

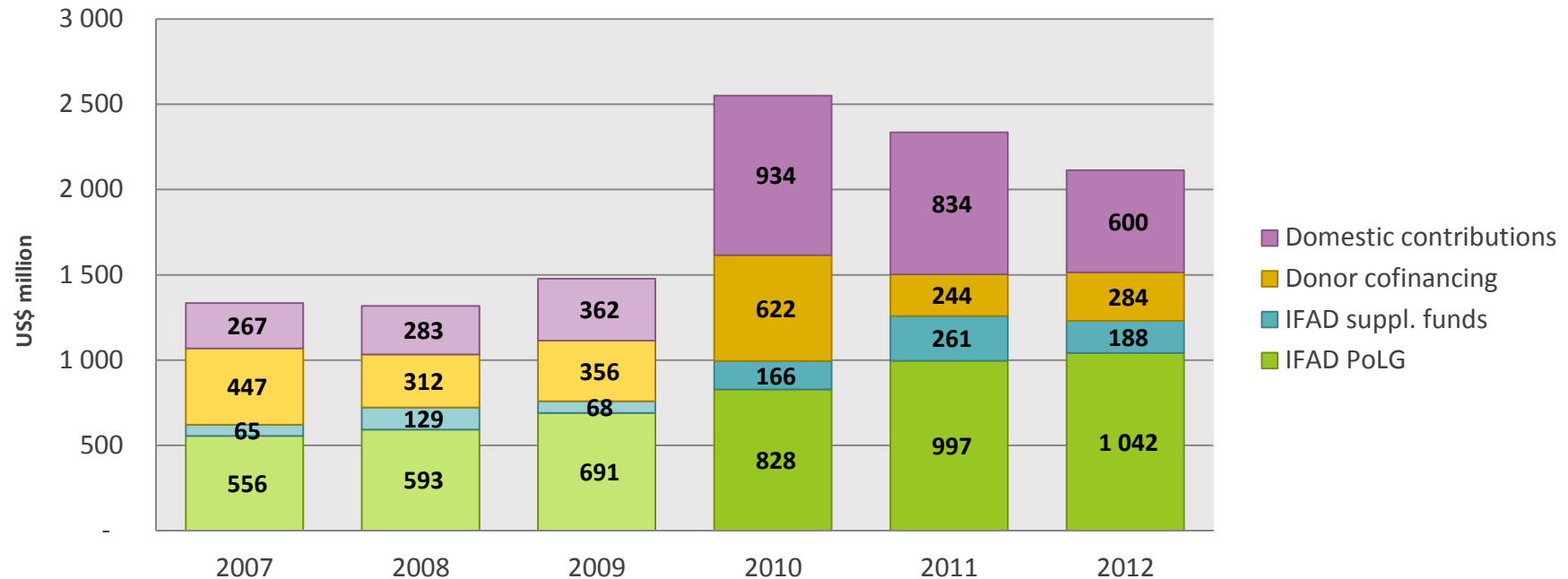


IFAD at the Midterm of the Ninth Replenishment

Consultation on the Tenth Replenishment of IFAD's Resources
Day 1, 20 February 2014

- IFAD9 Midterm Review highlights IFAD8 (2010-2012); and the first year of IFAD9 (2013)
- The Review assesses IFAD's accomplishments compared to the IFAD9 commitments
- The review finds that IFAD is on track for complete delivery in most areas, with challenges however in some.

IFAD8 programme of loans and grants and programme of work fully delivered



IFAD7
 Programme of Loans and Grants:
US\$1.8 billion
 Programme of Work:
US\$4.1 billion

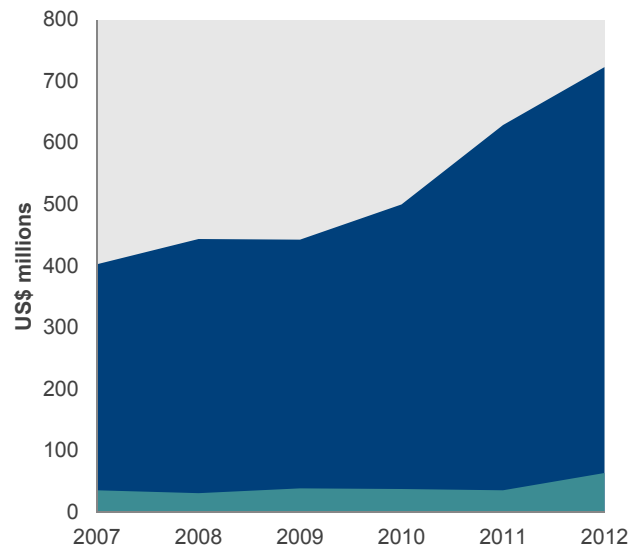
IFAD8
 Programme of Loans and Grants:
US\$2.9 billion
 Programme of Work:
US\$7.0 billion

Disbursements up in IFAD8



Disbursements

(Millions of United States dollars)



	2007	2008	2009	2010	2011	2012
Loans, DSF grants and component grants	403	444	443	500	629	723
All other grants	36	31	39	38	36	64
Total	439	475	482	538	665	787

Achievements and results – ongoing programmes (2012)



Ongoing IFAD investments:

US\$5.4 billion

Including partners:

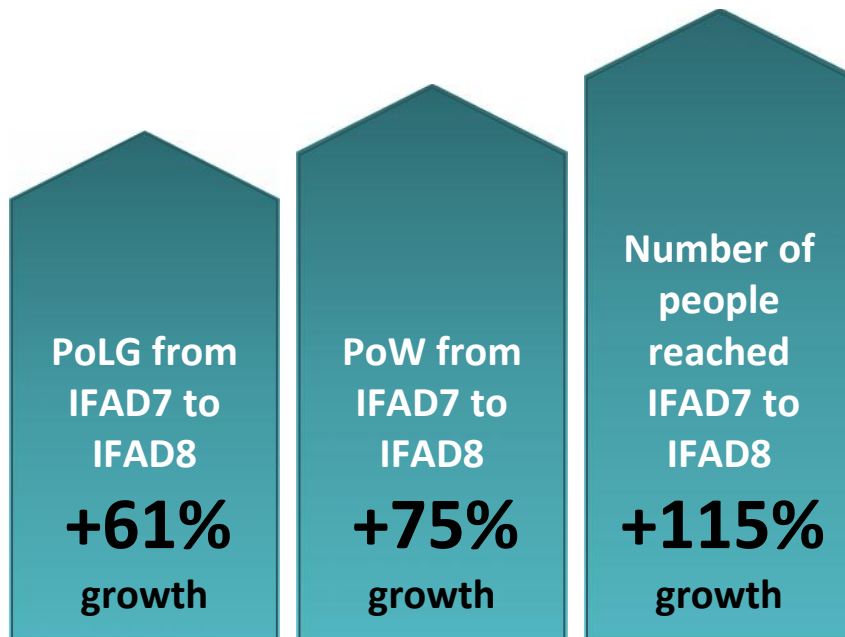
US\$12.3 billion

aimed at increasing agricultural production and value generation, contributing to food and nutrition security of rural population and inclusive rural economic growth in developing countries

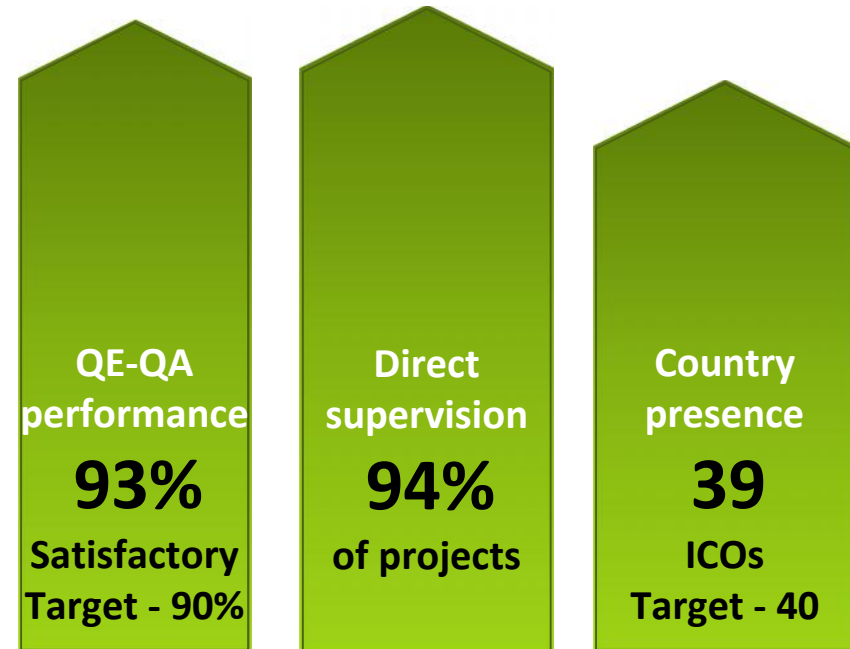
New IFAD Business Model to deliver IFAD8 programme of work



Increased volume and reach of IFAD Programmes



Caused by increased quality and effectiveness of IFAD Programmes



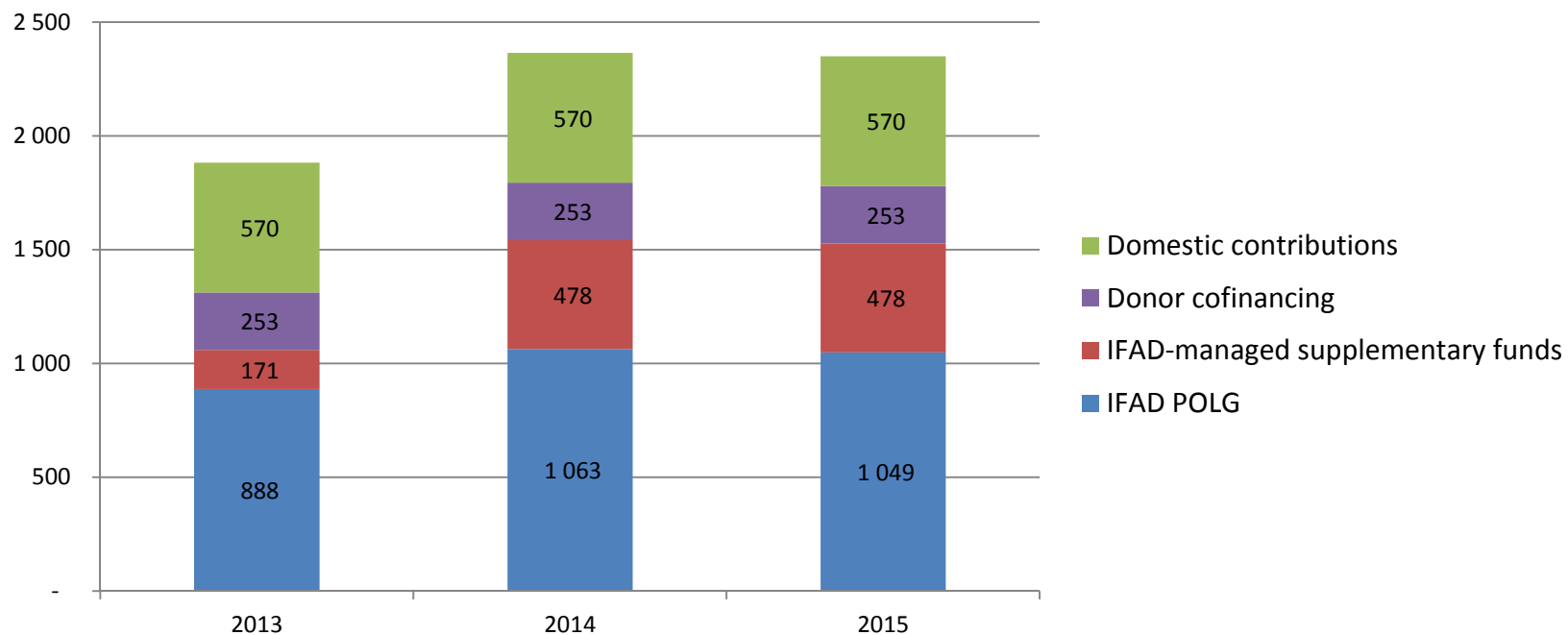
IFAD8 commitments achieved



IFAD9 operational effectiveness and results: Programme of work objectives are challenging



- Projected -



IFAD9 Target
PoLG:
US\$3.0 billion

PoW projected:
US\$6.6 billion

PoW Target:
US\$7.8 billion

IFAD9 results

Key outputs of ongoing IFAD projects



Number of people reached by IFAD

2013: 79 million; 2015 target: 90 million
(male 51 : 49 female)

Number of people taken out of poverty by IFAD

2015 target: 80 million

Examples of outputs (2012):

People trained in crop and livestock production:

7 million (male 55 : 45 female)

People trained in community management topics:

2.7 million (male 16 : 84 female)

People trained in business and entrepreneurship:

1.5 million (male 16 : 84 female)

Marketing groups formed/strengthened:

20 thousand

Rural roads constructed or rehabilitated:

15 thousand km

Value of gross rural financial services (loan) portfolio:

US\$338 million

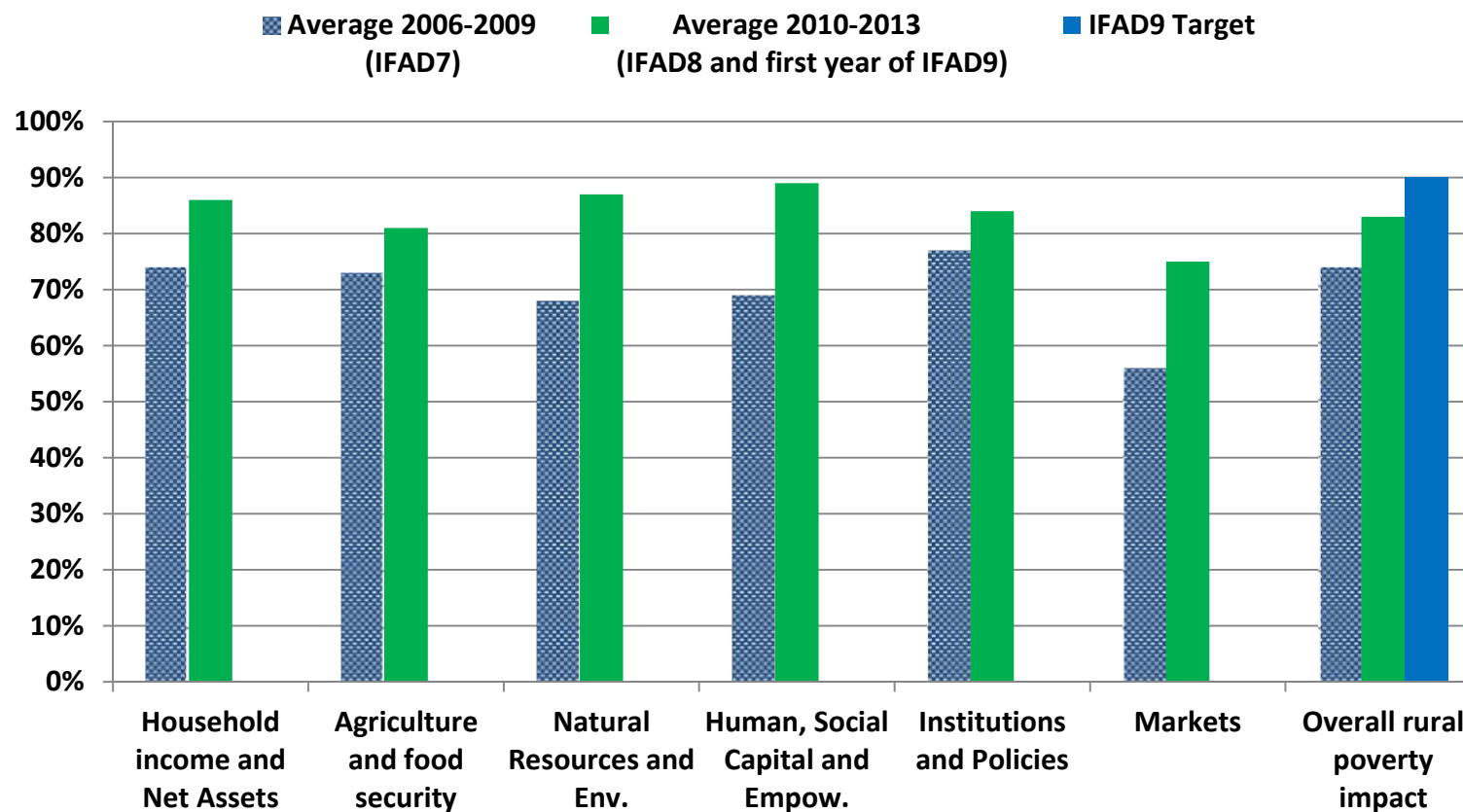
Land under improved management practices:

3.2 million ha

IFAD9 rural poverty impact of IFAD projects significant



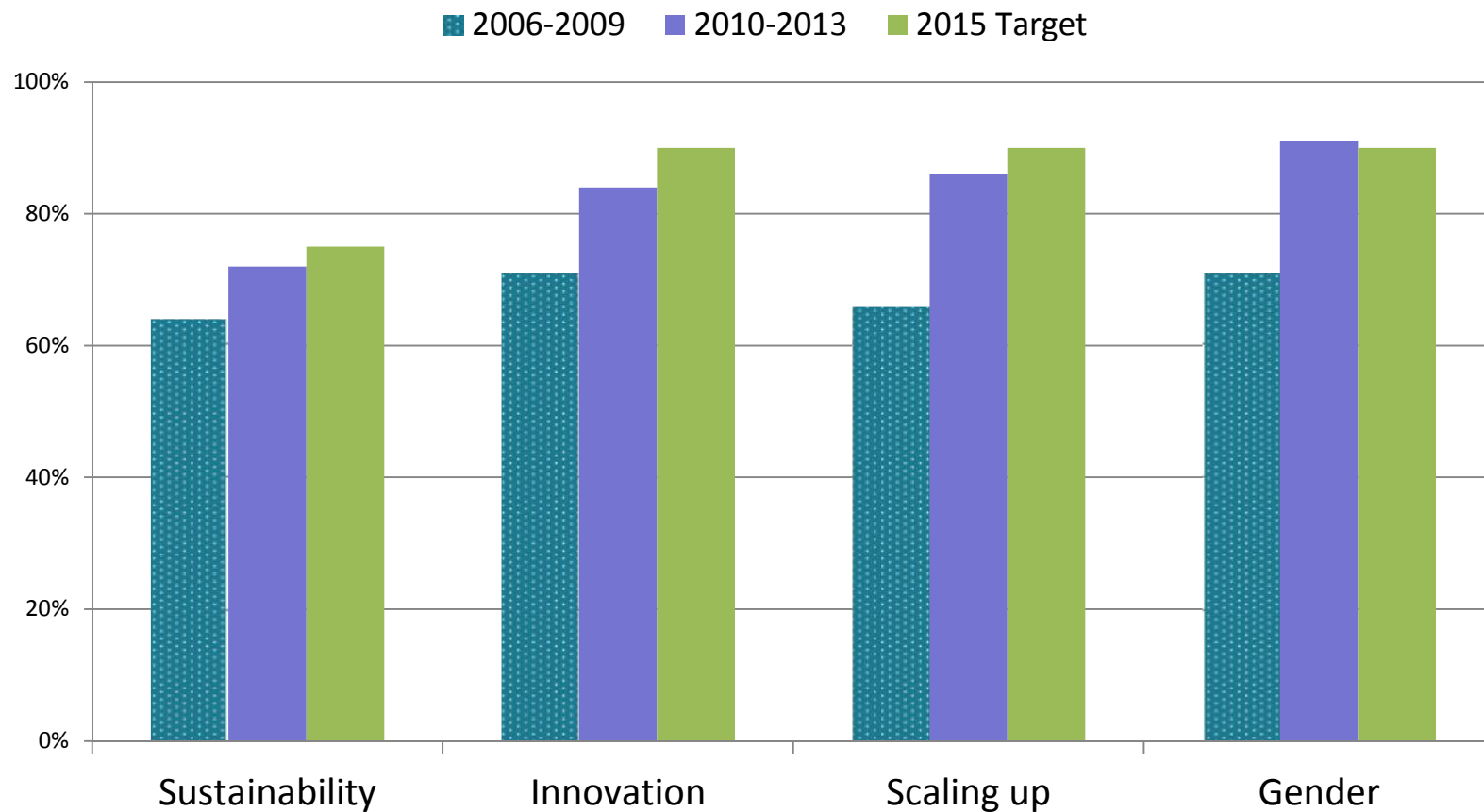
Percentage of projects rated moderately satisfactory or better



Sustainability, innovation, scaling up and gender impact of projects improving



Percentage of projects rated moderately satisfactory or better

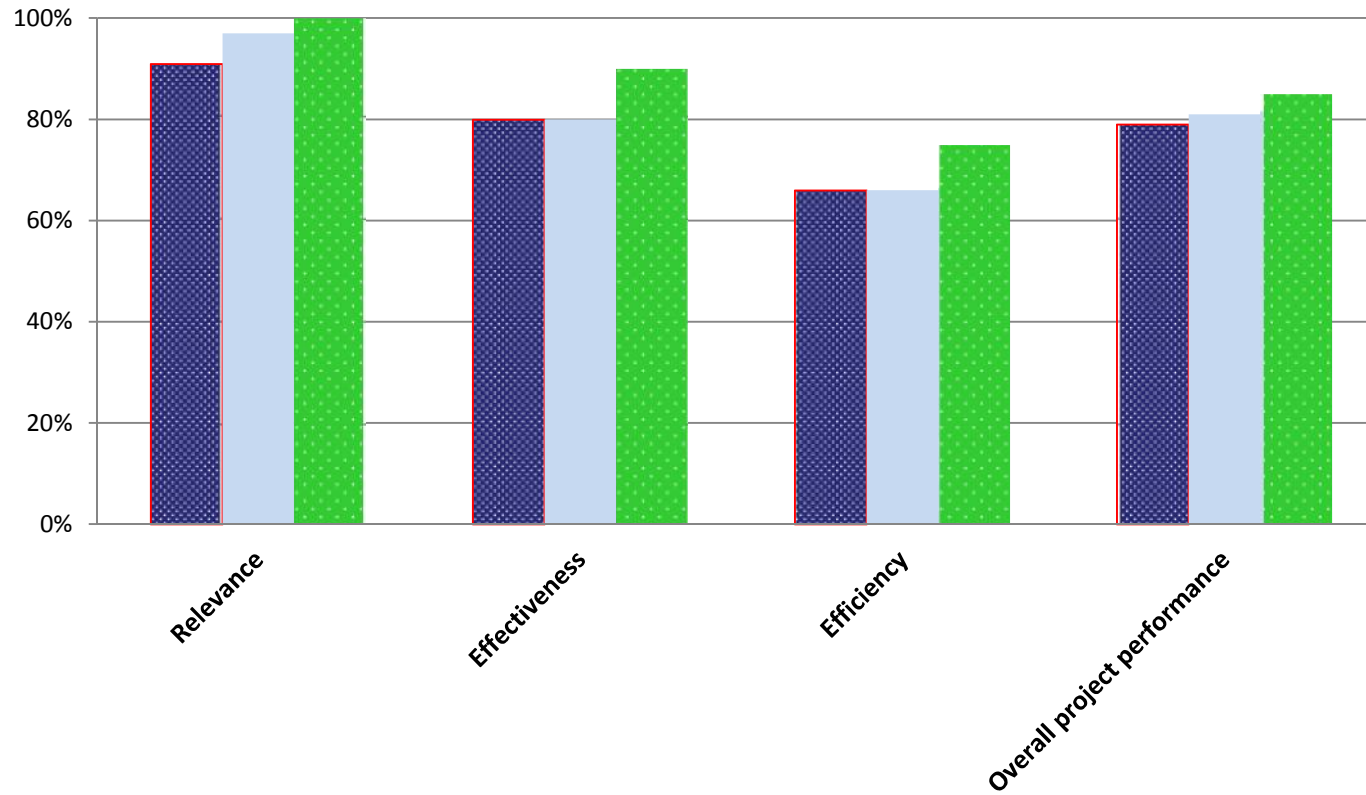


Relevance, effectiveness and efficiency of IFAD projects have levelled off



Percentage of projects rated moderately satisfactory or better

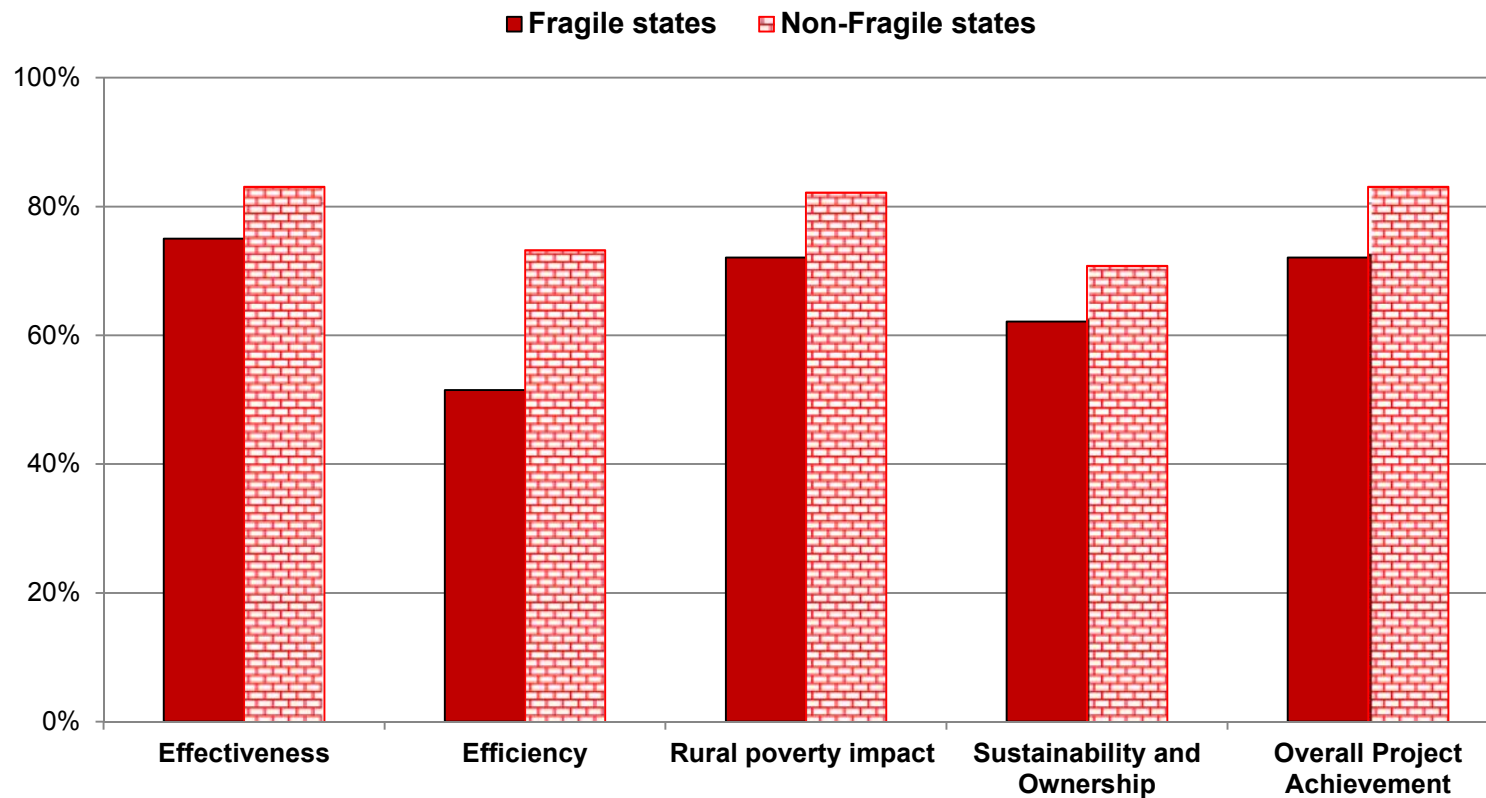
■ 2006-2009 ■ 2010-2013 ■ 2015 Target



Performance differences between fragile states and non-fragile states remain



Percentage of projects rated moderately satisfactory or better



Key actions responsible for improved results from IFAD7 to IFAD8/9



- Broader local participation in country strategy and project preparation
- Scaling up programmes
- Expanded policy engagement
- Public private partnerships
- Climate adaptation in projects and programmes (20 ASAP projects by end 2014)
- Improved M&E (160 baselines established)
- Improved project supervision
- 40 country offices by end 2014, 50 by end 2015
- Strong gender focus (> 90% projects rated moderately satisfactory or better)

Priority areas through 2015

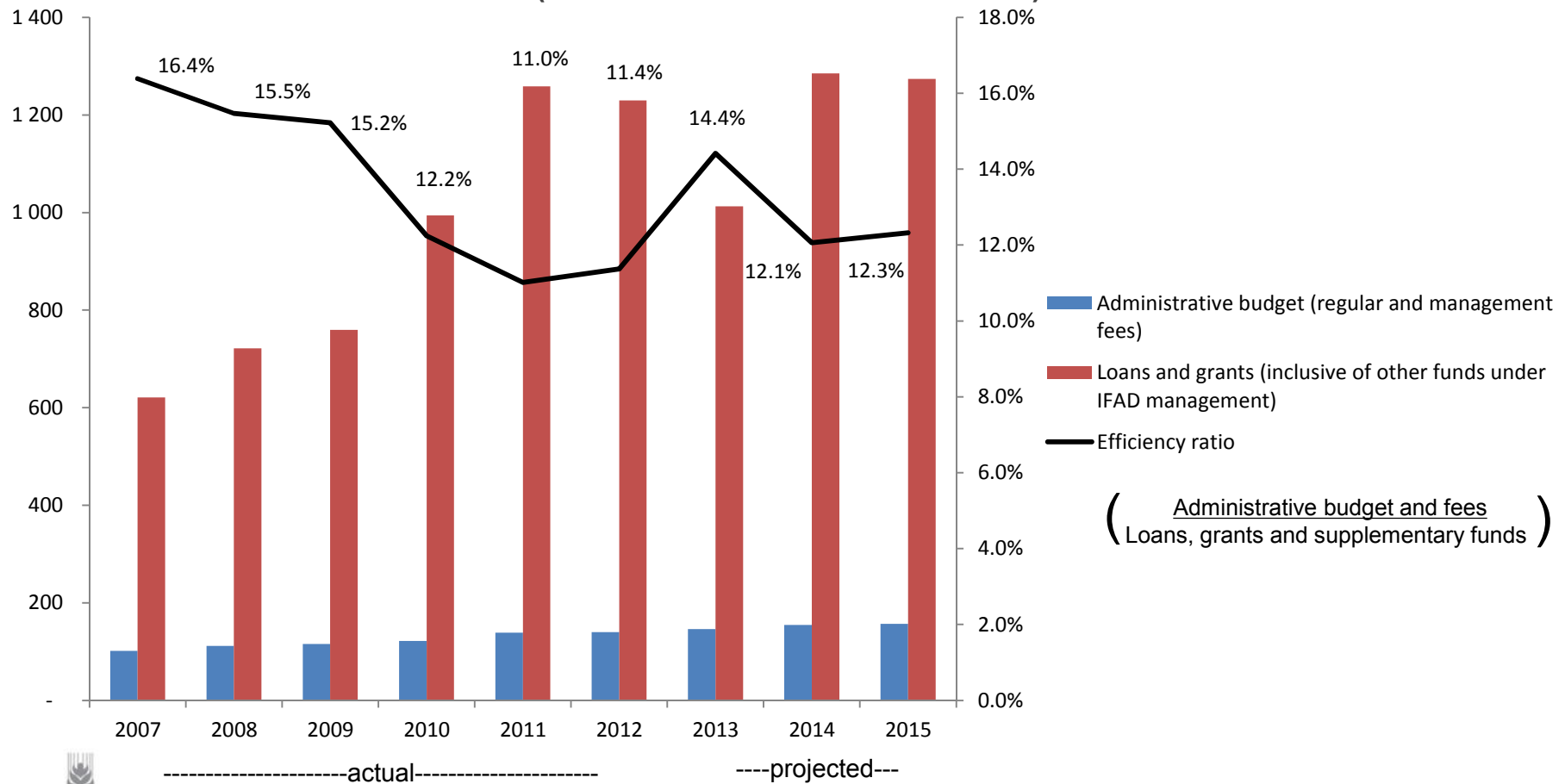


- Project performance in Fragile States
- National M&E systems and Impact Evaluation
- Policy dialogue
- Engagement with the private sector
- Scaling up for impact
- Broader climate adaptation in programmes
- Gender

Increasing IFAD'S institutional effectiveness and efficiency



Administrative budget compared to IFAD operations
(Millions of United States dollars)



The value for money proposition: higher impact; lower costs



STAFF COST AND PERFORMANCE MANAGEMENT:

- staff re-balanced towards lower cost locations in ICOs
- reduction of new support staff salary scale at HQ
- reduction in staff and consultant numbers
- staff travel costs reduced and rationalized
- incentives for superior performance

BUDGET MANAGEMENT AND PROCESS STREAMLINING:

- centralized and proactive budget monitoring and reallocation
- tighter cost analysis and benchmarking
- major increase in ICT spending for higher productivity in streamlined processes
- joint and coordinated procurement within the RBA team

Increasing IFAD's institutional effectiveness and efficiency Additional priority areas



- Measuring use of staff time and costs of business processes
- Upgrading ICT
- Efforts to induce superior staff performance and to address poor performance

Strengthening IFAD's financial capacity and management achievements with regard to financial management



- Budget and Organizational Development Unit
- Industry standard sustainable cash flow model
- Dedicated Financial Operations Department with financial forecasting and analysis capacity
- Additional resource mobilization initiative
- Pending measures:
 - Additional resources needed to achieve IFAD9 Programme (see presentation on financial situation)
 - Expand cofinancing
 - Mobilization of private sector and foundation resources

Conclusions for IFAD9



1. Programme of loans and grants targeted at US\$3 billion for 2013-2015 is on track
2. Cofinancing projections are below target
3. Development and poverty impact of programmes and projects on track
 - But efficiency and sustainability of projects need work to reach target
4. Operations and effectiveness:
 - Good start to Scaling up, M&E, impact evaluation, collaboration with private sector; but further to go to achieve 2015 objectives
 - Operations in fragile states need special attention
5. IFAD's institutional efficiency
 - Internal processes and staffing improved
 - Administrative budget flat while the programme is expanding
 - But more needs to be done to streamline processes and increase efficiency to reach 2015 targets
6. Financial management on track
 - Availability of resources a constraint