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Enabling poor rural people
to overcome poverty

Support to IFAD's governance: Doing more with less

A framework for discussion prepared by the Office of the Secretary

Note to Executive Board representatives

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For: Approval

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Support to IFAD's governance: Doing more with less

A framework for discussion prepared by the Office of the Secretary

Executive summary

1. This paper was prepared by the Office of the Secretary in response to the recommendations made in the Report of the Consultation on the Ninth Replenishment of IFAD's Resources (IFAD9). It specifically addresses the need identified in the report for improved efficiency and effectiveness in the use of IFAD's human and financial resources in the area of governing bodies' servicing. Exploring opportunities to reduce the costs associated with the operation of IFAD's governing bodies is a core commitment in increasing IFAD's institutional efficiency during the IFAD9 period.
2. The IFAD9 consultation has set two important objectives for the period 2013-2015 for cluster 4 (governance costs):
 - (a) a 25 per cent budget reduction; and
 - (b) a 27.8 per cent reduction in staff positions.
3. Actions to achieve these objectives have to be identified in close consultation with the Executive Board. Accordingly, this paper proposes that IFAD reduce the real level of costs associated with the operations of IFAD's governing bodies through four broad thrusts: (i) reduction in the overall volume of reporting to governing bodies; (ii) expansion of documentation presented to the Board in only one IFAD official language; (iii) reduction in the range of meetings of governing bodies and their committees for which simultaneous interpretation is provided; and (iv) other costs reductions associated with the governance cluster.
4. The Executive Board is asked to review the proposed course of action and endorse the measures contained in paragraph 38. Management will then, at the December Board:
 - (a) Present a paper on documentation guidelines for governing body meetings; and
 - (b) Reflect in the 2013 budget proposal the financial impact for the first year of the measures approved.
5. In parallel, a corporate-level evaluation of institutional efficiency will, inter alia, provide by end-2012 a thorough review of the functioning of the Fund's governing bodies. Management will review the evaluation's outcomes against the directions set in this paper and, where appropriate, propose a plan of action for Executive Board approval.

Recommendation for approval

The Executive Board is invited to approve the actions outlined in paragraph 38.

I. Background: IFAD9 commitments

1. The Consultation on the Ninth Replenishment of IFAD's Resources (IFAD9) agreed on a series of operational, institutional and financial commitments to strengthen the Fund's contribution to the achievement of the first Millennium Development Goal of eradicating poverty and hunger and to deepen the Fund's focus on gender equality and women's empowerment, thereby enhancing its value-for-money in the IFAD9 period (2013-2015).
2. Improving cost and process efficiency will be key elements of IFAD's institutional efficiency drive during the IFAD9 period. New management tools will be introduced to enable the Fund to better monitor the costs of its business processes and to facilitate cost containment and reduction, wherever possible. Furthermore, new indicators and more ambitious targets for operational and institutional efficiency have been included in the Results Measurement Framework 2013-2015 in order to support enhanced performance and enable more comprehensive reporting on progress and achievements.
3. The approved Results Measurement Framework 2013-2015 retains the structure of a five-level results chain, in which the level 5 indicators (see annex I) capture progress made in internal reforms enhancing institutional effectiveness and efficiency, with a strong emphasis on organizational efficiency, in particular in cluster 4 (governance).

II. IFAD support for Members' corporate governance activities

4. The direct cost of IFAD support for Members' corporate governance activities (cluster 4) accounted for 8 per cent of the 2011 administrative budget. That amount includes the cost of holding meetings of the governing bodies (Executive Board, Governing Council and subsidiary committees, etc.), with all the associated documentation, translation, interpretation and other services. It also includes support services provided by other divisions. The administrative budget of the Office of the Secretary represents 80 per cent of cluster 4.
5. Following debate, the IFAD9 consultation has set two objectives for this cluster for the period 2013-2015:
 - (a) A 25 per cent budget reduction; and
 - (b) A 27.8 per cent reduction in staff positions.

Management has been asked to elaborate proposals to achieve those targets, to be "identified and implemented in close consultation with the Executive Board" (document GC 35/L.4).

6. Accordingly, the Office of the Secretary has prepared a set of proposals to cover, inter alia, the following areas: (a) reducing the overall volume of reporting to governing bodies; (b) expanding the range of documentation presented to the Board in only one IFAD official language; (c) reducing the range of meetings of governing bodies and their committees for which simultaneous interpretation is provided; and (d) other cost reductions associated with the governance cluster.
7. Implementing these actions will entail, in effect, a change in the level of service provided to IFAD's governance structure – and will require amending some of

IFAD's basic documents. At the same time, it will bring desired efficiencies without significantly affecting how the Fund's governance structure operates.

III. Language regime

8. The responsibility for providing corporate language services (comprising interpretation, editing and translation for officially mandated documents and meetings) lies with the Office of the Secretary. The need for interpretation and translation derives from the Fund's governance structure, representing 168 Member States; it is therefore crucial for sound decision-making to communicate with and make documents available to Governors and representatives in all IFAD's official languages.
9. IFAD's four official languages are Arabic, English, French and Spanish, reflecting the composition of its stakeholder base and membership. IFAD makes documents available for governing bodies, and provides interpretation for their meetings, in the official languages. The mandate to do so is set forth in the basic documents in the provisions reproduced in annex II.
10. In its efforts to seek efficiencies, in recent years the Office of the Secretary has actively pursued a more cost-effective operating model. For instance, like its comparator organizations (see annex III), it has sought to contain rising translation costs – created by the expanding volume of governing body documentation – through three deliberate actions: (i) increased outsourcing, in combination with fewer staff resources, focusing in particular on quality assurance; (ii) increased use of technology; and (iii) more streamlined processes. This ongoing effort to achieve savings and increase efficiency in governance has produced tangible results: savings in 2010 amounted to approximately US\$0.5 million, and in 2011 to US\$0.7 million.
11. Despite this effort, the efficiencies achieved to date are not sufficient to meet the targets set by the IFAD9 consultation. It is clear that under these objectives "business as usual" is no longer possible. Maintaining multilingualism therefore goes together with a substantive reduction of the real output (i.e. number of pages/words to be processed). In the face of decreasing resources but increasing output requirements, and given the principle of multilingualism that governs the Fund, new solutions have to be found: an analysis of the rationale for certain documents is thus necessary and the past practice of translating all documents regardless of their nature may no longer be tenable.

IV. Documentation

12. During 2009-2011, the number of words edited and translated annually for governing bodies meetings rose from 4.3 million to 5.4 million, representing a steady increase of 10 per cent each year and a cumulative increase of 26 per cent (see chart 1). The number of interpretation days provided to service meetings of all governing bodies also increased during the same period.
13. In 2011, a total of 348 documents were submitted to the Executive Board. Those approximately 4,800 pages represented a steady increase of 5 per cent annually since 2007 by volume and a cumulative increase of 15 per cent over the 2007-2011 period (see chart 2). As the chart demonstrates, some categories of documents have shown a robust upward trend in terms of pages/words (e.g. corporate documents and results-reporting documents).

Chart 1
Governing bodies: Processed words trend analysis

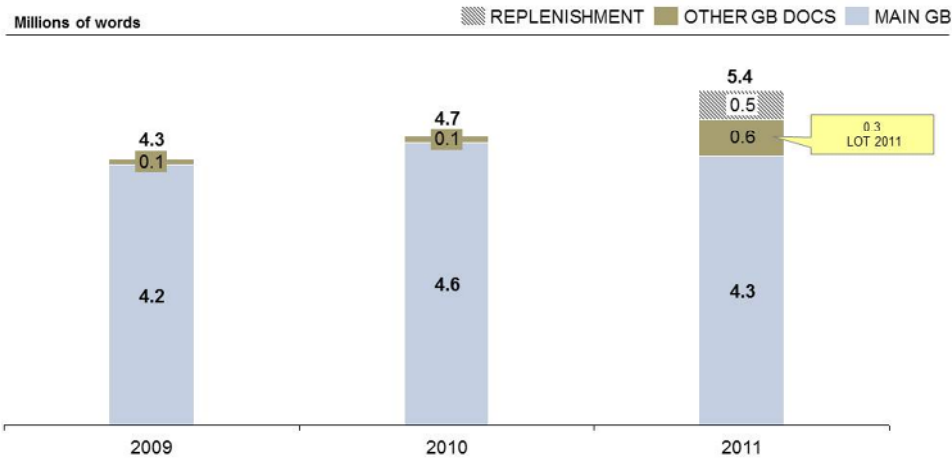
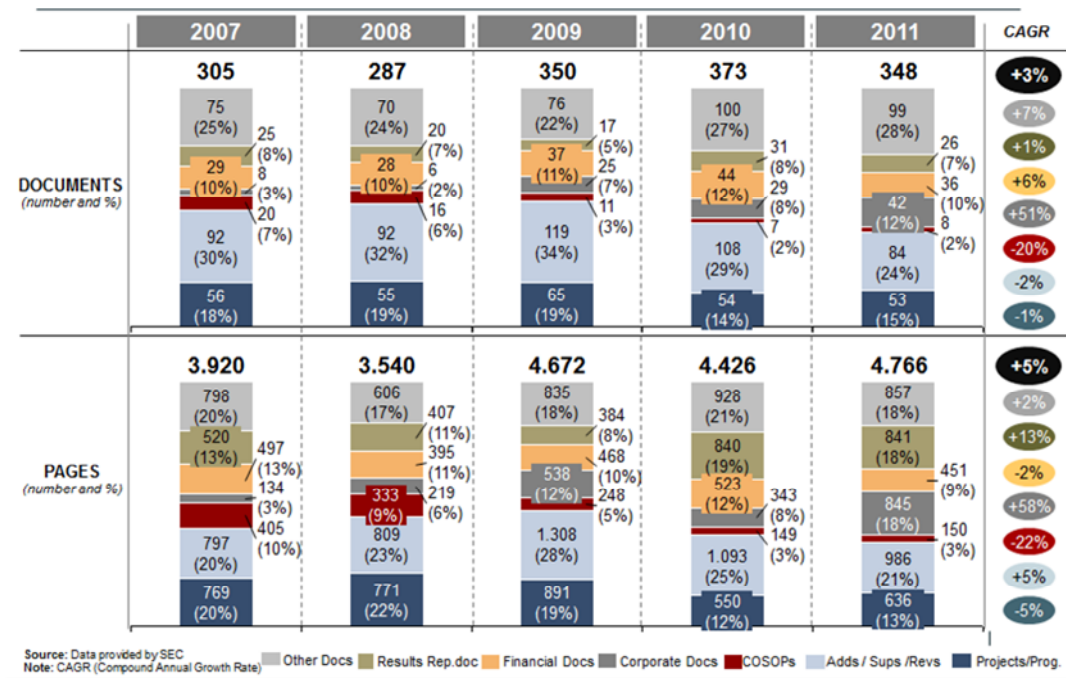


Chart 2
Executive Board: Trend analysis of processed documents, by number and type of documents and number of pages (2007-2011)



- The Fund has recently focused more on the comprehensiveness of the information it provides than on its length. It has set word limits only in the case of President’s reports and country strategic opportunities programme (COSOP) papers, which are now governed by Board-approved guidelines on both format and length. In other cases, document length has varied from document to document and has not been consistent over the years. Against this background, providing precise limits to document length by category would not only reduce processing costs but it would also contribute to enhancing the effectiveness of Executive Board deliberations by focusing Management’s and the Executive Board’s attention on the essential elements of the decisions sought.

15. To reduce costs, document length should be kept to the necessary minimum. Documents should also adhere to the standard, approved formats already in place when applicable:
 - (a) All corporate policy/strategy documents should include an executive summary;
 - (b) All documents requiring decision should include a clear and concise recommendation for approval. This text will form part of the final "Decisions and deliberations" document distributed at the close of each Board session.
16. At the same time, some new rules could be introduced, as follows:
 - (a) Annexes should be used only to provide relevant, additional information needed to complete a document, which cannot be provided on the IFAD website in a user-friendly manner. This information will be provided in the original language only.
 - (b) Appendices should include supplementary material that is not part of the main text and is not essential to the document's completeness. This supplementary material should only be made available on the IFAD website and in the language in which it is prepared.
17. Again, these rules alone will not suffice to achieve the efficiency targets required under IFAD9 objectives. The magnitude of the efficiency targets required implies **at least a 50 per cent reduction** of the volume of documentation to be edited and translated for the Executive Board. To this end, the imposition of strict word limits – differentiated according to the various categories of documents – will have to be introduced.
18. In addition, a reduction will also need to be sought in the range of meetings of governing bodies and their committees for which simultaneous interpretation is provided.

V. Timing of documentation delivery for Governing Body meetings

19. Rule 6 of the Rules of Procedure of the Executive Board requires that documents presented for action be distributed to the Board members a minimum of four weeks before the meeting to allow for review.¹
20. Management will proceed to further streamline the internal preparation workflow, in order to reduce current delays in the submission of documents to the Office of the Secretary. To this end, new IT workflow tools will be in place as of the December 2012 Executive Board session and a system of internal chargeback on delayed submission will be introduced in 2013.²
21. With regard to the deadlines for submission to the Executive Board, Management has recently proposed a reduction in the four-week rule, in light of the immediate access to documentation offered via the Member States Interactive Platform. No decision has yet been taken on this matter. The IT support offered by the interactive platform allows for a change in the paradigm for document-processing and distribution deadlines.³ In view of this, Management believes that a positive response should be given to reducing to three weeks the deadline for submission of documents to the Executive Board.
22. In addition, at the start of relevant governing body sessions, the Secretariat will provide a brief oral presentation highlighting those documents that did not respect

¹ <http://www.ifad.org/pub/basic/eb/e/!06exboa.pdf>.

² Similar arrangements are in place in partner organizations.

³ The current 9-6-4 paradigm relates to the documents processing and distribution: originators submit their documents to the Office of the Secretary nine weeks before the start of the session, allowing three weeks for editing and translation, and delivery/posting of documents from six to four weeks before the meeting.

the mandated timeframe, so that variance in performance over time will be tracked and pointed out.

VI. Travel and subsistence expenses of Executive Board members and field visits

23. Even if all of the above solutions are implemented, the IFAD9 efficiency target for cluster 4 will not be met. Additional cost savings will need to be made in areas that directly affect services provided to Executive Board members, such as travel and subsistence expenses, and field visits.
24. In accordance with section 5 of the By-Laws for the Conduct of the Business of IFAD, "The representative of a member or alternate member of the Executive Board, appointed pursuant to Section 4, attending a meeting of the Board shall be entitled to receive actual expenses incurred for travel by the most direct route to and from the place of the meeting, unless such right is waived by the member concerned. In the case of air travel, reimbursement shall be for economy class airfare. The appointed representatives shall also be entitled to receive per diem under the conditions and at the rate payable by the Fund to its senior staff." Therefore, at each Executive Board meeting, Board members who request reimbursement are refunded the total amount of economy class airfare and provided a per diem allowance.
25. Given the efficiency targets for cluster 4 foreseen for the IFAD9 period, it is proposed that, as of 2013, funding be discontinued for travel and subsistence expenses of Board members.
26. As the power to make such a determination resides with the Governing Council, a proposal to amend the By-Laws for the Conduct of the Business of IFAD will be submitted to the next session of the Executive Board for its subsequent submission to the 2013 session of the Governing Council.
27. Following the Peer Review of IFAD's Office of Evaluation and Evaluation Functions, the Office of the Secretary has (together with the Programme Management Department) taken over responsibility for the logistical organization of Evaluation Committee field visits.
28. Following discussion at the Executive Board and in a Convenors and Friends meeting, Management was asked to propose a concept for field visits by Executive Board members. Field visits have proved to be extremely useful in allowing Member State representatives to familiarize themselves with the Fund's work, to see first-hand the challenges that IFAD is facing to support countries in their developmental efforts, and to understand the options and issues for improving IFAD's work.
29. In particular, Management proposes to:
 - Organize only one five-day field visit per year for a maximum of nine Executive Board members (as per standard Committee composition – List A: 4; List B: 2; List C: 3). The dates would be set in advance and recorded in the common calendar maintained by the three Rome-based United Nations agencies.
 - The participants would be selected by each List on a rotational basis and the names of participants communicated to the Secretariat by the Convenors of each List.
 - The countries of destination would be chosen by the Programme Management Department on the basis of an equitable geographical distribution, following consultations between the Executive Board and Management.

- An Executive Board document reporting on each field visit and detailing arrangements for the subsequent one would be submitted to the Executive Board once a year.
 - Executive Board field visits would substitute the Evaluation Committee field visits.
30. Under the present (and future) budget environment, where Management is called on to identify scope for reduced expenditures, particularly with respect to cluster 4, costs for travel and subsistence expenses can no longer be borne by the Fund either for the current Evaluation Committee field visits or – if adopted – for future Executive Board field visits. As such, the following two options are proposed:
 (a) costs related to field visits would be borne by the participants themselves; or
 (b) alternative funding sources would be identified for these visits.⁴

VII. Other process efficiencies

31. The Fund is committed to staying abreast of advances in technology and how these might be used to make communication and sharing of documentation more efficient and cost-effective. At the same time, the Fund is committed to providing all members of its governing bodies equal access to information in line with its mandate.

Member States Interactive Platform

32. In this regard, IFAD has introduced new technologies, such as the Member States Interactive Platform and the digital recording of governing body sessions, to support the work of its governing bodies. Greater reliance on cutting-edge IT tools is a valuable step forward, giving Members wider access to increased information.
33. For example, the interactive platform will be used, in intersessional periods, as a restricted on-line forum for sharing background documents and discussing topics related to agenda items. As such, the restricted forum will also provide a space for sharing views and comments on documentation, thus facilitating and shortening in-session discussion.
34. For in-session work, the following measures could be strengthened:
- (a) Use of videoconferencing, e.g. to enable Member States to participate at minimal cost;
 - (b) Streaming of governing body sessions, with access reserved to authorized members, to ensure wider awareness of the proceedings of key meetings, e.g. from headquarters.

PaperSmart approach

35. Current plans call for making greater use of IT in order to reduce IFAD's carbon footprint – for instance, by providing meeting documentation to governing bodies using PaperSmart. In practical terms, this means that pre-session and in-session documentation would no longer be distributed in paper form. All pre-session documents would be posted before the meeting on the interactive platform and in-session documents would – in principle – only be circulated by e-mail⁵ and made available on the platform in real time. The Secretariat hopes that this voluntary self-limitation will be supported by the membership and that the provision of meeting documentation at IFAD will become another example of the effective implementation of the PaperSmart approach currently being applied in the United Nations system.

⁴ During the Convenors and Friends meeting of the 13 July 2012, the possibility of introducing a dedicated extrabudgetary line was raised. These costs would necessarily be outside of the scope of reductions foreseen for cluster 4.

⁵ Delegations will be strongly encouraged to bring laptops or tablets to meetings to ensure that they have access to all documents. Wi-Fi connectivity is already in place.

Automated dispatch of communications to Member States

36. Another development that will have an impact not only on IFAD's carbon footprint, but also on the efficiencies of the Office of the Secretary is the 2015 target for reducing costs for the preparation and dispatch of communications. Each year between 2009 and 2011 saw more than a 100 per cent increase over the preceding year in the number of dispatches, for a cumulative increase of 300 per cent. A practical solution would be to use the interactive platform to store members' addresses and information on their preferred channels and means of communication; automatically create invitation letters and other governing body communications; and automatically dispatch them to members according to their preferences. Automation of this process would reduce overtime costs.

Hospitality

37. Currently, luncheons, coffee breaks and receptions are offered to delegates attending most of IFAD's Governing Body meetings. In line with a broad range of efficiency measures being implemented, the practice of hosting buffet luncheons for delegates attending the Executive Board will be discontinued as of September 2012. Arrangements have been made for luncheons to be made available – with a cafeteria-style service – in the Executive Dining Room; these will be on a self-paying basis. Further reductions in the hospitality budget are envisaged and options are currently under consideration.

VIII. The way forward

38. In light of the above and taking into account practices at other international financial institutions, it is proposed that the following actions be taken in order to achieve the IFAD9 efficiency targets:
- (a) Reducing the overall volume of reporting to governing bodies by setting the following maximum limits on the length of governing body documents:
 - 5,500 words (about 13-18 pages) for COSOPs and results-reporting documents;
 - 5,000 words (about 12-16 pages) for projects/programmes, grants, and corporate/strategy documents;
 - 3,000 words (about 6-10 pages) for financial documents (excluding IFAD's financial statements and budget); and
 - 2,000 words (about 4-6 pages) for all other documents.

Management will introduce a charge-back system for originators not complying with approved guidelines on document length.
 - (b) Reducing translation by increasing the range of documentation presented to the Executive Board in one IFAD official language.
 - Documents will be presented only in English to all subsidiary bodies of the Executive Board: Audit Committee, Evaluation Committee, Performance-based Allocation System Working Group, etc.;
 - Specific Executive Board documents or parts of documents will no longer be translated, namely:
 - Financial documents (financial statements and budget excluded);
 - Addenda and corrigenda;
 - Papers distributed for information; and
 - Annexes.
 - (c) Reducing the range of meetings of governing bodies and their committees for which simultaneous interpretation is provided:

- Interpretation would be provided only for Governing Council, Executive Board and Replenishment Consultation meetings. All subsidiary bodies of the Executive Board would be conducted in English only.
- (d) Discontinuing funding of Board members' travel and subsistence expenses and of field visits.
39. For all the points above, changes to rules and procedures relating to language policies and other relevant meeting policies would need to be made. To this end, a specific document will be presented in the December meeting of the Executive Board, as further indicated below.

IX. Financial implications

40. The implementation of the measures outlined above will generate, over a three-year period, savings of nearly US\$2.0 million as follows:
- (a) Reduction of 50 per cent in the overall yearly volume related to Executive Board documentation: about US\$1.2 million;
 - (b) Reduction in translation by increasing the range of documentation presented to the Executive Board and subsidiary bodies in only one of IFAD's official languages: about US\$400,000;
 - (c) Reduction in the range of meetings of governing bodies and their committees for which simultaneous interpretation is provided: about US\$100,000;
 - (d) Discontinuation of funding of travel and subsistence expenses for Board representatives and field visits: about US\$150,000; and
 - (e) Other process efficiency measures, including the limitation of hospitality, full implementation of the PaperSmart approach, streamlining of documentation processing, and automated dispatch of communications to Member States linked to reduced overtime: about US\$100,000.

X. Conclusion

41. In proposing the actions outlined above, the Office of the Secretary has upheld two of its principal functions: maintaining high-quality service to Member States and ensuring the efficient, cost-effective management of resources. The achievement of the outcomes sought will depend on the level of demand for services within IFAD and from the governing bodies. It is important to underscore that, in both cases, continuous dialogue with and strong support from the Executive Board will be essential for success in this endeavour.
42. Management will propose, in the December 2012 paper to the Executive Board, a phased approach according to the measures suggested, outlining both implementation modalities and any amendments needed to legal texts. The financial impact of the approved measures will be reflected in the Fund's 2013 programme of work and budget.

Results Measurement Framework 2013-2015

Level 5: Institutional effectiveness and efficiency

	<i>Indicators</i>	<i>Source</i>	<i>Baseline year</i>	<i>Baseline value</i>	<i>Target for 2015</i>
5.1	Improved resource mobilization and management				
5.1.1	Percentage achieved of replenishment pledges	Office records	Mid-2011	NA	100
5.2	Improved human resources management				
5.2.1	Staff engagement index: percentage of staff positively engaged in IFAD objectives	Staff survey	2010	69.4	75
5.2.2	Percentage of workforce from Lists B and C Member States	Office records	2011	40	Tracked
5.2.3	Percentage of women in P-5 posts and above	Office records	2011	28	35
5.2.4	Time to fill professional vacancies (days)	Office records	2011	144	100
5.3	Improved risk management				
5.3.1	Number of actions overdue on high-priority internal audit recommendations	Office records	2010	21	15
5.4	Improved administrative efficiency				
5.4.1	Ratio of administrative budget to the planned POLG	Annual work programme and budget	2011	14.1	Tracked
	New or revised (ex ante) indicators				
5.4.2	Share of budget allocations to: (baseline 2011)				
	Cluster 1			62	65
	Cluster 2			7	9
	Cluster 3			23	20
	Cluster 4 ^a			8	6
5.4.3	Ratio of budgeted staff positions to total budgeted positions in: (baseline 2011)				
	Cluster 1			57	61
	Cluster 2			7	9
	Cluster 3			25	22
	Cluster 4 ^a			11	8
5.4.4	Ratio of budgeted staff positions in ICOs to budgeted staff in Country Programme divisions (baseline 2011) (new)			38	45
	New or revised (ex post) indicators				
5.4.5.	Ratio of actual administrative expenditures (including expenditures financed by management fees) to the IFAD-funded annual POLG augmented by the value of the programmes and projects managed by IFAD but funded by other agencies	Office records	3-year average	14.7	12.5
5.4.6.	Ratio of actual administrative expenditures (including expenditures financed by management fees) less actual expenditures on "technical support" to developing Member States to the integrated POW	Office records	3-year average, 2008-2010	12.5	10.6
5.4.7.	Ratio of actual administrative expenditures (including expenditure financed by management fees) to annual disbursements.	Office records	3-year average, 2008-2010	22.1	18.8
5.4.8.	Ratio of actual costs of GS staff to total staff costs	Office records	2010	30	25

^a Reductions in cluster 4 budgets and staff positions will be identified and implemented in close consultation with the Executive Board.

Excerpts from IFAD Basic Legal Texts

The Rules of Procedure of the Governing Council⁶ provide as follows:

“VII. Languages:

Rule 20 - **Languages of the Governing Council** - Arabic, English, French and Spanish shall be the languages of the Governing Council.

Rule 21 - **Interpretation**

1. Speeches made in a language of the Governing Council shall be interpreted into the other such languages.
2. A representative may speak in a language other than a language of the Governing Council if he provides for interpretation into one such language.

Rule 22 - **Languages of Documents, Reports and Formal Decisions** -

All documents and reports, including the texts of formal decisions of the Governing Council, shall be made available in the languages of the Council.”

The Rules of Procedure of the Executive Board⁷ provide as follows:

“X. Languages:

Rule 27 - **Languages of the Board** - Arabic, English, French and Spanish shall be the languages of the Board. The Board may, from time to time, consider and prescribe, with a view to its most effective operation, guidelines for the interpretation of speeches and for the translation of proposals, decisions and documents.”

The By-laws for the Conduct of the Business of IFAD⁸ provide as follows:

“Section 12 - **Reports** - In addition to the Annual Report referred to in Article 6.11 of the Agreement, the Fund may also publish such other reports as it deems desirable in the carrying out of its objective and functions. Such reports shall be prepared in the languages of the Governing Council and transmitted to the Members.”

⁶ <http://www.ifad.org/pub/basic/gc/e/!05govco.pdf>.

⁷ <http://www.ifad.org/pub/basic/eb/e/!06exboa.pdf>.

⁸ <http://www.ifad.org/pub/basic/bylaws/e/!04by-la.pdf>.

Language practice of United Nations organizations and other international institutions

The **United Nations**⁹ has six official languages: Arabic, Chinese, English, French, Russian and Spanish. All documents of the General Assembly, its committees and subcommittees and subsidiary organs, and the Security Council are produced in all official languages. The principle of language parity governs the provision of language services at the United Nations. All six official languages are deemed equally important, and the six language versions of all documents are made available at the same time.

The **Organization for Economic Cooperation and Development** (OECD) has two official languages – English and French – and is required to provide translation for all official documents and interpretation for all official meetings in both languages. Approximately half the workload is outsourced to freelancers.

The **World Bank** adopted a translation framework in 2003¹⁰ that proposed a model of translation delivery premised on the assumption that the Bank's need for high quality, cost-effective translations could be satisfied by having requesting units deal independently with the translation market, with support in the form of information, technology tools and quality assurance services. Key to this model was a reliance on technology in support of the dispersed provision of translation services. Public information centre staff in country offices were expected to play a key role in understanding the demand for translated documents and in assisting staff in deciding on content to be translated and the languages it should be available in. Management subsequently modified this model in light of lessons learned in the course of implementation.¹¹

The refined model called for the core facility to continue to play a central management, coordination and quality assurance role as envisaged under the translation framework. In parallel, decentralized translation hubs housed in selected World Bank country offices were to undertake a significant proportion of the translation work that the framework envisaged as being performed routinely by vendors. Vendors would still be used to supplement in-house capacity for peak periods and for highly specialized translation from time to time, and increasingly would be sourced from hub countries for cost, efficiency and quality assurance.

Guidelines for staff identify a core set of documents, free publications and web content to be translated routinely into specific languages and updated periodically. The Bank is currently reviewing the list of core documents to be translated for possible expansion.

The **International Monetary Fund** (IMF),¹² like the World Bank, does not have a formal mandate to produce documents in languages other than English. Decisions to do so are made on the basis of perceived utility, demand and cost factors.¹³ The Language Services group provides translation and interpretation services, both locally and abroad, to facilitate communication between the IMF, its member countries, and the general public. It is also responsible for producing IMF publications in languages other than English. The Fund routinely translates documents from English into Arabic, Chinese, French, German, Portuguese, Russian, and Spanish, and from these languages into English; and may also provide translations in other combinations among these languages and occasionally from other languages into English.

⁹ <http://www.un.org>.

¹⁰ *A Document Translation Framework for the World Bank Group* (SecM2003-0284; IDA/SecM2003- 0369; IFC/SecM2003-0037; MIGA/SecM2003-0045), July 2003.

¹¹ See *Translation Framework for the World Bank: Progress in Implementation*, December 2006.

¹² Information taken from the website: <http://www.imf.org>.

¹³ *A Review of the Fund's External Communications Strategy*, 2003.

At IMF headquarters in Washington, D.C., interpretation is provided in English, Arabic, French, Russian, Spanish, and Portuguese. Interpretation services are provided as needed for multilingual Fund meetings worldwide, including the Annual and Spring Meetings, as well as for missions, conferences, seminars, training courses, and for resident advisors and technical assistance experts in the field.

The **European Bank for Reconstruction and Development** (EBRD)¹⁴ has four working languages—English, French, German and Russian. EBRD outsources a large percentage of its translations. The EBRD Public Information Policy (PIP)¹⁵ calls for the bank to translate each draft country strategy into the relevant official national language and make it available at the resident office and on the bank’s website. Approved country strategies are translated on the same terms. The PIP also states that the bank will endeavour to provide translations of the public information policy, the environmental and social policy and related performance requirements, and the project complaint mechanism, into a number of official national languages in the region on a demand-driven basis into local languages.

The charter of the **African Development Bank** (AfDB)¹⁶ states that the Bank “shall endeavor to make available ... all its important documents in the principal languages used in Africa. The working language of the Bank shall be, if possible, African languages, English and French.” Documents are routinely translated into these languages, according to member countries’ needs. AfDB has an in-house translation service.

The **Asian Development Bank** (AsDB) developed a translation framework in 2007. The framework focuses on document translation for developing member countries. It builds upon the commitments made under the bank’s policies, particularly in terms of communicating with affected people in a language understandable to them. Decisions regarding the language that ADB will consider translating documents into depend on the purpose of the document in question and the language(s) spoken by stakeholders it is trying to reach. Since AsDB is operating in a resource-constrained environment, allocation decisions regarding translation are made carefully and strategically. The framework reiterates that English is the working language of AsDB, and the English version of all AsDB documents remains the official version. However, AsDB will endeavour to produce high-quality translations that accurately reflect the meaning in the non-English languages.

The **Inter-American Development Bank** (IDB)¹⁷ has two working languages, English and Spanish; and four official languages, English, French, Portuguese and Spanish. Documents submitted to the Board of Executive Directors must be produced in English and Spanish; documents submitted to the Board of Governors must be produced in all four official languages. The Bank does not have a translation framework or language policy per se. IDB has an in-house translation service and outsources a significant proportion of its workload to external vendors working independently. All work performed externally is revised in-house.

The new Access to Information Policy, which took effect on January 1, 2011, strengthens the Bank’s commitment to transparency in all of its activities. The requirement to provide access to information in all member countries in a manner that enhances transparency has significantly increased the volume of translation. Although English and Spanish remain the working languages, as a result of the Bank’s decentralization many more documents are now produced in French and Portuguese.

¹⁴ www.ebrd.com.

¹⁵ Approved by EBRD Board of Directors at its meeting on 26/27 July 2011.

¹⁶ Agreement Establishing the African Development Bank, 2011 edition, article 41, section 1, <http://www.afdb.org>.

¹⁷ <http://www.iadb.org>.