



**SUPPORT  
IFAD'S  
REPLENISHMENT.  
SUPPORT  
RURAL PEOPLE.**



# IFAD's Transformational Institutional Change enhancing proximity and adaptability

28 January 2021

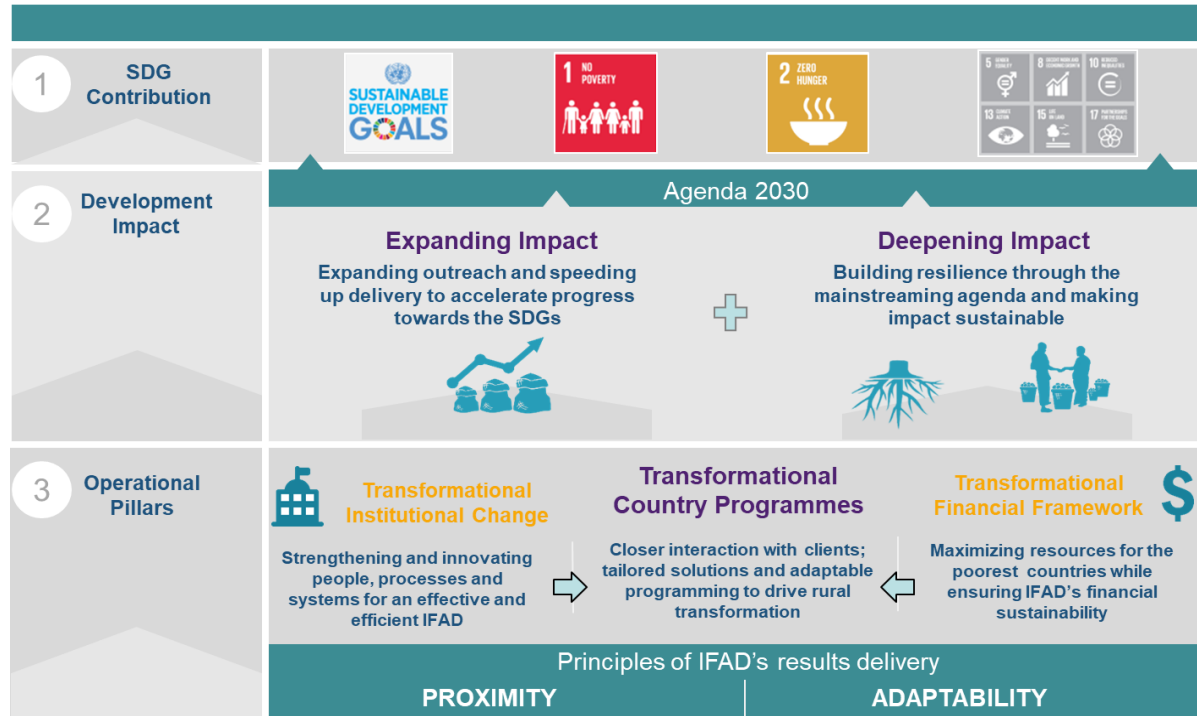
# Why change is necessary

## 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 requires 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



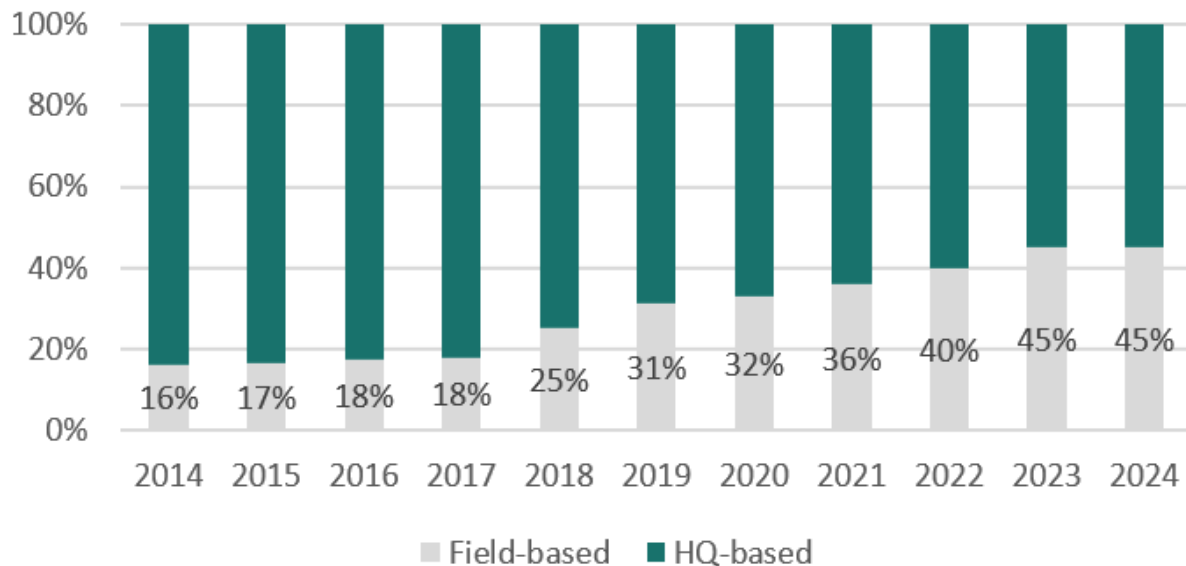
Sexual Harassment, Sexual  
Exploitation and Abuse (SH/SEA)



# Focus of the transformational institutional change

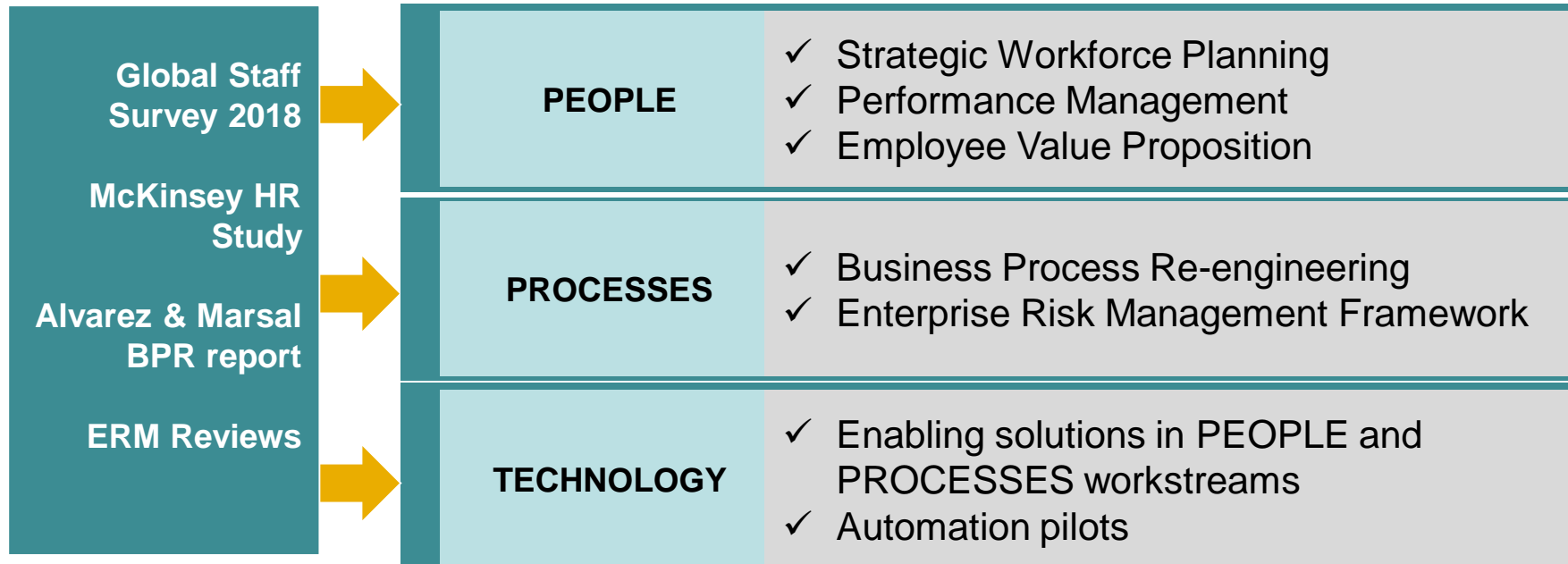
## Increasing Decentralization

IFAD staff: Field-based vs HQ-based  
(2021-2024 projected)



# 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 broadly on track. First year of implementation completed and, at EB December 2020, members approved 2021 drawdown of US\$4.165 million .





# Focus of the transformational institutional change

## Improving Efficiency

- IFAD11 is the first replenishment period in IFAD's recent history with a planned PoLG delivered entirely under zero-real-growth budget principles, particularly noteworthy during this period of significant organizational reform;
- Budget restraint, combined with growth of the Fund's portfolio, enabled IFAD to improve the ratio of the total active portfolio to the organization's administrative costs over the past three years;
- During IFAD12, Management will focus on **optimizing institutional efficiency** and **investing in value-adding capacity improvements**. This follows a 2021 review (in collaboration with IFAD member states) to align and optimize administrative and programmatic budget management processes and practises.



# 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.
- IFAD will also strengthen antiracism efforts in response the United Nations Secretary-General's call, and in line with the recent joint statement by the three heads of the Rome-based agencies to "work together to root out racism and discrimination within our own organizations and beyond."



# Thank you!

