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Investing in rural people

## Report of the proceedings of the third retreat of the IFAD Executive Board

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For: Information

# Report of the proceedings of the third retreat of the IFAD Executive Board

## I. Introduction

1. In 2015, in response to a proposal by the List Convenors and in agreement with the Chair of IFAD's Executive Board, the Board decided to hold a retreat. Further to the first retreat on 15 April 2015, the Board, in a joint List statement at its September session that year, expressed appreciation for the success of the event and agreed to hold such retreats annually. Accordingly, a second retreat was held in April 2016. A report of the event was shared with the Board in September 2016 for information.<sup>1</sup>
2. Based on the outcome of each retreat, and responding to the Board's request, the Office of the Secretary (SEC) prepared a matrix of actions for follow up. This has been regularly updated and presented to the Board, most recently in December 2016.<sup>2</sup>
3. As agreed by the Board in December 2016 and at subsequent meetings with Convenors, the third retreat – entitled "Vision 2030: Opening a New Chapter" – took place from 11 April (afternoon) to 12 April 2017, at Borgo di Tragliata, Rome (also the venue of the second retreat). The programme, list of participants and a selection of photographs from the retreat are attached hereto.
4. As in previous years, Convenors had been involved in planning the event, including pre-retreat conversations with the facilitator to capture its purpose.
5. It emerged that the main purposes of the retreat would be to: create a space for informal dialogue; continue to build relationships and foster trust among Board members; begin a constructive relationship with the new President of IFAD, Gilbert F. Hounbo; focus the Board's input on three strategic issues critical to IFAD; and strengthen further the Executive Board-Senior Management relationship.
6. The retreat was structured as follows: an afternoon session (followed by a conversation with the Director, Independent Office of Evaluation of IFAD [IOE]), exclusive to Executive Board representatives; a morning session in two parts, one with representatives only, who were joined for the second part by the President of IFAD; and a third session with Board representatives together with the President of IFAD and Senior Management.

## II. First session: Executive Board representatives

### A. Planning, purpose and agenda

7. Cheryl Morden, Secretary of IFAD, a.i., welcomed participants, shared her hopes for the session and introduced the agenda and format. She subsequently introduced Bob Wright, the moderator recruited in agreement with the List Convenors, based on his successful facilitation of the second retreat in 2016. Mr Wright reviewed the programme, and made some practical suggestions to support effective communication during the retreat.

### B. Board effectiveness and the art of powerful conversations

8. The first session, on the art of powerful conversations, started with a lively, interactive session on skills and practices that help people to disagree constructively, look for common ground, and come to strong, collective decisions.
9. The facilitator highlighted that some conversations lead people to common ground and solutions, while others push people apart. Similarly, the way individual Board representatives approach conversations and challenge each other's thinking directly impacts Board productivity.

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<sup>1</sup> EB 2016/118/INF.2.

<sup>2</sup> EB 2016/119/R.43.

10. A framework, based on the Japanese martial art, Aikido, was used to engage representatives. This involved three steps: know and ground yourself; meet the other; and explore the path together. A practice activity then focused on how to:
    - (a) Be present, including “centring” oneself through a breathing exercise;
    - (b) Clarify one’s purpose in a difficult conversation;
    - (c) Identify positions, feelings and underlying needs; and
    - (d) Balance enquiry and advocacy.
  11. Each representative practiced the technique by identifying and scripting a conversation, and then received feedback and coaching from colleagues.
- C. Conversation with the Independent Office of Evaluation of IFAD
12. In this session, the Board interacted with Oscar Garcia, Director, IOE, who delivered a presentation on "Lessons from independent evaluation at IFAD".
  13. Mr Garcia highlighted the continued relevance of IFAD’s mandate and its goal of investing in poor rural farmers to empower them to overcome poverty. These were central to the Sustainable Development Goals (SDGs) and Agenda 2030, which emphasize "leaving no one behind and reaching first those who are furthest behind". IFAD’s mandate related not only to the first two SDGs – ending poverty and all forms of hunger – but also to many others. All the SDG targets presented challenges in terms of data. This would require more efforts to ensure that IFAD’s contribution was well captured.
  14. The Director shared an overview of IFAD’s performance during IFAD9, as detailed in the Annual Report on Results and Impact of IFAD Operations of 2016 (ARRI), based on the various evaluations conducted by IOE. He summarized the institution’s strengths, areas for improvement and lessons learned from the corporate-level evaluations. At project level, he noted that by focusing on improving incomes and assets through diversification of income-generating activities, access to microfinance, empowerment and increased agricultural productivity, IFAD contributed to rural poverty reduction. The positive impact of IFAD-funded operations was also attributable to good performance in promoting gender equality and women’s empowerment. There was a need to improve efficiency and sustainability of benefits overall, especially in the area of environment and natural resources management, nutrition mainstreaming, targeting, and improved monitoring and evaluation systems. It would be important to consider how to move performance ratings from moderately satisfactory to satisfactory or highly satisfactory.
  15. IFAD’s positive performance at the country level was noted, with a moderately satisfactory rating for non-lending activities, and an upward trend in knowledge management. Areas for improvement included strengthening partnership-building, enhancing the link between loans and grants, reinforcing country presence and outpostting of country programme managers, systematizing knowledge management, and improving project design by shifting from a project to a programme approach.
  16. On lessons learned from the corporate-level evaluations (CLEs) carried out in 2016, the Director noted that country presence had led to significant improvements in portfolio performance and IFAD’s contribution to development results. The contribution of the performance-based allocation system (PBAS) approach to a more systematic, transparent and predictable allocation of resources was also noted, as was the need to enhance the linkages between the revised PBAS allocations, the focus on rural poverty reduction, and the sequencing of interventions with their corresponding theory of change.
  17. Going forward, among the key issues of interest was the major financing gap hampering smallholder transformation. The increasing demand for IFAD to invest in sustainable rural transformation would call for refinement of the business model and financial architecture to ensure that the required resources were raised.

18. Additionally, there was a need for greater attention to targeting strategies in order to adapt to changing contexts; ensuring quality design; tailoring operations to country contexts; operationalizing the fragile situations strategy; increasing decentralization and efficiency; and measuring results.
19. Representatives welcomed the presentation and had the following questions:
- (a) How was the percentage of rural population living in poverty factored into the revised PBAS formula currently under consideration, given that IOE still felt the need to reduce the weight of rural population further?  
The revised formula was dynamic and the inclusion of the IFAD Vulnerability Index (IVI) had counterbalanced the weight assigned to rural population. However, a discussion on the way rural population, rural poverty and vulnerability are treated in the formula was necessary.
  - (b) What was the exact financing gap for rural transformation?  
The planned CLE on financial architecture might provide a new assessment of the estimated gap, as existing estimates seemed speculative.
  - (c) How could IFAD further improve efficiency and sustainability of benefits, and its project performance, especially in reference to the 30 per cent of projects that were below the moderately satisfactory rating?  
Although there was no clear recipe, the evaluations conducted so far had indicated that IFAD projects had a long start-up period due to delayed staffing of the project implementation units. Reducing such delays would significantly improve efficiency. Enhanced relationships with governments to accelerate project start-up time and enhance ownership of projects at the national and subnational levels would also contribute to improved efficiency and sustainability.
  - (d) How were non-lending activities such as the quality of knowledge management and policy dialogue assessed by IOE?  
These activities were evaluated as part of the country programme strategy evaluation. Therefore, in designing country strategies, there was an opportunity to integrate relevant strategic directions for improved impact of IFAD-financed operations.
20. Additional considerations raised by representatives are given below.
- (a) The importance of strengthening partnerships to play a more central role in policy dialogue was emphasized, considering the relatively small size of IFAD Country Offices (ICOs). At the same time, it was important to raise the profile of the IFAD country programme managers to better participate in non-lending activities and policy dialogue.
  - (b) Regarding innovation, IFAD by nature should be an innovative institution, especially in middle-income countries where innovations could be scaled up. Technical innovation was especially relevant in this regard.
  - (c) Regarding the small size of ICOs, it was noted that the strategy was to use a "light touch" to ensure effective presence, combined with efficiency gains. It was also noted that IFAD, in its commitment to promote a more inclusive and sustainable transformation of the rural sector, had evolved from simply being a fund, to carrying out direct supervision of projects and then to having a country presence that better aligned its interventions to the poverty reduction priorities of the countries where it operated.

### III. Second session: A fresh start with the new President/ Executive Board chair

#### A. Morning session with Board representatives

21. The morning session had two objectives: to review the matrix of actions emanating from last year's retreat to identify current Board strengths and identify areas for

continued improvement; and to identify the principles that the Board would like to propose to guide its relationship with the new President of IFAD.

22. To prompt the discussion, the facilitator asked representatives about their preferred activities to regain their energy. The common ground was to do something that allowed them to get away from routine and day-to-day work. The facilitator cited a study on approaches to work, which demonstrated that a relaxed approach supported creativity and innovation and increased efficiency.
23. Representatives were asked to review the areas of the Board's performance that had been underscored as a result of the first two Board retreats and captured in the follow-up matrix. Based on this review, representatives were asked to identify areas of strong progress and areas in need of continued attention and improvement. The results are shown in the table below.

| <b>Areas of progress</b>   | <b>Areas for further improvement</b>   |
|--|--|
| Improved collaboration between the Board and Management  | More clarity on the roles of Committees and Convenors and improved interlinkages between Committees  |
| Better coordination with the Office of the Secretary for agenda-setting  | More systematic introductions to IFAD for new representatives (and alternate representatives)  |
| Access to premises, access to meetings   | Better access to information and documents, a more user-friendly IFAD website  |
| Use of the IFADMango application to disseminate information  | More frequent strategic informal seminars, meetings and consultations to improve quality and facilitate reaching of consensus during Board discussions |
| Improved collaboration between the Lists   | Increased informal communication among Board representatives, and between the Board and Management   |
| Better focus on common goals, allowing for good progress on some strategic issues (e.g. the Sovereign Borrowing Framework, the PBAS) | More conversation and transparency in the relationship with IFAD   |
| More open dialogue   | Strategic breaks during Board sessions to facilitate consensus   |
| Joint and cross-List statements  | More attendees at informal seminars  |
| Better engagement of Convenors and Friends and efficient joint preparation (Convenors and Office of the Secretary) of their meetings |  |

24. Representatives were subsequently reminded that President Houngbo would address two main aspects when joining the retreat later that morning, namely: his vision for IFAD, and his vision for the working relationship he would like to have with the Board. With this in mind, representatives were also asked to indicate some characteristics and principles that they would like to guide the relationship with the new President. During small group discussions, representatives developed the following principles to be shared with the President.

#### Role

- (a) The President is a realistic facilitator who helps to manage expectations of different groups and helps the Board interpret and reinvent the IFAD business model in the present context and for the future.
- (b) In his role as Chair of the Executive Board, the President is impartial.
- (c) The Chair of the Board demonstrates leadership and serves as a bridge between the Board and Management.

### Conduct

- (a) The Chair promotes consensus-building while reflecting a diversity of perspectives.
- (b) The Chair engages in strategic, open dialogue on the basis of suggested principles and a code of conduct.
- (c) The President is a model of honest, cohesive management.
- (d) The President needs to ensure effective, transparent and accountable management.

### Relationships

- (a) The President and the Board establish a relationship that is strategic, focused, and based on results.
- (b) Space should be given to provide open Board consultation with Senior Management and IFAD staff experts.
- (c) The President and the Board need to look at effectiveness and efficiency in the Board-Management relationship, including how much staff time it requires (with the intention of avoiding creating unnecessary “busy-work” for staff.)

### Working environment

- (a) A work atmosphere conducive to the exchange of ideas and debate should be ensured.

## B. Morning session with the President: The President’s vision for IFAD

- 25. Through a rich and constructive conversation, President Hounbo shared with representatives his strategic vision for IFAD and his view of the principles that should guide the Board-President/Board-Chair relationship in the years to come.
- 26. In particular, the President welcomed this opportunity to share his real impressions since his appointment in an informal setting. He underlined that the April Board session had been revealing in terms of the lively discussions held, in particular regarding collaboration among the Rome-based agencies, and the disclosure of documents.
- 27. He noted that, two months after his election, he was even more convinced of the role that IFAD could play in fighting poverty – its core mandate – and the scope for contributing at a higher level, starting with internal work on the institutional capacity to deliver its ambitious programme of loans and grants, and to demonstrate this capacity to members.
- 28. To this end, and mindful of the SDGs and Agenda 2030, it would be essential to maintain a strategic focus on IFAD’s comparative advantage, while seeking to be innovative in addressing fundamental issues such as relations with low-income countries, lower-middle-income countries, and middle- and upper-middle-income countries; diversification of financial resources; and IFAD’s business model. In the context of the ongoing Eleventh Replenishment of IFAD’s Resources (IFAD11) Consultation, there was a need for increased engagement with and from members.
- 29. The President also expressed his expectations regarding the Executive Board, as summarized below.
  - (a) Affirm and demonstrate ownership of IFAD, including outreach to Member States.
  - (b) Engage in free, open and frank discussion within and beyond the Board.
  - (c) Be open with the Chair, and provide feedback on specific concerns.
  - (d) Engage deeply and strategically in Board deliberations and consultations.
  - (e) Provide guidance on how to make the case for IFAD and how to improve IFAD’s visibility and profile, especially in respective capitals.

- (f) Define modalities for more frequent and informal interactions.
  - (g) Define expectations for themselves as Board and Member State representatives, and Lists.
  - (h) Make regular visits to IFAD projects and programmes.
30. Representatives welcomed the President's strong commitment to and awareness of the strategic issues so soon after his appointment, as well as his wish for an open and enhanced relationship with the Board.
31. Representatives and the President concurred that a simple and clear process of mutual accountability could be agreed upon through a Board/Management working group and/or more interaction with Convenors and Friends. Representatives proposed the following process:
- (a) Agree on top objectives for one year, including indicators, and ways to monitor progress.
  - (b) Hold a structured dialogue to assess the relationship and performance against the adopted principles and the Executive Board's Principles of Conduct.
  - (c) Define a process for drafting principles and objectives.
32. In light of the many strategic issues at hand and in view of the upcoming June session of the IFAD11 Consultation, it was decided to hold an expanded Convenors and Friends meeting on 8 May to build on the momentum and deepen the discussion.
33. At the conclusion of the morning session, Senior Management members joined Board participants and the President for a luncheon, which was followed by a joint afternoon session.

#### IV. Third session: Strategy Safari for Vision 2030 with the President and Senior Management

34. An interactive "world cafe" activity followed, in which small groups (comprising both representatives and Senior Management) rotated around three topic stations where specific questions had been posted. Each group responded in turn to the posted questions, building on the work of the previous groups. At the end of the activity, the groups identified common themes for each of the topic stations.
35. Highlights of the lively discussions held around each topic and the related questions are captured in the tables below, organized into main areas of consensus and additional areas raised for further consideration by some members.
36. Topic 1: Resource mobilization and the diversification of IFAD's financial base
- Questions
- (a) What are the current areas of consensus and of divergence among Executive Board members regarding the expansion and diversification of IFAD's financial base?
  - (b) What role does the Executive Board play in the exploration and consideration of new financing options? Similarly, what is the role of the Governing Council and Replenishment Consultation?
  - (c) Where and how have we played this role well in the recent past?
  - (d) What are one or two next steps we might take?

| <b>Areas of consensus</b>  | <b>Areas for further consideration</b>   |
|--|--|
| Conduct a feasibility study on market borrowing. There is consensus on expansion and diversification of funding, and on exploring market borrowing. Agree on timing.   | Agree on capacity requirements for delivery and possible scaling up  |
| Conduct a financial simulation of different scenarios and assumptions in connection with the IFAD11 Consultation session in June.  | Need to strive for a triple-win formula (low-income countries, middle-income countries, and contributions) |
| Engage actively with Management and capitals, look at options, ensure a solid replenishment.   | Use the Sovereign Borrowing Framework as a model/pilot endeavour   |
| Sub-Saharan Africa, low-income countries and fragile situations should continue to be a priority for IFAD.   |  |
| Sequence for consideration of new financing options: IFAD11 Consultation to suggest options to the Governing Council; the Governing Council to make the decision, including on any changes to the Agreement Establishing IFAD; Audit Committee and Board to look at the detailed components of feasibility and implementation. |  |

37. Topic 2: IFAD's approach to collaboration among the Rome-based agencies (RBAs)

Questions

- (a) What is the expected outcome of the proposed joint presentation of the paper entitled "Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda" to the governing bodies of the RBAs?
- (b) What should IFAD's criteria be for when and when not to explore RBA collaboration? What particular considerations might pertain to IFAD, given its hybrid nature as a United Nations agency and an international financial institution (IFI)?
- (c) Concretely, what would success look like a year from now?



| <b>Areas of consensus</b>  | <b>Areas for further consideration</b>  |
|--|---|
| Develop a strong, top-down message with a structured approach for collaboration on the ground instead of voluntary collaboration.  | Do this as part of national planning, linked with other bilateral interventions and country strategies, through a joint, consultative planning process.<br>The United Nations Development Assistance Framework (UNDAF) action plan should identify who does what and where. |
| Issue a programme report that shows action, value added, and efficiency.   | Collaboration and possible joint action should benefit smaller, older farmers and rural development.  |
| Focus on complementarity (country strategic opportunities programme [COSOP] to provide information about articulation with what FAO and WFP are doing, along with other IFIs, the private sector and civil society). | IFAD should participate in shaping the specific programme concept, and ensure readiness for investment.   |
| Focus on common understanding and build a special comparative advantage; focus on improved efficiency, synergy and avoid overlap.  |   |
| Identify pilot countries for a joint planning process (common country strategies) based on partner plans and priorities that contain complementary activities for each RBA, and report on progress.                  |   |
| Create a clear, strong commitment as a result of a joint Board event.  |   |

### 38. Topic 3: Enhancing the visibility of IFAD

#### Questions

- (a) What are members' hopes, concerns and expectations about IFAD's visibility?
- (b) What are the key challenges and opportunities for achieving greater visibility?
- (c) Where and how have we achieved good visibility in the past?
- (d) What are one or two next steps we might take?

| <b>Areas of consensus</b>  | <b>Areas for further consideration</b>   |
|--|--|
| Institutional profile being too low is a primary concern.  | IFAD visibility is a challenge because of the unique role it plays, and the lack of comparators (or, wrongly targeted comparators).              |
| Reach out with an approach that differentiates IFAD from other institutions in order to enhance visibility.  | Target and engage stakeholders and key decision makers; strengthen the capacity of partner ministries.   |
| Visibility with governments should be more robust, supplemented by up-to-date information from IFAD on projects.                                       | Engage Board members to a greater extent, for instance: try promotional visits with them or invite them before launches and high-level meetings. |
| IFAD should communicate more on its success stories and flagship projects, and describe the impact in the countries of operation.                      | Participate as a special guest for G20, G7 and similar events.   |
| Appoint a goodwill ambassador, as well as a local network of champions and lobbyists.  |  |
| Engage with and use media creatively (e.g. BBC coverage of an IFAD story).   |  |
| Identify “agents” (stakeholders, such as NGOs) in donor countries who will advocate for IFAD; focus on improved efficiency, synergy and avoid overlap. |  |
| Explore and use the best tools for social media.   |  |

## V. Concluding remarks

39. After the groups shared the results of their discussions, participants reflected briefly on the retreat, and affirmed its helpfulness as a forum for informal conversation and exploration of issues. The Secretary thanked all the participants for their focus and presence, and the President expressed his commitment to continuing building a strong relationship with the Executive Board. He looked forward to the expanded meeting with Convenors on 8 May to build on the momentum created during the retreat.
40. Representatives expressed their appreciation for the well-organized and extremely constructive retreat, and looked forward to next year’s event.



## Third Executive Board retreat

11-12 April 2017 – Borgo di Tragliata  
Vision 2030: Opening a New Chapter  
Provisional programme

### Purpose

To further strengthen IFAD governance, by bringing the IFAD Executive Board together with Senior Management to:

- Create a space for informal dialogue;
- Continue to build relationships, and foster trust among Board members;
- Begin a constructive relationship with the new President of IFAD;
- Focus the Board's input on three strategic issues critical to IFAD; and
- Strengthen further the Executive Board-Senior Management relationship.

### Tuesday, 11 April 2017

|               |   |
|---------------|---|
| 14.00         | Departure from IFAD   |
| 15.30 – 16.00 | Welcome coffee  |
| 16.00 – 17.30 | Afternoon session for Executive Board representatives <ul style="list-style-type: none"> <li>• Board Effectiveness and the Art of Powerful Conversations</li> </ul> |
| 17.30 – 19.00 | Presentation and conversation with the Director of the Independent Office of Evaluation of IFAD (IOE)   |
| 19.30 – 21.30 | Dinner with the President of IFAD, the Vice-President of IFAD and the Director of IOE   |

### Wednesday, 12 April 2017

|               |  |
|---------------|--|
| 8.00 – 9.15   | Breakfast  |
| 9.15 – 10.30  | Morning session for Executive Board representatives <ul style="list-style-type: none"> <li>• A fresh start with the new President/Board Chair</li> </ul> |
| 10.30 – 10.45 | Coffee break   |
| 10.45 – 12.15 | Morning session with the President of IFAD <ul style="list-style-type: none"> <li>• The President's Vision for IFAD</li> </ul> Synthesis of the morning  |
| 12.30 – 14.00 | Luncheon with the President of IFAD and IFAD Senior Management   |

### Third Executive Board retreat

Wednesday, 12 April 2017 (continued)

- |               |  |
|---------------|--|
| 14.00 – 16.30 | <p>Afternoon session with the participation of the President of IFAD and IFAD Senior Management – A "Strategy Safari" for Vision 2030</p> <ul style="list-style-type: none"> <li>• Recap of the morning session, with a focus on the Big Picture of IFAD over the next 10 years</li> <li>• Interactive activity – Table Group discussion around three station topics, and proposed questions to prompt the debate:             <ul style="list-style-type: none"> <li>✓ Resource mobilization and the diversification of IFAD's financial base                 <ul style="list-style-type: none"> <li>▪ What are the current areas of consensus and of divergence among Executive Board Member States regarding the expansion and diversification of IFAD's financial base?</li> <li>▪ What role does the Executive Board play in the exploration and consideration of new financing options? Similarly, what is the role of the Governing Council and the Replenishment Consultation?</li> </ul> </li> <li>✓ IFAD's approach to collaboration among the Rome-based agencies (RBA)                 <ul style="list-style-type: none"> <li>▪ What is the expected outcome of the proposed joint presentation of the paper entitled "Collaboration among the United Nations Rome-based Agencies: Delivering on the 2030 Agenda" to the governing bodies of the RBAs?</li> <li>▪ What should IFAD's criteria be for when and when not to explore RBA collaboration? What particular considerations might pertain to IFAD, given its hybrid nature as a United Nations agency and an international financial institution?</li> <li>▪ To what extent should IFAD change the way it conducts its business as it pursues closer collaboration with FAO and WFP?</li> </ul> </li> <li>✓ Enhancing the visibility of IFAD                 <ul style="list-style-type: none"> <li>▪ What are member's concerns and expectations about IFAD's visibility?</li> <li>▪ How is IFAD currently perceived?</li> <li>▪ What are the key challenges and opportunities for achieving greater visibility?</li> </ul> </li> </ul> </li> <li>• Summary by group representatives, with input by the President and List Convenors</li> </ul> |
| 16.30 – 17.00 | Wrap up and closure  |
| 17.00 – 17.45 | Reception  |
| 17.45         | Return to IFAD   |



Investing in rural people  
Investir dans les populations rurales  
Invertir en la población rural  
الاستثمار في السكان الريفيين

List of participants  
Third Executive Board Retreat  
Borgo di Tragliata, 11-12 April 2017

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Segundo Secretario  
Representante Permanente Alterno  
de los Estados Unidos Mexicanos  
ante el FIDA  
Roma

NETHERLANDS

Executive Board Representative

Wierish RAMSOEKH  
Counsellor  
Deputy Permanent Representatives of  
the Kingdom of the Netherlands to  
the United Nations Organizations  
for Food and Agriculture  
Rome

## NORWAY

Margot SKARPETEIG  
Counsellor  
Deputy Permanent Representative of  
the Kingdom of Norway to IFAD  
Rome

## REPUBLIC OF KOREA

Executive Board Representative

JOO Won Chul  
Counsellor (Agricultural Attaché)  
Alternate Permanent Representative of the  
Republic of Korea to the United Nations  
Food and Agriculture Agencies  
Rome

## SAUDI ARABIA

Executive Board Representative

Mohammed Ahmed M. ALGHAMDI  
Minister Plenipotentiary  
Permanent Representative of the  
Kingdom of Saudi Arabia to FAO  
Rome

## SWEDEN

Executive Board Representative

Victoria JACOBSSON  
Counsellor  
Alternate Permanent Representative  
of Sweden to IFAD  
Rome

## SWITZERLAND

Représentant(e) au Conseil d'administration

Liliane ORTEGA  
Conseillère  
Représentante permanente adjointe  
de la Confédération suisse auprès  
de la FAO, du FIDA et du PAM  
Rome

## UNITED ARAB EMI RATES

Executive Board Representative

Yousuf Mohammed BIN HAJAR  
Deputy Director  
International Financial Relations  
Department  
Ministry of Finance  
Abu Dhabi

UNITED KINGDOM

Executive Board Representative

Elizabeth NASSKAU  
First Secretary  
Deputy Permanent Representative of  
the United Kingdom of Great Britain and  
Northern Ireland to the United Nations  
Food and Agriculture Agencies  
Rome

UNITED STATES

Nicholas STRYCHACZ  
International Economist  
Office of International Debt  
and Development Policy  
Department of the Treasury  
Washington, D.C.

VENEZUELA (BOLIVARIAN REPUBLIC OF)

List B Convenor

Porfirio PESTANA DE BARROS  
Ministro Consejero  
Representante Permanente Alterno de la  
República Bolivariana de Venezuela  
ante la FAO y demás Organismos  
de las Naciones Unidas  
Roma

## IFAD

|                    |  |
|--------------------|--|
| Gilbert F. Houngbo | President of IFAD and Chair of the Executive Board                 |
| Michel Mordasini   | Vice-President of IFAD   |
| Mikio Kashiwagi    | Associate Vice-President<br>Financial Operations Department        |
| Lakshmi Menon      | Associate Vice-President<br>Corporate Services Department          |
| Périn Saint-Ange   | Associate Vice-President<br>Programme Management Department        |
| Paul Winters       | Associate Vice-President a.i.<br>Strategy and Knowledge Department |
| Emmanuel Maurice   | Interim General Counsel  |
| Cheryl Morden      | Secretary of IFAD a.i.   |

### Photo gallery from the retreat

















