

Document:	<u>EB/98/Rev.1</u>
Date:	<u>22 April 2010</u>
Distribution:	<u>Public</u>
Original:	<u>English</u>

E



Enabling poor rural people
to overcome poverty

Executive Board

Minutes of the Ninety-eighth Session

Note to Executive Board members

Representatives are invited to contact the following focal point with any technical questions about this document:

Paolo Ciocca

Secretary of IFAD

telephone: +39 06 5459 2254

e-mail: p.ciocca@ifad.org

Contents

Chapter	Paragraph	Page
I. Introduction	1-2	1
II. Opening of the session	3	1
III. Decisions of the Executive Board	4-84	1-15
A. Adoption of the agenda	4-6	1
B. Oral presentation on the United Nations Climate Change Conference (COP15): What are the implications for IFAD's rural poverty reduction mission?	7-8	1
C. Evaluation	9-17	1-2
D. Report on IFAD's Development Effectiveness	18-19	3
E. IFAD's 2010 results-based programme of work and administrative and capital budgets, and the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues	20-24	3-4
F. Progress report and activity plan for IFAD's country presence	25-26	4
G. Revised IFAD Policy for Grant Financing	27	4
H. Review of IFAD's project procurement guidelines and their implementation	28	4
I. IFAD Lending Policies and Criteria	29-30	5
J. Proposal to streamline the Executive Board approval process for IFAD-funded projects and programmes	31	5
K. Guidelines for dealing with <i>De Facto</i> Governments	32	5
L. IFAD's participation in the Debt Initiative for Heavily Indebted Poor Countries	33-34	5-6
M. Human resource matters	35-36	6
N. Country strategic opportunities programmes	37-39	6-7
O. Resources available for commitment	40	7
P. Project/programme proposals for consideration by the Executive Board	41-68	7-12

Chapter		Paragraph	Page
Q.	Grant proposals for consideration by the Executive Board	69-73	12-14
R.	Planned project activities	74	14
S.	Financial matters	75-77	14
T.	Progress report on implementation of the performance-based allocation system	78	14
U.	Annual Report on Quality Assurance in IFAD's Projects and Programmes	79	15
V.	Programme of events for the thirty-third session of the Governing Council	80	15
W.	Progress report on the Global Mechanism of the United Nations Convention to Combat Desertification	81	15
X.	Other business	82-84	15

Annexes		Page
I.	Delegations at the ninety-eighth session of the Executive Board	16-28
II.	List of documents placed before the ninety-eighth session of the Executive Board	29-33
III.	Agenda	33-39

Appendix	Page
NON-PAPER – Delivering the IFAD VIII Agenda: The Re-Configuration of IFAD Senior Management (Responsibilities and Reporting Arrangements)	1

Minutes of the ninety-eighth session of the Executive Board

I. Introduction

1. The ninety-eighth session of the Executive Board was held in Rome from 15-17 December 2009. A list of delegations is attached as annex I.
2. The Executive Board had before it the documents listed in annex II.

II. Opening of the session (agenda item 1)

3. President Kanayo F. Nwanze opened the ninety-eighth session of the Executive Board.

III. Decisions of the Executive Board

A. Adoption of the agenda (agenda item 2)

4. The Executive Board adopted the agenda as proposed in document EB 2009/98/R.1 (to be revised as EB 2009/98/R.1/Rev.1) and amended to reflect additions agreed to by the Board; the Board also noted the schedule of work, as outlined in EB 2009/98/R.1/Add.1/Rev.1.
5. The Executive Board was informed of an assessment prepared by the General Counsel based on the latest information available regarding the political situation of Madagascar. Having considered this assessment, the President of IFAD had concluded that the proposal for the supplementary loan for the Project to Support Development in the Menabe and Melaky Regions should not for the time being be submitted to the Executive Board.
6. Furthermore, the Board noted the addition of an item, namely a President's memorandum on the time limit for signature of the financing agreement for the Rural Microenterprise Development Programme in Nigeria.

B. Oral presentation on the United Nations Climate Change Conference (COP15): What are the implications for IFAD's rural poverty reduction mission? (agenda item 3)

7. In line with the practice introduced at the ninety-seventh session of the Board, the Executive Board began its session with a topical presentation, namely on the potential outcome of the United Nations Climate Change Conference in Copenhagen (COP15) and the impact this may have on IFAD's mission of rural poverty reduction.
8. Directors welcomed the timely presentation, which prompted a productive discussion. Members encouraged IFAD to integrate climate change adaptation and mitigation fully into its operating model. To this end, Management will finalize its climate change strategy for presentation to the April 2010 Executive Board. The natural resources and environment policy, which will incorporate the climate change strategy, will be presented to the Board in 2010.

C. Evaluation (agenda item 5)

(a) Reports of the chairperson of the Evaluation Committee

9. The Executive Board considered the reports of the chairperson of the Evaluation Committee on:
 - (i) The fifty-ninth session of the Evaluation Committee (EB 2009/98/R.4). The Board endorsed the recommendations contained therein, in particular the submission of the corporate-level evaluation of IFAD's capacity to promote pro-poor innovations to the April 2010 Executive Board;
 - (ii) The sixtieth session of the Evaluation Committee (EB 2009/98/R.5); and

- (iii) The country visit to India (EB 2009/98/R.6). In this regard, Directors were informed that the Evaluation Committee intends to discuss the annual country visit at its session in January and interested Board Directors are welcome to attend.

(b) Annual Report on Results and Impact of IFAD Operations (ARRI)

10. The Executive Board reviewed the Annual Report on Results and Impact of IFAD Operations evaluated in 2008 (EB 2009/98/R.7) together with Management's response thereto (EB 2009/98/R.7/Add.1). Having reviewed the information contained in document R.7 and its addendum, the Executive Board endorsed the four recommendations contained in paragraph 183 of the document.
11. The fourth recommendation concerns the allocation of administrative resources to fragile states and other countries. It also raises the possibility of increasing the resources allocated to fragile states. Management undertook to consider this recommendation in the context of future staffing plans, the reconfiguration of IFAD and ongoing improvements in design and supervision processes.
12. There was general consensus that it was important for the Office of Evaluation (OE) to evaluate the integration of lessons learned into project design and implementation; however, this was not a quality-at-entry process and overlap in duties should be avoided. Therefore, quality-at-entry reviews should continue to be carried out at arm's length by the Office of the President and Vice-President, with ex-post assessments conducted by OE.
13. On government performance, it was recognized that IFAD might not be well positioned to exert a significant influence on governance. However, IFAD could recall the obligations voluntarily undertaken by countries as stated in the Maputo Declaration and advocate their implementation. The Fund could also leverage its partnerships with other international institutions to advocate for their involvement in capacity-building.
14. Underlining the importance of a full and detailed consideration of the ARRI, the Executive Board requested the Evaluation Committee to consider how to maximize discussion of this document.

(c) Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and the International Fund for Agricultural Development

15. The Executive Board reviewed the executive summary of the Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and the International Fund for Agricultural Development (EB 2009/98/R.8), along with Management's response thereto (EB 2009/98/R.8/Add.1) and the comments of the senior independent advisers (EB 2009/98/R.8/Add.2), and noted the information contained in the documents.
16. Recognizing the importance of the report's recommendations, the Board highlighted the need for IFAD to develop actions to enhance its effectiveness in Africa in partnership with the African Development Bank (AfDB). In this regard, Management noted that the full value of the joint evaluation would be realized once the memorandum of understanding between IFAD and AfDB signed in 2008 was fully in force – a goal that is actively being pursued.
17. Acknowledging the interest shown by Executive Board members in the dissemination and impact of the report, the Director, OE undertook to keep both the Evaluation Committee and the Executive Board informed on the outcomes of upcoming United Nations Evaluation Group and Evaluation Cooperation Group discussions.

D. Report on IFAD's Development Effectiveness (agenda item 7)

18. The Board reviewed the Report on IFAD's Development Effectiveness (RIDE) (EB 2009/98/R.10 + Corr.1, to be revised as EB 2009/98/R.10/Rev.1), together with OE's comments thereon (EB 2009/98/R.10/Add.1). The Board commended Management on the quality of the document. While welcoming the positive results and overall convergence with the findings of the ARRI, the Board stressed the importance of focusing on human resource reform, developing differentiated approaches and promoting collaboration with other Rome-based agencies where this can deliver concrete results.
19. While noting the overall improvements highlighted in the report, Management concurred with the Board that there should be no room for complacency in pursuing enhanced development effectiveness.

E. IFAD's 2010 results-based programme of work and administrative and capital budgets, and the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues (agenda item 4)

20. Having considered IFAD's 2010 results-based programme of work and administrative and capital budgets, and the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues (EB 2009/98/R.2), together with the Report of the Audit Committee thereon (EB 2009/98/R.3), the Board welcomed IFAD's integration of the Programme Development Financing Facility (PDFF) into the administrative budget, as called for by the Governing Council in the Report of the Consultation on the Eighth Replenishment of IFAD's Resources (GC 32/L.5), as well as the consequent particular provisions for annual carry-forward of funds for the Cluster 1 segment of the administrative budget (into which the PDFF has been integrated), and approved:
 - (a) IFAD's planned programme of work for 2010 at a level of SDR 503 million (US\$800 million), comprising a lending programme of SDR 470 million (US\$748 million) and a gross grant programme of US\$52 million, subject to resources available; and
 - (b) The submission to the thirty-third session of the Governing Council of: first the administrative budget of IFAD for 2010 in the amount of US\$131.99 million; second, the capital budget of IFAD for 2010 in the amount of US\$3.53 million; and third, the administrative budget of IFAD's Office Evaluation for 2010 in the amount of US\$6.2 million.
21. The Board also approved OE's three-year rolling work programme for 2010-2012, as contained in document EB 2009/98/R.2 and requested that more details be immediately provided with respect to OE's requirements in terms of human and financial resources.
22. The Executive Board commended IFAD on fulfilling its commitment to the Consultation on the Eighth Replenishment of IFAD's Resources of introducing a results-based budget. However, the Board noted that both efficiency savings and human resource reform remained issues of great importance. In this regard, Management undertook to update the Executive Board at its April 2010 session on the ways in which IFAD is enforcing reforms and aligning resources with the institution's operational needs. A preliminary overview of the medium-term plan will also be provided.
23. The Executive Board Director for Italy stressed that given the context of the containment of public spending in many countries arising from the financial sector crisis and economic downturn, his country's preference was that the real increase in IFAD's administrative budget be lower. Therefore, as already stated during the Audit Committee's review, along the lines followed for other international financial

institutions, Italy could not support the proposed increase of 4.4 per cent and thus abstained.

24. Finally, the chairperson of the Audit Committee informed the Board that, subsequent to his request, he had received on an informal basis further information on the housing facility of the President. In light of this and to promote transparency, it was agreed that the Audit Committee would discuss further the information received on the implementation of the relevant Governing Council resolution. In so doing, the historical background, as well as the context of previous administrations and the implementation of said resolution would be taken into account.

F. Progress report and activity plan for IFAD's country presence (agenda item 8)

25. The Executive Board considered the Progress report and activity plan for IFAD's country presence (EB 2009/98/R.11). The Board welcomed the information contained in the report and acknowledged the benefits that country presence brought to IFAD's impact on the ground. The Executive Board approved the limited expansion of IFAD's country presence in 2010 as proposed in paragraph 58 of document R.11, specifically the opening of three new country offices, in Cameroon, the Philippines and Zambia.
26. In 2011, IFAD will prepare and submit to the Executive Board a longer-term strategy for IFAD's country presence, based on the experience accumulated between 2006 and 2011.

G. Revised IFAD Policy for Grant Financing (agenda item 6)

27. The Executive Board considered the Revised IFAD Policy for Grant Financing (EB 2009/98/R.9 + Corr.1, to be revised as EB 2009/98/R.9/Rev.1) together with OE's comments thereon (EB 2009/98/R.9/Add.1). Following a rich discussion, the Board approved the Revised IFAD Policy for Grant Financing, as presented in document EB 2009/98/R.9 + Corr.1 and duly revised to reflect that:
- (a) An evaluation would be carried out after three years rather than five;
 - (b) Private-sector proposals would be presented to the Board under the standard procedure until the evaluation mentioned above has taken place;
 - (c) Management would consider expanding the percentage of the grant programme destined for country grants after this evaluation;
 - (d) The guidelines and procedures for the policy's implementation are a management tool and therefore to be shared with the Board for information, not approval;
 - (e) When circulating the guidelines and procedures, the indicators would also be circulated to Executive Board members for information;
 - (f) The RIDE would be the vehicle for reporting on grants, but grants approved under the lapse-of-time procedure or by delegation of authority would be reported on at each formal Board session; and
 - (g) Based on the outcome of the ongoing reform of the Consultative Group on International Agricultural Research (CGIAR) system, Management would review IFAD's engagement with the CGIAR.

H. Review of IFAD's project procurement guidelines and their implementation (agenda item 9)

28. The Executive Board considered the Review of IFAD's project procurement guidelines and their implementation (EB 2009/98/R.12) and, in light of the concerns raised during the discussion, decided that:

- (a) An annotated outline of the proposed revision would be submitted to the Audit Committee for review early in 2010; and
- (b) Subject to that review, the revised procurement guidelines would be submitted to the Executive Board in September 2010 for consideration and approval.

I. IFAD Lending Policies and Criteria (agenda item 10)

(a) Revision of the Lending Policies and Criteria

29. Having considered the Revision of the Lending Policies and Criteria (EB 2009/98/R.13), the Board requested further information and proposed various revisions. Following a discussion on, inter alia, the need for harmonization with other international financial institutions, a consensus was reached and reflected in the revision to the document (EB 2009/98/R.13/Rev.1), which was circulated to all Board Directors. The Board subsequently agreed that document EB 2009/98/R.13/Rev.2 should be submitted to the thirty-third session of the Governing Council for adoption of the resolution contained in paragraph 7 of the revised document. It was noted that the Netherlands abstained on this item.

(b) IFAD's lending terms and conditions: Interest rate for the year 2010 for loans on ordinary and intermediate terms

30. The document on IFAD's lending terms and conditions: interest rate for 2010 for loans on ordinary and intermediate terms (EB 2009/98/R.14) was presented to the Executive Board for information.

J. Proposal to streamline the Executive Board approval process for IFAD-funded projects and programmes (agenda item 11)

31. The Executive Board considered the document on streamlining the Executive Board's approval process for investment projects and programmes. A full and fruitful discussion led to the Board's endorsement of the proposals contained in the recommendation for approval. The following clarifications were reflected in the revision (EB 2009/98/R.15/Rev.1):

- (a) As indicated in paragraph 24, all projects approved through this procedure will be reported to the subsequent Executive Board;
- (b) In paragraph 28(a)(i), the time lapse will be of 30 days rather than 21 as originally proposed;
- (c) Rather than be guided by the proposed criteria relative to innovation and complexity of project design, Management will have the right to present a project as it deems necessary to the Board for discussion; and
- (d) As regards further linking country strategic opportunities programmes with projects, Management recognizes that this is an item that needs to be addressed at a later date in order to enhance the strategic nature of the Board.

K. Guidelines for dealing with *De Facto* Governments (agenda item 12)

32. The Executive Board considered the guidelines on dealing with de facto governments (EB 2009/98/R.16). While recognizing the need for IFAD to establish guidelines in line with the best practice of its partners, the Board felt that the document required further elaboration. It was therefore decided that this item would be deferred until a future session of the Board. In revising the document, the Board urged that consultation on this matter include all Members of the Fund. To this end and to ensure such inclusiveness, the Convenors and Friends will be requested to provide Management with guidance on the way forward for this item.

L. IFAD's participation in the Debt Initiative for Heavily Indebted Poor Countries (agenda item 13)

33. After considering the document IFAD's participation in the Heavily Indebted Poor Countries Debt Initiative (EB 2009/98/R.17), the Executive Board approved the proposed contribution to the reduction of Côte d'Ivoire's debt to IFAD, in accordance with the terms of the resolution contained in paragraph 26 of document R.17.
34. The Board noted the status of implementation of the Debt Initiative and IFAD's participation therein and endorsed the submission of this progress report, appropriately revised, to the thirty-third session of the Governing Council in February 2010.

M. Human resource matters (agenda item 14)

(a) Progress report on human resources reform – A people strategy for IFAD

35. The Executive Board took note of the information contained in the progress report on human resources reform – A people strategy for IFAD (EB 2009/98/R.18). The Executive Board underlined that effective human resource reform is critical to achieving the demanding objectives set for the Eighth Replenishment period, highlighting, inter alia, the need for a strategic workforce plan and defined timelines for the related deliverables. After an intense discussion, and having heard Management's appraisal of the current status of reforms, it was agreed that Board members would be updated on progress being made on the reform agenda at every Board session.

(b) Report on the implementation of the Enhanced Associate Professional Officer Programme (EAPOP)

36. The evaluation of the three-year pilot phase of the Enhanced Associate Professional Officer Programme (EB 2009/98/R.19) was considered by the Board. Management noted the comments made by Directors and will revert to the Board with regard to the future funding of this programme through other financing schemes.

N. Country strategic opportunities programmes (agenda item 15)

(a) Congo

37. The Executive Board reviewed the country strategic opportunities programme (COSOP) for the Republic of the Congo (EB 2009/98/R.20) and praised the COSOP's quality and realistic strategic objectives. The Board reiterated the importance of rural infrastructure in improving smallholders' access to markets. In light of the very poor condition of the country's rural infrastructure, the Board stressed the need to partner with other donors (the African Development Bank, the World Bank, the OPEC Fund for International Development, etc.) to tackle infrastructure rehabilitation.

(e) Malawi

38. The Executive Board reviewed the Malawi COSOP (EB 2009/98/R.21) and praised its quality, alignment with country priorities and its risk assessment. Clarification was sought on: (i) how IFAD would address capacity challenges; and (ii) the scope for engagement in the Comprehensive Africa Agriculture Development Programme (CAADP) – an agriculture sector-wide programme (ASWAp) – and the mid-term plan financed by the European Union for the Farm Input Subsidy Programme (FISP). The Eastern and Southern Africa Division noted that: (i) extensive support would be extended to capacity-building through the provision of technical assistance and engagement of service providers; (ii) the COSOP supports the ASWAp, but that budget support would not be provided given IFAD's policy in this regard; (iii) the Fund supports the Government's efforts to subscribe to the CAADP, but would not make this a condition for the provision of financing; and (iv) the FISP

mid-term plan exercise had recently been suspended by the Government. The Board was also informed of IFAD's discussions with Norway regarding a joint analysis of agricultural production and extension initiatives. IFAD underlined that it would focus on agricultural development, given that other partners channel extensive resources to safety net and social development initiatives.

(c) **Syrian Arab Republic**

39. The IFAD Executive Board discussed the COSOP for the Syrian Arab Republic (EB 2009/98/R.22). Board Directors supported the COSOP and commended the high quality of the report. France offered to cofinance the two pipeline projects proposed in the COSOP. The Board was informed that the United States would vote against approval of funding of any projects under this COSOP, in accordance with United States anti-terrorism legislation.

**O. Resources available for commitment
(agenda item 16)**

40. The resources available for commitment (EB 2009/98/R.23 and its addendum) were reviewed by the Executive Board. The Board noted that estimated net inflows for the period January to December 2009 amounted to US\$639.5 million. It was further noted that loans and grants presented for approval amounted to US\$287.7 million; loans and grants already approved amounted to US\$441.8 million; and advance commitment authority (ACA) already approved at the April session stood at US\$76.5 million, resulting in a shortfall in resources of an estimated US\$13.5 million. The Board, therefore, approved the use of an additional US\$13.5 million under the ACA.

**P. Project/programme proposals for consideration by the
Executive Board (agenda item 17)**

41. The Board noted the oral report provided on the status of effectiveness of proposals already approved at previous sessions of the Board. The situation with regard to the North-East Rural Family Enterprise Development Support Project in Brazil was clarified and the Board was informed that a target deadline had been fixed, stipulating that project effectiveness must be declared within the first six months of 2010.

42. The Executive Board considered the following project/programme proposals:

(a) **Western and Central Africa**

(i) *Côte d'Ivoire: Agricultural Rehabilitation and Poverty Reduction Project*

43. The Executive Board considered the project proposal contained in document EB 2009/98/R.24 with its addendum and negotiated financing agreement, and adopted the following resolution:

"RESOLVED: that the Fund shall provide a grant to the Republic of Côte d'Ivoire in an amount equivalent to six million three hundred thousand special drawing rights (SDR 6,300,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(ii) *Gambia (The): Livestock and Horticulture Development Project*

44. The Executive Board considered the project proposal contained in document EB 2009/98/R.25 with its addendum and negotiated financing agreement, and adopted the following resolution:

"RESOLVED: that the Fund shall provide a grant to the Republic of The Gambia in an amount equivalent to five million and fifty thousand special drawing rights (SDR 5,050,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(iii) *Liberia: Agriculture Sector Rehabilitation Project*

45. The Executive Board considered the project proposal contained in document EB 2009/98/R.26 with its addendum and negotiated financing agreement, and adopted the following resolution:

“RESOLVED: that the Fund shall provide a grant to the Republic of Liberia in an amount equivalent to three million one hundred and fifty thousand special drawing rights (SDR 3,150,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

(iv) *Nigeria: President's memorandum: Rural Microenterprise Development Programme – Time limit for signature of the financing agreement*

46. The Executive Board considered the proposal contained in document EB 2009/98/R.61 and approved a new period of up to 31 March 2010 for signature of the financing agreement for the Rural Microenterprise Development Programme.

(b) **Eastern and Southern Africa**(i) *Eritrea: President's memorandum: Post-crisis Rural Recovery and Development Programme – Supplementary grant and modifications to the financing agreement*

47. The Executive Board considered the proposal contained in document EB 2009/98/R.27 and adopted the following resolutions:

“RESOLVED: that the Fund shall provide a supplementary grant under the Debt Sustainability Framework to Eritrea in an amount equivalent to five million one hundred and ten thousand special drawing rights (SDR 5,110,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the existing programme financing agreement for the Post-crisis Rural Recovery and Development Programme be amended to reflect the modifications contained in this report.”

(ii) *Rwanda: President's memorandum: Support Project for the Strategic Plan for the Transformation of Agriculture – Supplementary grant*

48. The Executive Board considered the proposal contained in document EB 2009/98/R.29 with its addendum and adopted the following resolution:

“RESOLVED: that the Fund shall make a supplementary grant to the Republic of Rwanda in various currencies in an amount equivalent to one million eight hundred seventy thousand special drawing rights (SDR 1,870,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

(iii) *Rwanda: President's memorandum: Kirehe Community-based Watershed Management Project – Supplementary grant*

49. The Executive Board considered the proposal contained in document EB 2009/98/R.30 with its addendum and adopted the following resolution:

“RESOLVED: that the Fund shall provide a supplementary grant to the Republic of Rwanda in various currencies in an amount equivalent to three million nine hundred and fifty thousand special drawing rights (SDR 3.950 million) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

(c) **Asia and the Pacific**(i) *Cambodia: Tonle Sap Poverty Reduction and Smallholder Development Project*

50. The Executive Board considered the project proposal contained in document EB 2009/98/R.31 with its negotiated financing agreement and adopted the following resolutions:

"RESOLVED: that the Fund shall make a loan on highly concessional terms to the Kingdom of Cambodia in an amount equivalent to four million two hundred and fifty thousand special drawing rights (SDR 4,250,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Kingdom of Cambodia in an amount equivalent to four million two hundred and fifty thousand special drawing rights (SDR 4,250,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

51. The United States could not support the project for Cambodia and thus abstained.

(ii) *India: North Eastern Region Community Resource Management Project II –Supplementary loan*

52. The Executive Board considered the project proposal contained in document EB 2009/98/R.32 with its addendum and negotiated financing agreement, and adopted the following resolution:

"RESOLVED: that the Fund shall make a supplementary loan on highly concessional terms to the Republic of India in an amount equivalent to twelve million six hundred thousand special drawing rights (SDR 12,600,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(iii) *Kyrgyzstan: Forestry and Carbon Trading Project under the Tien Shan Ecosystem Development Project*

53. The Executive Board considered the project proposal contained in document EB 2009/98/R.33 with its addendum and negotiated financing agreement, and adopted the following resolutions:

"RESOLVED: that the Fund shall make a loan on highly concessional terms to the Kyrgyz Republic in an amount equivalent to two million five hundred and fifty thousand special drawing rights (SDR 2,550,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Kyrgyz Republic in an amount equivalent to two million five hundred and fifty thousand special drawing rights (SDR 2,550,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(iv) *Nepal: High-Value Agriculture Project in Hill and Mountain Areas*

54. The Executive Board considered the project proposal contained in document EB 2009/98/R.34 with its addendum and negotiated financing agreement, and adopted the following resolutions:

"RESOLVED: that the Fund shall make a loan on highly concessional terms to the Government of Nepal in an amount equivalent to four million seven hundred and fifty thousand special drawing rights (SDR 4,750,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Government of Nepal in an amount equivalent to four million seven hundred and fifty thousand special drawing rights (SDR 4,750,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(v) *Sri Lanka: National Agribusiness Development Programme*

55. The Executive Board considered the programme proposal contained in document EB 2009/98/R.35 with its addendum and negotiated financing agreement, and adopted the following resolution:

“RESOLVED: that the Fund shall make a loan on highly concessional terms to the Democratic Socialist Republic of Sri Lanka in an amount equivalent to fifteen million five hundred and fifty thousand special drawing rights (SDR 15,550,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

(d) **Latin America and the Caribbean**(i) *Brazil: Cariri and Seridó Sustainable Development Project (PROCASE)*

56. The Executive Board considered the project proposal contained in document EB 2009/98/R.36 with its addendum, and adopted the following resolution:

“RESOLVED: that the Fund shall make a loan on ordinary terms to the State of Paraíba of the Federative Republic of Brazil in an amount equivalent to fifteen million five hundred and fifty thousand special drawing rights (SDR 15,550,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

57. The proposal for Brazil, for which negotiations had not been finalized prior to the Board's consideration, was approved subject to the completion of negotiations.

(ii) *Ecuador: President's memorandum: Ibarra-San Lorenzo Development Project – Supplementary loan*

58. The Executive Board considered the proposal contained in document EB 2009/98/R.37 with its addendum and adopted the following resolution:

“RESOLVED: that the Fund shall make a supplementary loan on ordinary terms to the Republic of Ecuador in an amount equivalent to two million six hundred and fifty thousand special drawing rights (SDR 2,650,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

(iii) *Peru: Market Strengthening and Livelihood Diversification in the Southern Highlands Project – Supplementary loan and grant*

59. The Executive Board considered the proposal contained in document EB 2009/98/R.38 with its addendum, and adopted the following resolutions:

“RESOLVED: that the Fund shall make a supplementary loan on ordinary terms to the Republic of Peru in an amount equivalent to five million two hundred thousand special drawing rights (SDR 5,200,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Republic of Peru in an amount equivalent to two hundred and ten thousand special drawing rights (SDR 210,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

60. The proposal for Peru, for which negotiations had not been finalized prior to the Board's consideration, was approved subject to the completion of negotiations.

(iv) *Plurinational State of Bolivia: Plan VIDA-PEEP to eradicate extreme poverty – Phase I: Pilot Project to Strengthen the Capacity of Communities and Families Living in Extreme Poverty in Cochabamba and Potosí*

61. The Executive Board considered the project proposal contained in document EB 2009/98/R.39 with its addendum and negotiated financing agreement, and adopted the following resolution:

"RESOLVED: that the Fund shall make a loan on highly concessional terms to the Plurinational State of Bolivia in an amount equivalent to five million and fifty thousand special drawing rights (SDR 5,050,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(e) **Near East and North Africa**

(i) *Egypt: On-farm Irrigation Development Project in the Oldlands*

62. The Executive Board considered the project proposal contained in document EB 2009/98/R.40 with its addendum and negotiated financing agreement, and adopted the following resolutions:

"RESOLVED: that the Fund shall make a loan on intermediate terms to the Arab Republic of Egypt in an amount equivalent to twenty-nine million six hundred thousand special drawing rights (SDR 29,600,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Arab Republic of Egypt in an amount equivalent to six hundred and thirty thousand special drawing rights (SDR 630,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(ii) *Georgia: Agricultural Support Project*

63. The Executive Board considered the project proposal contained in document EB 2009/98/R.41 with its addendum and negotiated financing agreement, and adopted the following resolutions:

"RESOLVED: that the Fund shall make a loan on intermediate terms to Georgia in an amount equivalent to five million three hundred and fifty thousand special drawing rights (SDR 5,350,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to Georgia in an amount equivalent to one hundred and thirty thousand special drawing rights (SDR 130,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(iii) *Sudan: Rural Access Project*

64. The Executive Board considered the project proposal contained in document EB 2009/98/R.42 with its addendum and negotiated financing agreement, and adopted the following resolution:

"RESOLVED: that the Fund shall provide a grant to the Republic of The Sudan in an amount equivalent to eight million two hundred thousand special drawing rights (SDR 8,200,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

65. In accordance with the United States' legislative mandates against international financial institution assistance that benefits the Government of The Sudan, the United States expressed its opposition to this proposal.

(iv) *Turkey: Ardahan-Kars-Artvin Development Project*

66. The Executive Board considered the project proposal contained in document EB 2009/98/R.43 with its addendum and negotiated financing agreement, and adopted the following resolution:

"RESOLVED: that the Fund shall make a loan on ordinary terms to the Republic of Turkey in an amount equivalent to twelve million and eighty thousand special drawing rights (SDR 12,080,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

- (v) *Yemen: President's memorandum: Dhamar Participatory Rural Development Project – Modification to the loan agreement – Supplementary grant*

67. The Executive Board considered the proposal contained in document EB 2009/98/R.44 with its addendum and adopted the following resolution:

“RESOLVED: that the Fund shall provide a supplementary grant to the Republic of Yemen in an amount equivalent to four million six hundred and sixty thousand special drawing rights (SDR 4,660,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.”

- (f) **Update on IFAD's actions in response to the global food security crisis**

68. The document Update on IFAD's actions in response to the global food security crisis (EB 2009/98/R.45) was presented to the Executive Board for information.

Q. Grant proposals for consideration by the Executive Board (agenda item 18)

- (a) **Grant under the global/regional grants window to a Consultative Group on International Agricultural Research (CGIAR)-supported international centre**

69. The Executive Board considered the information contained in document EB 2009/98/R.46 and, by adopting the following resolution, agreed to support one agricultural research and training programme to be implemented through a CGIAR-supported centre:

“RESOLVED: that the Fund, in order to finance, in part, the Programme for Improved Management of Agricultural Water in Eastern and Southern Africa, Phase II, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the International Water Management Institute for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.”

70. The Board approved a change in recipient of the grant supporting the Regional Programme in Support of Rural Populations of African Descent in Latin America by adopting the following resolution:

“FURTHER RESOLVED: that the Fund, in order to ensure continuity of the Regional Programme in Support of Rural Populations of African Descent in Latin America approved by the Executive Board at its ninetieth session in April 2007, approves the change of grant recipient from the Executive Secretariat of the Andrés Bello Agreement to the International Centre for Tropical Agriculture.”

- (b) **Grants under the global/regional grants window to non-CGIAR-supported international centres**

71. The Executive Board considered the information contained in document EB 2009/98/R.47 and, by adopting the following resolutions, agreed to support nine agricultural research and training programmes to be implemented through centres and organizations not supported by the CGIAR:

“RESOLVED: that the Fund, in order to finance, in part, the Support to Farmers' Organizations in Africa Programme, shall make a grant not exceeding three hundred and sixty-two thousand United States dollars (US\$362,000) to the Eastern Africa Farmers' Federation (EAFF), a grant not exceeding three hundred and sixty-two thousand United States dollars (US\$362,000) to the Subregional Platform for Farmers' Organizations of Central Africa (PROPAC), a grant not exceeding four hundred and fourteen thousand United States dollars (US\$414,000) to the Network of Farmers' Organizations and Agricultural Producers in West Africa (ROPPA), and a grant not exceeding three hundred and sixty-two thousand United States dollars

(US\$362,000) to the Southern African Confederation of Agricultural Unions (SACAU), for a total of one million five hundred thousand United States dollars (US\$1,500,000) for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the programme for Mainstreaming Pro-Poor Fertilizer Access and Innovative Practices in West Africa, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the International Fertilizer Development Center (IFDC) for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the programme for Enabling Sustainable Land Management, Resilient Pastoral Livelihoods and Poverty Reduction in Africa, shall make a grant not exceeding nine hundred and fifty thousand United States dollars (US\$950,000) to the International Union for Conservation of Nature (IUCN) for a four-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the programme for Adaptation to Climate Change in Marginal Environments in West Asia and North Africa through Sustainable Crop and Livestock Diversification, shall make a grant not exceeding one million four hundred thousand United States dollars (US\$1,400,000) to the International Center for Biosaline Agriculture (ICBA) for a four-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the programme for Mainstreaming Pro-Poor Livelihoods and Addressing Environmental Degradation with Bamboo in Eastern and Southern Africa shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the International Network for Bamboo and Rattan (INBAR) for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Learning Routes Training Programme II, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the Regional Programme for Rural Development Training (PROCASUR) for a three-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Programme for the Development of Knowledge-sharing Skills, shall make a grant not exceeding nine hundred and fifty thousand United States dollars (US\$950,000) to the Food and Agriculture Organization of the United Nations (FAO) for an 18-month programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, the Food Security and Sustainable Livelihoods Programme in Pacific Island Countries, shall make a grant not exceeding one million five hundred thousand United States dollars (US\$1,500,000) to the Food and Agriculture Organization of the United Nations (FAO) for a two-year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

FURTHER RESOLVED: that the Fund, in order to finance, in part, Support for Formulating Voluntary Guidelines on Responsible Governance of Tenure of Land and Other Natural Resources Programme, shall make a grant not exceeding one million three hundred and sixty four thousand United States dollars (US\$1,364,000) to the Food and Agriculture Organization of the United Nations (FAO) for a two and a half year programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein."

(c) **Grant under the global/regional grants window to the International Land Coalition for Advancing the International Land Coalition's Strategic Framework: Putting a Pro-Poor Land Agenda into Practice at the national, regional and global levels**

72. The Executive Board considered the information contained in document EB 2009/98/R.48 and approved the proposed grant by adopting the following resolution:

"RESOLVED: that the Fund, in order to finance, in part, Advancing the International Land Coalition's Strategic Framework: Putting a Pro-Poor Land Agenda into Practice at the national, regional and global levels, shall make a grant not exceeding one million seventy thousand United States dollars (US\$1,070,000) to the International Land Coalition for a 12-month programme upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein."

(d) **Grant under the country-specific grants window to Africare for the Smallholder Agriculture Support Project in Zimbabwe**

73. The Executive Board considered the information contained in document EB 2009/98/R.49 and approved the proposed grant by adopting the following resolution:

"RESOLVED: that the Fund, in order to finance, in part, the Smallholder Agriculture Support Project, shall make a grant not exceeding five hundred thousand United States dollars (US\$500,000) to Africare for a two-year project upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein."

R. Planned project activities (agenda item 19)

74. The document on planned project activities for 2009-2010 (EB 2009/98/R.50) was presented to the Executive Board for information.

S. Financial matters (agenda item 20)

(a) **Status reports**

75. The report on the status of contributions to the Eighth Replenishment of IFAD's resources (EB 2009/98/R.51), the report on the status of contributions to the Seventh Replenishment of IFAD's resources (EB 2009/98/R.52) and the report on IFAD's investment portfolio for the third quarter of 2009 (EB 2009/98/R.53) were presented to the Executive Board for information.

(b) **Status of the negotiations of arrears of the Republic of Cuba**

76. The document on the status of the negotiations of arrears of the Republic of Cuba (EB 2009/98/R.54) was presented to the Executive Board for information.

(c) **Report of the 109th meeting of the Audit Committee**

77. The Executive Board reviewed the report on the Audit Committee's 109th meeting (EB 2009/98/R.55) and took note of the information provided therein.

T. Progress report on implementation of the performance-based allocation system (agenda item 21)

78. Having considered the progress report on implementation of the performance-based allocation system (PBAS) (EB 2009/98/R.56) and its addendum containing

the 2009 country scores and the 2010 country allocations (EB 2009/98/R.56/Add.1), the Executive Board approved the submission of the progress report to the forthcoming Governing Council session in February 2010. The 2009 country scores and the 2010 country allocations will also be provided to the Governing Council for its information. The concerns of Angola with regard to its country score were noted. The PBAS Working Group was encouraged to meet early in 2010.

U. Annual Report on Quality Assurance in IFAD's Projects and Programmes

79. The Annual Report on Quality Assurance in IFAD's Projects and Programmes (EB 2009/98/R.57) was presented to the Executive Board for information.

V. Programme of events for the thirty-third session of the Governing Council (agenda item 23)

80. The Executive Board took note of the programme of events for the thirty-third session of the Governing Council (EB 2009/98/R.58).

W. Progress report on the Global Mechanism of the United Nations Convention to Combat Desertification (agenda item 24)

81. Having noted the information contained in the progress report on the Global Mechanism of the United Nations Convention to Combat Desertification (EB 2009/98/R.59), the Executive Board approved submission of the progress report to the thirty-third session of the Governing Council.

X. Other business (agenda item 25)

(a) Proposed dates for the sessions of the Executive Board in 2010-2011

82. The Executive Board considered and approved the revised dates for its session in April 2010 as well as the dates for its 2011 sessions as indicated in document EB 2009/98/R.60.

(b) Committee on World Food Security

83. At the request of the Board Director for Argentina, a Board discussion was held on the changes taking place with respect to the Committee on World Food Security.

(c) Delivering the IFAD VIII Agenda, Re-Configuration of IFAD Senior Management (Responsibilities and Reporting Arrangements)

84. Members welcomed the presentation Delivering the IFAD VIII Agenda: Re-Configuration of IFAD Senior Management (Responsibilities and Reporting Arrangements).

Document:	EB 2009/98/INF.9
Date:	17 December 2009
Distribution:	Restricted
Original:	Arabic/English
	French/Spanish



Enabling poor rural people
to overcome poverty

Delegations at the ninety-eighth session of the Executive Board

Délégations à la quatre-vingt-dix-huitième session du Conseil d'administration

Delegaciones en el 98º período de sesiones de la Junta Ejecutiva

Executive Board — Ninety-eighth Session
Rome, 15-17 December 2009

For: **Information**

ALGERIA

Mohamed Larbi GHANEM
Chef de division de l'organisation de
la planification et des programmes
Ministère des finances
Alger

Habiba DJERIR TALEB
Secrétaire diplomatique
Représentant permanent suppléant
de la République algérienne démocratique
et populaire auprès des organisations
spécialisées des Nations Unies
Rome

ANGOLA

Carlos Alberto AMARAL
Conseiller
Représentant permanent suppléant
de la République d'Angola
auprès du FIDA
Rome

ARGENTINA

María del Carmen SQUEFF
Consejero
Representante Permanente Alternativa
de la República Argentina
ante el FIDA
Roma

Agustín ZIMMERMANN
Tercer Secretario
Representante Permanente Alternativo
de la República Argentina
ante el FIDA
Roma

AUSTRIA

Klaus OEHLER
Deputy Director
International Financial Institutions
Federal Ministry of Finance
Vienna

BELGIUM

Martine VAN DOOREN
Ministre Conseiller
Représentant permanent adjoint
du Royaume de Belgique
auprès du FIDA
Rome

BRAZIL

Carlos Eduardo LAMPERT COSTA
Deputy Secretary for International Affairs
Ministry of Planning, Budget and
Management
Brasilia, D.F.

Felipe HADDOCK LOBO GOULART
Second Secretary
Alternate Permanent Representative
of the Federative Republic of Brazil
to the United Nations Food and
Agriculture Agencies
Rome

BURKINA FASO

Jacques ZIDA
Conseiller technique du
Ministre de l'économie
et des finances
Ouagadougou

CAMEROON

Médi MOUNGUI
Deuxième Conseiller
Représentant permanent adjoint
de la République du Cameroun auprès
des organisations spécialisées
des Nations Unies
Rome

CANADA

Kent VACHON
Counsellor (Development)
Deputy Permanent Representative
of Canada to the United Nations
Food and Agriculture Agencies
Rome

CANADA (cont'd)

Adair HEUCHAN
Minister Counsellor
Alternate Permanent Representative
of Canada to the United Nations
Food and Agriculture Agencies
Rome

Iain C. MACGILLIVRAY
Principal Advisor (Agriculture)
Multilateral Development Institutions
Multilateral and Global Programs
Branch (MGPB)
Canadian International
Development Agency (CIDA)
Gatineau, Quebec

CHINA

LI Rui
Deputy Director
IFI Division III
International Department
Ministry of Finance
Beijing

ZHANG Yansong
Counsellor
Deputy Permanent Representative
of the People's Republic of China
to the United Nations Food and
Agriculture Agencies
Rome

GAO Peng
First Secretary
Alternate Permanent Representative
of the People's Republic of China
to the United Nations Food and
Agriculture Agencies
Rome

ZHANG Lei
Third Secretary
Alternate Permanent Representative
of the People's Republic of China
to the United Nations Food and
Agriculture Agencies
Rome

DENMARK

Jeanineke Dahl KRISTENSEN
Minister Counsellor
Deputy Permanent Representative of
the Kingdom of Denmark to IFAD
Rome

Sophian DRIF
Attaché
The Royal Danish Embassy
Rome

EGYPT

Abdel Aziz MOHAMED HOSNI
Agricultural Counsellor
Deputy Permanent Representative
of the Arab Republic of Egypt to
the United Nations Food and
Agriculture Agencies
Rome

FRANCE

Raphaëlle SIMEONI
Conseiller financier
Ambassade de France
Service économique
Rome

Claude TORRE
Agence française de
développement (AFD)
Chargé de mission à la
Représentation permanente
de la République française
auprès de l'OAA
Rome

GERMANY

Hans-Heinrich WREDE
Ambassador
Permanent Representative of the
Federal Republic of Germany
to IFAD
Rome

Heike KUHN
First Counsellor
Alternate Permanent Representative of
the Federal Republic of Germany
to IFAD
Rome

GERMANY (cont'd)

Franziska SCHUIERER
Member of the
Permanent Representation of the
Federal Republic of Germany
Rome

GUATEMALA

Alfredo TRINIDAD VELÁSQUEZ
Embajador
Representante Permanente de la
República de Guatemala ante los
Organismos de las Naciones Unidas
Roma

Ileana RIVERA DE ANGOTTI
Ministro Consejero
Representante Permanente Adjunto
de la República de Guatemala
ante los Organismos de las
Naciones Unidas
Roma

INDIA

—

INDONESIA

Hasanuddin IBRAHIM
Secretary-General
Department of Agriculture of
the Republic of Indonesia
Jakarta

Erizal SODIKIN
Agricultural Attaché
Alternate Permanent Representative
of the Republic of Indonesia
to IFAD
Rome

Yan PITER PANGARIBUAN
Head of Sub-Division
Foreign Financing I
National Development Planning
Agency (BAPPENAS)
Jakarta

Habadi H. SOEWEDO
Attaché
Embassy of the Republic
of Indonesia
Rome

IRELAND

Ben SIDDLE
Development Specialist
Hunger Task Team
Irish Aid
Department of Foreign Affairs
Limerick

ITALY

Giorgio LECCESI
Director
Service in charge of Multilateral
Development Banks (Office X)
Directorate General for International
Financial Relations (Directorate III)
Department of the Treasury
Ministry of Economy and Finance
Rome

Gisella BERARDI
Deputy Director
Service in charge of Multilateral
Development Banks (Office X)
Directorate General for International
Financial Relations (Directorate III)
Department of the Treasury
Ministry of Economy and Finance
Rome

Grazia CAMPA
Adviser
Service in charge of Multilateral
Development Banks (Office X)
Directorate General for International
Financial Relations (Directorate III)
Department of the Treasury
Ministry of Economy and Finance
Rome

JAPAN

Kazumasa SHIOYA
Minister Counsellor
Deputy Permanent Representative of
Japan to the United Nations Food
and Agriculture Agencies
Rome

Toshitaka NAKANO
Second Secretary
Economic Section
Embassy of Japan
Rome

KUWAIT

Yousef Ghazi AL-BADER
Assistant Regional Manager
for Central Asian and
European Countries
Kuwait Fund for Arab
Economic Development
Kuwait City

MEXICO

Diego Alonso SIMANCAS GUTIÉRREZ
Segundo Secretario
Representante Permanente Alterno
de los Estados Unidos Mexicanos
ante el FIDA
Roma

NETHERLANDS

A. M. Agnes VAN ARDENNE-VAN DER HOEVEN
Ambassador
Permanent Representative
of the Kingdom of the Netherlands
to the United Nations Organizations
for Food and Agriculture
Rome

Ronald ELKHUIZEN
Counsellor
Deputy Permanent Representative
of the Kingdom of the Netherlands
to the United Nations Organizations
for Food and Agriculture
Rome

Sanne HELDERMAN
Policy Adviser
Co-ordination and Institutional
Affairs Division
United Nations and International
Financial Institutions Department
Ministry of Foreign Affairs
The Hague

Françoise SCHILD
Second Secretary
Alternate Permanent Representative
of the Kingdom of the Netherlands
to the United Nations Organizations
for Food and Agriculture
Rome

NIGERIA

Yaya O. OLANIRAN
Permanent Representative of the
Federal Republic of Nigeria to
the United Nations Food and
Agriculture Agencies
Rome

Abiodun WALI
Clerk on IFAD Matters
Embassy of the Federal
Republic of Nigeria
Rome

NORWAY

Kirsten BJØRU
Counsellor
Deputy Permanent Representative
of the Kingdom of Norway to IFAD
Rome

QATAR

—

REPUBLIC OF KOREA

PARK Sujin
First Secretary
Alternate Permanent Representative of the
Republic of Korea to the United Nations
Food and Agriculture Agencies
Rome

SAUDI ARABIA

Bandar Bin Abdel Mohsin AL-SHALHOOB
Minister Plenipotentiary
Permanent Representative of the
Kingdom of Saudi Arabia to FAO
Rome

Tareq AbdulKarim A. ALDRIWEESH
First Secretary
Alternate Permanent Representative
of the Kingdom of Saudi Arabia
to FAO
Rome

SPAIN

Elías José GUÍA LÓPEZ
Agregado Agrícola
Representante Permanente Alternativo
de España ante los Organismos
de las Naciones Unidas
Roma

Vera Cruz SOLER DEL CAMPO
Primer Secretario
Embajada de España
Roma

SWEDEN

Amalia GARCIA-THÄRN
Minister Counsellor
Permanent Representative
of the Kingdom of Sweden
to IFAD and WFP
Rome

Gustaf AKESSON
Trainee
Royal Swedish Embassy
Rome

SWITZERLAND

Pio WENNUBST
Conseiller
Représentant permanent adjoint
de la Confédération suisse auprès
de la FAO, du FIDA et du PAM
Rome

Franklin THÉVENAZ
Conseiller
Représentant permanent adjoint
de la Confédération suisse auprès
de la FAO, du FIDA et du PAM
Rome

TURKEY

Vedat MIRMAHMUTOGULLARI
Under-Secretary
Ministry of Agriculture and
Rural Affairs
Ankara

TURKEY (cont'd)

Fazil DÜSÜNCELI
Counsellor (Agricultural Affairs)
Alternate Permanent Representative
of the Republic of Turkey to
the United Nations Food and
Agriculture Agencies
Rome

UNITED ARAB EMIRATES

Nadia SULTAN ABDULLAH
Officer-in-Charge
Debt Management
Ministry of Finance
Abu Dhabi

Obeid Ali Mirghani HASSAN
Press Officer
Embassy of the United
Arab Emirates
Rome

UNITED KINGDOM

Elizabeth NASSKAU
Deputy Permanent Representative of
the United Kingdom of Great Britain and
Northern Ireland to the United Nations
Food and Agriculture Agencies
Rome

UNITED STATES

Elizabeth H. MORRIS
Deputy Director
Office of Multilateral
Development Banks
Department of the Treasury
Washington, D.C.

Ertharin COUSIN
Ambassador
Permanent Representative of the
United States to the United Nations
Agencies for Food and Agriculture
Rome

Pryia GANDHI
International Economist
Office of Multilateral
Development Banks
Department of the Treasury
Washington, D.C.

UNITED STATES (cont'd)

Christopher HEGADORN
First Secretary
Alternate Permanent Representative
of the United States of America
to the United Nations Food and
Agriculture Agencies
Rome

VENEZUELA (BOLIVARIAN REPUBLIC OF)

Luis Arias BELLORÍN
Vicepresidente de Cooperación y
Financiamiento Internacional
Banco de Desarrollo Económico y
Social de Venezuela (BANDES)
Caracas

Gladys Francisca URBANEJA DURÁN
Embajadora
Representante Permanente de
la República Bolivariana de
Venezuela ante los Organismos
de las Naciones Unidas
Roma

Edgardo Rafael IBARRA ZÚÑIGA
Segundo Secretario
Representante Permanente Alterno
de la República Bolivariana de
Venezuela ante los Organismos
de las Naciones Unidas
Roma

**OBSERVER
OBERVATEUR
OBSERVADOR**

SUDAN

Mohamed Eltayeb ELFAKI ELNOR
Counsellor (Agricultural Affairs)
Permanent Representative of the
Republic of The Sudan to IFAD
Rome

List of documents placed before the ninety-eighth session of the Executive Board

Document No.	Agenda item	Title
EB 2009/98/R.1	2	Provisional agenda
EB 2009/98/R.1/Add.1/Rev.1		Schedule of work
EB 2009/98/R.2	4	IFAD's 2010 results-based programme of work and administrative and capital budgets, and the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues
EB 2009/98/R.3	4	Report of the Audit Committee on IFAD's 2010 results-based programme of work and administrative and capital budgets, and the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues
EB 2009/98/R.4	5(a)(i)	Report of the Chairperson on the fifty-ninth session of the Evaluation Committee
EB 2009/98/R.5	5(a)(ii)	Report of the Chairperson on the sixtieth session of the Evaluation Committee
EB 2009/98/R.6	5(a)(iii)	Report of the Evaluation Committee Chairperson on the country visit to India
EB 2009/98/R.7 + Add.1	5(b)	Annual Report on Results and Impact of IFAD Operations evaluated in 2008
EB 2009/98/R.8 + Add.1 + Add.2	5(c)	Executive Summary - Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and the International Fund for Agricultural Development
EB 2009/98/R.9 + Corr.1 + Add.1	6	Revised IFAD Policy for Grant Financing
EB 2009/98/R.10 + Corr.1 + Add.1	7	Report on IFAD's Development Effectiveness
EB 2009/98/R.11	8	Progress report and activity plan for IFAD's country presence
EB 2009/98/R.12	9	Review of IFAD's project procurement guidelines and their implementation
EB 2009/98/R.13 + Rev.1	10(a)	Revision of the Lending Policies and Criteria
EB 2009/98/R.14	10(b)	IFAD's lending terms and conditions: Interest rate for the year 2010 for loans on ordinary and intermediate terms
EB 2009/98/R.15	11	Proposal to streamline the Executive Board approval process for IFAD-funded projects and programmes
EB 2009/98/R.16	12	Guidelines on Dealing with <i>De Facto</i> Governments

EB 2009/98/R.17	13	IFAD's participation in the Heavily Indebted Poor Countries Debt Initiative
EB 2009/98/R.18	14(a)	Progress report on human resources reform – a people strategy for IFAD
EB 2009/98/R.19	14(b)	Report on the implementation of the Enhanced Associate Professional Officer Programme (EAPOP)
EB 2009/98/R.20	15(a)	Congo: Country strategic opportunities programme
EB 2009/98/R.21	15(b)	Malawi: Country strategic opportunities programme
EB 2009/98/R.22	15(c)	Syrian Arab Republic: Country strategic opportunities Programme
EB 2009/98/R.23 + Add.1	16	Resources available for commitment
EB 2009/98/R.24 + Add.1 + Sup.1 ¹	17(a)(i)	Côte d'Ivoire: Agricultural Rehabilitation and Poverty Reduction Project
EB 2009/98/R.25 + Add.1 + Sup.1 ²	17(a)(ii)	Gambia (The): Livestock and Horticulture Development Project
EB 2009/98/R.26 + Add.1 + Sup.1 ²	17(a)(iii)	Liberia: Agriculture Sector Rehabilitation Project
EB 2009/98/R.61	17(a)(iv)	Nigeria: President's memorandum: Rural Microenterprise Development Programme – Time limit for signature of the financing agreement
EB 2009/98/R.27	17(b)(i)	Eritrea: President's memorandum: Post-crisis Rural Recovery and Development Programme – Supplementary grant and modifications to the financing agreement
EB 2009/98/R.29 + Add.1	17(b)(iii)	Rwanda: President's memorandum: Support Project for the Strategic Plan for the Transformation of Agriculture – Supplementary grant
EB 2009/98/R.30 + Add.1	17(b)(iv)	Rwanda: President's memorandum: Kirehe Community-based Watershed Management Project – Supplementary grant
EB 2009/98/R.31 + Sup.1 ²	17(c)(i)	Cambodia: Tonle Sap Poverty Reduction and Smallholder Development Project

¹ Document provided in French only.

² Document provided in English only.

EB 2009/98/R.32 + Add.1 + Sup.1 ²	17(c)(ii)	India: North Eastern Region Community Resource Management Project II – Supplementary loan
EB 2009/98/R.33 + Add.1 + Sup.1 ³	17(c)(iii)	Kyrgyzstan: Forestry and Carbon Trading Project
EB 2009/98/R.34 + Add.1 + Sup.1 ³	17(c)(iv)	Nepal: High-Value Agriculture Project in Hill and Mountain Areas
EB 2009/98/R.35 + Add.1 + Sup.1 ³	17(c)(v)	Sri Lanka: National Agribusiness Development Programme
EB 2009/98/R.36 + Add.1	17(d)(i)	Brazil: Cariri and Seridó Sustainable Development Project (PROCASE)
EB 2009/98/R.37 + Add.1	17(d)(ii)	Ecuador: President's memorandum: Ibarra-San Lorenzo Development Project – Supplementary loan
EB 2009/98/R.38 + Add.1/Rev.1	17(d)(iii)	Peru: Market Strengthening and Livelihood Diversification in the Southern Highlands Project – Supplementary loan and grant
EB 2009/98/R.39 + Add.1 + Sup.1 ⁴	17(d)(iv)	Plurinational State of Bolivia: Plan VIDA-PEEP to eradicate extreme poverty – Phase I: Pilot Project to Strengthen the Capacity of Communities and Families Living in Extreme Poverty in Cochabamba and Potosí
EB 2009/98/R.40 + Add.1 + Sup.1 ³	17(e)(i)	Egypt: On-farm Irrigation Development Project in the Oldlands
EB 2009/98/R.41 + Add.1 + Sup.1 ³	17(e)(ii)	Georgia: Agricultural Support Project
EB 2009/98/R.42 + Add.1 + Sup.1 ³	17(e)(iii)	Sudan: Rural Access Project
EB 2009/98/R.43 + Add.1 + Sup.1 ³	17(e)(iv)	Turkey: Ardahan-Kars-Artvin Development Project
EB 2009/98/R.44 + Add.1	17(e)(v)	Yemen: President's memorandum: Dhamar Participatory Rural Development Project – Modification to the loan agreement – Supplementary grant
EB 2009/98/R.45/Rev.2	17(f)	Update on IFAD's actions in response to the global food security crisis
EB 2009/98/R.46	18(a)	Grant under the global/regional grants window to a CGIAR-supported international centres
EB 2009/98/R.47	18(b)	Grants under the global/regional grants window to non-CGIAR-supported international centres
EB 2009/98/R.48	18(c)	Grant under the global/regional grants window to the International Land Coalition for Advancing the International Land Coalition's Strategic Framework: Putting a Pro-Poor Land Agenda into Practice at the national, regional and global levels

³ Document provided in English only.

⁴ Document provided in Spanish only.

EB 2009/98/R.49	18(d)	Grant under the country-specific grants window to Africare for the Smallholder Agriculture Support Project in Zimbabwe
EB 2009/98/R.50	19	Planned project activities
EB 2009/98/R.51	20(a)(i)	Report on the status of contributions to the Eighth Replenishment of IFAD's resources
EB 2009/98/R.52	20(a)(ii)	Report on the status of contributions to the Seventh Replenishment of IFAD's resources
EB 2009/98/R.53	20(a)(iii)	Report on IFAD's investment portfolio for the third quarter of 2009
EB 2009/98/R.54	20(b)	Status of the negotiations of arrears of the Republic of Cuba
EB 2009/98/R.55	20(c)	Report of the 109 th meeting of the Audit Committee
EB 2009/98/R.56 + Add.1	21	Progress report on implementation of the performance-based allocation system
EB 2009/98/R.57	22	Annual Report on Quality Assurance in IFAD's Projects and Programmes
EB 2009/98/R.58	23	Programme of events for the thirty-third session of the Governing Council
EB 2009/98/R.59	24	Progress report on the Global Mechanism of the United Nations Convention to Combat Desertification
EB 2009/98/R.60	25	Proposed dates for sessions of the Executive Board in 2010-2011
EB 2009/98/INF.1		Arrangements for the ninety-eighth session of the Executive Board
EB 2009/98/INF.2		Status report on arrears in principal, interest and service charge payments
EB 2009/98/INF.3		Sao Tome and Principe: Implementation of the second cycle of the Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme
EB 2009/98/INF.4		Cooperation agreement with the Council of Europe Development Bank
EB 2009/98/INF.5		Report on approved project/programme proposals by the Executive Board
EB 2009/98/INF.6		IFAD Policy on the Disclosure of Documents and IFAD Strategy for Knowledge Management
EB 2009/98/INF.7		IFAD Initiative for Mainstreaming Innovation - Fourth Progress Report on the Main Phase

EB 2009/98/INF.8	List of documents for the ninety-eighth session of the Executive Board
EB 2009/98/INF.10 ⁵	Summary of project, programme and grant proposals discussed by the Executive Board
EB 2009/98/INF.11 ⁵	Decisions and deliberations of the ninety-eighth session of the Executive Board

⁵ Document provided in English only.

Document:	<u>EB 2009/98/R.1/Rev.1</u>
Agenda:	<u>2</u>
Date:	<u>15 December 2009</u>
Distribution:	<u>Public</u>
Original:	<u>English</u>

E



Enabling poor rural people
to overcome poverty

Agenda

Executive Board — Ninety-eighth Session
Rome, 15-17 December 2009

For: **Approval**

Note to Executive Board Directors

This document is submitted for approval by the Executive Board.

Directors are invited to contact the following focal point with any technical questions about this document:

Deirdre McGrenra

Governing Bodies Officer

telephone: +39 06 5459 2374

e-mail: d.mcgrenra@ifad.org

Queries regarding the dispatch of documentation for this session should also be addressed to the Governing Bodies Officer.

Agenda

As communicated to the Executive Board at its ninety-sixth session, the Chairperson of the Board – the President of IFAD – has proposed the implementation of a number of measures to enhance the effectiveness of the Executive Board.

Among these is the proposal that items presented for information will be discussed during a Board session only at the specific request of a Board member. Such requests should be submitted in writing to the Secretary of IFAD three weeks before the Board session.

The schedule of work will include only items to be discussed during the Board session (i.e. items for approval or review and items for information for which a written request for discussion at the Board has been received) and will be posted on the IFAD website two weeks before the session.

For ease of reference, each agenda item is assigned a letter to indicate the action required of the Board, as follows:

A = For approval

I = For information

R = For review

Directors are invited to note rule 6 of the Rules of Procedure of the Executive Board relative to the distribution of documents:

“...The four-week dispatch limit with respect to documents presented for and requiring action by the Executive Board at a session shall not be exceeded. However, if necessary, information relating to matters that do not require decisions by the Board, or additional information regarding projects, may be provided subsequently. ”

Agenda

1. Opening of the session
2. Adoption of the agenda **[A]**
3. Oral presentation on the United Nations Climate Change Conference (COP15): What are the implications for IFAD's rural poverty reduction mission? **[I]**
4. IFAD's 2010 results-based programme of work and administrative and capital budgets, and the Office of Evaluation's three-year (2010-2012) rolling work programme and 2010 resource issues **[A]**
5. Evaluation
 - (a) Reports of the chairperson of the Evaluation Committee
 - (i) Report of the chairperson on the fifty-ninth session of the Evaluation Committee **[R]**
 - (ii) Report of the chairperson on the sixtieth session of the Evaluation Committee **[R]**
 - (iii) Report of the Evaluation Committee Chairperson on the country visit to India **[I]**
 - (b) Annual Report on Results and Impact of IFAD Operations (ARRI) **[R]**
 - (c) Joint Evaluation of the Agriculture and Rural Development Policies and Operations in Africa of the African Development Bank and the International Fund for Agricultural Development **[R]**
6. Revised IFAD Policy for Grant Financing **[A]**
7. Report on IFAD's Development Effectiveness **[R]**
8. Progress report and activity plan for IFAD's country presence **[A]**
9. Review of IFAD's project procurement guidelines and their implementation **[R]**
10. IFAD Lending Policies and Criteria
 - (a) Revision of the Lending Policies and Criteria **[A]**
 - (b) IFAD's lending terms and conditions: Interest rate for the year 2010 for loans on ordinary and intermediate terms **[I]**
11. Proposal to streamline the Executive Board approval process for IFAD-funded projects and programmes **[A]**
12. Guidelines for dealing with *De Facto* Governments **[A]**
13. IFAD's participation in the Debt Initiative for Heavily Indebted Poor Countries **[A]**
14. Human resource matters
 - (a) Progress report on human resources reform – A people strategy for IFAD **[I]**
 - (b) Report on the implementation of the Enhanced Associate Professional Officer Programme (EAPOP) **[I]**
15. Country strategic opportunities programmes **[R]**
 - (a) Congo
 - (b) Malawi

- (c) Syrian Arab Republic
- 16. Resources available for commitment **[A]**
- 17. Project/programme proposals for consideration by the Executive Board **[A]**
 - (a) Western and Central Africa
 - (i) Côte d'Ivoire: Agricultural Rehabilitation and Poverty Reduction Project
 - (ii) Gambia (The): Livestock and Horticulture Development Project
 - (iii) Liberia: Agriculture Sector Rehabilitation Project
 - (iv) Nigeria: President's memorandum: Rural Microenterprise Development Programme – Time limit for signature of the financing agreement
 - (b) Eastern and Southern Africa
 - (i) Eritrea: President's memorandum: Post-crisis Rural Recovery and Development Programme – Supplementary grant and modifications to the financing agreement
 - (ii) Rwanda: President's memorandum: Support Project for the Strategic Plan for the Transformation of Agriculture – Supplementary grant
 - (iii) Rwanda: President's memorandum: Kirehe Community-based Watershed Management Project – Supplementary grant
 - (c) Asia and the Pacific
 - (i) Cambodia: Tonle Sap Poverty Reduction and Smallholder Development Project
 - (ii) India: North Eastern Region Community Resource Management Project II – Supplementary loan
 - (iii) Kyrgyzstan: Forestry and Carbon Trading Project under the Tien Shan Ecosystem Development Project
 - (iv) Nepal: High-Value Agriculture Project in Hill and Mountain Areas
 - (v) Sri Lanka: National Agribusiness Development Programme
 - (d) Latin America and the Caribbean
 - (i) Brazil: Cariri and Seridó Sustainable Development Project (PROCASE)
 - (ii) Ecuador: President's memorandum: Ibarra-San Lorenzo Development Project – Supplementary loan
 - (iii) Peru: Market Strengthening and Livelihood Diversification in the Southern Highlands Project – Supplementary loan and grant
 - (iv) Plurinational State of Bolivia: Plan VIDA-PEEP to eradicate extreme poverty – Phase I: Pilot Project to Strengthen the Capacity of Communities and Families Living in Extreme Poverty in Cochabamba and Potosí
 - (e) Near East and North Africa
 - (i) Egypt: On-farm Irrigation Development Project in the Oldlands
 - (ii) Georgia: Agricultural Support Project
 - (iii) Sudan: Rural Access Project

- (iv) Turkey: Ardahan-Kars-Artvin Development Project
 - (v) Yemen: President's memorandum: Dhamar Participatory Rural Development Project – Modification to the loan agreement – Supplementary grant
 - (f) Update on IFAD's actions in response to the global food security crisis **[I]**
18. Grant proposals for consideration by the Executive Board **[A]**
- (a) Grant under the global/regional grants window to a CGIAR-supported international centre
 - (b) Grants under the global/regional grants window to non-CGIAR-supported international centres
 - (c) Grant under the global/regional grants window to the International Land Coalition for Advancing the International Land Coalition's Strategic Framework: Putting a Pro-Poor Land Agenda into Practice at the national, regional and global levels
 - (d) Grant under the country-specific grants window to Africare for the Smallholder Agriculture Support Project in Zimbabwe
19. Planned project activities **[I]**
20. Financial matters
- (a) Status reports **[I]**
 - (i) Report on the status of contributions to the Eighth Replenishment of IFAD's resources
 - (ii) Report on the status of contributions to the Seventh Replenishment of IFAD's resources
 - (iii) Report on IFAD's investment portfolio for the third quarter of 2009
 - (b) Status of the negotiations of arrears of the Republic of Cuba **[I]**
 - (c) Report of the 109th meeting of the Audit Committee **[R]**
21. Progress report on implementation of the performance-based allocation system **[A]**
22. Annual Report on Quality Assurance in IFAD's Projects and Programmes **[I]**
23. Programme of events for the thirty-third session of the Governing Council **[I]**
24. Progress report on the Global Mechanism of the United Nations Convention to Combat Desertification **[A]**
25. Other business
- (a) Proposed dates for the sessions of the Executive Board in 2010-2011 **[A]**
 - (b) Committee on World Food Security
 - (c) Delivering the IFAD VIII Agenda, Re-Configuration of IFAD Senior Management (Responsibilities and Reporting Arrangements)



Enabling poor rural people
to overcome poverty

– NON PAPER –
**Delivering the IFAD VIII Agenda:
The Re-Configuration of IFAD Senior
Management (Responsibilities and
Reporting Arrangements)**

Delivering the IFAD VIII Agenda: The Re-Configuration of IFAD Senior Management (Responsibilities and Reporting Arrangements)

I. Introduction

1. In accordance with the powers vested in the President in the Agreement Establishing IFAD to 'organize the work of and assign the staff of the Fund,' the President has decided on the re-configuration of IFAD as elaborated in the President's Bulletin (PB/2009/11).
2. This paper presents the re-configuration of IFAD senior management that the President and senior management of IFAD have approved to strengthen the organizational structure of IFAD. The re-configuration of Senior Management (SM) consists of adjusting responsibilities and changing reporting arrangements to make IFAD a more efficient, effective, and agile organization. It will become effective on 1 January 2010.
3. The re-configuration includes a further strengthening of the decision-making processes of IFAD introduced in May 2009 by the establishment of the Executive Management Committee (EMC) and the Operations Management Committee (OMC).
4. This initial undertaking does not entail a wholesale restructuring of the institution. Neither does it immediately translate into an increase or a decrease in the staffing needs nor require additional budgetary resources. On the contrary, the re-configuration is expected to result in savings in senior management administrative costs.
5. This re-configuration is part of the ongoing change and reform agenda of IFAD initiated in 2006. It underlines a renewed engagement by Management in implementing commitments to IFAD's Governing Bodies and sets the stage for deepening the reform agenda particularly of the human resources management function.
6. The new organizational structure of IFAD and re-configuration of the senior management responsibilities and reporting lines were finalized following a series of meetings, consultations, and retreats with managers and staff. These consultations were led by the President with the assistance of external consultants.
7. Once the re-configuration began to take shape, a series of meetings were held with managers and staff who would be most affected by the changes. The aim was to inform the management and staff of the planned changes and to get their views and inputs. In this manner, much effort was made to make the process as inclusive and as transparent as possible.
8. The paper is organized as follows. In Section II, the rationale and goals of the re-configuration are presented. In Section III, the re-configuration of IFAD senior management is presented. Section IV discusses the new reporting arrangements and in Section V the corporate decision-making processes are presented. In Section VI the measures that will be taken to support the re-configuration are discussed, in Section VII the new organization chart is presented, and Section VIII presents some concluding remarks.

II. Rationale for and goals of the re-configuration

9. The higher-level goals of the re-configuration are to ensure that IFAD continues to be a results-based organization capable of achieving concrete results and stronger impact on the ground through the projects and programmes that it funds. The re-configuration also aims to strengthen IFAD's organizational capacity to achieve its

objectives and continue to be an international advocate for smallholder farmers in developing countries.

10. The specific goals of the re-configuration are the following:

- To ensure that the organizational structure of IFAD's senior management enables it to deliver on the IFAD VIII agenda by ensuring that the human and financial resources of IFAD are more fully aligned with its strategic objectives.
- To create a cohesive senior management team with clearly delineated, but synergistic and complementary functions and responsibilities and operating within a clearly defined corporate management and decision making structure.
- To ensure that key corporate functions, viz., human resources management, strategic planning, resource mobilization, and management of financial resources are given the appropriate importance and weight in the organization.
- To bring together key and linked corporate functions, such as strategic planning and budgeting and human resources management, to promote IFAD's reform agenda and ensure its timely and effective implementation.
- To ensure that IFAD has the analytical and leadership capacity in the global dialogue and trends on rural development issues and that its lending and grant operations are informed by state-of-the art thinking on rural development.
- To create decision-making processes that are inclusive and broad-based, but which are also efficient, streamlined, coherent, and transparent.

III. The re-configuration of IFAD Senior Management

11. At the level of departments and senior management (EMC), the re-configuration will consist of the following changes and adjustments;
12. The Office of the President and Vice President (OPV). OPV will be strengthened. The Vice President will share corporate functions and responsibilities with the President and assist the President in leading and managing IFAD. The Director of the Office of the President and Vice President will support both the President and Vice President and manage a unified Executive Office of IFAD.
13. The Vice President will assume responsibilities for resource mobilization, strategic planning and budgeting, and human resources management. Together with the President, the Vice President will champion the change and reform agenda. The Change and Reform Unit will cease to exist and the responsibilities previously assigned to the Change and Reform Management Team have been assumed by the Operations Management Committee which is chaired by the Vice-President.
14. The Vice President will provide a combined corporate oversight of the strategic planning and budgeting of financial and human resources to give new impetus and drive for the full implementation and deepening of IFAD's reform agenda.
15. A major objective of this re-configuration is to ensure that the Vice President has substantive, executive corporate line responsibilities and functions. Should this result in an overloading of responsibilities, the re-configuration retains the flexibility of reassessing the distribution of responsibilities within a still compact and nimble management structure.
16. **Designation of Assistant Presidents (AP).** The designation of 'Assistant President' will cease to exist. The current organization of IFAD limits designation of

management staff along their functional lines and thus restricts congruence of staff designation with other international finance institutions (IFIs). To overcome this limitation, the President intends to review staff designations to enhance alignment with other IFIs in the future. In the meantime, however, the respective senior management positions will be designated by their functions and responsibilities, with appropriate recognition of their levels of appointment.

17. **The Programme Management Department (PMD).** PMD will be strengthened. All hosted institutions will have a reporting/functional relationship with the Department. At a later stage in 2010, PMD will undertake further actions to strengthen its internal management and organization to enable it to implement effectively its new operational model and responsibilities, including enhanced country presence, direct supervision, and implementation support to IFAD programmes and projects.
18. **To reflect the increased complexity of the operations of the Department and the new and added responsibilities of the Head of PMD, the level of the Head of PMD will be upgraded and he/she will be designated as 'Associate Vice President, Programmes' (AVP, Programmes).**
19. **The Finance and Administration Department (FAD).** The primary responsibility of FAD will be financial and treasury management. FAD will strengthen the management of IFAD's financial resources by improving IFAD's loan and grant administration and enhancing its treasury operations, in support of the new operating model of IFAD and the corporate-wide effort, led by the Vice President, to mobilize resources.
20. FAD will continue to be responsible for the administrative functions of IFAD and manage IFAD's information and communication (ICT) system. It will focus on upgrading the system to ensure that IFAD uses up-to-date technology, particularly for its financial administration and control, loan and grant administration, treasury functions, and country presence.
21. **To reflect the new roles of the Department, the Head of the Finance and Administration Department will be designated as 'Chief Finance and Administration Officer' (CFAO).**
22. **The Office of the Chief Development Strategist (CDS).** A new Office of the Chief Development Strategist (CDS) will be established to enable IFAD to have both the analytical and leadership capacity in the global dialogue on rural development issues and smallholder development.
23. The Office of the CDS will take responsibility for producing the flagship publications of IFAD, support the work of the regional economists in PMD and champion the knowledge management (KM) and innovation activities of IFAD. The internal structure of the Office will be developed in the course of 2010.
24. **The External Affairs Department (EAD).** EAD will cease to exist. The Office of the Secretary of IFAD and the Communications Division will now report directly to OPV. The functions of the Policy Division (EO) will be absorbed by the Office of the Chief Development Strategist and the Technical Advisory Division in PMD which will now become the 'Operations Policy and Technical Division' in PMD.

IV. Reporting arrangements

25. The Vice President will report directly to the President. The President will have a general oversight reporting relationship with the Vice President.
26. The Associate Vice President, Programmes (AVP, Programmes) the Chief Finance and Administration Officer (CFAO, FAD), and the Chief Development Strategist (CDS) will report directly to the President. The President will have general oversight reporting relationships with these Departments and the Office of the CDS.

27. The Office of the General Counsel and the Office of Audit and Oversight will continue to report to the President. The President will have supervisory oversight reporting relationships with these offices.
28. The Secretary of IFAD will report directly to the President and the President will have a supervisory oversight relationship with this office. The Secretary's Office will be focused on IFAD's core relationships with the Executive Board and the Governing Council. It will no longer be engaged in leading resource mobilization activities, including supplementary funds.
29. A primary function of the Vice President will be resource mobilization. The Vice President will be assisted in this task by a Resource Mobilization and Partnership Unit that will be headed by the Vice President.
30. The Strategic Planning and Budgeting Division and the Human Resources Division will report to the Vice President. The Vice President will have supervisory oversight relationships with these two Divisions.
31. The Strategic Planning and Budgeting Division will be limited to strategic planning, budget preparation, and performance management in line with the strategic objectives of IFAD. It will not have responsibility for the day-to-day administration and management of the budget.
32. The Financial Services Division, under the Chief Finance and Administration Officer (CFAO), will take responsibility for the day-to-day administration and management of the budget.
33. Given the need for an enhanced advocacy role for IFAD, the Communications Division will report to the OPV. It will work closely with OPV to support the efforts of the President and the Vice President in this important area while continuing to have the responsibility for both internal and external communication activities.
34. The North America Liaison Office (NALO) will report to the Office of the President and Vice President. NALO will, however, also maintain close working relations with the Office of the Secretary of IFAD in support of member relations.
35. The Arab and Gulf States Liaison Office will serve multiple functions. While reporting to the Office of the President and Vice President in support of the resource mobilization and partnership function, the office will be linked technically with the North Africa and Middle East Division in PMD. It will also maintain close working relations with the Office of the Secretary of IFAD in support of member relations in that region. The possible relocation of the Arab and Gulf States Liaison Office to the region will be reviewed in 2010.

V. Corporate decision-making processes

36. The Executive Management Committee (EMC), chaired by the President, and the Operations Management Committee (OMC), chaired by the Vice President, will be maintained and, where needed, will be further strengthened.
37. The members of the EMC will consist of the President, the Vice President, the Associate Vice President, Programmes, the Chief Finance and Administration Officer, and the Chief Development Strategist. The General Counsel will have an advisory role and the Director, OPV will serve as Secretary. All others will be invited, as appropriate, to meetings or specific agenda items. The terms of reference of the EMC will remain as elaborated in President's Bulletin 2009/04.
38. The EMC will continue to be the highest decision-making body within IFAD. All important corporate-level matters are expected to be tabled for review and decision by the EMC. The summary notes of the discussions and decisions of the EMC will continue to be posted on IFAD's intranet so that all staff have access to them.

39. The OMC will consist of the Vice President, the Associate Vice President, Programmes, the Chief Finance and Administration Officer, the Chief Development Strategist, and selected Directors as indicated in President's Bulletin 2009/04. The terms of reference of OMC will remain as indicated in President's Bulletin 2009/04.
40. A review of the workings of the OMC will be undertaken in mid-2010 to determine if any changes are required. The principles of inclusiveness and transparency in corporate decision-making processes will, however, be maintained.

VI. Implementation measures

41. Detailed Terms of Reference for the Vice President, the Chief Finance and Administration Officer, the Chief Development Strategist, and the Secretary of IFAD will be issued in January 2010.
42. IFAD had advertised internationally for the position of the Chief Development Strategist and had received 150 applications. These applications were screened, but no suitable candidate was found to meet the stated requirements for the position. As an interim measure, and in light of the importance of this role and the urgent need to establish the office, the President has designated an interim Chief Development Strategist for a one-year period, who comes with extensive experience in development work in significant positions of responsibility and strategic planning. The interim CDS is tasked with setting up the office, recruiting and assigning the required staff, and leading the recruitment effort for a substantive CDS.
43. Revised terms of reference for the Planning and Budgeting Division, the Resource Mobilization and Partnership Unit, and the Operations Policy and Technical Advisory Division will also be issued in January 2010.
44. The Administration Division (FA), under the supervision of the CFAO, will prepare a plan for the reallocation of office space as well as the designation of organizational units in line with the new reporting arrangements.
45. As part of the implementation of the re-configuration, mobility in the form of rotations and/or out posting will be vigorously pursued.

VII. Organizational chart and date of effectiveness

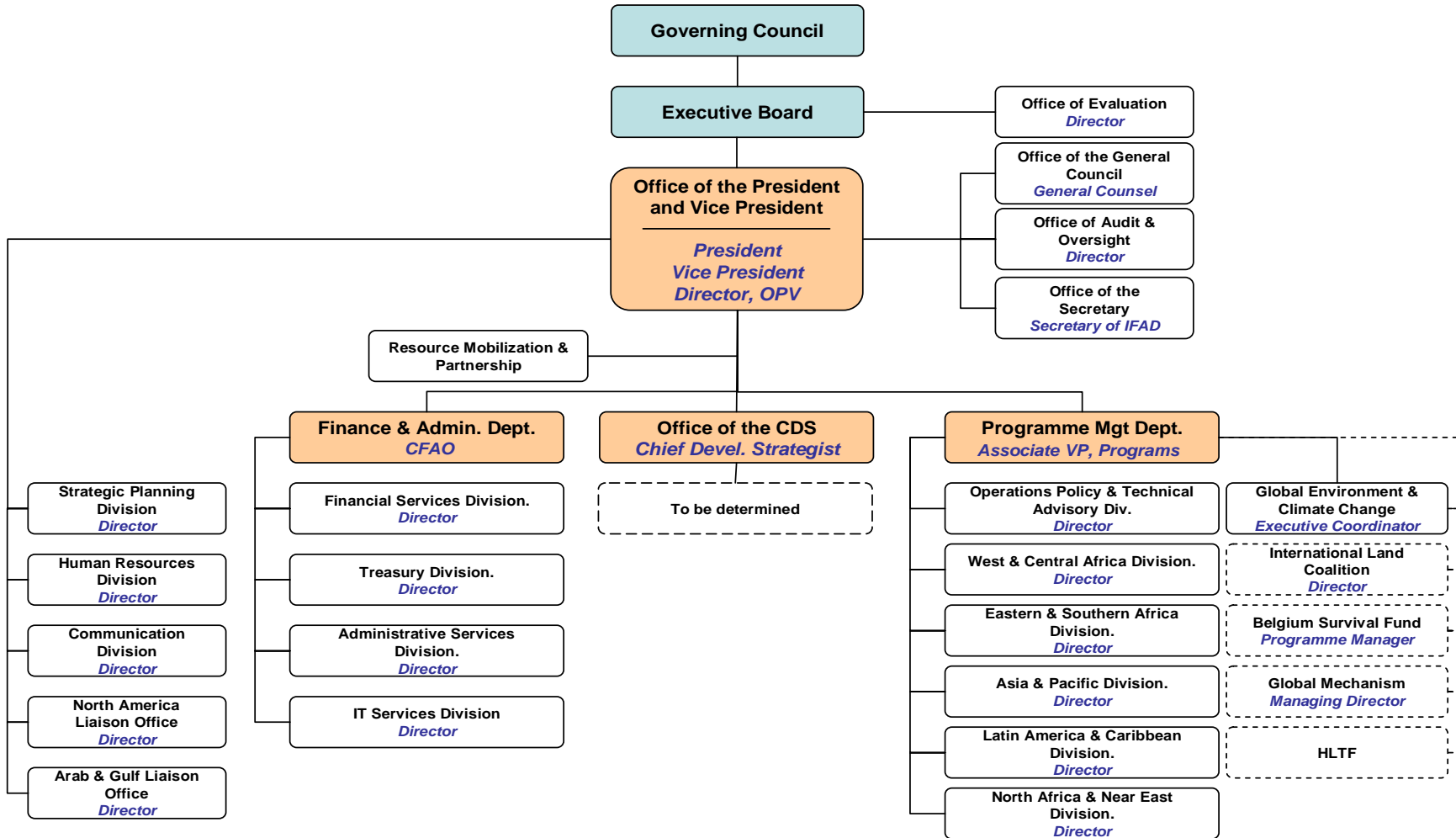
46. The revised organizational chart of IFAD, reflecting the changes in responsibilities and reporting arrangements is shown in Annex I.
47. The re-configuration of IFAD senior management and the new organizational chart will become effective 1 January 2010.

VIII. Conclusion

48. As discussed above, the re-configuration of IFAD senior management aims at strengthening the organizational capacities of IFAD to enable it to deliver on the IFAD 8 agenda and to position the institution to enhance its role as the primary international development agency for smallholder agricultural development.
49. The re-configuration will give greater weight to important functions that will enable IFAD to align its human and financial resources to its strategic objectives, as well as fully implement its reform agenda. The re-configuration will also allow it to broaden its financial resource base and strengthen the management of its financial resources.
50. The re-configuration will in addition enable IFAD to develop further its knowledge management function and innovation through the creation of the Office of the Chief Development Strategist. This will enable IFAD to monitor global debates and discussions on rural and smallholder development, to have a greater voice in such debates, and to ensure that its support to its developing member countries indeed incorporates such knowledge.

51. An important outcome of the re-configuration will be to strengthen inter-departmental collaboration and cooperation and to continue to streamline the decision-making processes within IFAD. The EMC and OMC will continue to operate in an inclusive and transparent manner.
52. The net effects of the re-configuration, which will come into effect on 1 January 2010, will be to make IFAD a more agile and efficient institution capable of delivering effectively on its mandate and commitments.

IFAD's Organizational Structure as of January 1, 2010



∞

