



Twelfth Replenishment

**RURAL
PROSPERITY.
FOOD.
RESILIENCE.**

IFAD11 Mid-Term Review

Vision, Ambition and Action

First session of the Consultation on the Twelfth Replenishment

13 February 2020

Vision and ambition for IFAD11: Recap

IFAD11 main messages

IFAD11
FIDA11

- 1 Business as usual is not sufficient to reach **SDG1** and **SDG2** ●
- 2 IFAD has an **important role to play** in leaving no one behind ●
- 3 IFAD has the **capacity** to deliver **bigger, better** and **smarter** ●
- 4 IFAD will **leverage** development **finance** ✓
- 5 IFAD's **investments** will target the poorest people and the poorest countries ✓
- 6 IFAD will **streamline** and **leverage partnerships** to respond to country needs ✓
- 7 IFAD will **mainstream key issues** to multiply the impacts ✓
- 8 IFAD will **tailor** its operations to better support rural transformation processes ✓
- 9 IFAD will enhance its **Value for Money** across all four dimensions ✓
- 10 Thus, IFAD will achieve its **full potential** to contribute to the 2030 Agenda ✓

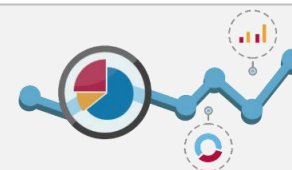


IFAD11 MTR: Key Messages

75% of commitments delivered: Positive progress after one year as well as clear areas where further actions are needed



Strong delivery on IFAD's core mandate, however, challenges remain:
Continued focus on initiatives to improve quality, efficiency and sustainability in line with IOE recommendations



Building towards IFAD12: Consolidate, strengthen, and innovate around the business model



IFAD11 MTR: An up-to-date report on progress



Adoption of DEF paved way for access and availability of real time data



Front-loaded delivery of IFAD11 commitments in 2018 and 2019 (37 out of 50 commitments delivered)



US\$1.7 billion of PoLG and accompanying country strategies approved in 2019

Completing IFAD10: Maximizing impact in a challenging context



62 million people experienced economic mobility



47 million with improved production



50 million with improved market access



26 million with improved resilience



Resource mobilization

Assembling development finance to maximize impact



Resources



Co-financing



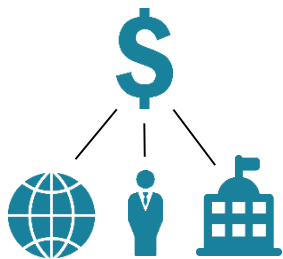
Private sector

Progress: 50% of commitments delivered (3/6)

- On track:**
1. **(Continuous)** Secure replenishment contributions and DSF compensation for IFAD11.
 2. **(Continuous)** Present proposals for CPLs and sovereign borrowing to the Executive Board.
 3. Implement the agreed actions in the roadmap for IFAD's financial strategy.

Becoming an assembler of development finance through high cofinancing in 2019

Domestic and international cofinancing mobilized in 2019 particularly in countries with the highest needs



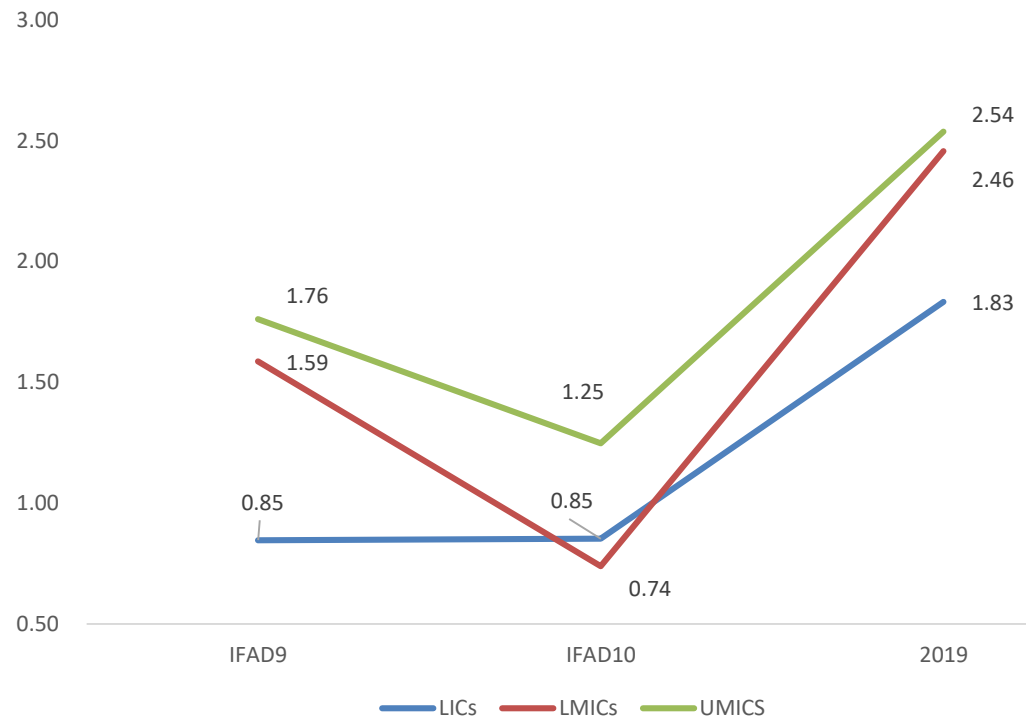
Total:
1 : 2.05

Domestic

0.9

International

1.15



Revamping IFAD's financial architecture: IFAD 11 successes and actions

IFAD11 Successes



- Initiation of credit rating process
- Strengthening of IFAD's financial sustainability
 - ✓ DSF reform
 - ✓ Capital Adequacy Policy
 - ✓ ALM framework
 - ✓ Liquidity Policy
 - ✓ Forward Looking impairment (IFRS9)
 - ✓ Internal Control Framework
 - ✓ Anti Money Laundering and Counter Terrorism Financing Policy

Actions to fund IFAD11



- Strengthened effort for resource mobilization through targeted outreach to bilateral sovereign lenders
- Active portfolio management through close approval and disbursement planning
- Potential prepayment of outstanding loans to boost liquidity

Resource allocation

Focusing on the poorest people
in the poorest countries



Countries



Resources
and vehicles



Beneficiaries

Progress: 80% of commitments delivered (4/5)

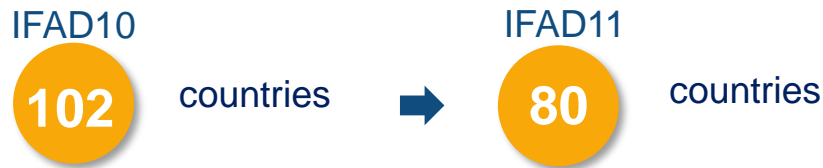
On track: 11. (Q2 2020) Provide a proposal for disaggregating data on people with disabilities in IFAD projects which has been piloted in at least 5 projects following the methods used by the United Nations Washington Group on Disability Statistics, such as the Short Set of Disability Questions.

Optimizing Allocation of Resources



More Selective

Effectively applied Country Selectivity Framework:

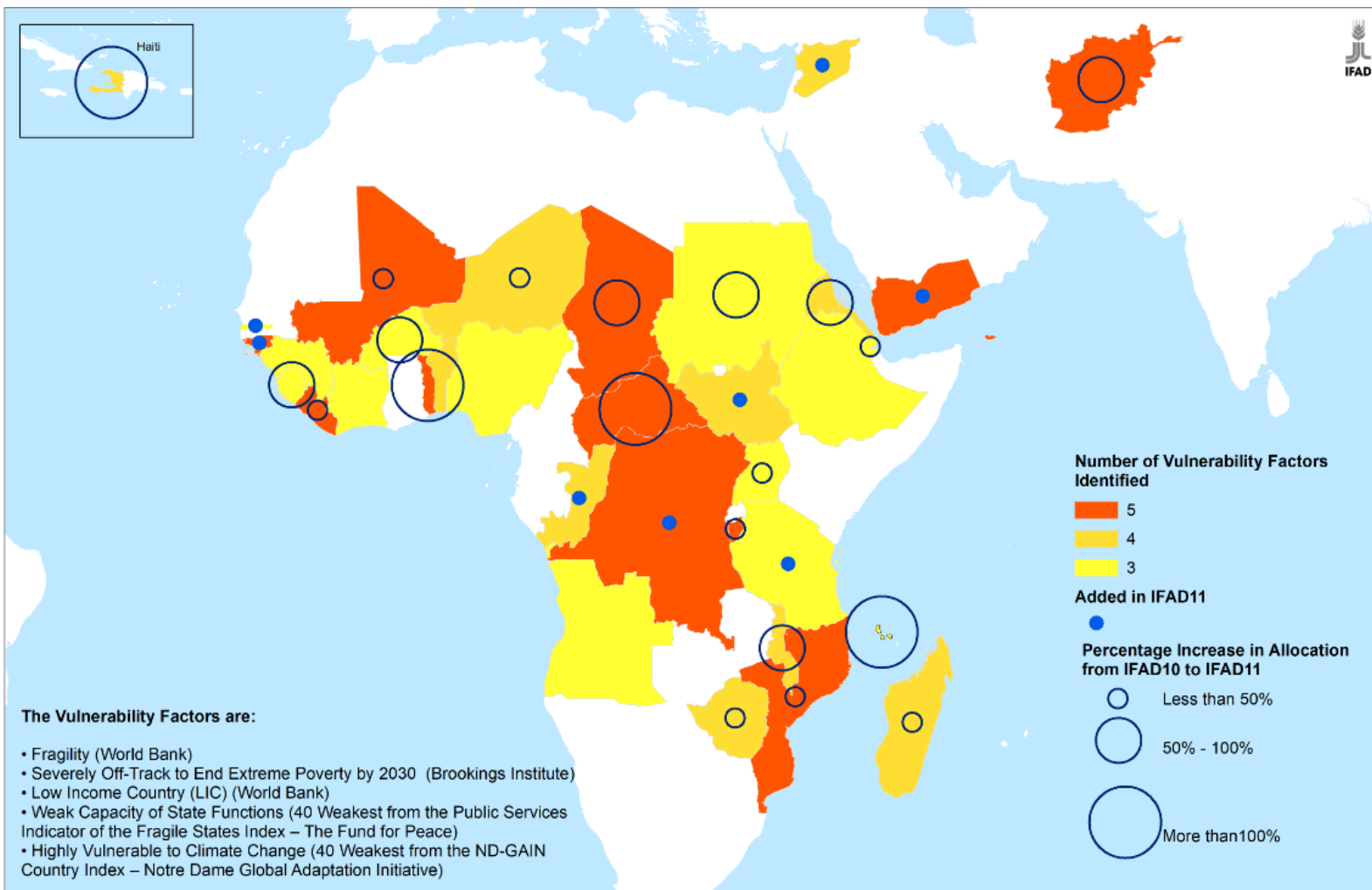


Larger Projects

Average IFAD financing



Channelling more resources to countries with highest needs through the PBAS



59%
SSA

Target: 45%
Above target

90%
LICs &
LMICs

Target: 90%
On target

25%
Fragile
Situations

Target: 25-30%
On target

Resource utilization

Doing development differently



Instruments



Focus



Design

Progress: 84% of commitments delivered (21/25)

- On track:**
- 22. (Q2 2020) Provide a report that analyses IFAD's gender-transformative approach using appropriate qualitative and quantitative approaches.
 - 28. (Q3 2020) Report on progress across the four mainstreaming themes in the Report on IFAD's Development Effectiveness (RIDE).
 - 33. (Continuous) Increase investment in strategic communication to raise awareness of IFAD's unique brand and improve the visibility of its work to support poor rural people and assess effectiveness of these investments through periodic measurement of IFAD's profile among target audiences.
 - 36. (Q2 2020) Develop a proposal to pilot RBL for consideration by the Executive Board, and explore other lending and risk management products, including options for regional lending operations.

Adopting a country level programmatic approach and expanding IFAD's toolkit

Longer term transition strategies with tailored support

Diversified products responding to sophisticated demands and needs

New COSOPs following new procedures

20

COSOPs in fragile situations including fragility assessments

8

RTAs approved or in process

5

Joint country strategies with RBAs underway

3

Results based lending approved or in planning

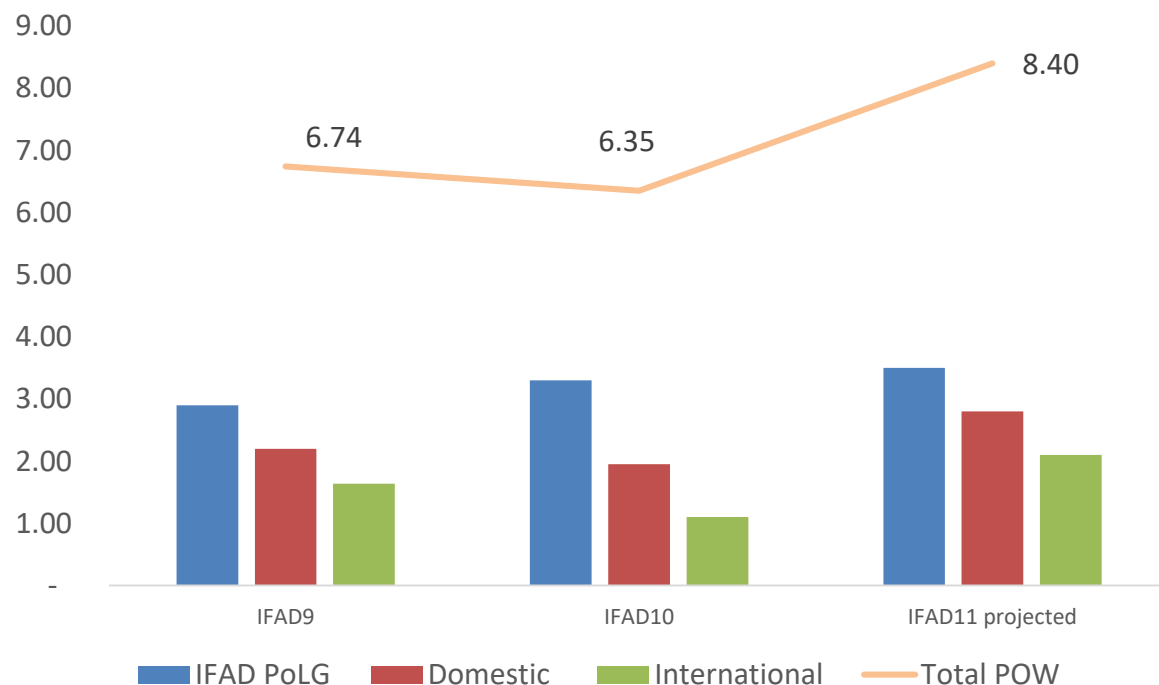
3

Regional projects under preparation

2

Agile delivery and efficiency improvements

Actual and projected programme of work, IFAD9-IFAD11
(Billions of United States dollars)



Source: Grants and Investment Projects System as at 22 October 2019

US\$ 1.7 billion PoLG delivered in 2019 –in 2019 PoW delivered US\$5 billion

34 new projects funded; 13 additional financing

Average time from concept note to approval down to **10 months** from 17 in 2016

Average time from entry into force to 1st disbursement down to **8.1 months** in 2019 from 12.5 in 2016

Achieving targets for mainstreaming themes at project design

All areas are ahead of targets for 2019

Gender Transformative



Achieved:
32%

Target: 25%

Youth Sensitive



Achieved:
82%

Target: 50%

Climate Financing



Achieved:
US\$568 mil - **34%**

Target: 25%

Nutrition Sensitive

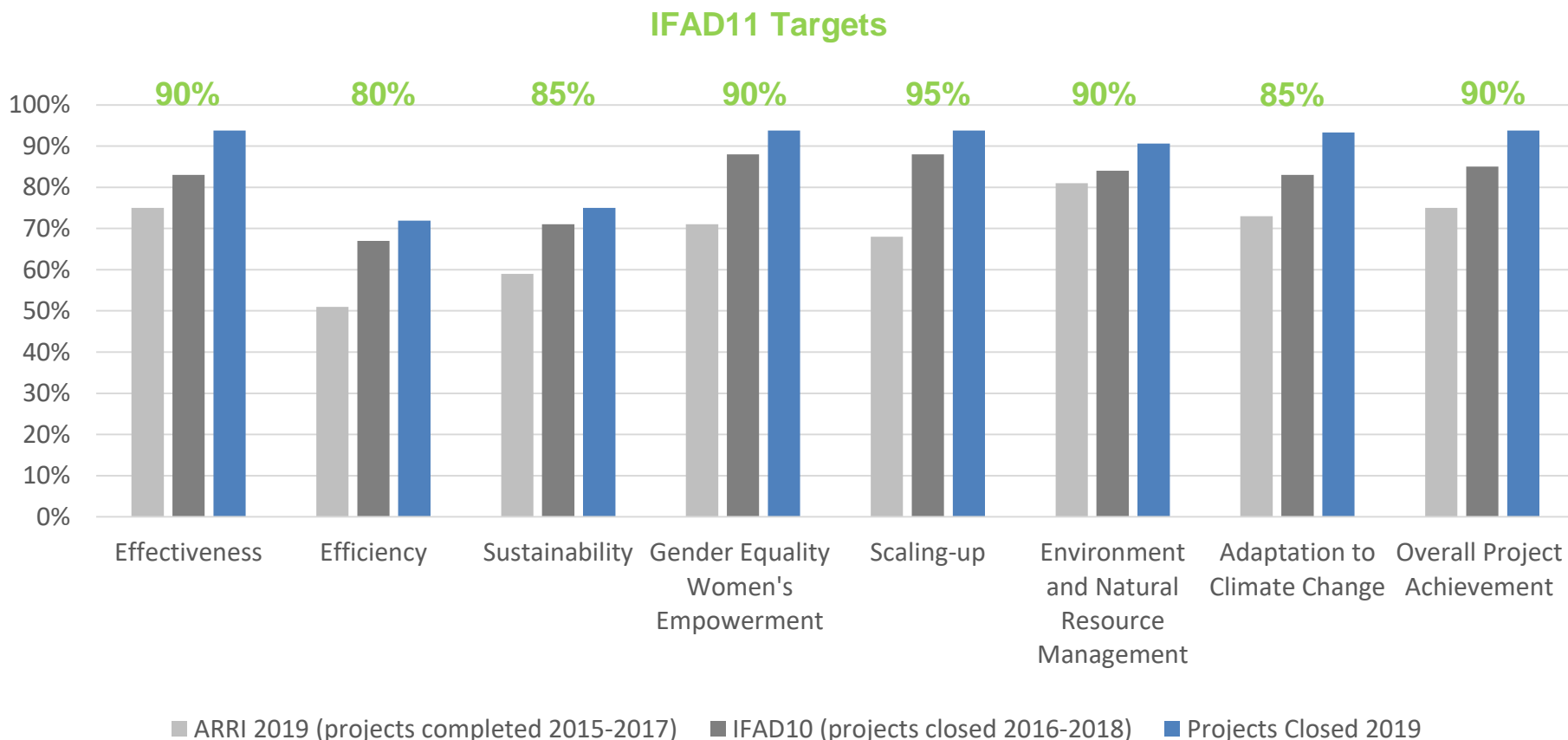


Achieved:
61%

Target: 50%



Closing the loop: performance and learning at completion



Key Message: Projects closed in IFAD11 show improved ratings at closure compared to IFAD 10 and 2019 ARRI ratings, however, continuous efforts are required to meet the ambitious end IFAD11 targets.



Transforming resources

Embracing a culture of results and innovation



Supervision



Data



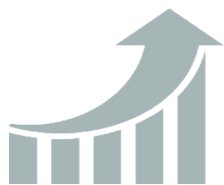
Transparency

Progress: 70% of commitments delivered (9/13)

- On track:**
- 41. (Continuous)** Continue fine-tuning the Results Management Framework, in cooperation with Member States, to enable optimal reporting of the outcomes/impact of their contributions to IFAD, and submit any proposed updates to the Executive Board.
 - 42. (Continuous)** Fully operationalize the Transparency Action Plan, including publication of IFAD's travel policy and quarterly reporting to the International Aid Transparency Initiative.
 - 46. (Q3 2020)** Implement the value-for-money scorecard and report annually on its implementation through the RIDE.
 - 49. (Q2 2021)** Present a midterm review of the IFAD Strategic Framework 2016-2025 to the Executive Board.

Working differently as an organization...

Institutional efficiency



Evaluated IFAD's human capital, skills mix, and policy flexibility



Business process re-engineering exercise

Streamlining systems and processes



2/3 staff

Provided with training on decentralization in Operations Academy

ORMS

Project cycle tracking

Changing institutional behaviors and cultures



SEA-SH

Online training, training in all regions, 20 staff selected as focal points

Risk

Reforming enterprise risk management

**IFAD10:
15%**



**2019:
30%**

Decentralization: staff in field

Working differently with our partners...

Leveraging Technology



ICT4D

First strategy approved

2016:
0%



2019:
63%

Countries using IFAD Client Portal



Strengthening institutions and capacities at the country level



Investing in capacity building on financial management and procurement

PRiME

Trained and certified 164 project staff in M&E

Promoting Transparency



Operations geo-tagged and made available



Stakeholder feedback framework approved

2016:
0%



2019:
73%

PCRs publicly disclosed

Looking ahead: Implementing IFAD11 and preparing for IFAD12





- 1** Deliver a high-quality PoLG with a focus on climate, gender, youth and nutrition while maintaining quality implementation
- 2** Ensuring new instruments and approaches, including the ASAP+ and Private Sector Financing Program, complement and enhance the development impact of the PoLG
- 3** Invest in the reinvigoration of workforce and skills as IFAD engages in new areas of work
- 4** Step up resource mobilization efforts and work with Members States to increase core contributions to ensure delivery of impact at scale
- 5** Continued attention to changing institutional behaviours and cultures in line with IFAD's reform agenda to be more client focused

Thank you