



**IFAD11
FIDA11**

Overview of IFAD9 completion IFAD10 MTR and Results

16 February 2017

Today's presentation



- **Overview** (slides 3 – 7)
- **Bigger** (slides 8, 10)
- **Better** (slides 9, 11 – 13)
- **Smarter** (slides 14 – 28)
- **Moving forward** (slide 29)

Purpose of the MTR



- IFAD10 Midterm Review highlights IFAD9 (2013-2015); and the first year of IFAD10 (2016)
- The Review assesses IFAD's performance compared to the IFAD10 commitments
- The review finds that IFAD is on track for most areas, with challenges however in some.

75% of the world's hungry poor live in rural areas



Because...

...global demand for food is expected to increase by over 60% by 2050

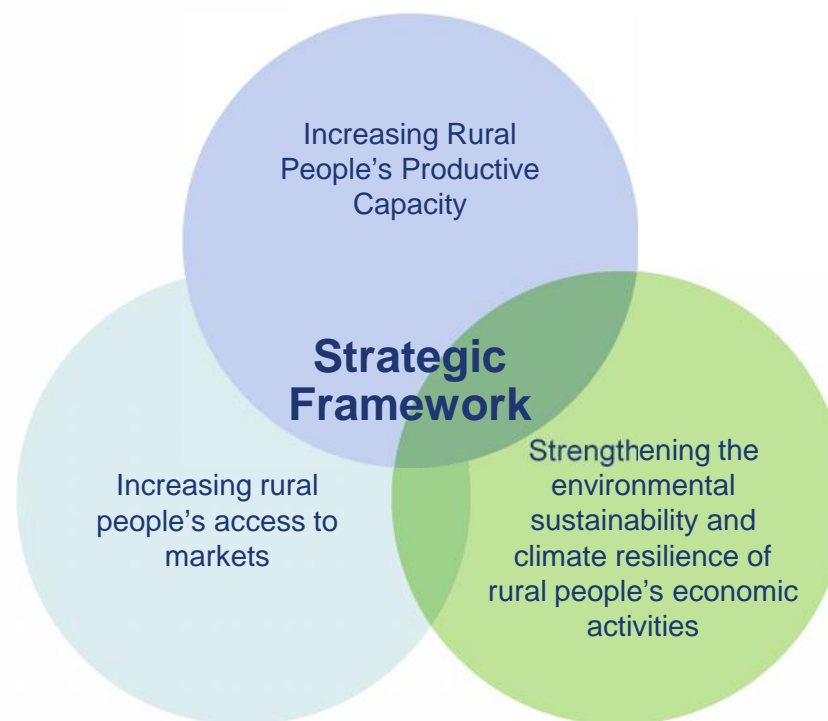
...agriculture and rural livelihoods are responsible for over 30% of employment globally

...small farms account for up to 80 per cent of food produced in Asia and sub-Saharan Africa

...fragile states and economies are home to 1.4 billion people – 20% of the world's population, with 43% of those in absolute poverty.

...5 million to 12 million ha are lost annually to severe degradation in developing countries due to human activity and climate change

...IFAD is...



Replenishment commitments mostly delivered or on track



IFAD9

Delivered on:

- Operational Effectiveness
- Institutional Effectiveness
- Financial Capacity and Management
- Enhanced Results Management

Remaining challenges in project efficiency:

- **strengthened EFA during design**
 - Logframe procedures issued
- **reduced delays in the project cycle**
 - Improvements but often dependent on country contexts
- **strengthened national M&E systems**
 - M&E certification programme to be launched in 2017.

95% delivered

IFAD10

On track for:

- Strategic Vision
- Operational Effectiveness
- Institutional Effectiveness
- Results Measurement Framework
- Financial Framework

Minor delays in:

- Additional resource mobilization (UCCs)
- PoLG versus administrative budget ratios
- Financial management monitoring
- Improved gender balance
- Key business process costing
- KM monitoring and reporting

89% on-track

External assessments confirm progress and agree on challenges



Making Progress

- **Results Measurement**
Focus on results for more impact at the country level (*Making Development Cooperation More Effective*)
- **Mainstreaming climate change and gender**
Green Climate Fund's recognition of IFAD's focus on climate change
UN SWAP rates IFAD highly on gender equality and women's empowerment
- **Mobilizing investments**
Recognition of efforts by Member States at the *Third International Conference on Financing for Development* and referenced in the Addis Ababa Action Agenda
- **Knowledge management**
IFAD's KM strategy commended as the most comprehensive and sustainable approach by the *United Nations Joint Inspection Unit*

Remaining Challenges

- **Transparency** ▶ focus on disclosure and accountability
- **Efficiency and Value for Money** ▶ deliver more with less and faster
- **Fragile states** ▶ appropriate targeting and focus on sustainability

IFAD10 at mid-term: beyond business as usual



BIGGER

Expanding the program of work to meet an increasing and more sophisticated demand.

BETTER

Achieving higher impact per dollar invested through smarter design, partnerships, and differentiated country approaches.

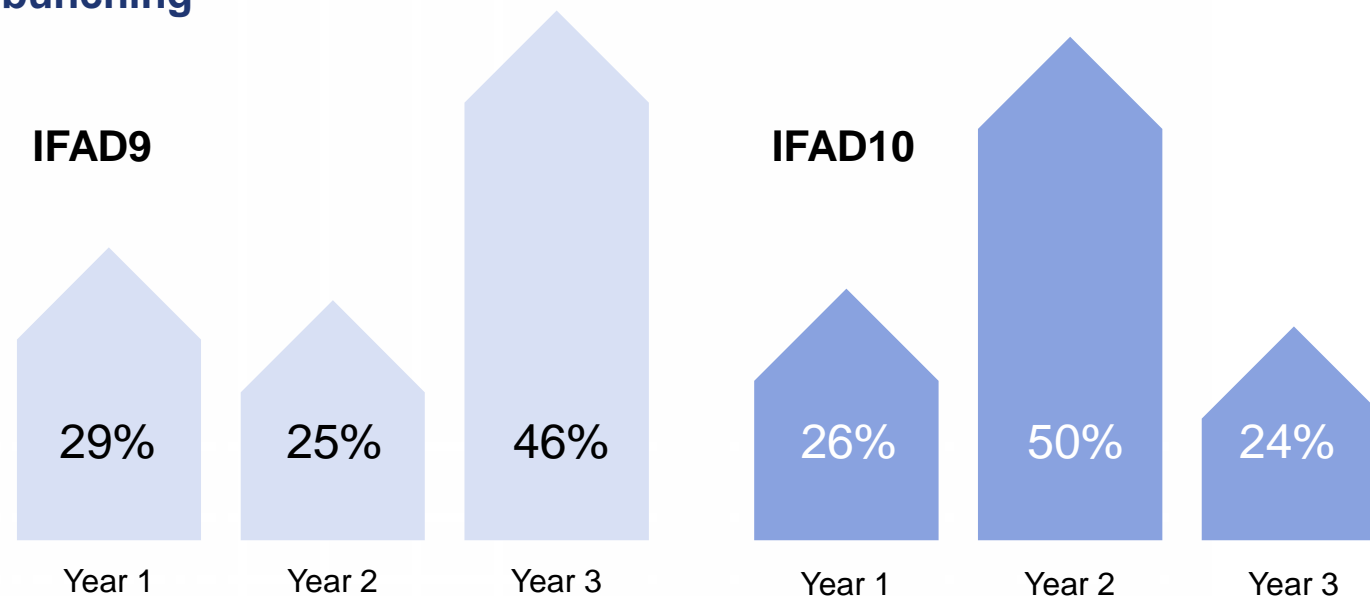
SMARTER

Getting closer to clients while reengineering internal processes for greater efficiency and development effectiveness.

Delivering a record pipeline through more proactive portfolio management



Distributing the pipeline to managing slippages and avoiding bunching



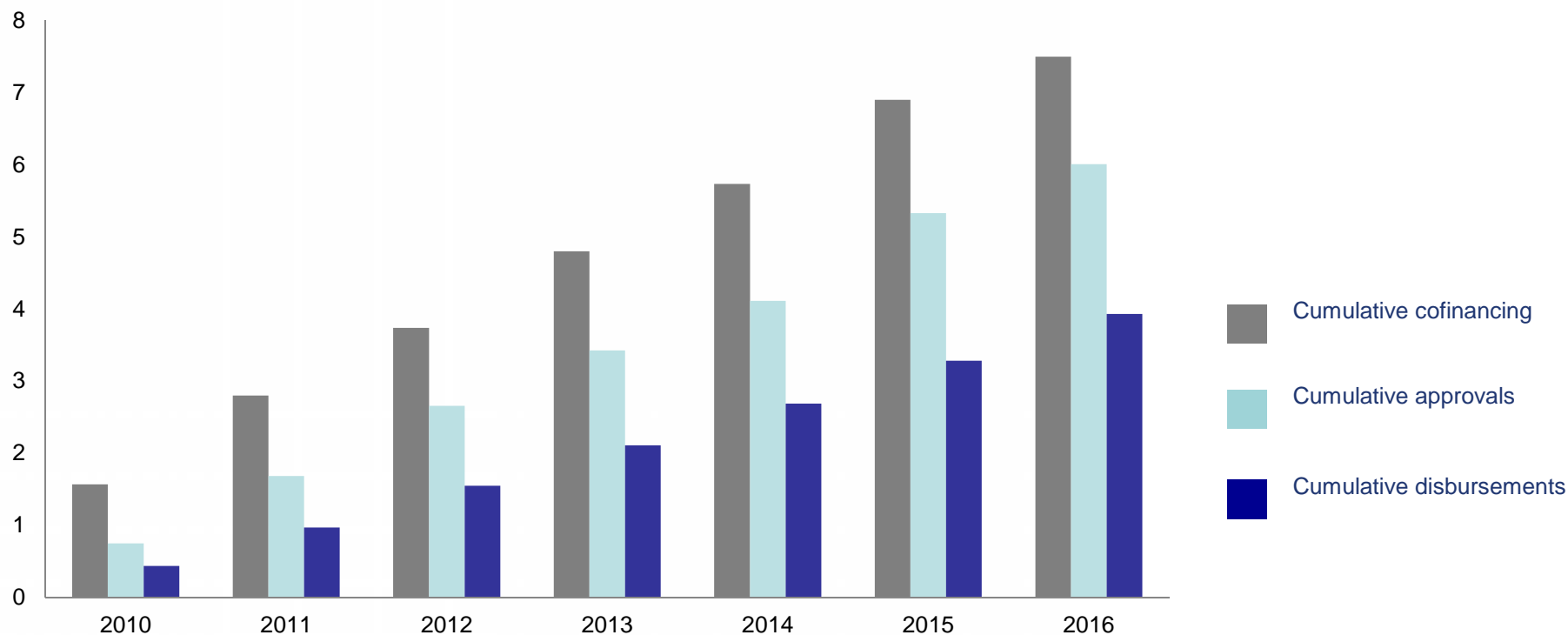
A significant number of operations is designed the year before delivery, weaving design costs across the cycle

BETTER

Striving to ensure that the pace of disbursements and cofinancing keep up with commitments



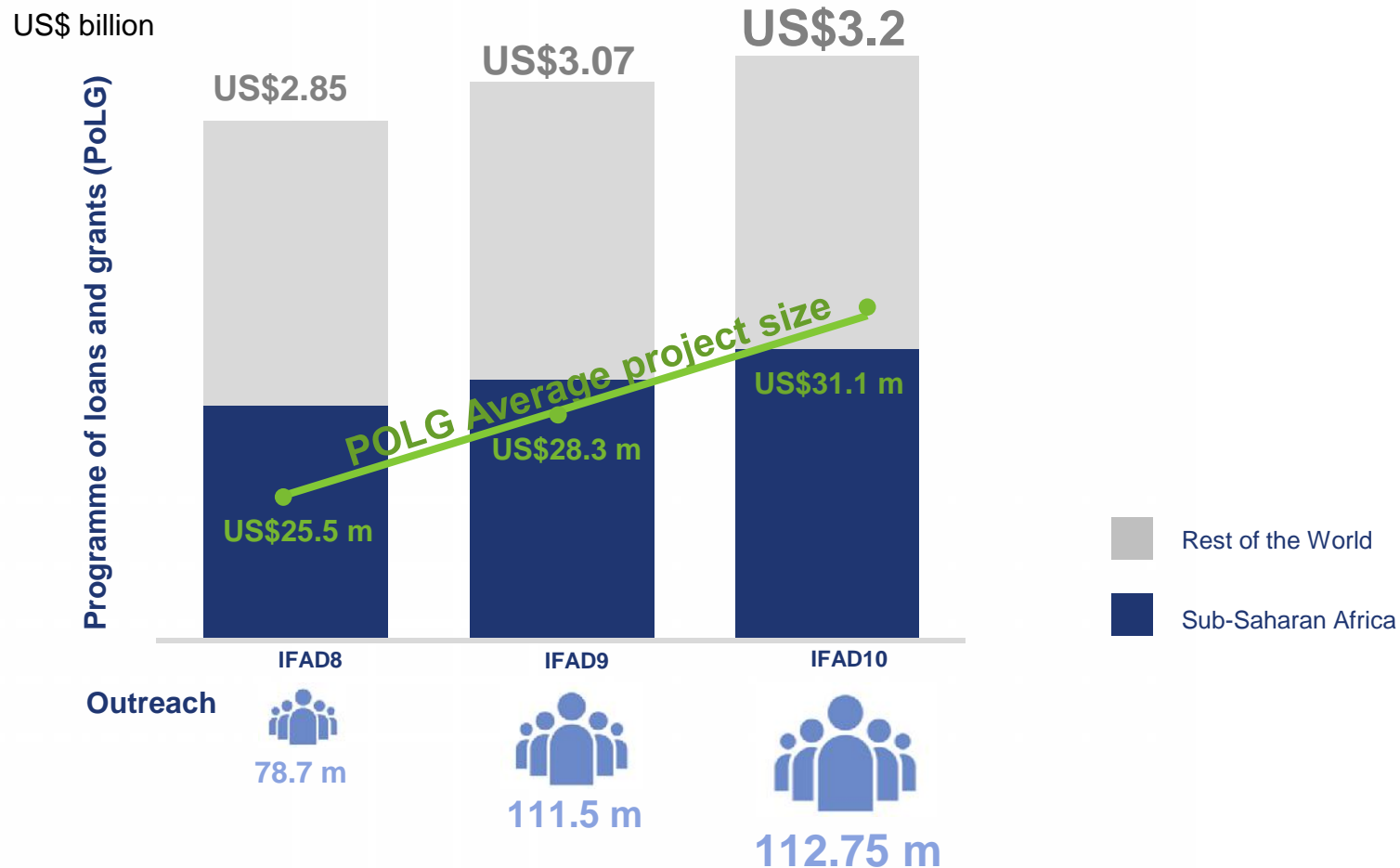
US\$ billion



Cofinancing and disbursements are consistently higher in Middle Income Countries

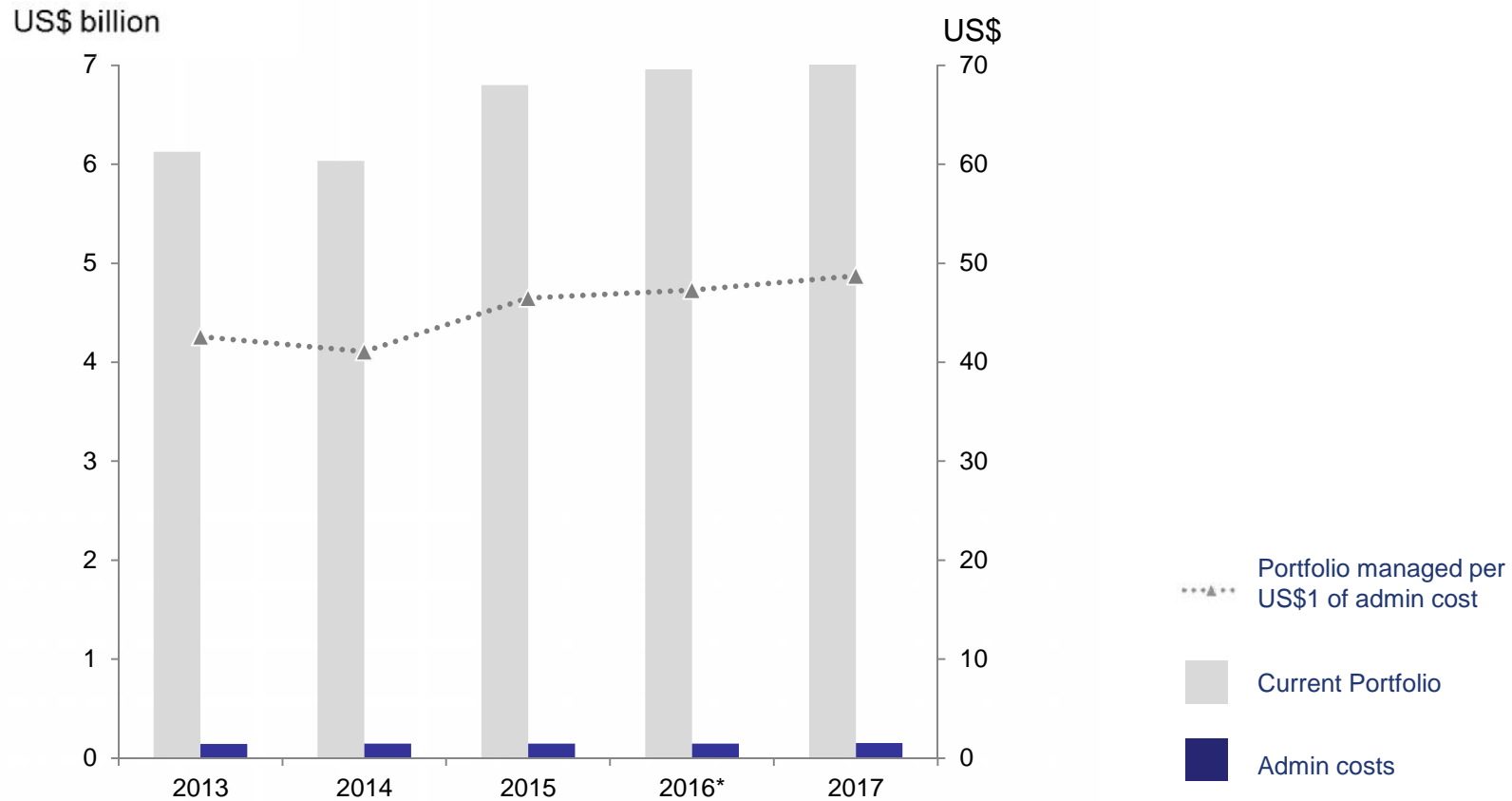
BIGGER

Enlarging our investments to reach an increasing number of rural poor



BETTER

Managing a larger portfolio with flat administrative resources



Continue to increasing efficiencies requires adjusting the business model

Meeting country demands through differentiated approaches

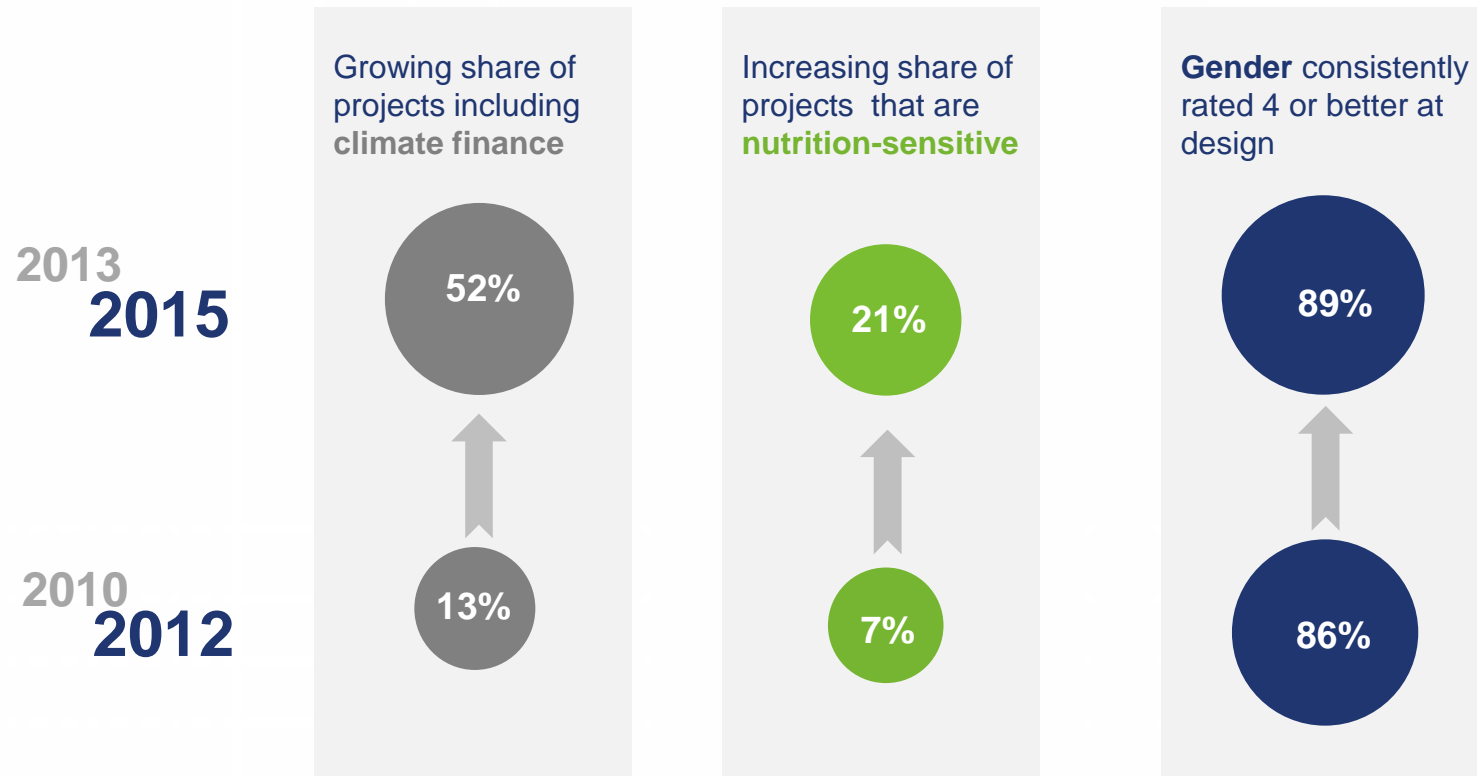


80% of rural poor IFAD serves are in Low Income and Low Middle Income countries

Low Income and Low Middle Income countries	Most Fragile Situations	Upper Middle Income Countries
<ul style="list-style-type: none">• Borrow on highly concessional or blend terms (IDA eligible)• 90 percent of IFAD10 financing through core replenishment contributions	<ul style="list-style-type: none">• Most borrow on highly concessional or blend terms (most are LICs and LMICs)• IFAD addresses causes of fragility in agricultural sector	<ul style="list-style-type: none">• Borrow on ordinary terms• IFAD engages them as key shareholders, sources of South-South cooperation, and global actors

Targeting conditions of extreme poverty, remoteness and weak institutional capacity

Designing smarter operations to foster inclusive rural transformation



Cross cutting issues are being mainstreamed but adjustments are needed to fully overcome silo approaches

Strengthening financial management to support IFAD's evolving financial architecture

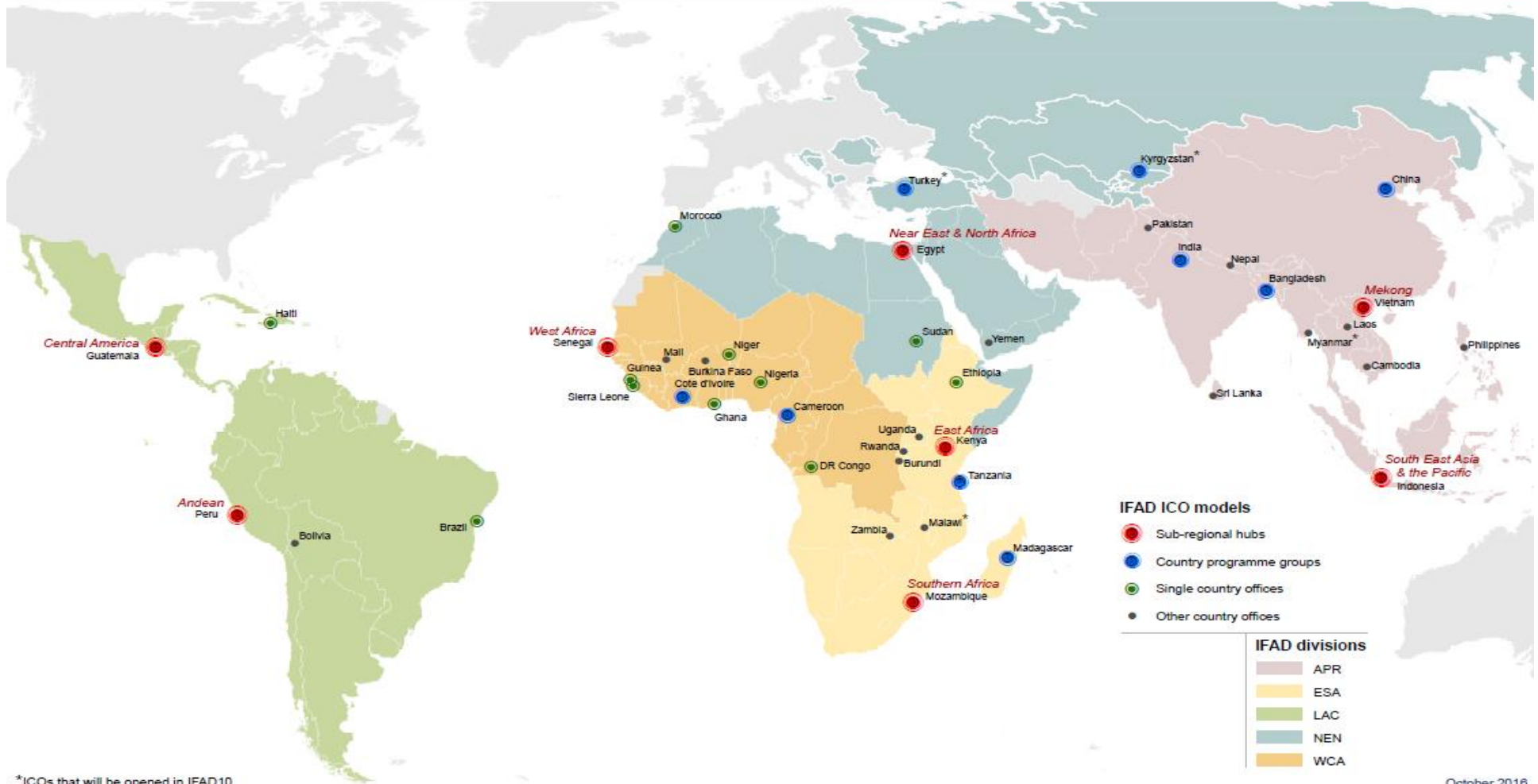


Financial Operations Department revamped to manage the growing complexity of IFAD's portfolio

Structure	Comprehensive, rules-based approach to borrowing	Feasibility of borrowing from capital markets
<ul style="list-style-type: none"> • Separate Financial Services Management Division (FMD) and Accounting and Controller Division (ACD) • Better cash flow planning and risk management capabilities • Separate Risk Monitoring and Compliance function 	<ul style="list-style-type: none"> • KfW Framework Agreement in IFAD9 • Approval of Sovereign Borrowing Framework • Two major borrowing transactions for US\$326 million equivalent (KfW and AFD) 	<ul style="list-style-type: none"> • Engaging closely with member states • Preparatory work to transact derivatives for currency hedging • Single Currency Lending • Assess IFAD's preferred creditor status to borrow at attractive rates

SMARTER

Managing over 80% of financing from country offices






*ICOs that will be opened in IFAD 10

October 2016

Heightening transparency to reach world class standards

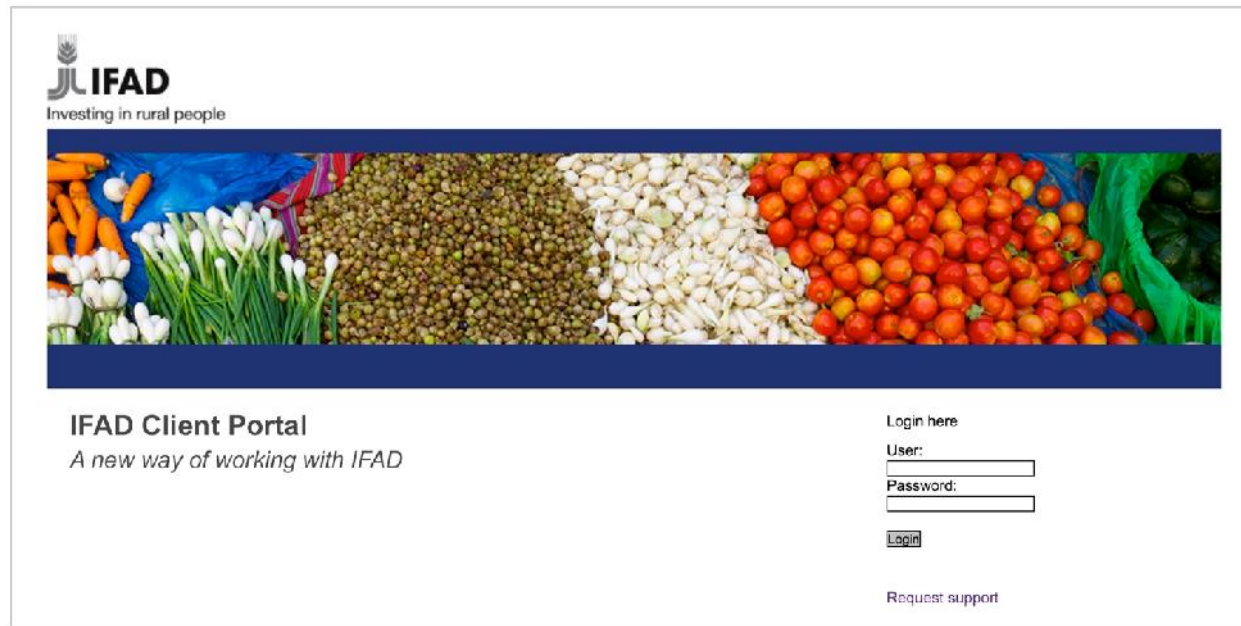


	IFAD9	IFAD10
<p>International Aid Transparency Initiative (IATI)</p> 	<p>Publishing since 2013 but only on commitments</p>	<p>report on more (e.g., disbursements) and more frequently (quarterly)</p>
<p>Other standard-setting transparency initiatives</p>	<p>Aidflows reports IFAD data on commitments, disbursements and debt</p> 	<p>exploring more active partnerships</p> 
<p>PBAS</p>	<p>disclose the Rural Sector Performance Scores only</p>	<p>more systematic disclosure of allocations and underlying data</p>
<p>Disclosure of operational documents</p>	<p>2014: 51% supervision reports disclosed, 70 days on average</p>	<p>2016: 67% supervision reports disclosed, 35 days on average</p> <p>disclose Project Completion Reports</p>

Reinforcing fiduciary and procurement oversight



Pioneering accreditation of financial management consultants



Piloting an automated system to track non-objections

SMARTER

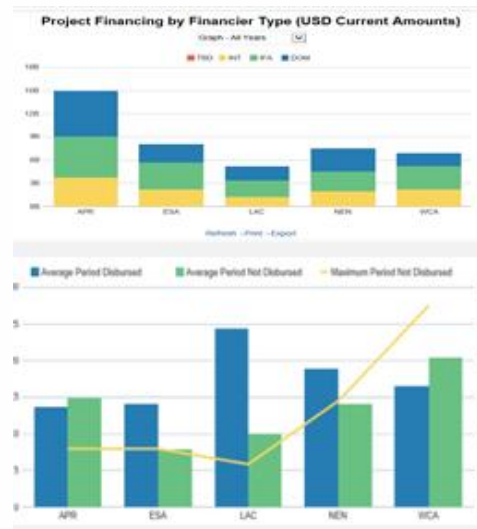
Mainstreaming technology in the way we do business



Operations Documents Center



Operations Dashboard

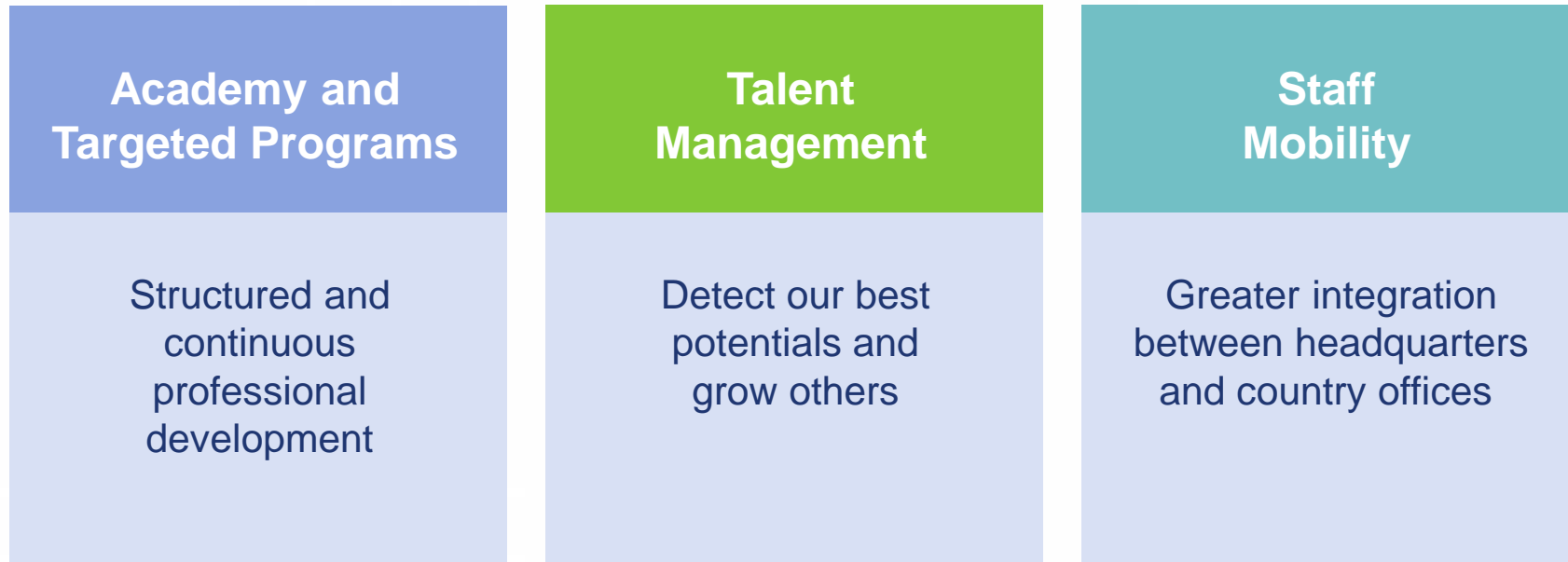


The Operational Results Management System



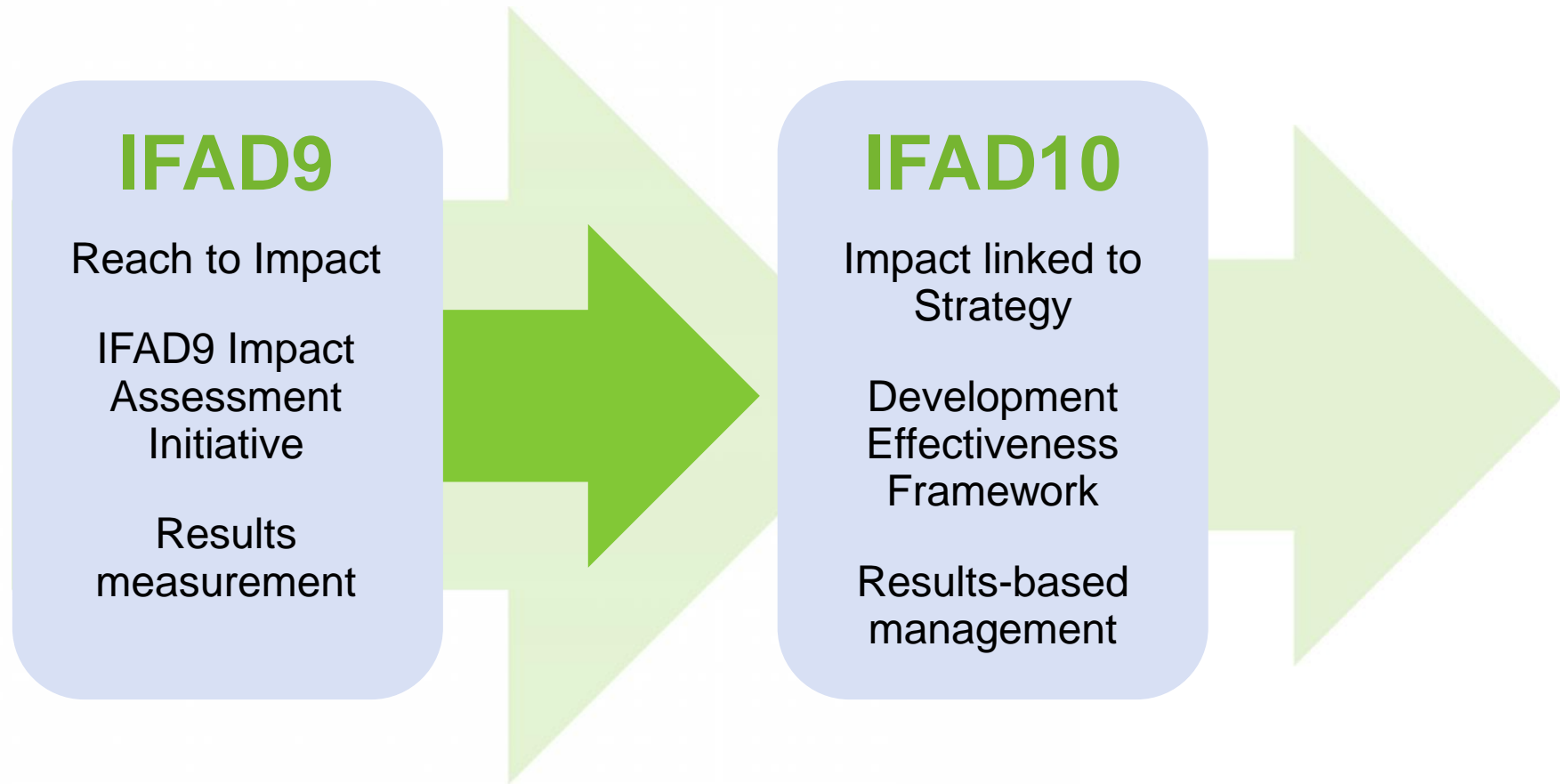
Speeding-up and modernizing business processes to become data-driven

Nurturing our workforce through the Career Development Framework



Redoubling efforts to increase number of women in senior positions

Moving from results measurement to results-based management



Proactively managing our investments to boost global efforts to achieve SDGs



IFAD9 Impact Assessment Initiative (funded projects 2010-2015)



SMARTER

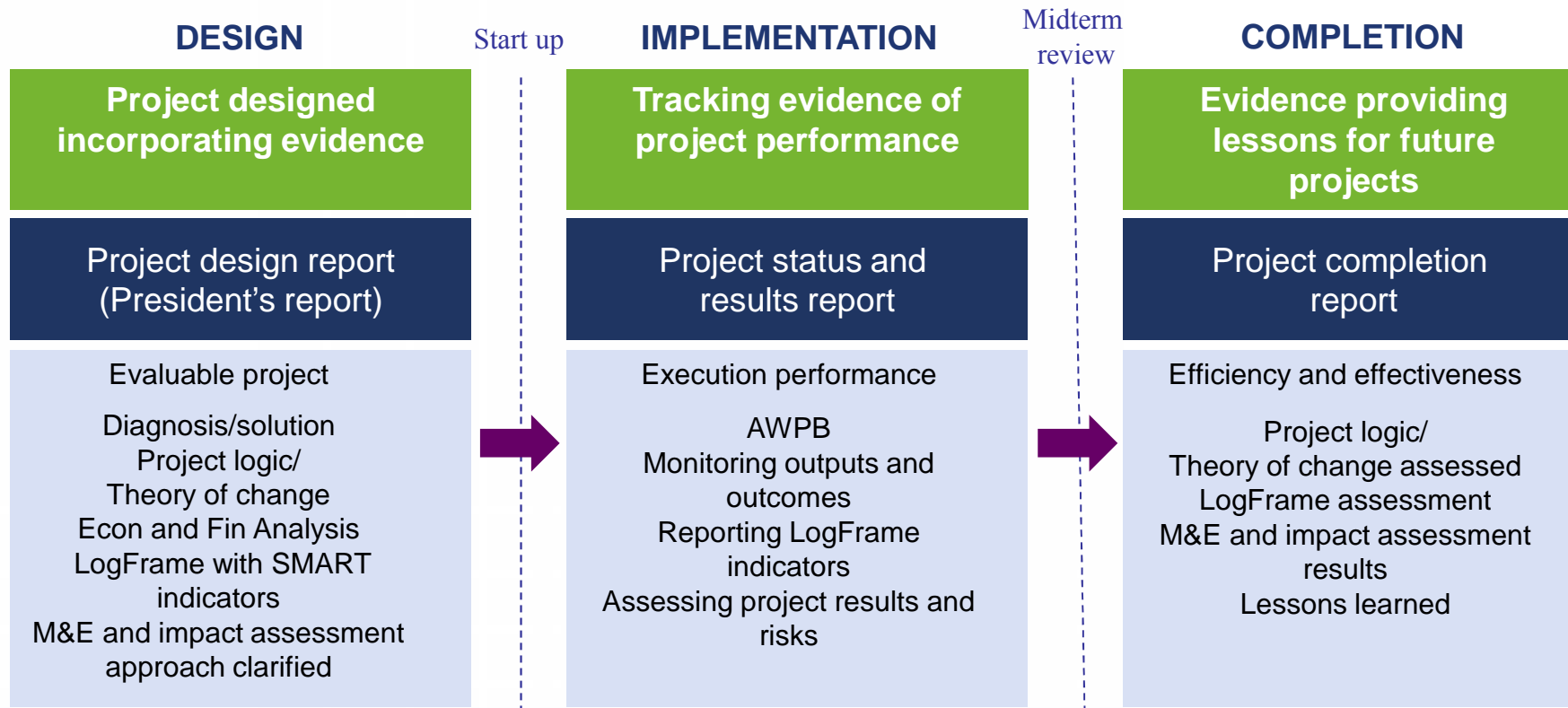
Instilling a results culture across the institution and in member countries



IFAD's Development Effectiveness Framework



Strengthening the focus on generation of results



Restructuring policy

➔ **Automated, Tracked in Real-Time through Dashboard** ➔

Improving monitoring and evaluation capacity among IFAD staff and in country




CLEAR training and certificate



The CLEAR logo features the word "clear" in a bold, lowercase font, with a blue globe icon to its right. Below the text, it reads "Center for Learning on Evaluation and Results" and "FRANCOPHONE AFRICA".

- Curriculum design
- Certification
- Scholarships for PMU staff
- Five global CLEAR teaching centres
- Available to IFAD staff, consultants, etc.

CPM academy



An icon depicting a person pointing at a screen or board, with two other people standing in front of it, all within a blue square border.

- Theory of change and LogFrames
- M&E as management tool
- Economic and financial analyses
- Impact assessment

Move to Co-Responsibility



CPM



CPM



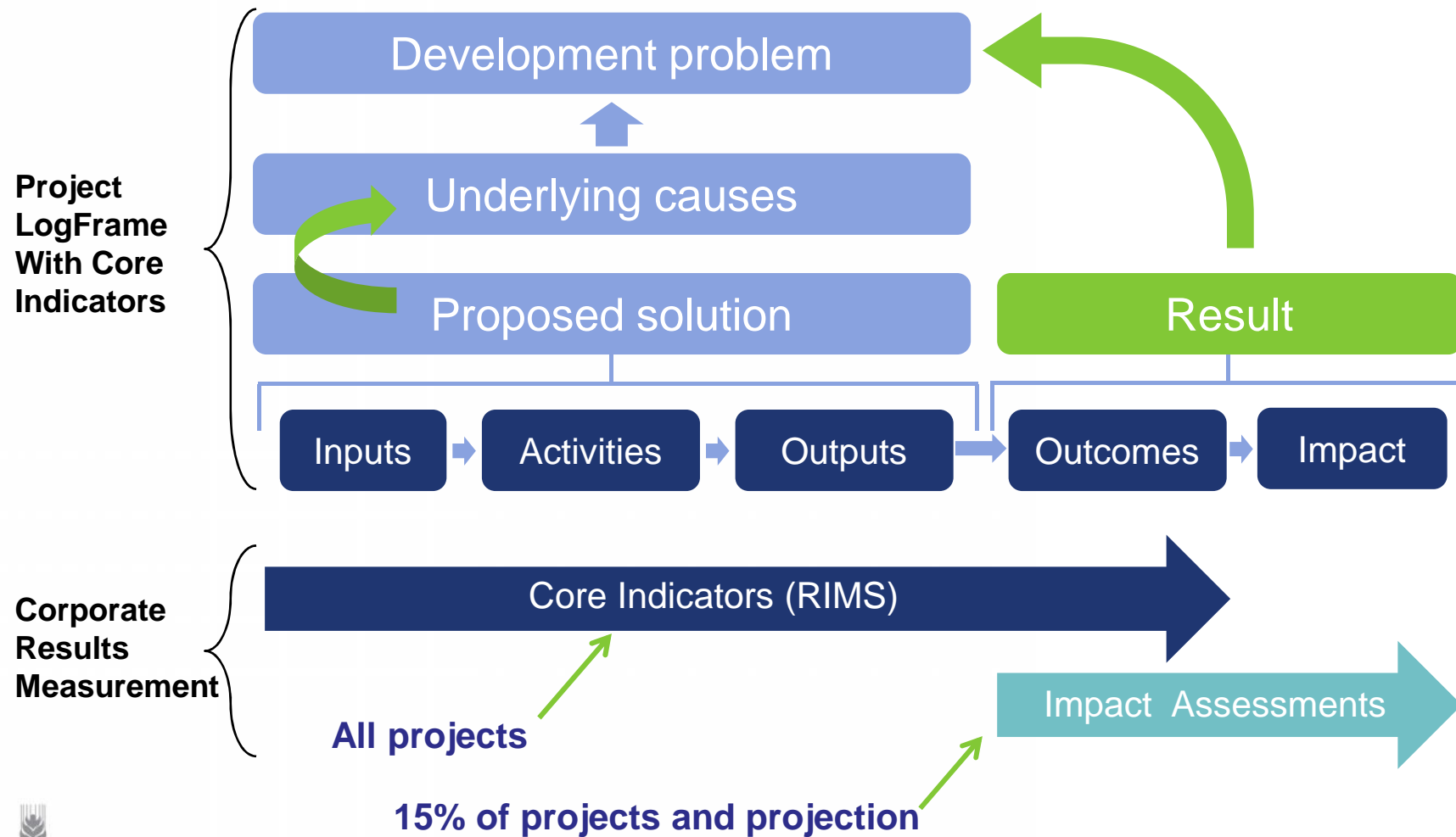
**Lead
Advisor**



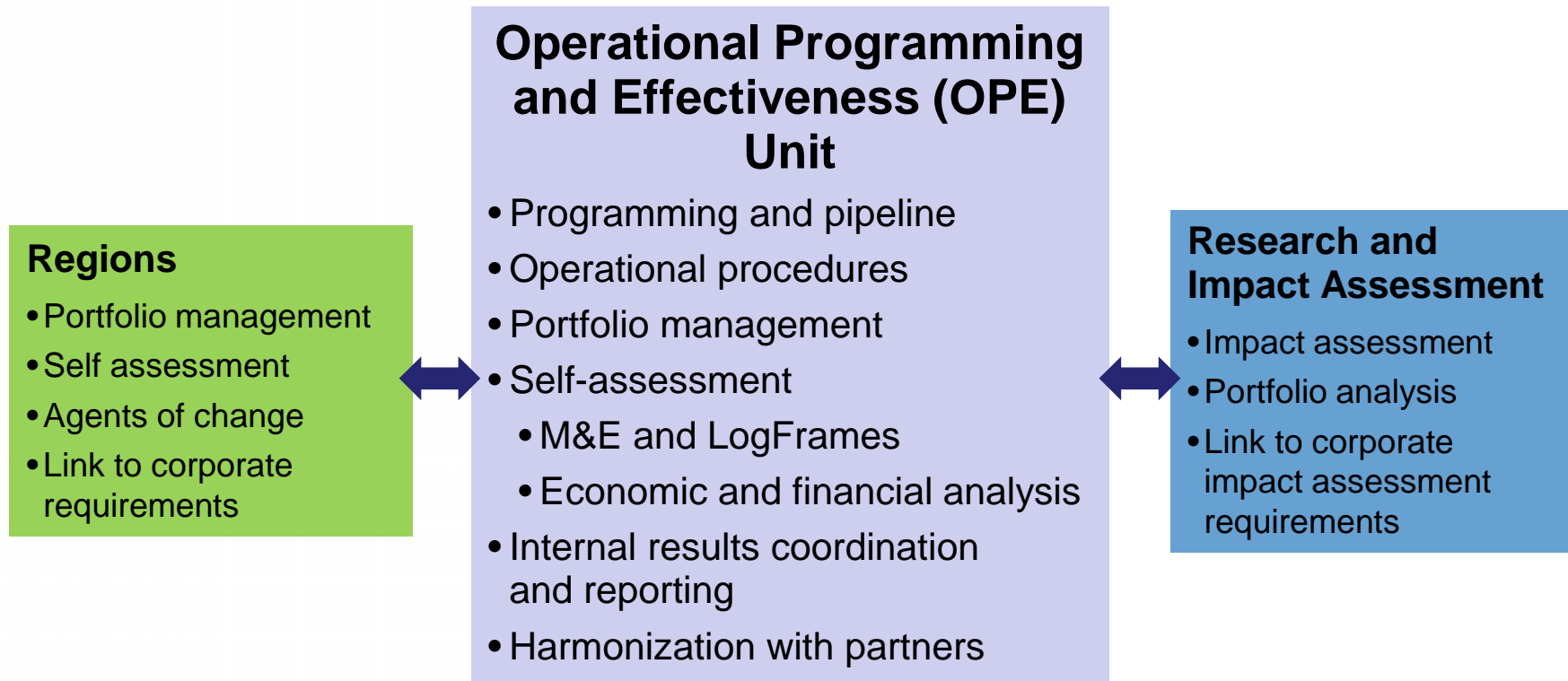
Development Effectiveness Checklist

- ✓ Strategic Framework
- ✓ SDGs
- ✓ COSOPs
- ✓ Safeguards
- ✓ Mainstreaming
- ✓ Diagnosis based on evidence
- ✓ Project logic/indicators
- ✓ Monitoring and evaluation approach
- ✓ Economic and financial analysis
- ✓ Impact assessment

Linking project monitoring and evaluation to corporate results reporting



Enhancing self-evaluation quality and governance

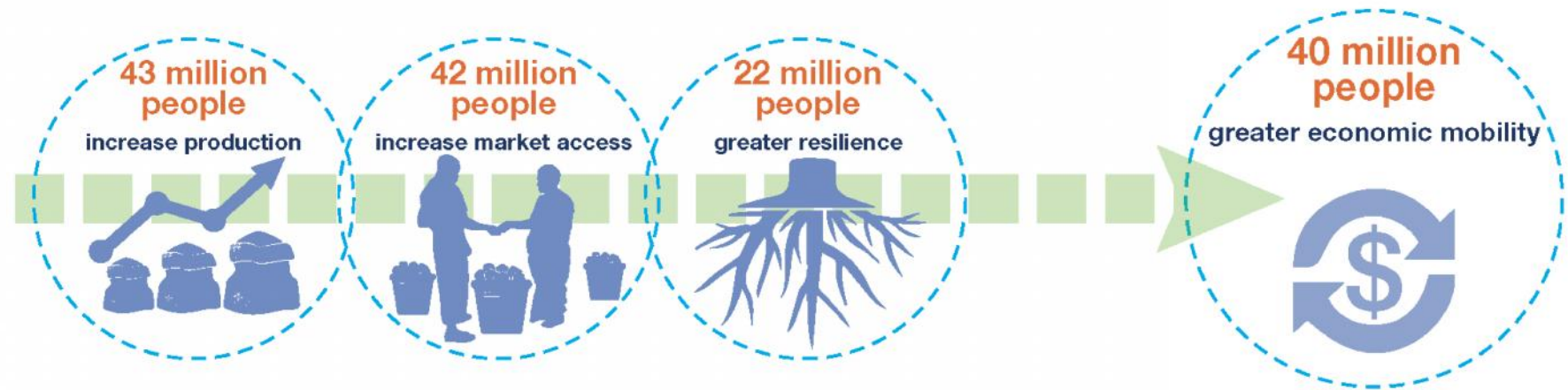


SMARTER

Pursuing ambitious targets based on a systematic assessment of our portfolio



IFAD10 Results Measurement Framework-Updated



Deepening ongoing reforms to increase the scale of impact



- Further improving institutional efficiency and transparency
- Speeding-up operations and ramping-up disbursements while mainstreaming thematic priorities
- Continue strengthening financial capacity and sustainability
- Fostering a results culture that embraces evidence-based decision-making
- More systematically integrating knowledge and non-lending activities with lending

Thank you

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Any questions?

