



IFAD's transformational institutional change

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Why change is necessary

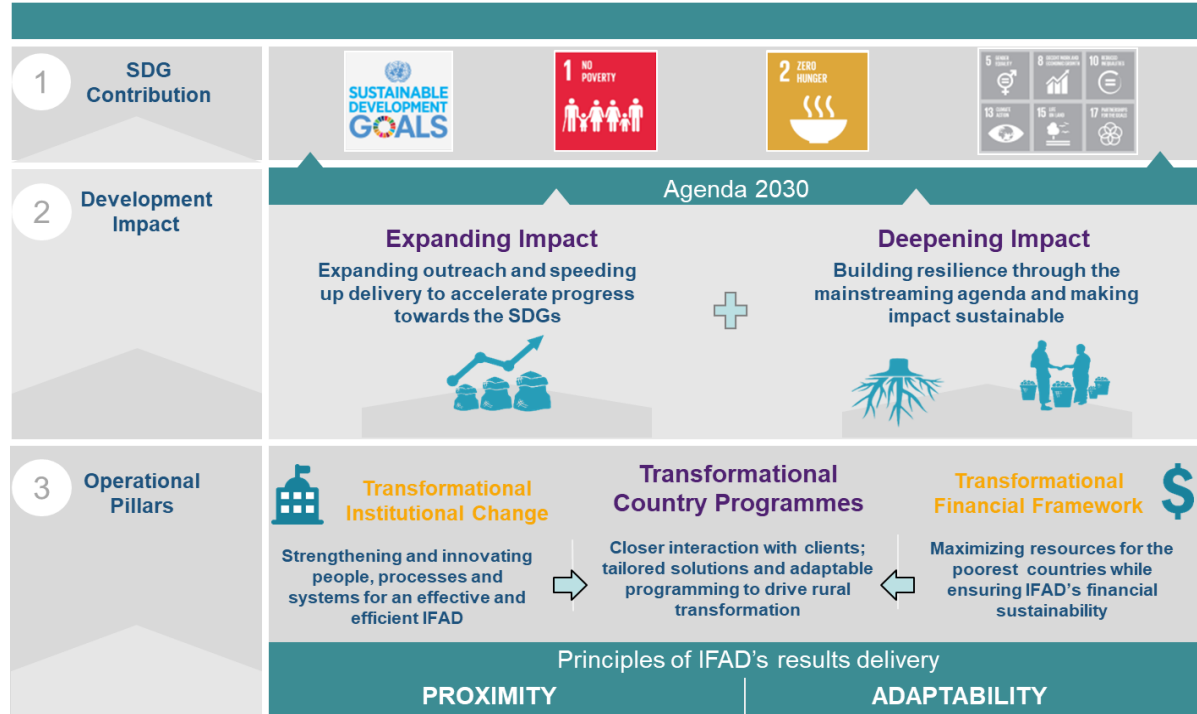
Ensuring IFAD's continued relevance and sustainability

- IFAD needs to expand and deepen its impact towards Agenda 2030, ensuring no one is left behind;
- IFAD needs to work with new partners, including private sector;
- IFAD needs to mobilize more resources, including borrowing;
- Emergence of the COVID-19 pandemic required efforts for:
 - increasing investments in developing countries;
 - adapting existing operations;
 - enabling our staff to operate.



IFAD12 Theory of Change

How it all fits in



- **Enhanced institutional capacity** required for transformational country programmes and **builds on recent reforms**;
- **Proximity and adaptability** are 2 key principles



Focus of the transformational institutional change

Overall picture



Increasing Decentralization



People, Processes, Technology
Plan (PPTP)



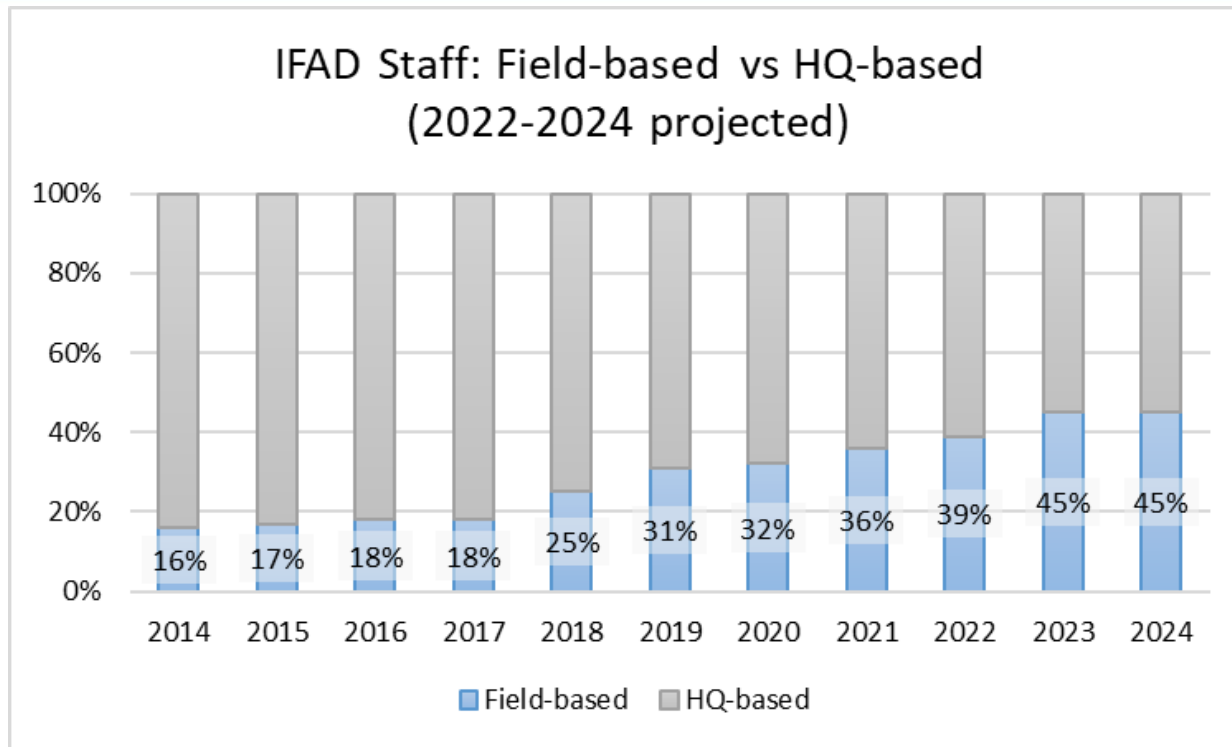
Improving Efficiency, Transparency
and Results-Focus



Sexual Harassment, Sexual
Exploitation and Abuse (SH/SEA)

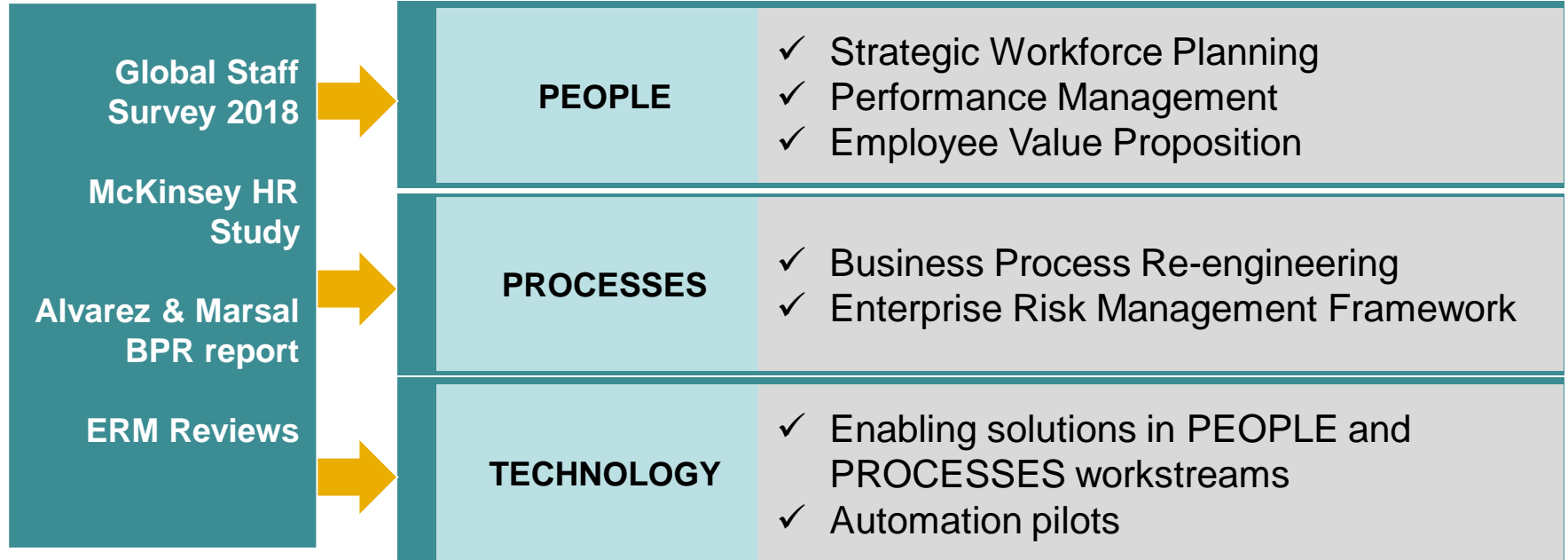


Focus of the transformational institutional change Increasing Decentralization



Focus of the transformational institutional change

People, Processes and Technology Plan



Focus of the transformational institutional change

People, Processes and Technology Plan

- Approved in April 2020 (see EB 2020/129/R.3/Rev.2);
- 3 years plan (2020-2022), with investments in the three workstreams worth US\$14.675 million (of which US\$11.855 million is one-time Targeted Capacity Investment);
- Underpinned by a strong focus on change management, and with Key Performance Indicators to monitor and report on progress;
- Regular communication with staff and reporting to Senior Management and the Executive Board;
- Despite the challenges presented by the COVID-19 pandemic, implementation is on track, 2022 last year of implementation.



Focus of the transformational institutional change

Improving Efficiency, Transparency and Results-Focus

- A number of significant initiatives under the umbrella of IFAD's organizational reform have been delivered throughout IFAD11;
- **2022 budget is a cornerstone for doubling impact by 2030**, which will bring IFAD forward on its trajectory of right-sizing its workforce and deepening and broadening its presence in the field through D2.0;
- The enhanced efficiency and resource management (SMART Budget) Initiative seeks to:
 - enhance transparency by clearly segregating direct from indirect costs starting with the 2023 Regular Budget;
 - enhance efficiency by refining efficiency measures and review practices;
 - enhance results-focus by strengthening the link between IFAD12 commitments and resources and by attributing direct costs to projects.



Focus of the transformational institutional change

Sexual Harassment, Sexual Exploitation and Abuse

- IFAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse approved in 2018. IFAD is committed to work with all partners to promote IFAD's zero-tolerance policy at all levels;
- In addition to informing the Executive Board, Management informs promptly Member States of SH/SEA allegations received through the Member States Interactive Platform. IFAD has also joined the United Nations Secretary-General SEA reports and "Clear Check" Screening Database;
- During IFAD12, we will continue to develop biennial IFAD action plans to prevent and respond to credible SH/SEA and provide regular implementation updates to the Executive Board;
- In line with its Strategy on Diversity, Equity and Inclusion, IFAD is committed to achieving a diverse working environment that values the richness of different identities, experiences, beliefs, perspectives and skills of its workforce as well as a workplace free of any form of discrimination.



Thank you!

