

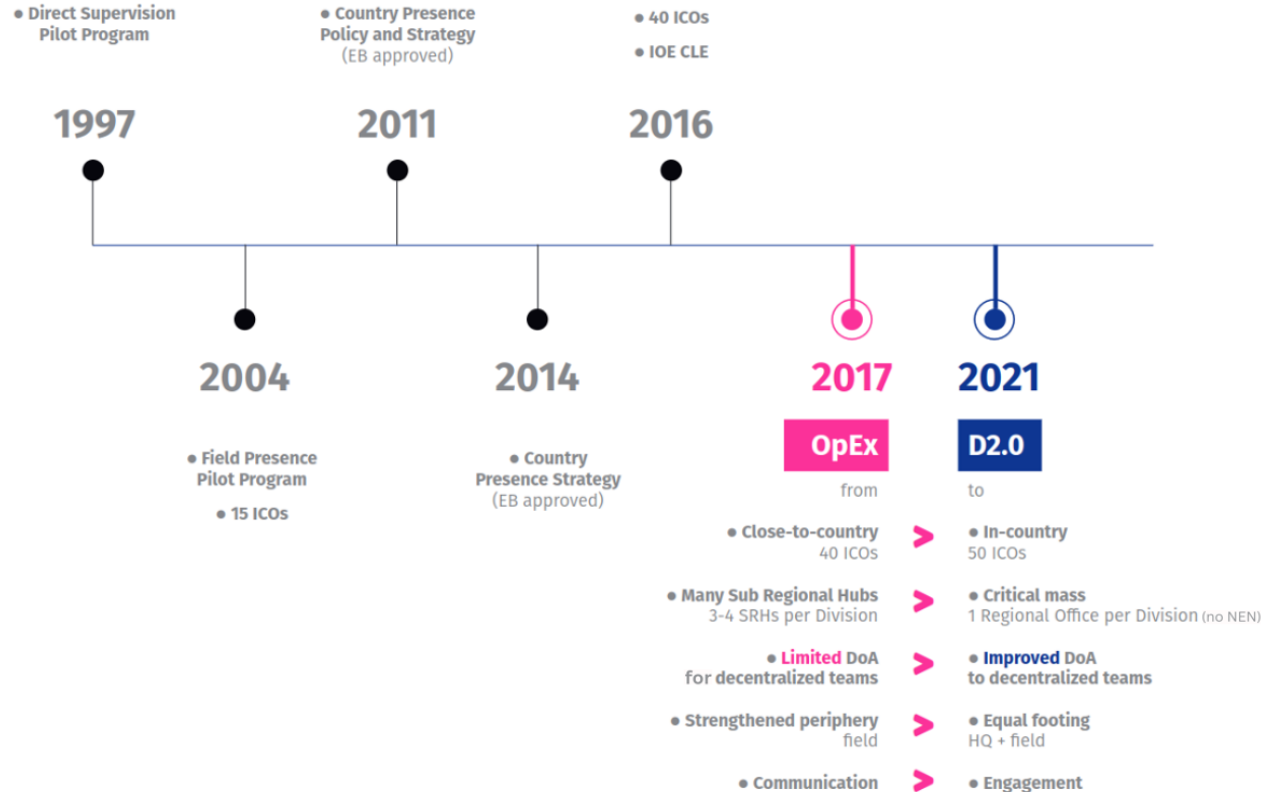
Institutional reforms for operational effectiveness and field impact

Overview of recent institutional changes

 ILIFAD | FIDA



Recent reforms: build on prior reforms



IFAD in 2017: where we wanted to go

Objective: Maximize IFAD's contribution to 2030 Agenda/SDGs

Issue: Although IFAD was achieving results on a par with and even better than some other IFIs (ARRI) – operational capacity had plateaued.

Management decision: better to reform ourselves even when things working well rather that wait for external pressure to change.

1. Operational Excellence for Results (OpEx) exercise



Re-engineered
country-based
model



More delegation
to **frontlines**

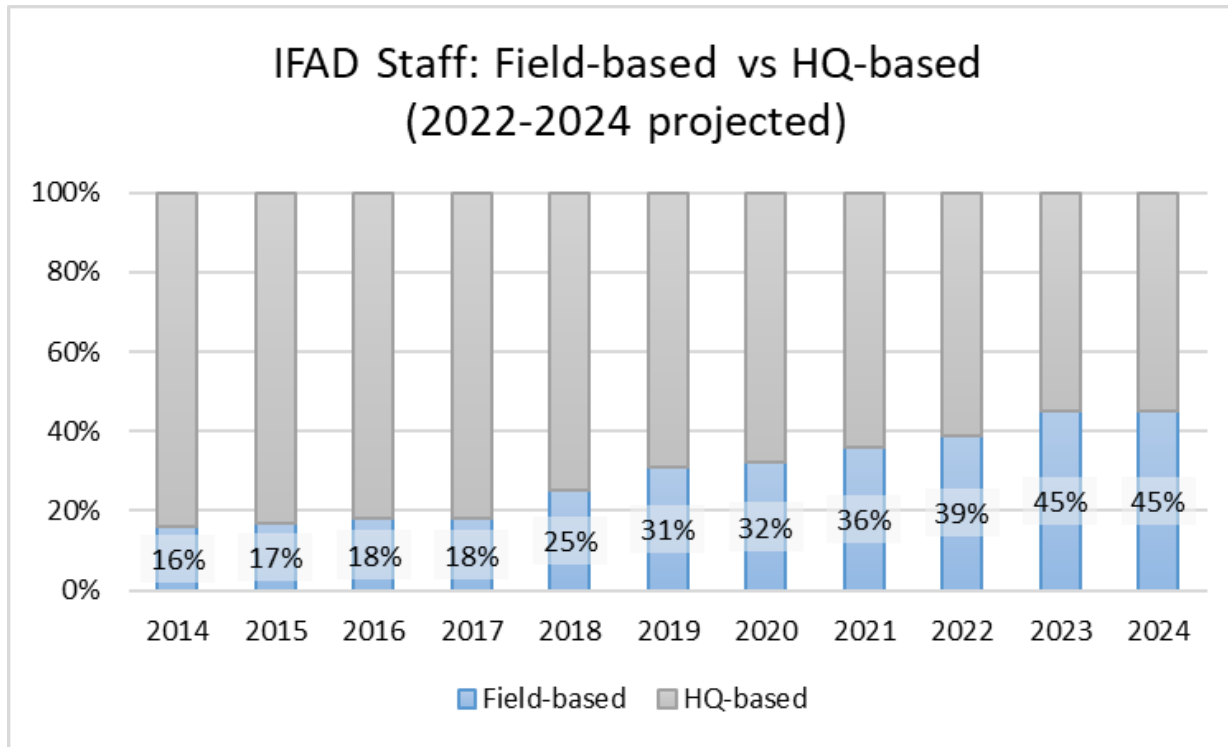


Recalibrating
business
processes



Making
HQ fit
for
purpose

1. OpEx started the journey to Increased Decentralization



Other key changes since 2017

New financial architecture

(including credit rating)

Private sector

Alternative resource mobilization

(e.g. climate funds)

Enhanced focus on mainstreaming themes

Enhancement in compliance functions

(e.g. project procurement, controllership)

Global engagement and IFAD visibility

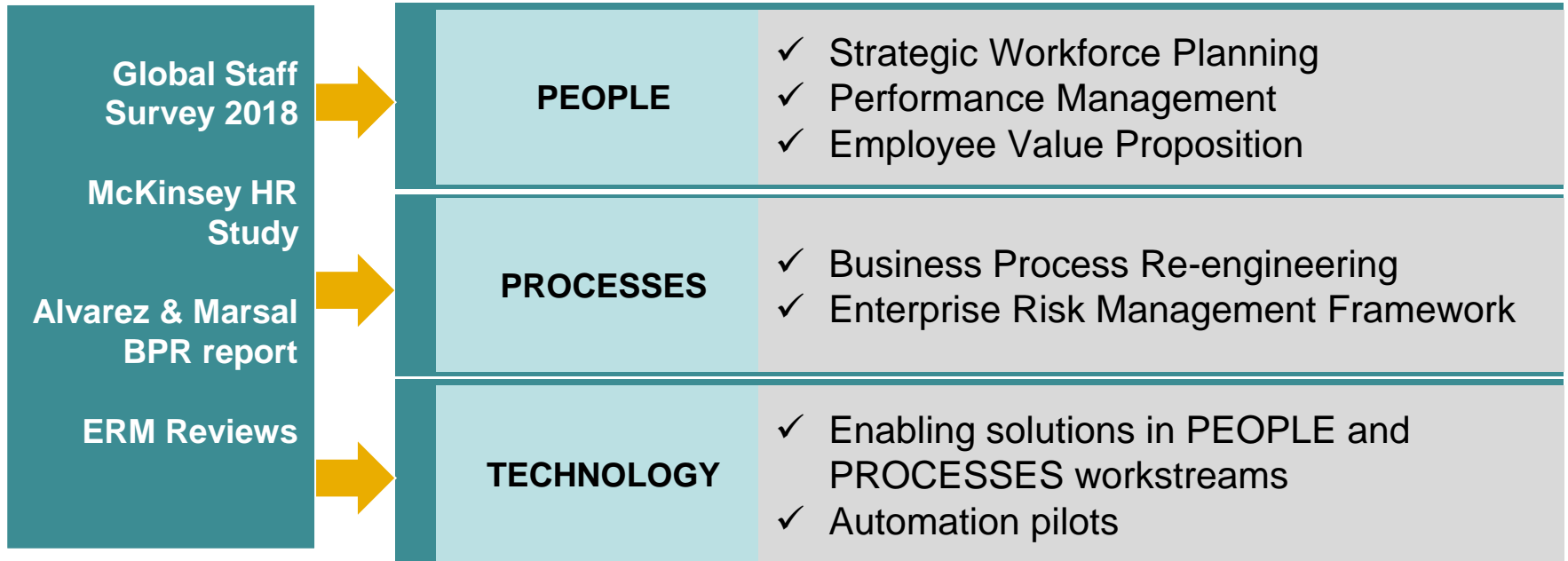
Importance of workplace culture lens

while moving from HQ-centric to a decentralized organization

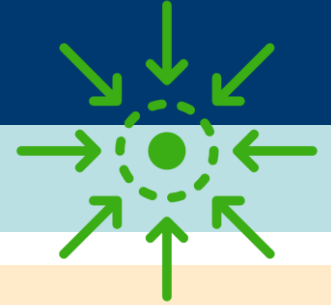
Establishment of enterprise risk management function



2. People, Processes and Technology Plan (PPTP)



3. Recalibration



Focus of change

To maximize impact and ensure IFAD's relevance for the next 5-10 years, we need to **refocus** on what makes us unique and **double down** on operations and delivery.

The **changes** are focused across the following **3 broad areas**:

- **Strengthen** IFAD's focus on operations and technical expertise;
- **Enhance** the Vice-President's oversight role on operational and corporate resources and services and **refocus the role** of the President on strategic and external matters, including financial sustainability and risk appetite; and
- **Clarify** roles and responsibilities as well as management reporting lines; and build synergies between functions currently dispersed across the house, reducing overlaps and inefficiencies in how we work.

3. Recalibration

Primary change areas

IFAD's sectoral and thematic functions will re-prioritise their focus on operational delivery.

The **Private Advisory Unit** will be transformed into a full-fledged Division in PMD.

Reimbursable Technical Assistance and **South-South Triangular Cooperation** delivery will be brought into PMD.

Legal and **Secretariat** functions will be consolidated into a new **Office of Governance and General Counsel**.

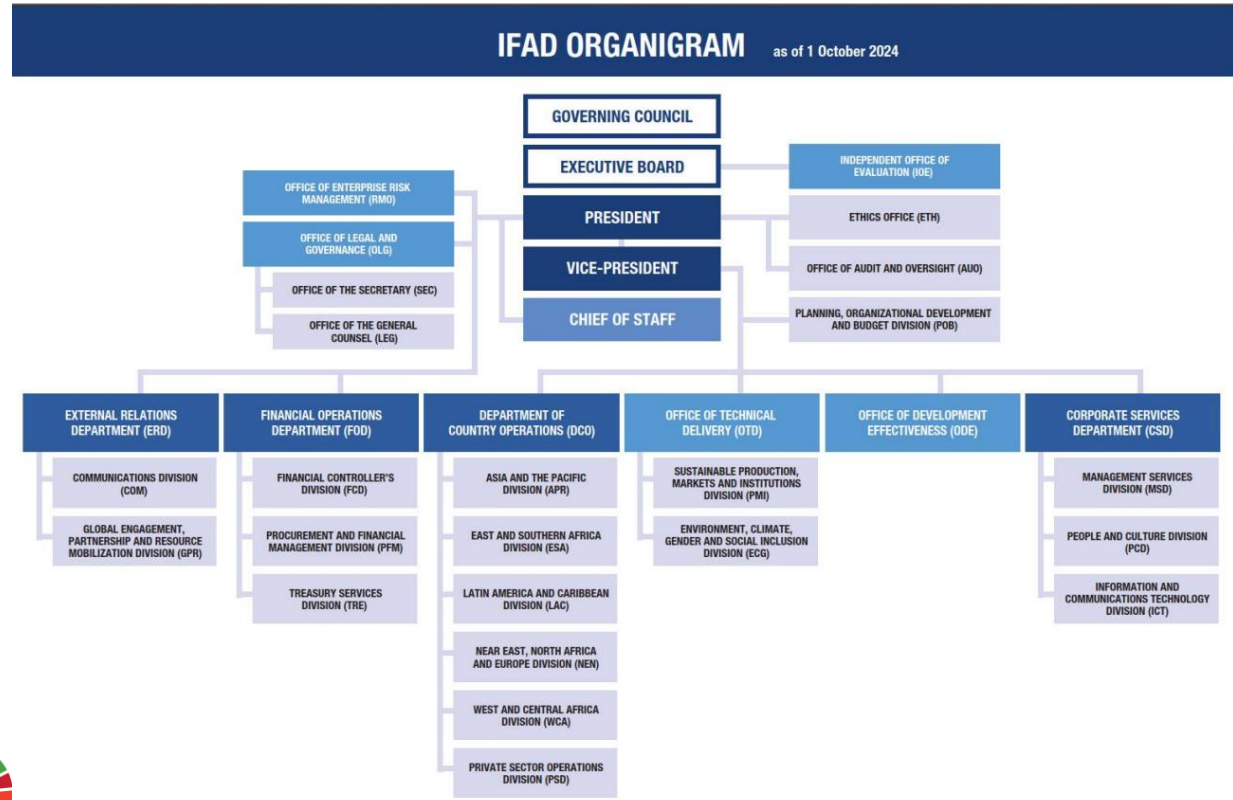
Financial Management and **Project Procurement** will be consolidated within one fiduciary division in FOD.

The **Field Support Unit** will become part of the Administrative Service support Division.

An **Office of Development Effectiveness (ODE)** will be created to consolidate and enhance several functions currently spread across departments.



3. Recalibration



Thank You

