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## **Report of the proceedings of the 2024 Annual Informal Meeting (AIM) of the Executive Board**

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**Action:** The Executive Board is invited to take note of the report of the proceedings of the 2024 Annual Informal Meeting (AIM) of the Executive Board, as contained herein.

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# Report of the proceedings of the 2024 Annual Informal Meeting (AIM) of the Executive Board

## I. Background

1. The 2024 Annual Informal Meeting (AIM) of the Executive Board was held on Monday and Tuesday, 22 and 23 April 2024, at Hotel Castel Vecchio in Castel Gandolfo (Rome). Participation was limited to a single representative from each Member State on the Board, together with the List and sub-List Convenors.<sup>1</sup> The retreat was facilitated by Mr Bob Wright. On the first day, Executive Board members met among themselves; on the second day, Executive Board members met with IFAD Management.

### A. Preparation

2. Prior to the 2024 AIM, the Facilitator met with the Convenors, IFAD Senior Management and the Secretary of IFAD to solicit input about the desired meeting outcomes. Following several exchanges of views and opportunities for additional input, the Convenors reached a general consensus on the purpose, desired outcomes and discussion topics. Based on this, the AIM's working agenda was drawn up by the Facilitator and the Secretary. It is included in appendix I. The list of meeting participants is included in appendix II, and the list of IFAD staff members who attended is included in appendix III.

## II. Retreat programme summary

### A. Day 1

#### **Conversation One: Connection, systems thinking and reviewing working methods**

3. The 2024 AIM opened with welcoming remarks by the Convenors. The Secretary of IFAD, Ms Claudia ten Have, described the purpose of the AIM and the preparation, context and evolution of the annual retreats as important informal meetings.
4. The Secretary introduced Mr Wright, who walked meeting participants through the agenda and planned schedule for the two days. He then opened the first part of the morning session by inviting meeting participants to be present, pay attention to heart and meaning, speak the truth without blame or judgment and to be open to outcomes, not attached to them.<sup>2</sup> He introduced several discussion questions intended to enable participants to get to know each other better in their table groups.
5. For the first strategic conversation of the AIM, meeting participants turned to systems thinking. Four stations were set up, each with an activity, followed by a discussion of one aspect of systems thinking. Over one hour, each group visited all four stations. The stations were designed to emphasize several systems-thinking principles:
  - (i) Be a time traveller
  - (ii) Zoom in and zoom out to see the larger picture
  - (iii) Change your perspective
6. The Facilitator provided a list of questions (included in appendix IV) to encourage systems thinking.

<sup>1</sup> A limited number of additional representatives were allowed to participate in the daily proceedings (without overnight stay), upon request. Such participation was limited in order to maintain the informal nature of the meeting, while also considering the equitable distribution of additional participation across Lists.

<sup>2</sup> Based on the teaching of the late cultural anthropologist Dr Angeles Arrien.

### **Conversation Two: The role of evaluation to support the Board in systems thinking to prioritize and focus impact**

7. As per standard practice, a specific session was dedicated to interaction between Executive Board representatives and the Director, Independent Office of Evaluation of IFAD (IOE), Dr Indran Naidoo. Dr Naidoo presented an overview of IOE results over the previous three years of his term at IFAD. He noted that IFAD is unique among United Nations organizations in that it uses an internal team for its evaluations. Dr Naidoo also spoke about the ways in which IOE helps inform the Board's broader view, enabling it to see the whole system and thus be in a position to better drive IFAD impact. He posed three key questions:
  - How can the evaluative work of IOE better enhance the Executive Board governance role?
  - In what ways can IOE products be used more strategically to enhance Board oversight?
  - What are further areas that the Board would like IOE to examine to enhance IFAD's credibility and accountability?
8. During the ensuing discussion, the following issues were raised:
  - Sustainability of projects and the insights IOE can provide IFAD to support and strengthen delivery: IOE underlined the importance of monitoring in order to make adjustments as needed during implementation.
  - The role and utility of impact assessment: IOE clarified that IFAD, not IOE, conducts impact assessments. IOE noted the utility of communicating impact numbers, but also voiced some reservations about the limitations of impact assessments.

### **Conversation Three: Strengthening our shared knowledge of IFAD's financial operating model**

9. This year's AIM included a session dedicated to taking a deep dive into IFAD's financial operating model. This was a new session in the informal meeting, included in response to feedback and requests from Convenors. The Associate Vice-President, Financial Operations Department, Mr Hernán Alvarado; the Director and Treasurer, Treasury Services Division, Ms Gulnara Yunusova; and the Lead Financial Risk Officer, Mr Jose Morte Molina, were invited to present at this session.
10. Mr Alvarado emphasized that gaining a deeper understanding of the IFAD funding model was imperative, particularly given the upcoming implementation of the Thirteenth Replenishment of IFAD's Resources (IFAD13), and the global emphasis within international financial institutions (IFIs) on optimizing the use of resources.
11. Ms Yunusova provided background on the financial structure of IFAD and described the sources of IFAD funding and the pros and cons of each funding source. She also explained how IFAD differs from other development finance institutions and provided an introduction to the topic of liquidity and capital. Following a polling of participants on key topics with a financial focus, she delved deeper into accountability, financial innovation, rural financing systems, sustainability, optimization, concessionality and universality. She also laid out the trade-offs of over- and under-programming.
12. Mr Morte Molina gave an overview of the evolution of IFAD's financial model. He outlined the changes in the composition of IFAD's balance sheet in response to efforts and decisions to optimize IFAD's resources and maximize IFAD's financial envelope to produce more impact in all its partner countries. A rich round of questions and dialogue followed the presentations.

### **The Executive Board governance role**

13. The last item of the day focused on Board governance. The Secretary gave a review of the governance landscape of IFAD, concluding that IFAD has found a balance between adherence to institutional rules to foster stability and continuity, on the one hand, and pragmatism to be responsive to new and evolving needs, on the other. While recognizing the Governing Council as the highest governing body of IFAD, she identified the Executive Board as being “at the heart” of direct IFAD governance, including through the work of its Audit Committee and Evaluation Committee. Looking back over the previous year, she highlighted key process innovations that the Office of the Secretary had launched in response to Executive Board decisions, including the introduction of items for batch consideration and online review of documents, to make more efficient use of Executive Board members’ time. The Secretary invited Executive Board members to comment on their experiences of these initiatives and to suggest further areas for innovation. Lastly, she pointed out that the Office of the Secretary maintains active engagement and continuous best practice exchanges with other United Nations and IFI secretariats.
14. The session concluded with an informal assessment of Executive Board processes and overall performance, based on 14 practices. These practices were identified by the Facilitator based on accepted Board best practice indicators. The Facilitator drew several questions from the 2019 Executive Board self-assessment conducted by Russell Reynolds Associates. Members used sticky dots to rate the IFAD Executive Board performance on an agree–disagree scale. The purpose of the exercise was to enhance the Board’s self-awareness of its performance and to assist in the identification of improvements to Executive Board methods and approaches.
15. The session concluded at 6 p.m. Convenors met briefly to prepare a summary of the day’s proceedings to share with Senior Management the following morning.
16. At 7.30 p.m., the meeting participants met with Senior Management for an aperitif, followed by dinner.

## **B. Day 2**

### **Conversation Four: A conversation with the President and Management – current and future perspective on IFAD, including on recalibration**

17. The morning started with a welcome to the President and Senior Management by the Convenors, who provided a summary of highlights and discussion themes from the previous day. At all tables, members of the Executive Board mixed with members of IFAD Management. The Facilitator conducted an icebreaker exercise to acquaint the table groups.
18. To start off, the President shared his views on the current global context and then went into some detail on the following themes:
  - (a) The Fund’s engagement and positioning in global processes, including the G7 and the G20, the upcoming Summit of the Future in September 2024 and the Fourth International Conference on Financing for Development in 2025;
  - (b) The Fund’s strategy and priorities for IFAD13, including an update on pledges received and on the organization’s decentralization and the opening of two regional offices in Asia and Latin America;
  - (c) The ongoing institutional recalibration, aimed at increasing the organization’s effectiveness and focus on operations, while consolidating functions. The President highlighted the importance of having a Vice-President with an increasingly executive role and oversight function over the Fund’s operations and explained the rationale for the establishment of the Office for Development Effectiveness, the increased focus on engagement with the private sector through a dedicated division and the move of the South-South

- and Triangular Cooperation (SSTC) unit under the department focused on operations;
- (d) The outcomes of the recent Global Staff Pulse Survey, which found some areas requiring improvement – including career development and staff workload – but confirmed the workforce’s commitment to the organization;
  - (e) An update on the preparation of IFAD’s new Strategic Framework; and
  - (f) Examples of impactful collaboration by Rome-based agencies (RBAs), including the recently announced action plan with the World Food Programme to work in fragile contexts.
19. Following the President’s remarks, the table groups were invited to reflect among themselves on (i) points they were enthused about; (ii) points they found challenging; and (iii) areas requiring further clarification and further discussion. Each table was then invited to share the outcome of its discussion and to ask follow-up questions. The President and Senior Management responded to the follow-up questions, which included how the proposed Office of Development Effectiveness would function, how IFAD could expand the global food security strategy beyond the RBAs, additional details on the decentralization process, how IFAD can ensure that it is attracting and retaining talent and maintaining gender balance at the senior level, and how IFAD can address the root causes of fragility.
20. As the allotted time for the session drew to an end, some Executive Board members said that they would welcome the opportunity for more time to engage with the IFAD President. The conversation with the President was therefore continued in the afternoon, during which a number of issues were raised by Executive Board representatives, including the following:
- (a) IFAD’s work in fragile contexts;
  - (b) The challenges of categorizing countries by income level, considering that countries with higher income levels might also experience significant fragility and inequality levels, thus reinforcing the need for additional resources from the Borrowed Resource Access Mechanism (BRAM) and platforms and partnerships for expanded financing;
  - (c) The importance of innovation and striking the right balance between risk appetite and ensuring the sustainability of the organization to optimize resource availability;
  - (d) Additional questions on the institutional recalibration, including the structural position of new offices; the relationship among divisions, departments and offices; the overall implementation timeline; the number of Associate Vice-Presidents and the composition of the Executive Management Committee;
  - (e) The potential of SSTC for greater impact, and Management’s plans to consolidate all its various aspects (resource mobilization, project design and lessons learned) and bring it closer to the country teams for increased impact.
21. The President reiterated the aim of the recalibration exercise, namely to strengthen impact and delivery, consolidate and leverage complementarities, address pain points, and elevate important roles and responsibilities by, for example, creating a private sector division and bringing the Office of the Secretary closer to the President’s office, given its liaison with the governing bodies and Member States. He thanked the Executive Board representatives for their comments, questions and interventions, recognizing their input as a sign of their deep interest in and commitment to IFAD. He affirmed his willingness to continue to find opportunities for dialogue with Board members. He acknowledged that change management is a difficult process and that it requires care, transparency and ongoing dialogue,

noting that he is driven in his task as President to bring the discipline of focus to IFAD.

**Conversation Five: Planning and delivering IFAD’s programme of work – lessons from IFAD12 and looking to IFAD13**

22. With 2024 being the last year of the IFAD12 cycle, this conversation focused on the status of IFAD12 delivery and on lessons learned during IFAD12 that can be applied to IFAD13. Following short introductory remarks by the Associate Vice-President, Programme Management Department, Mr Donal Brown, the Director, Operational Policy and Results Division, Mr Nigel Brett, supported by the five regional directors, presented an update on the delivery of IFAD’s programme of loans and grants (PoLG) for IFAD12, with a focus on key milestones for the Executive Board and priority considerations for IFAD13 delivery, particularly in the three new focus areas: fragility, biodiversity and climate change, and private sector engagement.
23. Following the presentation, different table groups, which each included regional directors, were assigned the following three questions to explore:
  - (a) **Front-loading delivery.** Delivery scheduling has been a major challenge during IFAD12, with over half of PoLG approvals now scheduled in the last year of the cycle. What practical steps can be taken to prevent this under IFAD13? Would a cut-off on new programming at the end of year 2 act as an incentive for earlier programming?
  - (b) **Responding to country needs.** IFAD’s focus on “soft” investments (for example for capacity-building), in line with the Fund’s mandate and replenishment commitments, sometimes conflicts with increasing demand from borrowers for “harder” investments (for example for rural infrastructure). How can IFAD better sell the importance of “soft” investments during IFAD13?
  - (c) **Confronting global challenges.** The periods of IFAD11 (2019–2021) and IFAD12 (2022–2024) have been characterized by growing volatility, uncertainty, complexity and ambiguity (VUCA), with programming and delivery challenges derived from COVID-19, multiple geopolitical conflicts, fragility, growing debt and worsening climate change. How can IFAD manage delivery in a way that anticipates these VUCA realities?
24. Selected insights from the **front-loading delivery** table discussions: the idea is to better predict what shocks will occur; contingency plans are critical; front-loading delivery means front-loading budget allocations; projects must have flexibility designed into them; ministries need to be prepared in advance for plan B; the role of policy dialogue is important.
25. Selected insights from the **responding to country needs** table discussions: it is important to recognize that need varies widely from country to country; cofinancing and blending can help; we need to be aware of whom we are talking to – technocrats and politicians need different types of responses; it is key to bring the stakeholders together as a team.
26. Selected insights from the **confronting global challenges** table discussions: one idea might be to authorize replenishment funds permanently in some cases or to use funds from one replenishment in another; the IFAD12 objectives remain relevant under IFAD13; exit strategies might need to be developed in some situations; be aware of the heavy risk absorbers and be more proactive.

**Conversation Six: IFAD in practice – Communicating IFAD’s offer to Membership**

27. The final conversation was prefaced by the screening of a [video on the joint IFAD–World Food Programme action plan](#) to work together in fragile contexts.

28. The purpose of this final session was for the Executive Board to gain greater insight into the role it could play in advocating for IFAD and in communicating the evolving IFAD value proposition to key outside stakeholders.
29. Following is a summary of the feedback provided by the President and each senior manager to the Board on how best it can support IFAD, through messaging and enhanced visibility:
  - (a) Ensure alignment in messaging on IFAD's uniqueness, its value proposition and its impact on the ground;
  - (b) Support IFAD at global events by providing platforms to showcase IFAD's success stories;
  - (c) For those engaged in the other RBAs, combat any unhealthy competition and encourage coherence, cohesiveness and leveraging of complementarity in the unique value that each organization brings, including IFAD;
  - (d) Bring IFAD's voice to the decision makers in capitals, highlighting the Fund's comparative advantage at the national, regional and global levels;
  - (e) Continue to engage in open, transparent and frank dialogue with Management;
  - (f) Provide guidance on balancing IFAD's dual nature as a specialized agency of the United Nations and an IFI, ensuring a mobile, flexible workforce while promoting staff development and retention of expertise and minimizing disruption to programme delivery; and
  - (g) Support prioritization and focus amid growing numbers of requests for new initiatives, commitments and targets.

#### **Learning and commitments**

30. Following two days of deep and rich exchange, the Facilitator invited all to participate in a "one word" reflection on the retreat. He ended by reciting the poem by David Whyte, "Everything Is Waiting for You".
31. In closing, the Secretary offered her appreciation to the Convenors, Executive Board representatives, the IFAD President and Management, the Facilitator and her colleagues in the Office of the Secretary for their special and specific contributions to making this a thoughtful, engaging and insightful AIM.



## Purpose

The purpose of the Annual Informal Meeting (AIM) is to further strengthen IFAD strategy and governance by bringing IFAD Executive Board Representatives and Management together in an informal environment to:

- Create a space for informal dialogue and exchange;
- Continue to build and strengthen relations across IFAD Lists and to cultivate trust and understanding among Executive Board Representatives and with Management;
- Thoughtfully pursue continuous strengthening of IFAD governance and work processes;
- Reflect on the IOE presentation on how evaluation can support Executive Board Representatives in systems-thinking to prioritize and focus IFAD for greater impact;
- Build a stronger understanding and alignment on the IFAD financial operating model among Executive Board Representatives and Management; and
- Better align the Executive Board Representatives and Management for 2024, and particularly for the upcoming 2024 Executive Board meetings.

<b>DAY 1</b>	<b>Monday, 22 April</b>
9.00	<b>Departure from IFAD</b>
10.00	Welcome coffee
10.30	<p><b>Conversation One: (Executive Board Representatives)</b></p> <p><b>Connection, Systems-Thinking and Reviewing Working Methods</b></p> <ul style="list-style-type: none"> <li>▪ Welcome by Convenors and the Secretary</li> <li>▪ Hand-off to the Facilitator</li> <li>▪ Purpose and Agenda of the 2024 AIM</li> </ul> <p><b>Process:</b> To foster connection among EB representatives the day will begin with various constellation activities, paired interviews and table discussions. EB representatives are then invited on a Systems-Thinking Safari. The session then turns to reflections of EB working methods, prefaced by a presentation by the Secretary on IFAD governance, and specially governance process innovations and improvements.</p>
13.00	Lunch



14.00	<p><b>Conversation Two: (Executive Board Representatives and IOE Director)</b></p> <p><b>The Role of Evaluation to support the Board in Systems-Thinking to Prioritize and Focus Impact</b></p> <p><b>Process:</b> Presentation by the IOE Director, followed by questions for clarification, and table conversations to develop recommendations.</p> <p><b>Themes for Exploration:</b></p> <ul style="list-style-type: none"> <li>▪ Information the Board receives, and indicators IFAD uses</li> <li>▪ IFAD uptake on IOE recommendations</li> <li>▪ How can the Board prioritize without micromanagement?</li> </ul>
15.30	Coffee break
16.00	<p><b>Conversation Three: (Executive Board Representatives)</b></p> <p><b>Strengthening our Shared Knowledge of IFAD’s Financial Operating Model</b></p> <p><b>Process:</b> Starting with a presentation on IFAD’s financial operating model and sources of IFAD funding followed by discussion and Q&amp;A. Through presentation and small group topical discussions, the Board will consider different elements of IFAD’s financial model, including considerations of universality and financial resilience from a learning, rather than a judging, stance. Table groups will visit stations and generate insights, recommendations and questions.</p> <p><b>Themes for Exploration:</b></p> <ul style="list-style-type: none"> <li>▪ Unlocking the strength of IFAD’s balance sheet to maximize finance for impact</li> <li>▪ Ensuring universality while maximizing the impact on the ground and preserving IFAD's financial resilience</li> </ul>
17.30	<i>Convenors meet to discuss how key insights and recommendations from Day 1 can best be presented to the President and Management in the morning of Day 2.</i>
18.00	Check-in / R&R
19.30	Aperitif followed by dinner with Management

<b>DAY 2</b>	<b>Tuesday, 23 April</b>
8.30	Breakfast
9.00	<p><b>Conversation Four: (Executive Board Representatives and Management)</b></p> <p><b>A Conversation with the President and Management: Current and Future Perspective on IFAD, including on Recalibration</b></p> <p><b>Process:</b></p> <ul style="list-style-type: none"> <li>▪ Board provides a brief Day 1 summary, with insights for Management and questions the Board members hope to discuss.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Introduction by the President sharing his current and future perspectives on IFAD, including on Recalibration.</li> <li>▪ Table groups discuss the President’s talk, focusing on a) What points excited them, b) What points challenged their thinking, and c) Questions for clarification and further discussion.</li> <li>▪ Plenary questions from tables to the President and an open floor discussion.</li> <li>▪ “Questions for further discussion” will be identified and prioritized, and a few will be added to the later conversations of the day.</li> </ul>
11.00	Coffee break
11.30	<p><b>Conversation Five: (Executive Board Representatives and Management)</b>  <b>Planning and delivering IFAD’s Programme of Work: Lessons from IFAD12 and looking to IFAD13</b></p> <p><b>Process:</b> Start with pulse presentations on IFAD12 programme delivery in the regions, the Board and Management will reflect on the work ahead to conclude IFAD12, as well as on lessons for IFAD13. This may include exploring how IFAD will deliver on the three new focus areas: fragility, biodiversity and climate change, and private sector engagement.</p> <p><b>Themes for Exploration:</b></p> <ul style="list-style-type: none"> <li>▪ IFAD12 implementation context, including challenges, shocks and stressors</li> <li>▪ Lessons for IFAD13 including on BRAM, pipeline planning, approval and delivery</li> <li>▪ Role of the Board in the delivery of IFAD’s Programme of Work</li> </ul>
13.00	Lunch
14.00	<p><b>Conversation Six (Executive Board Representatives and Management)</b>  <b>IFAD in Practice: Communicating IFAD’s offer to Membership</b></p> <p><b>Process:</b> Based on a presentation of IFAD in practice, table groups will explore different aspects of the Fund’s offer to Membership and partners.</p> <p><b>Themes for Exploration:</b></p> <ul style="list-style-type: none"> <li>▪ Connecting Member States’ current and future needs with IFAD’s offer</li> <li>▪ Maximising IFAD’s offer through partnership, including with the private sector</li> <li>▪ Leveraging IFAD’s engagement in global fora</li> <li>▪ Role of the Board in communicating IFAD offer and value communication</li> </ul>
15.30	<b>Reflection on Key Learnings of the 2024 AIM</b>
16.00	<b>Closure</b>
16.30	Departure from Retreat venue to Rome



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

## قائمة الوفود في الاجتماع السنوي غير الرسمي للمجلس التنفيذي لعام 2024

### **Delegations at the 2024 Annual Informal Meeting of the Executive Board**

### **Délégations à la réunion informelle annuelle 2024 du Conseil d'administration**

### **Delegaciones en la reunión oficiosa anual de la Junta Ejecutiva de 2024**

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- Associate Vice-President of the Programme Management Department, Donal Brown
- Associate Vice-President of the Strategy and Knowledge Department, Jo Puri
- Associate Vice-President and Chief Financial Officer, Financial Operations Department, Hernán Alvarado
- Associate Vice-President and Chief Risk Officer, Office of Enterprise Risk Management, Alberto Cogliati
- Associate Vice-President of the Corporate Services Department, Guoqi Wu
- Chief of Staff, Office of the President and Vice-President, Charles Tellier
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- Director, East and Southern Africa Division, Sara Mbago-Bhunu
- Director, Latin America and the Caribbean Division, Rossana Polastri
- Director, Near East, North Africa and Europe Division, Dina Saleh
- Director, West and Central Africa Division, Bernard Hien
- Director, Independent Office of Evaluation of IFAD, Indran Naidoo
- Director and Treasurer, Treasury Services Division, Gulnara Yunusova
- Secretary of IFAD, Claudia ten Have
- Special Advisor to the President, Office of the President and Vice-President, Constanza di Nucci
- Senior Advisor to the President, Office of the President and Vice-President, Andres Uribe Orozco
- Lead Financial Risk Officer, Office of Enterprise Risk Management, Jose Morte Molina
- Chief, Institutional Governance and Member Relations, Office of the Secretary, Deirdre Mc Grenra
- Senior Institutional Governance and Member Relations Officer, Office of the Secretary, Flavia Della Rosa
- Conference and Interpretation Meetings Assistant, Office of the Secretary, Flavia Antonelli
- Conference and Language Services Associate, Office of the Secretary, Veronica Villegas

## Systems-thinking stations

### STATION 1: FOCUS

View the short basketball video and count the number of successful passes from one member of the white-shirt team to another. Your group needs to have a consensus on the number of passes.

*Discussion:* How do you, as leaders, zoom out and see the bigger picture? How can you accomplish specific tasks while seeing the larger context?

### STATION 2: CHANGING PERSPECTIVE

Consider the following equation:  $x+1=1x$

- a) How can you make this a correct equation by moving (not removing) just one stick?
- b) How can this be true without moving anything?

*Discussion:* How can you change perspectives as Board members? What works for you? How do you introduce yourselves and others to new perspectives?

### STATION 3: CONNECTIONS

Your group has 15 cards. How do they relate to one another? After working on this, look at the books.

*Discussion:* How can you help yourselves and others see connections and relationships? How can you escape the danger of a single story?

### STATION 4: TIME TRAVEL

The world of rural poverty and agricultural development and financing is rapidly evolving. Political, social, economic and climate change are introducing volatility while technology is creating new possibility.

*Discussion:* What are the dominant historical roots of these changes, and what are two or three scenarios we can expect in several years? What solutions might become possible?

## **Engaging Systems Thinking Through Questions**

### **Principle: Be a Time Traveller**

Useful Questions:

- What are the roots of this issue?
- When have we seen this situation before?
- If unchecked, what will it look like a year from now? Five years from now?
- What two or three scenarios might we see three years from now?
- What trends do we see here?
- Others?

### **Principle: Change Your Perspective**

Useful Questions:

- How would a rural villager describe this situation?
- How else can we bring in lived experience? Who else might we involve?
- Who are the key stakeholders here, and what do they most care about?
- What would your manager say?
- What assumptions are we making?
- Others?

### **Principle: Zoom In and Zoom Out**

Useful Questions:

- What would a concrete example be? (zoom in)
- How would the regional office team describe this situation?
- What's the view of this situation from the balcony? (zoom out)
- Are we seeing just a part, or the whole picture here?
- What will happen if we don't do anything?
- Others?

### **Principle: Take the Appreciative Stance**

Useful Questions:

- What's working well in this situation?
- What strengths can we build on here?
- What has succeeded in the past?
- What opportunities can we imagine in this scenario?
- What gives you hope?
- Others?

## Questions generated by AIM participants to help guide the discussion

- How can we improve competitiveness against other IFIs to retain staff?
- What are IFAD's top priorities for 2024? (e.g. PoLG, recalibration, ...)
- Decentralization
  - How is it going?
  - When is it enough?
  - Which functions do we lose?
- How can we attract Private Sector in fragile context?
- How can Members and IFAD work together to shape IFAD's future strategic framework?
- South-South and Triangular Cooperation (SSTC) is critical to achieve SDGs and a useful instrument for IFAD. How could SSTC play a bigger role in IFAD?
- How members and IFAD work together to prevent fragmentation? Ref. World Bank setting up a fund, FAO setting up a fund, etc.
- Under the new strategic framework, what are the key objectives on private sector cooperation?
- Not everything is linked directly to operations: where will that be housed in the new structure? (Sectors/themes/knowledge)
- How IFAD is engaged in the preparations, together with RBAs, of the review of the SDG 2 in the HLPF as well as in the Summit of the Future in New York in September?
- How to further streamline the project preparation process.
- Could you clarify the meaning of recalibration. Is it a natural process to adapt to the global context?
- How is the new Office of Development/recalibration reflecting the need on more monitoring?
- Where do you see the role of the Board in all of this?
- Can you provide more information on process and timeline for replacing departing leadership vision to fill these roles? How to mitigate any negative impacts on staff and projects? Is there a plan to advance gender parity and diversity as part of the reorganization?
- Fragility - mode of operation in fragile countries with failing states?
- How do you see IFAD's engagement with private sector evolving? [financing? Timing of strategy to align with new structure?]
- Is there a scope in the international architecture for food security to develop an integrated global strategy – within and beyond the RBAs – to enhance coordination, synergies, plus delivery of results, plus impact?

### Executive Board Informal Performance Self-Assessment



















