



IFAD's transformational institutional change

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Why change is necessary

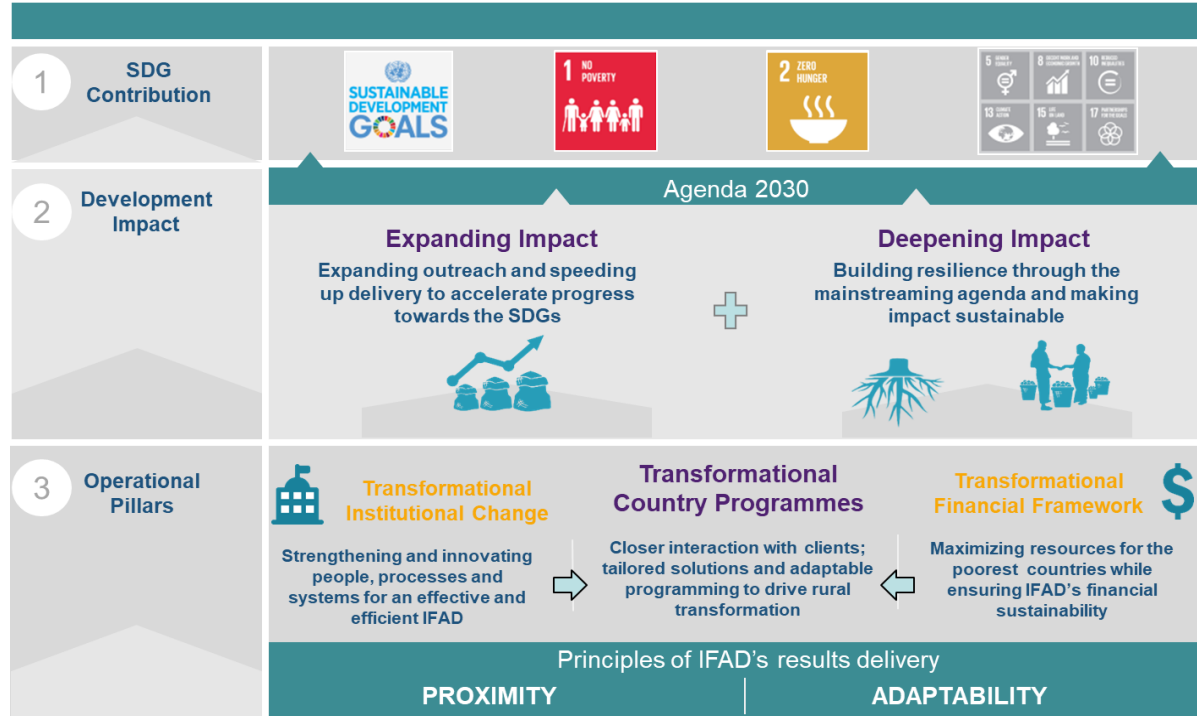
Ensuring IFAD's continued relevance and sustainability

- 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



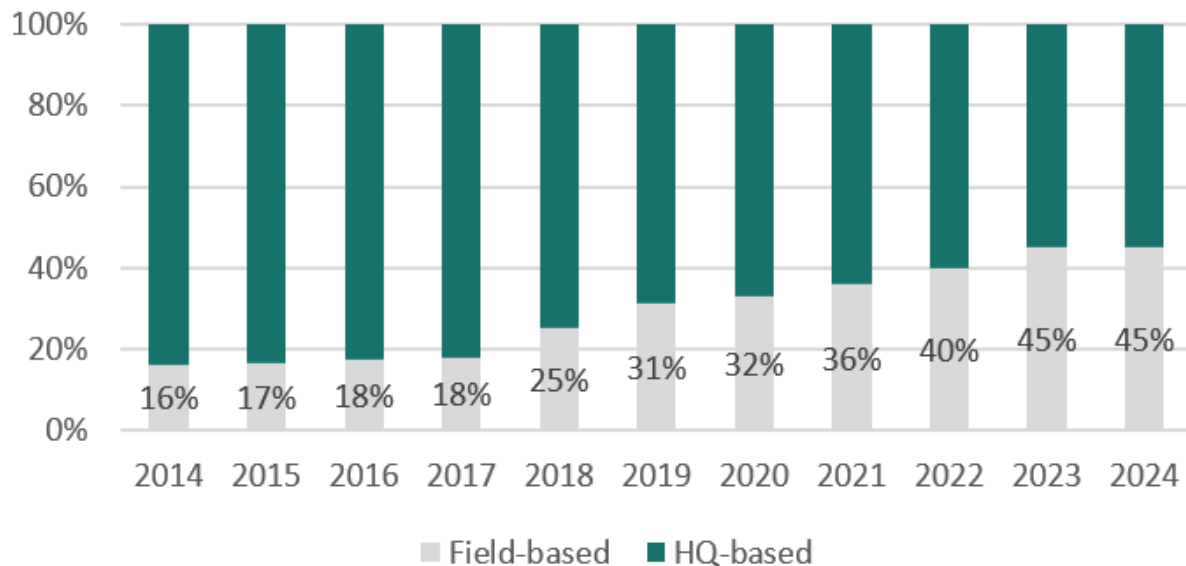
Sexual Harassment, Sexual
Exploitation and Abuse (SH/SEA)



Focus of the transformational institutional change

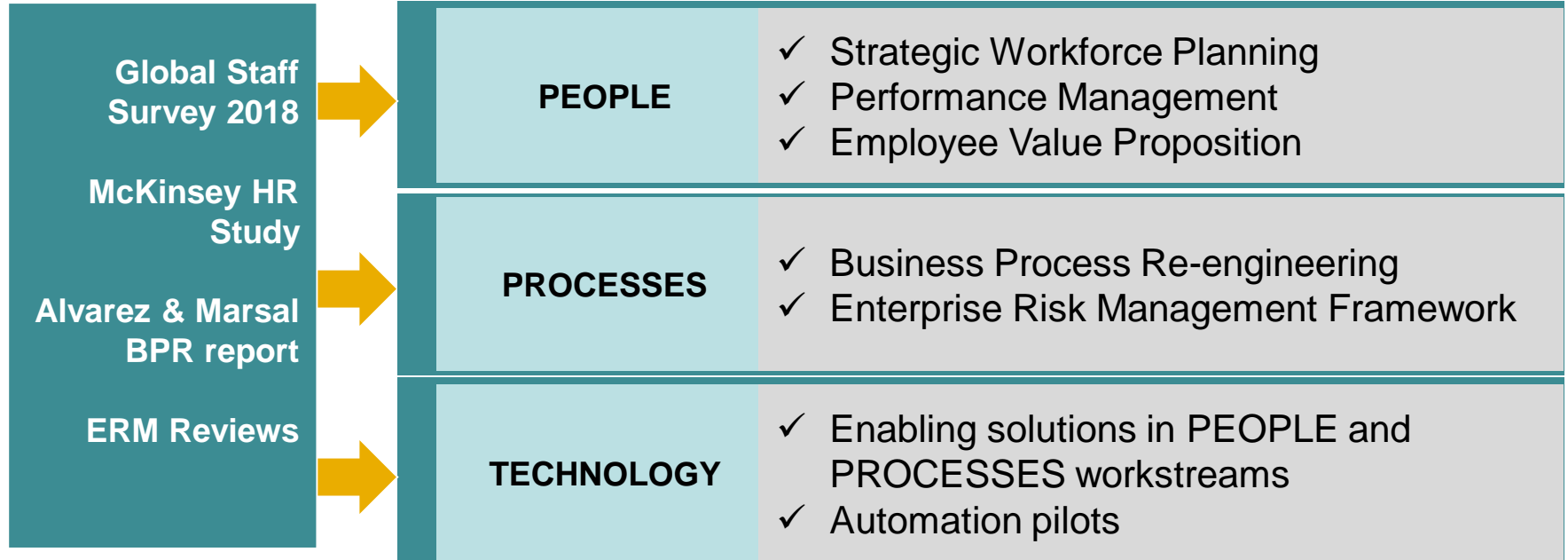
Increasing Decentralization

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.



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;
- Regarding **enhanced efficiency and resource management**: Following feedback from members states in a recent informal seminar and the Audit Committee, Management is preparing proposals for the approval of the Executive Board in December 2021. The proposals, aligned with benchmarked best practise across UN agencies and IFIs will further optimize administrative and programmatic budget management processes.



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!

