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## Third Executive Board retreat: Matrix of issues and actions to strengthen IFAD's governance

### Note to Executive Board representatives

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For: Approval

## Recommendation for approval

The Executive Board is invited to approve the matrix, and the dates for the next retreat, as contained in paragraph 7.

### Third Executive Board retreat: Matrix of issues and actions to strengthen IFAD's governance

1. Following the second Executive Board retreat in April 2016, representatives requested that the Office of the Secretary prepare a matrix to reflect the issues and actions agreed upon during its annual<sup>1</sup> retreats.
2. In June 2017, the List Convenors asked that a task group – consisting of three representatives from, respectively, Algeria, Canada and China, and representatives of the Office of the Secretary of IFAD – review the report of the retreat and revise the matrix. Accordingly, this matrix includes issues derived from the retreat report and incorporates input from the task group. It is to be seen as a living document, to be updated as needed.
3. This matrix is based on the version reviewed by the Executive Board at its 118<sup>th</sup> session in September 2016, and later approved at the 119<sup>th</sup> session in December 2016.<sup>2</sup>
4. The actions highlighted therein are intended to strengthen collaboration between the Executive Board and Management and lead to an enhanced and constructive working partnership between them. The task group highlighted the need for a regular review of the matrix to assess progress on the various issues.
5. The matrix has been updated to strengthen the link between the issues identified and the actions agreed upon. Outputs, time frames, and responsible parties are also included.
6. The matrix will be updated for approval by the Board after its fourth retreat in April 2018. In the interim, Convenors and Friends may update the matrix as needed, based on their discussions.
7. The proposed dates for the next retreat are Wednesday, 18 and Thursday, 19 April 2018.

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<sup>1</sup> EB 2015/116/R.34, paragraph 2 and EB/116, paragraph 5(e).

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

Issue	Action	Output	Timeframe	Responsible
1. Further improve Executive Board sessions to make them more strategic and engaging, with particular attention to agenda setting	<ul style="list-style-type: none"> <li>• Conduct short written evaluations of each Board session for real-time reflection and feedback from Member States</li> <li>• Develop an agreed procedure and timeline for reviewing the agenda of the upcoming Board session and the forward agenda that allows enough time to consult among and between Lists and build consensus on strategic issues before the session (for instance, by providing Convenors with the draft provisional agenda and the overview of future Board sessions at the same time)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing feedback on Board sessions for consideration by Convenors and Friends and IFAD Management</li> <li>• Agreed procedures to ensure opportunities for meaningful input to agenda setting</li> </ul>		Office of the Secretary Convenors and Friends
2. Continue to enhance the role and modalities of Convenors and Friends <sup>3</sup>	<ul style="list-style-type: none"> <li>• Review document EB 2006/89/R.46, annex II (Purpose and procedures of meetings with Convenors and Friends), with a focus on the role of regular consultation within and among the Lists, and beyond the formal meetings with the President</li> </ul>	<ul style="list-style-type: none"> <li>• Possible agreement on revisions to the purpose and procedures of Convenors and Friends</li> </ul>		Office of the Secretary Office of the General Counsel Convenors and Friends, with input from the Office of the President

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<sup>3</sup> Annex II, [EB 2006/89/R.46](#)

Issue	Action	Output	Timeframe	Responsible
<p>3. Strengthen the governance structure and practices to enable the Board to provide better strategic guidance, with particular attention to the manner in which subsidiary committees report to the Board</p>	<ul style="list-style-type: none"> <li>• Stock-taking of how subsidiary committees currently operate (rules of procedure, terms of reference, feedback from staff and members on what works well, and what could be improved)</li> <li>• Benchmarking of committee reporting procedures with those of other international financial institutions</li> <li>• Discussion and reflection within the subsidiary committees</li> <li>• Feedback from members on what is meant by "strategic guidance"</li> <li>• Discussion paper for consideration at the April 2018 retreat as one main topic</li> </ul>	<ul style="list-style-type: none"> <li>• Possible agreement on revised practices and/or revised TORs and rules of procedure for committees</li> <li>• Greater clarity and agreement on best practices</li> </ul>	<ul style="list-style-type: none"> <li>• April 2018 (Executive Board retreat)</li> </ul>	<p>Office of the Secretary Office of the General Counsel, in consultation with relevant in-house divisions Convenors and Friends</p>
<p>4. Identify opportunities for informal meetings and communication, interaction and discussions among Board representatives and between the Board and Management, as tools for consensus-building</p>	<ul style="list-style-type: none"> <li>• Discussion with Convenors to clarify members' expectations and usefulness of meetings</li> <li>• Stock-taking and benchmarking with Rome-based agencies</li> <li>• Proposal for discussion at a meeting of Convenors and Friends</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement on a range of options for informal consultation and deliberations</li> </ul>	<ul style="list-style-type: none"> <li>• November 2017 (meeting of Convenors and Friends)</li> </ul>	<p>Office of the Secretary Convenors and Friends</p>

Issue	Action	Output	Timeframe	Responsible
5. Adopt a proactive approach to orientation and induction of members through customized and generic briefings and sessions that effectively respond to their information and knowledge needs	<ul style="list-style-type: none"> <li>• Stock-taking of past induction sessions open to all Member States</li> <li>• Input from Board representatives through a survey on what is useful in the individualized orientation briefings for new representatives, including on timing</li> <li>• Conduct evaluations of the individualized briefings to Board representatives within three months, to identify any gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Report back on results of survey and proposed changes</li> </ul>	<ul style="list-style-type: none"> <li>• September-October 2017 for survey</li> <li>• Feedback to Convenors and Friends at the November 2017 meeting</li> </ul>	Office of the Secretary Convenors and Friends
6. Enhance transparency, accountability and access to information through a user-friendly and navigable IFAD website and members platform (MSIP) and the MANGO App	<ul style="list-style-type: none"> <li>• Liaise with the IFAD working group on this matter</li> <li>• Provide regular training for members on how to use the various tools and MANGO App, including during induction sessions</li> <li>• Ensure that posted information is readily accessible</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion and possible agreement on next steps at the September Board session, including possible follow-up actions</li> </ul>	September 2017 (EB 121)	Office of the Secretary, together with relevant in-house divisions