences and case studies in rural poverty reduction. It is also of potential interest to programme and strategy design teams in the operational divisions, and to technical advisers and policy coordinators in their respective functions.

14. The sharing of knowledge and learning during the event was a clear example of the successful integration of innovation and knowledge management. The large number of IMI-funded projects also testifies to the key role played by IMI in promoting innovators and funding innovative ventures of interest outside the organization.

Informal seminars and learning events

15. During 2009, the following informal seminars were organized by IMI bid winners in order to disseminate and share progress being made in their IMI project. IFAD staff members showed their interest in these innovative ideas by participating in large numbers.

    - International financial institution benchmarking initiative (presentation to Senior Management)

    - Weather-based index insurance in China

    - The multidimensional poverty assessment tool (MPAT): A new framework for measuring poverty

    - Feedback session and presentation of completion report of the IMI project: Piloting the new Policy on Supervision and Implementation Support in the context of the Tanzania country programme in order to develop robust supervision guidelines for IFAD

Field immersion

16. The programme has been mainstreamed. The selection process and funding are now led by the Human Resources Division and the logistics are organized in conjunction with the country programme team. The IMI secretariat continues to perform an advisory and supportive role based on the experience gathered from previous field immersions.

17. The fourth field immersion programme was held in Viet Nam in October 2009, replicating similar initiatives in Azerbaijan (2008), Madagascar (2007) and Peru (2006). The total number of IFAD staff who have taken part in a field immersion now stands at 60. This programme provides an opportunity for staff to understand IFAD's work better, to relate field realities to their daily work and above all, it provides an experience that builds empathy and a better understanding of the challenges faced by poor rural people. The immersion is also an opportunity to identify first-hand any practical solutions or innovations adopted by rural people to overcome major challenges.

III. IMI support to the Innovation Strategy

18. The IMI contributed to an action plan key deliverable by laying the foundations for the IFAD innovation strategy (EB 2007/91/C.R.P.1), which provides IFAD with a framework to ensure that innovation is systematically and effectively mainstreamed in IFAD processes and practice in country programmes.

19. IFAD focuses on four clusters to "strengthen its innovative capabilities and become a better catalyst of pro-poor innovation":

   (i)   Building capabilities and understanding of challenges requiring innovation;

   (ii) Nurturing partnerships and facilitating an innovation network;

   (iii) Embedding rigorous innovation processes and the related risk management into IFAD's core business practices;

   (iv) Facilitating a more supportive organizational environment for innovation.

20. The IMI secretariat has supported the implementation of the strategy by initiating work on the following clusters. The production of the innovation strategy is a key success of the IMI's mainstreaming efforts.

Cluster (i): Building capabilities and understanding of challenges requiring innovation

21. **Creative problem-solving (CPS).** A precondition for the successful implementation of IFAD's innovation strategy is a change in institutional culture. To achieve this, the ongoing human resources management reform needs to be underpinned by well-designed training courses that strengthen CPS skills and encourage the cultural transformation process outlined in the innovation strategy. The CPS technique focuses on how people interact with others and how they approach problem-solving using concrete work situations. It does this through two types of activities: training, to teach the basic CPS techniques and change the way people interact; and coaching, putting these techniques into practice in a work situation with the support of a CPS facilitator. Such courses provide effective tools and techniques to foster creativity and lead to enhanced organizational capabilities in creative, innovative thinking.

22. Over the last three years, the IMI has organized CPS training for different groups and types of staff within and outside the organization.

   (a) Two sessions were held with "IFAD innovators", 30 of the IMI project originators, mostly country programme managers and technical advisers, who took part in sessions focused on identifying challenges in their specific projects and thinking creatively around them to find solutions.

   (b) A divisional-level session was organized for 24 staff from the Asia and the Pacific Division, which contributed to the creation of team spirit; improved communication, exchange and interaction in reaching a common understanding (this included deferring judgement on differing perspectives);

and developed a greater sense of empowerment stemming from greater participation in ongoing processes.

(c) A second divisional session was organized for 17 staff from the Western and Central Africa Division. This session also provided an opportunity to test a pilot French-language version of the course tailored for French-speaking project staff. The focus of this workshop was to apply creative thinking to IFAD's new supervision role.

(d) The Human Resources Division (23 staff) participated in an introductory CPS session to put creativity into a human resources context, link it with their work on appreciative enquiry and diversity, and provide an overview on what it takes to build a creative team.

(e) CPS techniques were also used in the field in real business situations in India (project problem-solving with 20 project staff) and the Sudan where 40 participants used the CPS approach to identify challenges specific to that context, to formulate strategic objectives and to define the target group of the country strategic opportunities programme and a country supervision process. The techniques were further tested in the Cairo Regional Consultation to define priority challenges for the Near East and North Africa region for the Rural Poverty Report (on-site training of five facilitators who in turn facilitated the working groups of 40 participants).

(f) In 2009 the Asia and the Pacific Division held a one-day workshop using CPS techniques to brainstorm and find innovative ways to handle knowledge management in their region.

23. Such activities support the innovation strategy's objective of building innovative capabilities in IFAD headquarters staff and country programme management teams and developing abilities to recognize and understand challenges requiring innovative solutions. Feedback from participants in all these initiatives was mostly encouraging. Possible obstacles to the successful general adoption of CPS in IFAD activities include time pressure, which participants saw as not conducive to creative thinking, and lack of opportunities to practise this approach in the organization.

24. **Future areas of CPS development.** Driving innovation throughout an organization requires creativity and leadership qualities to broker new ideas, create networks and facilitate the mainstreaming of innovation. A condensed half-day CPS workshop will be organized for Management, to allow them to experience first-hand the value of such a tool in finding creative solutions to specific challenges.

25. Further CPS training is envisaged to train CPS facilitators within each division. This will help generalize the application of this technique throughout the organization and potentially see its use extended to all divisional activities.

26. Another area for development is online coaching for those who have already been initiated into CPS, and online job aids to support divisional facilitators. This is an effective and low-cost approach that addresses some of the needs expressed during the survey.

Cluster (ii): Nurturing partnerships and facilitating an innovation network

27. **International Food Policy Research Institute (IFPRI)**. The IMI laid the foundations for the strategic partnership with IFPRI which was approved by the Executive Board in September 2007 (EB 2007/91/INF.4). It was further operationalized in the grant proposal approved by the Executive Board in December 2008 to launch a joint action research programme (EB 2008/95/R.39). The IFPRI programme is particularly relevant to IFAD's innovation strategy – (clusters (ii) and (iii) – and aims to strengthen country programme capabilities for policy dialogue and innovation, and to develop and mainstream innovative policy solutions to the

emerging challenges confronting poor rural people in accessing high-value commodity markets and new environmental services markets.

28. In March 2009, a call for proposals from IFAD's regional divisions resulted in the selection of four country programmes – Ghana, Morocco, Mozambique and Viet Nam – chosen by the IFAD/IFPRI Steering Committee on the basis of the particularly challenging context in terms of market access and potential for climate change mitigation strategies. The country teams and the IFPRI team are actively involved in combining research and development with capacity-building, knowledge management and policy dialogue. In March 2009, each country programme manager participated in hands-on sessions in the start-up planning workshop to refine the design and proposed workplan for 2009.

29. IFAD/IFPRI regional stakeholder meetings took place during 2009 in each of the four countries participating in the programme.

30. The IFAD/IFPRI programme will promote knowledge management and communication activities through the use of an interactive web portal. The website will house emerging research results, progress reports and visual materials, and will also provide a space for open discussion.

31. **Center for Creative Leadership (CCL)**. A new type of partnership was launched this year with CCL to design and deliver customized training services for country programme staff and tailored capacity-building support for selected leaders of farmers' organizations or other grass-roots organizations.

32. IMI piloted, in collaboration with CCL, a grass-roots leadership development model that was tested for the first time in an IFAD context in Ghana, with the training of 40 local and national leaders representing farmers' organizations and development agencies. These included the business development officers of the Rural Enterprises Project, key staff of the Root and Tuber Improvement and Marketing Programme, and representatives of the Ministry of Food and Agriculture.

33. Contacts were also facilitated between CCL and the India country programme team for a similar pilot, while further collaboration is envisaged at the regional level in the context of the Asian Project Management Support Programme.

34. **Scouting**. The scouting guidelines developed by the IMI during 2007 have provided a framework for the scouting of innovations within and outside IFAD-funded projects. Stocktaking of innovation within IFAD projects has led to the writing up of case studies as background material for the Rural Poverty Report. Some of these have been further developed to produce the series "Seeds of Innovation" funded by the Near East and North Africa Division.

35. Overall, there have been a number of interesting pilots in assessing challenges and scouting for solutions that can be integrated into a corporate-wide effort to identify countries' priorities or challenges that could benefit from an innovation-focused approach. This could be extended by publishing challenges and calling or scouting for better solutions worldwide.

Cluster (iii): Embedding rigorous innovation processes and the related risk management into IFAD's core business practices

36. The IFAD/IFPRI joint programme contributes towards this cluster. The collaboration between the two institutions aims at leveraging the comparative advantage of each one to obtain greater impact on the ground for both.

37. Further initiatives within this cluster will be taken up by the ISG.

Cluster (iv): Facilitating a more supportive organizational environment for innovation

38. Most activities foreseen under this cluster involve cross-departmental and cross-divisional collaboration under the overall coordination of the ISG.

39. The IMI secretariat did not engage in any such activities as they are not within its mandate.

40. In preparation for the reforms currently under way to reconfigure some of the functions or structures within IFAD, a working group is looking at the issue of how innovation and knowledge management could be better integrated and how the remaining IMI funds could be best used in support of innovation and knowledge management strategies.

Evaluation of IFAD's capacity for innovation

41. During the first half of 2009, the IMI secretariat collaborated with the team tasked by the Office of Evaluation to carry out an evaluation of IFAD's capacity to promote replicable innovations by providing guidance to the evaluation process and contributing to the thorough stocktaking exercise of all IMI activities (in particular, the competitive bidding process) to assess the outcome, main achievements, mainstreaming impact and any obstacles encountered during implementation. The effectiveness of the IMI programme in mainstreaming innovation was also examined as part of this process. The outcome of the evaluation will be presented by the Office of Evaluation to the Executive Board in April 2010.

The following IMI-funded projects have reached completion point and explore innovation in different contexts and address various challenges

IFAD division(s) or partner/IFAD division(s)	Name of project	Challenge or idea	Solution and outcome
(i) Development policies and strategies			
Technical Advisory Division	**Mainstreaming IFAD's New Targeting Framework in the Project Cycle**	How can IFAD improve effectiveness in targeting the rural poor?	The project developed a comprehensive framework for community-level targeting that was later developed and mainstreamed within IFAD as a fully-fledged policy approved during the 2006 September Board (EB 2006/88/R.2/Rev.1).
Eastern and Southern Africa Division	**Land Tenure Security of the Rural Poor: Strengthening Innovation and Lesson Learning in Eastern and Southern Africa**	How can IFAD improve policy dialogue on land tenure?	The innovation was to involve the rural poor not only in action research on land tenure security, but also in policy dialogue activities. Furthermore, the proposal fed the analysis of existing land tenure situations into the policy dialogue on land tenure. The IFAD Policy on Improving Access to Land and Tenure Security was approved at the Executive Board in 2008 September (EB 2008/94/R.2/Rev.1).
TechnoServe Sponsor: Latin America and the Caribbean Division	**El Salvador – Building Rural Businesses by Leveraging Migrants' Remittances**	How can rural investment be promoted through remittances?	This is a practical business model to harness remittances, promote rural investment in the home country and pilot a functional model for replication elsewhere. Facilitation of business creation in El Salvador using the financial resources of migrants living in Washington, D.C. through the partnership of Microfinance International Corporation (MFIC), a private-sector financial institution based in Washington, D.C., and TechnoServe (a non-profit NGO). The outcome is inconclusive. It was difficult to engage potential entrepreneurs from the remittance-sending migrant community. While there is consensus on the potential of leveraging remittances there was no consensus on best practices or approaches to the issue.
Near East and North Africa Division	**Preventive Measures for Rural Outmigration, Trafficking and HIV/AIDS in Central and Eastern Europe and the Newly Independent States**	How can outmigration and trafficking be reduced in the CEN countries?	The overall project goal was to strengthen IFAD's capacity to address rural migration and trafficking issues within the Central and Eastern Europe and Newly Independent States (CEN) portfolio, and to contribute to policy dialogue and advocacy initiatives in region. The project was initiated by the Near East and North Africa Division (PN) and implemented from September 2005 to June 2007. **Innovative features of the project.** The project is innovative on three counts. First, the savings investment employment model suggests innovative solutions to move from the current state of remittance-based, consumption-led growth to a more development-oriented growth model, through directing remittances and migrants' transfers towards productive investments. Second, it would enable governments to mobilize funds for private-sector development from their own resources, rather than being dependent on attracting foreign direct investment. Third, this programme is PN's first attempt to study rural outmigration in detail, with a view to identifying opportunities for strengthening the benefits and mitigating the adverse impacts of migration. **Lessons learned.** The principal lessons learned during the project regarded: (a) the importance of project design flexibility, which enabled the project to evolve and respond to the findings that arose during implementation; (b) the importance of drawing together a team with a wide range of experiences, acting as a stimulating source of ideas and inputs; and (c) the invaluable role of the in-country project coordination unit in providing appropriate linkages with various stakeholders. **Sustainability of the model.** In 2008-2009, the results of the study were used to develop the DEVINPRO project on the mobilization of migrants' savings in Albania and Kosovo. The project is implemented by the NEXUS Migration and Development Initiative and the Centre for Economic and Social Studies (CESS), and co-funded by IFAD and Raiffeisen Bank Albania. The project benefited from the participation of several private companies in the banking sector in developing innovative financial services and products for migrants and testing them on the market. A business model will thus be developed, together with recommendations and suggestions for governments willing to implement the model.

(ii) New operating model

Eastern and Southern Africa Division	**Improving Madagascar country programme performance through a dedicated monitoring and evaluation (M&E) and knowledge management system**	How can M&E and knowledge management be integrated into a country programme?	The objective is to integrate knowledge of innovation gathered by the country programme into IFAD's knowledge management system through a series of national and regional activities involving the participation of a wide range of stakeholders and including the scouting of innovations. **Main outputs and outcomes** • Local websites were created for each of the projects ongoing in Madagascar: www.padane.mg, www.phbm.mg, www.pprr.mg, www.ad2m.mg, (www.prosperer.mg and www.aropa.mg are under construction). • One country portal website (www.capfida.mg) was created and is updated on a regular basis. It can easily be linked to the Rural Poverty Portal. • The websites are hosted by the regional network FIDAFRIQUE (www.fidafrique.net), which can spread the information collected at the regional and international levels. • Capacities of the project staff were strengthened in website management, M&E, and reporting of results (see www.segs-mada.net, which presents tools and procedures). • Scaling up and mainstreaming: the success of this initiative in Madagascar raised the interest of other regional divisions in IFAD (Latin America and the Caribbean (PL), Asia and the Pacific (PI) and the Near East and North Africa Division (PN) and individual countries (such as India, Brazil). Since its structure uses web platform; Web2 tools; is linked to IFAD corporate systems and fits both project management requirements (monitoring or project objectives and achievements) and aid effectiveness MfDR (managing for results); the initiative could easily be mainstreamed within IFAD with some support from the key divisions and senior management.
Eastern and Southern Africa Division	**Piloting the new Supervision and Implementation Support Policy in the context of the United Republic of Tanzania country programme**	How can IFAD's supervision guidelines be refined to foster national ownership?	The proposal piloted and tested institutional innovations during the direct supervision of operations in the United Republic of Tanzania using a country programme approach within the wider context of the country's participation in the One United Nations pilot. **Outcome**: the pilot provided a set of clear objectives for implementation/supervision activities that can be linked to country programme objectives. Practical approaches will be developed for the supervision and implementation support of operations in the country. It also contributed to refining IFAD's supervision guidelines by presenting a set of recommendations. These will be taken up by the Country Presence Working Group prior to scaling up the use of country-based offices.

(iii) Tools, methods and capacity−building

Technical Advisory Division	**Scaling up the use of the Microfinance Information eXchange (MIX) in IFAD rural finance interventions**	How can IFAD monitor rural finance operations?	This project brings innovation in terms of the results and impact monitoring of rural finance operations. The performance-based monitoring element in the approach supports the development of IFAD's Results and Impact Management System by expanding the system's capacity to deal with thematic subjects. 1) MIX has worked with the IFAD Technical Advisory Division (PT) rural finance team in building a strategy for mainstreaming performance monitoring across IFAD's portfolio, leading to an action plan for Phase III of the ongoing project. MIX has also provided management and consulting services for evaluations of the reporting capacity assessments of rural financial institutions in various regions of the IFAD portfolio (for more details, see attached completion report). 2) MIX initiated decentralization in two important rural finance regions under this grant: West Africa and South Asia. 3) Performance monitoring of self-help group-based microfinance delivery systems. Based on primary research performed by CARE India, MIX, along with IFAD and a number of Indian technical service providers, field-tested a draft methodology for monitoring self-help group-based microfinance delivery systems in April 2006. The results of that field visit yielded a refined methodology that was again applied to the initial sample of self-help group-based systems analyzed in the initial CARE India research. The new methodology offers a step-by-step approach that can be applied by analysts.

Strategic Planning and Budget Division	**International financial institution benchmarking**	How can the comparability of budget data of international financial institutions with operations similar to IFAD be ensured?	A central database and dedicated website were designed for the use of a group of international financial institutions (IFI) to provide a specific platform for budget-related issues and peer discussion. The IFI benchmarking website has been set up and was launched in December 2008 with very positive feedback from the 15 participating IFIs. The website was presented to Senior Management and other interested parties in January 2009 and it was praised by those present for its significant potential. It was decided that benchmarking is one of the best ways to stimulate changes in the execution of IFI activities and to encourage collaboration and innovative approaches. Benchmarking has the potential to catalyze significant performance improvements when it is used broadly to acquire knowledge and understanding of the practices of IFIs and of other leading organizations in the public and private sectors. Through these knowledge management tools (IFI website and discussion forum), IFAD is actively helping the Caribbean Development Bank in its preparations for the 2009 IFI Budget Workshop by disseminating timely information, documentation and deadlines to the IFIs.
Technical Advisory Division	**Enhance IFAD's implementation support through the development of decision tools for participatory mapping in specific livelihood systems (pastoralists, indigenous peoples, forest dwellers)**	How can IFAD ensure the inclusion of minority groups during project design?	The bid builds on close linkages and collaboration with the International Land Coalition (ILC) to create community mapping tools that have a key role in empowering people and communities. It provides the opportunity to build on institution-wide knowledge-sharing by generating best practices and lessons learned from field activities. It is unique in seeking to test suitable planning/mapping tools tailored to conflict situations involving pastoralists, indigenous peoples and forest dwellers. The participatory mapping project was implemented from October 2006 to November 2008 by IFAD and the ILC. Shortly after implementation started, a consultative group was established to provide overall guidance and to support the mainstreaming of knowledge within IFAD. Members of the consultative group were drawn from different divisions and provided the project with the necessary technical expertise. To provide the project with the necessary knowledge base, a comprehensive review of best practices in participatory mapping processes and tools was carried out. The review provides not only a comprehensive knowledge base on participatory mapping, but it identifies the core principles of a successful participatory mapping process and it evaluates the different mapping tools in relation to their applicability in the context of IFAD-supported programmes. The review captured knowledge from recognized best practices in community planning exercises used by other organizations in several parts of the world. Additional information was gathered through the organization of two workshops and field visits to IFAD-supported programmes in Kenya, Mali and the Sudan. The project is currently in its second phase and is piloting the participatory mapping approach for specific livelihood systems, such as those of pastoralists and forest dwellers, through innovative twinning arrangements.
Western and Central Africa Division	**Institutional analysis practitioners' guide and training support**	How can IFAD project design be improved using institutional analysis?	This proposal is to improve the design of projects through a better understanding of the institutional environment (including formal and informal rules) in which IFAD projects are implemented. The application of institutional analysis to local settings and grass-roots organizations is innovative. **The outcome of the proposal** is that more then 100 professionals from IFAD and some of its partner organizations have been trained in the institutional analysis (IA) methodology, both in Italy and in Western and Central Africa. The initial guidelines have been adapted to produce training modules and user-friendly flyers that provide a quick overview and entry point to the different steps to be undertaken when applying IA analysis. Both the training modules and the flyers have been translated into French and widely tested. Field-level training workshops have been organized in Ghana, Cameroon and Burkina Faso. Some country programme managers (CPMs) have themselves taken the initiative of organizing country programme IA workshops: examples include the Sudan (anglophone) and Chad (francophone). Several design missions have adopted some of the IA tools, some indirectly through this initiative (e.g. Madagascar, Support Programme for Rural Enterprise Poles and Regional Economies (PROSPERER)), some spontaneously (e.g. The Gambia, Rural Finance and Community Initiatives Project).

			How it will be further mainstreamed depends on the Programme Management Department. Having recently recruited an Institutions Adviser, PT is well-placed to help PA in further mainstreaming the initiative; however, the convergence between PA and PT on this particular approach to IA remains to be explored during the months to come. PA remains highly dedicated to further mainstreaming IA and will, inter alia, pursue the finalization and publication of the key resource material. In the meantime, in the PA region at least, IA is taking on a dynamic of its own, with the West African Economic and Monetary Union planning to offer a course inspired by the IMI-funded course, beginning in 2008. Also the Management Capacity Strengthening Programme conducted by the Dakar-based West Africa Rural Foundation – through which training is given to the staff of all ongoing IFAD-supported projects in the PA region – is planning to do the same (discussions are under way, and FAO staff have participated in all field-level training workshops). **Failures, successes and lessons learned** include the following: (i) **Failures.** The (initial) emphasis on training CPMs and IFAD staff based in Rome rather than in the field has meant that some of the very practical aspects of applying IA have not come out forcefully enough. Also, the methodology's grounding in the sustainable livelihoods (SLA) framework has led to some prejudices on the part of those who consider SLA to be "old wine in new bottles"; (ii) **Successes.** IA has been applied in a number of project and programme design and implementation support missions, and used as a brainstorming tool in the daily lives of project staff; and (iii) **Lessons learned.** The workload of a CPM prevents him/her from dedicating the time needed to manage an IMI project such as this. Also, a greater understanding of what a project is and how it is designed needs to be developed among IFAD staff outside of the Programme Management Department's regional divisions.
Administrative Services Division	**Enhancing security for women**	How can the security of IFAD female staff travelling to remote project areas with high security risk (post-conflict, infectious diseases, natural disaster) be ensured?	A tailor-made security training programme for IFAD female staff travelling to remote project areas with high risk (post-conflict, infectious diseases, natural disaster). **Mainstreamed.** In-house courses are offered to all female staff travelling to high security areas. The operation is on track to meet the target of training 60 female staff. • The IFAD Security Section obtained an additional US$15,000 from the IFAD core budget to train 40-50 female staff members in December 2009. After this second round of training, IFAD will have trained almost all staff concerned in the course of 2009. In the coming years, IFAD's training needs in this area will be limited to natural turnover and new recruits. • The IFAD Security Section brought this training to the attention of the last session of the Inter-Agency Security Management Network (IASMN) held in London 4-6 August 2009. The IASMN welcomed the IFAD initiative and fully supported developing and sharing the training with the other IASMN members. Training material developed by IFAD is now accessible to all IASMN members through the IASMN website. • The International Criminal Tribunal for Rwanda requested that this training be organized for its staff in Arusha in November 2009. This was an additional opportunity to test the module with field-based staff prior to running the IFAD Headquarters training session in December 2009. • IFAD has reserved 20 seats in the forthcoming training session for participants from the other IASMN members. Several agencies have already expressed their interest in sending participants. • It is hoped that after the sessions in December the training will continue as United Nations standard training. To this effect, the World Food Programme has been mandated by IASMN, as chair of the Working Group on Women's Security, to work with IFAD and the other agencies to adapt this training to the needs of all agencies and develop it into United Nations standard security training for female staff.

Provisional financial statement (at 30 September 2009)

Name of grant: IMI

Donor: Department for International Development (United Kingdom)

SUMMARY

Summary of resources	United States dollars	Liquidity status	United States dollars
Resources (table 1)	12 001 882	Cash received (table 1)	12 001 882
Approved allocations (table 2)	(8 760 042)	Expenditures (table 2)	(6 938 731)
Resources available for commitment	3 241 840	Cash balance	5 063 151

DETAILS

Table 1
Resources

	Pounds sterling	United States dollars
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	**12 001 882**

Table 2
Commitments and expenditures

Description	United States dollars approved [a]	United States dollars expenditures	United States dollars balance
PREPARATORY PHASE			
Preparation work on the IFAD Initiative for Mainstreaming Innovation	8 689	(8 689)	-
Innovative monitoring of impact through 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			
Innovative Operations			
Competitive bidding[a]			
Market access for small-scale rural producers	205 800	(204 013)	1 787
MIX	197 248	(197 248)	-
Mainstreaming new targeting framework	190 000	(188 838)	1 162
Rural Poverty Portal	199 084	(199 084)	-
Institutional analysis practitioner's guide	200 000	(195 871)	4 129

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

Name of grant: IMI
Donor: Department for International Development (United Kingdom)
SUMMARY

Description	United States dollars approved [a]	United States dollars expenditures	United States dollars balance
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	(197 398)	2 602
Biofuels farming systems	147 600	(131 519)	16 081
Participatory mapping	99 000	(98 769)	231
Model for private-sector payment	100 000	(56 255)	43 745
Client-financed agriculture services	200 000	(168 690)	31 310
Pilot for new supervision and implementation support	200 000	(148 593)	51 407
Lessons from innovations and young talents in the rural world	197 000	(197 000)	-
New design process for small investments	104 914	(104 914)	-
Innovation scouting and sharing	135 000	(132 331)	2 669
Technical assistance for self-management	175 000	(175 000)	-
Country M&E and knowledge management system	170 000	(127 843)	42 157
Healthy alternatives to tobacco	135 000	(107 500)	27 500
Managing weather risk	200 000	(179 784)	20 216
Farmer participation in SWAp	200 000	(200 000)	-
Project design pilot	200 000	(54 900)	145 100
Mainstreaming value chains	200 000	(186 463)	13 537
Mainstreaming climate change	175 000	(54 286)	120 714
Leveraging migrants' remittances	162 000	(162 000)	-
Social performance management	200 000	(160 000)	40 000
Indigenous peoples' knowledge	80 399	(80 399)	-
Learning and sharing day	100 000	-	100 000
Participatory mapping pilot	121 000	(77 252)	43 748
Imaged-based monitoring	100 000	(100 000)	-
Thematic indicator	100 000	(50 848)	49 152
Brokering of natural resource management technical services	100 000	(62 202)	37 798
Climtrain project	100 000	(34 710)	65 290
Training and capacity-building	100 000	(14 731)	85 269
Security programme for women	25 000	(24 000)	1 000
Education for a sustainable future	100 000	(50 000)	50 000
Enterprise risk pilot	50 000	(46 625)	3 375
IFI benchmarking	88 389	(76 633)	11 756
	5 735 227	**(4 723 492)**	**1 011 735**
IMI Screening Committee (ISC) costs			
ISC travel/fees	14 717	(14 717)	-
ISC miscellaneous	494	(494)	-
	15 211	**(15 211)**	**-**
Rapid Funding Facility			
San Salvador diaspora	19 950	(19 950)	-
	19 950	**(19 950)**	**-**
Total Innovative Operations	**5 770 388**	**(4 758 653)**	**1 011 735**

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

Name of grant: IMI
Donor: Department for International Development (United Kingdom)
SUMMARY

Description	United States dollars approved [a]	United States dollars expenditures	United States dollars balance
Partnership development			
IFAD-IFPRI partnership	200 000	(185 905)	14 095
IFAD-Center for Creative Leadership (CCL) partnership	60 000	(25 668)	34 332
Innovation promotion	215 000	(116 134)	98 866
Travel by organizations of the rural poor	102 133	(102 133)	-
	577 133	**(429 840)**	**147 293**
Learning and sharing			
Scouting and regional fairs	150 000	(88 523)	61 477
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	**(392 816)**	**422 184**
Cultural and organizational change			
Learning tours/field immersion	170 000	(154 291)	15 709
Monitoring 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 Innovation Strategy	150 0000	(22 621)	127 379
	760 300	**(520 200)**	**240 100**
Total main phase	*7 922 821*	*(6 101 509)*	*1 821 312*
Grand total	**8 760 044**	**(6 938 732)**	**1 821 312**

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