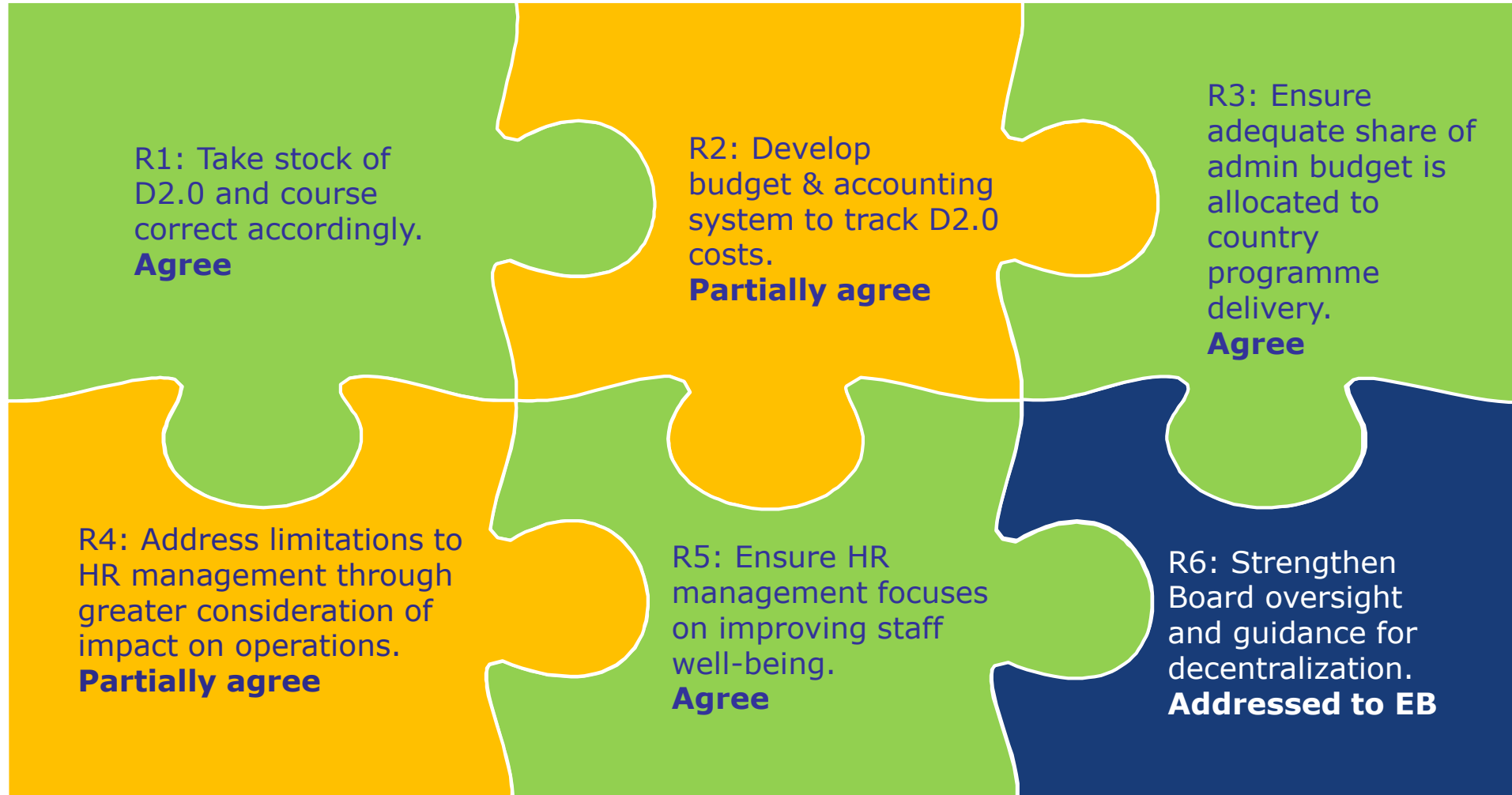# Management Response to CLE on IFAD's decentralization experience (2023)

120th Session of the Evaluation Committee

4 April 2023

Management Response to CLE recommendations

R1: Take stock of D2.0 and course correct accordingly.
Agree

R2: Develop budget & accounting system to track D2.0 costs.
Partially agree

R3: Ensure adequate share of admin budget is allocated to country programme delivery.
Agree

R4: Address limitations to HR management through greater consideration of impact on operations.
Partially agree

R5: Ensure HR management focuses on improving staff well-being.
Agree

R6: Strengthen Board oversight and guidance for decentralization.
Addressed to EB

Summary of Management Responses to CLE Recommendations

Recommendation 1 (agree)
- ✅ **Agree** to recalibrate the D2.0 Implementation Plan based on lessons learned, findings of IOE CLE (2023), and feedback from the April 2023 Evaluation Committee and the May 2023 Executive Board.
- ✅ **Propose** to undertake the analysis of effectiveness of decentralized IFAD office models as a continuous process during the D2.0 roll-out.

Recommendation 3 (agree)
- ✅ **Agree** with overall recommendation and sub-recommendations.

Recommendation 5 (agree)
- ✅ **Agree** with overall recommendation and sub-recommendations.
- ✅ **Efforts will be made** to enhance internal and external communication.

Summary of Management Responses to CLE Recommendations

Recommendation 2 (partially agree)

✅ **Agree** to improve granularity of internal and external reporting on D2.0 spending. Analyses will be included in annual progress reports to the Executive Board.

❌ **Do not agree** to procure and roll-out new budget and accounting system. Instead, propose enhancing the existing applications and platforms to improve reporting, which is better value for money.

Recommendation 4 (partially agree)

⊗ **Do not fully agree** with sub-recommendation on SKD/PMD; Management will prioritize non-lending activities within the constraints of insufficient resource availability.

⊗ **Do not fully agree** with the sub-recommendation on CD capacity building as mechanisms are already in place to improve these skills (e.g. OPAC upskilling for CDs and Departmental/ Divisional routines, such as in-person training and retreats).

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Next Steps

In line with IFAD13 ambition and beyond:

- **Maintaining momentum** in completing decentralization journey

- **Formulating D2.0 Recalibration Plan**, building on lessons learned by Management, CLE insights on IFAD's Decentralization Experience and feedback from the Board.

Thank you!