External Assessments of IFAD’s Performance

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External assessments of IFAD

• Bilateral Assessments

• Multilateral Assessments
  - Multilateral Organisation Performance Network (MOPAN, 2013)

• Research Institutions
  - Brookings Institute & Center for Global Development
    • Quality of Official Development Assistance (QuODA) (2011)
    • Quality of Aid for Agriculture (Ag QuODA) (2012)
IFAD’s performance in the multilateral context
- Good performance with strong results

DFID’s Multilateral Aid Review
– Value for Money

<table>
<thead>
<tr>
<th>Performance Level</th>
<th>Organizations</th>
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<tbody>
<tr>
<td>Very Good</td>
<td>AsDF, ECHO, EDF, GAVI, GFATM, ICRC, IDA, PIDG, UNICEF</td>
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<tr>
<td>Good</td>
<td>AfDF, CERF, CIFs, EBRD, FTI, GEF, GFDRR, IFAD, IFC, IFRC, OCHA, PBF, UNDP, UNHCR, UNITAID, WFP</td>
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<tr>
<td>Adequate</td>
<td>CDB, EC’ion Budget, EFW, IADB, ONCHR, UNAIDS, UNEP, UNFPA, WHO</td>
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<tr>
<td>Poor</td>
<td>CommSec, FAO, HABITAT, ILO, IOM, ISDR, UNESCO, UNIDO, UNIFEM</td>
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Australian Multilateral Assessment
- Delivering results on poverty and sustainable development in line with mandate
Focus areas relevant to IFAD9 deliverables

1) Institutional Effectiveness

2) Operational Effectiveness

3) Results Management

4) Transparency & Accountability
Institutional Effectiveness

- **Mandate & Strategy**
  - Important and unique mandate supported by well-aligned strategic framework

- **Strategic Management**
  - Strong, motivated work culture promoted
  - Staff trust in leadership needs reinforcing after HR changes

- **Organisational Structure**
  - Strong ratings for IFAD’s organizational structure
  - Decentralizations supported and further strengthening of country offices recommended

- **HR Management**
  - Improved performance management systems noted by MAR 2013 and MOPAN
  - Addressing areas of concern: greater transparency in recruitment, upgrading professional positions & gender strategy
Operational Effectiveness

Cost & Value Consciousness
- Recent improvements noted
- Introduction of institutional efficiency ratio highlighted

Country Alignment & Ownership
- Relevant, effective partner with a strong participatory approach
- Adaptation to national contexts and recipient country systems to be enhanced.

IFAD
Investing in rural people
Results Management System

- **Evaluation Processes**
  - Strong evaluation systems
  - High level of independence and accountability of IOE

- **Focus on Results**
  - Strong results framework and commitment to results-based management

- **Development Impact & Reporting**
  - Improving performance
  - Further improvement needed in terms of sustainability and evidence of country-level impact
Transparency & Accountability

- **Audit, Anti-corruption, etc.**
  - Strong ratings overall for audit, anti-corruption, risk management & procurement

- **Disbursement rates**
  - Noted improvement in financial management (e.g., creation of Financial Operations Dept., improved disbursement rates)

- **Public Disclosure**
  - Commended for publicly disclosing key documents
  - Recognized membership in IATI
  - Recommended IFAD provide information to the Creditor Reporting System
Overall assessment

**Strengths**
- Strong and unique mandate
- Strategic Management
- Focus on results
- Independent evaluation that informs operations

**Improving**
- HR Management
- Decentralization
- Country-level impact and reporting