
Report of the proceedings of the 2026 Annual Informal Meeting 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 2026 Annual Informal Meeting of the Executive Board, as contained herein.

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Report of the proceedings of the 2026 Annual Informal Meeting of the Executive Board

I. Background

1. The 2026 Annual Informal Meeting (AIM) of the Executive Board was held on Monday and Tuesday, 20 and 21 April 2026, at Villa Tuscolana in Frascati (Rome). Participation was limited to a single representative from each Member State on the Board, together with the List and sub-List Convenors. The first day focused on strengthening relationships, grounding discussions in evidence, and building a shared understanding of priorities and the Executive Board's role in shaping IFAD's trajectory. The second day brought together the Executive Board and Management to explore IFAD's strategic direction, institutional readiness, and positioning within an evolving global and multilateral landscape.

A. Preparation

2. In preparation for the AIM, the Office of the Secretary organized a series of interviews to gather insights from List Convenors and co-Convenors, the Chairs of the Audit and Evaluation Committees, and members of IFAD's Executive Management Committee. Conducted by the AIM Facilitator, Mr Rosenberg, and the Secretary of IFAD, Ms Claudia ten Have, the interviews captured a wide range of priorities, perspectives and expectations across stakeholders. They underscored the unique opportunity provided by the AIM for Executive Board representatives to engage in an informal, open and candid dialogue, thereby building a shared understanding of IFAD's future direction. Based on the interviews, the AIM work agenda was prepared by the Facilitator and the Secretary and is presented in appendix I. Appendix II lists the meeting participants, while appendix III details the IFAD staff members who attended.

II. AIM programme summary

A. Day 1

Conversation 1: Building ties, sharing perspectives

3. The AIM opened with welcoming remarks by the Secretary of IFAD and the Facilitator. The Secretary outlined the purpose of the AIM and the schedule for the two days.
4. The Facilitator opened the morning session by introducing the goal of the first conversation, which was to explore collectively who the delegates are, what they bring, and what topics matter the most to them.
5. The discussion created space for candid brainstorming on a range of issues, including IFAD's catalytic role in engaging with the private sector, ways to enhance its visibility, and its comparative niche within the broader landscape of international financial institutions and the United Nations system. Representatives also discussed ways to strengthen partnerships, capitalize on opportunities linked to IFAD's fiftieth anniversary, expand and diversify the funding base, and the importance of the long-term sustainability of IFAD's interventions. Also discussed was how to better leverage innovation, technology and artificial intelligence (AI) in advancing IFAD's work.
6. The conversation provided an opportunity to reflect on members' expectations and priorities for the Fourteenth Replenishment of IFAD's Resources (IFAD14), including the strategic direction that the organization should pursue and the key challenges it is likely to face.
7. The highlights of the discussions are included in appendix IV.

Conversation 2: Insights into the IFAD14 Consultation

8. The AIM featured a session with the External Chair of the IFAD14 Consultation, Ms Marie Haga. She began by sharing initial reflections on the IFAD14 process and the broader global context. An interactive exchange with representatives followed.
9. Ms Haga highlighted the challenging global context marked by rising hunger, tightening fiscal space, volatile trade conditions, and conflicts disrupting energy, fertilizer and food supply chains, all of which were disproportionately affecting smallholder farmers. She stated that it would be a strategic mistake for governments to reduce investment in development. IFAD's critical role in driving rural growth was underscored, alongside the shared responsibility of all Member States to ensure a successful IFAD14.
10. As a starting point for the discussion, Ms Haga outlined five key messages to help communicate IFAD's value to decision-makers:
 - (i) **A clear, evidence-based case.** Agricultural growth is two to three times more effective at reducing poverty than growth in other sectors, and each dollar of core contributions mobilizes approximately six dollars in IFAD investments. Moreover, IFAD is the only international financial institution (IFI) dedicated exclusively to agriculture and rural development, particularly in "first mile" contexts.
 - (ii) **Investment in stability.** Investing in rural populations contributes directly to global stability. When rural societies collapse, the consequences are not containable and can lead to food insecurity, displacement and broader instability.
 - (iii) **Strong delivery model.** IFAD's performance is well documented and improving. Integrated approaches that combine skills development, access to finance, mentoring and market linkages consistently outperform single-component interventions.
 - (iv) **Convergence on priorities.** There is broad alignment around IFAD14 priorities, including market integration, rural employment and resilience, with innovation and private sector engagement as cross-cutting enablers. There is also support for continuity with IFAD13 rather than major thematic shifts.
 - (v) **Fit-for-purpose institution.** IFAD has made significant progress in recent years, including a more advanced decentralized model, stronger financial architecture, expanded private sector engagement, and integration of climate and gender in the design of projects and programmes. IFAD14 presents an opportunity to shift from institutional reform to institutional performance.
11. The AIM discussion was seen as an important opportunity ahead of the first Consultation session on 7 and 8 May to seek guidance from representatives on how to ensure a successful replenishment, listen to their insights on what works across different national contexts and discuss the Board's key role in supporting outreach to decision-makers.
12. A rich discussion ensued, underscoring the importance of sustainability, youth engagement and capacity-building, alongside the need for IFAD14 to be mandate-focused, realistic and results-driven. Consolidating IFAD13 achievements, sharpening IFAD's comparative advantage, and leveraging innovation, technology and youth-driven solutions should be prioritized. Discussions also highlighted the importance of maximizing development impact, preserving concessionality and strengthening partnerships, particularly among the Rome-based agencies (RBAs). Overall, it was recognized that a successful IFAD14 would depend on trust, transparency, collective commitment and clear, focused priorities.

13. Building on the morning discussion about the importance of partnerships, the Secretary noted that the World Food Programme would host the Informal Joint Meeting of the RBA Governing Bodies on 27 April. The meeting would focus on two topics: UN80 and school meals. The Secretary invited Germany to briefly present the paper prepared by the Group of Friends on RBA collaboration, as food for thought for the UN80 discussions and the RBA Collaboration Blueprint. Germany underscored that the paper was a joint initiative led by Germany and India, involving the broad and active engagement of members throughout the drafting process.

Conversation 3: Building clarity and shared directions

14. The purpose of the final session of the day was to build greater clarity on shared directions. The Facilitator framed the discussion by asking what Executive Board members needed from IFAD to be effective in their roles and maximize their ability to shape strategy, exercise oversight and champion IFAD.
15. The discussion highlighted the need to strike a better balance in documentation by ensuring that sufficient information was provided, while keeping material concise, strategic, and digestible for decision-making. Participants stressed the importance of clearer, more targeted communication tailored to different audiences, given that the needs of Board members differed from those of capitals. Enhancing access to information was also seen as critical, particularly through the development of subject-based search tools and more user-friendly access to core documentation.
16. Participants emphasized the importance of grounding discussions in evidence and continuous learning, with stronger use of evaluations from previous cycles to inform IFAD14. Strengthening collaboration among Board members, fostering mutual understanding of perspectives, and clarifying roles and responsibilities both within the Board and between the Board and Management were identified as key priorities. There was also a call for clearer communication on what was working and where improvements were needed, and also on areas requiring strategic guidance from the Board. Building a coherent narrative for Board members was seen as an important role for Management.
17. The session concluded at 5 p.m. Meeting participants then gathered with Senior Management for a guided tour of the historic town of Frascati, followed by an aperitif and dinner.

B. Day 2

Conversation 4: Insights from Independent Evaluation

18. The morning commenced with an interactive session between Executive Board representatives and the Director, Independent Office of Evaluation of IFAD (IOE), Dr Indran Naidoo and Deputy Director, Ms Mona Fetouh. Their presentation highlighted IOE's expanded country and portfolio coverage and underscored the central role of independent evaluation in informing evidence-based decision-making and advancing rural transformation.
19. The [presentation](#) highlighted several key areas of IOE's work and strategic focus, including:
 - Accountability and learning as mutually reinforcing elements, with IOE's independence driving continuous improvement;
 - IOE's expanded coverage – particularly country strategy and programme evaluations (CSPEs) – in scale and value, strengthening its relevance for strategic decision-making;
 - Concrete uptake of IOE recommendations, reinforcing IOE's focus on use-oriented evaluations;

- The usefulness of IOE evaluations in directly informing country strategic opportunities programme design and corporate strategies, contributing to more integrated programmatic approaches; and
 - Recognition that evidence alone does not drive change. IOE actively invests in a range of modalities, including regular engagement with Management, continued dialogue with Member States, learning workshops, informal dialogues, training, coaching and communication tools.
20. The discussion reflected strong appreciation for IOE's work, particularly the clarity and usefulness of its findings and its critical role in building trust through clear lessons learned. The discussion also provided an opportunity to consider how to further strengthen the uptake of recommendations, how the Board could more effectively support IOE, and how collaboration could be deepened in the context of IFAD14. Key issues raised included strengthening administrative and knowledge systems, addressing persistent sustainability challenges, enhancing the use of evidence-based evaluations in discussions on upper-middle-income countries, and clarifying the timeline and scope of the evaluation policy review and potential areas for strengthening.

**Conversation 5: Strategic conversation with the IFAD President:
IFAD in a changing world**

21. Following the morning break, the Convenors welcomed the President and Senior Management. A concise recap followed of key reflections and discussion themes from the previous day, including the IOE morning session.
22. The President of IFAD, Alvaro Lario, opened the annual strategic conversation by acknowledging the challenging global context and highlighting the AIM as a key forum for aligning on strategic priorities, fostering a deeper mutual understanding of Management's perspectives, and contributing to shaping the institution's future direction. He then elaborated on the following areas:
- **IFAD's global relevance in addressing root causes of crises.** IFAD's participation in high-level forums such as the Munich Security Conference and the G7/G20 is critical to position food security, rural livelihoods and forced migration as deeply interconnected global challenges requiring coordinated, cross-sectoral responses. While many of today's shocks are global in nature, few institutions possess IFAD's capacity to operate effectively at the local level.
 - **A more decentralized, agile and performance-driven IFAD.** Ongoing reforms to IFAD's decentralization, financial architecture and business model have significantly strengthened its operational effectiveness. Nearly half of IFAD's workforce is based in country offices, which is enhancing proximity to stakeholders, responsiveness and impact. Institutional recalibration has streamlined management structures, optimized workforce composition, and advanced gender parity at senior levels.
 - **A stronger focus on partnerships and private sector engagement.** IFAD is positioning itself as a "partner of choice" by simplifying engagement processes, accelerating delivery and embedding private sector collaboration across its operations. This includes integrating the private sector in sovereign lending and non-sovereign operations by scaling direct investments in small and medium-sized enterprises, public development banks and impact funds to drive sustainability and expand outreach. IFAD is also seeking to amplify its development impact by mobilizing cofinancing, optimizing its balance sheet, and strengthening strategic partnerships with multilateral development banks, development finance institutions, and United Nations entities.
 - **The fundamental role of members' support.** Members play a critical role in amplifying IFAD's visibility, strengthening its voice in global policy

discussions, and fostering deeper linkages with national governments, development finance institutions and strategic partners. Such support also enables IFAD to better communicate its comparative advantage, increase recognition of its impact, and catalyse more effective collaboration across the multilateral landscape. Continued emphasis on transparency, partnership and institutional culture remains central to this effort.

- **Innovation, risk management and future-oriented financing tools.** Looking ahead to IFAD14, key priorities include expanding market-based approaches, strengthening resilience, and diversifying financial instruments. This will be complemented by more robust risk management frameworks, AI-driven learning and measurement, and more nuanced capital allocation strategies to maximize impact across different country contexts.
23. In response to the President's reflections, Executive Board representatives raised several issues, including:
- Clarifying the current state and future direction of RBA collaboration under the UN80 framework, including coordination on the Middle East crisis response, and whether existing structures are fit for coherent, system-wide delivery.
 - Sharpening the definition of IFAD's niche to avoid duplication in a crowded multilateral landscape, including defining "fragility" and "private sector engagement" more clearly, and sustaining credibility while tightening strategic focus.
 - Scaling collaboration with partners and the private sector to expand impact, including deciding whether private sector engagement should be mainstreamed or remain distinct; exploring innovative financing; and deepening cofinancing.
 - Defining IFAD's risk appetite, particularly in fragile contexts and cofinancing, while assessing progress in risk management and balancing trade-offs between scaling up and maintaining sustainability and pipeline quality.
 - Strengthening alignment between the Board and Management to support strategic decisions, implement lessons from the corporate-level evaluation of the institutional and operational performance under IFAD11 and IFAD12, and incentivize governments to better leverage and co-invest in IFAD programmes.
 - Assessing whether existing structures support cohesive coordination over time, and reinforcing the role of staff mentoring.
24. The President emphasized that transparency, collaboration, accountability and a strong results-oriented culture are fundamental to IFAD's modus operandi. Looking ahead to IFAD14, he underscored the importance of consolidating existing reforms and ensuring that IFAD's investments are effectively targeted at evolving needs on the ground, as central to maximizing the Fund's impact at the first mile.

Conversation 6: UN80 and IFAD: IFAD in a changing multilateral system

25. Building on the strategic discussion with the President, the third session on day 2 focused on IFAD's role within an evolving multilateral landscape, including the implications of UN80 and the broader RBA collaboration dynamics.
26. Ms Federica Diamanti, Associate Vice-President, External Relations Department, presented an overview of IFAD's work on UN80. The discussion also served as a precursor to the Informal Joint Meeting of the RBA Governing Bodies scheduled for 27 April. The [presentation](#) provided a comprehensive overview of the UN80 process, including its overall focus and objectives, as well as the proposed way forward for implementation and coordination with the RBAs.

27. Key elements of the presentation included:

- The UN80 Initiative, launched in March 2025 by the Secretary-General, aims to reduce system-wide fragmentation and respond to fiscal pressures. Its core objectives are organized around three workstreams: efficiencies (focused on the United Nations Secretariat), mandate implementation, and structural change and programmatic realignment;
- IFAD has been actively engaged in reforms from the outset, contributing through the Specialized Agency Cluster, Development Cluster and United Nations Chief Executives Board (CEB), and is participating in six of the 31 work packages under the UN80 Action Plan;
- IFAD demonstrates strong performance against United Nations reform metrics, exceeding co-location targets, advancing common back-office functions, and participating in shared fleet and mobility services, as well as inter-agency United Nations and IFI networks on travel, procurement, insurance and security. It also fully meets its cost-sharing obligations for the United Nations Resident Coordinator system;
- In the context of UN80, IFAD is working with the RBAs to further strengthen alignment, focusing on enhanced upstream coordination (planning and analysis) in fragile contexts, closer policy engagement, leveraging complementary expertise in programme design and supervision, expanding joint global advocacy, and strengthening school meals programmes by linking smallholder farmers to nationally owned school feeding systems.

Conversation 7: Preparing IFAD for 2030: Relevant, effective and fit for purpose

28. The final session of the day focused on efforts under way to ensure that the organization remains relevant, effective and fit for purpose. The first [presentation](#), by Gérardine Mukeshimana, Vice-President of IFAD, highlighted the operational agility initiative and progress achieved in strategic workforce planning, results-based management, and streamlined project design and approval processes.
29. The presentation outlined key components of the initiative, including:
- **Streamlined project design and approval processes**, featuring more concise project documentation, faster approval times, enhanced cross-departmental collaboration of technical reviews, and harnessing AI where feasible to improve quality and speed up turnaround times;
 - **Strengthened results-based management**, including a simplified institutional results chain, a coherent and efficient three-year planning cycle, and a new planning and budget system designed to improve data accuracy and reporting;
 - **Optimized strategic workforce planning**, supported by the enhanced mobility framework, an improved governance framework on workforce decision-making, ongoing refinement of departmental structures to ensure that the organization is fit for purpose, and a more adaptive configuration of decentralized offices.
30. Following the operational agility discussion, a joint [presentation](#) was delivered by Donal Brown, Associate Vice-President, Department for Country Operations (DCO), and Pieterneel Boogaard, Managing Director, Office of Technical Delivery (OTD). The presentation focused on IFAD's offer differentiation in varying local contexts, the implications of the crisis in the Middle East, along with IFAD's response to the crisis. The presentation reaffirmed that IFAD's business model is firmly anchored in country demand and national priorities. It was noted that demand for both investment and non-lending services is shaped by a range of contextual factors

that require tailored approaches by region and country. In this regard, several developments were highlighted, including strengthened in-house technical expertise through dedicated specialists, expanded technical partnerships, increased climate finance, supplementary-funded initiatives, and innovation in financial products.

31. The presentation underscored that the current crisis in the Middle East represents not only a regional security emergency but also a significant shock to global and regional agrifood systems. Rural communities are particularly exposed to supply chain disruptions, with critical agricultural planting windows at risk. In response, IFAD's dual focus was emphasized, namely protecting livelihoods in the short term while accelerating resilient, sustainable, and inclusive rural transformation over the longer term.
32. IFAD outlined its response to the crisis across four main areas:
 - (i) **Collaborative coordination at the United Nations level.** Together with the Food and Agriculture Organization of the United Nations (FAO), IFAD co-chairs the Food Security and Supply Chains Sub-Working Group under the United Nations Task Force on the Middle East;
 - (ii) **Evidence-informed internal coordination.** An internal working group has been established to monitor information flows, assess emerging needs, and coordinate IFAD's response across divisions and regional teams;
 - (iii) **Operational agility – existing instruments.** A set of measures has been made available to country teams, including accelerated disbursement procedures, streamlined procurement processes, activation of response to emergency and disaster (RED) components, and expedited approval of project restructuring and reprioritization;
 - (iv) **Reactivation of the Crisis Response Initiative (CRI).** IFAD's CRI, a dedicated shock-absorbing instrument, has been reactivated to provide time-bound grants supporting rural livelihoods through the supply of agricultural inputs and the stabilization of food production in the most affected countries.
33. The long-term mitigation of the current input crisis, as with the previous one (Ukraine), is underpinning what IFAD is already doing in terms of sustainable production solutions: reducing the need for inputs or promoting the use of local inputs where possible, and fostering biodiversity, soil health and climate-smart agriculture to reduce reliance on inputs – both for countries and farmers.
34. The final [presentation](#) of the day focused on deepening IFAD's engagement with the private sector and was delivered by the Associate Vice-President, DCO, and the Managing Director, OTD. The presentation underscored private sector engagement and collaboration as a key driver for impact across IFAD's sovereign operations and provided an update on the implementation of the Non-Sovereign Operations Investment Strategy, which finances the private sector directly. Several areas of progress were highlighted, including pipeline expansion, strengthened institutional capacity through the deployment of senior investment officers across all regions, and the ongoing revision of internal processes to ensure more agile and efficient processing of non-sovereign operations.
35. Following the presentations, participants were invited to break into smaller groups with Senior Management to delve deeper into the topics based on their interests.

Closing reflections

36. Representatives were invited to share key takeaways from the two-day discussions and highlight what resonated most with them. Participants commended IFAD's openness and responsiveness to feedback, encouraging continued candid engagement from the Board. They underscored the strong sense of collegiality,

diversity and alignment, as well as the importance of advancing engagement with the private sector. Management was recognized for its professionalism and dedication, and the meeting was widely regarded as highly informative, providing an enhanced understanding of IFAD's work. Several representatives described this as the "best AIM to date".

37. In closing, the President expressed his appreciation for the strong relationship with the Executive Board and for the constructive feedback received, reaffirming his conviction that IFAD continues to be a model of effective and transparent governance. The Secretary expressed her sincere appreciation to the Convenors, members of the Executive Board, the IFAD President and Management, the Facilitator, and her colleagues in the Office of the Secretary for their spirit of collaboration, mutual trust, openness, and thoughtful engagement over the course of the meeting.

IFAD Executive Board Annual Informal Meeting

20 and 21 April 2026, Villa Tuscolana, Frascati

Purpose: Deepening effectiveness and strengthening shared direction

The 2026 Annual Informal Meeting (AIM) brings IFAD's Executive Board representatives and Management together in an informal setting to strengthen shared understanding, strategic alignment and institutional readiness in an increasingly complex global context.

The AIM is intended to create space for exchange, including on strategic tensions, emerging risks and differing perspectives, in support of stronger collective stewardship of IFAD's mission.

The two-day meeting aims to:

- Foster open informal dialogue among Executive Board representatives and with Management
- Strengthen working relationships within and across Lists
- Reflect on IFAD's institutional evolution and emerging priorities
- Deepen shared understanding of IFAD's strengthened operational agility, responsiveness to changing needs, and strategic partnerships
- Reinforce effective governance and oversight
- Surface and advance the key conversations needed among Executive Board representatives and with Management
- Support the Board's readiness to exercise its oversight, strategic and advocacy roles on priority issues in the year ahead

Note: Ms Marie Haga, the External Chair of the IFAD14 Consultation, will join the EB AIM on the first day for a conversation of IFAD14.

Day 1: Building clarity and shaping shared direction

Day 1 focuses on strengthening relationships, grounding discussions in evidence, and building a shared understanding of priorities and the Executive Board's role in shaping IFAD's direction.

Time	Session - Executive Board representatives
9.00	Departure from IFAD
10.00	Welcome coffee
10.30	Conversation 1: Building ties, sharing perspectives Focus: Who we are, what we bring, and what matters most to us. Process: Meeting each other. Meeting across Lists to surface topics that matter.
12.30	Lunch
14.00	Conversation 2: Insights into the IFAD14 Consultations Process: The External Chair of the IFAD14 Consultations will share some early reflections on the IFAD14 Consultation process, the context and perspectives expressed, as basis for an open conversation with Executive Board representatives.
15.00	Coffee break
15.30 to 17.00	Conversation 3: Building clarity and shared directions Focus: What matters most for IFAD's effectiveness, credibility and strategic focus going forward. Identifying priority issues, tensions and areas of convergence. What does the Executive Board need in order to maximize effectiveness in shaping strategy, exercising oversight and championing IFAD? Process: Small groups, intentionally mixed across Lists, drawing out quieter voices and surfacing areas of alignment and divergence.
18.00	Guided walking tour of the historic town of Frascati and aperitivo
20.15	Dinner at Villa Tuscolana

Day 2: Positioning IFAD for relevance in a changing world

On day 2 the Executive Board and Management explore IFAD's strategic direction, institutional readiness and positioning within a changing global and multilateral landscape.

Time	Session - Executive Board representatives and IFAD Management
9.00	Conversation 4: Insights from Independent Evaluation Process: The Director, Independent Office of Evaluation of IFAD, will share key evaluative insights gathered over the past 5 years that highlight how independent evaluation has influenced IFAD's strategic choices and the role of country-level evaluative work. The conversation will be followed by Q&A and an open discussion.
10.00	Break
10.15	Connections and reflections on day 1 and including the IOE session by the Convenors Focus: Drawing out key insights and priorities from day 1
10.30	Conversation 5: Strategic conversation with the IFAD President: IFAD in a changing world Focus: How global political and financial shifts are affecting IFAD's operating environment, strategic choices and trade-offs, and where alignment between the Board and Management is most critical. Process: Open reflections by the IFAD President, followed by a moderated exchange with Executive Board representatives.
11.30	Conversation 6: UN80 and IFAD: IFAD in a changing multilateral system Focus: IFAD's place in the changing multilateral landscape. Implications of UN80 and broader United Nations and Rome-based agency (RBA) dynamics. Process: Management will present an overview of IFAD's work on UN80. This discussion serves also as a precursor for the upcoming Joint Informal RBA Meeting for which some Member States have prepared a joint paper. The discussion will be followed by focused table discussions among Board representatives and with Management, and reflections on connecting system-level shifts to IFAD-specific choices.
12.45	Lunch
14.00	Conversation 7: Preparing IFAD for 2030: Relevant, effective and fit for purpose Focus: How IFAD can remain relevant, effective and fit for purpose through 2030, including: - Operational agility (workforce, budget, technology) - Evolving country needs and operational responsiveness (including differentiated offer, and impact of fertilizer and energy availability) - Deepening IFAD investments and engagements with the private sector
15.00	

	Process: Management will present headlines on each of the themes, followed by focused rotating discussions among Board representatives and with Management. Reports reflect key messages and open questions.
15.30 to 16.00	Closing session Focus: Reflections from Executive Board representatives and Management, key takeaways and signals for follow-up.
16.15	Departure for Rome



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Investir dans les populations rurales
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الاستثمار في السكان الريفيين

**قائمة الوفود في الاجتماع السنوي غير الرسمي
للمجلس التنفيذي لعام 2026**

**Delegations at the 2026 EB
Annual Informal Meeting (AIM)**

**Délégations à la réunion
informelle annuelle 2026 du
Conseil d'administration**

**Delegaciones en
la Reunión Oficiosa Anual de 2026
de la Junta Ejecutiva**

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List of IFAD staff participants

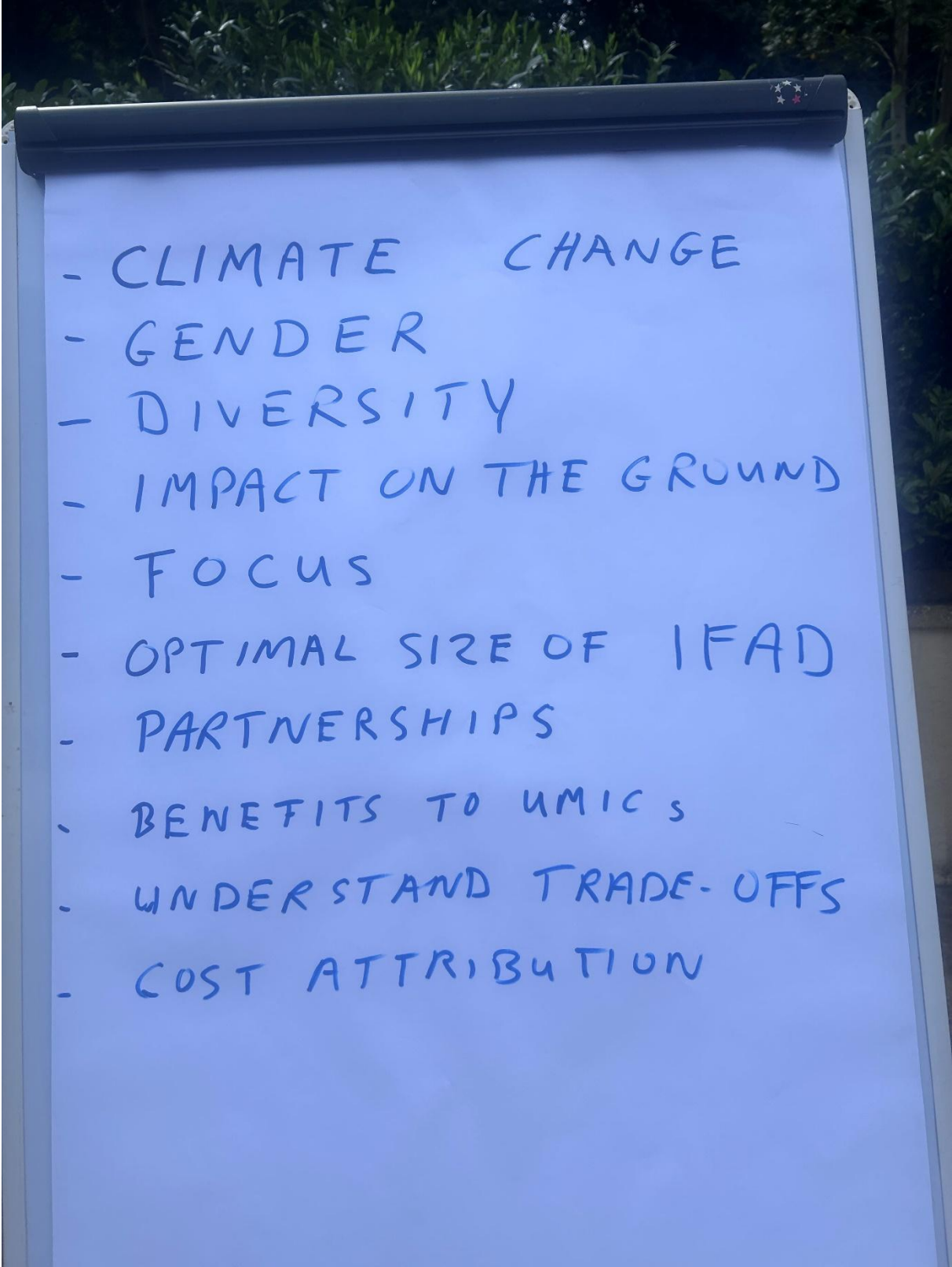
- The President, Alvaro Lario
- The Vice-President, Gérardine Mukeshimana
- Chief of Staff, Office of the President and Vice-President, Fernando F. Pons
- Associate Vice-President of the Department for Country Operations, Donal Brown
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- Deputy Director, Independent Office of Evaluation of IFAD, Mona Fetouh
- Secretary of IFAD, Claudia ten Have
- Senior Advisor to the President, Office of the President and Vice-President, Andres Uribe Orozco
- Senior Advisor to the Vice-President, Office of the President and Vice-President, Stephanie Micallef
- Chief, Governance and Membership Services, Office of the Secretary, Deirdre Mc Grenra
- Governance Officer, Office of the Secretary, Jordana Blankman
- Conference and Meetings Services Assistant, Office of the Secretary, Flavia Antonelli
- Conference and Meetings Services Associate, Office of the Secretary, Veronica Villegas
- Conference and Meetings Services Assistant, Veronica Battista

Reflection of conversation 1: Building ties, sharing perspectives

- ① How to motivate additional new and contributing members?
- ② How to deepen / expand the current funding base?
- ③ Fully utilizing IFAD's catalytic role on private sector.
- ④ Continuum / Connection between remittances and cash-based transfers, and that everyone works in the same direction (synergies).
- ⑤ How best to use G7/G20 Presidency to increase IFAD's visibility.
- ⑥ Is the 50th Anniversary the opportunity to increase/diversify IFAD's visibility/value.
- ⑦ An elevator pitch on IFAD and what it does.
- ⑧ What does IFAD do together, different from other IFIs, and the UN.

- 1) How should IFAD work with Women In Informal Sector
- 2) To Strengthen IFAD Partnerships
- At all levels
- 3) Raising the Bar on (Climate related matters
(Env't & Diversity) in IFAD
- 4) Deepening Private Sector Operations
in IFAD
- 5) Scaling-up Central to IFAD
Project Designing
- 6) UMICS - Value & Role

- Where should IFAD be at 2030 lead line?
- How can IFAD's interventions be more sustainable?
- How can IFAD be useful during crisis periods?
- What are IFAD's limitations in terms of the interventions it can make or the support it gives?
- What messages or themes or priorities should IFAD highlight for 50th anniversary?
- How to manage trade off between concessionality and donor fatigue?
- How can IFAD leverage innovation & technology, including AI, in its work?

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- A photograph of a flipchart with a list of topics written in blue marker. The flipchart is positioned outdoors, with green foliage visible in the background. The list includes:
- CLIMATE CHANGE
 - GENDER
 - DIVERSITY
 - IMPACT ON THE GROUND
 - FOCUS
 - OPTIMAL SIZE OF IFAD
 - PARTNERSHIPS
 - BENEFITS TO UMICS
 - UNDERSTAND TRADE-OFFS
 - COST ATTRIBUTION

