

# MEMO



Enabling poor rural people  
to overcome poverty

**TO:** The President

**FROM:** M. Beavogui  
Director, PRM and Sr. Advisor to the President

**DATE:** 09 March 2012

**SUBJECT:** Back to office report: Mission to Washington and NY (23-31 January 2012)

## BTO Summary

Mission leader (team)	M. Beavogui
Mission date	23-31 January 2012
City, Country	Washington and New York
Purpose/activities	The purpose of this trip was to benchmark resource mobilization operations, explore options for expanding private sector and foundation outreach, and gain greater familiarity with current intergovernmental policy processes and the operations of IFAD's North American Liaison Office.
Main contacts and/or persons met	US Treasury, USAID, GAFSP, World Bank, IDA, UNDP, CFPTO, UNOP, UN Foundation, Rockefeller Foundation, Netherlands Perm Rep to the UN
Relevant documents posted on //xdesk	n/a
Summary of conclusions and actions	The meetings held in Washington and New York make it clear that there is an abundance of promising opportunities for expanding collaboration with the private sector. While we will need to make choices to deploy our limited human resources to greatest effect in this area, opportunities with USAID's Development Credit Authority, the IFC-based private sector window of the GAFSP, the activities of the UN Global Compact, and on-going discussions with the Rockefeller Foundation deserve immediate consideration. Regarding international policy engagement, there appears to be a need for the Rome-based agencies to exert greater leadership in deliberations on agriculture and food and nutrition security issues at UN Headquarters. Finally, the resource mobilization experience of the World Bank is a rich resource upon which we will continue to draw as we set the foundations for IFAD's new Partnership and Resource Mobilization Office.

## MISSION FINDINGS

### 1. Meeting with U.S. Treasury Department

Meeting with: Scott Morris, Deputy Assistant, Secretary for Development Policy and Debt; Karen Mathiasen, Director of the Office of Multi-lateral Development Banks; Deborah Crane, Senior Economist

cc: EMC  
PRM staff

### Objective

To thank the US for its support and engagement and discuss, among other things, private sector and foundation fundraising

### Key Points

This was a friendly exchange. We provided an update on some members that have not yet pledged, including Canada and about progress toward strengthening our impact evaluation capacity. We also filled them in on our explorations of areas for potential collaboration with USAID and our on-going efforts with IFC and the GAFSP private sector window.

### Follow up

- Keep Treasury regularly updated about work on impact evaluation and collaboration with USAID. Follow up to finalize plans for visit by Assistant Secretary Lagos to an IFAD project in Uruguay in March and a possible visit in Tanzania in May.

## **2. USAID Development Credit Authority**

Meeting with: Ben Hubbard, Director; Anthony Cotton, Africa Team Leader; Kofi Owusu-Boakye, Investment Officer

### Objective

To explore the scope for collaboration.

### Key Points

The DCA provides US Treasury-backed loan guarantees on investments. They are looking for investment opportunities in smallholder agriculture and value chains in Africa. They want to know more about activities and institutions supported by IFAD, with an eye toward identifying potential investment opportunities that could be facilitated by a loan guarantee. They have a special interest in the Grow Africa initiative, which links CAADP and WEF efforts to foster private investment and public private partnerships in agriculture

### Follow up

Action M. Beavogui:

- Introduction for DCA staff visiting Ghana, Kenya, and Tanzania and request to share links for IFAD country files
- Introduction of DCA to CPMs in Africa.

## **3. USAID Feed the Future**

Meeting with: Paul Weisenfeld, Assistant to the Administrator and Director of the Bureau for Food Security; Beth Dunford, Director of Country Strategy and Implementation; Margaret Enis, Director of the Office of Markets, Partnerships and Innovation; Franklin Moore, Senior Development Counselor

### Objective

To identify concrete next steps for forging operational collaboration between USAID and IFAD.

### Key Points

This was a very constructive exchange that deepened our mutual understanding and led to the identification of some very specific next steps for forging collaboration. Existing collaboration in Senegal and Ghana can provide useful lessons for more systematically supporting connections in the field. Parallel financing may offer the best option for collaboration, in part because it is less critical that the activities start at the same time. USAID's reform includes changes in procurement with a target of administering 30% of programmes through partner country systems.

### Follow up

Actions for deepening collaboration:

- Share USAID value chain studies and IFAD COSOPs, concept notes and other document on forthcoming projects
- Capture best practice in Senegal
- Have field staff travel together
- Exchange staff names and contact info
- Forum impact evaluation consortium – USAID will invite JPAL/MIT to talk about collaboration

- Piggy back on sub-regional conferences for convening meetings of field staff
- Invite participation of each other's staff in technical workshops

#### **4. ONE Campaign**

Meeting with: Ben Leo, Director of Global Policy

##### Objective

To thank ONE for their support and explore future collaboration.

##### Key Points

ONE has 2.7 million members in US, Canada, Australia, Europe, and, increasingly, Africa. They also have access to the highest levels of government in many of these countries. They have a new four-year strategy for policy advocacy on agriculture and food security. They are talking with the US about possible outcome targets to introduce at the G8. The US has also asked them to help frame a message for public outreach and mobilization. The G8 will have a strong focus on private sector engagement in global agriculture, food and nutrition security.

##### Follow up

- Share IFAD documents on results framework and methodology for measuring # of people enabled to exit poverty.
- Touch base regularly with Ben to exchange intelligence and develop strategies, especially related to G8 and G20.

#### **5. InterAction (IA)**

Meeting with: Sam Worthington, President; Suzanne Kindervatter, Vice-President, Strategic Impact; Brian Greenberg, Director, Sustainable Development; Laia Grino, Coordinator, NGO Effectiveness

##### Objective

To discuss the second phase of InterAction's Best Practices and Innovation project, funded by IFAD and scaling up within the NGO community

##### Key Points

We exchanged updates on our activities and explored areas for deepening our collaboration. IA demonstrated the current version of their Food Security Map and Kevin and Mohamed provided comments and feedback, expressing strong interest in exploring how to collaborate in the development of the instrument.

##### Follow up

- Share IFAD's updated results measurement framework.
- Explore the possibility of InterAction participating in the impact evaluation consortium that is being discussed with IFPRI.
- Explore possibility of adding IFAD projects or an IFAD tab to IA's Food Security Map.

#### **6. World Bank ARD**

Meeting with: Juergen Voegelé, Director, Ag and Rural Development; Mark Cackler, Manager, Ag and Rural Development

Lunch Meeting with IFAD and Brookings team, ARD Sector Board and interested TTLs

##### Objective

To discuss progress made in scaling up collaboration and next steps on WB side (DMP and portfolio review related products with scaling up mind-set)

##### Key Points

The ARD colleagues share IFAD's commitment to scaling up. Juergen highlighted the importance of governance, advocacy, and the political dimension for successful scaling up. He said that this is a multistakeholder proposition that cannot be achieved by a single actor. What countries do is more important than what donors do, he argued. Juergen also expressed interest in being part of an impact evaluation consortium. He said that he is putting great stock in a multidisciplinary knowledge platform linking agriculture, nutrition, and food security. He meets with the directors of other sectors, including health, each month to discuss the platform.

#### Follow up

- Include WB in impact evaluation consortium

### **7. GAFSP Steering Committee Chair**

Meeting with: Dan Peters, Senior Advisor to US Executive Director, The WB Group

#### Objective

To discuss GAFSP

#### Key Points

Conditions are in place for IFC to develop a more effective approach for carrying out its responsibility under the GAFSP private sector window. Dutch and US money is provided on concessional terms and the Canadians may make a portion of their contribution concessional. This should allow IFC to engage in somewhat riskier lending. The US wants to see an annual lending plan that outlines instruments and countries, effective outreach to the GAFSP steering committee, and a meaningful and relevant results measurement framework. Dan indicated which countries he expects will submit proposals in response to the current public sector window call for proposals.

#### Follow up

- Identify African countries that have approved CAADP compacts during 2011 and encourage CPMs to explore whether they will submit a GAFSP proposal and, if so, if they would select IFAD as supervising entity.

### **8. GAFSP Private Sector Window, IFC**

Meeting with: Laura Mecagni, Head of GAFSP private sector window; Chris Richards, Adviser, Sustainable Business Advisory Department; Yoshiobu Yanagimoto, Investment Officer

#### Objective

To discuss collaboration in the GAFSP private sector window, including possible secondment of IFAD staff

#### Key Points

This was a very constructive meeting with the new head of the GAFSP private sector window and a senior agribusiness adviser. Ms. Mecagni is interested in learning more about IFAD to understand better what value we could bring to the work of the GAFSP private sector window.

M. Beavogui emphasized our concern to find ways to create more inclusive financing mechanisms and systems, while still ensuring profitability. We identified a number of promising areas for collaboration, which we agreed would best be approached in phases:

- Collaborate with IFC to develop and carry out detailed diagnostic work to identify countries where they can have more impact
- Identify investment opportunities in IFAD-supported projects.
- Have IFAD staff participate in IFC Advisory Services training events
- Have IFC staff participate in IFAD training (induction, supervision and implementation support, QA/QE)
- Have IFC participate in QA/QE as independent reviewers
- Post IFAD staff to an IFC sub regional office.
- Embed IFAD staff in IFC missions in-country
- Deploy IFAD staff for specific, concrete activities or for short-term rotation

#### Follow up

Next steps:

- IFC needs to get its funding situation firmly in hand before moving forward (it is still await the US contribution)
- IFAD provides background information on its mission and operations that can provide the basis for defining clear terms of reference.
- Scope more precisely what kind of advisory services are needed and what IFC can provide.
- Collaborate with IFC in country level diagnostics to help inform their choice of countries – identifying potential investment opportunities within the IFAD pipeline.
- Once the diagnostics are completed, IFC will have a clearer idea of investment areas in which they are most interested.

- At that point, a meeting to establish concrete collaboration would be most productive.

## **9. World Bank Vice-Presidency for Concessional Finance and Global Partnerships**

Meeting with: Axel van Trotsenberg, Vice President; Juan Carlos Mendoza, Adviser

### Objective

To establish a working relationship for on-going collaboration and knowledge exchange.

### Key Points

Mr. van Trotsenberg provided an overview of the Bank's concessional finance and global partnerships, outlining many of the common challenges and risks that must be addressed. He emphasized the need to enlist strong support from Senior Management for rationalizing and streamlining funds. This can be accomplished most effectively by presenting a clear picture of the current situation and highlighting the potential enterprise risks at stake as a result of inadequate controls and accountability for use of resources. He also emphasized the cost of effective fund management. He reported that the Bank uses automated systems, but these are extremely expensive. He recommended that IFAD PRM introduce "systems, accountability measures, policies, procedures and frameworks to achieve order. Mr. van Trotsenberg stressed that he and his staff would remain at PRM's disposal for any additional questions in the future. He agreed to come to IFAD to make a presentation, showcasing how the Bank manages concessional finance, trust funds and global partnerships.

### Follow up

- Identify a date for Mr. van Trotsenberg to visit IFAD.
- Assess the usefulness of participating in the World Bank Group's Annual Donor Forum in Paris (15-16 May) and, if useful, determine who will participate

## **10. IDA Secretariat**

Meeting with: Antonella Bassani, Director

### Objective

To learn more about how the IDC secretariat operates to help inform PRM's work

### Key Points

IDA is part of the Vice-Presidency for Concessional Finance and Global Partnerships, which reports to Chief Financial Officer. The secretariat has a 20 member team, which is responsible for mobilizing, managing, and allocating replenishment funds. The finance unit manages encashment, investment, and disbursement. For operations and analytical work, the secretariat has a great deal of interaction with implementers. It collaborates closely with the Operations Policy and Country Services (OPCS) on policy, cross-sectoral issues, and results. The Secretariat manages member relations for all IDA matters. The Director or VP interact with IDA Deputies, while the Managing Director interacts with Ministers. As the size of the consultation has grown unwieldy, the members have created four member-led working groups, which allows for more in-depth discussion on substantive issues. The four issues are fragile states, inclusive growth, results, and the long-term financial stability of IDA. The groups work virtually, though they may also meet in plenary on the margins of spring and annual meetings. Members have urged the Secretariat to undertake more outreach to parliaments and civil society. Lessons from IDA 16 include: Resource mobilization challenges are likely to continue. Broader support for aid, including multilateral aid, is diminishing, with greater verticalization of resources. Competition in documenting results is increasing. We have a common challenge to reaffirm multilateralism, while innovating in instruments and approaches. Emerging donors deserve greater attention, as these countries look at the role of multilaterals differently from how it is seen by developed countries. The IDA16 mid-term review will take place in November and IDA17 replenishment consultations will begin in 2013.

### Follow up

- Maintain regular contact.
- Seek opportunity for Ms. Bassani to visit IFAD.
- Establish contact with World Bank representative in Rome: Massimiliano Paolucci.

## **11. Multilateral Trusteeship and Innovative Financing**

Meeting with: Priya Basu, Manager; Bertrand Murguet, Jr. Professional Officer

### Objective

To learn about the Bank's innovative finance, including the Agricultural Pull Mechanism and explore the scope for collaboration

### Key Points

This unit serves as the trustee for a number of global vertical or financial intermediary funds (FIFs) (e.g. GEF, CGIAR, GAFSP, GFATM). Resources in these funds have been steadily increasing, totaling \$16.3 billion for the period '06 – '10. The Bank's role varies from arms-length trustee to implementing agency. Except where the Bank is also an implementing agency, it is otherwise not responsible for supervision or oversight of the use of the funds. The unit undertook a stocktaking exercise in 2011, following an evaluation of trust funds by the Bank's Independent Evaluation Group. The FIFs provide good platforms for partnership and innovative financing, allowing both private and public sector contributions. Lessons from this exercise include: i) in light of growing demand, there is a need for principles of engagement, on the basis of which the unit will bring a new framework for Executive Board approval in March; ii) the need to manage potential reputational risk by establishing much greater clarity of roles and responsibilities; iii) funds management systems need to be kept up-to-speed, supported by good IT systems; iv) there is a need to build in an exit strategy within the funds.

The Agriculture Pull Mechanism (AGPM) is an innovative financing mechanism, the development of which was agreed at the 2010 G20 meeting. The mechanism, which anticipates \$80 – 100 million in funding, is supported by the Australia, Finland, Canada (which chairs the Steering Committee), Italy, UK, US, and the Gates Foundation. The mechanism seeks to create incentives for problem solving in areas of market failure, by providing pay-outs upon achievement of specific results. The AGPM will launch six pilots and would welcome IFAD's involvement and advice on these.

### Follow up

- Review IEG evaluation of Bank trust funds
- Follow up with Chitra Deshpande and Shantanu Mathur re IFAD's involvement in the AGPM

## **12. Global Partnerships and Trust Fund Operations (CFPTO)**

Meeting with: Roberto Tarallo, Manager

### Objective

To benchmark the World Bank's administration of trust funds

### Key Points

This unit encompasses a number of functions including trust fund policy and advisory services, management and allocation of trust funds, donor relations, investment management, and data and reporting. As distinct from FIFs, trust funds are integrated into WB country strategies and business processes and are regarded as funding sources rather than funding mechanisms. A number of changes have been approved following the IEG evaluation of trust funds including the establishment of an umbrella approach that groups together multi-recipient trust funds, integration of Bank-executed trust funds into overall Bank budget and planning processes; revised fee schedules for improved cost recovery; and improved information systems and data reporting. Also under consideration is the possibility of raising the minimum size of trust funds, which is currently \$1 million. The unit maintains a dashboard of donor activities and regularly advises donors – especially new donors such as South Korea – on donor issues. Finally, they are working on simplifying and standardizing proposal and processing mechanisms.

### Follow up

- Review 2011 Trust Fund Annual Report
- Maintain on-going relations with this unit

## **13. Multi-Partner Trust Fund Office Bureau of Management, UNDP**

Meeting with: Bisrat Aklilu, Executive Coordinator

### Objective

To update our working knowledge of UN trust funds.

#### Key Points

The Multi-Partner Trust Fund administers funds from multiple donors intended for multiple UN agencies. Its mission is "to provide transparent and accountable fund management services to the United Nations system to enhance its coherence, effectiveness and efficiency." UNDP houses the office, serving as Administrative Agent. Reflecting the relative agility of the trust fund operations, the majority of the trust funds have been established for specific countries and/or in response to specific emergencies. IFAD is currently accessing resources from two funds: the MDG Achievement Fund and the Mozambique ONE UN Fund. Mr. Aklilu encouraged IFAD to expand its engagement with relevant trust funds. He also demonstrated the new state-of-the-art internet gateway, which provides interactive and transparent, real-time information about the trust funds and the programs that they support.

#### Follow up

- Review MPTF Gateway for ideas regarding reporting on and disclosure of information related to IFAD's supplementary and trust funds.

### **14. United Nations Office for Partnerships (UNOP)**

Meeting with: Roland Rich, Officer-in-Charge; Annika Savill, Senior Advisor Meeting

#### Objective

To learn about the work of the Office for Partnerships and explore the potential usefulness of collaboration.

#### Key Points

Mr. Rich began by pointing out that the Secretary General has identified partnerships as one of his five top priorities for his second term. Mr. Rich then offered observations and advice to IFAD for efforts to establish partnerships with corporate actors. Start modestly and build confidence, identifying and courting high-level officials and then building on promising relationships. (Companies, in general, are not interested in starting with a more comprehensive framework agreement.) He suggested that we identify companies with whom we have had some kind of collaboration and generate a range of ideas for collaboration. It is critical to "do your homework" and to be prepared internally before approaching potential partners. Take a strongly positive approach, he said – "shameless flattery" can be effective. He gave an example of a partnership in which Deloitte contributed its services to monitor the projects funded by the UN Democracy Fund. He emphasized the value of the UN brand for corporations and acknowledged the need to avoid "bluewashing" in which corporations use the positive image of the UN brand to mask insupportable or unsustainable practices. He also acknowledged that the UN is not institutionally equipped for effective partnerships with the private foundation and these obstacles must be addressed. Finally, he mentioned the X Prize Foundation and the International Chamber of Commerce as two groups that we might wish to investigate as potential partners.

#### Follow up

- Explore the X Prize Foundation and International Chamber of Commerce
- Explore the possibility of establishing an IFAD trust fund to support the development of private sector partnerships

### **15. Global Compact**

Meeting with: George Kell, Executive Director; Melissa Powell, Head, Strategy and Partnerships; Adrienne Gardaz, Programme Officer

#### Objective

To learn about the Global Compact and understand what it has to offer IFAD's partnership and resource mobilization efforts.

#### Key Points

The Global Compact is eager to expand its work in the agriculture, food, and nutrition sector. It is organizing a Rio+20 Corporate Sustainability Forum for 15 – 18 June and issued a very enthusiastic invitation to IFAD to participate in the event. The GC is looking for large-scale, transformative initiatives and for partnership platforms to sustain them. They believe that Rio+20 and the proposed Sustainable Development Goals offer an opportunity to better frame and promote agriculture, food, and nutrition security in a way that has broad public and private sector appeal. Georg Kell, Executive Director, urged IFDA to identify local approaches that have important private sector dimensions that are ready for scaling up. With a few examples of this kind,

the GC could help to identify potential private sector partners or investors. The GC staff also invited us to second a representative to their private sector focal points meeting that will be held in Vienna on 28 – 29 March.

Follow up

- Factor this discussion into planning for IFAD's engagement in Rio+20, specifically, identifying projects or approaches that could be showcased
- Assess the most appropriate responsibility for participation in the UN private sector focal point network and the usefulness of participating in the meeting in March.

**16. Rockefeller Foundation**

Meeting with: Gary Toenniessen; Managing Director

Objective

To learn of Rockefeller's current agricultural development activities and explore scope for future collaboration

Key Points

Rockefeller's current agricultural support is focused on AGRA. One aspect of this support is focused on building climate smart rural development in Africa. Rockefeller is supporting capacity development through the establishment of separate units within NARIs in six countries in East Africa. Staff are developing greater understanding of climate-related models and information and how to incorporate that information into research plans. Mr. Toenniessen reported that the capacity building process has been slow. Rockefeller is also supporting the development of safety nets including weather index crop insurance. Working with OXFAM America, they are supporting a pilot project in Ethiopia called Horn of Africa Risk Transfer for Adaptation. The pilot provides crop insurance in return for labor on climate adaptation-related community projects during the off season. WFP is planning to replicate this model in four other countries. The foundation is also supporting the construction of 100 new weather stations. Finally, they are supporting the development of a sovereign risk pool through the Africa Union, modeled on the Caribbean Catastrophe Risk Insurance Facility. Such a pool would provide quick relief for qualifying disasters. Rockefeller plans to be engaged in Rio+20 with its VP, Heather Grady the focal point for their efforts. Mr. Toenniessen expressed interest in IFAD's climate activities.

Follow up

- Send ASAP concept note

**17. UN Foundation**

Meeting with: Melinda Kimble, Senior Vice-President; Katrina Crandall, Senior Development Associate, Energy & Climate

Objective

To discuss IFAD's interest in partnering with foundations

Key Points

Ms. Kimble provided a brief on the Foundation's activities in the areas of sustainable energy, but indicated that they are not in a position, generally, to help broker collaboration with other foundations. They are deeply involved in the Sustainable Energy for All Campaign and the Global Bioenergy Partnership. Ms. Kimble indicated that IFAD has had some engagement in the Global Bioenergy Partnership and that more would be welcomed. For Rio+20, they are seeking corporate commitments for value chains in emerging energy markets, looking for how to cofinance or attract investment from others for smallholders. Participating companies include L'oreal (for shea butter). Proctor and Gamble, Unilever, Nestle, Walmart, and Tesco.

Follow up

- Share information on the Global Alliance for Clean Cookstoves with ECD

**18. Special Unit for South-South Cooperation**

Meeting with: Yiping Zhou, Director; Rogel Nuguid, Chief of Staff

Objective

To learn more about the work of the unit and the usefulness of potential collaboration

Key Points

The Unit is working with the UN Secretariat to make Rio+20 carbon neutral. This is being done by calculating the carbon impact of travel and then selling carbon credits. They are using the SS-Gate



web portal (South-South Global Assets and Technology Exchange) for this. This website, which is supported by co-sponsored by the China International Center for Economic and Technical Exchanges (CICETE) and the OPEC Fund, links buyers and sellers in developing countries. It is based in Shanghai, China. This year's South-South Expo will focus on climate change and renewable, clean technology. It will be held in Vienna, 19 – 23 November.

Follow up

- Explore further the usefulness of S-S GATE for IFAD programmes (Teresa Liu is the contact)
- Consider strategic value of IFAD participation in 2012 South-South Expo

**19. Permanent Mission of the Kingdom of the Netherlands to the United Nations**

Meeting with: Ambassador Herman Schaper; Maresa Oosterman, First Secretary, Economic and Social Affairs Section

Objective

To express IFAD's appreciation for the leadership of the Netherlands on global agriculture and food security issues and explore further collaboration at UNHQ

Key Points

The Ambassador explained the high priority the Dutch place of agriculture and food security: they are the world's second largest exporter of agricultural products, they are corporate leaders in this sector (e.g. Unilever, DSM, Rabobank), and they are knowledge leaders through Wageningen University. Their crown princess is leading the G20 working group on financial inclusion, which will meet next on the margins of the World Bank spring meetings. Under the new Dutch government, the priorities for international development are agriculture, water, energy, and inclusive finance. The private sector is a cross-cutting issue. The Ambassador indicated that they are looking for interesting topics for the Friends of Food and Nutrition Security and was interested in the possibility of a session that would feature the IFC and IFAD together. The purpose of the "Friends of..." group is to discuss issues, raise awareness and envision solutions. It is not meant to forge common positions or undertake joint lobbying.

Follow up

- Explore possibility of IFAD presentation to "Friends of..." group
- Maintain ongoing contact with the Dutch mission

**20. Meeting with Babacar Cissé, Deputy Director, Regional Bureau for Africa - UNDP**

Objective

To improve cooperation in the field.

Key Points

Since Sub Saharan Africa has the largest number of field office and most of which are hosted by UNDP, it was agreed to involve further IFAD staff in UNDP internal consultation i.e RC annual meetings as well as reviews related to joint country programs.

**21. Meeting with Sammy Kum Buo, Director Africa II Division, Department of Political Affairs, United Nations**

Objective

To learn more about the work of the department and the potential of collaboration in crisis countries i.e Congo, Centre Afrique, Soudan.

Key Points

It was agreed that IFAD will be included in the mailing list of the department on reports regarding key issues that influence the development activities to enable a better response of ongoing and new operations.

