IFAD’s Field Presence
IFAD Member States Corporate Induction Seminar

Guoqi Wu
Associate Vice-President
Corporate Services Department
27 February 2020
The Journey from Country Presence to Corporate Decentralization

- **Dec 2003**: Field Presence Pilot Programme approved by the EB
  - 15 offices

- **2007**: Activity Plan for Country Presence & CLE on Field Presence Pilot
- **2010**: IFAD Management undertakes a self-assessment of the country presence
  - 30 offices

- **Sept 2011**: IFAD Country Presence Policy & Strategy approved by the EB
  - 40 offices

- **Dec 2016**: CLE of IFAD's decentralization experience & IFAD Corporate Decentralization Plan

- **2018 - 2019**: Staff reassignment exercises to strengthen field presence and ensure IFAD is fit-for-purpose; “lessons learned” missions to regional hubs; dedicated trainings & briefings; upgrades to new and existing ICOs

- **2019-2020**: New Delegation of Authority Framework; UN Reform (MRS signed); TCI; Hub Metrics Review

**CONSOLIDATION**
Original Objectives of IFAD’s Field Presence

- Tailored response to countries’ needs
- Adapt project designs to the country context and provide cost-effective implementation support
- Play a catalytic role in non-lending activities (policy dialogue, partnership building, knowledge management)
- Align with country strategies and donor coordination mechanisms
- Participate in the One United Nations Initiative

From IFAD Activity Plan 2007 - EB 2007/92/R.47
IFAD’s Field Presence: The current context

- Ensuring effective contribution to the 2030 Agenda (in particular the SDG2)
- Increasing focus on development effectiveness and pressure to improve results and respond to pressing external factors
- Aligning to United Nations Reform Process, working as part of a new generation of UN Country Teams
- IFAD11 Commitments (& IFAD12 Replenishment)
Where we are now: IFAD’s global footprint

A new map for IFAD country offices (ICOs): 15 regional hubs (including 3 SSTC and KM centres) + 25 ICOs
Field Presence in figures

- 40 ICOs: 15 regional hubs (including 3 SSTC and KM centres) + 25 ICOs
- 31% of staff located in field duty stations (up to 45% expected by 2022)
- IFAD is managing 96% of its ongoing programmes through its field presence
- Common/shared UN premises in 29 locations (72%) out of 40
Reaping the Benefits of Field Presence

- Enhanced Partnership
- Stronger Policy dialogue
- Greater Innovation and Scaling up
- Higher Visibility and Influence
- Better Operational Effectiveness and higher impact
- More effective UN Coordination
Way Forward

1. Continue to consolidate decentralization efforts, for well-structured and well-resourced ICOs
2. Maximize synergies & partnerships with stakeholders in the field, and ensure alignment with UN Reform
3. Deliver sustainable client-oriented services globally via enhanced, simplified and automated processes
4. Enhance staff skills set, implement the Integrated Talent Management framework and Targeted Capacity Investment
5. Introduce, mainstream and sustain strategic innovations