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Enabling poor rural people
to overcome poverty

IFAD Initiative for Mainstreaming Innovation

Sixth Progress Report on the Main Phase

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Abbreviations and acronyms

CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
IMI	Innovation Mainstreaming Initiative
KMI	knowledge management and innovation
M&E	monitoring and evaluation
PMD	Programme Management Department
PTA	Policy and Technical Advisory Division
SKM	Office of Strategy and Knowledge Management
WCA	West and Central Africa Division

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1. The main phase of the Innovation Mainstreaming Initiative (IMI) was approved by the Executive Board in December 2004 (EB 2004/83/R.2). Financed by a complementary contribution from the United Kingdom of GBP 6.6 million (amounting to USD12.0 million), the IMI has as its goal to enhance IFAD's capacity to promote innovations that will have a positive impact on rural poverty. Its expected outcomes are:

    *   Innovation mainstreamed into IFAD operations;

    *   Strengthened learning on innovation and sharing, and the application of such learning; and

    *   A changed organizational culture and practices for supporting innovation.

2. This report updates the Executive Board on the progress made by the Initiative for Mainstreaming Innovation (IMI) during the period December 2010 to October 2011. It follows on from five previous progress reports presented to the Board (documents EB 2010/101/INF.5, EB 2009/98/INF.7, EB 2008/95/INF.5, EB 2007/92/INF.6 and EB 2006/88/INF.4), which together cover the period 2005-2010.

I.   Background

3. A corporate-level evaluation of IFAD's capacity to promote innovation, including an assessment of the performance of the IMI, was conducted by the IFAD Office of Evaluation (IOE) and presented to the April 2010 Executive Board (EB 2010/99/R.7).

4. The evaluation concluded that the relevance of the IMI was satisfactory. While the design of the programme was largely relevant, there were some weaknesses: its lack of prioritization of activities, the fact that some of the activities were clearly beyond the scope of the IMI to address, a lack of programme targets and weak monitoring and evaluation (M&E), and its arguably inappropriate institutional home in the then External Affairs Dept. It found that the IMI was moderately **effective** in achieving the objectives of the programme: the first two outcomes of the IMI were achieved, but the third – changed organizational culture and practices for innovation – had largely not been met. By contrast, its **efficiency** was adjudged to have been moderately unsatisfactory: its administrative costs were thought to be high, the funding cycle was slow, and implementation of a majority of the projects ran behind schedule. The IMI's **impact** was found to be moderately satisfactory, and its **sustainability** moderately unsatisfactory.

5. IFAD management's response to the recommendations of the CLE as a whole highlighted four points (EC 2010/62/W.P.3/Add.1). First, it recognised that IFAD needs to set a clearer, more strategic innovation agenda, although it argued that innovation ideas often emerge from the field, in response to specific project- and country-level issues, and that there is a need to be responsive to such initiatives. Second, it highlighted the centrality of scaling-up (as being "mission-critical"), as a true measure of innovation and **the** route to having a wider impact on rural poverty, beyond the direct impact it has through its own operations. Third, it took serious note of the recommendation to allocate adequate financial and human resources for non-lending activities. And fourth, IFAD management made clear that it is committed to encourage greater knowledge sharing and risk taking in order to motivate staff to innovate.

6. Following the reconfiguration of the structure of IFAD Senior Management in January 2010, the Chief Development Strategist was designated as the Champion for Knowledge Management and Innovation (KMI) within the Senior Management

team. Subsequently, the IMI Manager and the IMI funds moved to the Office of the Chief Development Strategist (now the Office of Strategy and Knowledge Management). A core KMI Group consisting of a limited number of staff from across the organization and including the IMI Manager, was established to support the Chief Development Strategist in this role, and in particular, to oversee and implement both the knowledge management and the innovation strategies, in line with the decision to merge these two strategies, and to develop a framework to systematically integrate innovation into the wider IFAD agenda. On the basis of discussions with IFAD staff and managers, the core KMI Group drafted a revised KMI implementation framework which was approved by the Operations Management Committee in June 2010.

7. The framework contains four main objectives:

   (a) mainstreaming of KMI activities into IFAD's core processes;

   (b) fostering partnerships on KMI;

   (c) building an enabling environment and organizational culture for KMI; and

   (d) enhancing staff capabilities and supportive technical infrastructure to enable KMI.

8. These objectives are disaggregated into a number of activities; those related to innovation include: (i) defining a corporate innovation agenda based on consultations with stakeholders; (ii) revising the IMI procedures and guidelines, which will serve as the basis for the preparation of a new call for proposals; and (iii) assessing the contribution of the IFAD-International Food Policy Research Institute (IFPRI) Strategic Partnership Programme[1] to the implementation of the KMI strategy.

9. In 2011 it made a start to implementing activities in support of the agenda, in some cases drawing upon IMI programme resources to finance them.

II. Review of implementation in 2011

10. During 2011, no new activities or projects were approved for funding under the IMI, although a limited number of significant activities were implemented under already-approved projects. The principal reason for the low level activity under the Initiative related to institutional capacity: on one hand, the IMI manager moved to a new post within IFAD; while on the other, it was not until the arrival of the new Chief Development Strategist in October 2011 that a way forward for the IMI was defined and agreed upon.

11. As no new IMI-financed projects were approved, the number of approved IMI projects has remained at 40. Of these, 38 projects have been implemented, one project failed to take off and another was brought to a close prior to completion due to implementation difficulties. During 2011, two more projects were completed, which means that as of 31 October 2011 a cumulative total of 37 projects have now been completed. Only one project remains open, in order to draw out lessons (from Kenya) for replication (in Ethiopia). A matrix indicating the projects approved and summarising their outcomes, is shown in Annex I of this report, and expenditures under all of the projects are reflected in the financial statement contained in Annex II.

12. Two particular activities under IMI-financed projects conducted during 2011 should be highlighted. First, in June, an international consultation: "Skills Development for Poverty Alleviation: sharing IFAD experiences in technical and vocational skills

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[1] IFAD contributed to IFPRI's Strategic Partnership to advance innovative policies designed to help poor people benefit from climate change mitigation and improved market access. Four countries were selected to join in this venture: Ghana, Morocco, Mozambique and Viet Nam (see EB 2008/95/R.39).

development" was conducted at IFAD headquarters. With some 16 participants from outside IFAD plus a further 30 from within IFAD, the consultation came up with a set of recommendations as to how IFAD could strengthen its capacity to support technical and vocational skills development for rural poverty reduction. These are outlined in the workshop report.

13. Second, in September, IFAD, working together with the Food and Agricultural Organization of the United Nations (FAO), the World Food Programme (WFP) and Bioversity, the Consultative Group on International Agricultural Research (CGIAR) and the Technical Centre for Agricultural and Rural Co-operation (CTA), and in partnership with regional and international partners, hosted the second Global AgriKnowledge Share Fair. The four-day event provided a forum to explore innovations and emerging trends relating to agriculture, climate change, food security, mobile technology, social media and other rural development-related issues. Over 160 presenters shared their experience and knowledge, providing an opportunity for participants to learn, share, connect and influence future rural development activities.

14. Status reports on all approved projects, including the outcomes achieved by the completed projects, are to be found in summary form in Annex I. During 2012 it is planned to conduct a series of studies, drawing out and capturing some of the most interesting innovations associated with selected IMI-financed projects, for lesson learning and possible up-scaling or institutionalisation.

III. The way forward

15. Implementation of the IMI has, for a number of reasons, been subject to major delays. There is now an urgent need to accelerate implementation, with a view to fully allocating the IMI funds by end-2012. At the same time, there is need to focus the Initiative squarely on the achievement of its overall goal of enhancing IFAD's capacity to promote innovations that will have a positive impact on rural poverty, and its three expected outcomes relating to mainstreaming, learning and organizational culture.

16. The approach for the future management of the IMI will take account of the experience of the IMI to date, the findings of the CLE and management's response to it. It seeks to respond to IFAD's 2007 Innovation Strategy, its evolving innovation agenda and its on-going effort to promote innovation, learning and scaling up for enhanced impact in terms of rural poverty reduction. It also supports the evolving institutional framework for promoting innovation. The following are the key features of the approach:

- The management of the IMI will be located within SKM, which has institutional responsibility for innovation and knowledge management, and it will be supported by the KMI Core Group.

- Priority will be given to ensuring that all activities financed are designed and implemented to contribute to the achievement of the goal of the IMI programme and one or more of its three outcomes. Innovations supported must serve for in-house learning, and efforts must be made to ensure that innovations which have shown themselves to be successful are scaled up and/or used to bring about systemic change within IFAD.

- A strategic approach to promoting innovation for rural poverty reduction will be taken, with the areas of focus guided by the Strategic Framework 2012-2015.

- With innovation comes risk. There is a need to recognise that IMI-financed projects and activities are likely to carry a higher risk of failure than is usually accommodated. Such failure is not necessarily a bad thing, if lessons can be

learnt from it. Potential project risks will be required to be analysed, yet a high tolerance for risk must be afforded.

- There is a need to improve the efficiency of the competitive funding window, and specifically, to reduce the time from submission of proposals to the allocation of funds.

17. There are three clear priorities for the use of the remaining IMI funds. The first is the competitive funding window, to enable IFAD staff to sponsor, and finance, innovative projects and activities that, directly or indirectly, have a positive impact on rural poverty. In November 2011 a new competitive bidding cycle was launched, with a call for proposals. All staff are eligible to apply for them, be they based in IFAD headquarters or in IFAD country offices; sponsoring of proposals is *not* limited to PMD.

18. The second is to support monitoring and evaluation, learning and knowledge sharing for the projects and activities financed under the competitive window – including those already financed - with a view to promoting the up-scaling of successful innovations. And the third is to finance specific activities aimed at changing IFAD's organizational culture and creating an enabling institutional environment for innovation.

19. Starting October 2011, discussions have been held, initially involving the Chief Development Strategist and the Core KMI Group, to review the KMI Implementation Framework and identify activities for financing under the IMI that can (a) promote the Initiative's scaling/institutionalisation agenda, and (b) support the activities defined there, focusing particularly on those that can contribute to changing IFAD's organizational culture and creating an enabling institutional environment for innovation. This remains work in progress, and early in 2012 a work plan and budget for utilisation of the remaining IMI resources is expected to be finalised.

IV. Financial matters

20. The final instalment of the complementary contribution from the United Kingdom's Department for International Development was received in 2009, bringing the total resources received for the IMI programme to the equivalent of about US$12.0 million. During the current year, actual expenditure increased by 3.3 per cent relative to 2010. Most of the funds previously allocated but remaining unused have been returned, resulting in resources available for reallocation of about US$4.1 million out of a total cash balance of approximately US$4.2 million. In 2012, these funds will be used to finance a new round of innovative projects, as well as activities for learning and knowledge sharing and creating an enabling institutional environment for innovation. See Annex II for a detailed financial statement.

	As at 30 September 2011	As at 30 September 2010	Variation percentage
Resources (cash received) (thousands of United States dollars)	12 002	12 002	0
Approved allocations (thousands of United States dollars)	7 933	8 758	-9.42
Allocations as percentage of resources	66.10	72.97	-6.87
Actual expenditure (thousands of United States dollars)	7 796	7 545	+3.33
Expenditure as percentage of resources	64.96	62.86	+2.10
Total number of projects approved	40	40	0

Annex I: Status report on all IMI-funded projects

IFAD division(s) or partner/IFAD division(s)	Name of project	Challenge	Project objective and outcomes
Latin America and the Caribbean Division	**Promoting Market Access for Small-scale Rural Producers**	How to provide information on market access to small-scale rural producers?	**Objective**: to develop, disseminate and scale-up innovative tools, best practices and policies promoting market access for small-scale rural producers. **Outcomes**: • **Facilitating the creation of a community of practice** on market access through a virtual library/electronic information bank on market access tools and best practices http://xdesk/sites/marketaccess/default.aspx • **Reinforcing partnerships** by producing two training manuals developed in partnership with Traidcraft, UK • "Into the market", a training package in market access (http://www.ifad.org/english/market/manual.pdf) • "How to make the most of trade fair participation", a tool-kit to equip small producers to participate in national and international trade fairs http://www.ruralpovertyportal.org/c/document_library/get_file?p_l_id=10266&folderId=100540&name=DLFE-1523.pdf positively reviewed by http://www.artisanwork.org/resource/trade-fair-manuals • **Promoting sharing and learning activities** with a study developed in collaboration with all PMD divisions on best practices for market access (http://www.ifad.org/english/market/stock.pdf • **Replication and scaling up** of ICT methodologies to support market access activities in two IFAD projects: "Corredor Puno-Cusco" and "Sierra Sur" in Peru. Internet points were installed in 24 districts and a workshop was held in Cusco in 2009 to share experiences in the use of information technology for rural development in the Andes.
Policy and Technical Advisory Division	**Scaling Up the Use of the Microfinance Information exchange (MIX) in IFAD Rural Finance Interventions**	How can IFAD monitor performance in rural finance operations?	**Objective**: to mainstream innovation in a performance-based results and impact monitoring system for rural finance operations and in particular micro-finance projects. **Outcomes**: The performance-based monitoring element in the approach supports IFAD's Results and Impact Management System by expanding the system's capacity to deal with thematic subjects. • MIX has worked with the IFAD PTA rural finance team in building a strategy for mainstreaming performance monitoring across IFAD's portfolio, leading to an action plan for Phase III of the ongoing project. MIX has also provided management and consulting services for evaluations of RFI reporting capacity assessments of various parts of the IFAD portfolio. • MIX initiated decentralization in two important rural finance regions under this grant: W. Africa and S. Asia. • *Performance monitoring of self-help group-based microfinance delivery systems*. Based on primary research performed by CARE India, MIX, along with IFAD and a number of India technical service providers field tested a draft methodology for monitoring self-help group-based microfinance delivery systems in April 2006. The results of that field visit yielded a refined methodology that was again applied to the initial sample of self-help group-based systems analyzed in the initial CARE India research. The new methodology offers a step-by-step approach that can be applied by analysts.
Policy and Technical Advisory Division	**Mainstreaming IFAD's New Targeting Framework in the Project Cycle**	How can IFAD improve effectiveness in targeting the rural poor?	**Objective**: to improve IFAD's effectiveness in targeting. **Outcomes**: The project developed a comprehensive framework for community-level targeting which was later developed and mainstreamed within IFAD as a fully-fledged policy approved during the 2006 December board. (EB 2006/88/R.2/Rev.1)

Communications Division	**Rural poverty portal**	How can rural development information to eradicate rural poverty be shared in a user-friendly way?	**Objective**: to provide a good, accessible, user-friendly portal to share rural development information. **Outcomes**: - The Rural Poverty Portal (RPP) created and powered by IFAD is a website where rural poor people, policy-makers, donors, research institutes, non-governmental organizations and other development partners can share information about eradicating rural poverty http://www.ruralpovertyportal.org/web/guest/home. - Monitoring data shows the Portal receives around 2,300 page views on a daily basis. Top countries for visitors are USA, UK, Australia, Canada, Philippines, Kenya, Italy and Pakistan. - The implementation of the Portal introduced a new content provision paradigm. For the first time, IFAD started using a content management system and embraced the concept of "input once-use many". The system allows IFAD to provide different types of information from a number of corporate applications in real time and no longer requires manual input. Based on the success of the RPP implementation, the CMS is now being extended to serve IFAD's corporate website. The Portal has also helped trigger new initiatives such as creation of country pages, stories from the field and topic pages. The "Stories from the Field" – a human story collection - provides a valuable resource showing the impact of IFAD-funded activities in a compelling manner. The "Learning and adapting" section of the Portal was intended to provide documentation and insight on activities, projects and programmes that were not necessarily successful. However, collecting "failure" stories proved to be challenging and one that requires a culture change that sees the value of learning from activities that did not necessarily work.
West and Central Africa Division	**Institutional Analysis Practitioners' Guide and Training Support**	How can IFAD project design be improved using institutional analysis?	**Objective**: to improve the quality of development projects and their impact on poverty through a better understanding of the institutional environment (including formal and informal rules) in which IFAD projects are implemented. **Outcomes:** More than 100 professionals from IFAD and some of its partner organisations have been trained in the institutional analysis (IA) methodology, both in Italy and in Western and Central Africa. - The initial Guidelines have been adapted into training modules and user-friendly flyers that provide a quick overview and entry point to the different steps to be undertaken when applying IA analysis. - Both the training modules as well as the flyers have been translated into French, and widely tested. Field-level training workshops have been organised in Ghana, Cameroon and Burkina Faso. - Some CPMs have organised Country programme IA workshops: examples include Sudan (anglophone) and Chad (francophone). Several design missions have adopted some of the IA tools, some indirectly through this initiative (e.g., Madagascar PROSPERER), some spontaneously (e.g., The Gambia rural finance). Opportunities for mainstreaming the approach in IFAD are being explored.
Near East and North Africa Division	**Preventive Measures for Rural Out migration, Trafficking and HIV/AIDS in Central and Eastern Europe and the Newly Independent States**	How can out-migration and trafficking be reduced in the CEN countries?	**Objective**: to strengthen IFAD's capacity to address rural migration and trafficking issues within the Central and Eastern Europe and the Newly Independent States (CEN) portfolio, and to contribute to policy dialogue and advocacy initiatives by field-testing new approaches to decreasing out migration and trafficking through economic empowerment. **Outcomes**: - The model suggests innovative solutions to move from the current state of remittance-based, consumption-led growth to a more development oriented growth model, through directing remittances and migrants' transfers towards productive investments. - It enables governments to mobilise funds for private sector development from their own resources, rather than being dependent on attracting foreign direct investment. - In 2008-2009, the results of the study were used to develop the DEVINPRO project on mobilisation of migrants' savings in Albania and Kosovo. The project is being implemented by the NEXUS Migration and Development Initiative and the Centre for Economic and Social Studies (CCES), and co-funded by IFAD and Raiffeisen Bank Albania.

West and Central Africa Division	**Promotion of innovation in the provision of basic financial services to the rural poor: The financial services association (FSA) model**	How can the FSA be mainstreamed in IFAD's projects?	**Objective**: the FSA model is an IFAD innovation developed in 1997. The aim is to capitalize on the model and to assess options for replication through a technical review. **Outcomes**: • The FSA model was introduced in the Rural Finance and Community Improvement Programme in Sierra Leone. • Best practices and lessons learned were extracted from this experience and options for mainstreaming were explored. • The pilot intervention proved that there is a huge need for community-based financial service providers and that FSAs are one of the most appropriate means for increasing access to credit for rural people in the poorest and most remote areas of the country, where no other financial institution provides financial services.
East and Southern Africa Division	**Land Tenure Security of the Rural Poor: Strengthening Innovation and Lesson Learning in Eastern and Southern Africa**	How can IFAD improve policy dialogue on land tenure?	**Objective**: to enhance policy dialogue on land tenure issues by involving the rural poor not only in action research on land tenure security, but also in policy dialogue activities. **Outcomes**: The proposal fed the analysis of existing land tenure situations into the policy dialogue on land tenure. The IFAD Policy on Improving Access to Land and Tenure Security was approved at the 2008 September Board (EB 2008/94/R.2/Rev.1).
Policy and Technical Advisory Division	**Learning and knowledge on innovations in water and rural poverty (InnoWat)**	How can learning and knowledge on innovations in water and rural poverty be improved?	**Objective: t**o look at interesting water related farmer-led activities to feed into regional strategies and contribute to policy dialogue and institution building. **Outcomes**: • The IFAD team developed an operational approach to water and rural poverty, under the aegis of the InnoWat project. • An InnoWat kit was put together, consisting of a series of topics, facts, tool sheets and case studies www.ifad.org/english/water/innnowat. • The kit is expected to be useful to IFAD country programme managers and to enhance IFAD's comparative advantage with respect to rural poverty reduction and water issues. Major achievements are having scaled up findings to government levels and influenced CGIAR and United Nations research agendas.
Asia and the Pacific/Latin America and the Caribbean Divisions	**Promoting Innovative Development Processes in IFAD through Cross-Regional South-South Cooperation (Training of Afghan Agronomists on Horticulture through Chilean Experience and IFAD Assistance)**	How to provide an alternative income to Afghani opium poppy growers?	**Objective:** to provide an alternative to growing opium poppies in post-conflict Afghanistan by providing horticulture training and technology transfer to six Afghan agronomists in Chile and initiating a South-South collaboration. **Outcomes**: Following approval of the project, the time frame for implementation proposed by the two parties could not be accommodated within the original completion date and the project was therefore cancelled by the IMI Secretariat.
Policy and Technical Advisory Division	**Development of biofuels farming systems, value chains and energy services with a pro-poor focus**	How can the production of biofuel crops by small farmers be encouraged?	**Objective:** to explore opportunities for income generation by developing biofuel value chains with a pro-poor focus which would also contribute to resolving the energy problem in marginal areas with poor infrastructure investment. **Outcomes**: The project has enabled (a) external networking (b) increased learning and sharing of knowledge in-house (c) mainstreaming of learning in IFAD operations

Policy and Technical Advisory Division	**Enhance IFAD's Implementation Support through the Development of Decision Tools for Participatory Mapping in Specific Livelihoods Systems (Pastoralists, Indigenous Peoples, Forestry Dwellers)**	How can IFAD ensure the inclusion of minority groups during project design?	**Objective**: to empower people and support communities to resolve conflict situations involving pastoralists, indigenous peoples and forest dwellers through the use of community mapping tools. To build on institution-wide knowledge-sharing by generating best practices and lessons learned from field activities. **Outcomes**: • A review of good practices on participatory mapping processes and tools. • Identification of the core principles required for a successful participatory mapping process. • Evaluation of different p-mapping tools to assess applicability in the context of IFAD supported programmes The project was granted additional funding through a Phase II to pilot a participatory mapping approach for specific livelihoods, such as pastoralists and forest dwellers, through innovative twinning arrangements.
East and Southern Africa Division	**Kenya – Tana River Basin Development Model for Private-sector Payment for Environmental Services by Smallholder Farmers**	How to provide income to small farmers using private-sector partnerships?	**Objective**: to provide income to small holder farmers in the Tana River Basin from Environmental Payments Services: private-sector payments by the local energy plant in return for ecosystem services to maintain an appropriate level of water quality and use local natural resources more efficiently. **Outcomes**: • The project experienced difficulties in start-up due to the political context however promising results were achieved. • The IMI grant has also been influential in the development of Green Water Credits and PRESA in Kenya. The project has been granted additional time to develop a model to up-scale the project in Ethiopia.
Near East and North Africa Division	**Establishing client-financed agricultural services in The former Yugoslav Republic of Macedonia**	How can the private-sector become involved in extension services?	**Objective**: to fill the gap in the provision of extension services in Macedonia through partnership with the private sector and explore scaling up possibilities in IFAD projects. **Outcomes**: • Eight advisory firms were established and are fully operational. They offer an increasingly diverse range of advisory services to primary producers, smallholders and small- and medium-scale rural entrepreneurs, and provide valued links between commercial financial institutions and their clients in rural areas. • An assessment carried out 14 months after the closure of the Agricultural Financial Services Project showed that the system was still performing well. • The pilot illustrates that market-oriented private-sector advisory services can be compatible with equitable, poverty-reducing economic development.
East and Southern Africa Division	**Piloting the New Policy on Supervision and Implementation Support in the Context of the United Republic of Tanzania Country Programme**	How can IFAD's supervision guidelines be refined to foster national ownership?	**Objective**: to pilot and test institutional innovations during the direct supervision of operations in the United Republic of Tanzania using a country programme approach within the wider context of the country's participation in the "One United Nations" pilot. **Outcomes**: • The pilot provided a set of clear objectives for implementation/supervision activities that can be linked to country programme objectives. • Practical approaches will be developed for the supervision and implementation support of operations in the country. • It also contributed to refining IFAD's supervision guidelines by presenting a set of recommendations. These were subsequently taken up by the Country Presence Working Group prior to up-scale the use of country based offices.
Regional Programme for Rural Development Training (PROCASUR)/ Latin America and the Caribbean Division	**Lessons arising from innovation and young talents in the rural world**	How can the capacities of young people in poor rural areas be developed?	**Objective**: to develop the local capacity of rural youth in order to reduce the trend in out migration and to provide support to local livelihood systems presently threatened by an increasingly ageing population. **Outcomes**: • National and regional-level contests for talented young rural people led to the identification of innovative practices. Fourteen of these practices were documented and a network of rural young people was created. • Results were disseminated through a learning route, a virtual platform and an international seminar jointly organized by the Food and Agriculture Organization of the United Nations, the Ford Foundation and the Colombian Government (October 2010). The project also provided recommendations on how IFAD can strengthen the participation of rural young people throughout the project cycle with particular emphasis given to access to land, financial services and technical assistance.

East and Southern Africa Division)	**New design process for small investments – Swaziland**	How can the costs of project design be reduced in countries with a low PBA allocations?	**Objective**: to produce a new design model to reduce project-design costs for countries with low allocations in IFAD's performance-based allocation system using a virtual collaborative workspace. **Outcomes**: • A new design process for small investments was developed and documented. • The Swaziland country programme team was established and functioned as the design team and steering committee for the new Rural Finance and Enterprise Development Programme. • Throughout the process, ESA worked with the Communications Division to pilot on-line workspaces for collaborative learning and sharing, using a range of Web 2.0 tools such as wikis and blogs. • Greater understanding of what design entails and how IFAD works has been achieved.
West and Central Africa Division	**Scouting and sharing innovation so as to improve the livelihoods of poor rural smallholder farmers in WCA: Proposal for a regional innovation fair and workshop**	How can innovations that can improve the livelihoods of smallholder farmers in WCA be identified?	**Objective**: to harvest innovations from farmers' organizations, existing projects and international sources to identify strategic innovations that respond to key challenges faced by poor smallholders. **Outcomes**: • A range of innovations in the WCA region were identified, documented and shared on the FIDAfrique-IFADAfrica website. • A pilot mechanism for the systematic identification and sharing of innovations has been developed and established in WCA. • A variety of actors were brought together in an innovation fair and workshop in Burkina Faso to exchange knowledge and lessons in the field of innovation.
International Farming Systems Research Methodology Network/Latin America and the Caribbean Division	**Strengthening access to markets for small poor agricultural producers in Latin America: Technical assistance for self-management**	How can market access be strengthened through self-management?	**Objective**: to address the challenge of small producers in accessing markets by developing local capacities for self-management and providing demand-driven technical assistance focused on developing managerial capacities **Outcomes**: • Through eight case studies, the initiative has analysed which technical components and management decisions seem to be decisive in establishing stable market access for smallholders. • The initiative has made various recommendations for improving market access for the beneficiaries of IFAD-funded projects, with particular emphasis on the role of organizational issues. • An electronic conference was held with the participation of staff from rural development projects. The results were presented at the Knowledge Share Fair organized by the International Center for Tropical Agriculture (CIAT) and the CGIAR in Cali, Colombia in 2010.
East and Southern Africa Division	**Improving Madagascar Country Programme Performance through a dedicated monitoring and evaluation (M&E) and knowledge management system**	How to integrate M&E and knowledge management in a country programme?	**Objective**: to integrate knowledge of innovation gathered by the country programme into IFAD's knowledge management system through a series of national and regional activities involving the participation of a wide number of stakeholders and including the scouting of innovations. **Outcomes**: • Local websites were created for each of the projects ongoing in Madagascar: www.padane.mg, www.phbm.mg, www.pprr.mg, www.ad2m.mg, (www.prosperer.mg and www.aropa.mg are under construction). • 1 country portal website (www.capfida.mg) was created and is updated on a regular basis. It can easily be linked to the Rural Poverty Portal. • The websites are hosted by the regional network Fidafrique (www.fidafrique.net) which disseminates information collected at regional and international levels • Capacities of the project's staff were strengthened on website management, M&E, and reporting of results (see www.segs-mada.net which presents tools and procedures). • **Upscaling and mainstreaming**: • the success of this initiative in Madagascar raised the interest of other regions in IFAD (LAC, APR and NEN) and countries (India, Brazil, etc). • The structure uses web platform, web2 tools, is linked to IFAD corporate systems and fits both project management requirements (monitoring or project objectives and achievements) and aid effectiveness MfDR (managing for results). • The initiative holds good potential for mainstreaming within IFAD.

Programa Plantas Medicinais do Mercosul (PLAMSUR)/ Sponsor: Latin America and the Caribbean Division)	**Searching for a Healthy Alternative to Tobacco Cultivation**	How to provide an alternative source of income generation to Brazil's tobacco farmers?	**Objective**:to reduce tobacco consumption and address chronic poverty of small producers in southern Brazil. **Outcomes**:
			• The IMI project implemented by SUSTENTEC and supported by Brazil's Ministry of Rural Development carried out an experiment with 20 rural families, of which 6 tobacco growers, to establish whether herbal plant production would be a viable alternative to tobacco production from a technical and economic standpoint.
			• Research showed conclusively that techniques for growing medicinal plants are very similar to those used for tobacco production and profits per surface area can be higher than those of tobacco.
			• However, the success of the experiment is attributable to a large degree to a food security programme put in place by the federal government which guaranteed the purchase of the produce.
			• Long-term viability and sustainability therefore depend on the following pre-conditions:
			  • Improved market linkages and the creation of a stable demand for these products
			  • Contractual arrangements to guarantee the purchase of produce
			  • Better quality control and standards to obtain higher prices
			  • Financial support for processing infrastructure
			While the idea has proved to be feasible, there are still risks and challenges involved for other small producers to follow and until the pre-conditions have not been met it is unlikely that cultivation of medicinal plants will become widespread as an alternative to tobacco production.

Policy and Technical Advisory Division/Asia and the Pacific Division	**China – reducing vulnerability and managing weather risk**	How can farmers better adapt to weather conditions?	**Objective:** to provide a risk-insurance package, affordable to poor farmers, using a rainfall index to monitor and trigger payments to insured farmers instead of the usual crop insurance. To stimulate growth through private sector partnerships and the creation of an informal/formal lending market. **Outcomes**: • IFAD, together with the World Food Programme, the Chinese Ministry of Agriculture and the Guoyuan Agricultural Insurance Company, designed and launched a weather index-based insurance (WIBI) product in China's Anhui Province. • This first-ever index-based insurance product is an ex-ante risk management system to protect the livelihoods of small-scale farmers. • The Government of China has expressed strong interest in scaling up the WIBI pilot in conjunction with multi-peril crop insurance.
United Republic of Tanzania Country Office/East and Southern Africa Division	**Enhancing farmer participation in the planning and monitoring of a sector-wide approach (SWAp**	How can partnerships between farmers' organizations and district officials be made more effective?	**Objective**: to bring about cultural and institutional change in the Agricultural Sector Development Programme in the United Republic of Tanzania by making partnerships between farmers' organizations and district officials more effective. **Outcomes**: • Farmers' networks and farmers' forums have been established at local levels, increasing the voice of smallholder farmers in lobbying and advocacy on sector issues. • Farmers' forums have functioned as a catalyst for improving transparency and accountability in local governance and for advocacy by farmers. • Through their local networks, farmers have gained confidence in advocating for economic opportunities and decision-making rights in the Agricultural Sector Development Programme and the District Agricultural Development Plan.
Asia and the Pacific Division	**Mongolia – Redesign of project – Pilot, Synchronize and Develop a Pro-poor Value Chain Project in Mongolia**	How can IFAD's project design be improved?	**Objective**: to test improvements to IFAD's current project cycle by embedding a pilot phase in which to learn and test solutions and innovations that can then be incorporated in the final project design and loan. **Outcomes**: The project was tested in Mongolia in the context of a pro-poor value chains pilot. Due to early difficulties in identifying and hiring suitable partners to implement the project, the time frame exceeded the agreed time frame and the project therefore came to a close before reaching completion phase.

Policy and Technical Advisory Division	**Mainstreaming value chain development for rural poverty reduction**	How can a "best practice" value chain analysis be mainstreamed into IFAD operations?	**Objective**: to assess the effectiveness of IFAD's and other donors' experience with value chains in terms of poverty reduction and improved market access. Enhance in-house knowledge of value-chain development through a community of practice and targeted in-house training. **Outcomes**: The pro-poor rural value chain development thematic study was concluded and presented to PMD and SKM. The purpose of the study was to learn from the experience of IFAD, other donors and the private sector, and to assess how effective value-chain projects have been until now in facilitating the access of IFAD's target groups to markets and reducing poverty.
Policy and Technical Advisory Division	**Strengthening IFAD's Capacity to Mainstream Climate Change Adaptation in its Operations**	How to enhance IFAD's responsiveness to Climate Change?	**Objective**: to explore and integrate climate change adaptation in all IFAD operations through an internal knowledge-building consultative process, training and awareness-raising. **Outcomes:** Publication of a "Comprehensive Report on IFAD's response to Climate Change through support to adaptation and related actions" http://www.ifad.org/climate/resources/adaptation.pdf and a factsheet http://www.ifad.org/climate/factsheet/cc_summary.pdf Two tools were developed : (i) a Guidance tool to address climate change-related issues in COSOP and project designs, now fully integrated into the new Guidelines for RB COSOPs released in February 2011 and ii) a Learning Note on Climate change Adaptation. The project outcomes were particularly relevant for the development of IFAD's Climate Change Strategy approved by the EB in April 2010.
Technoserve/ Sponsor: Latin America and the Caribbean Division	**El Salvador – Building Rural Businesses by Leveraging Migrants' Remittances**	How to promote rural investment through remittances?	**Objective**: to harness remittances, promote rural investment in El Salvador and design a functional model for replication elsewhere. **Outcomes**: • Business creation in El Salvador was facilitated using the financial resources of migrants living in Washington, D.C., the partnership of Microfinance International Corporation (MFIC), a private-sector financial institution based in Washington, D.C., and Technoserve (a non-profit NGO). • The outcome is non-conclusive as it proved difficult to engage potential entrepreneurs from the remittance-sending migrant community. • While there is consensus on the potential of leveraging remittances, there was no consensus on best practices or approaches to the issue.
Policy and Technical Advisory Division	**Managing a double bottom line – A global learning programme in social performance management**	How can the social impact as well as the financial performance of microfinance institutions be measured?	**Objective**: to strengthen IFAD's effectiveness in rural finance while meeting social performance goals through the use of a microfinance/ knowledge management system that uses a double track to measure social impact as well as financial performance. **Outcome**: • The project introduced new methods of strengthening social performance management (SPM) in seven MFIs and a structured knowledge management process to promote peer learning. • The work represented an important step in implementing IFAD's operational guidance to SPM presented in the document "Assessing and Managing Social Performance in Microfinance" (2006). • By continuing to support innovative approaches to SPM, IFAD is seeking to shift the focus from individual assessments of impact towards continuous monitoring and learning about MFIs' social performance • By tracking their social objectives as closely as their financial goals, MFIs can allocate resources more effectively and maximize the double bottom line.

Policy and Technical Advisory Division	**Learning and building upon the knowledge base of the Indigenous Peoples' Assistance Facility (IPAF)**	How can knowledge and information be captured from the IPAF and promote links between grass-roots organizations and their regional and international leadership?	**Objective**: to harvest the self-assessed and self-generated needs and proposed solutions submitted by indigenous leaders to the Indigenous Peoples' Assistance Facility which provide an alternative perspective on indigenous peoples' challenges, capabilities and innovations. **Outcomes**: • The analysis of 1,100 project proposals was published under the title "Custodians of Culture and Biodiversity, Indigenous Peoples take charge of challenges and opportunities". Workshops on IPAF were organized in Peru and Thailand to improve knowledge-sharing and networking. • The workshop discussed, among other topics, the self-determined development of indigenous peoples and organizations implementing the IPAF-funded micro-projects.
Programme Management Department	**A Learning and sharing day**	How can organizational culture change be enhanced to promote learning more effectively ?	**Objective**: to respond to the need for a new organizational culture which promotes learning and sharing across regional divisions and between different parts of the institution. **Outcomes**: The project contributed substantially to the hosting of the second AgriKnowledge Share Fair in September 2011 in IFAD headquarters working together with FAO, WFP and Bioversity, the CGIAR and CTA, and in partnership with regional and international partners. The four-day event provided a forum to explore innovations and emerging trends relating to agriculture, climate change, food security, mobile technology, social media and other rural development-related issues. Over 160 presenters shared their experience and knowledge, providing an opportunity for participants to learn, share, connect and influence future rural development activities
Policy and Technical Advisory Division	**Phase II – Piloting IFAD's participatory mapping approach for specific groups (pastoralists, indigenous peoples, forest dwellers) through innovative twinning arrangements**	How can communities' environmental and natural resource management be strengthened?	**Objective**: to test and validate the step-by-step participatory mapping approach (p-mapping) developed in Phase I, in four additional IFAD projects through a twinning arrangement of Phase I and Phase II projects. **Outcomes**: • The adaptive approach to p-mapping has been mainstreamed within IFAD. • The project developed a publication on participatory communication, which provides guidance to IFAD staff on developing a participatory communication strategy from project design to post-project evaluation. • The project also supported the development of guidelines on participatory M&E systems, including results and impacts indicators, to evaluate the impact of p-mapping initiatives.
Latin America and the Caribbean Division	**Using image-based communication as an additional tool for monitoring and evaluation**	How can new image-based technologies be used to improve the effectiveness of M&E systems?	**Objective**: to test image-based technologies which promote learning processes on good practices and rural innovation in areas of high illiteracy in Central and South America. **Outcomes**: • The use of image-based methodologies (thematic maps, videos, photographs) and Web 2.0 tools (wikis, blogs, YouTube) was tested with good results. • Five IFAD projects (in Bolivia, Colombia, Panama, Peru and the Bolivarian Republic of Venezuela) have started using these methodologies to document and disseminate their experiences to a broader audience. • A blog and a virtual platform were launched incorporating these tools. The website features some 28 videos showing, in a simple and convincing manner, the outcome of various development initiatives. • A regional community of practice has also been created. • The results were well received at the 2008 European Evaluation Society Conference (Lisbon) and the Knowledge Share Fair organized by CIAT and the CGIAR held in Colombia (May 2010).

Asia and the Pacific Division/ Communications Division	**Simplifying the complex: Supporting project and country programme management with a thematic indicator of rural poverty (TIRP)**	How can rural poverty be measured in a way that is both holistic and understandable to stakeholders and beneficiaries?	**Objective**: To measure rural poverty in a way which is both holistic and understandable to stakeholders and beneficiaries through the design of an assessment tool. **Outcomes**: • IFAD worked with various international and national development experts to design and launch a multidimensional poverty assessment tool (MPAT) in China and India which uses eight composite key poverty indicators. • The MPAT provides an innovative, rural-specific methodology for quickly and efficiently obtaining an overview of the fundamental dimensions that must be examined and addressed to ensure that an enabling environment for rural poverty reduction is in place. • It provides a useful targeting and monitoring tool which will sharpen IFAD operations and offer a consistent system of collecting, presenting and sharing data allowing for comparability. • In addition, the tool empowers poor rural people by providing them with a forum to communicate their perceptions about key dimensions of their lives and livelihoods, and by enabling them to express their ideas and wishes about how their livelihoods should evolve in the future but, also to shape the type and focus of potential interventions leading to these desired outcomes.
Policy and Technical Advisory Division	**Innovative brokering system for natural resource management technical advisory services**	How can PTA become a "knowledge and expertise broker"?	**Objective**: to improve the capacity of the Technical Unit in providing an effective and timely advisory service by providing a brokerage service which matches requests for technical advice emerging in-house to the expertise of specialized agencies, research institutes, centres of learning etc. **Outcomes**: • Knowledge brokerage capacity has been established in PTA, and technical support has been provided to IFAD pilot investment projects on selected livestock and farming systems issues. • Sustainable information exchange mechanisms have been established (e.g. community of practice for pro-poor livestock development); expertise has been made available and accessible through partners to enhance the quality of IFAD projects and knowledge management; and innovation tools have been developed. • Building on the experience of the livestock and farming system desk, PTA has established other thematic desks (e.g. the water and rural infrastructure and the institution development desks) and other technical advisors are now replicating this approach.
Environment and Climate Division	**CLIMTRAIN project: A climate change tailor-made training programme for the Programme Management Department**	How can the technical capacity of IFAD staff in the area of climate change mitigation be improved?	**Objective**: to fill an institutional gap by increasing the technical capacity of IFAD staff in the area of climate change mitigation. **Outcomes**: • The CLIMTRAIN project was the first training activity in this domain specifically tailored to IFAD's work. • Three workshops were organized focusing on the link between climate change and rural development. • The workshops led to a better understanding of the needs and constraints in mainstreaming climate change in IFAD's portfolio. • A set of lessons learned highlighting key challenges of climate change and rural development was developed and distributed at the fifteenth Conference of the Parties of the United Nations Framework Convention on Climate Change in Copenhagen in 2009.
Policy and Technical Advisory Division	**Innovative forms of training and capacity-building in IFAD-supported projects and programmes**	How to provide effective adult education to rural people?	**Objective**: to provide effective adult education to the rural poor as part of their capacity-building process. **Outcomes**: • An analysis and appraisal of the training components contained in IFAD's existing projects. • Improved methodologies and outcomes related to training adults in the rural context. • In June 2011, an international consultation: "Skills Development for Poverty Alleviation: sharing IFAD experiences in technical and vocational skills development" was conducted at IFAD headquarters. With some 16 participants from outside IFAD plus a further 30 from within IFAD, the consultation came up with a set of recommendations as to how IFAD could strengthen its capacity to support technical and vocational skills development for rural poverty reduction. These were outlined in a workshop report.

Administrative Services Division	**Enhancing security for women**	How to ensure the security of IFAD female staff travelling to remote project areas with high security risk (post-conflict, infectious diseases, natural disaster)?	**Objective**: to provide a tailor-made security training programme for IFAD female staff travelling to remote project areas with high risk (post-conflict, infectious diseases, natural disaster). **Outcomes**: • The security training programme was mainstreamed with in-house courses being offered to all female staff travelling to high security areas. The target to train 60 female staff is on track. • The IFAD Security Section obtained an additional USD 15,000 from IFAD core budget to train 40-50 female staff members in December 2009. After this second round of training, IFAD trained almost all concerned staff in the course of 2009. In the coming years, IFAD's training needs in this area will be limited to natural turnover and new recruits. • The IFAD Security Section brought this training to the attention of the Inter-Agency Security Management Network (IASMN) in August 2009. The IASMN welcomed the IFAD initiative and fully supported developing and sharing the training with the other IASMN members. Training material developed by IFAD is now accessible to all IASMN members through the IASMN website. • The International Criminal Tribunal for Rwanda asked to organise this training for its staff in Arusha in November 2009. This was an additional opportunity to test the module with field based staff prior to running the IFAD Headquarters training session in December 2009. • Several agencies have already expressed their interest in sending participants to future training sessions. • WFP has been mandated by IASMN, as chair of the Working Group on Women's Security, to work with IFAD and the other agencies to adapt this training to the needs of all agencies and make it become a UN standard security training for female staff.
West and Central Africa Division	**Education for a global and sustainable future**	How can future generations be made aware of the challenges of climate change?	**Objective**: to improve the provision of energy services in rural areas and contribute to building knowledge on climate change in future generations. **Outcomes**: • In collaboration with the Italian Ministry of Education, ENEA organized a national competition on the theme of sustainable environment for Italian students. Students presenting the best projects won, amongst other things, a photovoltaic kit which they donated to 10 Mauritanian rural schools and 10 Burkina Faso rural schools (all schools financed by IFAD ongoing projects). http://fidafrique.blip.tv/. • The project helped create partnerships between youth of different regions an raise awareness on the topic of climate change.
Financial Services Division	**Enterprise Risk Management in IFAD – Financial services pilot**	How can risk be managed more effectively in IFAD?	**Objective**: to pilot a new approach to risk management and build IFAD effectiveness in managing risks to assure reliability in financial reporting, effectiveness and efficiency of operations, compliance with applicable laws and regulations. **Outcomes**: • Purchase of an Enterprise Risk Management software (Sigmaflow-Workbench) and training by WB experts in the use of the system as well as assisting in the mapping of key financial processes. • Risks and mitigating controls were identified and documented as well as a gap analysis of the processes. • Financing is now entirely provided for by IFAD. The project has been mainstreamed.
Strategic Planning and Budget division	**International financial institution benchmarking**	How to ensure the comparability of budget data of international financial institutions with operations similar to IFAD?	**Objective**: to contribute to development effectiveness and efficiency by designing and testing a benchmark tool which ensures comparability of budget data of international financial institutions with operations similar to IFAD. **Outcome**: • A central database and dedicated website were designed for the use of a group of international financial institutions to provide a specific platform for budget related issues and peer discussion. • The international financial institution (IFI) benchmarking web-site was set up and launched with 15 participating IFIs in December 2008 and received positive feedback. • The web-site was presented to Senior Management and other interested parties on the 8th January 2009 and was praised for its significant potential in catalyzing significant performance improvements based on acquired knowledge and understanding of the practices of IFIs as well other leading organizations in the public and private sectors. • Through these KM tools (IFI website & discussion forum), IFAD actively helped the Caribbean Development Bank in the preparations of the 2009 IFI Budget Workshop by disseminating timely information, documentation & deadlines to the IFIs.

Financial statement of IMI grant (as at 30 September 2011)

Financed by the Department for International Development (United Kingdom)

SUMMARY

Summary of resources	United States dollars	Liquidity status	United States dollars
Resources (table 1)	12 001 881	Cash received	12 001 881
		(table 1)	
Approved allocations (table 2)	(7 932 756)	Expenditures	(7 796 261)
		(table 2)	
Resources available for commitment	4 069 126	Cash balance	4 205 621

DETAILS

Table 1
Resources

	Pounds sterling	United States dollars
13-Dec-03	400 000	689 440
26-Mar-04	100 000	181 085
09-Feb-05	1 000 000	1 857 800
06-Sep-05	1 900 000	3 501 415
28-Mar-06	1 100 000	1 924 560
23-Mar-07	500 000	988 600
30-Jan-08	569 000	1 131 457
01-Apr-08	500 000	987 700
06-Apr-09	500 000	739 825
	6 569 000	**12 001 881**

Table 2
Commitments and expenditures

Description	United States dollars approved[1]	United States dollars expenditures	United States dollars balance
PREPARATORY PHASE			
Preparation work on the IFAD Initiative for Mainstreaming Innovation	8 689	(8 689)	-
Innovative monitoring of impact through the Microfinance Information eXchange (MIX)	71 146	(71 146)	-
Innovative targeting under community development funds	68 227	(68 227)	-
Rural Poverty Portal	78 901	(78 901)	-
Innovative strategies for land and water access to the poor	71 959	(71 959)	-
Scaling up of innovative small stock management practices developed by IFAD projects	68 856	(68 856)	-
Public-private partnership-building in IFAD	73 585	(73 585)	-
Market development support	74 574	(74 574)	-
Funding proposal for programmatic supplementary funds – consultation workshop on the framework	47 461	(47 461)	-
Role of institutional analysis in the successful scaling up of innovation	201 847	(201 847)	-
Regional economist	71 978	(71 978)	-
Total preparatory phase	**837 223**	**(837 223)**	**-**
MAIN PHASE			
(i) Innovative operations			
Competitive bidding			
Market access for small-scale rural producers	209 813	(209 813)	
MIX	197 248	(197 248)	-
Mainstreaming new targeting framework	185 465	(185 465)	-
Rural Poverty Portal	199 084	(199 084)	-

[1] Where an activity is finalised, the approved amount indicates the disbursed amount

| Institutional analysis practitioner's guide | 192 746 | (192 746) | - |

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Table 2 (cont.)

Description	United States dollars approved	United States dollars expenditures	United States dollars balance
Rural outmigration, trafficking and HIV/AIDS	194 837	(194 837)	-
Financial services association model	86 723	(86 723)	-
Land tenure security of the rural poor	196 233	(196 233)	-
Innovation in water and rural poverty	197 914	(197 914)	-
Cross Regional South-South Cooperation[2]	-	-	-
Biofuels farming systems	144 300	(144 300)	-
Participatory mapping	98 661	(98 661)	-
Model for private-sector payment[3]	100 000	(85 337)	14 663
Client-financed agriculture services	171 079	(171 079)	-
Pilot for new supervision and implementation support	152 961	(152 961)	-
Lessons from innovations and young talents in the rural world	197 000	(197 000)	-
New design process for small investments	112 720	(112 720)	-
Innovation scouting and sharing	130 335	(130 335)	-
Technical assistance for self-management	175 000	(175 000)	-
Country M&E and knowledge management system	168 120	(168 120)	-
Healthy alternatives to tobacco	135 000	(135 000)	-
Managing weather risk	200 000	(200 000)	-
Farmer participation in SWAp	200 000	(200 000)	-
Project design pilot	183 000	(183 000)	-
Mainstreaming value chains	192 849	(192 849)	-
Mainstreaming climate change	141 198	(141 198)	-
Leveraging migrants' remittances	162 000	(162 000)	-
Social performance management	200 000	(200 000)	-
Indigenous peoples' knowledge	80 399	(80 399)	-
Learning and sharing day	116 308	(116 308)	-
Participatory mapping pilot	116 362	(116 362)	-
Imaged-based monitoring	100 000	(100 000)	-
Thematic indicator	97 723	(97723)	-
Brokering of natural resource management technical services	99 326	(99 326)	-
CLIMTRAIN project	67 086	(67 086)	-
Training and capacity-building	99 781	(99 781)	-
Security programme for women	24 000	(24 000)	-
Education for a sustainable future	73 803	(73 803)	-
Enterprise risk pilot	48 320	(48 320)	-
Benchmarking of international financing institutions	88 387	(88 387)	-
	5 530 778	**(5 516 115)**	**14 663**
(ii) IMI Screening Committee (ISC) costs			
ISC travel/fees	14 717	(14 717)	-
ISC miscellaneous	494	(494)	-
	15 210	**(15 210)**	**-**
(iii) Rapid Funding Facility			
San Salvador diaspora	19 950	(19 950)	-
	19 950	**(19 950)**	**-**
Total innovative operations	**5 565 938**	**(5 551 275)**	**14 663**

[2] Project was cancelled after approval due to start up difficulties.
[3] Project has been granted additional time to offer opportunities for replication.

Table 2 (cont.)
Financed by the Department for International Development (United Kingdom)
SUMMARY

Description	United States dollars approved	United States dollars expenditures	United States dollars balance
Partnership development			
IFAD-IFPRI partnership	185 905	(185 905)	-
IFAD-Center for Creative Leadership (CCL) partnership	25 668	(25 668)	-
Innovation promotion	215 000	(166 424)	48 576
Travel by organizations of the rural poor	102 133	(102 133)	-
	528 706	**(480 130)**	**48 576**
Learning and sharing			
Scouting and regional fairs	90 573	(90 573)	-
IFAD top ten innovations	-	-	-
Challenge map	46 078	(46 078)	-
Networks and communities of practice	225 000	(191 744)	33 256
Competitions	-	-	-
Web-based sharing	66 471	(66 471)	-
	428 122	**(394 865)**	**33 256**
Cultural and organizational change			
Learning tours/field immersion	166 532	(166 532)	-
Monitoring of ongoing bids	40 000	-	40 000
IFAD Innovation Strategy	81 900	81 900	-
Creative problem-solving training	237 522	(237 522)	-
Other training	23 866	(23 866)	-
Launching of innovation strategy	22 947	(22 947)	-
	572 767	**(532 767)**	**40 000**
Total main phase	*7 095 533*	*(6 959 038)*	*136 495*
Grand total	**7 932 756**	**(7 796 261)**	**136 495**