



IFAD's Strategy for Engagement in Countries with Fragile Situations

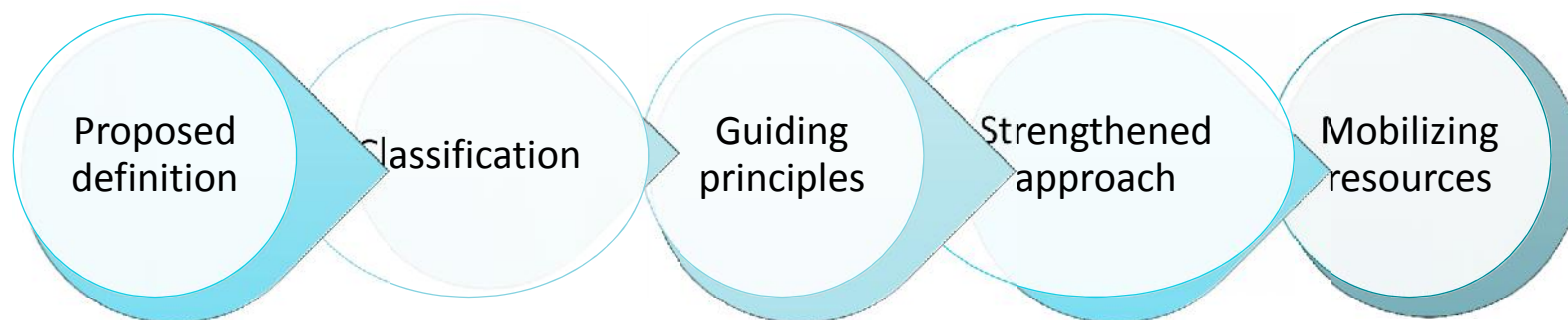
Khalida Bouzar

Director

Near East, North Africa and Europe Division

October 2016

Overview



Process:

- **Update** based on Evaluation Committee and EB comments
- **Extensive internal consultations**
- **External review and consultations**
- **Management Review and Approval**

Starting point: The April Approach paper

- Formulated using building blocks approved by the EB in April, 2016 : i.e.
 - Revised, IFAD-specific definition
 - Better classification
 - Enhanced organizational and operational capabilities to engage

Proposed IFAD Definition of 'fragility'

- Definition - identifying, analysing and addressing fragility

"Fragility is a condition of high vulnerability to natural and man-made shocks, often with an elevated risk of violence and conflict. Weak governance structures along with low-capacity institutions are a common driver and consequence of fragile situations. Fragile situations typically provide a weaker enabling environment for inclusive and sustainable rural transformation and are characterized by protracted and/or periodic crises, often with implications for smallholder agriculture and food security."

Retains focus on situations (fragility as a condition)

NEW: Higher focus on institutions: 'weak governance structures along with low-capacity institutions'

Aligned with classification: focus on institutions and conflict



“countries with most fragile situations”

- Currently 40-50% countries with ongoing programmes classified as fragile - not adequately differentiated
- Proposed classification focuses on IFAD priorities and **most fragile situations** (c. 20% of country programmes)

NEW: Updated classification focusing on most fragile to focus strategies and resources

Fragility Index :

- Institutional capacity (IFAD’s Rural Sector Performance scores): bottom quintile
- Risk of conflict: identified through IDA/ regional or UN peacekeeping

Proposed guiding principles

- **Risk management and resilience**
- Addressing **root causes** (within IFAD's areas of comparative advantage)
- **Flexible and responsive** resourcing, instruments and approaches
- Gender and targeting
- Building **institutions**, trust and social cohesion
- Strategic and complementary **partnerships** (e.g. RBAs, other resident UN agencies such as UNDP)
- Achieving and measuring **sustainable impact**

Strengthening engagement: Operational resilience

- Enhanced fragility assessments (embedded in COSOP/CSN), covering:
 - drivers and consequences of fragility,
 - institutional capacity,
 - gender and targeting in fragile contexts
- Simplified objectives in project design
- Supervision highlight aspects of fragility assessments
- Focus on financial management risk

NEW: Increased focus on financial management

Strengthening engagement: Organizational resilience

- **Decentralization and security key components:**
 - Enhanced security training/ assessments and
 - Early warning and Feed into programme criticality framework
- **Suspended portfolios:**
 - Monitor brief activities, assess opportunities /timeline for re-engagement
 - Move from full to partial suspension for activities that are conflict-resilient
- **HRD:**
 - Reward staff commitment to work in FS and recognize difficulties
 - Enhanced training programmes

Strengthening engagement: Allocating resources to fragile situations

- CLE on PBAS: “no additional resources made available to countries by virtue of being labelled as fragile”
- PBAS formula to be made more sensitive to fragility (e.g. increase poverty focus)
- Based on discussions with Borrowers, loan component grants could be used to address drivers of fragility. In addition, IFAD will seek to mobilize supplementary funds to address fragility.
- Future detailed operational strategies based on PBAS/ IFAD

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Thank you!