JL**IFAD**

Enabling poor rural people
to overcome poverty

Activity plan for IFAD's country presence

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For: **Information**

Note to Executive Board Directors

This document is submitted for the information of the Executive Board.

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Activity Plan for IFAD's Country Presence in 2008

I. Introduction

1. This paper sets out the activity plan that will be used by Management as a roadmap for integrating country presence initiatives into IFAD's administrative and budgetary processes in order to achieve greater efficiencies and effectiveness in managing IFAD's country presence. It has been prepared in response to the request made by IFAD's Executive Board at its September session in 2007 (EB 2007/91/C.R.P. 2). In accordance with the Board's decision, the paper should take account of programmatic considerations such as portfolio size, the One United Nations pilot initiatives, recommendations of the High-Level Panel on System-wide Coherence, and country demand, and should cover, inter alia, administrative arrangements, estimated total and incremental costs, and baseline and expected results.

2. The paper presents the background and rationale to the development of the activity plan, followed by a three-part description of the plan itself. The first part (sections II and III) deals with the programmatic aspects of the country presence, i.e. activities related to IFAD's country presence and how improvements will be made in implementing and monitoring these activities. The second (section IV-A) and third (section IV-B, C and annexes) parts – which form the core of the activity plan – deal respectively with the proposed strengthening of administrative arrangements for the country presence and its coordination. A Gantt chart summarizing the main activities to be undertaken during 2008 is presented in annex I.

II. Background

3. During the consultations on the Sixth Replenishment of IFAD's resources, IFAD's lack of representation in borrowing countries was identified as a growing constraint on enhancing impact. In response, the Executive Board authorized the Field Presence Pilot Programme (FPPP) in December 2003, with an implementation period of three years and a budget of US$3 million.[1] The FPPP was initiated in 2004. At the end of the third year of FPPP implementation, IFAD's Office of Evaluation undertook an evaluation, which concluded that the achievements in terms of implementation support, policy dialogue, partnership development and knowledge management were markedly greater in countries with field presence than in comparator countries without field presence.[2] However, the evaluation found that administration of the FPPP was inadequate, and that IFAD had not experimented sufficiently or for adequate duration during the pilot, and therefore needed more information before developing a policy on country presence.

4. In the light of the above, IFAD's Executive Board at its ninety-first session (September 2007) decided:

   (a) To continue 15 country presence initiatives, with further experimentation within these 15 of different models, including outposting of country programme managers (CPMs), and integrate them into IFAD's normal administrative and budgetary processes;

   (b) That IFAD Management should prepare the present activity plan for the country presence initiative and submit it to the Board at its December session in 2007.

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[1] Document EB 2003/80/R.4.
[2] Paragraph 112, Evaluation of the IFAD Field Presence Pilot Programme, Main Report, IFAD, July 2007.

III. Rationale for country presence

5. The emphasis placed by the Sixth Replenishment Consultation on enhancing IFAD's impact was subsequently confirmed by the Independent External Evaluation of IFAD (IEE). IFAD's Action Plan for Improving its Development Effectiveness was developed in response to the IEE. IFAD's country presence plays a critical role in achieving the results foreseen in the Action Plan, specifically in terms of increased country-level dialogue and better project design and supervision

6. A country presence will enhance IFAD's development effectiveness by allowing IFAD to:

    (a) Work in-country where it is needed, especially in developing project designs better matched to the country context and in providing cost-effective implementation support;

    (b) Play a catalytic role at the country level, particularly in relation to policy dialogue, partnership-building and innovation;

    (c) Improve its understanding of the changing conditions of rural poverty;

    (d) Align itself more closely with the aid effectiveness agenda in support of country ownership and leadership, through improved alignment with country strategies and systems and better donor coordination;

    (e) Contribute towards system-wide coherence of the United Nations by actively participating and contributing to the One United Nations Initiative.

IV. The way forward and the activity plan for 2008

7. During the next phase, starting in 2008, IFAD will:

    (a) At the country level, build on the accomplishments of the FPPP to achieve more effective country programme management;

    (b) At headquarters, improve the management of country presence initiatives.

8. In the light of this activity plan for 2008 and its implementation, Management may prepare for the Executive Board's consideration proposals on the Fund's country presence activities, for instance on the outposting of a greater number of CPMs. IFAD Management will undertake a self-assessment of the country presence in 2010, and based on the findings of this assessment and in line with the practice of other international financial institutions, a country presence policy will be presented to the Executive Board in 2011.

9. In 2008, the workplans of the country presence initiatives will focus more on achieving results in relation to the overall country programme. Where applicable, workplans will also aim to enhance awareness about IFAD's activities and raise the organization's profile. At headquarters, activities in 2008 will be geared towards the strengthening, upgrading and building of systems, business processes and procedures in support of country presence initiatives.

10. During 2008, country presence operations started under the FPPP will be consolidated. Therefore, the activity plan concentrates on IFAD's country presence in the 15 initiatives under the FPPP and two CPMs that were outposted prior to the pilot programme. The main changes envisaged for 2008 as compared with the FPPP are:

    (a) Upgrading of two ongoing initiatives (the United Republic of Tanzania and Viet Nam) into the outposted CPM model;

    (b) Relocation of up to three country presence initiatives in order to respond better to the programmatic needs of the region;

(c) Issuing of contracts with the same terms and conditions as those of other country presence staff upon expiration of the existing in-country staff consultancy contracts;[3]

(d) Better operation and administration of country presence initiatives, issuing more appropriate contracts for staff, clarifying their responsibilities, and updating procedures and processes at headquarters. Completing agreements with host countries and host agencies will contribute to improved administration.

A. Programmatic activities

11. Each of IFAD's country presence initiatives will aim at enhancing IFAD's development effectiveness in the countries concerned and thus will constitute an inherent part of the country programme management teams. Country presence staff are an integral part of the human resources made available to the regional divisions. Country presence initiatives will therefore be working within the line management arrangements of respective regional divisions.

12. Within the approach stated above, efforts will be made in 2008 to adopt a more common system of country presence management, especially for **planning** and **monitoring** activities. The objectives are to (i) enhance the overall efficiency and effectiveness of the country presence; and (ii) effectively assess performance, keeping in mind the need to gather evidence for evaluating the programme in 2010 and developing a country presence policy in 2011.

Planning

13. Activities defined within the annual workplan are aimed at the achievement of IFAD's objectives for each country programme. Since resources are limited, annual planning will involve making choices and assigning relative importance to the activities associated with the five thematic areas of country presence (see below). The relative weight will be guided by specific terms of reference for each country office.

14. **Programme design and implementation support.** The country presence initiatives have an important role in ensuring that the design of projects and country strategic opportunities programmes reflect realistically the country's needs, capacities and institutions, which have a particular bearing on sustainability. Performance of the initiatives in terms of project implementation support is geared towards strengthening existing instruments such as project supervision (including direct supervision) and loan administration, and assistance to project management in building the capacity to respond to the needs of project's target groups. The annual country presence initiative workplans in this regard will include participation in design, supervision, and follow-up missions. Where applicable, pre-implementation activities related to achieving project effectiveness will be included. Other areas for implementation support will be based on the results of supervision missions and the identification of "generic" implementation issues affecting the country, with particular attention given to projects or portfolios identified as being "at risk".

15. Implementation support by country presence initiatives may also involve: (i) advice and guidance on loan administration, accounting, use of funds, and the quality and timeliness of audits; (ii) assistance in organizing training and exposure visits for IFAD project staff and project implementing institutions, scouting for qualified national expertise, and building a network of local research and training institutions; and (iii) organization of discussions among IFAD project stakeholders on best practices and on the most challenging issues faced by projects.

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[3] For instance, in Latin America, the staff are recruited as consultants.

16. **Knowledge management.** Knowledge management activities under the activity plan will generate and disseminate knowledge about the country to IFAD and about IFAD to the country. The country presence staff will act as facilitators for knowledge generation, sharing, and learning processes within the country and among various projects and other initiatives supported by IFAD. The annual workplan for country presence staff will include the organization of meetings of IFAD project mangers/coordinators (including portfolio reviews) to identify and seek solutions to implementation issues, to define opportunities for action, and to share positive and negative experiences in order to improve the overall country programme. Other learning events will be organized by country presence staff in thematic areas or focused on a specific audience (e.g. municipal officials). Information about IFAD, such as policy statements, will be disseminated at in-country knowledge-sharing events.

17. **Innovation.** The IFAD country presence initiatives will seek innovative solutions to development problems for testing and scaling up. The main focus of the country presence initiative will be to scout for innovations in-country that could be scaled up in IFAD programmes – both at design and during implementation – and to promote these innovations to a wider audience. The planning framework will include activities related to innovation such as scouting field visits (to private sector operators, NGOs, community-based organizations), organization of meetings or events to encourage replication of IFAD innovations, etc.

18. **Policy dialogue.** IFAD intends to engage more regularly and effectively with government and other partners to influence policies in favour of rural poor women and men. The planning framework for country presence initiatives will involve participation in government forums and meetings related to policies of particular relevance to rural poor men and women. It will thus necessitate the identification of the most important areas for policy dialogue. The planning framework will also include participation in processes related to poverty reduction strategies. The country presence initiatives will be expected to facilitate the involvement of poor rural men and women and their representatives in policymaking forums. Participation in donor working groups for the agricultural sector and in related forums will be a key element of policy dialogue, particularly in those countries where the aid effectiveness agenda is most advanced.

19. **Partnerships.** IFAD intends to be an effective partner of the concerned governments and of relevant donors in agricultural and rural development. To this end, the country presence staff, in close collaboration with the rest of the country team, will:

    (a) Identify opportunities for building partnerships and represent IFAD in partnership working groups at the country level, and at development forums and network meetings to ensure continued coordination and cooperation by IFAD with other development actors;

    (b) Create and maintain partnerships with international and national consultants and institutions for programme formulation, quality management missions, knowledge management and policy interventions;

    (c) Identify funding opportunities with other donors that could help mobilize additional resources for IFAD programmes.

20. The demands of partnership-building could potentially overwhelm the country presence initiatives. As such, the planning framework in this area must focus on those partners engaged in similar geographic or thematic areas as IFAD. In countries where sector-wide approaches are being implemented or where the One United Nations Initiative is being piloted, greater resources will need to be directed to these areas.

Annual workplan and budget

21. An annual workplan and budget (AWPB) will be prepared for 2008 for each country presence initiatives, setting out the activities to be carried out during the coming year based on the above planning framework. It will be part of the overall IFAD administrative budget and Programme Development Financing Facility. The AWPBs should include:

    (a) The activities to be undertaken using funds earmarked for country presence initiatives;

    (b) Activities to be undertaken with the involvement of country presence initiatives using budget lines earmarked for country programmes (and not specifically for country presence initiatives) such as for project design and implementation support.

22. In preparing the AWPB, it is important to factor in that some areas – such as policy dialogue and partnership-building – take more than one year for the process to come to fruition and to set the annual targets accordingly. Second, as stated, the annual planning exercise will necessarily involve making choices and assigning priorities. The relative weight allocated will depend on the priorities set by the country programme.

23. All AWPBs will be formulated by the CPM and the country presence officer (CPO), approved by the regional division director, and sent to the Assistant President, Programme Management Department (PMD) for information. The AWPBs for 2008 will be submitted not later than end-December 2007.

Reporting

24. Every six months, each country presence office will submit a progress report to the regional division director, through the CPM, on initiatives led by nationally recruited staff, activities carried out to date, results achieved vis-à-vis the funds allocated. The AWPB will be updated, where necessary, taking into account any new requirements of the country programme.

25. Copies of progress reports will be made available to the Assistant President, PMD. A consolidated report on all the country presence initiatives will be prepared by the Office of the Assistant President, PMD, for review by Senior Management.

Monitoring

26. The performance of the country presence initiatives is the responsibility of the regional division director and relevant CPM. Performance monitoring will be based on the agreed AWPB.

27. The monitoring framework for the country presence initiatives will be simple: comparing results as specified in IFAD's Results Measurement Framework approved by the Board in September 2007 (EB 2007/91/R.2).

28. To facilitate the self-assessment in 2010, a benchmarking exercise will be undertaken by PMD by 31 March 2008 to assess the performance of the country programme. Baseline information will be collected on the critical indicators defined in the Results Measurement Framework. While such information will mainly be derived from the country programmes, IFAD's corporate databases and client/partner in-country surveys will be used as sources. In setting up the baseline information system, PMD will consider establishing a "comparator group" to facilitate the self-assessment.

29. Guidelines and standard forms for AWPBs and progress reporting have been issued.

B. Administrative arrangements

Institutional arrangements

30. During the pilot phase, country presence staff were recruited as national staff by regional divisions in consultation with the host agency in the country, with recruitment and administration governed by the relevant staff regulations and rules of the host agency. The evaluation of the FPPP concluded that this mode of organization led to a loss of IFAD identity and visibility. In addition, it hindered appropriate delegation of authority to country presence staff.

31. In view of the above, IFAD Management has initiated discussions with the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP) for a long-term solution to the issue of hosting arrangements. As host agencies, they will provide office space and allow IFAD to use common service areas and administrative support services.[4] These agreements will therefore specify the services to be provided by the host agency, including:

    (a) Office space and use of common service areas;

    (b) Administrative support services such as management and payroll services, procurement services, accounting and reporting, security, medical services and insurance;

    (c) Office fixtures, furniture, and equipment (including information technology – IT);

    (d) Communication and IT services and maintenance;

    (e) Travel administration (including international travel) and transport services;

    (f) Liaison services with national authorities for visas and accreditation.

32. IFAD will pay the host agency a service fee, the amount of which to be negotiated and agreed on in line with current practices for hosting United Nations agencies. These arrangements will bridge the gap until individual host country agreements are negotiated.

33. In logistics support arrangements, preference will be given to options that are cost-effective and involve less of a longer-term commitment of expenditures (e.g. leasing of vehicles).

Human resource management

34. IFAD Management has also initiated the process of negotiating and stipulating host country agreements with governments in countries where IFAD will post international staff. These agreements will cover accreditations to international staff, and relevant privileges and immunities for both international and local staff. They will also contain provisions allowing IFAD to contract national staff directly. As concluding host country agreements may take time, IFAD may continue to contract country presence staff through a host agency.

35. With respect to outposted CPMs, they are international staff and are hired by IFAD directly under the normal IFAD staff regulations and rules. Their contractual arrangements will be subject to the provisions of the Human Resources Procedures Manual and will be the same as in Rome, as, in principle, will be their entitlements and benefits. The amounts of some entitlements may change, based on the country, e.g. related to security, post adjustment, etc. Should some of the entitlements, such as for travel, differ from IFAD's standard entitlements, the

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[4] Such as management and payroll services for national staff; procurement services; travel administration; provision of office fixtures, furniture, and equipment; provision of communication and information technology services and maintenance; security; medical services; insurance; photocopy and print services; mail/pouch services; banking facilities; accounting and reporting; and liaison services with national authorities for visas and accreditation, and transport services.

concerned IFAD member will be advised of such changes and her or his consent obtained.

36. As mentioned in paragraph 34, when host country agreements have not been signed, IFAD will continue to contract national staff through the FAO, UNDP or World Food Programme arrangements. The employment arrangements for national staff include:

    (a) Where needed, selection and hiring by IFAD (the relevant regional division in PMD supported by the Finance and Administration Department [FAD] and the host agency) through a competitive process and extension of contracts of staff who have been competitively recruited and who have demonstrated satisfactory performance;

    (b) Appointments on fixed-term contract executed by the hosting agency or by IFAD;

    (c) Privileges and immunities for local staff recruited through the host agency obtained through the hosting agency's status in the relevant country;

    (d) Payment of salaries and benefits in accordance with the rules and regulations of the host United Nations agency in each country;

    (e) Provision of benefits according to the host agency's procedures for matters such as travel, leave, medical, official holidays, life and personal accident coverage, security, insurance and pension, grievance, termination and separation.

37. To address the issues raised in the evaluation,[5] IFAD has developed a job description for CPOs that provides appropriate programmatic authority (paragraph 40), defines duties and responsibilities, and specifies the education, experience and competencies required. This job description will be supplemented by specific terms of reference to reflect the priorities of the relevant country programme.

38. Since the goal is that IFAD procedures will apply to performance management, training, development and rewards, whenever possible country staff will be mainstreamed into IFAD's performance management system. The AWPB will constitute an important basis for their performance evaluation, and will be used in lieu of the Performance Evaluation System (PES) objective setting. The half-yearly review envisaged under the PES will be based on the progress report prepared for the first six months. The performance evaluation report will be submitted at the beginning of 2009. National staff will be assessed by CPMs in consultation with the regional division director. The performance of outposted CPMs will be evaluated by the regional division director. During the performance evaluation, individual support, development and coaching needs will be identified.

39. In addition, as per the established procedure of the resident coordinator system, IFAD will obtain performance feedback from the resident coordinator on the performance of the outposted CPMs, who will also be members of the United Nations country team.

Delegation of authority

40. IFAD Management is currently undertaking a review of the financial and administrative authority that should be delegated to country presence staff in order to permit them to carry out the functions assigned to them effectively, and of the changes required in internal procedures to effect the appropriate delegation of authority. The administrative procedures for country presence will contain appropriate provisions for the delegation of authority. The extent of authority

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[5] The corporate-level evaluation of the FPPP found a number of shortcomings in managing human resources under the pilot programme. These included (i) lack of job descriptions for national staff, (ii) lack of systematic induction and training, and (iii) ad hoc nature of the on-the-job training.

delegated will vary depending on the needs of each country presence initiative and will be amended from time to time. A list of activities to be undertaken in country offices and programmes, and the procedures that require revision or formulation is presented in annex II.

41. In addition, country presence staff will be vested with sufficient authority to engage in programmatic activities such as project design, supervision and partnership-building.

Training and communication

42. A training, communication and involvement programme will be rolled out in 2008. The purpose of the programme is to:

   (a) Reinforce the IFAD identity of national staff and align staff attitudes and behaviours;

   (b) Share knowledge, manage information, and exchange know-how and learning across countries and with headquarters in order to achieve better results;

   (c) Facilitate the participation of national staff in headquarters activities so that they can obtain a better understanding of IFAD's strategy and governance, and see clearly where they fit in.

43. The training programme will include:

   (a) An induction seminar on the functions of IFAD departments and related procedural aspects; and processes related to country programme development – results-based country strategic opportunities programmes (COSOPs), project design, quality enhancement/assurance and supervision;[6]

   (b) Ad hoc training made available at headquarters or other venues. Country presence staff will be encouraged to attend relevant training programmes at IFAD headquarters in areas such as time management and priority setting, presentation skills and negotiation skills. They will also be eligible to attend training programmes on subjects of particular relevance to the country programme, such as microfinance or monitoring and evaluation;

   (c) Coaching and mentoring of national staff by CPMs and regional division directors in order to develop new skills and improve performance.

44. Knowledge-sharing among country officers will be promoted through electronic forums, participation in divisional retreats, and video/teleconferencing. This will allow country presence and headquarters staff to articulate their experiences and concerns, and pool expertise across country boundaries. It will also create a high level of interaction and encourage connections, both formally and informally, in order to improve the flow of information and knowledge within IFAD. The programme will involve:

   (a) Establishment of electronic forums to facilitate dialogue and experience-sharing among country presence and headquarters staff, particularly in relation to lessons learned, critical success factors for results-based COSOP design and project formulation, and project supervision and implementation support. To the extent feasible, country presence staff will have access to IFAD's intranet and proprietary applications;

   (b) Participation of country presence staff in Executive Board meetings during discussions of their respective country programmes;

   (c) Coordination of team meetings in each country to disseminate management thinking; identify and solve programme issues; and fully engage and motivate national staff to achieve objectives;

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[6] A number of country presence staff have participated in the headquarters-based supervision training.

(d)   Participation in partner feedback forums, including country programme review workshops and evaluation workshops;

(e)   An annual meeting of all country presence staff and relevant headquarters staff to share innovations in the country, experiences and new approaches to rural development, and to identify constraints facing country presence staff that could be resolved by headquarters.

45.   Currently IFAD is sending a monthly electronic update on IFAD news to country presence staff. This is a compilation of new postings on the IFAD website plus new releases from the internal site. An IFAD identity package, including the logo, publications, brochures and posters, will be supplied to all country presence staff during the first quarter of 2008.

Information technology

46.   IT logistical support is being enhanced to enable country staff to share information and collaborate with headquarters and other country offices through the intranet, e-mails, and web-based and video conferencing facilities. Work is in progress to upgrade technology and to ensure access of country office staff to the IFAD electronic environment, set up mailboxes for them, give national staff access to web-based applications and web space for country news. On-line access to other key information such as the Project Portfolio Management System and the Loans and Grants System[7] will require a more complex solution that will be addressed through the IT strategic plan and the capital budget proposal for the redevelopment of these systems.

47.   Information and communication technology arrangements for each country office will be defined as part of the host agency agreement depending on the country in which the office is located and/or the facilities available in the offices of the host agency.

Budgeting, accounting and reporting

48.   IFAD has put in place procedures to address the budgeting and accounting issues raised by the Office of Audit and Oversight in its recent report on the FPPP.[8] In this light, with effect from 2008, country presence budgets will be integrated into IFAD's annual budget process, will form part of the divisional budget submissions, and will be accounted for within the benchmark efficiency ratio.

49.   The most effective and efficient way for transferring the funds to defray expenditures at the country level is to have this done by the hosting United Nations agency or international financial institution. At the beginning of each year, IFAD will provide hosting agencies with up to 90 per cent pre-financing of the annual estimated budget as reflected in the respective host agency country agreements. This pre-financing will include both administrative and programmatic expenses.[9] The host agency will then defray expenditures upon written request and approval by the IFAD country presence representative on the basis of the level of authority delegated to the CPOs. The host agency will submit a report of expenditures to IFAD's Office of the Controller for appropriate accounting and reporting twice-yearly. In each subsequent financial year, pre-financing will be provided upon receipt of an annual statement of receipt and expenditures justifying the amount previously advanced.

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[7]   When requested by CPOs, respective programme assistants provide information from these systems by fax or e-mail.

[8]   The report noted uncertainty over cost categories, lack of transparency and accountability for tracking and monitoring country presence office costs, lack of clear procedures for invoicing and funding, no uniformity in the coding for budget and accounting purposes, and lack of institutional preparation for handling the administrative and accounting issues of the FPPP.

[9]   Programmatic expenses will be defined to the extent possible in the AWPB, but may require additional transfers depending on actual activities carried out.

50. The procedures put in place will allow for the accounting and reporting of country presence costs by activity and nature. Furthermore, country presence activities will be taken into account in the preparation of departmental and divisional management plans, and in the specification of expected results.

C. Management, coordination and resourcing of country offices
Management and coordination

51. With regard to the evaluation finding that the FPPP was under-resourced, both in financial and managerial terms, IFAD management will (i) provide a limited but critical additional budget for all country presence initiatives; (ii) administer the country presence as a corporate-level initiative involving all departments; and (iii) elevate the management locus to a higher level, in view of the need to facilitate the coordination needed to make this a success

52. An interdepartmental steering committee has been established to guide the country presence initiative, chaired by the Assistant President, PMD, with representation of the Vice-President, Assistant President, FAD, and other relevant divisions from the External Affairs Department, FAD and PMD. This committee will coordinate and monitor implementation of the country presence activity plan; self-assess performance of the concerned divisions on an ongoing basis; and resolve issues affecting performance. As necessary, issues will be brought to the attention of the President.

53. Within the overall guidance of the steering committee, supervision of individual country presence initiatives will be undertaken by the regional divisions of PMD. As noted earlier (paragraph 11), country presence initiatives are accountable to and will be working under the line management arrangements of respective regional divisions.

54. Country-level initiatives will be provided with support in terms of hosting arrangements, human resources, budget and finance by relevant FAD divisions. FAD staff supporting country offices will be coordinated by a senior adviser who will ensure efficient and effective delivery of services internally and externally with other hosting agencies; maintenance and enhancement of country office procedures to ensure smooth functioning of country offices; and follow-up on agreed actions.

55. Work is in progress to develop administrative guidelines for country offices to clarify linkages between host agency procedures and IFAD's.

56. A common website to store and share country presence documents such as country agreements, hosting agreements, accreditation records – with a link to Executive Board documents – and a tracking system of all activities being undertaken to put in place each country presence initiative have been developed and are operational.

Resourcing

57. In allocating budget resources for the country presence, IFAD Management has considered the evaluation finding that the FPPP was overambitious and critically underfunded. In this light, limited but essential additional resources have been allocated for the country presence for 2008. The total budget for 2008 proposed for the 15 country presence initiatives started under the pilot programme is US$2.05 million. This includes an allocation of US$0.60 million for country presence initiatives in the United Republic of Tanzania and Viet Nam where CPMs will be outposted. In addition, two pre-pilot initiatives – in Colombia and Panama – have been included in the country presence budget, with a US$0.48 million allocation for 2008. The total budget for the country presence initiatives in 2008 will be US$2.53 million as shown below, of which US$1.56 million is incremental, as shown in annex III.

Items	Thousands of U.S. dollars
Repatriation, office establishment costs – United Republic of Tanzania, Viet Nam	100
Recurrent administration costs, security and national staff costs	1 660
Salaries for four outposted CPMs	772
Total	**2 532**

58. Of the US$2.53 million that has been budgeted, US$1.45 million is for the 13 nationally led initiatives, or an average of a little over US$110,000 per initiative.

59. The amount of US$2.53 million for 2008 for implementing and managing the country office presence is funded from the Programme Development Facility fund and from IFAD's administrative budget. The latter is used for meeting the salary costs of three out of four outposted CPMs.

60. A part of the total budget presented above represents a cost already incurred by IFAD. The four outposted CPMs – two under pre-pilot initiatives and two who will be outposted in 2008 – have a combined cost of US$0.77 million. This cost would be incurred whether these CPMs were based in the field or in Rome. In addition, a savings of approximately US$0.20 million is expected from reduced international travel. When these amounts (about US$0.97 million) are deducted from the total budget of US$2.53 million, the residual, or net incremental cost, is about US$1.56 million. Against a total IFAD budget of US$111 million for 2008, the incremental cost associated with the country presence is about 1 per cent.

Workplan

61. On the basis of the activities identified to be carried out at IFAD headquarters, a Gantt chart has been drawn and presented in annex I. This chart will be used by administrative units to manage their work schedule and by the steering committee for monitoring the performance of relevant departments.

Country presence programme – Activity plan 2008

		2007	First quarter	Second quarter	Third quarter	Fourth quarter	2009
1	Country office budgets integrated into IFAD budget	Senior Mgmt./FAD					
2	Job descriptions and procedures updated	PMD/FAD					
3	Terms of reference for each CPO developed		PMD				
4	Standard formats for AWPB and progress reports defined	PMD					
5	Framework agreements (HQs) signed with host agencies		FAD/OL				
6	Country agreements with governments signed		FAD/OL				
7	Agreements with country offices of hosting agencies signed/amended		FAD/OL				
8	Work plans and budgets submitted for country offices		PMD				
9	Administrative guidelines for country offices issued		FAD				
10	Intranet and web-based applications access set-up						FAD
11	Communications kits distributed to country offices		EAD				
12	CPMs out-posted		PMD/FAD				
13	Benchmark information updated for all country presence offices		PMD				
14	Ensure existing host organisation agreements are renewed by 31 December 2007		PMD/FAD				
15	Country offices managed by regional divisions		------------ PMD ------------				
16	Induction seminar organised		PMD/ FAD				
17	Headquarters meeting with country staff			PMD/ FAD			

	2007	First quarter	Second quarter	Third quarter	Fourth quarter	2009
18 Performance evaluations conducted				PMD		PMD
19 Other training sessions provided				PMD/FAD		
20 Progress reports submitted by country offices (six monthly)				PMD		PMD
21 Accounts reconciled				FAD		FAD
22 Performance monitoring report prepared and reviewed				PMD/ Sr. Mgmt		PMD/ Sr. Mgmt.
23 Estimated costs for 2009 submitted to Divisional Director for incorporation into 2009 budget submission (Specific Budget Process Guidelines issue in July)				FS + Senior Mgmt.		
24 Initiate discussions for additional country offices				Senior Mgmt.		

Delegation of authority – Activities to be undertaken for country offices and programmes

Hosting Agency	IFAD	Responsibility	Procedure to revise
Office Administration			
	Regional Director	Provide hosting agency with financial authorization indicating amount allocated to each budget line	
	Budget Holder	Approve commitment of funds against divisional budget allocation	
	FC	Disburse 90% pre financing for country offices based on receipted Purchase Order	Administrative Procedures for Country Offices
X		Issue document upon receipt of IFAD's financial authorization mentioned above	
	CPO/CPM	Request for petty cash	Administrative Procedures for Country Offices
X	Controller/ CPM/CPO	Approve, and issue petty cash (approval of the level of petty cash to be maintained by the Controller, approval of expenditures paid through the petty cash, CPO or out-posted CPM; replenishment of the petty cash should be headquarters (CPM)	
	CPM	Sign agreement for country office premises	
	CPM	Request recruitment of national staff from hosting agency and agree on recurring personnel management charges	
X		Advertise shortlist, select (through the local appointment and promotions board) and contract. Maintain personnel files, extension of contracts, entitlement monitoring, leave management.	
	Regional Director/ CPO/CPM	Requisition for travel advances, hotel reservation and tickets for IFAD staff travelling on official business (approval of travel should be regional director w/ instruction to the host agency to administer and process the travel)	Administrative Procedures for Country Offices
X		Process travel advances and travel claims for IFAD staff	
	CPO/CPM	Approval of the goods/services to procure and requisition for procurement of office goods: furniture; equipment;	
X		Certify, process and approve purchase orders for goods based on budget provided by the headquarters; Identification, selection (through the local procurement committee, when necessary; prepare and release purchase orders and/ or contracts; follow up and payments by either cheques or electronic funds transfer	
	CPO approval of the goods/ services to procure	Approval of the goods/services to procure, requisition for services and/or liaison with other local government offices for the processing of local drivers license; accreditation with Government; registrations; and visa requests; custom clearance; security; shipment arrangements; tax exemptions for importing goods on behalf of IFAD and its staff entitled to that benefit, etc.	Administrative Procedures for Country Offices
X		Certify process and approve requisition of these services.	
	CPO	Request and approve administrative services including local transportation, medical, utilities, local payroll, local IT services, etc.	Administrative Procedures for Country Offices
X		Provide these local services and defray and account properly for the relevant expenditures.	
X		Prepare accounting reports (half yearly), including invoices with supporting documents for submission to IFAD	
X		The Resident Representative or Country Director of the host agency (UNDP, FAO etc.) will be authorized to order emergency/medical evacuation of IFAD staff based on the security/medical requirements or guidelines of the United Nations.	HRPM

Hosting Agency	IFAD	Responsibility	Procedure to revise
		Programme Management	
	CPO/ CPM	Request for hire of consultants, issue RCS to hosting agency based on their established fee rates for national/local consultants and within the approval of specified financial limits as approved by IFAD management.	HRPM -consultants
X	CPO/ CPM	Approval of the goods/services to procure by CPM/CPO; issuance of contract (HA)	
	CPO	Requisition for travel advances, hotel reservation and tickets for IFAD staff and consultants travelling on mission travel	HRPM - consultants
X		Process travel advances and travel claims for IFAD staff/consultants	
	CPO	Request for services to hire venue for workshop or to procure goods or services required for a project	PDFF
	CPM/CPO	Request approved, venue identified and logistics arranged, payments made	
X		Approve lease of vehicles, contract and pay (WFP and others)	

Estimated costs for country presence for 2008

(Thousands of United States dollars)

Country	2008 costs	CPM salaries in Rome	Savings on travel	Incremental cost
Democratic Republic of the Congo	110			
Nigeria	145			
Senegal	120			
Ethiopia	100			
Kenya	100			
China/Mongolia	129			
India	165			
Haiti	98			
Mexico	91			
Peru	98			
Egypt	102			
Sudan	111			
Yemen	81			
Subtotal for 13 national staff led initiatives	**1 450**			**1 450**
United Republic of Tanzania*	326	226	50	
Viet Nam/Lao People's Democratic Republic*	275	160	53	
Subtotal for 15 initiatives under the pilot programme	**2 051**	**386**	**103**	**1 561**
Existing outposted CPMs				
Colombia*	275	226	50	
Panama*	206	160	46	
Total country presence costs	**2 532**	**772**	**199**	**1 561**

*denotes countries with outposted CPMs.
Numbers may not add up due to rounding.