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Investing in rural people

Information Note: Operational Excellence for Results (OpEx) Exercise

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Abbreviations and acronyms

ADM	Administrative Services Division
CDI	Change, Delivery and Innovation
CPM	country programme manager
DoA	delegation of authority
ERG	External Relations and Governance Department
ICO	IFAD Country Office
KM	knowledge management
OpEx	Operational Excellence for Results
PoLG	programme of loans and grants
PMD	Programme Management Department
SSTC	South-South and Triangular Cooperation

Information Note: Operational Excellence for Results (OpEx) Exercise

I. Introduction

1. The Consultation on the Eleventh Replenishment of IFAD's Resources (IFAD11), which concluded in February, set the strategic direction for the 2019-2021 period and beyond. IFAD aims to meet the IFAD11 commitments and the goals of the 2030 Agenda for Sustainable Development (2030 Agenda) through a programme of loans and grants (PoLG) of US\$3.5 billion – a 10 per cent increase over the IFAD10 PoLG. The Consultation also supported a rigorous programme of business model enhancements to promote excellence in operations, value for money and a commitment to transparency, accountability and results.
2. This entails scaling up operational capacity through a comprehensive programme of reforms aligned with the ongoing reform of the United Nations system. The reform efforts focus on four strategic areas of business model enhancements endorsed during the IFAD11 Consultation process: (i) a re-engineered country-based model; (ii) a headquarters that is fit for purpose; (iii) more delegation to the frontlines; and (iv) recalibration of business processes. Once achieved, these reforms will improve the quality of delivery, rates of disbursement, country-level policy engagement and overall partnership-building, allowing IFAD to achieve greater impact across a range of Sustainable Development Goals.
3. In June 2017, Management commenced a comprehensive exercise entitled Operational Excellence for Results (OpEx) to implement decentralization and its reforms and to begin embedding a culture of change and enhanced delivery at IFAD. Since its commencement, OpEx has provided regular updates to the Executive Board in September 2017, in April 2018 and, most recently, in September 2018. This note provides an update on progress since September 2018, focusing on: (i) decentralization and delegation of authority (DoA); (ii) fit-for-purpose reviews; and (iii) outlook.

II. Decentralization and delegation of authority

4. Decentralization is a key element of the reform agenda to enable IFAD to maximize its contribution to the 2030 Agenda. Furthermore, effective decentralization must be accompanied by appropriate DoA and accountability. Transferring more responsibility for portfolio and relationship management to the staff who are best placed to do so on the ground will enhance project performance and overall efficiency. Good progress has been made on decentralization and revising the DoA framework since the last OpEx update.

A. Decentralization

5. Since September, further progress has been made on relocating staff to IFAD Country Offices (ICOs) according to the new decentralized map (see graphic 1 below). As mentioned in the September update, appropriate staffing of the decentralized structure involved increasing positions in the field relative to overall staff from 18 per cent in 2017 to 30 per cent in 2018 (see the appendix). For 2019, the ratio of budgeted staff positions in ICOs is expected to grow to 30.5 per cent which compares favourably to the IFAD target ratio of 33 per cent by the end of 2021.
6. Following the major reassignment exercise completed in June, 61 staff were assigned to change duty station, with 46 of these moving specifically from headquarters to the field. As of 14 November, only 15 staff members have yet to be relocated (with almost all pending relocations planned to occur by the first quarter of 2019). IFAD has also made progress in recruiting against a total of 59 vacancies in operations, 54 of which are in ICOs.

GRAPHIC 1: New decentralized map

- ★ IFAD headquarters
- IFAD Country Office
- ⊙ Regional hub
- ⊙ Regional hub (planned)
- ⦿ Regional South-South and Triangular Cooperation (SSTC) and Knowledge Management (KM) Centre
- ▲ Satellite office



METRICS TO DETERMINE APPROPRIATE STAFFING IN ICOs

Country directors/country programme managers (CPMs) in a Regional Hub serve, on average

Maximum of 3 countries

And/or a portfolio of US\$300 million (IFAD-managed financing)

Maximum of 6 projects

And/or US\$600 million of total financing

For every five countries

One P-3 programme officer per region

Each Regional Hub and Regional SSTC and Regional KM Centre

Is headed by a P-5

Each Regional Hub and Regional SSTC and KM Centre has

One country operations analyst and one local GS staff member

Every Regional Hub that serves eight or more countries has

An additional country operations analyst

Each Regional Hub and ICO

Has one country programme officer

Each country director/CPM-led ICO

Has one local G-5 staff member

ICOs

12 Regional Hubs and 3 SSTC and KM Centres are headed by a P-5

10 ICOs are headed by a P-5 or P-4 staff member, depending on portfolio complexity

15 ICOs are led by country programme officers

7. These changes are significantly increasing "firepower" on the ground, enabling IFAD to be closer to the rural areas it serves, strengthen policy engagement and partnership-building, and support overall project performance. The building-up of ICO staffing will also ensure that delivery teams, regional hubs and ICOs are fully operational and ready to support country directors in their new role of performing both programmatic and non-lending activities.
8. However, the realization of these benefits hinges upon the ability of new and enhanced ICO teams to adapt quickly to change while ensuring business continuity. Management is committed to helping staff and country teams to do so, including through the following actions:
 - (i) Management has been partnering closely with countries such as Bangladesh, Pakistan, South Africa and Turkey to ensure that host country agreements are in place and to enable IFAD to complete its decentralization plan. On this specific issue, on the 5 November, the host country agreement between Turkey and IFAD was signed and, once ratified, will allow for set-up of the Turkey hub to proceed.
 - (ii) The Field Support Unit (FSU) is upgrading existing ICOs and, where necessary, identifying new offices to accommodate the increase in staff.
 - (iii) The Operations Academy is conducting regional training for all Programme Management Department (PMD) divisions of the module: *Enhanced country-based model in a realigned organization*. The module focuses on new business procedures and actions in an increasingly decentralized IFAD, as well as new roles and responsibilities. As of 31 October, two regional modules have been completed (1 to 4 October in Ghana for the West and Central Africa Division and 21 to 24 October in Indonesia for the Asia and the Pacific Division). A module for the Near East, North Africa and Europe Division has been held in Morocco from 12 to 13 November. The modules planned for the Latin America and the Caribbean Division and East and Southern Africa Division will be held before the end of the first quarter of 2019.
 - (iv) PMD held a retreat involving the Associate Vice-President and advisers, all PMD divisional directors, regional hub heads, regional economists and portfolio advisers. The objective of the retreat was to focus on delivering the IFAD11 commitments by leveraging IFAD's new decentralized hub model.
9. In addition to the above, Management is conducting a "lessons learned" mission to at least one hub in each region by the end of December 2018. The goal of these missions is to listen to and gather staff experiences related to:
 - (i) The reassignment exercise, post-relocation;
 - (ii) IFAD's new hub structure and country programme team configurations;
 - (iii) The recalibrated project design process and changes to DoA; and
 - (iv) Support received and desired from headquarters and any additional needs or bottlenecks encountered.
10. The lessons learned missions are led by the OpEx team in close partnership with PMD, the Corporate Services Department (CSD) (FSU in particular), and representatives from technical divisions (e.g. the Environment, Climate, Gender and Social Inclusion Division [ECG], Sustainable Production, Markets, and Institutions Division [PMI] and Financial Management Services Division [FMD]). The missions also embed the idea of hub-exchanges: a hub head from one region will visit a hub in another region to observe differences and similarities, exchange best practices and strengthen cross-regional knowledge-sharing and relationships.
11. The information gathered during these missions will inform Management's understanding of how quickly staff are adapting to change and how best to ensure that the new hub structure and operational model are successful moving forward.

The first four missions were completed in November to Addis Ababa, Cairo, Panama City and Lima. Other hubs that will be visited in December are: Beijing, Dakar, Hanoi and Nairobi.

B. Revising delegation of authority

12. As part of the IFAD11 commitments, Management agreed to revise the entire delegation of authority framework to devolve greater responsibility to lower levels of Management (in both operations and non-operations) and to ICOs. A key focus is to ensure that decentralization is accompanied by an appropriate DoA with proper checks and balances to support accountability embedded into core IT systems.
13. In consultation with an external expert, the OpEx team reviewed and is currently revising the entire DoA framework and associated mechanisms to monitor actions performed under delegated authority.
14. An update on progress in this area of work was provided at an informal seminar of the Executive Board in September. One of the main takeaways from the seminar was that for a DoA framework to function appropriately, clear and effective accountability mechanisms are needed.
15. On the one hand, having a consistent and clear DoA framework is one of the key enablers for effective accountability mechanisms to operate and a prerequisite for identifying who is held accountable for specific actions. On the other hand, a rigorous accountability framework provides the necessary checks and balances to ensure that decisions are made in a cost-effective, transparent and compliant manner. Based on a review of the best practices of other agencies, developing a more comprehensive stand-alone accountability framework will become a fundamental step in this exercise.
16. Based on the review, to ensure the changes in delegation above are implemented within a context of increased accountability, the following key principles will underpin revisions:
 - (i) Delegates shall inform delegators of all actions taken during the period of delegated authority;
 - (ii) Each delegation of authority shall be clearly stated in writing;
 - (iii) Without specific written authorization by the original Delegator, Delegates shall not subdelegate authorities delegated to her/him. Formal designation of a staff member as an Officer-in-Charge is considered specific written authorization;
 - (iv) Delegates shall not subdelegate authorities not delegated to her/him by the original delegator;
 - (v) The authority delegated shall be commensurate with the delegatee's responsibility;
 - (vi) Accountability is absolute and shall remain with the delegator; and
 - (vii) The original delegator has the right to withdraw or revise delegated authority.
17. The revised DoA framework also foresees specific procedures in case of formalization, execution, revision, succession and revocation of delegated authorities. This is to ensure that a proper accountability framework is in place to serve as a compliance tool to monitor whether delegated authority is exercised in accordance with set principles and processes.
18. In parallel with the comprehensive review and revision of the entire DoA framework, OpEx has also made progress in implementing revised DoA for high-priority items, specifically budget holder authority, hiring of consultants, duty travel approval and low-value procurement. The Information and Communications

Technology Division has completed the work on adjusting systems to accommodate these needs and to embed appropriate controls within the enterprise resource planning (ERP) system, together with the necessary steps to implement these high-priority items. Roll out of the new adjusted systems has commenced with the Hanoi ICO. Initially roll out is planned for other locations in the Asia and the Pacific region, and subsequently to other regions. The aim is to ensure that all hubs are operational by the end of the first quarter of 2019.

III. Fit-for-purpose reviews

19. Beyond the work of decentralization and DoA, since the last update, the reform process has focused on conducting the review of non-operations (non-ops) areas.
20. In July 2018, the OpEx team began fit-for-purpose reviews of these areas. The reviews are intended to ensure that non-ops support IFAD's new business model and decentralized environment. The aim is also to identify opportunities to streamline support services and enhance overall effectiveness and efficiency. The reviews (which are ongoing) have been grouped as follows:
 - (i) **Review of the External Relations and Governance Department (ERG) and two areas of the Corporate Services Department.** In August, the OpEx team conducted a review of ERG and two areas in CSD: the Administrative Services Division (ADM) and the FSU. In September, the IFAD Management Team (IMT) met to discuss the review's recommendations and endorsed actions to: (i) leverage synergies across Global Engagement and Multilateral Relations Division (GEM) and the Partnership and Resource Mobilization Office (PRM); (ii) strengthen communications in regional hubs; (iii) streamline the protocol and member relations functions; and (iv) better consolidate services in ADM and FSU. ERG and CSD are now working on the implementation of these proposed changes.
 - (ii) **Harmonization of front office support.** OpEx has partnered with a cross-functional technical working group (TWG) to identify core functions needed in departmental and divisional front offices and develop a metrics-based approach to harmonize General Staff (GS) staffing relative to the volume and complexity of these functions. Initial TWG findings and options for implementation were presented to the IMT in October and the agreed upon approach is currently being implemented. This work is being conducted in close consultation with the Executive Committee of the IFAD Staff Association.
 - (iii) **Review of the Human Resources Division (HRD).** In a two-phased review, OpEx partnered with an external HR expert to review HRD and propose substantive functional, policy and procedural changes to IFAD's HR management model to ensure the division's structure and capacity are fit for purpose to support decentralization and implement a fully-fledged mobility framework. Initial findings and recommendations were presented to the IMT in October, and CSD and OpEx are now discussing next steps.
 - (iv) **Review of remaining areas.** In October, OpEx reviewed all remaining non-ops areas, including the Corporate Support Services Group and non-operational areas of the Financial Operations Department and Strategy and Knowledge Department (SKD). Preliminary findings were presented to the IMT on 31 October. The main outcome of this exercise was the recognition that in light of IFAD's new direction in terms of decentralization and the reform of the financial architecture and operational business model, the areas of risk, governance and compliance need to be strengthened. In addition, the conclusions of the review need to be consolidated with the main findings of other ongoing reviews, including the Independent Financial Risk Assessment, which is also being presented to the Board at its 125th session.

21. The estimated cost savings for 2019 that will be achieved through the OpEx efficiencies and rationalization set out above amount to US\$3.43 million once implemented. This amount was included in the 2019 budget document. These savings will be achieved with zero job losses at headquarters as per Management's commitment.

IV. Outlook

22. Relative to the OpEx implementation plan, reform activities are progressing as expected. The impact of change on staff continues to require attention and support, in particular now that recommendations from the non-ops reviews are being discussed and implemented. Management expects 2019 to be an important year for consolidating changes while the organization adjusts to new processes and ICO configurations.
23. To provide the Board with the outlook for reform activities, this section covers: (a) next steps on OpEx work streams; (b) key performance indicators; (c) budget usage; and (d) risks.

A. Next steps on OpEx work streams

24. As described in this note, over the remainder of 2018 Management and the OpEx team will focus on:
 - (i) Supporting decentralized staff, ICO teams and operations staff in adjusting to changes, including implementing revisions to the DoA framework; and
 - (ii) Completing the non-ops review and commencing implementation of identified changes.
25. In parallel with these two priorities, in November OpEx, in partnership with external experts, conducted a scoping exercise to identify core non-ops business processes to be streamlined and simplified, focusing on those with the greatest opportunities for efficiency gains and cost savings. The exercise also generated recommendations on how IFAD can implement a higher standard of practice for continuous improvement. The outcome of the scoping exercise is currently being reviewed and will inform a request for proposals in early 2019 to conduct a comprehensive technical review and re-engineering of the identified processes.
26. Apart from OpEx, Management will continue working on setting up the Change, Delivery and Innovation (CDI) unit. The CDI unit will play a key role in ensuring that changes led by OpEx are sustained, monitored and strengthened through innovation and continuous improvement. The CDI unit will also serve as a laboratory to promote the identification of rural development innovations and solutions and assist in deploying and scaling up these solutions in an agile manner. Management plans to have recruited the Lead Officer for the unit by the end of 2018.

B. Key performance indicators

27. Management is tracking the results of reform actions to tangible and measurable improvements through key performance indicators (KPIs). The importance of identifying KPIs to assess the progress of the OpEx exercise was highlighted during the informal seminar of the Executive Board in October 2017. As a result, Management has prepared a high-level results chain linking reform activities and outputs to IFAD11 commitments and the Results Management Framework (see annex I).

C. Budget usage

28. A one-time and capital budget of US\$9.65 million was approved for the OpEx exercise, with an expected phasing for usage of US\$6.25 million in 2018 and US\$3.40 million in 2019. This budget was requested for the following: establishment of new ICOs and upgrade of existing ICO facilities to support a larger decentralized

complement; provision for the one-off increase due to staff reassignment to ICOs over and above the normal recruitment/relocation budget; provision for the backfilling of staff working on the OpEx exercise; engagement of external consultants with expertise in international financial institution reorganization and change management; staff training; voluntary separation costs; and capital costs associated with IT system enhancements.

29. The forecasted utilization for 2018, amounting to US\$4.82 million, represents 77 per cent of the amount originally earmarked for 2018 (see annex II). Key highlights impacting budget utilization include:
- (i) Management has put in place a rigorous set of principles and controls to access OpEx budget ensuring that cost-effectiveness and efficiency are prioritized;
 - (ii) The staff outposting and ICO establishment costs reflect a higher number of ICOs becoming operational and being staffed than was originally estimated in the OpEx budget. It should be noted that the OpEx expense for outposting reflects costs over and above the normal relocation costs estimated in the regular budget;
 - (iii) The savings in business process and functional analysis and in organization and change management expertise are due to the fact that internal staff resources have been used to a greater extent than originally envisioned at the time the original cost estimates were prepared.
 - (iv) The savings in backfilling of staff were achieved by keeping to a minimum the staff dedicated to working full-time on the OpEx exercise as compared to the 4-5 full-time staff members originally envisioned to work on the exercise during 2018. The approach has been to leverage internal staff resources for specific tasks while keeping the core project team small.
 - (v) The voluntary separation programme costs are in line with expectations and the ICT expenditures reflect the normal due diligence and governance performed when implementing IT system changes.

D. Risks

30. The key risks associated with OpEx and their mitigating actions are presented in table 1.

Table 1. Key risks and mitigating actions

Risk	Mitigating action
<p>Business continuity risk due to disruption arising from extent of changes. Specifically, the capacity to continue delivering the programme of work during the change process is a risk.</p>	<ul style="list-style-type: none"> • IFAD11 commitments and the RMF tracking system are in place and are monitored actively by the Executive Management Committee. • Specific measures are in place to ensure business continuity does not become an issue, including: <ul style="list-style-type: none"> - The Operations Academy curriculum is being strengthened to cover staff training needs. - Additional resources have been advanced from the midyear review budget exercise to ensure that operations have appropriate funding to deliver during change. - Teams of IFAD staff will be created and deployed to support colleagues in taking up duties and setting up Regional Hubs. These teams will be composed of: (i) senior and experienced operational staff to support CPMs; and (ii) support staff to help with getting up to speed on immediate DoA needs and other areas.
<p>Ensuring staff buy-in for the overall objectives of the exercise is key to a successful outcome. Without staff buy-in the reform agenda will not result in increased operational capacity.</p>	<ul style="list-style-type: none"> • Strong leadership from Senior Management. • Strong leadership and engagement from middle management in communicating changes to staff and supporting them in transitions. • Ensuring that staff are involved in all aspects of the exercise (including all staff events, participation in focus groups to review specific technical areas etc.).
<p>Risk of not meeting extensive demand for communication flows in relation to the IFAD reform agenda may undermine the outcome of the exercise.</p>	<ul style="list-style-type: none"> • Dedicated communications support has been provided to the OpEx team. • A communication strategy has been devised and put in place and is constantly assessed by Management.
<p>Achieving the correct balance between speed of project implementation and required transformational and cultural change.</p>	<ul style="list-style-type: none"> • Constant monitoring to ensure that the correct balance is being achieved.

OpEx results chain

Activities	Outputs	Intermediate outcomes (IFAD11 RMF)		Outcomes	IMPACT
		2018-2019	2020-2021		
Re-engineered country-based model	<ul style="list-style-type: none"> • 40 ICOs established and running, including 12 Regional Hubs, 3 SSTC/KM centres • Staff reassignment to Regional Hubs and ICOs completed • Job profiles of country directors, completed 	<ul style="list-style-type: none"> • Time from project concept to Executive Board approval (from 17 to 8 months by 2021) • Time from project approval to first disbursement (from 17 to 12 months by 2021) 	<ul style="list-style-type: none"> • Disbursement ratio (from 16.7 to 17 by 2021) • Percentage of problem projects (from 22 to 15 by 2021) • Ratio of budgeted staff positions in ICOs/ Regional Hubs • Percentage of IFAD's investment projects managed by ICOs/ Regional Hubs • Percentage of supervision/ implementation support budget used through ICOs/ Regional Hubs 	<ul style="list-style-type: none"> • Consistently higher-quality and sustainable country programmes and projects • Overall rating for quality of project design • RMF tier II – development results – indicators • RMF tier III 3.3: performance of country programmes indicators 3.6: Transforming resources into development results 	<p>IFAD scales up its impact and contribution to Agenda 2030</p> <p><i>Transforming resources into development results (IFAD11 business model), effectiveness and equity (value for money)</i></p>
More delegation to frontlines	<ul style="list-style-type: none"> • Revised delegation of authority fully operational • Checks and balances embedded in core IT systems 	<ul style="list-style-type: none"> • Percentage of problem projects (from 22 to 15 by 2021) 	<ul style="list-style-type: none"> • Percentage of IFAD's investment projects managed by ICOs/ Regional Hubs 	<ul style="list-style-type: none"> • RMF tier III 3.3: performance of country programmes indicators 3.6: Transforming resources into development results 	
Making headquarters fit for purpose	<ul style="list-style-type: none"> • Realigned organizational structure is fully operational • Job profiles of project technical leads, regional climate and environment specialists, gender officers and others completed 	<ul style="list-style-type: none"> • Percentage of IFAD's investment projects managed by ICOs/ Regional Hubs 	<ul style="list-style-type: none"> • Percentage of supervision/ implementation support budget used through ICOs/ Regional Hubs 	<ul style="list-style-type: none"> • Expanded programme of work (PoW) • PoW grows from US\$7 billion to US\$7.7 billion by 2021) 	<p><i>Transforming resources into development results (IFAD11 business model), effectiveness and equity (value for money)</i></p>
Recalibrating business processes	<ul style="list-style-type: none"> • Streamlined design process fully operational • Faster Implementation for Project Start-up fully operational • Instruments to enhance project implementation speed fully operational 			<ul style="list-style-type: none"> • PoW grows from US\$7 billion to US\$7.7 billion by 2021) 	<p><i>Resource mobilization (IFAD11 business model), effectiveness and equity (value for money)</i></p>

Forecast utilization of one-time adjustment and capital budget for the Operational Excellence for Results (OpEx) exercise

(Millions of United States dollars)

	Total	Expected phasing		Forecast utilization		
		2018	2019	(end-2018)	% of 2018	Balance for 2019
I. ONE-TIME ADJUSTMENT BUDGET						
A. Accelerated decentralization						
Staff outposting costs ^a	1.05	0.75	0.30	0.90	120%	0.15
Upgrading and establishment of ICOs ^b	1.45	1.15	0.30	1.00	87%	0.45
B. Results and organization optimization activities						
Business process and functional analysis	0.50	0.50	-	0.22	44%	0.28
Organization and change management expertise	0.75	0.50	0.25	0.22	44%	0.53
Backfilling of staff working on OpEx ^c	1.00	0.65	0.35	0.43	66%	0.57
Training	0.35	0.15	0.20	0.13	87%	0.22
C. Voluntary separation programme	1.50	0.5	1.00	0.50	100%	1.00
Total one-time adjustment expenditures	6.60	4.20	2.40	3.40	81%	3.20
II. ONE-TIME CAPITAL BUDGET						
A. IT system enhancements						
Reconfigure PeopleSoft system to support decentralization	1.55	1.00	0.55	0.86	86%	0.69
Infrastructure set-up and upgrading at ICOs/regional hubs	0.50	0.30	0.20	0.26	88%	0.24
Other IT-related reporting systems and initiatives	1.00	0.75	0.25	0.30	40%	0.70
Total one-time capital budget	3.05	2.05	1.00	1.42	69%	1.63
Total of one-time adjustment and capital budget	9.65	6.25	3.40	4.82	77%	4.83

a Number of outpostings were estimated and costed using the United Nations average cost of US\$50,000.

b Outposting and increased number of national officers require increased space and additional facilities. Upgrades of current ICO facilities were costed at US\$30,000 per ICO, upgrades to new ICOs were costed at US\$50,000, and the establishment of regional hubs at new locations were costed at US\$100,000.

c Costed on the basis of 4-5 Professional staff working on the implementation of the OpEx exercise in 2018; this will be reduced to 2-3 Professional staff in 2019.

Staff positions funded by regular budget – by location

Division	Regional Hub	Country	City	2017 Total	2018 Total	2019 Total	
APR	East Asia Regional SSTC and KM Centre (Beijing)	Afghanistan	Kabul	1	0	0	
		China	Beijing	4	5	5	
		Pakistan	Islamabad	1	2	3	
	Mekong Hub (Hanoi)	Cambodia	Phnom Penh	1	1	1	
		Lao People's Democratic Republic	Vientiane	1	1	1	
		Myanmar	Naypyidaw	1	0	0	
		Philippines	Manila	2	3	3	
		Viet Nam	Hanoi	4	9	9	
	South Asia Hub (Delhi)	Bangladesh	Dhaka	1	2	3	
		India	New Delhi	5	13	13	
		Nepal	Kathmandu	1	1	1	
		Sri Lanka	Colombo	1	0	0	
	South East Asia and Pacific Hub (Jakarta)	Fiji	Suva	1	1	1	
		Indonesia	Jakarta	4	6	7	
	ESA	African Union Regional SSTC and KC (Addis Ababa)	Ethiopia	Addis Ababa	3	5	6
Eastern Africa and Indian Ocean Hub (Nairobi)		Burundi	Bujumbura	3	2	2	
		Kenya	Nairobi	10	20	21	
		Madagascar	Antananarivo	1	1	1	
		Rwanda	Kigali	1	1	1	
		United Republic of Tanzania	Dar es Salaam	3	3	3	
Uganda		Kampala	2	1	1		
Southern Africa Hub (Johannesburg)		Malawi	Lilongwe	0	0	0	
		Mozambique	Maputo	3	2	2	
		South Africa	Johannesburg	0	8	10	
		Zambia	Lusaka	2	1	1	
LAC		Andean and Southern Cone Hub (Lima)	Bolivia (Plurinational State of)	La Paz	1	1	2
			Peru	Lima	4	10	11
	Brazil Regional SSTC and KM Centre (Brasilia)	Brazil	Salvador and Brasilia	0	2	4	
	Mesoamerican and Caribbean Hub (Panama City)	Guatemala	Guatemala City	2	3	2	
		Panama	Panama City	0	12	13	

Staff positions funded by regular budget – by location (continued)

Division	Regional Hub	Country	City	2017 Total	2018 Total	2019 Total
NEN	Central Asia and Eastern Europe Hub (Istanbul)	Turkey	Istanbul	2	11	13
	IFAD headquarters (Rome)	Morocco	Rabat	2	2	2
	North Africa and Middle East Hub (Cairo)	Egypt	Cairo	4	13	14
		Sudan	Khartoum	3	4	4
		Yemen	Sana'a	1	0	0
WCA	Central Africa Hub (Yaoundé)	Cameroon	Yaoundé	4	6	7
		Democratic Republic of the Congo	Kinshasa	4	3	3
		Congo	Brazzaville	1	0	0
	Coastal Hub (Abidjan)	Burkina Faso	Ouagadougou	2	2	2
		Côte d'Ivoire	Abidjan	4	11	12
		Ghana	Accra	4	4	4
		Niger	Niamey	1	1	1
		Nigeria	Abuja	4	4	4
		Sierra Leone	Freetown	1	1	1
	West Africa Hub (Dakar)	Guinea	Conakry	1	1	1
		Mali	Bamako	1	1	1
		Senegal	Dakar	4	9	10
	Planned reductions (net of regional communication officers where location is being reviewed)					
Total				106	189	193
Other locations						
	Americas Liaison Office (USA)	USA	New York	2	2	3
	Americas Liaison Office (USA)	USA	Washington	3	3	2
	Rome headquarters (all other divisions)			492.4	434.5	457.5
	Planned reductions in other locations					-23
Total number of staff positions				603.40	628.5	632.5
% of staff positions in the field				18%	30%	30.5%