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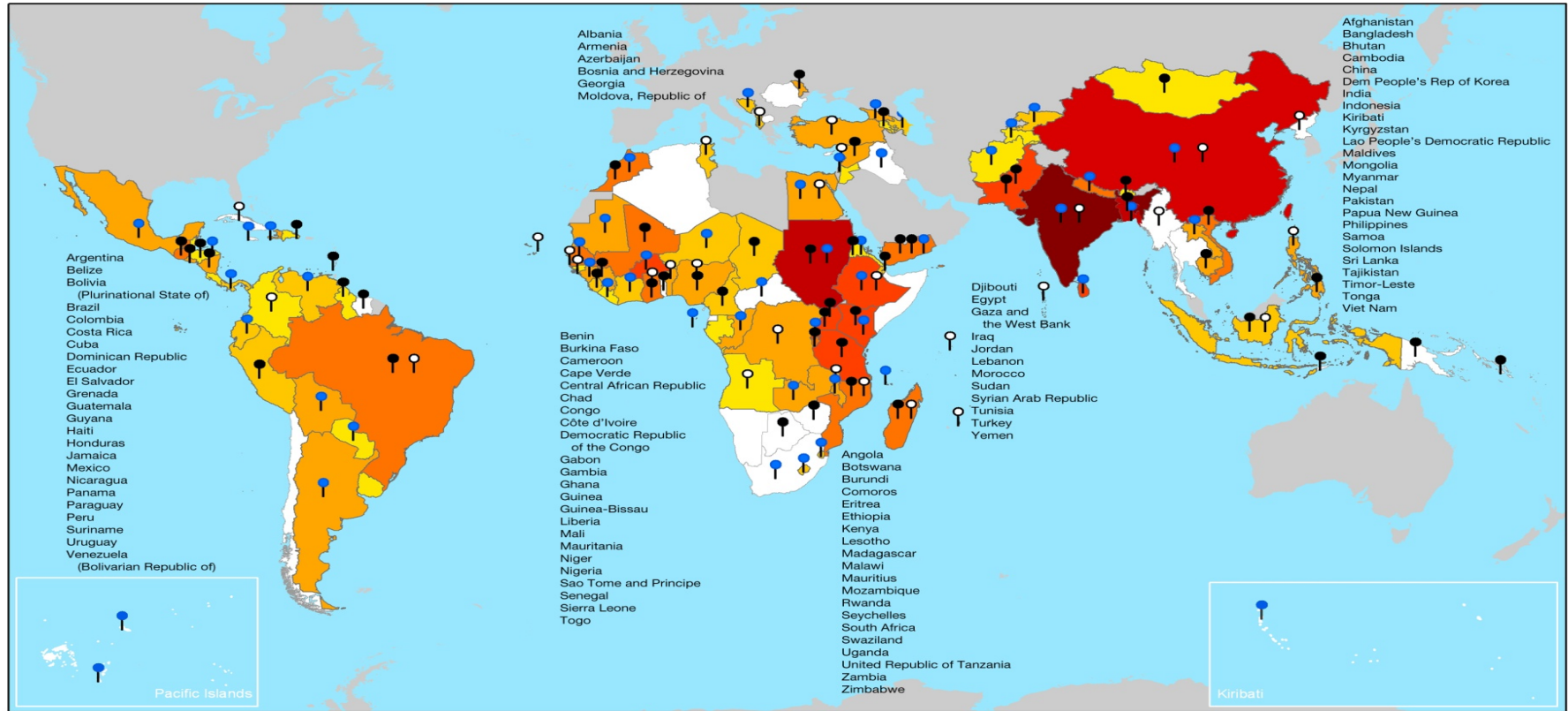
تمكين السكان الريفيين الفقراء
من التغلب على الفقر

2013-2011

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Deirdre McGrenra	Sirpa H. Jarvenpaa
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	+39 06 5459 2202 : s.tan@ifad.org :

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Number of projects by country as of 1 January 2010



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¹ انظر البنك الدولي، تقرير التنمية في العالم 2007: التنمية والجيل التالي (واشنطن العاصمة، 2006).

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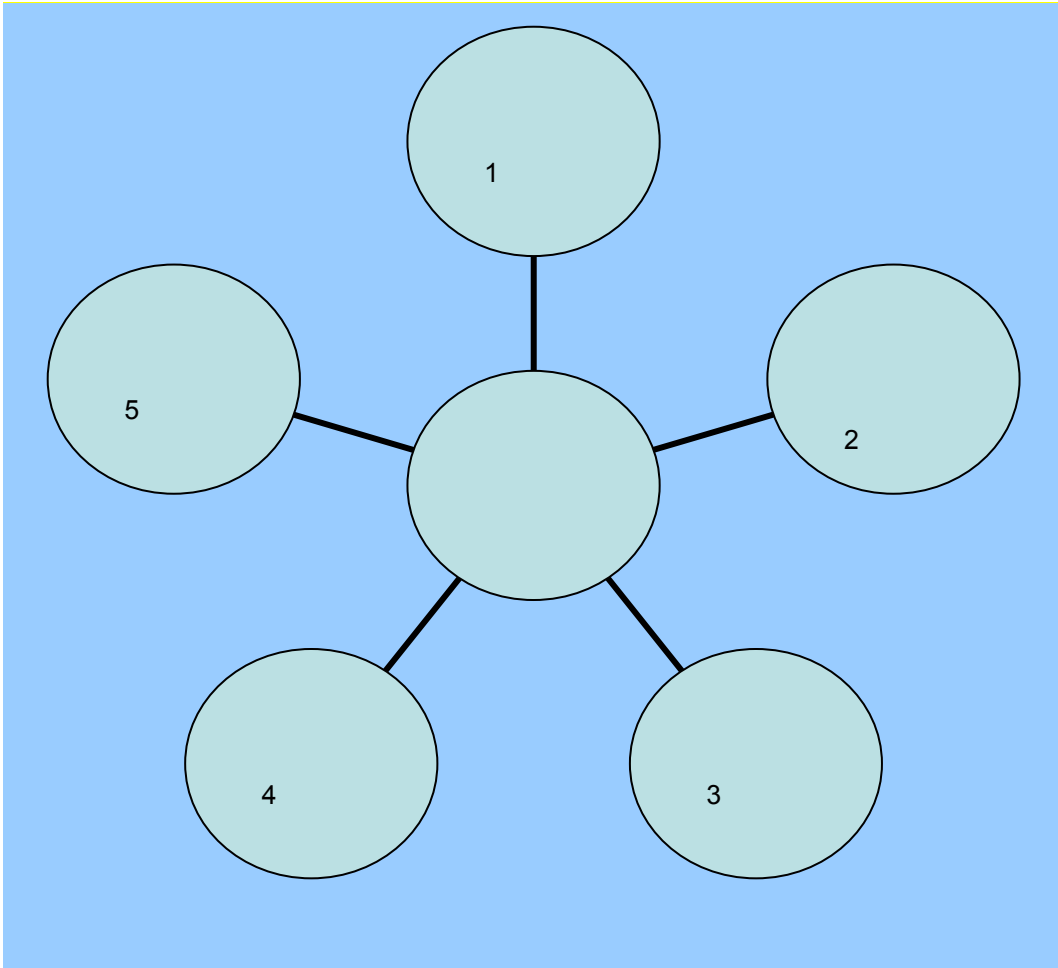
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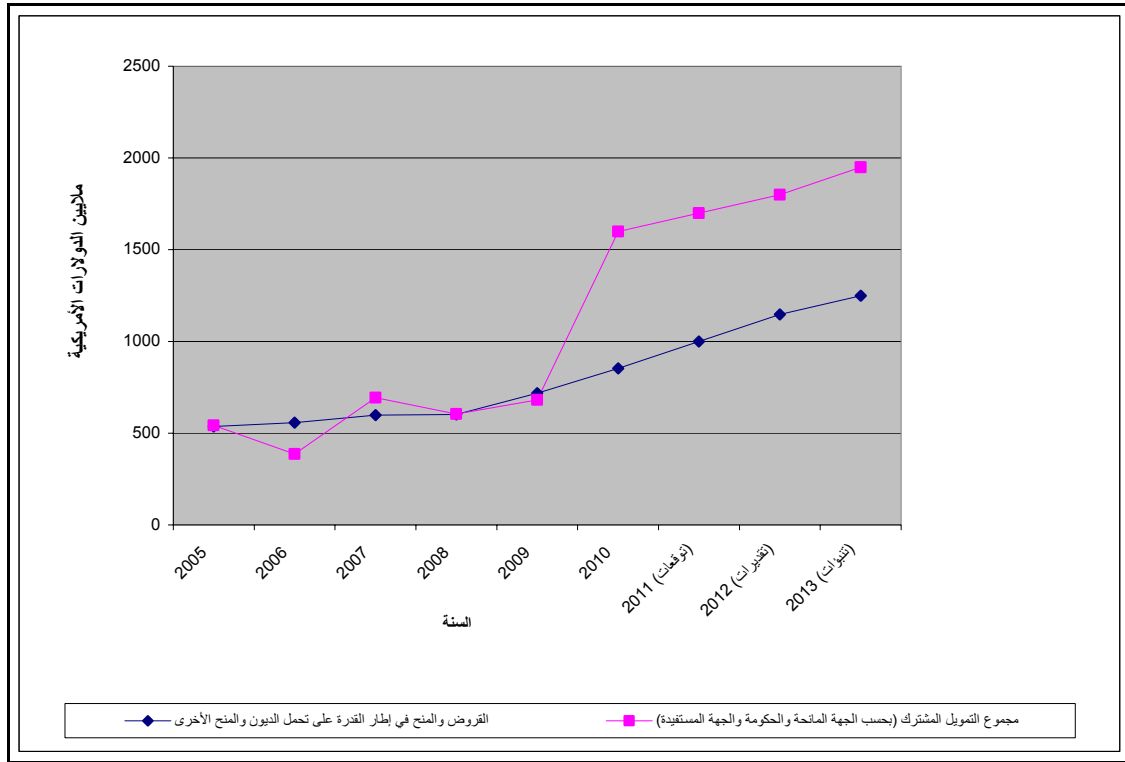
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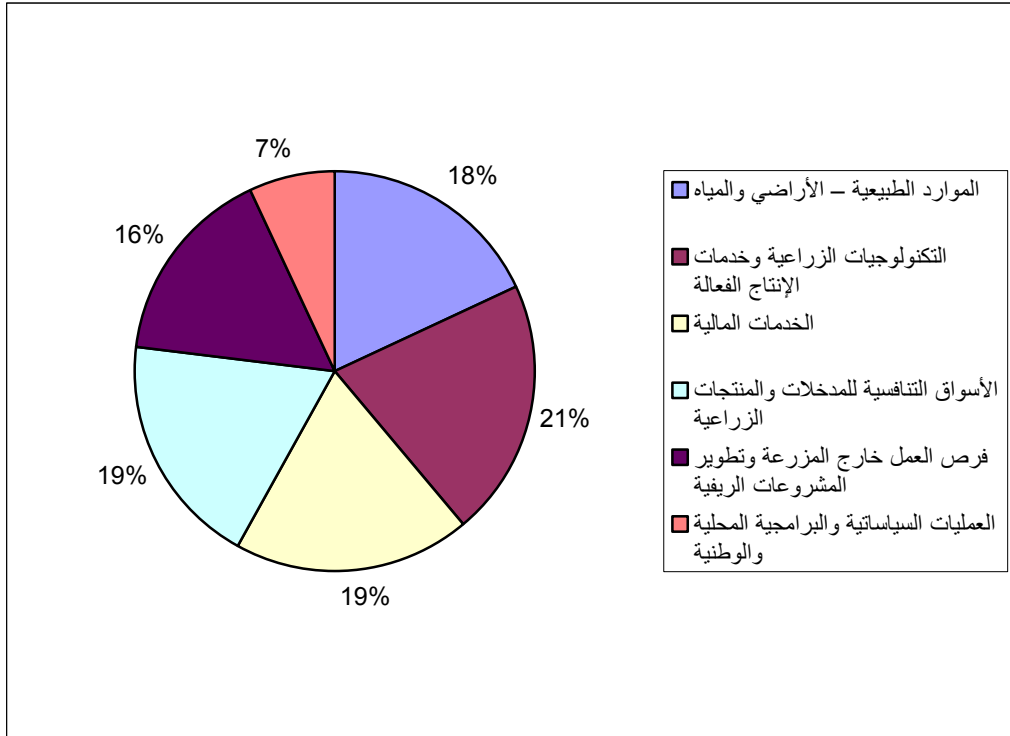
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³ بما في ذلك المنح التكميلية السودبية بمبلغ 9.2 مليون دولار أمريكي.
⁴ وهي تشمل المنح في إطار القدرة على تحمل الديون، التي تمول مشروعات الاستثمار القطرية بموجب مبادرة ديون البلدان الفقيرة المثقلة بالديون، وبرنامج المنح العادية في الصندوق الذي يمول المشروعات غير المؤهلة للتمويل في إطار القدرة على تحمل الديون. وتخصص المنح العادية بالدرجة الأولى للبرامج العالمية والإقليمية، التي تشمل أكثر من بلد، ولكنها تشمل أيضاً المنح الصغيرة.

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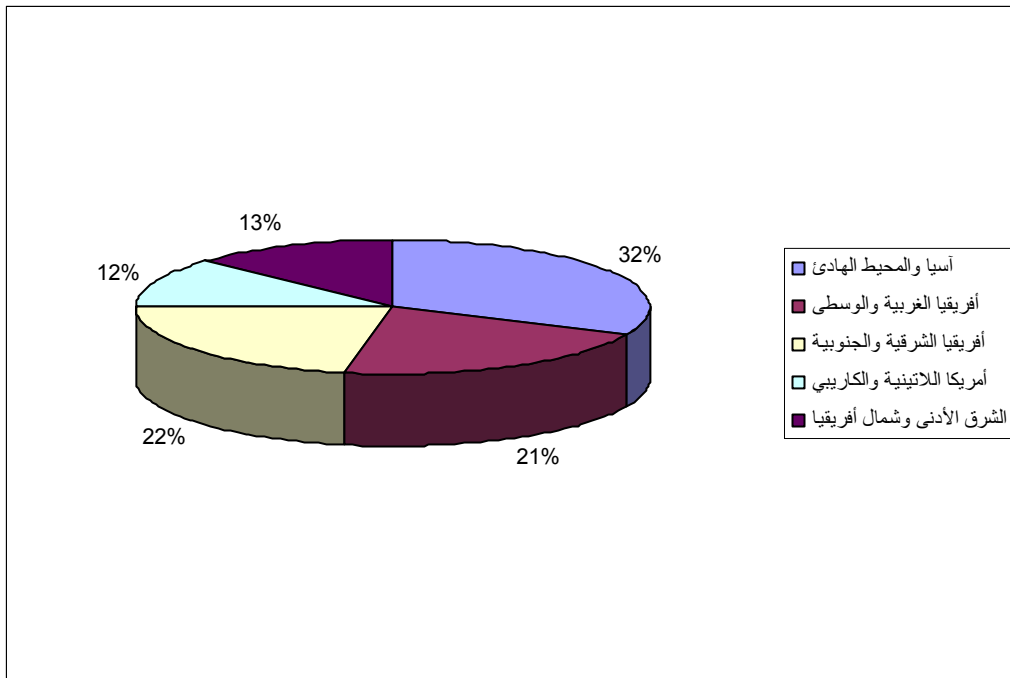
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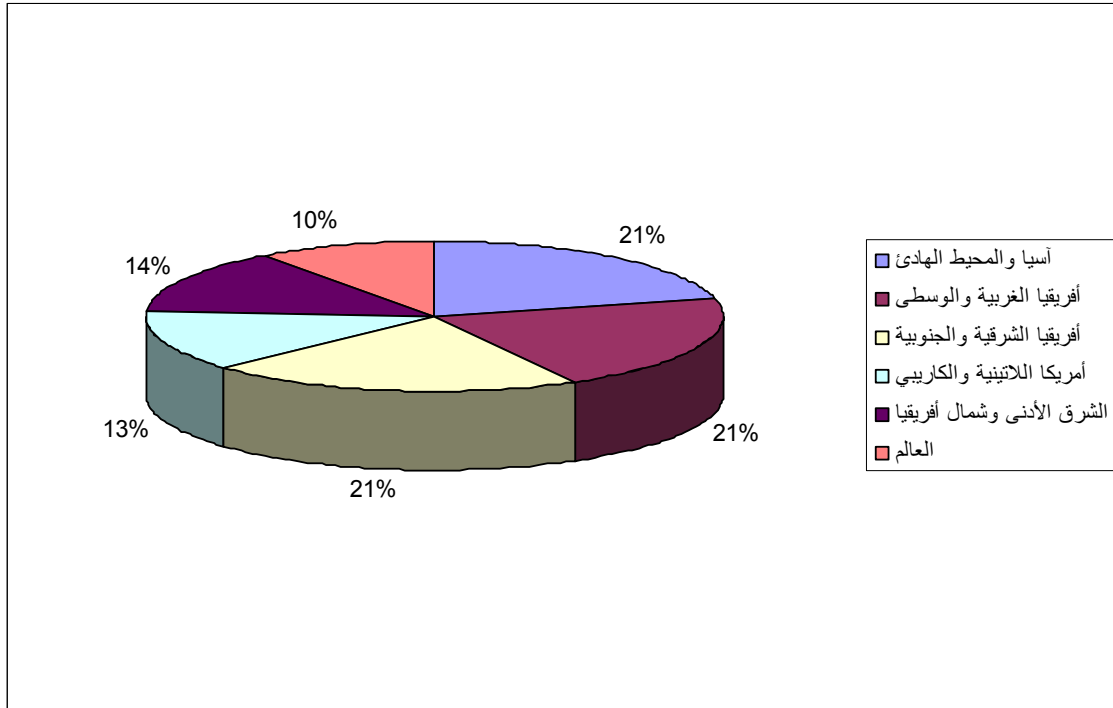
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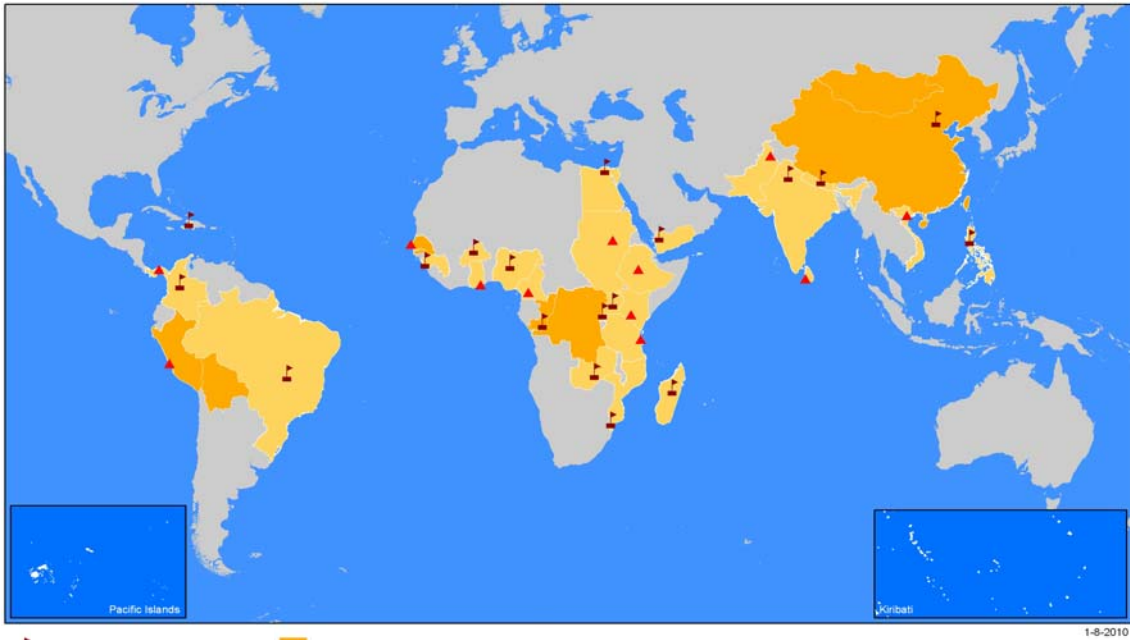
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⁵ مذكرة الرئيس المؤرخة 18 أكتوبر/تشرين الأول 2010 أعادت تسمية مكتب كبير استراتيجي التنمية ليصبح مكتب الاستراتيجية وإدارة المعرفة، وذلك اعتباراً من 1 يناير/كانون الثاني 2011.

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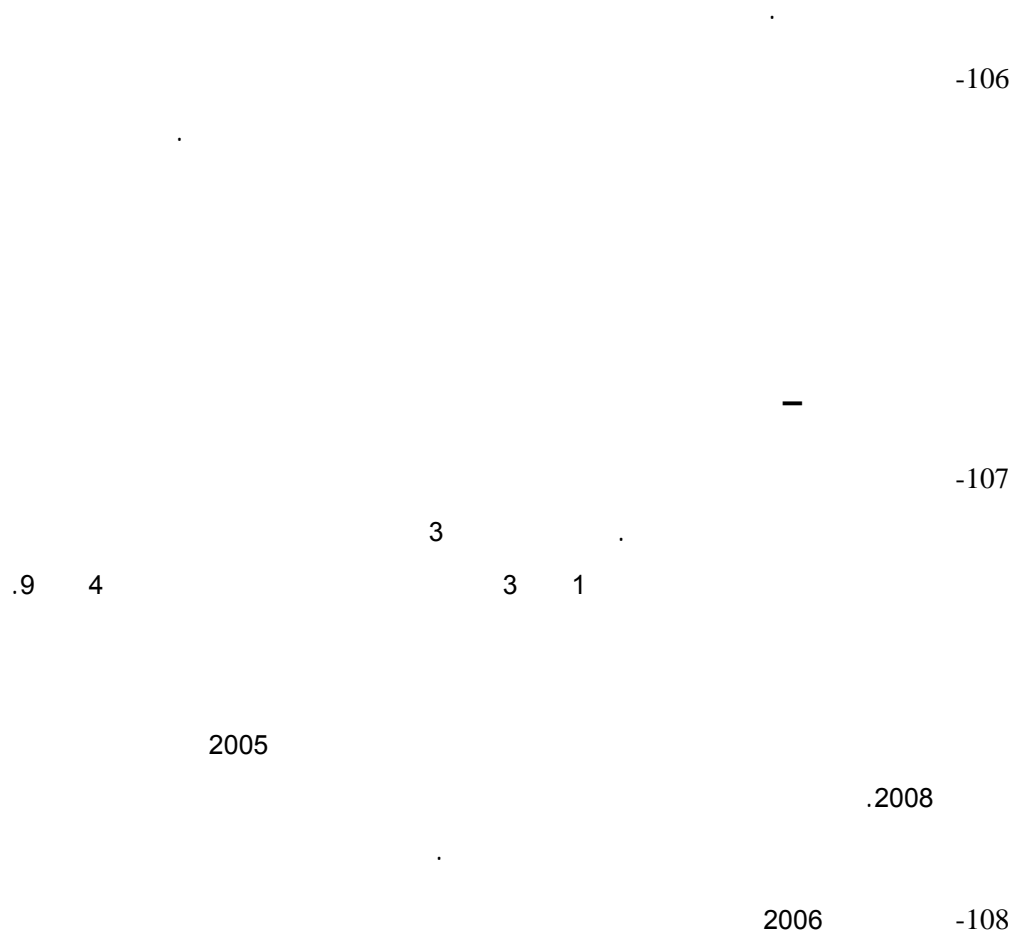
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Medium-term Plan: logical framework 2011-2013

IFAD STRATEGIC OUTCOMES 2011-2013

Strategic goals	Strategic objectives	Performance projections	Risks and assumptions
<p>Increased incomes and enhanced food security for poor rural women and men by enabling the rural poor improve their food security and nutrition, raise their incomes, and strengthen their resilience.</p>	<p>Guided by the IFAD Draft Strategic Framework 2011-2015, IFAD contributes to:</p> <ul style="list-style-type: none"> A strengthened natural resource and economic asset base for poor rural women and men that is more resilient to climate change, environmental degradation, and market transformation; Enhanced access of poor rural women and men to services that are essential for reducing poverty, raising incomes and strengthening resilience in a changing environment; Strengthened capabilities of poor rural women and men and their organizations to manage profitable, sustainable, and resilient farm and non-farm enterprises or to take advantage of decent work opportunities; Strengthened capabilities of poor rural women and men and their organizations to influence the policies and institutions affecting their livelihoods; and Improved institutional and policy environments for rural economies, encompassing not only agricultural production but also the full range of non-farm activities that surround and contribute to the agricultural sector <p>Verification: World bank and United Nations data; ARRI¹</p>	<p>IFAD works with poor rural women and men to develop locality-specific opportunities by ensuring that poor rural people have better access to, and the skills and organization they need to take advantage of opportunities. At the macro level, IFAD will:</p> <ul style="list-style-type: none"> Take on a greater leadership role in rural development processes based on small-scale agriculture; Help countries scale up successful operations that IFAD supports; Expand its policy engagement; Strengthen its pro-poor partnerships with a range of actors, including other UN agencies, public and private donors, and commercial enterprises that can bring investment, assets, and services to rural areas to the benefit of poor rural people; and, Enhance its knowledge broker and advocacy role. 	<p>Risks:</p> <ul style="list-style-type: none"> Global economic crisis continues to affect smallholder agriculture Input price volatilities (e.g. fuel and food) exacerbate smallholder investment risk Environmental degradation, including climate change and weather risks, negatively impact smallholder production Political instability erodes development achievements and impacts on implementation of on-going investments <p>Assumptions:</p> <ul style="list-style-type: none"> Adequate aid funding and effective donor coordination – global commitment to Paris Declaration on Aid Effectiveness and Accra Agenda IFAD8 replenishment contributions at \$1.2bn² to expand programme of work to \$3bn for 2010-2012 IFAD9 replenishment contributions at target of \$2.1 bn to expand programme of work to \$4.5bn for 2013-2015 Ratio of cofinancing to IFAD's resources: 1:1.5. Total volume of cofinancing \$4.5bn Supplementary cofinancing of \$48.5mn³ for 2011-2013

Notes:

The logical framework of the IFAD Medium-term Plan 2011-2013 provides a tabulation of IFAD's corporate goals, outcomes, outputs and activities with resources, including human and financial inputs. The logical framework is intended to be read together with the main text of this report to ensure that the reader benefits from the context within which the divisions implement planned activities and attain their set objectives.

The amounts included in the resource inputs 2011-2013 column are indicative and are based on an initial high-level review of projected divisional resource needs under IFAD's administrative budget. Consequently, they should not be considered actual expenditure amounts. For 2011, the budget figures represent budgeted amounts; for 2012 and 2013 they represent projections and forecasts, respectively.

The aggregate of divisional budgetary resources displayed in the resource inputs 2010-2012 column do not sum back to the overall cluster totals on page 26. This is because only divisions primarily involved in the achievement of the outputs of the clusters are included, while resource inputs for divisions supporting multidivisional activities cannot be clearly presented in the logical framework structure.

The resource inputs 2011-2013 finance workforce full-time equivalents (FTEs) as well as non-staff costs. One FTE corresponds to the equivalent of a full staff year. The total of FTEs for divisional submissions is comprised of regular staff with continuing and fixed-term contracts and temporary staff. Consultants have been identified separately.

Staff projections for 2012 and 2013 are indicative and subject to change as the staffing plans are finalized and deliverables agree.

The MTP currently assumes an annual increase in the administrative budget of approximately 5.5% per annum for the period 2011-2013 compared to an average annual increase in expected POW of approximately 14% for the same period, reflecting administrative efficiencies already factored into divisional planning.

¹ ARRI: Annual Report on Results and Impact of IFAD Operations.
² bn: billion.
³ mn: million.

IFAD OPERATIONAL OUTCOMES 2011-2013

Operational outcomes	Measures of success and sources of verification	Work programme projections Country programme and project outputs (Level 3)	Resource inputs 2011-2013	Risks and assumptions																																																																																																							
<p>People receiving services from IFAD-supported projects</p> <ul style="list-style-type: none"> People benefiting from IFAD assistance, with gender focus <p>Natural resource management</p> <ul style="list-style-type: none"> Improved access to land and water resources Area impacted by constructed irrigation <p>Climate Change adaptation and mitigation</p> <ul style="list-style-type: none"> Guidance and tools on innovative approaches to help smallholder producers build their resilience to climate change developed Smallholder farmers helped to take advantage of available mitigation incentives and funding Dialogue on climate change, rural development, agriculture and food security informed coherently <p>Agricultural technologies</p> <ul style="list-style-type: none"> Increase in use of sustainable agriculture approaches and reduction in land and sea degradation Improved access to agricultural technology, know-how and efficient production services <p>Rural financial services</p> <ul style="list-style-type: none"> Improved access to financial services and savings instruments Broad range of financial services and savings instruments <p>Market Access</p> <ul style="list-style-type: none"> Improved access to markets: transparent, competitive, functioning and efficient markets for agricultural inputs and produce <p>Rural Microenterprise</p> <ul style="list-style-type: none"> Opportunities for rural, off-farm employment and enterprise development Enhanced private-sector capacity and investment in rural economy <p>Empowerment of rural poor people</p> <ul style="list-style-type: none"> Strengthened organizations and institutions supporting interests of poor rural people Enabling local and national policies Improved capacity for programme development and implementation (government, NGO, private sector) <p>Technical and vocational skills development</p> <ul style="list-style-type: none"> Enabling rural youth to acquire new skills i.e agricultural technologies, services, entrepreneurship and financial literacy 	<p>People receiving services from IFAD-supported projects</p> <p>2009: 36.6 mn 2012: 60 mn Male/female ratio (%) 2009: 51:49 2012: 50:50</p> <p>Natural-resource management (ha) Common-property resource and under improved management practices 2009: 4.90 mn Tracked Area under constructed/rehabilitated irrigation schemes 2009: 322,000 Tracked</p> <p>Climate Change Adaptation and Mitigation % of new RB-COSOPs 50% target by 2013 % of new project designs 40% target by 2013</p> <p>Agricultural technologies People trained in crop production practices/technologies 2009:4.1 mn Tracked Male/female ratio (%) 63:37 Tracked People trained in livestock production practices/technologies 2008: 1.1 mn Tracked Male/female ratio (%) 44:56 Tracked</p> <p>Rural financial services Active borrowers 2009: 4.8 mn Tracked Male/female ratio (%) 51:49 Tracked Voluntary savers 2009: 8.4 mn Tracked Male/female ratio (%) 49:51 Tracked</p> <p>Market Access Roads constructed/rehabilitated (km) 2009: 21,000 Tracked Marketing groups formed/strengthened 2009: 28,000 Tracked</p> <p>Rural Microenterprise People trained in business and entrepreneurship 2009: 277,000 Tracked Male/female ratio (%) 48:52 Tracked Enterprises accessing facilitated non-financial services 2009: 34,000 Tracked</p> <p>Empowerment of rural poor people People trained in community management topics 2009: 1.7 mn Tracked Male/female ratio (%) 24:76 Tracked Village/community action plans prepared 2009: 29,000 Tracked</p> <p>Technical and vocational skills development 250,000 people receiving vocational training 1.8 mn people trained in income generating activities</p> <p>IFAD country presence expanded to 40 countries (of which 10 are proposed for approval by 2013) Baseline 2009 (actual): 25 countries</p> <p>Verification: Annual RIDE¹²; RIMS¹³ OSC¹⁴ issues paper, QE panel reports</p>	<p>Asia and the Pacific Region:</p> <ul style="list-style-type: none"> 6 COSOPs \$1 159.92 mn in loan and country grant approvals \$480 mn disbursement under ongoing portfolio <p>East and Southern Africa Region:</p> <ul style="list-style-type: none"> 6 COSOPs \$719.61 mn in loan and country grant approvals \$320 mn disbursement under ongoing portfolio <p>Latin America and the Caribbean Region:</p> <ul style="list-style-type: none"> 11 COSOPs \$420.87 mn in loan and country grant approvals \$196 mn disbursement under ongoing portfolio <p>Near East and North Africa Region:</p> <ul style="list-style-type: none"> 1 COSOPs \$382.36 mn in loan and country grant approvals \$255 mn disbursement under ongoing portfolio <p>West and Central Africa Region:</p> <ul style="list-style-type: none"> 7 COSOPs \$668.63 mn in loan and country grant approvals \$285 mn disbursement under ongoing portfolio <p>Global/regional programmes:</p> <ul style="list-style-type: none"> \$180 mn in global and regional grant approvals, including small grants <p>Knowledge management and innovation (KMI)</p> <ul style="list-style-type: none"> Integrated KMI agenda – mainstreaming KMI into IFAD's core business <p>Policy dialogue:</p> <ul style="list-style-type: none"> IFAD Draft Strategic Framework 2011-2015 Rural Poverty Report – IFAD flagship publication Focused IFAD global-, regional- and national-level policy dialogue 	<p>Zero-Based Budget (\$ mn)</p> <p>2011 - 2013</p> <table border="1"> <thead> <tr> <th></th> <th>Cluster 1</th> <th>Cluster 2</th> <th>Cluster 3</th> <th>Cluster 4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>SKM¹⁵</td> <td>1.7</td> <td>6.8</td> <td>1.1</td> <td>1.2</td> <td>10.7</td> </tr> <tr> <td>CSSG¹⁶</td> <td>11.1</td> <td>19.4</td> <td>5.4</td> <td>28.5</td> <td>64.4</td> </tr> <tr> <td>CSD¹⁷</td> <td>-</td> <td>1.5</td> <td>69.3</td> <td>0.5</td> <td>71.4</td> </tr> <tr> <td>FOD¹⁸</td> <td>7.7</td> <td>-</td> <td>19.1</td> <td>0.5</td> <td>27.4</td> </tr> <tr> <td>PMD¹⁹</td> <td>254.5</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>OPV²⁰</td> <td>2.7</td> <td>2.9</td> <td>3.2</td> <td>1.8</td> <td>10.6</td> </tr> <tr> <td>Total</td> <td>277.7</td> <td>30.5</td> <td>98.2</td> <td>32.6</td> <td>438.9</td> </tr> </tbody> </table> <p>Strategic Work Plan (Staff - Fixed Term Equivalent)</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">2011 Actual</th> <th colspan="2">2012 Projection</th> <th colspan="2">2013 Forecast</th> </tr> <tr> <th>P²¹</th> <th>GS²²</th> <th>P</th> <th>GS</th> <th>P</th> <th>GS</th> </tr> </thead> <tbody> <tr> <td>SKM</td> <td>8.00</td> <td>2.00</td> <td>8.50</td> <td>2.00</td> <td>8.50</td> <td>2.00</td> </tr> <tr> <td>CSSG</td> <td>64.90</td> <td>72.40</td> <td>65.00</td> <td>73.00</td> <td>65.00</td> <td>73.00</td> </tr> <tr> <td>FAD</td> <td>49.00</td> <td>67.86</td> <td>50.00</td> <td>68.00</td> <td>50.00</td> <td>68.00</td> </tr> <tr> <td>PMD</td> <td>171.70</td> <td>100.30</td> <td>183.7</td> <td>100.30</td> <td>196.60</td> <td>100.30</td> </tr> <tr> <td>OPV</td> <td>7.00</td> <td>5.00</td> <td>7.00</td> <td>5.00</td> <td>7.00</td> <td>5.00</td> </tr> <tr> <td>Total</td> <td>298.85</td> <td>247.56</td> <td>314.50</td> <td>253.00</td> <td>327.10</td> <td>248.30</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication Cluster 3 – Corporate management, reform and administration Cluster 4 – Support to Members' governance activities</p>		Cluster 1	Cluster 2	Cluster 3	Cluster 4	Total	SKM ¹⁵	1.7	6.8	1.1	1.2	10.7	CSSG ¹⁶	11.1	19.4	5.4	28.5	64.4	CSD ¹⁷	-	1.5	69.3	0.5	71.4	FOD ¹⁸	7.7	-	19.1	0.5	27.4	PMD ¹⁹	254.5	-	-	-	-	OPV ²⁰	2.7	2.9	3.2	1.8	10.6	Total	277.7	30.5	98.2	32.6	438.9		2011 Actual		2012 Projection		2013 Forecast		P ²¹	GS ²²	P	GS	P	GS	SKM	8.00	2.00	8.50	2.00	8.50	2.00	CSSG	64.90	72.40	65.00	73.00	65.00	73.00	FAD	49.00	67.86	50.00	68.00	50.00	68.00	PMD	171.70	100.30	183.7	100.30	196.60	100.30	OPV	7.00	5.00	7.00	5.00	7.00	5.00	Total	298.85	247.56	314.50	253.00	327.10	248.30	<p>Risks:</p> <ul style="list-style-type: none"> Volatile political situations and absorptive capacity in fragile states Government policies unsupportive of objectives of aid-funded interventions External challenges to IFAD's resource Management Natural calamities <p>Assumptions:</p> <ul style="list-style-type: none"> Delivery of \$4.5 bn IFAD investment (\$3 bn IFAD resources and \$1.5 bn cofinancing from all sources) Improved country programme sustainability Improved financial resource mobilization and management Improved HR management enterprise risk management mainstreamed Improved administrative efficiency Strengthened support to programme and project implementation
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¹² RIDE: Report on IFAD's Development Effectiveness.

¹³ RIMS: Results and Impact Management System.

¹⁴ OSC: Operational Strategy and Policy Guidance Committee

¹⁵ SKM: Office of Strategy and Knowledge Management

¹⁶ CSSG: Corporate Services Support Group

- Arab and Gulf States Liaison Office (AGL)
- Office of Audit and Oversight (AUO)
- Communications Division (COM)
- North America Liaison Office (NAL)
- Office of the General Counsel (LEG)
- Office of the Secretary (SEC)
- Replenishment Secretariat
- Resource Mobilisation and Partnership Office
- Partnership Unit

¹⁷ CSD: Corporate Services Department

¹⁸ FOD: Financial Operations Department

¹⁹ PMD: Programme Management Department

²⁰ OPV: Office of the President and Vice President

²¹ P: Professional staff

²² GS

IFAD COUNTRY STRATEGIC OPPORTUNITIES PROGRAMME (COSOP) AND PROJECT OUTCOMES 2011-2013 – REGIONAL DIVISIONS - CLUSTER 1

Operational outputs	Measures of success and sources of verification	Work programme projections (loans/Debt Sustainability Framework (DSF) grants) ²³			Resource inputs 2011-2013			Risks and assumptions																																																																																																																																																																																																																																			
		2011	2012	2013	2011	2012 Projection	2013 Estimate																																																																																																																																																																																																																																				
<p>Programme Management Department (PMD):</p> <ul style="list-style-type: none"> High-quality in-country strategies designed and implemented, with their relevance regularly assessed Design and approval of new, high-quality loan- and grant-funded operations On-going portfolio of loan and grant-funded projects efficiently supervised and effective and sustainable development results delivered 	<p>Better country programme and project management measured by: Country programmes rated marginally satisfactory or better at completion by IFAD Office of Evaluation (ARRI) and IFAD Management (PCR)²⁴</p> <table border="1"> <thead> <tr> <th></th> <th>2010 (%)</th> <th>2012 (%)</th> </tr> </thead> <tbody> <tr> <td>Effectiveness:</td> <td></td> <td></td> </tr> <tr> <td>ARRI</td> <td>77</td> <td>90</td> </tr> <tr> <td>PCR</td> <td>86</td> <td>90</td> </tr> <tr> <td>Rural Poverty Report</td> <td></td> <td></td> </tr> <tr> <td>ARRI</td> <td>86</td> <td>90</td> </tr> <tr> <td>PCR</td> <td>84</td> <td>90</td> </tr> <tr> <td>Gender Equality (ARRI does not reflect separately on gender equality)</td> <td></td> <td></td> </tr> <tr> <td>ARRI</td> <td></td> <td></td> </tr> <tr> <td>PCR</td> <td>88</td> <td>80</td> </tr> <tr> <td>Innovation, learning and/or scaling up</td> <td></td> <td></td> </tr> <tr> <td>ARRI</td> <td>95</td> <td>80</td> </tr> <tr> <td>PCR</td> <td>79</td> <td>75</td> </tr> <tr> <td>Sustainability of benefits</td> <td></td> <td></td> </tr> <tr> <td>ARRI</td> <td>65</td> <td>75</td> </tr> <tr> <td>PCR</td> <td>76</td> <td>75</td> </tr> <tr> <td>Relevance</td> <td></td> <td></td> </tr> <tr> <td>ARRI</td> <td>97</td> <td>90</td> </tr> <tr> <td>PCR</td> <td>98</td> <td>90</td> </tr> <tr> <td>Efficiency</td> <td></td> <td></td> </tr> <tr> <td>ARRI</td> <td>57</td> <td>75</td> </tr> <tr> <td>PCR</td> <td>66</td> <td>75</td> </tr> <tr> <td>Adherence to aid effectiveness agenda</td> <td></td> <td></td> </tr> <tr> <td>Client survey</td> <td>100</td> <td>90</td> </tr> </tbody> </table> <p>Better quality at design: Projects rated 4 or better at entry (%): from Quality Assurance at entry</p> <table border="1"> <thead> <tr> <th></th> <th>2009/10</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>• Effectiveness:</td> <td>94</td> <td>90</td> </tr> <tr> <td>• Rural poverty impact on target group (e.g. through physical and financial assets, food security, empowerment)</td> <td>87</td> <td>90</td> </tr> <tr> <td>• Sustainability of benefits</td> <td>90</td> <td>90</td> </tr> <tr> <td>• Gender equity</td> <td>86</td> <td>90</td> </tr> <tr> <td>• Innovation, learning and/or scaling up</td> <td>77</td> <td>90</td> </tr> <tr> <td>• % of ongoing projects actually receiving international cofinancing (Source: PPMS)</td> <td>55</td> <td>65</td> </tr> <tr> <td>• Average # months from project approval to first disbursement (Source: PPMS)</td> <td>16.7</td> <td>14</td> </tr> <tr> <td>• % of problem projects in which major corrective actions are taken (proactivity index) - Source: Divisional PPR 2010</td> <td>50</td> <td>7</td> </tr> <tr> <td>• % of projects for which IFAD performance is rated 4 or better (3 year rolling average) - Source: ARRI</td> <td>71</td> <td>75</td> </tr> <tr> <td>• % of problem projects in ongoing portfolio - Source: PPR</td> <td>18</td> <td>15</td> </tr> <tr> <td>• % of time over-runs for ongoing projects - Source: PPMS</td> <td>22</td> <td>20</td> </tr> <tr> <td>• Average # of days for processing withdrawal applications - Source: WATS</td> <td>28</td> <td>31</td> </tr> </tbody> </table>		2010 (%)	2012 (%)	Effectiveness:			ARRI	77	90	PCR	86	90	Rural Poverty Report			ARRI	86	90	PCR	84	90	Gender Equality (ARRI does not reflect separately on gender equality)			ARRI			PCR	88	80	Innovation, learning and/or scaling up			ARRI	95	80	PCR	79	75	Sustainability of benefits			ARRI	65	75	PCR	76	75	Relevance			ARRI	97	90	PCR	98	90	Efficiency			ARRI	57	75	PCR	66	75	Adherence to aid effectiveness agenda			Client survey	100	90		2009/10	2012	• Effectiveness:	94	90	• Rural poverty impact on target group (e.g. through physical and financial assets, food security, empowerment)	87	90	• Sustainability of benefits	90	90	• Gender equity	86	90	• Innovation, learning and/or scaling up	77	90	• % of ongoing projects actually receiving international cofinancing (Source: PPMS)	55	65	• Average # months from project approval to first disbursement (Source: PPMS)	16.7	14	• % of problem projects in which major corrective actions are taken (proactivity index) - Source: Divisional PPR 2010	50	7	• % of projects for which IFAD performance is rated 4 or better (3 year rolling average) - Source: ARRI	71	75	• % of problem projects in ongoing portfolio - Source: PPR	18	15	• % of time over-runs for ongoing projects - Source: PPMS	22	20	• Average # of days for processing withdrawal applications - Source: WATS	28	31	<p>ASIA AND THE PACIFIC DIVISION (APR): 6 COSOPs</p> <p>Bangladesh, China, Central Asia, Pacific, Lao PDR, India</p> <p>Programme of loans and grants being worked on: \$1,159.9 mn</p> <p>\$405.2 mn: India, Tajikistan, Mongolia, Bangladesh, China, Kyrgyzstan, Sri Lanka, Samoa, Timor Leste, Cambodia, Indonesia, Philippines, Pakistan, Lao PDR</p> <p>\$342.0 mn: China, India, Indonesia, Maldives, Myanmar, Philippines, Afghanistan, Kiribati, Tonga, Nepal</p> <p>\$412.7 mn: Bangladesh, Bhutan, Cambodia, Indonesia, Kiribati, Lao PDR, Mongolia, Nepal, Philippines, Timor Leste, Viet Nam</p> <p>Loan and grant disbursements</p> <p>\$175 mn disbursed \$185 mn disbursed \$195 mn disbursed</p> <p>EAST AND SOUTHERN AFRICA DIVISION (ESA): 6 COSOPs</p> <p>Mozambique, Zambia Uganda, Madagascar Kenya, Rwanda</p> <p>Programme of loans and grants being worked on: \$719.1 mn</p> <p>\$274.6 mn: Lesotho, South Africa, Madagascar, Eritrea, Zambia, Rwanda, Malawi, Comoros, Ethiopia</p> <p>\$120.5 mn: Madagascar, Mozambique, Malawi, Angola, Mauritius, Ethiopia, Swaziland, Kenya</p> <p>\$324.5 mn: Uganda, Comoros, Eritrea, Rwanda, Botswana, Zambia, Swaziland, Burundi, Mozambique, Ethiopia</p> <p>Loan and grant disbursements</p> <p>\$115 mn disbursed \$121 mn disbursed \$121 mn disbursed</p> <p>LATIN AMERICA AND THE CARIBBEAN DIVISION (LAC): 11 COSOPs</p> <p>Honduras Argentina, Ecuador, El Salvador, Guatemala, Nicaragua, Panama Bolivia, Colombia, Mexico, Venezuela (Bolivarian Republic)</p> <p>Programme of loans and grants being worked on: \$420.9 mn</p> <p>\$149.8 mn: Bolivia (Plurinational State of), Ecuador, Honduras, Haiti, Argentina, Peru, Brazil, Colombia</p> <p>\$108.1 mn: Brazil, MesIFAD Country Office, Panama, Venezuela (Bolivarian Republic of), Jamaica, Paraguay, Guyana, Suriname, Nicaragua, Guatemala, El Salvador</p> <p>\$163.0 mn: Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras</p> <p>Loan and grant disbursements</p> <p>\$66 mn disbursed \$70 mn disbursed \$75 mn disbursed</p> <p>NEAR EAST AND NORTH AFRICA DIVISION (NEN): 1 COSOP</p> <p>Egypt</p> <p>Programme of loans and grants being worked on: \$382.4 mn</p> <p>\$161.1 mn: Azerbaijan, Yemen, Sudan, Georgia, Egypt, Bosnia and Herzegovina, Morocco, Fragile situations: Iraq</p> <p>\$100.7 mn: Lebanon, Turkey, Albania, Tunisia, Egypt, Uzbekistan, Sudan</p> <p>\$138.9 mn: Moldova, Yemen, Jordan, Sudan, Armenia, Georgia</p> <p>Loan and grant disbursements</p> <p>\$75 mn disbursed \$79 mn disbursed \$82 mn disbursed</p> <p>WEST AND CENTRAL AFRICA DIVISION (WCA): 7 COSOPs</p> <p>Benin, Democratic Republic of the Congo, Niger, Liberia Burkina Faso, Cameroon, Ghana</p> <p>Programme of loans and grants being worked on: \$668.8 mn</p> <p>\$266.4 mn *: Central African Republic, Senegal, Mauritania, Burkina Faso, Côte d'Ivoire, Congo, Niger, Liberia, Ghana, Nigeria</p> <p>\$120.8 mn: Gambia, Benin, Cape Verde, Democratic Republic of the Congo, Guinea-Bissau, Guinea</p> <p>\$281.7 mn: Nigeria, Gambia (The), Chad, Burkina Faso, Gabon, Sao Tome & Principe, Liberia, Cameroon, Senegal</p> <p>Loan and grant disbursements</p> <p>\$100 mn disbursed \$115 mn disbursed \$130 mn disbursed</p> <p>* excludes S. Leone (\$50 mn) to be cofinanced through GAFSP</p>	<p>ASIA AND THE PACIFIC DIVISION (APR)</p> <p>Zero Based Budget - \$ mn</p> <table border="1"> <thead> <tr> <th>Cluster</th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td>Cluster 1:</td> <td>15.3</td> <td>16.4</td> <td>17.5</td> </tr> </tbody> </table> <p>Strategic Work Plan (Staff – Fixed Term Equivalent) *</p> <table border="1"> <thead> <tr> <th>Staff Category</th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td>Professional Staff</td> <td>36.5</td> <td>39</td> <td>40</td> </tr> <tr> <td>General Service Staff</td> <td>16.0</td> <td>16.0</td> <td>16.0</td> </tr> <tr> <td>Consultants</td> <td>47.0</td> <td>45.0</td> <td>42.0</td> </tr> </tbody> </table> <p>EAST AND SOUTHERN AFRICA DIVISION (ESA)</p> <p>Zero Based Budget - \$ mn</p> <table border="1"> <thead> <tr> <th>Cluster</th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td>Cluster 1</td> <td>14.8</td> <td>15.8</td> <td>16.9</td> </tr> </tbody> </table> <p>Strategic Work Plan (Staff – Fixed Term Equivalent) *</p> <table border="1"> <thead> <tr> <th>Staff Category</th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td>Professional Staff</td> <td>33.8</td> <td>35.9</td> <td>37.9</td> </tr> <tr> <td>General Service Staff</td> <td>26.0</td> <td>26.0</td> <td>26.0</td> </tr> <tr> <td>Consultants</td> <td>28.0</td> <td>26.0</td> <td>24.0</td> </tr> </tbody> </table> <p>LATIN AMERICA AND THE CARIBBEAN DIVISION (LAC)</p> <p>Zero Based Budget - 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Strengthened project management Streamlined transaction/document clearance processes Strengthened project design processes Strengthened operational policies and guidelines
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²³ As of 23 February 2011. Final amounts will be consistent with 2010-2012 PBAS allocations. 2013 projections are based on current estimates.

²⁴ PCR: Project/Programme Completion Report

²⁵ COSOP: Country Strategic Opportunities Programme

²⁶ PBAS: Performance-Based Allocation System

²⁷ OSC: Operational Strategy and Policy Guidance Committee

²⁸ QE: Quality Enhancement

²⁹ QA: Quality Assurance

IFAD COUNTRY STRATEGIC OPPORTUNITIES PROGRAMME (COSOP) AND PROJECT OUTCOMES 2011-2013 (CONT'D) – CROSS-CUTTING DIVISIONS - CLUSTER 1

Operational outputs	Measures of success and sources of verification	Work programme projections			Resource inputs 2011-2013	Risks and assumptions																																				
		2011	2012	2013																																						
POLICY AND TECHNICAL ADVISORY DIVISION (PTA) <ul style="list-style-type: none"> Design and approval of new, high-quality global and regional grant-funded operations High-quality implementation of and learning from global and regional grant-funded operations Design and approval of new, high-quality COSOPs Design and approval of new, high-quality loans and DSF grant projects High-quality knowledge products for technical and policy support 	Better grant project design measured by: <ul style="list-style-type: none"> 87 technical reviews of large grants (from Grants QE minutes), 190 technical reviews of small grants (incl. suppl. funds) (from Grants Consolidated Tracking sheet) 277 global and regional grants approved 90 financing agreements entered into with Consultative Group on International Agricultural Research Centres 45 of financing agreements entered into with Financing Facility for Remittances grant recipients 15 design missions Better implementation for and learning from large global/regional grants: <ul style="list-style-type: none"> 80% of projects rated 4 or better for overall implementation progress Better project design (loans & DSF grants) measured by: <ul style="list-style-type: none"> 31 QE reviews completed - COSOPs 166 of QE reviews completed – loan, Debt Sustainability Framework and Environment and Natural Resource Management/Climate Change projects 39 design missions 30 associated knowledge products developed Better supervision & implementation support (loans, grants and COSOPs) measured by: <ul style="list-style-type: none"> 40 implementation support and supervision missions that PTA staff/consultants participate in (from BToRs – see PTA xDESK) 30 associated knowledge products developed Verification: <ul style="list-style-type: none"> Executive Board documents, Divisional Portfolio Performance Reports (see Programme Management Department xDESK site), Loan and Grant System Divisional Portfolio Performance Reports Annual RIDE 	Large global and regional grants approved: \$40 mn (24 grants): <ul style="list-style-type: none"> Sustainable agriculture Land and water Farmers' organizations, market access and policy Rural financial systems Smallholder farming as business Targeting, indigenous peoples, youth and women's empowerment Knowledge-sharing Regional organization Knowledge management Small global and regional grants approved: \$10 mn (60 grants) <p>Supplementary-funded grants:</p> <ul style="list-style-type: none"> 30 grants under European Commission/Consultative Group on International Agricultural Research facility \$90 mn 15 grants under Financing Facility for Remittances Country Programme Support <ul style="list-style-type: none"> Technical and policy support to and 44 QE panels for projects and 10 Environment and Natural Resource Management/Climate Change projects, 13 COSOPs country programme management teams, 25 design and implementation missions Knowledge products for Learning and Guidance Notes, Technical Advisory Notes, thematic papers and publications, seminars and presentations Grant disbursements \$40 mn disbursed through global and regional grants	Large global and regional grants approved: \$48 mn (28 grants): <ul style="list-style-type: none"> Sustainable agriculture Land and water Farmers' Organizations, market access and policy Rural financial systems Smallholder farming as business Targeting, indigenous peoples, youth and women's empowerment Knowledge management Small global and regional grants approved: \$12 mn (65 grants) <p>Supplementary-funded grants:</p> <ul style="list-style-type: none"> 30 grants under European Commission/Consultative Group on International Agricultural Research facility \$90 mn 15 grants under Financing Facility for Remittances Country Programme Support <ul style="list-style-type: none"> Technical and policy support to 48 QE panels for projects and 6 Environment and Natural Resource Management/Climate Change projects, 12 COSOP country programme management teams, 26 design and implementation missions Knowledge products for Learning and Guidance Notes, Technical Advisory Notes, thematic papers and publications, seminars and presentations Grant disbursement \$46 mn disbursed through global and regional grants	Large global and regional grants approved: \$56 mn (35 grants) <ul style="list-style-type: none"> Sustainable agriculture Land and water Farmers' Organizations, market access and policy Rural financial systems Smallholder farming as business Targeting, indigenous peoples, youth and women's empowerment Knowledge management Small global and regional grants approved: \$14 mn (65 grants) <p>Supplementary-funded grants:</p> <ul style="list-style-type: none"> 30 grants under European Commission/Consultative Group on International Agricultural facility \$90 mn 15 grants under Financing Facility for Remittances Country Programme Support <ul style="list-style-type: none"> Technical and policy support to 48 QE panels for projects and 10 Environment and Natural Resource Management/Climate Change projects, 6 COSOP country programme management teams, 28 design and implementation missions Knowledge products for Learning and Guidance Notes, Technical Advisory Notes, thematic papers and publications, seminars and presentations Grant disbursements \$52 mn disbursed through global and regional grants	<table border="1"> <thead> <tr> <th colspan="4">POLICY AND TECHNICAL ADVISORY DIVISION (PTA)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - 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PTA does not have sufficient resources (financial & human) to participate in implementation support/supervision missions. Assumptions: <ul style="list-style-type: none"> Grant proposals sufficiently match IFAD's priorities in grant financing Revised grant guidelines QE procedures for loans and grants are refined and the division continuously builds on efficiencies identified in the review process Improvement in resource mobilization Regional divisions fund the design, implementation support and supervision missions in case of budget gaps Divisions submit number of COSOPs, loan and Debt Sustainability Framework grant proposals as projected
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IFAD COUNTRY STRATEGIC OPPORTUNITIES PROGRAMME (COSOP) AND PROJECT OUTCOMES 2011-2013 (CONT'D) – CROSS-CUTTING DIVISIONS CLUSTER 1

Operational outputs	Measures of success and sources of verification	Work programme projections			Resource inputs 2011-2013	Risks and assumptions																																
		2011	2012	2013																																		
<p>ENVIRONMENT AND CLIMATE CHANGE DIVISION (ECD)</p> <ul style="list-style-type: none"> Environmental and climate change issues mainstreamed in IFAD's operations 	<ul style="list-style-type: none"> New COSOPs and project documents reflect climate and environment risks and opportunities QE Panel reports highlight environment and climate change concerns, QE Panel summary assessments record ratings on environment & climate change issues Environment and climate technical implementation support provided for IFAD loans Environmental and climate co-financing for IFAD loans secured (for example Global Environment Facility Trust fund, Adaptation Trust Fund or other sources) IFAD knowledge shared in international fora (COPs³⁰, Global Donor Platform for Rural Development, UN/International Financial Institution meetings) IFAD's internal and external environment and climate networks established/enhanced. Environment and climate related knowledge, innovation and advocacy activities and products available to IFAD staff and partners enhanced. <p>Verification: Annual RIDE</p>	<ul style="list-style-type: none"> Environment and natural resource management (Environment and Natural Resource Management) policy approved by the Executive Board (May 2011) Mainstreaming Environment and Natural Resource Management and Climate Change in IFAD's policies, strategies and projects (i.e. Draft Strategic Framework). Smallholder Adaption Programme (SAP) 3 IFAD tools and guidelines that include Environment and Natural Resource Management and Climate Change issues updated/prepared (i.e. Strategic Environment Assessments/Results-Based COSOPs/QE guidelines) 8 environment and climate knowledge events at headquarters or in region held. 5 OSC reviews highlight Environment and Natural Resource Management and Climate issues. 3 strategic environment assessments 20 environmental social review notes 5 technical implementation support for IFAD loans Global Environment Facility, Adaptation Fund and other co-financing identified, designed and implemented: 8 concept notes approved; 10 endorsed, 20 supervised Internal Environment and Natural Resource Management and Climate Change online knowledgebase Environment and Climate institutional training programme. Continued policy advocacy through internal and external networks Prominence for smallholders increased at Rio Conventions meetings, including Durban, UN-Framework Convention on Climate Change ECD capacity increased and staff shared with regions. 	<ul style="list-style-type: none"> 8 environment and climate knowledge events at HQ or in region held. 15 OSC reviews highlight Environment and Natural Resource Management and Climate Changes issues. 3 strategic environment assessments undertaken 20 environmental social review notes undertaken Global Environment Facility, Adaptation Fund and other co-financing identified, designed and implemented: 7 concept notes approved; 6 endorsed, 29 supervised 5 technical implementation support for IFAD loans undertaken Internal Environment and Natural Resource Management and Climate Change online knowledgebase maintained Environment and Climate institutional training programme implemented Monitoring and Evaluation framework for Environment and Natural Resource Management and Climate Change Smallholders on UN-Framework Convention on Climate Change meeting agenda Annual green award for staff 	<ul style="list-style-type: none"> 8 environment and climate knowledge events at HQ or in region held. 20 OSC reviews highlight Environment and Natural Resource Management and Climate Change issues 3 strategic environment assessments undertaken 20 environmental social review notes undertaken Global Environment Facility, Adaptation Fund and other co-financing identified, designed and implemented: 7 concept notes approval; 10 endorsed, 33 supervised Internal Environment and Natural Resource Management and Climate Change online knowledgebase maintained Environment and Climate institutional training programme implemented Monitoring and Evaluation framework for Environment and Natural Resource Management and Climate Change Continued policy advocacy through internal and external networks Smallholders on UN-Framework Convention on Climate Change meeting agenda Annual green award for staff 	<table border="1"> <thead> <tr> <th colspan="4">ENVIRONMENT AND CLIMATE CHANGE DIVISION (ECD)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget- \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>1.98</td> <td>2.10</td> <td>2.30</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>9.0</td> <td>10.0*</td> <td>12.0</td> </tr> <tr> <td>General Service Staff</td> <td>4.0</td> <td>4.0*</td> <td>4.0</td> </tr> <tr> <td>Consultants</td> <td>6.0</td> <td>7.0</td> <td>7.0</td> </tr> </tbody> </table> <p>*staff increases dependent on budget savings in 2011</p>	ENVIRONMENT AND CLIMATE CHANGE DIVISION (ECD)					2011	2012 Projection	2013 Estimate	Zero Based Budget- \$ mn				Cluster 1	1.98	2.10	2.30	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	9.0	10.0*	12.0	General Service Staff	4.0	4.0*	4.0	Consultants	6.0	7.0	7.0	<p>Risks:</p> <ul style="list-style-type: none"> Inadequate resources for environment and climate change work Failure to secure supplementary financing Availability and quality of consultants for programme and project design assignments, especially in fragile countries <p>Assumptions:</p> <ul style="list-style-type: none"> Continued contribution to the global concern for protection of the environment Supplementary funding for integration of climate and environment risks and opportunities in portfolio
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<p>PROGRAMME MANAGEMENT DEPARTMENT – Front Office (PMD)</p> <ul style="list-style-type: none"> Improved country programme sustainability Strengthened support to programme and project implementation 	<p>Approved policy and strategy documents</p> <p>Verification: Annual RIDE</p>	<ul style="list-style-type: none"> Implement revised Procurement Guidelines Middle-income country strategy Grant procedures (with SKM and PMD) Strengthened loan and grant design processes New direct supervision procedures Country presence strategy Toolbox/procedures for grants, indigenous peoples, land, rural finance, scaling up, Poverty Reduction Strategy and Sector-Wide Approach programmes (with PTA) Review RIMs guidelines Private-sector strategy Gender strategy (with PTA) Partnership strategy Spanish Trust Fund 	<ul style="list-style-type: none"> # of new/revised knowledge tools for improved project design (with PTA) Partnership strategy On-going review of PBAS Spanish Trust Fund Project/Programme Completion Report guidelines Spanish Trust Fund 	<ul style="list-style-type: none"> Upgraded Project and Portfolio Management System 	<table border="1"> <thead> <tr> <th colspan="4">PROGRAMME MANAGEMENT DEPARTMENT Front Office (PMD)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>3.0</td> <td>3.3</td> <td>3.5</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>9.0</td> <td>9.0</td> <td>9.0</td> </tr> <tr> <td>General Service Staff</td> <td>4.8</td> <td>4.8</td> <td>4.8</td> </tr> <tr> <td>Consultants</td> <td>1.5</td> <td>1.5</td> <td>1.5</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation, including IFAD Country Offices FTEs</p> <p>Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication</p> <p>Cluster 3 – Corporate management, reform and administration</p> <p>Cluster 4 – Support to Members' governance activities</p>	PROGRAMME MANAGEMENT DEPARTMENT Front Office (PMD)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 1	3.0	3.3	3.5	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	9.0	9.0	9.0	General Service Staff	4.8	4.8	4.8	Consultants	1.5	1.5	1.5	
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³⁰ COP: Conference of the Parties – United Nations Framework Convention on Climate Change (UNFCCC), Convention on Biological Diversity (CBD), Convention on Sustainable Development (CDS)

IFAD KNOWLEDGE MANAGEMENT, POLICY ADVOCACY AND COMMUNICATION, AND PLANNING AND BUDGET OUTCOMES 2011-2013 – CLUSTER 2

Operational outputs	Measures of success and sources of verification (Level 5)	Work programme projections			Resource inputs 2011-2013	Risks and assumptions																																								
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<p>OFFICE OF STRATEGY AND KNOWLEDGE MANAGEMENT (SKM)</p> <ul style="list-style-type: none"> Strategic knowledge and research partnerships and networks Knowledge products and processes Global and regional policy dialogues Enhanced capacity for analytical work IFAD programmes, strategies and policies informed by state of the art thinking IFAD is managed to optimize development effectiveness and efficiency Integrated Knowledge Management and Innovation (KMI) agenda – mainstreaming KMI into IFAD’s core business 3-year rolling administrative plan and integrated budget prepared using zero-based and results-based budgeting approach Annual administrative and capital budgets aligned with operational targets Performance reporting on results 	<ul style="list-style-type: none"> Score of moderately satisfactory or better on performance assessment scale for two international policy engagement initiatives 2012 and 2013: Strengthened institutional capacity for international policy engagement in at least two lagging areas identified by 2010 baseline self-assessment Yearly report on partnership prepared and shared with partners. Conferences and seminars organised and rated by participants as successful to meet the objectives. Number of knowledge products developed/prepared/shared and reported through an annual report. Number of policy dialogues participated or led and an annual report on the outcomes. Number of seminars on key development and operational issues organised and implications for IFAD’s operations; Results management system reflects evolution of IFAD’s objectives and includes key metrics IFAD adopts management for efficiency system with targets, metrics and indicators IFAD develops and adopts a strategic plan for strengthening the relevance and level of its support to developing countries responsive to their different resources and requirements <p>Verification:</p> <ul style="list-style-type: none"> Annual RIDE IFAD reports and website 	<ul style="list-style-type: none"> Strengthen engagement and partnership with FAO and others in CFS Enhancing partnerships with GAFSP³¹, LDCs³², G-20, IFPRI³³, ILO³⁴, Povnet Create a pilot network of South research Institutions Thematic Conference on New Directions for Smallholder Agriculture and conference publication Knowledge website established and briefs shared 5 Occasional papers Lead the preparation of IFAD’s Strategic Framework and collaborate on other policy papers (ie. Gender) Seminars and Conferences on key development and operational issues Share knowledge with GC Engage in various policy dialogues and provide inputs to Management to engage in policy discussions Contribute to knowledge products Initiate work on developing the IFAD Rural Poverty Index Advise on statistical issues Establish SKM statistical unit and recruitment of staff Outreach of RPR 2011 IFAD’s CPPMS³⁵ is updated to reflect management requirements identified in quarterly performance reviews IFAD9 Consultation documentation First zero-based budget with needs-based analysis of requirements for RMF³⁶ targets Quarterly and annual performance reviews Pilot programme for planning and monitoring improved administrative efficiency 	<ul style="list-style-type: none"> Deepen engagement with the partners by developing a programme of work for partner research institutions; Continued engagement with partners i.e GAFSP, LDCs, ILO; IFPRI and other UN forums and regional initiatives like NEPAD³⁷. 8 Occasional papers Thematic workshop on a focus area (identified in consultation with other IFAD stakeholders) and subsequent publication Knowledge sharing with members of GC Initiate two knowledge products with PMD Publication on future of Smallholder Farming (Conference Follow up) Support to operational processes (COSOP review, project QA) Guidance notes reviewed and refined (with PTA) Advocacy and research institutions networks in developing regions; Publication of Working Papers; Further strengthen Statistical Unit CPPMS revised to reflect IFAD9 RMF - revised version operational on pilot basis for Q2 review; Management for efficiency planning and monitoring system piloted from Q2 Corporate strategy on financial and technical support and services to members Second zero-based budget developed based on rolling budget within new draft Strategic Framework Capital budget focuses on efficiency and effectiveness in key business processes IFAD-wide system for planning and monitoring improved efficiency integrated into IFAD’s results management system Medium Term Plan 2012-2014 	<ul style="list-style-type: none"> Continued partnership building in collaboration with PMD and other units of IFAD (such as ILC, COM) Further expansion of research network and development of a five year work programme, supported by IFAD Grants; 8 Occasional papers Identify new areas of partnership development; Thematic workshop on a focus area (identified in consultation with other IFAD stakeholders) and subsequent publication Development, implementation, monitoring and evaluation of international policy engagement Guidance notes reviewed and refined (with PTA) Global agriculture and development dialogue Thematic paper series (with PMD) Network of Research and Advocacy Institutions expanded into Africa IFAD9 operations monitored within results framework reflecting broad agreements in consultation report Outcomes of learning events disseminated at country level Innovative grant initiatives documented with PMD Third zero-based budget developed on a rolling budget basis within new Draft Strategic Framework Capital budget focuses on efficiency and effectiveness in key business processes Cross-IFAD system for planning and monitoring improved efficiency monitored within IFAD’s results management system Medium Term Plan 2013-2015 	<table border="1"> <thead> <tr> <th colspan="4">OFFICE OF STRATEGY AND KNOWLEDGE MANAGEMENT (SKM)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>0.5</td> <td>0.6</td> <td>0.6</td> </tr> <tr> <td>Cluster 2</td> <td>2.2</td> <td>2.3</td> <td>2.4</td> </tr> <tr> <td>Cluster 4</td> <td>0.4</td> <td>0.4</td> <td>0.4</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>12.0</td> <td>12.0</td> <td>12.0</td> </tr> <tr> <td>General Service Staff</td> <td>4.0</td> <td>4.0</td> <td>4.0</td> </tr> <tr> <td>Consultants</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication Cluster 3 – Corporate management, reform and administration Cluster 4 – Support to Members’ governance activities</p>	OFFICE OF STRATEGY AND KNOWLEDGE MANAGEMENT (SKM)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 1	0.5	0.6	0.6	Cluster 2	2.2	2.3	2.4	Cluster 4	0.4	0.4	0.4	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	12.0	12.0	12.0	General Service Staff	4.0	4.0	4.0	Consultants	1.0	1.0	1.0	<p>Risks:</p> <ul style="list-style-type: none"> International commitment to agricultural development among competing global concerns Uncertain country commitment to change and reform Incoherency among donors regarding policy advocacy <p>Assumptions:</p> <ul style="list-style-type: none"> Development of IFAD’s emerging vision: agriculture as a business Improved knowledge management support to effective international policy engagement Knowledge management and innovation agenda communicated to staff Staff embrace Knowledge Management and Innovation Leadership by managers to promote Knowledge Management Innovation agenda and allocate time and resources dedicated to Knowledge Management and Innovation deliverables Disclosure policy implemented Functioning mitigation-oriented risk management Operational and administrative budgets are revised to take into account new and emerging business models and changes in the external environment Business processes are reviewed from perspective of value-added and right location IFAD9 consultation gives clear guidance on development of IFAD’s objectives and key performance indicators Budget decentralization is embedded within firm corporate framework of cost management and benchmarking Governing bodies give clear indications of preferred lines of development of services and financial support in context of growing differentiation among IFAD members/borrowers
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³¹ GAFSP: Global Agriculture and Food Security Program
³² LDCs: Least Developed Countries
³³ IFPRI: International Food Policy Research Institute
³⁴ ILO: International Law Organization
³⁵ CPPMS: Corporate Planning and Performance Management System
³⁶ RMF: Results Measurement Framework
³⁷ NEPAD: New Partnership For Africa’s Development

IFAD KNOWLEDGE MANAGEMENT, POLICY ADVOCACY AND COMMUNICATION OUTCOMES 2011-2013 (CONT'D)– CLUSTER 2

Operational outputs	Measures of success and sources of verification (Level 5)	Work programme projections			Resource inputs 2011-2013				Risks and assumptions																																
		2011	2012	2013	COMMUNICATIONS DIVISION (COM)																																				
<p>COMMUNICATIONS DIVISION (COM)</p> <ul style="list-style-type: none"> Position IFAD as leader in efforts to increase poor rural peoples' access to financial services, markets, technology, land and other natural resources 	<ul style="list-style-type: none"> Increased internal communications capacity Improved quality of IFAD publications and products, including strategic approach to content and distribution Priority country communication strategies implemented IFAD is better known among target audiences <p>Verification: IFAD reports and website</p>	<ul style="list-style-type: none"> IFAD Annual Report RPR regional events Communications toolkit launched Focus on 10 priority countries selected by PMD Occasional Paper series and other strategic IFAD publications Replenishment efforts advanced by strategic communications IFAD staff informed on corporate reform issues through internal communications Training on new disclosure policy Conduct baseline perception study for development of campaign strategy Feature IFAD issues for major television broadcasters Communications training Capacity building of media/communications professionals in developing countries 	<ul style="list-style-type: none"> IFAD Annual Report RPR launch Communications toolkit updated Focus on 10 priority countries selected by PMD Occasional Paper series and other strategic IFAD publications IFAD staff informed on HR reform issues through internal communications Roll out campaign production, communications training Roll out IFAD to major television broadcasters Communications training IFAD issues television series Capacity building of media/communications professionals in developing countries 	<ul style="list-style-type: none"> IFAD Annual Report Communications toolkit updated Focus on 10 priority countries selected by PMD Occasional Paper series and other strategic IFAD publications IFAD staff informed on HR reform issues through internal communications Campaign phase I evaluation and launch campaign phase II Communications training IFAD website language versioning Capacity building of media/communications professionals in developing countries 	<p>COMMUNICATIONS DIVISION (COM)</p> <table border="1"> <thead> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>1.6</td> <td>1.7</td> <td>1.7</td> </tr> <tr> <td>Cluster 2</td> <td>3.5</td> <td>3.6</td> <td>3.7</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>19.5</td> <td>22.5</td> <td>22.5</td> </tr> <tr> <td>General Service Staff</td> <td>10.5</td> <td>10.0</td> <td>10.0</td> </tr> <tr> <td>Consultants</td> <td>6.0</td> <td>6.0</td> <td>6.0</td> </tr> </tbody> </table>					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 1	1.6	1.7	1.7	Cluster 2	3.5	3.6	3.7	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	19.5	22.5	22.5	General Service Staff	10.5	10.0	10.0	Consultants	6.0	6.0	6.0	<p>Risks:</p> <ul style="list-style-type: none"> Risks to reputation with expanding country presence Slow response capacity to address emerging external issues Adequate and timely availability of resources for the campaign <p>Assumptions:</p> <ul style="list-style-type: none"> Adequate staffing and administrative budget Communications embedded in PMD programmes IFAD staff at headquarters and in the field have the tools to communicate effectively Corporate harmonization of IFAD Country Office and thematic websites Corporate publications approach Conduct perception study for the campaign and continuously monitor related activities
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IFAD RESOURCE MOBILIZATION OUTCOMES 2011-2013 – CLUSTER 2

Operational outputs	Measures of success and sources of verification (Level 5)	Work programme projections			Resource inputs 2011-2013	Risks and assumptions																																																																
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<p>RESOURCE MOBILIZATION AND PARTNERSHIP OFFICE (RMP) Supported by: - Partnership Unit (PAR) - Replenishment Secretariat (RES)</p> <ul style="list-style-type: none"> IFAD replenishment contributions at \$1.2 bn to expand Programme of Work at \$3 bn 	<ul style="list-style-type: none"> Pledges and paid-in contributions received for a total of \$1.2 bn Fill current projected Advance Commitment Authority gap in 2012 to maintain same level of Programme of Work Pledges to IFAD-8 and IFAD-9 announced Additional resources to Programme of Work, including through co-financing and loans to IFAD: tracked Six foundations approached <p>Verification: IFAD9 report; annual financial statements; annual audits</p>	<ul style="list-style-type: none"> \$1 bn in loans and grants and \$190 mn in Multilateral Debt Relief Initiative costs and administrative budget \$230 mn paid contributions \$414 mn internal resources Approved Advance Commitment Authority 7-year ceiling absorbing gap between resource requirements and resources available Successful IFAD9 negotiations Pledges for IFAD9 at target level of \$2.1 bn Partnership strategy \$22 mn Supplementary funds \$28 mn Global Environment Facility supplementary funds: \$1.5 bn co-financing Two Foundations approached 	<ul style="list-style-type: none"> \$1.2 bn in loans and grants \$156 mn in paid contributions to IFAD7 and IFAD8 \$421 in internal resources Resource gap of \$90 mn above Advance Commitment Authority 7-year ceiling \$720 mn in Advance Commitment Authority IFAD9 pledges concluded Achieve IFAD9 target Instruments of Contribution \$22 mn supplementary funds \$21 mn Global Environment Facility supplementary funds \$1.8 bn co-financing Four foundations approached 	<ul style="list-style-type: none"> Programme of Work allocation based on scenario agreed for IFAD9 Payments of instalments as agreed in Instruments of Contributions Supplementary funds \$ 25 million Support to mobilize resources to SAP facility \$2 bn co-financing: \$21 mn Global Environment Facility supplementary funds: IFAD10 strategy assessment of List A engagement 	<p>RESOURCE MOBILIZATION AND PARTNERSHIP OFFICE (RMP) PARTNERSHIP UNIT (PAR)</p> <table border="1"> <thead> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - 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<p>ARAB AND GULF STATES LIAISON OFFICE (AGL)</p> <ul style="list-style-type: none"> Engage Arab & Gulf States to develop a supportive environment for their participation and potential increase in contribution to IFAD replenishments 	<ul style="list-style-type: none"> Number of high level visits and consultations organized Strengthened dialogue for stronger support to 9th replenishment negotiations Increased support to IFAD and potential increase in contributions Implementation of advocacy programs Engagement strategy and outreach activities. Increased co-financing Foundations engaged <p>Verification: IFAD9 report; IFAD9 Resolution, annual financial statements;</p>	<ul style="list-style-type: none"> Successful IFAD9 negotiations IFAD9 Consultation resolution High level visits to capitals and bilateral consultations Partnership strategy Additional resources for Programme of Work through co-financing Rural Poverty Report seminars/launch in Gulf Region Knowledge and information sharing: Outreach publication on IFAD & Organisation of Islamic Countries Liaison office in the Gulf Seminar/workshop opportunity with Gulf foundations Resources from Foundations 	<ul style="list-style-type: none"> High level visits to capitals and bilateral consultations Liaison office in the Gulf Contribute to achieving IFAD9 target Secure additional resources for Programme of Work through co-financing Additional resources from Foundations Non-traditional fundraising opportunities and innovative financing initiatives 	<ul style="list-style-type: none"> Consolidate IFAD country presence in Gulf region Consolidate political will for a supportive environment for IFAD10 External replenishment session in Gulf region Secure additional resources for Programme of Work through co-financing 	<p>ARAB AND GULF STATES LIAISON OFFICE (AGL)</p> <table border="1"> <thead> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 2</td> <td>0.5</td> <td>0.5</td> <td>0.6</td> </tr> <tr> <td>Cluster 4</td> <td>0.2</td> <td>0.2</td> <td>0.3</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent) *</td> </tr> <tr> <td>Professional Staff</td> <td>2.0</td> <td>2.0</td> <td>2.0</td> </tr> <tr> <td>General Service Staff</td> <td>2.0</td> <td>2.0</td> <td>2.0</td> </tr> <tr> <td>Consultants</td> <td>-</td> <td>1.0</td> <td>1.0</td> </tr> </tbody> </table>		2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 2	0.5	0.5	0.6	Cluster 4	0.2	0.2	0.3	Strategic Work Plan (Staff – Fixed Term Equivalent) *				Professional Staff	2.0	2.0	2.0	General Service Staff	2.0	2.0	2.0	Consultants	-	1.0	1.0	<p>Risks:</p> <ul style="list-style-type: none"> Political instability and uncertainties Oil price volatility Regional security concerns and expenditures Place and role of OPEC in IFAD Gulf countries' policies unsupportive of increased ODA IFAD governance <p>Assumptions:</p> <ul style="list-style-type: none"> Increased awareness and political will Improved resource mobilization Full mobilization of replenishment resources for commitment authority Strategic outreach and public diplomacy for establishing IFAD's credibility and strengthening partnership Country engagement strengthened Expanded co-financing supported with PMD support Results-focused dialogue with Arab IFIs Coordination and follow up on approval and implementation of co-financing arrangements International policy engagement high priority for leveraging greater impact 																																
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<p>NORTH AMERICA LIAISON OFFICE (NAL)</p> <ul style="list-style-type: none"> Reliable and strategic representation and feedback from processes and institutions in North America Robust resource mobilization and strong partnerships and collaboration with North American member states and other actors International policy environment favourable to the interests of rural poor people 	<ul style="list-style-type: none"> 60 favorable responses from IFAD headquarters for representation in North America; Year-end survey % effective implementation of annual outreach and engagement strategy for US and Canada % completion of strategy for brokering partnership and collaboration in North America 5 IFAD/North American collaborations supported by grants 25 outreach and knowledge sharing activities 	<ul style="list-style-type: none"> IFAD representation in events Information despatches to IFAD Strategic support for replenishment Partnership strategy (with Programme Management Department) Despatches to contacts in North America Policy engagement strategies Knowledge exchange in United States and Canada Outreach to World Bank Group and International Monetary Fund 	<ul style="list-style-type: none"> IFAD representation in events Information despatches to IFAD Strategic approach to brokering partnership and collaboration Outreach to expand support in North America, including media Despatches to contacts in North America Policy engagement capacity Capacity strengthening measures Opportunities for knowledge exchange in United States and Canada Outreach to World Bank Group and International Monetary Fund 	<ul style="list-style-type: none"> IFAD representation in events Information despatches to IFAD Strategic approach to brokering partnership and collaboration Outreach and preparation for IFAD10 strategy Media outreach in North America Despatches to contacts in North America Monitoring and assessment of policy engagements Knowledge exchange in United States and Canada Outreach to World Bank Group and International Monetary Fund 	<p>NORTH AMERICA LIAISON OFFICE (NAL)</p> <table border="1"> <thead> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero-Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>0.2</td> <td>0.2</td> <td>0.2</td> </tr> <tr> <td>Cluster 2</td> <td>0.5</td> <td>0.5</td> <td>0.5</td> </tr> <tr> <td>Cluster 3</td> <td>0.3</td> <td>0.3</td> <td>0.3</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff - Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>General Service Staff</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Consultants</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication Cluster 3 – Corporate management, reform and administration Cluster 4 – Support to Members' governance activities</p>		2011	2012 Projection	2013 Estimate	Zero-Based Budget - \$ mn				Cluster 1	0.2	0.2	0.2	Cluster 2	0.5	0.5	0.5	Cluster 3	0.3	0.3	0.3	Strategic Work Plan (Staff - Fixed Term Equivalent)				Professional Staff	3	3	3	General Service Staff	1	1	1	Consultants	-	-	-	<p>Risks:</p> <ul style="list-style-type: none"> Requests for representation exceed capacity; Effectiveness of representation affected by lack of adequate background preparation Political climate in North America undermines support for food security activities and IFAD Institutional systems and mechanisms are not adequate for brokering collaboration with North American actors Grant resources not available for NAL-identified proposals Inter-divisional collaboration procedures on international policy engagement not well established IFAD lacks supporting knowledge and analysis to support its international policy engagement <p>Assumptions:</p> <ul style="list-style-type: none"> Greater focus on country/regional interests; Increase in requests for representation at UN and World Bank North American development partners are high value for IFAD International policy engagement high priority for leveraging greater impact Strategic outreach and knowledge sharing activities important for establishing IFAD's credibility and brand recognition 																												
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IFAD FINANCIAL MANAGEMENT OUTCOMES 2011-2013 – CLUSTER 3

Operational outputs	Measures of success and sources of verification	Work programme projections (Level 5)			Resource inputs 2011-2013	Risks and assumptions																																																																																																																								
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<p>FINANCIAL SERVICES DIVISION (CFS) Supported by:</p> <ul style="list-style-type: none"> - OPV - LEG <p>• Robust financial management of regular and extra-budgetary funds.</p>	<ul style="list-style-type: none"> ▪ Robust financial management of regular and extra-budgetary funds ▪ Unqualified audit opinion on all public financial statements issued by IFAD (IFAD and hosted entities) ▪ Unqualified audit attestation to management assertion on the effectiveness of controls over financial reporting (2012) ▪ Error-free processing of receipt and payment transactions (approximately 4,000 in 2010, 4,500 in 2011, 5,000 in 2012) ▪ Timely processing of receipt and payment transactions (to less than 3 days average processing time by 2012) ▪ Business case of PeopleSoft Functional Upgrade by early 2011 – implementation by end 2011. ▪ Introduction of improved lending terms (2010) and new financial products (2011, 2012) ▪ Timely and effective debt servicing and pro-active loan and grant closure actions <p>Streamlined disbursement processing model based on matrix reporting (2010 pilots launched, 2011 fully operational)</p>	<ul style="list-style-type: none"> ▪ Review of ACA policy ▪ Financial management decentralization to ICOs³⁸ ▪ PeopleSoft financials platform upgraded ▪ Comprehensive medium-term corporate financial resource management strategy ▪ Management's assertion on internal controls over financial reporting (fine tuning and testing) ▪ Revised lending policies and criteria and introduction of new lending terms ▪ Issuance of new Audit Guidelines for projects ▪ Issuance of new Loans and Grants Manual ▪ Financial management assessments of national systems ▪ Streamline CFS functions and operations 	<ul style="list-style-type: none"> ▪ Implementation of management assertion on internal controls over financial reporting (2011 accounts) ▪ Support to new MICS³⁹ ▪ Go Live of new Loans and Grants system. ▪ Revision of financial regulations ▪ Plan for financial management assessments of national structures drafted ▪ Implementation of IFAD 9 strategic decisions regarding finance ▪ Support country presence ▪ Monitoring of the audit guidelines 	<ul style="list-style-type: none"> ▪ Implementation of first Internal Control Framework audit attestation on 2012 financial statements ▪ Implementation of changes to financing modalities as requested by / agreed to by IFAD9. ▪ Post implementation of the new loans and grants system ▪ Plan for financial management assessments of national structures implemented ▪ Monitoring of the loans and grants system 	<p>FINANCIAL SERVICES DIVISION (CFS)</p> <table border="1"> <thead> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td>Zero Based Budget - 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Corporate support to improved financial mobilization and management - Coordinated and efficient revision of corporate financial approach/structure - A more systematic, streamlined approach to financial risk management - More emphasis on quality of results ▪ Improved risk management <ul style="list-style-type: none"> - Increased awareness and adoption by management and staff of enterprise risk management principles and practices in their daily tasks - Continuous mainstreaming of enterprise risk management, including an effective communications system ▪ Improved administrative efficiency <ul style="list-style-type: none"> - Streamlining and increased efficiency of FALCO/FISCO activities - Strengthened operational tools - Adoption of direct supervision and new supervision procedures - New loan and grant system operational by end of 2011, including accessibility to borrowers
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<p>TREASURY DIVISION (TRE) Supported by:</p> <ul style="list-style-type: none"> - OPV - LEG - CFS <p>• Robust financial management of regular and extra-budgetary funds.</p>	<ul style="list-style-type: none"> ▪ Principal on investments is protected, liquidity is ensured, and rate of return is matched with benchmarks ▪ Increase funds under internal management ▪ Enhance risk management and compliance ▪ Support replenishment consultation and other resource mobilization activities ▪ Support country presence through opening of local banking operations where required ▪ Implementation of PeopleSoft functional upgrade as per project plan and timeline ▪ Sufficient cash available for disbursements ▪ Correct execution and processing of all cash flows <p>Verification: IFAD financial model; Executive Board documents; FISCO⁴⁰ and FALCO⁴¹ documents; <i>Annual Report</i></p>	<ul style="list-style-type: none"> ▪ Implementation of the revised investment policy and minimum liquidity requirement ▪ Comprehensive medium-term corporate financial resource management strategy ▪ Prudent investment of resources mobilised from external sources ▪ Support the IFAD9 consultation and resource mobilization ▪ Structured financial management training for IFAD staff ▪ Harmonization of UN Treasury functions ▪ Common cash management in the field ▪ Monitoring Debt Sustainability Framework (DSF) ▪ Management of supplementary funds ▪ Analysis of single currency lending option ▪ Strengthen Asset and Liabilities Management System 	<ul style="list-style-type: none"> ▪ Prudent investment of resources mobilised from external sources ▪ Implementation of the revised investment policy ▪ Review of the organizational structure of TRE ▪ Increase internal funds under management ▪ Revised IFAD financial modelling to support IFAD9 consultation and resource mobilization strategies ▪ Harmonization of UN Treasury functions ▪ Monitoring Debt Sustainability Framework (DSF) ▪ Management of supplementary funds ▪ Analysis of single currency lending option ▪ Strengthen Asset and Liabilities Management System 	<ul style="list-style-type: none"> ▪ Monitoring of the Investment policy and suggested changes if required ▪ Prudent investment of resources mobilised from external sources ▪ Implementation of the revised investment policy ▪ Enhanced risk management and compliance ▪ Enhancement of modelling based on single currency policy ▪ Harmonization of UN Treasury functions ▪ Monitoring Debt Sustainability Framework (DSF) ▪ Management of supplementary funds ▪ Analysis of single currency lending option ▪ Strengthen Asset and Liabilities Management System 	<p>Cluster 1 – Country programme development and implementation</p> <p>Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication</p> <p>Cluster 3 – Corporate management, reform and administration</p> <p>Cluster 4 – Support to Members' governance activities</p>																																																																																																																									
<p>BUDGET UNIT (BUD) Supported by:</p> <ul style="list-style-type: none"> - CSD - FOD - SKM <p>3-year rolling administrative plan and integrated zero- and results-based budgeting approach</p>	<ul style="list-style-type: none"> ▪ Preparation of financial aspects of 3-year rolling administrative plan and integrated budget prepared using zero-based and results-based budgeting approach. ▪ Annual budget utilization is maximised via the dynamic re-allocation of resources across departments to achieve stated results. 	<ul style="list-style-type: none"> ▪ Zero-based budget ▪ Allocation of approved budgets to decentralized budget holders ▪ Monitor and report on actual budget utilization ▪ Effective and efficient budget management systems and process. 	<ul style="list-style-type: none"> ▪ Rolling Zero-based budget within new Draft Strategic Framework ▪ Allocation of approved budgets to decentralized budget holders ▪ Monitor and report on actual budget ▪ Effective and efficient budget management systems and process. 	<ul style="list-style-type: none"> ▪ Rolling zero-based budget within new Draft Strategic Framework ▪ Allocation of approved budgets to decentralized budget holders ▪ Monitor and report on actual budget ▪ Solutions oriented analysis. 																																																																																																																										

³⁸ ICOs: IFAD Country Offices

³⁹ MICS: Medical Insurance for Consultants and Short-Term Staff.

⁴⁰ FISCO: Investment and Finance Advisory Committee.

⁴¹ FALCO: Investment, Finance and Asset Liability Management Advisory Committee.

<p>FINANCIAL OPERATIONS DEPARTMENT – Front Office (FOD)</p> <ul style="list-style-type: none"> Strengthened financial management of resources 	<ul style="list-style-type: none"> Approved financial policies Framework for immediate and medium term collaboration with Rome Based Agencies 	<ul style="list-style-type: none"> Harmonize collaboration with Rome Based Agencies Chair Loans and Grants replacement system Support IFAD9 replenishment process Promulgation of an accountability framework 	<ul style="list-style-type: none"> Harmonize collaboration with Rome Based Agencies Go live on the new Loans and Grants replacement system 	<ul style="list-style-type: none"> Harmonize collaboration with Rome Based Agencies Implementation of the first Internal control framework 	
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IFAD ADMINISTRATIVE, HUMAN RESOURCES OUTCOMES 2011-2013 – CLUSTER 3

Operational outputs	Measures of success and sources of verification	Work programme projections (Level 5)			Resource inputs 2011-2013	Risks and assumptions																																								
		2011	2012	2013																																										
<p>ADMINISTRATIVE SERVICES DIVISION (ADM)</p> <p>Improved administrative efficiency</p>	<ul style="list-style-type: none"> Evaluation of results of Client satisfaction survey and plan of action in response thereto Implementation of quarterly Procurement Planning in cooperation with requisitioning divisions Submission of sustainable Procurement Policy for the Common Procurement Team of the Rome-based-Agencies for endorsement by Management Implementation of accepted audit recommendations within established deadlines Implementation of upgraded Electronic Records Management System "go live" of enhanced Xdesk on Country Office project Timely and efficient implementation of host country agreements and accreditation of staff Report on feasibility of constructing a permanent conference structure on IFAD premises Plan of action for greening of IFAD Finalisation of external parking Timely and efficient provision of facilities for GC <p>Verification: Client survey; quality control reports; administrative procedures and manuals; statistics extracted from Footprint systems</p>	<ul style="list-style-type: none"> External parking paved Construction of round-about Refurbished meeting rooms Tender complete for corporate cards and petrol coupons Greening of building Timely and efficient visas, privileges immunities Logistics and facilities management Finalization of Host Country Agreements for IFAD Country Offices Support to IFAD Country Offices in relation to Privileges and Immunities Archives procedures Electronic Records Management Governing Council logistics and security Agency integration under Common Procurement Team pilot project (CPT Phase II) Client survey satisfaction 	<ul style="list-style-type: none"> Green IFAD facilities and business processes Timely and efficient processing of visa and related privileges and immunities of staff Logistics and facilities management both for office and conference needs Refurbishment and decoration of meeting rooms completed Coordination for the finalization of HCAs for IFAD Country Offices Support to IFAD Country Office in relation to Privileges and Immunities Electronic Archives GC meeting set-up, logistics and security Increased agency integration under Common Procurement Team pilot project (CPT Phase III) Analyse client satisfaction results and implement change 	<ul style="list-style-type: none"> Greening facilities and business processes Timely and efficient processing of visas and related privileges and immunities of staff Logistics and facilities management both for office and conference needs Coordination of the newly established HCAs for IFAD Country Offices Support to IFAD Country Offices in relation to Privileges and Immunities Electronic Archives management Governing Council logistics and security Implementation of the Common Procurement Team Review of business processes and implementation of changes to improve client satisfaction Identify further potential for common services with R3 agencies 	<table border="1"> <thead> <tr> <th colspan="4">ADMINISTRATIVE SERVICES DIVISION (ADM)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 3</td> <td>11.8</td> <td>12.2</td> <td>12.5</td> </tr> <tr> <td>Cluster 4</td> <td>0.2</td> <td>0.2</td> <td>0.2</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>9.0</td> <td>10.0</td> <td>13.0</td> </tr> <tr> <td>General Service Staff</td> <td>24.8</td> <td>23.8</td> <td>23.0</td> </tr> <tr> <td>Consultants</td> <td>1.8</td> <td>1.8</td> <td>2.0</td> </tr> </tbody> </table>	ADMINISTRATIVE SERVICES DIVISION (ADM)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 3	11.8	12.2	12.5	Cluster 4	0.2	0.2	0.2	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	9.0	10.0	13.0	General Service Staff	24.8	23.8	23.0	Consultants	1.8	1.8	2.0	<p>Risks:</p> <ul style="list-style-type: none"> Shifting implementation priorities Inadequate stakeholder participation Inadequate financial and staff resources Delayed decision on security strategy <p>Assumptions:</p> <ul style="list-style-type: none"> Adequate human and financial resources, including for capital expenditures Appropriate legal framework for administration 				
ADMINISTRATIVE SERVICES DIVISION (ADM)																																														
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<p>HUMAN RESOURCES DIVISION (HRD)</p> <p>Supported by: CSD, LEG, BUD</p> <ul style="list-style-type: none"> Improved HR management The Strategic Workforce Plan (SWP) for: (i) strategic workforce alignment to support country programming and implementation, (ii) strategic workforce management for increased efficiency and cost containment, and (iii) strengthening the corporate framework for managing the workforce for development effectiveness and efficiency Implement the SWP to establish HRD management objectives: staffing levels, skills mix, career structures, in alignment with corporate results 	<ul style="list-style-type: none"> Percentage of staff who have attended at least one in-house training course (year-to-date) Average time to fill professional vacancies (100 days) – baseline year 2009, value 119 days 25 recruitments concluded Progress in revamping performance management process (100%) Voluntary Separation Programme-Phase 2 15 in-house corporate training courses organized 15 IFAD contracts issued to country/national staff Staff engagement index: 75% (baseline year 2008, value 68.4%, target 2012 75%) Implementation of automation of existing manual processes <p>Verification: HRD management plans for 2010</p>	<ul style="list-style-type: none"> HR services to HQ and ICOs Prepare staff development strategy New HR procedures manual Implementation of capital projects to automate HR processes Standardization of job descriptions for HQ and ICO roles. Job Audit Participation in task force on compensation review Interpreters and translator's contractual arrangements. Review HRD structure. Review of Springboard and Break-Through programmes Induction for ICO staff 	<ul style="list-style-type: none"> HR services to headquarters and ICO staff Staff development strategy Development and design of a learning management system Training for ICO staff Study on policies development Implementation of capital budget projects to computerize HR processes Participation in task force on compensation review Consultant's compensation 	<ul style="list-style-type: none"> HR services to HQ and IFAD Country Office staff Study on HR policies. Compensation review Finalize implementation of capital budget projects to computerize HR processes 	<table border="1"> <thead> <tr> <th colspan="4">HUMAN RESOURCES DIVISION (HRD)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1: \$ mn</td> <td>0.4</td> <td>0.4</td> <td>0.5</td> </tr> <tr> <td>Cluster 2: \$ mn</td> <td>0.2</td> <td>0.2</td> <td>0.2</td> </tr> <tr> <td>Cluster 3: \$ mn</td> <td>5.3</td> <td>5.4</td> <td>5.5</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>14.0</td> <td>16.0</td> <td>17.0</td> </tr> <tr> <td>General Service Staff</td> <td>10.0</td> <td>8.0</td> <td>8.0</td> </tr> <tr> <td>Consultants</td> <td>0.8</td> <td>1.0</td> <td>5.0</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication Cluster 3 – Corporate management, reform and administration Cluster 4 – Support to Members' governance activities</p>	HUMAN RESOURCES DIVISION (HRD)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 1: \$ mn	0.4	0.4	0.5	Cluster 2: \$ mn	0.2	0.2	0.2	Cluster 3: \$ mn	5.3	5.4	5.5	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	14.0	16.0	17.0	General Service Staff	10.0	8.0	8.0	Consultants	0.8	1.0	5.0	<p>Risks:</p> <ul style="list-style-type: none"> Voluntary Separation Programme-Phase 2 does not generate expected results Lack of automation of HR processes leads to financial and reputation risks. Non-appointment of Policy and Compensation Officer may jeopardize compensation review <p>Assumptions:</p> <ul style="list-style-type: none"> Effective strategic workforce planning, recruitment and management, including performance management Lack of service and host country agreements for IFAD Country Offices Country presence strategy Staff rules and benefits attract qualified candidates Appoint Policy and Compensation officer.
HUMAN RESOURCES DIVISION (HRD)																																														
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IFAD INFORMATION AND COMMUNICATIONS TECHNOLOGY, SECURITY, AND CORPORATE SERVICES OUTCOMES 2011-2013 – CLUSTER 3

Operational outputs	Measures of success and sources of verification	Work programme projections (Level 5)			Resource inputs 2011-2013				Risks and assumptions																																				
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<p>INFORMATION AND COMMUNICATIONS TECHNOLOGY DIVISION (ICT)</p> <ul style="list-style-type: none"> • Create ICT Platforms for: <ul style="list-style-type: none"> Country Programme Management Human Resources Management Financial Resources Management Corporate Relationship Management Communications and Collaboration Information/Knowledge Management Business Continuity 	<ul style="list-style-type: none"> Client surveys Application and Infrastructure systems uptime (>99%) Corporate systems accessible from IFAD Country Offices (>90%) Capital budget projects delivered on schedule (>75%) Additional financial and staffing resources for large and small projects Information and transactional systems at IFAD Country Offices System support for strategic workforce planning and staff profile management deployed at HQ and IFAD Country Offices. Financial platform upgraded Interactive platform for Member Email and documents management system upgraded Document production process tracking 2013 Target: Corporate applications hosted off-premises by a specialized ICT service provider; 24x7 availability of disaster recovery facilities. <p>Verification: ICT strategy; ICT applications portfolio; Information Technology Governance Committee quarterly status reports</p>	<ul style="list-style-type: none"> ICT infrastructure for new loan and grant system PeopleSoft financials and HR platforms enhanced and migrated to UN International Computing Centre Web content management system for Intranet/Internet ICT communication and collaboration platforms upgraded for IFAD Country Offices New ICT platform for corporate relationship management Grants/milestone management tool ICT support for regional knowledge networks Digital signature implemented Desktop virtualization pilot for IFAD Country Offices 	<ul style="list-style-type: none"> Automation of HR processes Automated E-Recruitment HRD Operations Dashboards Hyperion Planning tool for scenario simulation Data Warehouse and consolidated corporate reporting Streamlined payroll Online tools for Projects and Programmes Management System Tools for Information management Virtual IFAD Country Office desktops 	<ul style="list-style-type: none"> E-Business financial platform deployed Business integration across functional platforms Data Warehouse expanded to support key corporate decision-making processes Completion of Hyperion Planning tool for strategic workforce planning Staff E-Performance, and E-Learning platforms integrated Leave management system replaced Contact Information Available On-Line replaced PeopleSoft financial platform integrated with loan and grant operations 	<table border="1"> <thead> <tr> <th colspan="4">INFORMATION AND COMMUNICATIONS TECHNOLOGY DIVISION (ICT)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>0.9</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>Cluster 3</td> <td>7.2</td> <td>7.4</td> <td>7.4</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>16.0</td> <td>18.0</td> <td>18.0</td> </tr> <tr> <td>General Service Staff</td> <td>13.0</td> <td>10.0</td> <td>10.0</td> </tr> <tr> <td>Consultants</td> <td>6.0</td> <td>6.0</td> <td>6.0</td> </tr> </tbody> </table>				INFORMATION AND COMMUNICATIONS TECHNOLOGY DIVISION (ICT)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 1	0.9	1.0	1.0	Cluster 3	7.2	7.4	7.4	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	16.0	18.0	18.0	General Service Staff	13.0	10.0	10.0	Consultants	6.0	6.0	6.0	<p>Risks:</p> <ul style="list-style-type: none"> Shifting implementation priorities Excessive lead time required for procurement of manpower & other resources Inadequate stakeholder participation, particularly by business owners Ambitious big-bang implementation New, significant developments in technology <p>Assumptions:</p> <ul style="list-style-type: none"> Approval of Strategic Work Plan Approval of adequate ICT administrative budget Approval of adequate ICT capital budget Compliance with UN Department of Security and Safety prescribed security policies and criteria Timely approval of projects by local and national governments and collaboration of community Willingness of host government to continue supporting IFAD's operations, notwithstanding own fiscal constraints Ownership and appreciation of initiatives by Senior Management and relevant staff
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<p>SECURITY UNIT (SEU)</p> <ul style="list-style-type: none"> • Enhance provision of security both in Headquarters and in the field 	<ul style="list-style-type: none"> Implementation of IFAD security strategy covering headquarters and field operations Increased services to IFAD Country Offices and safe IFAD operations <p>Verification: Administrative procedures and manuals; statistics of activities and extracts from Footprint systems, UNDSS compliance reports</p>	<p>Implementation of IFAD security strategy, including:</p> <ul style="list-style-type: none"> Strengthening of IFAD perimeter protection including mail and vehicles screening and a better control access to HQs Increased support to IFAD Country Offices Implementation of security training into the IFAD training calendar. update fire and hazard prevention plans and develop awareness of fire and hazard security plans among staff, Badge readers phase 2 Full review of the security unit. 	<p>Implementation of IFAD security strategy, including:</p> <ul style="list-style-type: none"> Continued support to IFAD Country Offices and IFAD operations Continue mainstreaming security training in IFAD corporate training programmes Continued cooperation with other UN agencies on security Additional guards at HQ 	<p>Implementation of IFAD security strategy, including:</p> <ul style="list-style-type: none"> Continued support to IFAD Country Offices and IFAD operations Mainstream security training in IFAD corporate training programmes Continued cooperation with other UN agencies on security 	<table border="1"> <thead> <tr> <th colspan="4">SECURITY UNIT (SEU)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 3</td> <td>0.10</td> <td>1.74</td> <td>1.80</td> </tr> <tr> <td>Cluster 4</td> <td>0.04</td> <td>0.04</td> <td>0.04</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>2.0</td> <td>3.0</td> <td>3.0</td> </tr> <tr> <td>General Service Staff</td> <td>7.0</td> <td>7.0</td> <td>7.0</td> </tr> <tr> <td>Consultants</td> <td>0.2</td> <td>0.2</td> <td>0.4</td> </tr> </tbody> </table>				SECURITY UNIT (SEU)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 3	0.10	1.74	1.80	Cluster 4	0.04	0.04	0.04	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	2.0	3.0	3.0	General Service Staff	7.0	7.0	7.0	Consultants	0.2	0.2	0.4	<p>Risks:</p> <ul style="list-style-type: none"> Delayed decision on the implementation of specific actions in the security strategy Threats to security at Headquarters and ICOs <p>Assumptions:</p> <ul style="list-style-type: none"> General security environment remains unchanged in HQ location and in other duty stations Sufficient financial and managerial resources to ensure compliance with UN Department of Security and Safety prescribed security policies and criteria Coordination among IFAD's departments on security in ICOs Full implementation of Business Continuity Plan
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<p>CORPORATE SERVICES DIVISION – Front Office (CSD)</p> <ul style="list-style-type: none"> • Enhance corporate services to all IFAD departments 	<ul style="list-style-type: none"> IFAD Country Office Handbook Business Continuity policy and strategy Established of crisis management and response teams Closure of outstanding CSD audit recommendations <p>Verification:</p> <ul style="list-style-type: none"> IFAD business continuity plan; ERM⁴² reports; security risk assessment reports Closure of outstanding audit recommendations 	<ul style="list-style-type: none"> Completion of the IFAD Country Office handbook Business Continuity plans for critical areas Engagement with UN-High Level Committee for Management Collaboration with Rome Based Agencies on corporate services 	<ul style="list-style-type: none"> Functional business continuity strategies and plans in place Business Continuity impact analysis Corporate ICT systems hosted at UNICC, with built-in disaster recovery agreements Engagement with UN-High Level Committee on Management Collaboration with Rome Based Agencies on corporate services 	<ul style="list-style-type: none"> Training of Business Continuity focal points Continued engagement with UN-High Level Committee on Management Collaboration with Rome Based Agencies on corporate services 	<table border="1"> <thead> <tr> <th colspan="4">CORPORATE SERVICES DEPARTMENT – Front Office (CSD)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 3</td> <td>0.6</td> <td>0.6</td> <td>0.6</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>2.0</td> <td>2.0</td> <td>2.0</td> </tr> <tr> <td>General Service Staff</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication Cluster 3 – Corporate management, reform and administration Cluster 4 – Support to Members' governance activities</p>				CORPORATE SERVICES DEPARTMENT – Front Office (CSD)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 3	0.6	0.6	0.6	Strategic Work Plan (Staff – Fixed Term Equivalent)				Professional Staff	2.0	2.0	2.0	General Service Staff	1.0	1.0	1.0	<p>Risks:</p> <ul style="list-style-type: none"> Insufficient funding for Business Continuity plan initiatives Operating risk due to lack of staff Lack of adequate resources to implement projects <p>Assumptions:</p> <ul style="list-style-type: none"> Badge reader installation aligned with European safety standards agreed with landlord. Awareness and commitment to the Business Continuity plan Ownership and appreciation of initiatives by relevant staff Adequate resources 								
CORPORATE SERVICES DEPARTMENT – Front Office (CSD)																																													
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⁴² ERM: Enterprise Risk Management Committee.

IFAD ENTERPRISE RISK MANAGEMENT, AND GOVERNANCE OUTCOMES 2011-2013 – CLUSTERS 3 AND 4

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<p>ENTERPRISE RISK MANAGEMENT (ERM) Supported by: - OPV</p> <p>Improved enterprise risk management mainstreamed</p>	<ul style="list-style-type: none"> Key corporate, departmental and divisional objectives/risks monitored and mitigated Percentage of high-priority internal audit recommendations overdue <p>Verification: AUO audit reports; AUO annual report; annual ERM report; quarterly conversations on performance and results</p>	<ul style="list-style-type: none"> Implementation of audit recommendations Annual ERM reports RIDE Business Continuity testing 	<ul style="list-style-type: none"> Implementation of audit recommendations Annual ERM reports RIDE 	<ul style="list-style-type: none"> Implementation of audit recommendations Annual ERM reports RIDE 	<table border="1"> <thead> <tr> <th colspan="4">ENTERPRISE RISK MANAGEMENT (ERM)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 3</td> <td>0.1</td> <td>0.1</td> <td>0.1</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent) *</td> </tr> <tr> <td>Professional Staff</td> <td>0.5</td> <td>0.5</td> <td>0.5</td> </tr> <tr> <td>General Service Staff</td> <td>0.5</td> <td>0.5</td> <td>0.5</td> </tr> <tr> <td>Consultants</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	ENTERPRISE RISK MANAGEMENT (ERM)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 3	0.1	0.1	0.1	Strategic Work Plan (Staff – Fixed Term Equivalent) *				Professional Staff	0.5	0.5	0.5	General Service Staff	0.5	0.5	0.5	Consultants	-	-	-	<p>Risks:</p> <ul style="list-style-type: none"> Management action on mitigation Inadequate mitigation on risks <p>Assumptions:</p> <ul style="list-style-type: none"> AUO risk-based annual workplan focuses IFAD on key risk mitigation to prevent risks from eventuating Management practices risk management in daily activities Executive Board and its committees assign high value to risk management strategies Enterprise risks eventuate due to external influences 												
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<p>LEGAL COUNSEL DIVISION (LEG)</p> <ul style="list-style-type: none"> Legal compliance of policies, programmes and projects Appropriate legal framework for IFAD policies and programmes 	<ul style="list-style-type: none"> Number of loan agreements and other project-related legal documents drafted and negotiated (including grants) Number of host country agreements Policies adopted by Governing Bodies Staff Rules adopted 	<ul style="list-style-type: none"> Loan and grant agreements including GEF and Supplementary Funds Support implementation / supervision of projects Host country Agreements Advise on policies (Partnership, private presence, lending policy and criteria, investment, Middle Income Country Strategy, evaluation) Audit Guidelines, Loan and Grant Manual, country presence handbook Staff rules-training and implementation support Revise HR procedures Support HR country presence Support IFAD9 Resolution Support Treasury Division, including harmonisation project Support resource mobilization (trust funds, partnerships) Support internal bodies (Sanctions Committee, Governing Bodies) 	<ul style="list-style-type: none"> Loan and grant agreements including GEF and Supplementary Funds Support implementation / supervision of projects Host country Agreements Advise on policies (Partnership, private presence, lending policy and criteria, investment, Middle Income Country Strategy, evaluation) Audit Guidelines, Loan and Grant Manual, country presence handbook Staff rules-training and implementation support Revise HR procedures Support HR country presence Support IFAD9 Resolution Support Treasury Division, including harmonisation project Support resource mobilization (trust funds, partnerships) Support internal bodies (Sanctions Committee, Governing Bodies) 	<ul style="list-style-type: none"> Loan and grant agreements including GEF and Supplementary Funds Support implementation / supervision of projects Host country Agreements Advise on policies (Partnership, private sector, country presence, lending policy and criteria, investment, Middle Income Country Strategy, evaluation) Audit Guidelines, Loan and Grant Manual, country presence handbook Staff rules-training and implementation support Revise HR procedures Support HR country presence Support IFAD9 Resolution Support Treasury Division, including harmonisation project Support resource mobilization (trust funds, partnerships) Support internal bodies (Sanctions Committee, Governing Bodies) 	<table border="1"> <thead> <tr> <th colspan="4">LEGAL COUNSEL (LEG)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>1.2</td> <td>1.4</td> <td>1.5</td> </tr> <tr> <td>Cluster 2</td> <td>0.7</td> <td>0.8</td> <td>0.9</td> </tr> <tr> <td>Cluster 3</td> <td>0.5</td> <td>0.6</td> <td>0.6</td> </tr> <tr> <td>Cluster 4</td> <td>0.3</td> <td>0.3</td> <td>0.3</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent) *</td> </tr> <tr> <td>Professional Staff</td> <td>11.0</td> <td>13.0</td> <td>13.0</td> </tr> <tr> <td>General Service Staff</td> <td>6.8</td> <td>6.0</td> <td>6.0</td> </tr> <tr> <td>Consultants</td> <td>1.0</td> <td>1.0</td> <td>0.0</td> </tr> </tbody> </table>	LEGAL COUNSEL (LEG)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 1	1.2	1.4	1.5	Cluster 2	0.7	0.8	0.9	Cluster 3	0.5	0.6	0.6	Cluster 4	0.3	0.3	0.3	Strategic Work Plan (Staff – Fixed Term Equivalent) *				Professional Staff	11.0	13.0	13.0	General Service Staff	6.8	6.0	6.0	Consultants	1.0	1.0	0.0	<p>Risks:</p> <ul style="list-style-type: none"> Political situation affects loan or grant <p>Assumptions:</p> <ul style="list-style-type: none"> Country demand for IFAD financing corresponds to planned loans and grants Adequate human resources
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<p>INTERNAL AUDIT AND OVERSIGHT DIVISION (AUO)</p> <ul style="list-style-type: none"> Timely and relevant information to manage risk adequately and successful implementation of IFAD's anti-corruption policy. 	<ul style="list-style-type: none"> Key corporate risks identified and monitored Annual public report on investigations Timely and highly relevant audit reports Feedback obtained on project procurement, grant financial management and anti-corruption activities as key outputs of the country programme audits All allegations received reviewed within target 15 days Timely performance of investigations Risk-based annual workplan successfully identified and focuses on areas of key risks for the organization Timely and effective servicing of the Sanctions Committee <p>Verification: Audit committee reporting and oversight External quality assessment Client survey/feedback</p>	<ul style="list-style-type: none"> At least 80% completion of rolling annual work plan plus additional requests from Management Feedback to requests for advice and consultations Increase by 5-10% allegations handled Anti-corruption outreach activities on target Investigation function needs assessed and strengthened 	<ul style="list-style-type: none"> At least 80% completion of rolling annual work plan plus additional requests from Management Increased country programme audit work Feedback to requests for advice and consultations Increase by 5-10% allegations handled Anti-corruption outreach activities External Quality Assessment (EQA) 	<ul style="list-style-type: none"> At least 80% completion of rolling annual work plan plus additional requests from Management Continued expansion of country programme and country office audit work Feedback to requests for advice and consultations Increase by 5-10% allegations handled Anti-corruption outreach activities Implementation of EQA recommendations 	<table border="1"> <thead> <tr> <th colspan="4">INTERNAL AUDIT AND OVERSIGHT DIVISION (AUO)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero-Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>0.5</td> <td>0.7</td> <td>0.8</td> </tr> <tr> <td>Cluster 3</td> <td>1.1</td> <td>1.4</td> <td>1.5</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff - Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>5.0</td> <td>6.0</td> <td>6.0</td> </tr> <tr> <td>General Service Staff</td> <td>3.0</td> <td>3.0</td> <td>3.0</td> </tr> <tr> <td>Consultants</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication Cluster 3 – Corporate management, reform and administration Cluster 4 – Support to Members' governance activities</p>	INTERNAL AUDIT AND OVERSIGHT DIVISION (AUO)					2011	2012 Projection	2013 Estimate	Zero-Based Budget - \$ mn				Cluster 1	0.5	0.7	0.8	Cluster 3	1.1	1.4	1.5	Strategic Work Plan (Staff - Fixed Term Equivalent)				Professional Staff	5.0	6.0	6.0	General Service Staff	3.0	3.0	3.0	Consultants	-	-	-	
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IFAD ENTERPRISE RISK MANAGEMENT, AND GOVERNANCE OUTCOMES 2011-2013 – CLUSTERS 3 AND 4 (CONT'D)

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<p>ETHICS OFFICE (ETH)</p> <ul style="list-style-type: none"> Ensure corporate ethical culture 	<ul style="list-style-type: none"> Successful prevention and management of misconduct Increased trust and confidence in Senior Management Increased employee commitment to IFAD's mandate Timely advice and guidance provided to managers and staff <p>Verification:</p> <ul style="list-style-type: none"> Comprehensive anti-harassment and ethics communication plan implemented Feedback on training initiatives Improvement on 2012 Global Staff Survey results pertaining to Diversity/Values 	<ul style="list-style-type: none"> Establish an Ethics Office Advise staff on actions that constitute violations of the Code of Conduct and Core Values Training on Code of Conduct Annual Code of Conduct Certification by staff Launch anti-harassment awareness and Code of Conduct training Review allegations of misconduct/ harassment Develop protocol and guidelines on allegations of harassment and misconduct Review Financial Disclosure programme Induction programmes in HQ and in the field 	<ul style="list-style-type: none"> Implement Financial Disclosure programme for reporting period 2011 Advise staff on actions that constitute violations of the Code of Conduct and Core Values Assist in prevention of misconduct or effectively address it Organizational and individual objectives for ethics and compliance in the Performance Evaluation System. Review allegations of misconduct/ harassment Training on Code of Conduct Annual Code of Conduct Certification by staff Induction programmes in HQ and in the field 	<ul style="list-style-type: none"> Implement Financial Disclosure programme for reporting period 2012 Advise staff on actions that constitute violations of the Code of Conduct and Core Values Assist in prevention of misconduct or effectively address it Review allegations of misconduct/ harassment Training on Code of Conduct Annual Code of Conduct certification by staff Induction programmes in HQ and in the field 	<table border="1"> <thead> <tr> <th colspan="4">ETHICS OFFICE (ETH)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero-Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 1</td> <td>0.1</td> <td>0.1</td> <td>0.1</td> </tr> <tr> <td>Cluster 3</td> <td>0.3</td> <td>0.3</td> <td>0.3</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff - Fixed Term Equivalent)</td> </tr> <tr> <td>Professional Staff</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>General Service Staff</td> <td>1.0</td> <td>1.0</td> <td>1.0</td> </tr> <tr> <td>Consultants</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	ETHICS OFFICE (ETH)					2011	2012 Projection	2013 Estimate	Zero-Based Budget - \$ mn				Cluster 1	0.1	0.1	0.1	Cluster 3	0.3	0.3	0.3	Strategic Work Plan (Staff - Fixed Term Equivalent)				Professional Staff	1.0	1.0	1.0	General Service Staff	1.0	1.0	1.0	Consultants	-	-	-	<p>Risks:</p> <ul style="list-style-type: none"> Low staff morale Negative impact on effectiveness, image and reputation of the Organization <p>Assumptions:</p> <ul style="list-style-type: none"> Adequate staffing and administrative budget Senior Management support Cooperation of staff
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<p>OFFICE OF THE SECRETARY (SEC)</p> <ul style="list-style-type: none"> Support to Members' governance activities 	<ul style="list-style-type: none"> Smooth functioning of governing body deliberating process Increased engagement by IFAD membership with IFAD's activities <p>verification:</p> <ul style="list-style-type: none"> Percentage of governing body documents submitted on time to SEC in accordance with procedures No. of words edited and translated No. of hours interpreted Percentage of governing body documents dispatched to governing bodies on time SEC client survey 	<ul style="list-style-type: none"> 1 Governing Council session 3 Executive Board sessions 6 Audit Committee meetings 6 Evaluation Committee sessions 3 PBAS meetings 4 Replenishment Consultation sessions 3 Emolument Committee meetings 7 Convenors and Friends meetings 1 Executive Board field visit 	<ul style="list-style-type: none"> 1 Governing Council session 3 Executive Board sessions 6 Audit Committee meetings 5 Evaluation Committee sessions 3 PBAS meetings 5 Convenors and Friends meetings 3 Emoluments Committee meetings 1 Executive Board field visit 	<ul style="list-style-type: none"> 1 Governing Council session 3 Executive Board sessions 6 Audit Committee meetings 5 Evaluation Committee sessions 3 PBAS meetings 5 Convenors and Friends meetings 1 Executive Board field visit 	<table border="1"> <thead> <tr> <th colspan="4">OFFICE OF THE SECRETARY (SEC)</th> </tr> <tr> <th></th> <th>2011</th> <th>2012 Projection</th> <th>2013 Estimate</th> </tr> </thead> <tbody> <tr> <td colspan="4">Zero Based Budget - \$ mn</td> </tr> <tr> <td>Cluster 4</td> <td>8.4</td> <td>8.4</td> <td>8.4</td> </tr> <tr> <td colspan="4">Strategic Work Plan (Staff – Fixed Term Equivalent) *</td> </tr> <tr> <td>Professional Staff</td> <td>17.2</td> <td>20.0</td> <td>20.0</td> </tr> <tr> <td>General Service Staff</td> <td>24.5</td> <td>21.5</td> <td>21.5</td> </tr> <tr> <td>Consultants (*)</td> <td>6.8</td> <td>6.8</td> <td>6.8</td> </tr> <tr> <td>Short-term GS staff)</td> <td>10.0</td> <td>10.0</td> <td>10.0</td> </tr> </tbody> </table> <p>Cluster 1 – Country programme development and implementation Cluster 2 – High-level policy dialogue, resource mobilization and strategic communication Cluster 3 – Corporate management, reform and administration Cluster 4 – Support to Members' governance activities</p>	OFFICE OF THE SECRETARY (SEC)					2011	2012 Projection	2013 Estimate	Zero Based Budget - \$ mn				Cluster 4	8.4	8.4	8.4	Strategic Work Plan (Staff – Fixed Term Equivalent) *				Professional Staff	17.2	20.0	20.0	General Service Staff	24.5	21.5	21.5	Consultants (*)	6.8	6.8	6.8	Short-term GS staff)	10.0	10.0	10.0	<p>Assumptions:</p> <ul style="list-style-type: none"> Adherence to timely submission of governing body documents in accordance with established rules and procedures ICT-based integrated corporate management system in place Documents edited and translated and interpretation needs fully identified Web-based interactive platform for Member State representatives in place Full Executive Board awareness of governance costs
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