

Document: GC 40/L.4
Agenda: 6
Date: 22 December 2016
Distribution: Public
Original: English

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Investing in rural people

Appointment of the President of IFAD

Note to Governors

Focal points:

Technical questions:

Cheryl Morden
Secretary of IFAD, a.i.
Tel.: +39 06 5459 2254
e-mail: c.morden@ifad.org

Dispatch of documentation:

William Skinner
Chief
Governing Bodies Officer
Tel: +39 06 5459 2974
e-mail: gb_office@ifad.org

Governing Council – Fortieth Session
Rome, 14-15 February 2017

For: **Information**

Appointment of the President of IFAD

Under article 6.8(a) of the Agreement Establishing IFAD, the President of the Fund "shall be appointed for a term of four years and shall be eligible for reappointment for only one further term". The current President of IFAD, Mr Kanayo F. Nwanze, was appointed at the thirty-second session of the Governing Council, on 18 February 2009, for a first term of office. He was reappointed for a further four-year term at the thirty-sixth session of the Governing Council, on 13 February 2013.

1. The Secretary of IFAD sent out a call for nominations to all Member States on 27 September 2016, informing the Governing Council Bureau thereof. Section 6.2 of the By-laws for the Conduct of the Business of IFAD (the By-laws) stipulates that, except as the Bureau of the Council may decide otherwise, all nominations for the office of President shall be submitted no less than 60 days before the opening of the session at which the appointment of the President is to be decided. The deadline established for receipt of nominations expired at midnight, 1 December 2016, Rome time.
2. IFAD has received eight nominations for the position of President of IFAD, which are presented here below in alphabetical order by last name:
 - Prof Mr Bambang P.S. **Brodjonegoro** is the official candidate nominated by the Republic of Indonesia
 - Ms María Eugenia **Casar** Pérez is the official candidate nominated by the United Mexican States
 - Prof Paolo **De Castro** is the official candidate nominated by the Italian Republic
 - Dr Ismahane **Elouafi** is the official candidate nominated by the Kingdom of Morocco
 - Mr Gilbert Fossoun **Houngbo** is the official candidate nominated by the Togolese Republic
 - Mr Rasit **Pertev** is the official candidate nominated by the Republic of Turkey
 - Ms Josefina **Stubbs** is the official candidate nominated by the Dominican Republic
 - Mr Pio **Wennubst** is the official candidate nominated by the Swiss Confederation
3. Section 6.2 of the By-laws also requires the President to communicate timely nominations to all Members and the Bureau of the Governing Council no less than 40 days prior to the session of the Governing Council (i.e. at the latest by 5 January 2017). On 14 December 2016, the President communicated the letters of nomination and the curricula vitae of the candidates for appointment to the position of President, as well as the answers provided by candidates to the questions included in the call for nominations to all Member States and to the Bureau of the Governing Council (the Communication from the President is herewith attached).
4. The letters of nomination submitted by these Governments for their candidates, and the curricula vitae and answers to the questions to candidates are contained in the annex.
5. In accordance with article 6.2(c)(vi) of the Agreement Establishing IFAD and section 6.1 of the By-laws, the remuneration of the President is established by the Governing Council. Document GC 40/L.3 submitted to the present session of the Governing Council contains the Report of the Emoluments Committee, which reviewed the overall emoluments and other conditions of employment of the President of IFAD. This document will be discussed before the voting is held.



THE PRESIDENT

14 December 2016

Distinguished Governor,

I have the honour to refer to article 6.8(a) of the Agreement Establishing IFAD regarding the appointment of the President of IFAD by the Governing Council.

At the thirty-sixth session of the Governing Council held on 13 and 14 February 2013, I was reappointed for a second and final four-year term of office that will end on 31 March 2017. Pursuant to section 6.2 of the By-laws for the Conduct of the Business of IFAD ("the By-laws"), the appointment of the President of IFAD shall be placed on the agenda of the annual session of the Governing Council immediately preceding the expiry of the term of office.

The procedure for the nomination of candidates for President is set out in section 6.2 of the By-laws and was communicated to you by the Secretary of IFAD a.i. on 27 September 2016. The By-laws specify that such nominations shall be submitted no less than 60 days before the opening of the session at which the appointment of the President is to be decided. Nominations shall be communicated to all Member States of IFAD and to the Bureau of the Governing Council no less than 40 days prior to the session of the Council.

In this context, and considering that the fortieth session of the Governing Council will be held in Rome on 14 and 15 February 2017, the deadline set in the communication from the Secretary a.i. for the submission of nominations elapsed on 1 December 2016.

I wish to inform you that IFAD has received eight nominations for the President of IFAD. These are listed below, in English alphabetical order by surname:

- Prof Bambang P.S. **Brodjonegoro** is the official candidate nominated by the Republic of Indonesia
- Dr María Eugenia **Casar Pérez** is the official candidate nominated by the United Mexican States
- Prof Paolo **De Castro** is the official candidate nominated by the Italian Republic
- Dr Ismahane **Elouafi** is the official candidate nominated by the Kingdom of Morocco
- Mr Gilbert Fossoun **Houngbo** is the official candidate nominated by the Togolese Republic
- Mr Raşit **Pertev** is the official candidate nominated by the Republic of Turkey
- Ms Josefina **Stubbs** is the official candidate nominated by the Dominican Republic
- Mr Pio **Wennubst** is the official candidate nominated by the Swiss Confederation

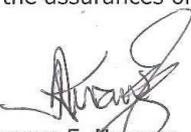
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To: all Governors of IFAD

Copies of the letters of nomination from the Member States concerned, together with the curriculum vitae of the nominees and their answers to the questions to candidates, are attached. This letter and its attachment may also be viewed on IFAD's Member States Interactive Platform at <https://webapps.ifad.org/members/president>.

The Governing Council will take up the appointment of the President of IFAD as an item of its provisional agenda, which will be dispatched to all Governors shortly.

Accept, Distinguished Governor, the assurances of my highest consideration.



Kanayo F. Nwanze

**MINISTRY OF FINANCE OF THE REPUBLIC OF INDONESIA**

DJUANDA BUILDING, 7TH FLOOR, JALAN DR. WAHIDIN NOMOR 1, JAKARTA 10710
TELEPHONE (+62 21) 3449230; FACSIMILE (+62 21) 3505805; WEBSITE www.kemenkeu.go.id

Ref.: S- 22/SA.3/2016

16 November 2016

Ms. Cheryl Morden
Secretary of IFAD
Rome, Italy

Subject: Nomination for the President of IFAD (2017-2020)

Dear Ms. Morden,

I am writing to you with regard to the forthcoming election of the President of the International Fund for Agricultural Development (IFAD). In my capacity as the IFAD Governor for Indonesia, I am pleased to inform you that the Government of the Republic of Indonesia has nominated Professor Bambang Permadi Soemantri Brodjonegoro, Ph.D for the President of IFAD for the period of 2017-2020.

Professor Bambang Brodjonegoro is currently the Minister of National Development Planning and Chairman of the National Development Planning Agency (BAPPENAS) of the Republic of Indonesia. Previously, he was the Minister of Finance (2014-2016) and the Chairman of the Fiscal Policy Agency (2011-2013). At the international level, he has held many important positions including as the Chairman of the World Bank / IMF Development Committee (DC) and Chairman of the Board of Governors of the Islamic Development Bank.

As the Minister of National Development Planning, Professor Brodjonegoro directly interacts with important development issues which include but not limited to poverty, rural development, agriculture, and fisheries industry. In his current position, considering Indonesia is a big country with a vast and geographically challenging territory with a population of more than 250 million, Professor Brodjonegoro leads the formulation of development priorities and programs in Indonesia.

As the Chairman of the Development Committee (2015-2016), Professor Brodjonegoro led a committee of 25 members consisting of ministers of finance and development who represented 189 member countries to discuss and to advise the Boards of Governors of the World Bank and the IMF on critical development issues and on the financial resources required to promote economic development in developing countries. This position has given him an opportunity to understand and contribute to the world development policies.

Professor ...

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Professor Brodjonegoro is no stranger to IFAD. His involvement with IFAD has been reflected not only in his position as the Governor for Indonesia in year 2011 until 2014, but also as the Vice Chair of the Governing Council in 2012 and 2013. He was instrumental in supporting the establishment of the IFAD's regional office in Jakarta, Indonesia in 2015. The office is now fully functional and coordinates with various stakeholders and countries in the region on IFAD development projects.

I am fully confident, with his vast experiences in dealing with development issues both at the national and international levels, Professor Brodjonegoro will be able to carry out the task of leading IFAD as an important international financial institution in its goal to eradicate global poverty and this goal will be reached utilizing all available resources effectively and efficiently.

I would be grateful if you could kindly take Professor Bambang Brodjonegoro's nomination into your consideration and follow it up accordingly. Attached in this letter are his curriculum vitae and essay concerning his vision, qualifications and experience, values and principles for IFAD.

Thank you for your kind consideration and cooperation.

Yours Sincerely,



Rionald Silaban
Governor of IFAD for Indonesia

cc.

1. Minister of Finance, Republic of Indonesia;
2. Minister of Foreign Affairs, Republic of Indonesia;
3. Minister of National Development Planning, Republic of Indonesia;
4. Minister of Agriculture, Republic of Indonesia;
5. Indonesian Ambassador to Italy in Rome
6. Chairman of Fiscal Policy Agency, Republic of Indonesia;
7. Director for Climate Finance and Multilateral Policy, Ministry of Finance;
8. Director of the IFAD Regional Office in Jakarta.

Kp.: KF.6/KF.64/2016

PROF. BAMBANG PERMADI SOEMANTRI BRODJONEGORO, PH.D
Minister of National Development Planning (Chairman of BAPPENAS),
Republic of Indonesia
Address: Jl. Taman Suropati / 2, Jakarta, Indonesia



CAREER SUMMARY

The opportunities to contribute to my country as the Minister of National Development Planning and Minister of Finance, has established my career firmly in integrating Indonesia's development planning, financing, and economic stabilization. As the world's 4th most populous country in the world, Indonesia is moving forward in sustainable economic growth, which can be seen from the emerging annual GDP and regional development in various industries. The government of Indonesia has committed to enlarge regional economy by prioritizing infrastructure development, aligned with education and health improvement, to achieve near term vital goal of economic decentralization sustainability in line with SDGs targets.

In addition to my roles in the Indonesian government, I have been actively participating in numerous local and international organizations, as well as appointed as Commissioner in several Indonesian companies. The

forementioned positions have broadened my strategic network which is not limited only to regional organizations or financial sector but also in other strategic societies, for instance agriculture and energy.

Initially I started my career as an academia in the University of Indonesia that has the best Faculty of Economics and Business in the country, in various roles both as lecturer, researcher and Dean. It gave me essential insights and hands-on skills in managing academic staff, thousands student body, cutting-edge economics and business research and development collaboration with well-reputable university in Australia, Netherlands and France. My experience in government institutions as well as organizational and academic roles has shaped my career colored in various essential soft-skills which will be beneficial for IFAD, as a part of global alliance, to eradicate world's poverty by strengthening agriculture and fisheries sectors. By establishing good governance and focusing on the poor rural people, I can help IFAD to have higher impact for the world to support the goals stated in SDGs.

GOVERNMENT ROLE IN DEVELOPMENT PLANNING AND FINANCING IN INDONESIA

Minister of National Development Planning (Head of Bappenas)

2016 – present

- Designed short-medium-long term masterplan of national development planning, and synchronized the masterplan across other ministries.
- Initiated equity financing in infrastructure, estimated to be worth IDR 350Tn (USD 27Bn), focusing in Public-Private Partnership (PPP) scheme to attract investments in developing national top priority infrastructure and energy projects.
- Led and coordinated more than 800 staffs across various functions that cover each of national development sectors within the ministry (agriculture and fisheries, infrastructure and energy, economy, education, poverty, health).
- Coordinated the SDGs (Sustainable Development Goals) implementation in national development planning, and socialized the SDGs throughout every elements of society, which are central and local government, business communities, philanthropist, civil societies and organizations, media, academician and researchers.
- Coordinated One-Data and One-Map policy to boost efficiency, accuracy, and reliability of national data management; the program was the first realization action for 2017's e-Planning and e-Government policy.
- Designed and formulated smart card system, covering electricity, cooking gas, rice, health insurance, and education assistance, to support the targeted 40% lowest income households.

GOVERNMENT ROLE IN ECONOMY AND FINANCING SECTOR IN INDONESIA

Minister of Finance

2014 – 2016

- Initiated the world's most successful tax amnesty program, which was started on July 2016. The first 3-months (of 9-months) has generated IDR 137Tn (USD 10.5Bn) of tax revenue, and broadened 14,135 new Tax-Objects.
- Managed 2015's state revenue which was worth IDR 1,793.6Tn.
- Managed 65,000 employees, covering all offices in district levels across Indonesia.
- Reallocated government spending, which was worth IDR 200Tn (USD 15Bn)/year from inefficient gasoline/fuel subsidy into infrastructure and social (education and healthcare) spending.
- Strengthened the role of PT. SMI to be Indonesia's Infrastructure Bank, with 370% growth on asset from IDR 9.6Tn (USD 736.5Mn) to IDR 45.2Tn (USD 3.5Bn), from 2014 to Sep 2016.
- Initiated the establishment of Indonesia Development Bank to support the financing of national top priority development projects in agriculture, manufacturing, infrastructure, and maritime.
- Implemented the first Public-Private Partnership (PPP) projects in Indonesia to accelerate the construction of power plants, national fiber optics system, and water supplies.
- Initiated an asset re-evaluation program which generated a total tax revenue of IDR 35Tn (USD 2.6Bn).
- Established special agency to manage government assets, emphasizing on Land Bank management, to support the acceleration of development on top-priorities infrastructure projects.
- Allocated 5% of state-budget for health care program to accelerate the improvement of public health care.
- Enhanced specific allocation grants to local government in supporting poverty alleviation, agriculture productivity, basic health (sanitation and clean water), and infrastructure connectivity.
- Implemented the fiscal decentralization in Indonesia in a way that central government's spending was less than local government's spending to stimulate local economic and rural development since 2015.
- Established the system of direct transfer to rural areas, and regulated the spending priority, in collaboration with the Minister of Village and Minister of Home Affairs.
- Initiated and executed the palm-oil Fund Allocation (BPDP Sawit), collected the fees from palm-oil producers and plantations to subsidize biodiesel development in order to achieve 20% biodiesel in gasoline mixture (Bio20Policy).
- Led roadshows of Indonesian government bond issuance to Europe, US, Middle East, and Asia, which was worth USD 31.75Bn.
- Introduced Islamic bonds for project financing, which was worth USD 29.25Bn (2011-2016).
- Initiated Bonded Logistic Zone to support import and export activities.
- Implemented real-time and online SPAN System (National Treasury and Budgeting Monitoring System).
- Designed tax holiday to support priority and strategic sectors including green economy.
- Awarded the 2nd Best Finance Minister of the Year 2015 by Finance Asia, a leading publishing institution of finance and capital markets in Asia.
- Initiated the legislation on the first Financial System Safety Net in Indonesia.

Various Roles in the Ministry of Finance

2005 – 2014

Prior to his role as the Minister of Finance, Bambang Brodjonegoro served several roles in the Ministry of Finance as **Vice-Minister (2013 – 2014)**, **Chair of Fiscal Policy Agency (2011 – 2013)**, **Head of Technical Team in Fiscal Decentralization (2007 – 2008)**, and **Member of the Assistance Team for Ministry in Fiscal Decentralization (2005 – 2006)**. As the main task to support the Minister in formulating and applying national policies and regulations, Bambang Brodjonegoro assisted the Minister to design the strategic policy to save Indonesia from global financial crisis in mid-2013, when the US Federal Reserve stopped the Quantitative Easing.

Director General, the Islamic Research and Training Institute (IRTI) Islamic Development Bank (IDB), Jeddah, Saudi Arabia

2009 – 2010

- Revitalized IRTI Scholarship to promote graduate study program in Islamic Finance.
- Introduced distance learning in Islamic finance.
- Promoted the Islamic finance to non-IDB and non-Islamic countries, such as France, Italy, UK, Japan, and the US.

ACADEMIC EXPERIENCE

Dean, the Faculty of Economics, University of Indonesia 2005 – 2009

- Fundraised IDR 15Bn (USD 1.15Mn) for the new academic building for graduate studies and lecturer's room.
- Initiated double degree program in Bachelor and Master Degree, in cooperation with universities in Australia (Melbourne University, University of Queensland), the Netherlands (Tilburg University, Vrije Universiteit Amsterdam, University of Groningen, and Institute of Social Studies), France (Grenoble University), and Japan (International University of Japan, National Graduate Institute for Policy Studies).
- Led the largest faculty in University of Indonesia.

Various Academic Roles, the Faculty of Economics, University of Indonesia 1997 – 2005

- Chair, the Department of Economics. (2002 – 2005)
- Director, the Graduate Program of Economics. (2001 – 2004)
- Associate Director for Regional Economics and Infrastructure Research. (1999 – 2002)
- Secretary, the Graduate Program of Economics. (1998 – 2001)
- **Teaching Experience as Full Professor:**
 - Economics in Undergraduate Program, and Graduate Program. (1997-2008)
 - Master of Planning and Public Policy Program. (1997-2004)
 - Master of Business Administration Program (MM-UI). (1998-2002)
 - Master of Accounting Program. (1998-2000)

Teaching Experience – International

- Guest Professorial Lecture, the Asian Public Policy Program, Hitotsubashi University, Tokyo, Japan. (2002–2003)
- Guest Lecture, Dep. of Urban and Regional Planning, University of Illinois at Urbana-Champaign. (Nov 2002)
- Teaching Assistant, Dep. of Urban and Regional Planning, University of Illinois at Urbana-Champaign. (Fall 1996)

ORGANIZATIONAL AND ADVISORY EXPERIENCE

ORGANIZATIONAL EXPERIENCE – INTERNATIONAL

As Minister of National Development Planning Agency

- Alternate Governor for World Bank
- Alternate Governor for Asian Development Bank (ADB)
- Alternate Governor for Asian Infrastructure Investment Bank (AIIB)
- Council member of Global Green Growth Institute (GGGI)
- Council member of Open Government Partnership (OGP)

As Finance Minister

- Chairman of Development Committee of World Bank. (2016)
- Chairman of Board of Governors, IDB Annual Meeting. (Jakarta 2016)
- Governor for World Bank. (2014 – 2016)
- Governor for Asian Development Bank. (2014 – 2016)
- Governor for Islamic Development Bank. (2014 – 2016)
- Governor for Asian Infrastructure Investment Bank. (2014 - 2016)
- Alternate Governor for International Monetary Fund. (2014 – 2016)
- Finance Minister of G20, APEC, and ASEAN. (2014-2016)
- Chairman of the Board of Directors, ASEAN Infrastructure Fund (AIF). (2013 – 2015)

As Deputy Finance Minister and Chair of Fiscal Policy Agency

- Vice-Chairperson for IFAD's Governing Council 35th and 36th session. (2012 – 2013)
- Governor for International Fund for Agricultural Development. (2011 – 2014)
- Chairman, APEC Finance Deputies Meeting. (2013)
- Member, Board of Green Climate Fund. (2012 – 2013)
- OECD National Coordinator. (2012 – 2014)
- Co-Chairman of the Board of Directors, ASEAN Infrastructure Fund (AIF). (2012 – 2013)

- Indonesia Deputy for ASEAN and ASEAN+3 Finance and Central Bank Deputies Meeting.(2011 – 2014)
- Indonesia Finance Deputy for G20.(2011 – 2014)
- Chairman, ASEAN Finance and Central Bank Deputies Meeting.(2011)
- Co-Chairman of ASEAN+3 Finance and Central Bank Deputies Meeting.(2011)
- Founder and Executive Committee, Chiang May Initiative Multilateralization (CMIM) and ASEAN+3 Macroeconomic Research Office (AMRO).(2011 – 2014)

ORGANIZATIONAL EXPERIENCE – INDONESIA

- Head, National Tariff Team.(2011 – 2013)
- Member, Steering Committee of National Agency of REDD+.(2014)
- Head, Financing Mechanism Task Force, National Council of Climate Change.(2011–2013)
- Chairman, the Association of Indonesian Islamic Economist (IAEI).(2011–present)
- Chairman, Regional Autonomy Watch (KPPOD). (2005–2009)
- President, the Indonesian Regional Science Association (IRSA).(2004–2009)
- Deputy Chairman, the Indonesia Forum Foundation.(2006–2009)
- Chair, Steering Committee of Indonesia 2030 Vision, Indonesia Forum Foundation.(2007–2008)
- Deputy Chairman of the Indonesian Economist Association (ISEI) for Fiscal and Monetary Policy.(2012–2015)
- Deputy Chairman of the Indonesian Economist Association (ISEI) for Decentralization, Regional Autonomy, Cooperatives, and Agriculture.(2003–2009)
- President of Indonesian Students Association at Urbana-Champaign, Illinois, USA.(1993–1994)

ADVISORY EXPERIENCE – INDONESIA

- Member of Advisory Council, the Asia Development Bank Institute (ADBI). (2014 – 2016)
- Commissioner (Non-Executive Director), PERTAMINA (National Oil Company). (Apr 2013 – present)
- Member of Islamic Banking Committee (KPS), Bank Indonesia.(Jun 2011 – 2013)
- Commissioner (Non-Executive Director), ANTAM (National Mining Company).(Jun 2011 – 2013)
- Chair of Management Risk Committee, ANTAM.(Jun 2012 – 2013)
- Independent Commissioner, Adira Insurance.(2006 – 2011)
- Independent Commissioner, PLN (National Power Generation and Electricity Company).(2004 – 2009)
- Chair of the Good Corporate Governance Committee – Board of Commissioner, PLN.(2007 – 2009)
- Member of Independent Advisory Team – Asia Bond Fund, BAHANA TCW Investment.(2007 – 2009)
- Chair of the Audit Committee – Board of Commissioner, PLN.(2004 – 2006)

EDUCATION

- | | |
|---|--------------------|
| Ph.D in Urban and Regional Planning | 1993 – 1997 |
| University of Illinois at Urbana-Champaign, United States | |
| <ul style="list-style-type: none"> ▪ Fields: Regional Science and Economic Development ▪ Ph.D Dissertation: "The Econometric Input-Output Model for Jakarta Metropolitan Area and its Applications for Economic Impact Analysis" | |
| Master of Urban Planning | 1991 – 1995 |
| University of Illinois at Urbana-Champaign, United States | |
| <ul style="list-style-type: none"> ▪ Fields: Transportation Planning and Economic Development ▪ Master Thesis: "The Implementation of Bilevel Programming in Calibrating Congestion Function: A Case of Java, Indonesia" | |
| Bachelor in Economics | 1985 – 1990 |
| University of Indonesia, at Jakarta, Indonesia | |
| <ul style="list-style-type: none"> ▪ Fields: Economics of Development and Regional Economics ▪ Final Project: "The Application of Analytic Hierarchy Process in Evaluating Five Years Transportation Planning: A Case Study in East Kalimantan, Indonesia", Universitas Indonesia | |

HONORS AND AWARDS

- ✓ Awarded the *Bintang Mahaputera Utama* from the President of Indonesia for significant contributions to the nation. (2014)
- ✓ Visiting Fellow, the Indonesia Project – Australian National University (ANU), Canberra, Australia.(Dec 2004)
- ✓ Eisenhower Fellowships, the Single Region Program – Southeast Asia, USA.(Sep – Nov 2002)
- ✓ ISEAS – World Bank Research Fellowship Award (as Visiting Research Fellow), the Institute of Southeast Asian Studies, Singapore.(Mar – Jun 1999)
- ✓ Visiting Fellow, the Institute of East Asian Studies, Thammasat University, Thailand.(Mar 1999)
- ✓ Academic Scholarship awarded by the Indonesian Government – HEDP.(Aug 1991 – Dec 1995)
- ✓ Honored Student of the University of Indonesia.(1989)

PUBLICATIONS**IN ENGLISH****Book Editor**

- Resosudarmo, Budy, Armida Alisjahbana, and Bambang P.S Brodjonegoro(2002), *Indonesia's Sustainable Development in a Decentralization Era*, the Indonesian Regional Science Association (IRSA), Jakarta, Indonesia.
- Resosudarmo, Budy, Armida Alisjahbana, and Bambang P.S Brodjonegoro(2003), *Decentralization, Natural Resource, and Regional Development inIndonesia*, the Indonesian Regional Science Association (IRSA), Jakarta,Indonesia.
- Alisjahbana, A.S. and B.P.S. Brodjonegoro (eds.), 2004, *RegionalDevelopment in the Era of Decentralization: Growth, Poverty and theEnvironment*, Bandung, UNPAD Press.

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- Brodjonegoro, Bambang (2002), "Indonesian Intergovernmental Transfer in Decentralization Era : The Case of General Allocation Fund", *MiniEconomica*, Vol. 32, Jakarta.
- Brodjonegoro, Bambang and Shinji Asanuma (2000), "The Regional Autonomy and Fiscal Decentralization in Democratic Indonesia", *Hitotsubashi Journal of Economics*, Vol. 41 No.2, Tokyo.
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IN BAHASA INDONESIA

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PROF. BAMBANG PERMADI SOEMANTRI BRODJONEGORO, Ph.D
Minister of National Development Planning (Chairman of BAPPENAS), Republic of Indonesia
Office: +62 21 31934811 | bambang.brodjonegoro@bappenas.go.id
Ministry of National Development Planning (Bappenas).Jl. Taman Suropati / 2, Jakarta. Indonesia

Vision for IFAD

Mahatma Gandhi once stated that when rural village perishes, the country (India) will perish too. This quote highlights the fundamental element of development; where rural areas are likely to be forgotten and often the least developed. As an international financial institution working to alleviate poverty, IFAD works to support as many SDGs target as possible. It aims to ensure that every individual has access to food, while at the same time make certain that the growth the society enjoys is sustainable and environmentally friendly. As many as one billion people in the world live among the poorest who rely their lives on agriculture. As IFAD aims to increase the livelihood of people who are vulnerable and most directly impacted by the agricultural production, it serves as the mean to create betterment in the food sector, by supporting decision-makers and partners in designing and implementing policies, strategies, and investments that address poverty and rural-urban inequalities. Increasing the productivity of farmers and boosting the agricultural production are crucial and need to be achieved. In this sense, IFAD has a vital role in ensuring that the neediest of the society get their access to food at the household level as well as ending all forms of malnutrition and hunger.

If I am elected to be the President of IFAD, I aspire to continue IFAD's aforementioned noble goals in achieving as many SDGs as possible, including but not limited to ending hunger and achieving food security, ensuring healthy lives, access to clean water and sanitation, as well as clean energy. The main theme that I wish to champion as IFAD's president is creating a sustainable agriculture, not only on environmental sense, but it should also create welfare for the farmers, as well as fulfill the needs of local society.

At the moment, IFAD has numerous programs in different regions. It assisted local farmers in various ways which includes strengthening their connection to markets and consumers, implementing effective microfinance networks, assisting the natural resource management, helping in scaling up the agricultural technologies, managing the climate change adaptation, and helping empowering men and women. I wish to focus on the aforementioned programs and at the same time enhance other platforms. Managing risk, for example, is one of the challenges that IFAD needs to deal with. As agriculture is a risky business, I would like to introduce the risk management scheme to the farmers, which could be in a form of the agriculture insurance plans. Also, strengthening community-based agriculture entrepreneurship or micro-management practice will help increasing business acumen among farmer. This way, the most vulnerable farmers can rest assured that they will still be able to go about their lives even if the worst happen to their crops.

In order for the plantation to grow and develop significantly, I believe that the partnership is needed between the farmers and corporates. In the plantation sector, I will increase the productivity of the farmers by supporting the nucleus-plasma scheme, in which Plantation Company would develop palm oil plots for smallholders in a “plasma” area around their own plantation “nucleus”. This scheme will result in the increase of farmers’ welfare and at the same time create partnerships between multiple stakeholders. Though this program is widely acknowledged to be successful in Indonesia, I believe this project can be implemented elsewhere successfully any others kind of crops and livestock, considering especially the characteristics of countries in Asia Pacific, Africa, as well as South and Central America. Meanwhile, I believe that the development of plantation areas and livestock cannot be separated. I will promote the incorporation of fostering the livestock within the plantation area, making it more efficient and less costly.

In terms of food supplies, I will focus on supporting the farmer’s crop result especially by developing the infrastructure in the water and irrigation system. Many of IFAD Member States at the moment are facing the threat of global warming which makes it harder for the farmers to sustain an effective irrigation system and water supply. While water is fundamental for growing crops and sustaining the livestock, it is also essential for other purposes in maintaining people’s lives and this needs to be within IFAD’s priorities.

To achieve SDG’s goal on providing sustainable and clean energy as well as reducing the impact of carbon emission, IFAD needs to push for a more efficient use of energy including the use off-grid power such as mini-hydro power plant, mini-medium wind mills, and solar panel. As currently IFAD already aimed to introduce alternative energy resources, I envision the use of biomass should be accelerated more. Biomass is widely recognized to be one of the solution of the current energy crisis. IFAD has been doing researches on the use of alternative sources of energy. The technologies which can decompose manure, recover methane, and use it as a source of alternative energy could be a potential solution in providing sustainable energy resources. At the same time, it will also reduce the livestock’s contribution to global warming. New innovations on agriculture also incorporate the start-up world by utilizing tech-savvy generation to enhance farmer life and investor return. The tech companies work not only as a platform provider, but also as a coach for the farmers to teach how to farm effectively in efficient way, as well as to manage the loan or investment fund properly. I believe IFAD should embrace such advancement of technology and utilize it for the greater benefit for the people.

At the end of the day, ending world’s hunger and creating a sustainable resource for people to have access to food will inevitably involve many actors. Under my presidency, I will bring IFAD to work in close cooperation with other multilateral financing agencies such as World Bank, and regional financing agencies such as Asian Development Bank, African Development Bank, Inter-American Development Bank, and Islamic Development Bank. I will also collaborate with FAO and WFP to ensure global food security and sustainable agriculture. The cooperation will take place in various form, including knowledge and data sharing, joint operations, or co-financing. The relationship between developed countries who have cutting-edge agricultural invention and the developing countries should be brought in to the

next level. Transfer knowledge and technology could improve benefits for both sides. I will also promote the South-south cooperation which can be done in form of capacity building and introduction of applied technology. The most important goal is to create an independent, developed, and dynamic village economy in various regions to sustain its own energy. In establishing its programs, IFAD will have to be holistic, integrated, thematic, and spatial. With this values in hand, I believe IFAD should be able to go forward with its programs to accelerate development especially in rural areas and for those in need.

Qualifications and experience

In the era of economic uncertainty, IFAD is in need of an individual who can lead, understand the agriculture and rural issues, and especially manage the funds. The ability to fund raise is extremely fundamental in order to ensure that IFAD has sufficient funding resources for the projects. Having been working in the Ministry of Finance as the Minister and Vice Minister, I am highly engaged and experienced in the process of funds allocation as well as the fundraising effort in national level. In year 2015, Indonesia's deficit reached USD 25.5 billion, and I managed to fundraise to cover most parts of the deficit through strategic taxation policy and government bonds management. I also scrapped the massive yet inefficient fuel subsidy in Indonesia which took as much as USD 15 billion per year and reallocated it into infrastructure development and social spending. In addition to that, I was involved in successfully raising money by leading various Indonesian government bond issuances, from conventional bonds in USD, JPY to sharia bonds, in New York, London, Hong Kong and Tokyo from 2011 to 2016. The process of managing funds and allocating it according to the necessity is a fundamental aspect of leadership when it comes to financial institutions, especially international financial institutions such as IFAD.

My position as the Minister of National Development Planning puts me in a direct interaction dealing with poverty issues and other important sectors such as rural development, agriculture, and fisheries industry. On daily basis, I deal with a variety of development issues such as inequality, poverty, quality of public service delivery, and unemployment. Considering Indonesia is a big country with a vast and geographically challenging territory with a population of more than 250 million, it has a lot of development programs that will be implemented under my leadership. I understand the process of prioritization is necessary, and as I am managing a country as vast as Indonesia, I believe that I am capable of conducting the process. I believe that the process of planning is a fundamental step in the resources allocation, and I will make sure that this process is covered thoroughly. In practice, of course I am not alone. I am currently coordinating more than 800 staffs of the National Development Planning Agency all over the archipelago, and previously coordinated 65,000 staffs in the Ministry of Finance during my tenure. I am confident that my management and interpersonal skill will be an essential tool in delivering the programs in IFAD.

In international level, I believe that my decade-long involvement with various organization is something that IFAD needs from its president. My involvement in IFAD can be

seen not only from my role as Indonesia's Governor in year 2011 until 2014, but also from my contribution in helping IFAD to set up the first regional office in Jakarta, Indonesia in 2015. The office is now fully functional and it coordinates with my ministry (of National Development Planning) on various projects, including the one project in fisheries to empower the fishermen through trainings in North Sulawesi, which is considered as the benchmark of IFAD's project in the world. I have also always been in touch with IFAD's officials and also contributed in the establishment on the programs. In terms of IFAD annual sessions, I have contributed and was elected as the Vice-Chairperson for IFAD's 35th and 36th session in 2012 and 2013. I also have numerous other experiences in international organizations, having served as the Chairman of the Board of Governors in Islamic Development Bank, Chairman of the Development Committee in World Bank, Chairman of the Remuneration Committee of the Asian Development Bank, and Chairman of APEC Finance Deputies Meeting. My expertise in international relations, combined by years of active involvement in IFAD will come in handy to establish a mutually benefitting cooperation with various financial institutions, as well as to do the assessment on the funding allocation to ensure that it is being used accordingly.

As I am an academician, I learned to ensure that every policy has a rational base as well as calculated accordingly. I believe my research and academic background is essential, as it requires the ability to think strategically with strong judgment based on the combination of my working experience and current thinking in the latest journal or textbook. As a president, I believe that open-mindedness is important. I am open to discussion and I am willing to listen to valuable inputs. I have a passion to support and empower research activities within IFAD. In order to evaluate the previous programs, I am eager to learn and willing to explore new alternative solutions to the most pressing agricultural issues in the world.

My role in formulating financial regulations will eventually help in regulating IFAD's complex policies. I aspire to make sure that all of the Member States feel the benefit of IFAD. We need to truly understand the real needs of the Member States as IFAD's clients, and when necessary, IFAD should be able to create a specifically tailor-made solution with honoring good corporate governance practice in risk management and decision analysis under uncertain condition. The ability to clearly coordinate the central and local authorities is also considered as essential, and so is the capacity to persuade local government to follow the plans established by the central. As I have been put in ministerial position for years, I am used and fully qualified in defining short, medium, and long term goals realistically according to the situation and priorities. With all the experience mentioned above in hand, I am confident I can carry out the task of leading IFAD as an important international financial institution in its goal to eradicate global poverty.

Guiding values and principles

If I am elected as the president of IFAD, leading the organization as a part of global alliance to eradicate poverty will be my priority. I will focus on the potential result, and I will make sure that the goals that have been established is achieved. Projects with big impact and a

lot of recipients should be the highlight of future programs. The review and evaluation process, which are important steps, have to go through professional analyst's judgment. This is the most effective way to understand if there is a flaw in the process working towards the result. Therefore all IFAD's objective will be reached effectively and efficiently.

Aside from focusing on the outcomes, I believe that professionalism and competence matter. As much as IFAD is the institution, which implements various programs, at the end, the Member States' voices will contribute to the direction of the organization. Listening to the clients' needs and ideas is important. In terms of practices, I believe that IFAD as an institution should also see and learn from other financial institutions' best practices to ensure the best outcome. I believe the working experience in Islamic Development Bank (IDB) and my engagement in the World Bank, the Asian Development Bank, the Asian Infrastructure Investment Bank (AIIB) will be helpful in achieving the goals of IFAD.

I believe that the idea of respect and equality need to ultimately be championed. I will listen to all relevant input from each member countries and treat them equally. I understand that each Member States are different in their own ways, and they are facing different issues within the country. I will ensure that they are all respected and treated fairly. I have a lot of experience with international exposure that helps me with coordinating different subjects, and also that proves how I demonstrate respect other people from other cultures. Conscience is my most main guideline in life, and from my experience, I know that I always plan ahead of other people and can execute my forward thinking for the organization's advancement. Motivating all IFAD staff to work optimally and give the best for organization is what I am sure I will be able to do.

By creating good governance and focusing on the poor rural people, I am sure I can help IFAD to have higher impact and value for the world. When it comes to working for the neediest people, I believe that empathy combined with reasonableness are important aspects in making decisions. As IFAD strive to provide for people's access to food and quality living, I aspire to touch as many lives as possible to make them better. I will take the necessary time to assess the needs of Member States, and at the same time aim to translate the values I believe in into actions.



MINISTERIO DE RELACIONES EXTERIORES

Mexico City, November 28th, 2016

Ms. Cheryl Morden
Secretary of IFAD, a.i.
Rome

I am honored to inform you that the Government of Mexico has decided to nominate Dr. María Eugenia Casar Pérez as a candidate for the office of President of the International Fund for Agricultural Development (IFAD).

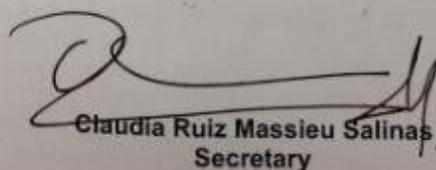
Dr. Casar has a vast international experience on budget, finance and cooperation issues, having worked for more than ten years in the United Nations System. She served as Associate Administrator of the United Nations Development Programme (UNDP), where she held the position of Under-Secretary General of the United Nations. She also served as the Assistant Secretary-General for Programme Planning, Budget and Accounts, as well as U.N. Controller and Representative of Secretary-General Ban Ki-moon for the investments of the United Nations Joint Staff Pension Fund. Additionally, she worked at the World Food Programme, in Rome, where she was the Assistant Secretary-General and Deputy Executive Director for Resource Management and Accountability and Chief Financial Officer, as well as Chief Financial Officer and Director of Finance and Budget.

Dr. Casar has also an important professional career in Mexico's national financial and cooperation institutions. She served as Mexico's National Treasurer; Chief Financial Officer at the National Bank of Financial Services; Deputy Director General at the Banking Sector of the Ministry of Finance; and Deputy Vice-President at Mexico's National Banking Commission. She is currently Chief Executive Officer of the Mexican Agency for International Development Cooperation (AMEXCID), in the Ministry of Foreign Affairs.

The Government of Mexico believes that the aforementioned accomplishments and experience qualify Dr. Casar as an ideal candidate for the position of President of IFAD. Her international budgetary and financial expertise will certainly assist the Fund in reaching its goal of eradicating rural poverty and ensuring a sustainable rural development.

Please accept the assurances of my highest consideration.

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Claudia Ruiz Massieu Salinas
Secretary



María Eugenia (Gina) Casar

gcasar@hotmail.com

Twitter: @gcasar

Mobile +52 1 55 4339-5255

Strengths

- General management professional with extensive experience in senior management positions in the public sector, with particular expertise in public finance institutions.
- Proven capacity to generate results in complex, multinational organizations, facilitating partnerships among diverse actors.
- Experience in building organizational capabilities and driving high performance culture.
- Expertise in international co-operation and sustainable development.
- Action-focused change agent, with strategic mind and effective decision-making.

Professional Experience

*November 2015
to Present*

Executive Director, Mexican Agency for International Cooperation and Development (AMEXCID)

AMEXCID (<https://www.gob.mx/amexcid>) is a decentralized body of the Secretariat of Foreign Affairs responsible at the Federal level for the guidance, coordination and implementation of international cooperation programmes focused on sustainable human development.

- Partner with federal agencies, local governments, civil society, parliament, academia, private sector, UN system, donor countries and international organizations.
- Currently managing 300 projects in Mexico and 248 projects abroad, mainly in Latin America and the Caribbean.
- Responsible of 10 development cooperation funds, 4 of them bilateral and 3 with international organizations.
- Coordinates bilateral and regional programmes in the fields of agriculture, food & nutritional security, health, environment & climate change adaptation, education and risk management.
- Other responsibilities:
 - Mexico's Presidential Commissioner of the Mesoamerican Development and Integration Project
 - Member of the World Economic Forum Council on International Governance, Public/Private Cooperation and Sustainable Development
 - Chair of ECLAC (Economic Commission for Latin America and the Caribbean) South/South Cooperation Committee
 - Deputy Co-Chair of the Global Partnership for Effective Development Cooperation (GPDC)

*June 2014 to
October 2015*

Under Secretary General and Associate Administrator, UN Development Program

COO of the largest development organization in the world, with presence in +170 countries and a budget of \$5 billion USD.

- Ensure the successful implementation of the Strategic Plan, overseeing the implementation of the operational programme and ensuring organization's institutional effectiveness.
- Responsible of the day to day with focus on wide performance management, programmatic quality and effective resource management.
- Oversight of UN Capital Development Fund and United Nations Volunteers programme.

María Eugenia Casar

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*October 2011
to May 2014*

Assistant Secretary-General - Controller, United Nations

Managed strategic and results-based planning, financial position and budgeting of the UN Secretariat, including UN-HQ departments and offices overseas, with an annual budget of US\$ 12 billion and US\$ 10 billion investment portfolio.

- o Implemented a multi-currency hedging strategy of more than US\$ 500 million a year.
- o Managed the development and enforcement of financial policies and strategies, including the fields of humanitarian, social, economic, peacekeeping and political affairs.
- o Liaised with governing bodies, member states and donors, including Security Council, General Assembly, Audit Committee, Auditors, as well as corporations, foundations, NGOs and implementing partners.
- o Chaired working groups composed by finance teams of 50+ UN entities, e.g. on extra budgetary funding/management of implementing partners; after-service health insurance; cash transfers.
- o Managed over 300 staff on a daily basis and represented the Secretariat in external initiatives, e.g. on the Executive Board of the "Better than Cash" Alliance. Co-Chair of FAFA (Financial and Administrative Framework Agreement between the UN and European Community)
- o Acted as Process Owner for the most ambitious business transformation initiative faced by the UN

*December 2012
to May 2014*

Representative of the Secretary General (RSG) to the UN Pension Fund, UNJSPF

Concurrently with the Controller's responsibilities, appointed as RSG reporting to the Secretary-General, received delegated authority over the investment of the assets of the Fund (up to more than \$USD 50 billions) and is responsible for the overall investment policy and for the management of the Investments Management Division (IMD).

- o Provides overall leadership, direction and management of IMD's operations.
- o Establishes and implements the investment policy.
- o Liaises and consults with the Fund's oversight bodies (i.e., the Board of Auditors, Audit Committee of the Fund, Office of Internal Oversight Services).

*April 2009 to
September 2011*

Deputy Executive Director & Chief Financial Officer, UN World Food Programme

Responsible for all resource management functions in the world's largest humanitarian food assistance agency with a budget of US\$4 Bn per year and 14,000 staff members in over 80 countries.

- o Ongoing leadership for budget, finance, treasury, resource allocation, performance & risk management, and strategy implementation support functions.
- o Manage an Investment Portfolio close to US\$ 2 Bn through a diversified investment regime;
- o Implementation of a foreign exchange hedging strategy and an advanced financing facility of US\$ 500 million
- o Chair of the Purchase and Contracts Committee overseeing all major procurement actions.

2006 to 2009

National Treasurer of Mexico

Served as National Treasurer with overall responsibility for management of \$15 Bn in assets

- o Revenue collection and management of all moneys received in name of the Federal Government;
- o Payment of budget expenditures related to execution of the Federal Budget;
- o Cash and asset management for all financial resources of the Federal Government deposited in the Central Bank (Banco de México);
- o Investigation and inspection of administrative units in charge of revenue collection and budget execution;
- o Representative of the Ministry for the mainstreaming for gender issues.

Maria Eugenia Casar

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- 2004 to 2006 Chief Financial Officer and Director of Finance & Budget, UN World Food Programme**
- Chief Financial Officer responsible for leadership of budget, finance and treasury functions in the world's largest humanitarian food assistance agency with a budget of US\$4-5 Bn per year and 14,000 staff members in over 80 countries.
- o Accountable for the adoption of International Public Accounting Standard (IPSAS);
 - o Treasury and Payments, banking services, investment management, payments and payroll;
 - o Cash management, implementing new investment policy to improve financial risk management for enhanced returns and a hedging strategy to provide certainty for future expenditures;
 - o Budget and financial planning, including the preparation of the biennial management plan.
- 2001 to 2004 Chief Financial Officer, Banco Nacional de Servicios Financieros (BANSEFI), Mexico**
- Served as CFO at a government-owned development bank focused on providing financial solutions for low-income populations through over 500 branches across Mexico.
- o Developed Business Plans for Micro-financing programme
- 1999 to 2001 Deputy General Director - Banking Sector, Ministry of Finance, Mexico**
- o Managed the relationship with Mexican and foreign financial analysts and investment bankers
 - o Authorization for new Financial Institutions as well as for merging operations;
 - o Designed and authorized the first issuance of capital securities for the Mexican banks.
- 1995 to 1999 Deputy Vice President, National Banking Commission (CNBV), Mexico**
- o Managed the relationship with the Investors Relations Office;
 - o Leading role in the creation of the new banking regulatory framework, establishing sound accounting principles and risk management rules;
- 1985 to 1995 Head of School and Professor of Accounting and Administration Instituto Tecnológico Autónomo de México (ITAM)**

Education

- 1986 Master of Business Administration**
Instituto Tecnológico Autónomo de México (ITAM) Graduated with special honours
- 1983 Degree in Public Accounting**
Instituto Tecnológico Autónomo de México (ITAM)

Personal Information

Born in Mexico City
May 17, 1959

Spanish – mother tongue
English – fluent
French – fluent

ANSWERS BY MARIA EUGENIA CASAR

Question 1: What is your vision for IFAD and how would you develop its role in the global agenda of agricultural development and elimination of rural poverty?

IFAD's work is already critical to the lives of millions of people globally and has the potential to increase its reach and impact rooted in Agenda 2030's call to action. The combination of IFAD's unique role and mandate with the Agenda 2030 platform represents a once in a lifetime opportunity to put an end to rural poverty and hunger, while strengthening resilience.

Extraordinary humanitarian needs are placing enormous pressure on natural, human and financial resources needed to face sustainable development challenges. Climate change, environmental degradation and resource depletion are closely affecting poverty and migration all over the world.

The Sustainable Development Goals (SDGs) represent a platform to tackle humanity's greatest challenges. At the forefront of the SDGs are the elimination of extreme poverty (SDG 1), the eradication of hunger (SDG 2) by 2030 and the urgent action against climate change (SDG 13), which impact hundreds of millions of people. The underlying tenet is the need for inclusive and coherent policies to address such complex and interconnected challenges.

My vision on how IFAD can achieve the step change necessary to help achieve the SDGs is based in the Strategic Framework 2016-2025 and includes: 1) maximizing the complementarity of the organization's capabilities in financing, technical assistance and knowledge sharing; 2) pursuing innovation across all areas of the organization's work; and 3) using partnership and coalition-building for greater impact.

Maximizing the 'multiplier effect' of IFAD's unique role and capacities

The Addis Ababa Action Agenda stressed the role of Multilateral Development Banks in boosting investments for Agenda 2030 but also by funding well-designed and high impact projects. IFAD is uniquely positioned as the IFI with the most specialized expertise in effective investments that address rural poverty.

IFAD's positioning as a trusted advisor for governments, a financing institution and a people-centered development agency, needs to be maximized in order to potentiate its impact. There is a strong 'multiplier effect' between these three types of support based in the organization's long experience and sound financial and technical solutions. In the area of rural poverty, no other institution plays all three roles at scale.

The value of these complementary capacities is particularly important when addressing some of the biggest challenges to rural transformation towards sustainable development. Addressing food systems holistically through policy transformation, investments and inclusion programmes is critical in strengthening not only rural livelihoods, but also resilience with respect to climate change. In this regard, special attention should be placed on groups facing situations of vulnerability such as women, youth and indigenous people, as well as climate

Pursuing Innovation across the Organization

Over the past 15 years, we have made progress globally; hundreds of millions of people have been lifted out of extreme poverty and hunger. However, if we continue at the same rate for the next 15 years, we will not meet the Agenda 2030 targets.

Innovation is key in our ability to accelerate progress in this regard. We have available new approaches, tools and technologies that did not exist few years ago. While most of this innovation is driven by the industrialized world, development institutions can adapt these new approaches to the challenges facing poor people and nations.

IFAD can play a critical role in fostering and promoting innovation in smallholder agriculture and other rural market development. This can be achieved by reinforcing a field-oriented mindset, sharing knowledge and best practices, facilitating South-South cooperation, stimulating local entrepreneurs, forming partnerships with innovative institutions and supporting research and development efforts where appropriate.

Innovative financing models are also important for the future of rural investment. While IFAD's resources may expand over time, they are likely still to be insufficient to meet the demand presented by rural poverty. Therefore, it is important to explore new models of financing that hold promise to leverage a wider range of resources. These could include various forms of blended finance, social/development impact bonds and other mechanisms to encourage the entry of more private capital into rural investments. Leveraging IFAD's balance sheet to help de-risk private investments may also prove to be beneficial.

Lastly, an innovative mindset within the organization is important to ensure maximum efficiency and effectiveness of programmes as well as management systems. Challenging us to find better, faster, more efficient and effective ways of doing things will result in a greater impact on the people IFAD aims to reach.

Partnerships and Coalition-building

Achieving the SDGs will only be possible if partnerships and coalitions are brought to bear on the challenges. Because of its unique role, IFAD should help convene and facilitate broad-based coalitions and multi-stakeholder partnerships that foster South-South and Triangular cooperation.

Strong collaboration with the Rome-based agencies is essential to ensure a holistic approach in supporting governments to improve food security and strengthen resilience of the rural poor. However, working-at country and regional levels is crucial to achieve relevant and sustainable outcomes, in addition to joining forces globally on advocacy and policy efforts.

IFAD should also place special attention on understanding how to engage the private sector in the broader transformation towards sustainable rural development and ensure that additional and more responsible financing, expertise and opportunities are brought to rural areas. The private sector has capacities that complement public sector and inter-governmental organizations through genuine and innovative partnerships. Ultimately, many of the efforts in poverty or hunger eradication must become sustainable by considering their profitability.

Finally, my vision for IFAD also includes further strengthening of IFAD's management systems and culture. As a steward of public resources focused on maximizing impact for the rural poor, IFAD must set a 'gold standard' in cost effectiveness, transparency and accountability.

Question 2: Why do your qualifications and experience make you a suitable candidate? What are the lessons you have learnt in formulating development and plans?

As can be seen in my CV, I have a broad set of experiences in different types of organizations with core businesses related to IFAD's mission. Each responsibility has left me with strengthened capabilities that represent a long and deep preparation to lead IFAD.

Indeed, IFAD sits at the center of two issues I am particularly passionate about: global food security and the international financial system. Much of my career has been focused on delivering results and driving change from within public sector finance positions, where financial inclusion was a major focus area. More recently I have been in charge of important organizations devoted to development, both a multilateral and national.

My career allowed me to learn key lessons from the successes and failures, both personal and collective:

- To gain a better understanding of the different needs of the rural poor in different contexts around the world;
- To become a better facilitator to bridge differences among multiple stakeholders;
- To develop and strengthen effective partnerships and work teams;
- To properly balance the level of ambition for change between the ideal and the possible;
- To learn how to successfully lead organization transformations and innovations, keeping people focused and highly motivated;

Concretely:

1. **My experience in the Ministry of Finance** in Mexico allowed me to understand the dynamics of the finance industry in developed and developing countries, as well as the needs and incentives of low-income people in rural and urban contexts.
2. **My experience in leading the National Savings and Financial Services Bank** pushed me to seek for catalytic factors and creative solutions to expand the scope of financial inclusion among poor segments of the population.
3. **My experience in a Rome-based agency** allowed me to gain experience in addressing the core issues in food security and agricultural development, and left me fully aware of the linkages and unique dynamics of the three food-related agencies and their interaction with the UN System. I developed the skills to build

constructive relations with the Board members and faced the challenge of leading a fund-raising strategy of an organization fully financed by voluntary contributions. It was here where I fully appreciated the importance of balancing a Rome-based perspective of development with substantive field experience and constant reality checks directly with the population we were trying to impact.

4. **My experience as Treasurer of Mexico** allowed me to gain the “country perspective”, what works and what does not work when it comes to motivate middle-income countries in supporting humanitarian efforts.
5. **My experience as Controller of the UN** gave me the keys and codes to understand how the UN System operates in its many and complex dimensions, how it interacts with member states and all other stakeholders. This allowed me to understand how the UN System can impact the mission and effectiveness of specialized agencies and to what extent this can and should be changed. In this position I was also able to learn the do’s and don’ts when implementing transformational changes.
6. **My experience in UNDP** as the Associate Administrator, allowed me to build on my experiences in in the World Food Programme and Mexico in terms of understand the dynamics of international development, including rural poverty. In addition, I gained expertise on what it works and what does not work in an organization that went through a transformation to become fit-for-purpose.
7. **My experience leading a development cooperation agency** (AMEXCID) presented me with challenges with parallels to IFAD. My achievements included leading some of the most ambitious new regional initiatives in Mesoamerica on food and nutritional security, public health, and prevention of migration of unaccompanied minors. I also implemented improved data management for resilience in partnership with diverse actors and started mainstreaming the SDGs in Mexico through the Office of the Presidency.
8. **My experience [in my free time] as a citizen** trying to foster sustainability: On a personal basis, I assisted in creating MAPP (“Mercado Alternativo de Pequeños Productores” in Spanish), which is aimed to promote the organic products of dozens of small farmers. Interacting with them allowed me to understand their strengths, their challenges and the type of assistance that better suit their needs.
9. **Finally, my experience as a woman**, I have had to understand and overcome many of the obstacles that a woman face in high level management positions, as well as identify the benefits and value-added that a woman can bring to an organization, among them motivation, empathy, and sensitivity to minorities.

Question 3: Describe the values that would guide you as the President of IFAD.

In order for IFAD to further its level of ambition and bring a forward vision to reality, the following values should frame all initiatives and actions:

Leadership and determination. Leading roles require the ability to influence stakeholders, clients and staff to accomplish the mission of the Organization by providing purpose, direction, and motivation, but also concrete deliverables and results. In all my leading roles I always aim at achieving results relying on my strong spirit of initiative, persistence, capacity to persevere in the face of hurdles, in addition to my ability to inspire and bring together not only colleagues but partners as well.

Competence and innovation. I would promote strong field orientation and overall results-based management with the objective to generate enduring impact for the rural communities IFAD is serving. In the current times, it is a must to seek opportunities for improvement through innovative approaches. I will bring to IFAD my driving will and my creativity –while promoting the creativity across the organization- at supporting and developing the most innovative financing tools and collaborative approaches that enable the Organization to achieve its goals. I truly believe that innovation in every dimension sits at the basis of a sustainable impact when fostering economic and social development, including addressing the underlying root causes of gender inequality. As a by-product, promoting an organizational culture favorable to learning and innovation usually re-energizes and motivates management and staff.

Honesty and fairness. It is especially through these values that the President of IFAD can aim at gaining the trustworthiness of stakeholders, partners, clients and its own staff. To achieve ambitious objectives, such as enabling poor rural people to overcome poverty and achieve food security by 2030, requires a strong commitment to the objective, but also the trust from all stakeholders. This can be accomplished only by the clear understanding that there is no room for unethical behavior nor personal gain or alliances with vested interests.

Collaborative Spirit. I would leverage effective and efficient partnerships where comparative advantages can be capitalized, within and outside the Organization. Working in efficient partnerships is key to achieving Agenda 2030. Partners with complementary areas of expertise and resources, such as governments, international development community and financial institutions, multilateral development banks, research institutions, civil society, private sector and small-scale rural producers, as well as the Rome-based agencies, can enable IFAD to effectively support enhancement of national policies, programmes and practices, and expand investments in the rural sector. Interconnected and complex issues such a rural transformation requires coordinated and coherent work among networks, initiatives and policies.

Collaboration is also important to ensure further progress on gender equality and women's empowerment. As someone concerned with gender and who is closely linked to the daily problems faced by women, I am prepared to take the challenge of being the first female President of IFAD and foster equality, both with strength and conviction.



Presidenza del Consiglio dei Ministri
UCD 0001710 P-4.1.3
del 07/11/2016



Dear Ms Secretary,

I am honoured to inform you that the Italian Government nominates Professor Paolo De Castro as a candidate for the office of President of the International Fund for Agricultural Development (IFAD).

Professor De Castro combines internationally acknowledged expertise and an impressive academic background on rural development and food security, with leadership credentials, based on his longstanding political experience, including as a three times Minister of Agriculture and Forestry Policy in Italy and Chair of the Committee on Agriculture and Rural Development at the European Parliament. He also served the Intergovernmental Organization CIHEAM (International Center for Advanced Mediterranean Agronomic Studies) as a scientific coordinator.

He is currently the promoter and coordinator of the European Parliament Alliance "Fight against Hunger", working in partnership with FAO.

In the light of his impressive record, we believe that Professor De Castro is eminently qualified for the position of President of IFAD and suited for the task to deliver its core mandate of fighting rural poverty. I also attach the curriculum vitae of the candidate.

Please accept the assurances of my highest consideration.

Matteo Renzi

Ms. Cheryl Morden
Secretary of IFAD, a.i.
Rome

Paolo De Castro - Curriculum Vitae



Paolo De Castro is 58 years old and is currently Professor of Agricultural Economics and Policy at the University of Bologna. After having obtained the university degree in Agriculture and Food Sciences at the University of Bologna, he completed a period of specialization in food systems economics at the Washington State University in Pullman (US). His academic career has been full of awards, both nationally and internationally. These include two honorary degrees (in Agricultural Sciences and Veterinary Medicine at the University of Cluj-Napoca (RO), and in Nutritional Sciences and Technologies at the University of Basilicata (IT)) and the *Titulo de Gran Cruz de la Orden al Mérito Agrario y Pesquero Alimentario* received from the King of Spain Juan Carlos I.

Professor Paolo De Castro is author of over 150 scientific publications: particularly mentioned are his scientific contributions on the issue of food security and the role of international trade in the development of modern society. On these topics he has published various essays, some of which are translated in several languages, such as "The European agriculture and new global challenges" (Donzelli, 2010), "The politics of land and food scarcity" (Hearthscan Routledge, 2012), "Comida, el desafío global" (Eumedia, 2015).

The scientific career of Professor Paolo De Castro has been further enriched not only by the participation in numerous international scientific committees, such as the Chairmanship of the Scientific Committee of the International Center for Advanced Studies on Agriculture Mediterranean (CIHEAM), but also by managerial roles, among which the presidency of the Institute of Economic Studies Nomisma.

Paolo De Castro served for three times as Minister of Agriculture of his country, and was vice-president of the Committee on Agriculture and Agri-food Production of the Senate of the Italian Republic. Between 2000 and 2002 he was also special adviser to the president of the European Commission, Prof. Romano Prodi.

Paolo De Castro is a member of the European Parliament since July 2009. He chaired the Committee on Agriculture and Rural Development from 2009 to 2014, leading the European Parliament's negotiating team during the whole reform process of the Common Agricultural

Policy for the 2014/2020 period. Re-elected in July 2014, Paolo De Castro is now president of the Socialists and Democrats group in the Committee on Agriculture and Rural Development. In 2014 he was designated permanent rapporteur for EXPO Milano 2015; in this role, Paolo De Castro has encouraged the establishment of the European Union steering committee that coordinated the EU activities for the Universal Exhibition and contributed to the drafting of the Charter of Milan. His commitment to the issues of food security and agricultural development is shown not only through the many contributions made in the legislative work of the European Union, but also by the recent initiative that he inspired and coordinates: the Parliamentary Alliance "Fight against Hunger", established in collaboration with FAO and with other parliaments in the world, which engages a group of Members of the European Parliament to develop proposals and actions to raise awareness and sharing on the theme of food security. Paolo De Castro was also designated standing rapporteur for the Committee on Agriculture and Rural Development on the Transatlantic Trade and Investment Partnership with the United States (TTIP).

The combination of scientific, managerial and political experiences, coupled with a deep knowledge of the international relations, has allowed Prof. Paolo De Castro to gain a detailed understanding of the functioning of food systems and on the issues of agricultural development. His competence is internationally recognized and attested by the many contributions made, both as a speaker and as an author, within the highest international institutions dealing with food and agriculture.

Questions for candidates - Answers by Professor Paolo De Castro

Question 1: What is your vision for IFAD and how would you develop its role in the global agenda of agricultural development and elimination of rural poverty?

IFAD vision statement must necessarily be an integral part of the Agenda 2030 for sustainable development, as reflected in the SDGs.

IFAD must envisage a world in which extreme rural poverty is eradicated and sustainable development is achieved, through inclusive rural transformation, where rural communities live in dignity and are empowered to build prosperous and sustainable livelihoods and realize their aspirations for a better life in their own rural communities. The ultimate objective must be sustainable development, not just subsistence.

The achievement of this goal requires both a vision for smallholder agriculture and a vision for IFAD in the global context.

As regards smallholder agriculture, smallholdings remain key for development, and not only for agriculture. Given the disproportionate share of poor working in smallholder farming, and the size of the sector in the developing world, there is virtuous loop hinging on small –scale agriculture development: even small increases in agricultural income generate a high multiplier effect benefiting both rural and urban communities.

While today's theoretical discussion is polarised around extremes and misled by false dilemmas - between large vs small scale agriculture, food security vs rural development -, the actual way forward lies in making a deliberate choice of both small and large farms. Under the right conditions rural households can be as productive and innovative as large farmers. The real issue is how to increase productivity in smallholder farming. This should be done through four main ways: i) promoting appropriate technologies for smallholders and involving them in the innovation process, ii) enhancing land tenure, iii) ensuring access to financial services and insurance schemes and iv) providing smallholders with access to output markets, leveraging in particular on local storage systems and cooperative arrangements to offset asymmetries in market power.

As a result, a new agenda for agriculture should include simultaneously greater productivity, greater sustainability, greater resilience to market and climate shocks, the creation of inclusive value chains and empowerment of smallholders. As climate change is severely affecting cropping patterns and practises in many developing countries, adaptation strategies are an integral part of this agenda.

As regards the role of IFAD in the new global context. I believe that the institution has a distinctive capacity to help transform smallholder agriculture due to:

- ✓ A unique and very focused mandate to help rural smallholders and their communities; a value to be safeguarded in order to preserve its identity and visibility in the international arena and to better brand such uniqueness internationally
- ✓ Almost four decades of experience pursuing its unique mandate
- ✓ Unique operating model

In the global effort to realize this vision:

- IFAD shall strengthen partnerships with governments, rural communities, farmers' organizations and other development partners, above all the Rome-based agencies (RBAs).
- In full respect of the respective mandates and business models, IFAD needs to better exploit the synergies with the other two RBAs, strive to pursue a common vision and reinforce the international brand of a Rome-based Hub for rural development, food security and nutrition.
- This greater coordination should be pursued in the framework of a "global" approach to food policy, characterized by a greater cooperation both between and within the policies involved in food security and rural development.
- IFAD will continue pursuing and operationalising its distinctive concepts of scalability and replicability and build on its clear comparative advantage in smallholder agriculture and rural development, while cooperating with its partners in other policy and development areas.
- Recognising the nexus between land tenure and foreign investments as a crucial element for rural development and achieving higher productivity in farming, IFAD will better contribute to empower countries and smallholders in assessing investments on land in a sustainable development horizon.
- Acknowledging climate change as a fundamental development challenge IFAD will strive to systematically mainstream climate-smart agriculture and the sustainable management of natural resources in its programmes and projects.
- Sharing the view of the fundamental role played by the private sector as driver for the economic and social growth, IFAD will pursue stronger partnerships with the private sector, including though broadening the scope of instruments and products to work more productively and systematically with private agents.
- Recognising the linkages between inclusiveness, social transformation and rural development IFAD will promote the social and economic empowerment of poor rural people, in order to strengthen the resilience, with a special attention to smallholder farming, generational renewal and women self-awareness.
- Recognising the magnitude of the challenges in rural development, IFAD will push further its resource mobilization efforts, including by building on its General Framework for Borrowing, improving its operability and exploring, once established all the due safeguards, the long term option to selectively borrow from capital markets to complement its traditional grant-based funding model.
- Acknowledging that social and technical innovation is paramount for rural development, IFAD will support "multi-actor" knowledge-transfer models, based on the needs of smallholders.

Question 2: Why do your qualifications and experiences make you a suitable candidate? What are the lessons you have learnt in formulating development strategies and plans?

- The combination of a solid academic background, deep understanding of theories, concepts and challenges in rural development and food security with a high-level political experience

has provided me with the opportunity to apply analytical background to policy design, and implementation.

- My experience in the EU institutions has given me the opportunity to explore new grounds in: agricultural innovation patterns, especially with regards to the greater role to be given to farmers and their needs in the innovation process; new investments models based on the combination of private funds and public guarantees; innovative support schemes for farming, such as financial instruments and up-to-date agricultural risk management tools.
- My engagement in:
 - The Common Agricultural Policy (CAP) reform process in 1999-2000 as Minister of Agriculture of Italy
 - The role of adviser of the president of the European Commission Romano Prodi on agricultural policies
 - The EU-US trade agreement (TTIP) negotiations since 2014, as Standing Rapporteur on agrifood issues for the European Parliament
 - As well as my role of EU Parliament's leading negotiator in the 2013 CAP reform process

buttresses my international profile and attitude to negotiate complex agreements.

- This can represent a plus for a relatively small organization, which may run the risk to be squeezed by the activities of larger competitors in fundraising.
- My managerial credentials are based on a longstanding experience as a sound administrator of public and private institutions, including the Ministry of Agriculture of Italy and *Nomisma*, one of the main Italian economic research institutes.
- My profound knowledge of agricultural issues and my long political experience will definitely help me to support the cause of smallholders in international fora.

Question 3: Describe the values that would guide you as the President of IFAD.

- Integrity. Integrity and strong commitment to serve and represent the interests of IFAD clients and the rural communities in the developing world would be the ethical hallmarks of my office as the President of IFAD.
- Diversity and professionalism. In managing the institution, I intend to pay the highest attention to professionalism and diversity, by ensuring an appropriate representation and voice to IFAD clients, subject to sound professional background, at all levels, but particularly at those levels where knowledge of local institutions and environment is strategically relevant to maximize the effectiveness of IFAD's action.
- Gender balance. Equally important is gender balance in the staff of IFAD, both as a corporate value in itself and as an instrumental factor in integrating more systematically gender considerations in project selection and design.

- **Efficiency.** Overall, I intend to ensure an optimal use of all the available human and financial resources to further enhance the value added of IFAD to the development agenda. Unleashing the potential of people involved with IFAD activities at all levels can be a major source of success. An efficient use of financial resources is a key factor as well with a particular emphasis on leveraging donors' resources while safeguarding the financial soundness and the unique mandate of the institution.

Kingdom of Morocco

[Seal of the country]

Ministry of Agriculture and Maritime Fisheries

N° 59/SG

Rabat, 18 November 2016

THE GOVERNOR OF IFAD FOR MOROCCO

TO

**THE SECRETARY OF THE
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
(IFAD)**

Subject: Moroccan candidature for the position of President of the International Fund for Agricultural Development (IFAD)

Madam Secretary,

I am honoured to announce the nomination of Dr Ismahane Elouafi as the official candidate of the Kingdom of Morocco for the position of President of the International Fund for Agricultural Development (IFAD). Please find attached her curriculum vitae.

Dr Elouafi currently occupies the position of Director General of the International Centre for Biosaline Agriculture (ICBA) based in Dubai, United Arab Emirates (www.biosaline.org). ICBA is an international development research centre with a mandate to promote innovative solutions to agriculture in saline and marginal areas. The centre was founded in 1999 and has since become a centre of excellence for agricultural solutions in food security, nutritional security and water security in marginal environments.

Prior to joining ICBA in 2012, Dr Elouafi held management positions at the Coalition for Imputability in Agriculture (CFIA) and Agriculture and Agrifood Canada. She has also worked as a scientist at research centres affiliated with the Consultative Group on International Agricultural Research (CGIAR) and Japan International Research for Agricultural Sciences (JIRCAS).

Holding a PhD in plant genetics, an MSc in genetics and plant breeding, and a BSc in agricultural sciences, Dr Elouafi has, through 15 years of professional practice, accumulated a wealth of diverse experiences and knowhow at the crossroads of science, management and agricultural development policy, research, innovation and agricultural development – all of which has enabled her to develop competencies, expertise, leadership and a management style and performance-based approach that have proven their worth.

Throughout her career Dr Elouafi has shown herself to be a manager of exceptional scale. She enjoys an excellent reputation within national and international centres operating in the context of global agricultural development and food security.

Over the course of these years, she has developed solid expertise in international cooperation, facilitating networking and partnerships through longstanding relationships developed with donors, development organizations, universities, and research and training centres all over the world. She has successfully forged strategic partnerships with governments, centres, institutions, universities and private organizations in scientific research and agricultural development on a national and international scale.

Her professional success, competencies, management and human qualities, rectitude, in-depth knowledge of international agricultural development issues and the United Nations system, together with an exceptional capacity for work, equip her with the qualities needed to take the helm at IFAD with excellence – and to uphold a standard of governance in keeping with IFAD's mission to ensure that agriculture and rural development move up on global development agendas in line with the concerns and needs of smallholder farmers and poor rural people.

Please accept, Madam Secretary, the assurances of my highest consideration.

Professor Mohammed Sadiki
Governor of IFAD for Morocco

[Stamp of the Secretariat General of the
Ministry of Agriculture and Maritime Fisheries,
signature and stamp of the Secretary General]

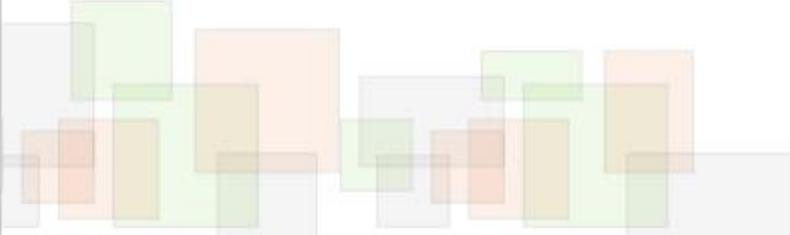


**ISMAHANE
ELOUAFI,
PhD**

Integrating science with policy
to alleviate discrimination and
poverty

ismahanesan@yahoo.com
+971 56 202 0900

- My vision is for IFAD to be a catalyst that significantly impacts the life of the rural people, operating as the engine orchestrating Rural Transformation.
- IFAD will act as an enabler, supporting the creation of vibrant and developed rural areas that are appealing to its citizens and outsiders. Rural areas that young people won't need to leave, and where opportunities - both professional and personal - originate and multiply.
- IFAD will provide the launch pad for rural transformations that lead to thriving rural livelihoods, inclusive growth and shared prosperity.





DR. ISMAHANE ELOUAFI, PhD

ismahanesan@yahoo.com
+971 56 202 0900
Dubai, UAE
[LinkedIn Profile](#)

Dual Citizenship: Moroccan/Canadian

INFLUENTIAL INTERNATIONAL GENETICIST & EXECUTIVE

Global Scientific Leadership | Partnership Formation | Policy Analysis | Research Initiative Development

- Recognized as a visionary leader and strategic thinker in the worldwide science community. Ranked amongst the 20 Most Influential Women in Science in the Islamic World - CEO Middle East Magazine 2014, 2016, 2016.
- Adept as a transformational groundbreaker, delivering comprehensive stakeholder engagement and building enduring relationship in the public and private sectors that directly support scientific aims.
- Worldwide experience in not-for-profit research organizations and government agencies, and recognized with the National Reward Medal by His Majesty Mohamed VI, the King of Morocco (2014), and the Excellence in Science award from the Global Thinkers Forum (2014).

ADVISORY POSITIONS

Board of Trustees

The International Food Policy Research Institute, 2015 - Current

Strategy Expert Panel

The Food and Agriculture Organization of the United Nations, 2016

Advisory Board

Harvest Plus, 2016

Board of Advisors

The Professional Development Institute Harvard University Global System Group, 2016

EDUCATION AND LANGUAGE SKILLS

Ph.D. Genetics

Cordoba University, Spain, 2001

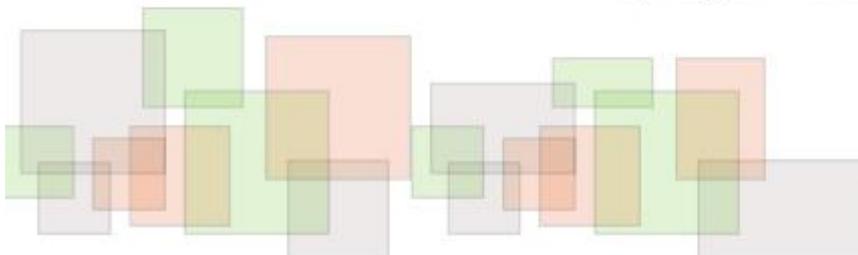
M.Sc. Genetics & Plant Breeding

Hassan II Agronomy and Veterinary Institute, Morocco, 1996

B.Sc. Agricultural Sciences

Hassan II Agronomy and Veterinary Institute, Morocco, 1993

Fluent in Arabic, English, French and Spanish languages, with conversational capability in Italian and Japanese



PROFESSIONAL EXPERIENCE

INTERNATIONAL CENTER FOR BIOSALINE AGRICULTURE (ICBA) - An international, non-profit agricultural research center established in collaboration with the Islamic Development Bank, OPEC Fund for International Development (OFID), and the Government of the United Arab Emirates.

Director General, Dubai, 2012-Present

Hand-picked on the strength of a substantial record of academic and operational accomplishment, and selected to steer the organization with robust fiscal and process control, overseeing non-core funding growth, an expanded mandate, and reputational growth as an R&D Centre of Excellence in marginal environments.

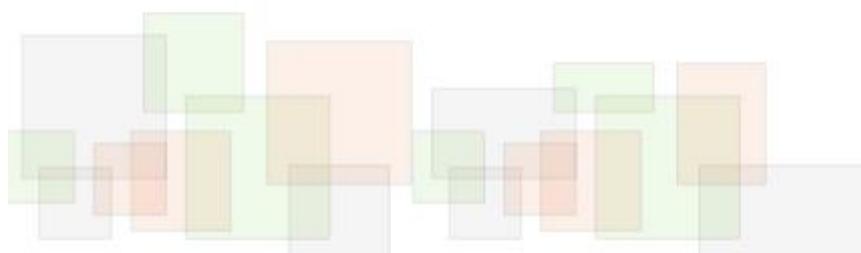
- Adeptly secured renewal of core donor support to ensure sustainability, simultaneously diversifying and increasing the donor portfolio to raise >US\$76M and lobbying key politicians to integrate water and food security issues into mainstream global, regional and national agendas.
- Consolidated the center's expanded mandate and scope in a 2013-2023 Strategy, reflecting organizational maturity in a global paradigm.
- Amplified visibility of initiatives and achievements with a revamped organizational chart focused on partnerships, knowledge management, and communication. Also addressed stakeholder needs with new research programs, and streamlined policies and procedures to enhance efficiency and reduce costs.
- Impressive managerial capability was reflected in the development of long-term strategic partnerships and introduction of sophisticated monitoring and evaluation mechanisms.

CANADIAN FOOD INSPECTION AGENCY - A Federal regulatory agency dedicated to safeguarding of food, animals, and plants, & enhancing the health and well-being of Canada's people, environment and economy.

Director of Research Management and Partnerships Division, Ottawa, 2010-2012

Given an ambit for all agency research and relationship management of science-related partnerships.

- Professionally collaborated with key stakeholders in the development of strategic plans and tactical implementation for research in plant health, animal health and food safety.
- Expertly leveraged funding through long-term strategic partnerships with government bodies and the private sector, national research providers and international organizations.
- Displayed impressive leadership, coordinating a team of scientists, managers, lawyers and financial experts to upgrade the organization's Intellectual Property Policy.
- Provided informed scientific and policy advice on domestic and international policies to facilitate trade, whilst protecting Canada's resource base.



National Manager of Plant Research Section, Ottawa, 2007-2010

Recruited as National Manager to lead the Plant Research Section and coordinate the organization's plant protection research activities.

- Undertook detailed research to underpin the development of the CFIA Research Strategy, which strategically addressed challenges and opportunities through a new integrated research framework.
- Impressively lead an international partnership with the United States, New Zealand and Australia actively seeking to address a wide range of plant health issues.
- Supported the Vice President and President on the Deputy Minister's Committee on Climate Change, Energy and Environment, developing policy positions on biodiversity and climate change.

AGRICULTURE AND AGRI-FOOD CANADA - Federal Government Department with responsibility for policies governing agriculture production, farming income, research and development, and International trade.

Senior Advisor to the Assistant Deputy Minister, Ottawa, 2006-2007

Chosen to support the Assistant Deputy Minister for Research at AAFC, providing guidance on the strategic goals of the Research Branch.

- Streamlined management of all research funds with the implementation of efficient and transparent peer review processes.
- Teamed up with senior management within the Branch to develop and create inter-departmental collaborations, new initiatives and international partnerships; e.g. Vineland Research and Innovation Centre; which required an alignment of resources between a Federal Ministry, a provincial Ministry and a University.
- Secretary to AAFC Innovation Science Board (composed of five Assistant Deputy Ministers and four DGs).

Visiting Fellow in a Government Laboratory, Ottawa, 2005-2006

Hired on merit to the position of Visiting Fellow in a Laboratory within Agriculture and Agri-food Canada.

- Initiated and completed comprehensive research on oat genomics, applying a range of new tools, including comparative mapping and microsynteny.
- Impressive scientific and managerial performance, communication skills and relationship management underpinned promotion to support the Assistant Deputy Minister.

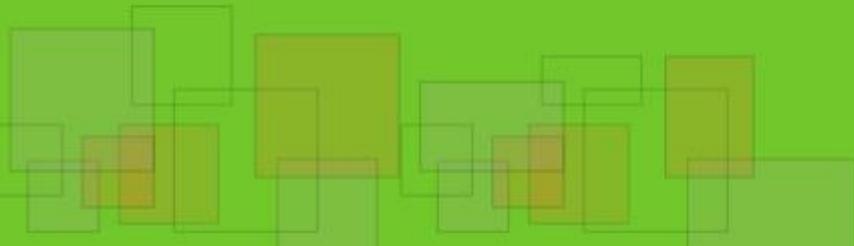
PRIOR POSITIONS: Professional capability gained at McGill University, Faculty of Agricultural and Environmental Sciences, as a Lecturer in the Department of Plant Science 2004-2005, the International Centre for Agricultural Research (Dry Areas) as a Junior Scientist & Team Leader of the Marker Assisted Selection Laboratory 2002-2004.

Initial experience in the Japan International Research Centre for Agricultural Sciences as a Post-doctoral Fellow, and the Centro Internacional de Mejoramiento de Maíz y Trigo as a Pre-doctoral Fellow and PhD Student.





**So that they may have life
and have it more abundantly**



ISMAHANE ELOUAFI – IFAD PRESIDENCY 2017

RESPONSES TO THE 3 QUESTIONS

Question 1: What is your vision for IFAD and how would you develop its role in the global agenda of agricultural development and elimination of rural poverty?

Please see below my Vision Paper

VISION STATEMENT – IFAD PRESIDENCY 2017



DR. ISMAHANE ELOUAFI

Integrating Science with Policy to alleviate discrimination and poverty

First, I would like to recognize the importance and relevance of IFAD to inclusive rural development, poverty reduction, and to smallholder farmers. IFAD has demonstrated a clear comparative advantage in smallholder agriculture and rural development and is recognized as a global leader in investment in smallholder agriculture, rural people and rural communities.

As the only financial institution in the UN system focusing exclusively on reducing poverty and food insecurity in rural areas through financing smallholder farmers for rural development, IFAD is a major player in the 2030 Global Development Agenda.

Despite impressive reductions in poverty and undernourishment globally in line with the UN Millennium Project Agenda and identified Millennium Development Goals, progress has been uneven and poverty is still evident across the developing world. Those individuals and communities "left behind" are mostly in rural areas and, in particular, in rural marginal environments.

Evidence shows that 70% of the 1.2 billion people living in absolute poverty live in rural areas. Those pockets of poverty are well known but poorly served. In recent history, it is clear that a direct linkage exists between extreme poverty in rural areas, food insecurity shocks, and political unrest. It is not unreasonable to conclude that a framework supporting enduring worldwide peace will be underpinned by specific programs that work to alleviate peace and hunger in rural areas.

It is axiomatic therefore, that as we all strive for a peaceful and prosperous tomorrow, we should seriously tackle poverty and inequality in rural areas through a genuine rural transformation agenda.

To achieve the ambitious goals chartered in the United Nation's 2030 Agenda for Sustainable Development, analysis of the etiology of rural poverty and subsequent implementation of tailored rural transformation programs providing redress needs to be at the forefront of global efforts. This is clearly highlighted by recognizing the major drivers that have impacted food security and poverty in the past, be it population growth, urbanization, economic crisis, or weather variation will remain crucial – but their dimension and relative importance will differ from location to location. Rural-urban migration, mostly of the rural youth is a serious issue that could be reversed through targeted investments in rural areas; to create job opportunities in the rural setting.

Within this global context, IFAD's noble ambition for inclusive rural transformation must be buttressed by on the ground programs that attempt to recognize, and then counterbalance, causes of poverty, thereby ensuring continued and ongoing relevance to individual developing and developed countries experiencing difficulty.

My vision is for IFAD to be a catalyst that significantly impacts the life of the rural people, operating as the engine orchestrating Rural Transformation.

IFAD will act as an enabler, supporting the creation of vibrant and developed rural areas that are appealing to its citizens and outsiders. Rural areas that young people won't need to leave, and where opportunities – both professional and personal – originate and multiply.

IFAD will provide the launch pad for rural transformations that lead to thriving rural livelihoods, inclusive growth and shared prosperity.

To achieve such transformative change, I propose focusing on the following pillars:

POLICY AND ADVOCACY

There is an urgent need for systematic engagement of Global Players across commerce, industry, and government to support and advance Rural Transformation as a critical component of inclusive growth and sustainable development across all dimensions; social, economic and environmental.

IFAD, with its Partners, will strengthen support for rural Women and Girls, offering empowerment within communities via the provision of economic and social power. This will provide an economic return that will come with Green credentials and be mindful of environmental policies; unless agricultural production occurs differently in the post 2015 agenda, worldwide natural resources that haven't already been destroyed or degraded significantly will be under enormous pressure.

As part of its inclusive rural development agenda, IFAD will emphasize the wellbeing and resilience of rural women, and rural communities and the need for nutrition-sensitive agriculture and agri-systems. The use of agriculture diversity and the existing Biodiversity will be a component of this transformation and will operate as an important resource to strengthen the resilience of rural communities and help them adapt to climate change.

IFAD will continue play an important role in shaping global policy that has a bearing on rural development that is pro-poor, pro-smallholder, and inclusive, and will capitalize on its relationships with global stakeholders – government, NGO's, research organizations, commerce – to create synergies between partners, knowledge developers, and knowledge users.

FINANCE

Even when combining public and private remittances, the total investment in rural development is meager. To achieve the ambitious targets presented in the United Nation's Sustainable Development Goals, namely SDG1 and SDG2, the investment levels in rural areas will be required to increase significantly.

As a financial institution, IFAD will be required to substantially increase its portfolio and its program of loans and grants in order to make a difference and contribute to the UN 2030 Development Agenda. The enlarged portfolio will require new financial instruments to facilitate its operation whilst ensuring accountability, the development of new strategic relationships, and the strengthening of existing partnerships. In particular, IFAD should deepen its relationship across the private sector and with Foundations, as these relationships will provide much of the direct funding crucial for IFAD growth and impact.

IFAD will benefit from innovative modalities and associations of co-financing, borrowing from national commercial banks and governments institutions, crowd-funding, results-based financing, and closer liaison with local financial institutions. These financing mechanisms should be flexible and modular to allow IFAD to serve all of its diverse constituencies, from low income states to middle income states and from fragile states to post conflict states.

Demand for IFAD services will increase. I will deepen the efforts already en cours; to both leverage financial resources through innovative approaches as well as create innovative financial mechanisms to suit the variety of stakeholders that IFAD serves.

SCIENCE-BASED PROGRAMS (MEGA DATA POWER)

Big data analysis is providing powerful insights and crucial understanding of global events at a level never before imagined. There is a very real opportunity for IFAD to leverage this capability and operate as a science-based organization that prioritizes its programs and investments on credible impact-related metrics and criteria. The vehicle for the promotion of such science-based decisions would be the SSTC, providing knowledge-sharing and investments among developing countries, contributing to their well-being, national and collective self-reliance, and the attainment of internationally agreed development goals, including the Sustainable Development Goals (SDGs).

The application of robust data analysis would allow IFAD to examine the efficacy of its different programs and easily extract multiple success stories to be exported to other countries and other regions. Data mining could explore changes in global, regional or community circumstances, and ensure maximum efficiency and consistent delivery modus-operandi via critical analysis assessing the requirement to refocus or adjust priorities and programs. Properly documenting programs can only add value and showcase the inherent opportunity in the expansion of initiatives such as smallholder agriculture.

The role of President of IFAD is a crucial position in terms of steering the strategic direction of the organization and creating the operational blueprint for the manner in which the organization functions, interacts with stakeholders and delivers services on the world stage. As a candidate for this prestigious post, I attach a Leadership Profile to this Vision Statement affirming my credibility and suitability for the role.

In closing, I would simply like to state that, if elected President, I will ensure that IFAD will "Do the Right things" and "Do it Right" by:

- Fostering a culture of excellence and results and improving key business processes using new technologies
- Hiring and retaining the appropriate workforce and implementing excellent management practices
- Applying the highest business standards ensuring end-to-end project accountability, and efficiency optimization.

Question 2: Why do your qualifications and experiences make you a suitable candidate? What are the lessons you have learnt in formulating development strategies and plans?

I believe I'm a suitable candidate for IFAD-President position, because I'm a visionary leader and strategic thinker, highly adept as a transformational groundbreaker, delivering comprehensive stakeholder engagement as a change management champion, motivator, and relationship builder. I'm hard worker and I'm a person that always delivers on its commitment and promises.

In addition to my strong technical background, I do possess a global experience in International research organizations and government agencies. I operate as a positive and energetic senior executive, able to motivate individuals achieve a shared mission and comprehensive corporate objectives.

I'm Young Arab Women with dual citizenship Morocco and Canada; which actually reflect very much the rich mix of my personality. I do feel very international, in view of the global tour I've started in 1996, which took me to several countries, several communities, and several institutions. This international journey and multiple settings, gave me a special understanding of the global agricultural and development issues. An understanding from different perspectives and different lenses, from student; to scientist; to National manager; to head of an international organization in the arena of Research 4 Development. Consequently, I became multi-lingual with proficiency in the Arabic, English, French, and Spanish languages and beginner level in Italian and Japanese.

I do have a Ph.D. Genetics from Cordoba University, Spain, and an M.Sc. (Genetics & Plant Breeding) and B.Sc. (Agricultural Sciences) from Hassan II Agronomy and Veterinary Institute, Morocco.

My uniqueness is in my human approach to management. I'm a very positive and engaging person. I do believe that to make people deliver they should be fully on board. They should believe in the institution Mission and above all believe in the Importance of their contribution to the Mission. This approach provides me with a special ability to motivate and inspire people and to build strategic partnerships. I believe that partnership is a process during which we get to know each other and agree on what and how we can add value to each other. On that basis, I've proven over my career my strong capability and drive to develop sustainable leveraging of knowledge; efforts; and investments.

Throughout my career, I have come to value the importance of planning, and monitoring any given strategy or plan. With the wealth of knowledge and data at our hand today, with the power of mega-data and mega-analysis; we are at the right stage to embrace innovation, properly plan development strategies, and rigorously, monitor their implementation.

Question 3: Describe the values that would guide you as the President of IFAD.

The broad values that will guide me as the President of IFAD, are transparency, dignity and worth of the person, professionalism, integrity, and competence. The competence encompasses the Excellence in services; the Delivery; and the Impact.

I believe that for IFAD; the only financial institution in the UN system focusing exclusively on reducing poverty and food insecurity in rural areas; this set of values is necessary to be able to make the genuine impact we strive to.

**MINISTRY OF AGRICULTURE,
LIVESTOCK AND WATER
RESOURCES**

REPUBLIC OF TOGO

CABINET

N° **0434** /MAEH/Cab

Lomé, 12 October 2016

The Minister
(Governor of IFAD for
Togo)

Cheryl Morden
Secretary, a.i.

IFAD, Rome Italy

Subject: Candidature of Mr Gilbert Fossoun Hougbo to the position of President of IFAD

Madam,

Thank you for your letter dated 27 September 2016 regarding nominations for the next President of IFAD.

Please be informed that the Government of Togo has decided to put forward **Mr Gilbert Fossoun Hougbo** as its official candidate for the position of President of IFAD, in anticipation of the elections to take place at the fortieth session of the Governing Council to be held in Rome on 14 and 15 February 2017. Mr Hougbo's candidature was also endorsed unanimously by the Conference of Heads of State and Government of the African Union at its meeting in Kigali in July 2016.

Formerly Prime Minister of the Republic of Togo from 2008 to 2012, Mr Hougbo has acquired more than 30 years of experience in fields as varied as international development, government management, diplomacy, financial management and management, in both the public and private sectors. Since 2013 he has served as Deputy Director-General of the International Labour Organization (ILO) with responsibility for external programmes and partnerships. Moreover, he has held high-ranking positions within the United Nations system – such as Assistant Secretary General and Africa Regional Director at the United Nations Development Programme (UNDP) – in addition to his earlier experience in audit and financial advisory services at Price Waterhouse (now PwC).

I am pleased to provide herewith a note verbale from the Ambassador of the African Union* in Geneva accredited to IFAD, together with Mr Hougbo's curriculum vitae and responses to the three questions addressed to candidates.

While asking you to acknowledge receipt of this candidacy for Togo, please accept, **Madam**, the assurances of my highest consideration.

Colonel Ouro-Koura AGADAZI

[Seal and signature of the Minister of
Agriculture, Livestock and Water Resources]

BIO **GILBERT F. HOUNGBO**

Seasoned executive with a track record of more than 30 years in the fields of international development, political affairs, good governance and financial management at the highest levels in the private and public sectors. Experienced political negotiator in bilateral and multilateral settings, decisive leader of public sector reforms. Fluent in French and English.



INTERNATIONAL LABOUR ORGANIZATION (ILO), DEPUTY DIRECTOR-GENERAL, 2013-PRESENT

Leading the Organization's field operations in more than 100 countries as well as its bilateral and multilateral partnerships.

PRIME MINISTER OF TOGO, 2008-2012

Led the government towards substantial improvements in the achievement of Togo's MDG targets, and towards enhancements in the rule of law and civil liberties. Introduced economic reforms, including the Highly Indebted Poor Countries (HIPC) program of the International Monetary Fund. Implemented national policies focused on agriculture, rural development and broad-based economic growth.

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP), 1996-2008

- Assistant Secretary General, Africa Regional Director, 2006-2008
Led UNDP poverty alleviation programmes in Sub-Saharan Africa with offices in 45 countries and annual delivery exceeding USD 1 billion.
- Chief of Staff, 2003-2006
- Comptroller & Director of Finance & Administration, 1998-2003
- Head of financial reporting and trust fund management, 1996-98

ADVISORY SERVICES – OPERATIONAL OPTIMIZATION, FINANCIAL SECTOR, 1993-1996

Central African Republic and Mali

PRICE WATERHOUSE (NOW PwC) CANADA, 1986-1993

Audit & Financial Advisory Services

PROFESSIONAL QUALIFICATIONS:

Chartered Professional Accountant (CPA), Member of the Canadian Institute of Chartered Professional Accountants, DESS (Diplôme d'Études Supérieures Spécialisées) in Specialized Accounting from the University of Québec, Canada. 'Maîtrise en Gestion d'Entreprise' from the University of Lomé, Togo.

Gilbert Fossoun Hougbo

What is your vision for IFAD and how would you develop its role in the global agenda of agricultural development and elimination of rural poverty?

One of the main goals of the 2030 Agenda for Sustainable Development is to assure that no one is left behind. This clearly cannot be achieved without an inclusive and sustainable rural transformation – the essence of IFAD’s mandate.

IFAD has built up significant comparative advantages, including its lean operational structure and agility, combined strengths of an IFI and a specialised UN agency, deep knowledge of rural communities, a strategic focus on rural smallholders, and a particular emphasis on youth, women, indigenous peoples and vulnerable groups. The demographic growth, urbanization, migration and youth unemployment are posing new challenges to food security and nutrition as well as the fight against inequalities, fragilities and extreme poverty. The world needs comprehensive and novel solutions. We have to provide economic opportunities to rural populations and at the same time achieve greater food security and improved nutrition.

I nourish the ambition of leading the Fund to build on its already solid reputation and become the global leader in rural poverty eradication through sustainable agriculture and rural transformation. To do so, I intend to boost access to rural finance on the one hand and on the other continue a focussed approach to critical enablers, such as productivity, access to markets, technology and innovation, climate adaptation and resilience. In order to adequately fund this ambition, in the current environment of stagnating Official Development Assistance (ODA), I intend to lead the organization towards innovative financing and continue improving its operational effectiveness.

I will work to increase IFAD’s impact on global poverty eradication. The Fund should play a more decisive role in the implementation of the SDGs and improve coordination with other development partners, in particular Rome Based Agencies (RBA) and Multilateral Development Banks (MDBs). I will invest in greater capacity for policy dialogue and further develop IFAD’s role as an incubator of innovative solutions and the world leader in impact assessment.

THEMATIC AREAS OF SPECIAL ATTENTION:

➤ **BOOSTING RURAL FINANCE**

IFAD is well placed to lead a decisive worldwide initiative on significant scaling up of rural financial services focussed on smallholders. This should include an increase in concessional microfinance for farming and non-farm income generating activities.

A bolder approach to access to finance by poor rural people is an essential ingredient to increasing food production, improving nutrition and reducing food loss, while generating greater income for rural populations and thus lifting them out of extreme poverty.

I am convinced that IFAD and its partners, including smallholders’ organizations, should one day be in position to assist every willing farmer in leveraging adequate resources to fulfil their goals and ambitions. This will require development of adequate policy frameworks and expansion of infrastructure of financial services, building upon modern financial technology.

Gilbert Fossoun Hougbo

➤ **ENHANCING PRODUCTIVE CAPACITIES**

I firmly believe that innovation should be at the centre of IFAD's approach to enhancing productivity. If properly harnessed, new solutions arising from progress in affordable technology and science could change several components of the equation that today describes rural hardship. In my view, IFAD should be an incubator for innovation and play a central role in disseminating its dividend to smallholders.

The unprecedented surge in the digital penetration and access to information is opening new avenues for improved connection to markets, financial services, exchange of knowledge and overall modernization. IFAD needs to be more assertive in seizing these opportunities and combining them with the currently underexploited potential of Big Data and quickly emerging drone and similar data-capturing technology in order to enhance national capacities for precision agriculture. This should include geo-mapping, visualization and coordinated planning, and improved preparedness for changing environmental patterns.

I will deepen IFAD's commitment to such themes as improved seeds and smarter use of fertilizers, sustainable soil and water management, rural infrastructure, novel production equipment and inputs, as well as agricultural and land management policies, farmers' skills development and mitigation of their vulnerability to natural hazards. In addition, it is necessary to strengthen farmers' organizations and scale up insurance schemes, as well as social protection floors for rural smallholders.

➤ **EXPANDING ACCESS TO MARKETS**

Market access remains a critical challenge for smallholder farmers and rural non-farm enterprises. It is also an area where major opportunities exist - an off-farm job in a rural setting could fulfil the dreams and life aspirations of many young people.

The lack of adequate national and sub-regional policies can drastically limit the free movement of persons and products. The limitations of extension services and infrastructure, such as availability of storage and transportation facilities or all-season roads, can further undermine the ability of rural producers to reach beyond their local area. In addition, shortages in skills of basic processing and lack of access to technology, including dynamic market information, further increase the disadvantaged position of smallholder farmers.

I believe that the changing consumption patterns, combined with the projected demographic trends and the unprecedented progress in technology and innovation, offer an excellent opportunity to change the way in which smallholder farmers interact with markets. Through close cooperation with national and regional authorities, IFAD should be in a position to better connect rural producers with expanding value chains.

In order to achieve this, I will lead IFAD's focus on policy-level work that aims at reduction of barriers and removal of practical impediments to free movement of farm and rural non-farm goods and access to local, regional and international markets. This should also enable provision of better quality and more diversified nutrition to the end consumers, with major focus on increasing accessibility and lowering the cost of a balanced diet, in particular for the poor families.

➤ **ACHIEVING FULL CLIMATE MAINSTREAMING**

The contribution of poor rural women and men to environmental degradation and climate change is among the lowest, yet they are among those most impacted by its harmful effects. IFAD has long recognized the need for a particular focus on this

Gilbert Fossoun Hougbo

topic, with the creation of its climate sensitive Adaptation to Smallholder Agricultural Programme (ASAP).

I will commit to deliver on the goal of reaching 100 per cent climate mainstreaming. IFAD's programmes should have a dual aim of strengthening the resilience and adaptive capacity of rural communities and at the same time promoting a reduction of greenhouse gas emissions from agriculture and its associated value chains. IFAD is also well placed to enable access to climate finance for rural smallholders and support the nexus of increased productivity, enhanced resilience and reduced emissions, embedded in the concept of Climate Smart Agriculture.

➤ **SPECIAL FOCUS ON YOUTH AND WOMEN**

The hardship of life in rural areas is one of the main factors that push young people towards cities and migration. The rapid population growth will expand the youth bulge in many countries and contribute to increased fragility or forced migration due to lack of economic opportunities, inequality and hopelessness. Agriculture and rural transformation offer great opportunities to address these challenges.

I believe that IFAD's focus on young people should take a life cycle approach. This means starting with attention to nutrient-rich food for babies and small children, improved education for school-age groups and provision of skills and economic opportunities for youth entering the labour market. This clearly requires expansion of strong partnerships, in particular at the country-level. I will also explore a possibility of creating a special financing mechanism for youth in farm and non-farm income generating activities, in order to address the youth employment and migration challenges.

Similarly to youth, women face inequality of access to economic opportunities and productive resources, and lack voice and representation in decision-making. They also carry a higher burden of labour, especially in the rural settings. Gender equity is both a question of rights and of the effective use of all productive resources available to rural communities. I will commit to a further expansion of rural women's empowerment programmes. In addition, I will assure that gender mainstreaming becomes an inseparable element of all IFAD interventions.

➤ **BROADENING AND DEEPENING IFAD'S RESOURCE BASE**

My ambition is to lead IFAD on the path of a substantial leapfrog in its resource base, while assuring adequate safeguards are in place against possible adverse effects of an accelerated growth.

Firstly, IFAD's replenishment mechanism should remain the main funding source. It is fully in line with the principles of Aid Effectiveness and offers a coordinated approach to mobilizing rural investment.

Secondly, the structural changes in international financial flows and the emergence of new actors have opened additional funding opportunities. There is major potential in developing institutional partnerships with IFIs, regional development banks, foundations and the private sector. Work with partner countries on allocation of domestic resources and harnessing the development potential of other financial flows – in particular remittances – should also be pursued.

The third avenue is to leverage resources through public markets. I will work closely with the Executive Board to capitalise on the Sovereign Borrowing Framework and the outcome of IFAD 10. States and state-supported institutions and development

Gilbert Fossoun Hougbo

banks should be the first natural partners, due to the major potential of their financial intermediary services and capacity of further reach out to markets.

➤ **IMPROVING ORGANIZATIONAL EFFECTIVENESS**

I will maintain the thrust towards continued operational improvement, increased value for money of IFAD's services and results-based management. The expansion of field presence to 50 country offices should be complemented by enhanced decentralization, improved capacity for policy dialogue and additional efforts to address delivery challenges.

IFAD's ability to respond to increased and differentiated demands resulting from structural changes in country typologies and graduation processes should be strengthened. Several member states' development cooperation policies call for a special focus of their ODA – and therefore IFAD's assistance – on Least Developed Countries (LDCs) and countries with fragilities. I believe that IFAD, indeed, should remain focused on LDCs. Yet, given the sizable number of poor and vulnerable groups living in rural areas of Middle Income Countries, it is necessary to enhance targeted approaches to the issue of poverty within this group of countries. Broadening IFAD's resource base would open new opportunities, especially through a possible expansion of non-concessional loans and similar financing instruments.

IFAD's services and programmatic orientation should also respond to the varied priorities and challenges faced by different regions. I will give particular attention to shaping IFAD's portfolio in line with specific geographic requirements, based on the principles of country ownership and alignment with regional and country priority frameworks.

Efforts should continue to further improve IFAD's results framework and the capacity to demonstrate tangible contributions to an inclusive and sustainable rural transformation. This should be coupled with renewed communication efforts and a significant improvement in knowledge management and dissemination systems.

Improved effectiveness and efficiency will also require a stronger coordination among the RBAs, in order to avoid mission creep and maximise our joint impact on the achievement of the 2030 Agenda. An annual joint session of the executive boards is one of the possible avenues that I will explore further.

Gilbert Fossoun Hougbo

Why do your qualifications and experiences make you a suitable candidate? What are the lessons you have learnt in formulating development strategies and plans?

I will bring to the post of President of IFAD a set of relevant professional qualifications, proven leadership skills, extensive experience of corporate governance and operational management in the international and national context, as well as high-level political exposure and international credibility.

I have more than 30 years of experience in the fields of international development, political affairs, good governance and financial management at the highest levels in the private and public sectors. I am a bilingual (English and French) Chartered Professional Accountant (CPA) and a Member of the Canadian Institute of CPAs. I also hold a *Diplôme d'Études Supérieures Spécialisées* (DESS) in Specialized Accounting from the University of Québec in Canada and a *Maitrise en Gestion d'Entreprise* from the University of Lomé in Togo.

My career in the United Nations includes senior management posts in the area of finance and operations, as well as programmatic and political leadership, and negotiation experience in multilateral settings. As Assistant Secretary-General in the United Nations Development Programme (UNDP), I led poverty alleviation programmes in Sub-Saharan Africa with offices in 45 countries and annual delivery exceeding USD 1 billion. My current portfolio as Deputy Director-General at the International Labour Organization (ILO) covers daily operations in more than 100 countries, as well as strategic leadership of Organization's bilateral and multilateral partnerships for development.

As Prime Minister of Togo, I led the government towards substantial improvements in the achievement of MDG targets, and enhancements in the respect for the rule of law and civil liberties. I introduced numerous economic reforms and implemented national policies focused on agriculture, rural development and broad-based economic growth. I demonstrated decisive leadership and acquired crucial understanding of the international development system from the perspective of a beneficiary country.

I believe that formulating development strategies and plans involves both art and science. My most important lesson is that such plans need to find the right balance between visionary ambition and realistic pragmatism with measurable performance outcomes. They need to be well-grounded in the reality of the recipients' particular contexts – remembering that no two projects or communities are ever the same – and assure full ownership and broad multi-stakeholder involvement. At the institutional level they also require decisive leadership, expectation of excellence, a methodical implementation plan, regular feedback mechanisms and sufficient flexibility to adjust to evolving needs. Finally, they require management of political and reputational risks and strong monitoring and evaluation systems that enable learning, including from failures.

One such example has been the successful planning and implementation of the Highly Indebted Poor Countries program of the International Monetary Fund, which I led in Togo. Through my experience in country leadership, I gained a keen understanding of how challenging it is to connect the implementation of macroeconomic policies with inclusiveness and actual benefits for the poor in a developing country setting. I experienced first-hand political pressure for short-term results that may come at a cost of long-term sustainable solutions. I learned what policy coherence means in practice and how crucial it is for development strategies integrate synergies with other areas, such as infrastructure, health, education, or foreign investments and private sector development.

Gilbert Fossoun Hougbo

Describe the values that would guide you as the President of IFAD.

Despite the undeniable gains in world's development, over 835 million people still live in extreme poverty and one in nine goes to bed hungry. The large majority of them live in the rural areas of developing countries. This "bottom billion" is at the receiving end of the compounded negative effects of long-term poverty, exclusion and discrimination in the access to economic opportunities and productive resources. Their vulnerability only increases in the context of fast moving globalization, unprecedented inequality and the adverse effects of the climate change. I believe that this state of affairs and the overall level of inequality in today's world should never be accepted, and that IFAD has a crucial role to play in bringing opportunities to the world's poor and excluded.

I was myself born and raised in a rural family. I experienced first-hand the daily challenges faced by smallholder farmers in a Least Developed Country, such as rudimentary equipment, dependency on rain-fed agriculture, low yield and adverse effects of weather conditions. The privilege of attaining high-quality education – sadly still an exception for the majority of today's rural youth – helped me develop a strong sense of responsibility towards improving the condition of those who have not had similar opportunities. I believe that through a dynamic leadership of IFAD I can contribute to a visible change in the hardship-laden lives of world's rural poor. The values of equality, human dignity, tolerance and respect for human rights – including the right for the "bottom billion" to access basic services and opportunities to get out of the poverty trap – are at the core of the personal motivation that guides my candidature.

As reflected by my career choices, I believe in the international system and the catalysing power of multilateral institutions. I will promote financial probity, operational soundness, and accountability and transparency, including public access to relevant data, encouraged reporting of misconduct, strengthened whistleblower protection and open communication with the public.

Finally, I believe that organizational success starts with engaged and motivated staff. I will pursue a people-centred human resources policy based on the principles of professional development, reward and recognition, accountability for results and consequence management. I will give special attention to strategic workforce planning and institutional career management, including improved gender balance, in particular at senior management level (P5 and above). IFAD's increased field presence offers an opportunity to provide staff with access to a mix of headquarters and field experience, and to acquire nationally recruited talent. I will support diversity and adequate regional representation, and expand the means to capture talent, including at the entry-level and among young professionals.



REPUBLIC OF TURKEY
MINISTRY OF FOOD AGRICULTURE AND LIVESTOCK



43531645-730[IFAD] 2016/95

24/11/2016

Ms. Cheryl MORDEN
Secretary, a.i.
International Fund for
Agricultural Development (IFAD)
Rome, ITALY

Dear Ms. Morden,

I am writing this letter concerning Republic of Turkey's candidacy for the election of the President of IFAD, which will be held on 14-15 February 2017 during the 40th session of the Governing Council.

It is with great pleasure that I announce **Mr. Raşit PERTEV as candidate of the Government of the Republic of Turkey for the Presidency of IFAD.** Enclosed to this letter, please find a detailed CV of Mr. Pertev which expands on his experience and achievements as well as his responses to the questions which have been prepared by the Conveners of the Lists of IFAD's Member States for your consideration.

Turkey is a founding member and a reliable partner for IFAD and we appreciate its achievements. Mr. Pertev's background brilliantly combines high levels of government and diplomacy, leading roles in World Farmers' Federation as well as International Financial Institutions including the World Bank. He has over thirty years of extensive experience devoted to agricultural and rural development worldwide, with particular emphasis on rural poverty and small-holder farmers. Furthermore, he has developed an in-depth knowledge of the Fund, having successfully served as Secretary of IFAD until his recent recusal due to his upcoming candidacy.

Taking this opportunity, I would like to highlight that the candidacy of the Republic of Turkey has been endorsed by the Organization of Islamic Cooperation (OIC).

Yours sincerely,


Faruk ÇELİK
Minister
Governor of IFAD

Encl.:

- 1) CV of Mr. Raşit Pertev (6 pages)
- 2) Responses by Mr. Raşit Pertev to the questions (8 pages)



Raşit Perteve

Career Summary

Raşit Perteve, a Turkish national, is the Secretary of the International Fund for Agricultural Development (IFAD), an International Financial Institution and a specialized agency of the United Nations. He has previously served in high-level diplomacy and government roles, as Minister of Agriculture and Forestry (2004-2005) as well as Chief Negotiator for the UN Peace Talks (2005-2007). He has extensive operational experience and expertise, including with the World Bank. He was Assistant Secretary-General of the World Federation of Farmers (IFAP) for developing countries (1994-2000).

Skills & Achievements

Raşit Perteve is a seasoned leader who has carried out challenging sectoral reforms, restructured complex institutions and achieved change processes in government, civil society and international financial institutions.

He has over thirty years of extensive experience devoted to agricultural and rural development worldwide, with particular emphasis on rural poverty and small holder farmers.

As Minister, he has undertaken agricultural reforms including the successful introduction of cold chain in dairy, revitalization of olive sector, food safety in fruit, vegetable and meat sectors and diversification out of tobacco.

As Chief Negotiator for the UN Peace Talks in Cyprus, he successfully implemented opening of crossing points and confidence building measures. He played a major role in relaunching of Peace Talks after the Annan Plan.

Within international financial institutions, including the World Bank, Mr. Perteve has led agricultural programs in Burundi, Uganda and Turkey, such as restructuring of large agricultural sales cooperatives and handing them back to farmer members, establishing agriculture-nutrition linkages, fighting crop diseases, introducing resilience (2000-2003 and 2010-2013).

Raşit Perteve is an experienced development activist and practitioner, able to apply principles of participatory development at grassroots as well as high level diplomacy and corporate management. He is a visionary able to establish strategic linkages, raise and manage resources, foster innovation and synergies, shape complex processes to achieve intended goals.

As Assistant Secretary General of the International Federation of Agricultural Producers (IFAP), Mr. Perteve has led the process of strengthening farmers' organizations worldwide, establishing effective linkages and consolidating funding modalities. During 1990's, he was one of the leading global figures who raised the profile of farmers' organizations and secured their recognition. Perteve has also to his credit, the first ever consultations and linkages between African farmers' organizations and agricultural research, which he pioneered from 1991 onwards.

As an exceptional communicator, Mr. Perteve has a proven track record of representing the cause of smallholder farmers effectively. He has never lost sight of their perspective, having started his development career in remote villages of North Western Zambia, where he ran one of the very first community-driven rural development projects (1985-1987).

Mr. Perteve has a deep understanding of the condition of fragile states, having been a refugee himself. He published several books on problems of war, including an award-winning documentary on missing persons.

Raşit Perteve is a graduate of University of Cambridge. He has a Master of Arts in Economics from University of Cambridge, and Master of Science in Development Economics from University of London.

EMPLOYMENT

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (October 2013 -)

SECRETARY OF IFAD

- **Secretary of the Fund:** Served as the custodian of IFAD governance mechanisms, responsible for decision making mechanisms of the Fund, i.e. Governing Council, Executive Board and Auxiliary bodies. Acting as the bridge between member states and management. Assisted member states in redesigning IFAD Governance systems.
- **Director of the Office of the Secretary.** Managed a team of 40 staff and 60 consultants for Member States Liaison and Protocol, Governing Bodies, Language and Conference Services.
- **Undertook Corporate Assignments and Representation** as given by the President of IFAD.
- **Originator and organizer of IFAD's** innovative online knowledge product, "Ag Talks" as the equivalent of Ted talks for agricultural and rural development.
- **Chair of the Secretaries General of the International Financial Institutions (2015-16)**
- **Chair of the UN Governing Bodies Secretariat (2014-2015).**
- Has **recused himself** for the period of elections due to his bid for Presidency of IFAD.

THE WORLD BANK (August 2010 – October 2013)

Africa Region – Agriculture and Rural Development in Uganda and Burundi - based in Kampala

SENIOR AGRICULTURE ECONOMIST

- **Responsible for World Bank agriculture and rural development programs in Uganda and Burundi**, where he led investment lending operations, knowledge products, trust funds, such as Agricultural Technology and Agribusiness Advisory Services; Agriculture Cluster Development; Avian Influenza; Burundi Agro-Pastoral Productivity and Markets Development.
- **Managed World Bank policy dialogue with respective governments and stakeholders** in agriculture and rural development in Uganda and Burundi
- **Chair of the Development Partners Agriculture Working Group.**
- **Provided policy support and technical assistance** to governments, including the initiation, design and implementation of the **Award winning Technical Assistance on Operationalizing Development Strategy and Investment Plan**, involving task teams and 1000+ stakeholders, named by government as the blueprint for "Agriculture Revolution of Uganda" and used by the development partners.
- Served as Acting Country Manager for extended periods, handling issues such as **disaster risk management, regional trade issues**, situations of **political unrest** and security concerns.
- **Undertook innovative approaches:** Use of ICT for opinion polls among small farmers, for information dissemination and for accountability in service delivery; incorporated climate change concerns and resilience into projects; fought banana wilt disease; linked nutrition with agriculture in Uganda and Burundi, e.g. GAFSP project on agriculture and nutrition in Uganda.

GLOBAL DONOR PLATFORM (Sept 2009 – May 2010)

Aid Effectiveness in Agriculture and Rural Development - Bonn, Germany

POLICY ADVISOR

- Undertook **high-level policy coordination in gender, large-scale land acquisitions, policy coherence** and accountability of **agricultural research**;
- Represented, communicated and advocated on behalf of the Platform; monitored emerging trends in agriculture and rural development for policy formulation.

PEOPLES PARTY (Jan 2008 – June 2009)*Political Party promoting good governance***POLITICAL PARTY PRESIDENT**

- **Founded and presided the People's Party (HP)**, a centrist party **campaigning for good governance** and reforms in North Cyprus.
- **Highlighted and fought corruption** (e.g. cases involving agricultural inputs imported by the state, leasing of airports as well as procurements related to electricity power stations); called for and activated **internal audit procedures** including for an Oversight and Audit Committee subsequently established in the Prime Ministry. Called for a curb on powers of the Council of Ministers, especially its power to allocate public property and permits to individuals in an ad-hoc and uncontrolled manner. Peoples Party merged with Social democrats in 2009.

OFFICE OF THE PRESIDENT, NORTH CYPRUS (April 2005- December 2007)**CHIEF NEGOTIATOR FOR UN PEACE TALKS****UNDERSECRETARY OF THE OFFICE OF THE PRESIDENT**

- **Plenipotentiary for Turkish Cypriot Leader H. E. Mehmet Ali Talat for high-level international diplomacy** especially with the **Permanent Members of the UN Security Council**.
- **Chief Negotiator for UN Peace talks**: Initiated and carried out the highly complex Peace Negotiations with the Greek Cypriot Chief Negotiator, under the auspices of the United Nations. Negotiated and implemented confidence building measures, including opening of crossing points along the cease-fire line, restoration and preservation of cultural heritage.
- **Chief Negotiator for direct talks with the EU Presidency on Direct Trade, Green Line Trade and Financial Aid Regulations and reforms in view of the eventual application of the acquis**.
- **Director General of the Office of the President - managing 160 staff** and annual administrative budget of US\$15 million, implementing the work plan, strategy and advocacy measures
- **'Office of last resort'** and **convenor of ministries** for urgent and **unsolved inter-ministerial issues** of an international, reputational and inter-communal nature.

CABINET OF MINISTERS, NORTH CYPRUS (Jan 2004-April 2005)**MINISTER OF AGRICULTURE, FORESTRY AND ENERGY**

- Responsible for the departments of **Agriculture, Livestock, Veterinary, Forestry, Energy** and the parastatal institutions of **Turkish Cypriot Electricity Corporation (KIBTEK), State Agricultural Marketing Authority (TÖK), National Agricultural Research Institute** and the **State Production Farms (DÜÇ)**.
- **Coordinator of international assistance**; facilitated **re-engagement of IMF and World Bank in the Peace Process after Cyprus graduation**. **Negotiated with EU / EC on key regulations and EU assistance**, facilitated **reforms and future implementation of the EU acquis**.
- Introduced and implemented the **cold chain in the dairy sector** (reached the target of 85% of milk in the cold chain); **re-vitalised the weak olive sector**; Introduced **certified organic farming, food safety, sanitary and phytosanitary standards** (prevented excessive use of chemicals in fruits and vegetables; achieved **EU export-readiness for oranges, olives, potatoes**; improved slaughter houses, reduced animal diseases).
- Managed **1500 staff** and annual administrative **budget of US\$85 million**.

THE WORLD BANK (June 2003- Jan 2004)*Europe and Central Asia Region***SENIOR AGRICULTURE ECONOMIST**

- Worked on agricultural, rural development and environment projects in **Turkey and Croatia** including **Agricultural Reform Implementation Project; Anatolian Watershed Rehabilitation Project; Biodiversity and Natural Resources Project; Privatization of Irrigation Project; Rural Development Project; Analytical and Economic and Sector Work.**
- Left the Bank for taking up a Ministerial position with the full support of the World Bank.

THE WORLD BANK – IFAP - FAO (October 2001- June 2003)*As secondment from IFAP to the World Bank – Engagement with FAO Investment Centre***COORDINATOR, TECHNICAL ASSISTANCE TEAM FOR ASCUS****INTERNATIONAL COOPERATIVE SPECIALIST**

- **Led the Technical Assistance team for Project Preparation of Restructuring Agricultural Sales Cooperatives (ASCU) Component** of the World Bank Agricultural Reform Implementation Project. At that time, Agricultural Sales Cooperatives were responsible for most of the agricultural exports of Turkey. Facilitated the **new ASCU law** and initiated restructuring. Played a **key role in handing over the Cooperatives from government to farmer members.**
- **Expert in FAO Roles of Agriculture Project**, for defining and measuring the roles of agriculture.
- **Drew restructuring proposals for Agricultural Credit Cooperatives (ACCs) in Turkey**, after carrying out an extensive review (*Turkish Agricultural Credit Cooperatives comprise 2,412 primary credit cooperatives, more than 1,5 million members and around US\$1 billion capital*)
- **Monitored progress** on the restructuring of the primary-level agricultural sales cooperatives, for **Cooperative Component of Agricultural Reform Implementation Project in Turkey.**
- Worked on World Bank's **Post-Conflict Fund Grant and in Croatia**; contributed to the design of World Bank **Croatia Economic and Social Recovery Program.**

INTERNATIONAL FEDERATION OF AGRICULTURAL PRODUCERS (Jan 1994-Sept 2001)*World Federation of Farmers, founded in 1946, based in Paris, France.***IFAP ASSISTANT SECRETARY GENERAL FOR DEVELOPING COUNTRIES**

- **Managed the IFAP Development Program** based on country and regional projects. Radically redesigned and streamlined the development cooperation activities of the world farmers' organizations, north and south.
- **Managed Regional Activities** as the Secretary of the **Regional Committees of Africa, Asia and the Mediterranean**; of the **Standing Committee of Agriculture in Developing Countries** and the **Standing Committee of Agricultural Cooperatives** and managed their activities. **Established the Asia-wide Farmers' Forum**, after an important membership drive in the region (1997)
- **Initiated Regional Stakeholder Consultations** on '**Sustainability of Farming Systems in Transition**' with the World Bank in **Africa, Asia & Latin America** with region-specific plans.
- **Represented IFAP at international negotiations** and high-level fora where he lobbied for developing country smallholder farmers. Carried out advocacy and policy work
- **Engineered strategic partnerships** with the World Bank, FAO, WFP, UNCTAD and IFAD.
- **Served on Steering Committees of: Global Forum on Agricultural Research (GFAR), IFAD-led Popular Coalition for Eradication of Hunger & Poverty** (founding body of the International Land Coalition); UNCTAD-led **International Task Force on Commodity Risk Management.**

INTERNATIONAL FEDERATION OF AGRICULTURAL PRODUCERS (Jan 1990 -Sept 1994)*World Federation of Farmers, founded in 1946, based in Paris, France.***IFAP DEVELOPMENT PROGRAM OFFICER**

- **Forged an Africa-wide Partnership for Farmers' Organizations and Agricultural Research:** Pioneered new methodology subsequently taken up by ISNAR & World Bank. International to local workshops, pilots, starting with the first ever Regional Consultation of African Farmers with International Agricultural Research in Ibadan, 1991.
- **Designed & implemented the IFAP Development Program based on regional and thematic undertakings** as well as country projects in **Burkina Faso, Zambia, Kenya, Zimbabwe and the Philippines** - for capacity building, environment, gender, marketing, agricultural research. Advocacy, training & workshops
- Served as the **Secretary of the Regional Committees of Africa and the Mediterranean; of the Standing Committee of Agriculture in Developing Countries** and managed their activities.
- **Promoted Peace & Harmonization of Water Policies in the Mediterranean with Council of Europe**, workshops & consultations culminating in 1994 session in Knesset, with Arab farmers' organizations.

INTERNATIONAL FEDERATION OF AGRICULTURAL PRODUCERS (Nov 1987-Jan 1990)*World Federation of Farmers, founded in 1946, based in Paris, France.***IFAP DEVELOPMENT COMMUNICATION OFFICER**

- **Designed & implemented the IFAP Development Communication Program** and projects oriented towards small farmers, e.g. in **Nigeria, Zimbabwe, Côte d'Ivoire**.
- **Monitored tropical commodity markets;** published the *IFAP Tropical Commodity Newsletter* (bilingual, monthly) and *Farming for Development* (bilingual, quarterly).
- Carried out **surveys on prices, inputs, credit, marketing channels in 30+ countries in Africa.**

KASHINAKAJI VILLAGE COMMITTEE (March 1985- Oct 1987)*Participatory Village Project, North Western Zambia, funded by Oxfam and VSO***VILLAGE DEVELOPMENT WORKER**

- Managed **the first community driven village project of Zambia**, initiated by Oxfam, Novib and VSO, in an attempt to influence the Government of Zambia to adopt participatory approaches. Based on the **methodology of Paulo Freire**, as an example of 'bottom-up' methods; in villages rejecting the Integrated Rural Development Programs in one of the most remote parts of the country. Animation of village councils, women and youth groups, theatre for development. Learned the local language Lunda and lived in village conditions.

ACADEMIC

- 1985 **MASTER OF ARTS** Economics, **University of Cambridge**, United Kingdom
- 1982-83 **MASTER OF SCIENCE** Development Economics, **University of London**, United Kingdom
- 1979-82 **BACHELOR OF ARTS (Honours)** Economics, **University of Cambridge**, United Kingdom

PUBLICATIONS

ACADEMIC & POLICY

- **Misgovernance as an Impediment for Peace: Case of Property in Cyprus**, Ankara Bar Review, Volume 3, Issue 1, 2010
- **Economics of Corruption by Democracy**, Social Sciences Research Network (SSRN), 2009.
- **Strengthening the Demand Side of Agricultural Research**, Discussion Paper No: 2, Global Donor Platform for Rural Development, 2009.
- **Turkey: Review of the Impact of the Reform of Agricultural Sector Subsidization**, Co-author, World Bank publication, Chapter 3 on Credit & input subsidization, 2004.
- **Le rôle fondamental des organisations d'agricole dans les pays en développement**, "Agriculture et Développement Rural", R. Pertev et D. King, no. 1, vol. 7, 2000.
- **Water Workbook**, European Partners for Environment, Contributor, Brussels, 1999.
- **Rural Poverty and Sustainable Development**, IFAP, Paris, 1998
- **Farmers' Strategy for Agricultural Development and World Food Security**, IFAP, 1996.
- **Negotiating Linkages: Farmers Organizations, Agricultural Research and Extension**, International Federation of Agricultural Producers, 1995.
- **Towards Self-Supporting Farmers' Organizations**, IFAP Development Series, 1992.
- **A New Model for Sharecropping**, Journal of Peasant Studies, 1986.

EDITORSHIPS

- **IFAP Development Publications**, IFAP, Paris (1990-1996);
- **Farming for Development**: Quarterly magazine for developing country farmers' organizations, English & French (1987-1994);
- **Tropical Commodity Newsletter**, Monthly technical bulletin for developing country farmers' organizations, English & French (1987-1994);
- **Cypriot Cicada Literary E-Magazine**: Greek & Turkish Cypriot writers and artists (1998-2000);
- **Le Phare**: A local magazine in France, on local issues and citizens' rights (1997-2000)

LITERARY

- **An award-winning documentary** 'Kayıp Otobüs (The Lost Bus)' (55 min.) on missing persons.
- **Published writer & poet – 4 published poetry books** (3 in Turkish, 1 bilingual published by the Macedonian Writers Association as collected works) and **1 published novel** – Gelincik Meseli (Reference: "A Postmodernist Novel in Turkish Cypriot Literature: on Rashit Pertev's Poppy Tale Novel" in *Journal of Turkology Research*, XXIV/2008).

RAŞİT PERTEV

Question 1: What is your vision for IFAD and how would you develop its role in the global agenda of agricultural development and elimination of poverty?

In my bid for the Presidency of IFAD, I strongly believe in:

- Strengthening IFAD's core mandate on smallholder farmers, extreme poverty and hunger
- Achieving a greater impact and enhanced results in operations for SDG1 and SDG2
- Going beyond institutional boundaries to achieve global goals
- Building an open, transparent and inclusive institution.

IFAD has been widely recognized and appreciated for its work on smallholder farmers in developing countries. I intend to build on the institution's strength and potential.

Global context

The world is currently undergoing one of the most profound periods of transformation in its history. New waves of technological, economic and structural change are on the way. They are already altering the way we live our lives, communicate, manage our economies and earn our living.

A global public responsibility falls upon us to accompany smallholder family farmers through this historic period of change. Smallholder farmers are guardians of environment, social and cultural fabric and genetic diversity. They are also among the most fragile in the world. They will be impacted in a massive way, on top of the dire challenges they face today.

IFAD is one of the key agencies with a mandate to carry out such a role. We have the responsibility to ensure that smallholder farmers do not become the victims but protagonists, shaping their own future with their own hands.

Current IFAD engagement

While IFAD's current engagement is appreciated by member states, there is a growing undercurrent of dissatisfaction.

IFAD is relatively well managed with a good track record of results¹. IFAD was also previously known as a leader in innovation and best practices especially in the 1990's, a potential it still preserves.

IFAD operates in an environment where efforts to tackle existing rural poverty and hunger are often dispersed, uncoordinated and unfocused. No effective coordination mechanism exists among IFIs, UN and other funding bodies.

IFAD itself currently addresses the issue of global rural poverty in a very partial and limited manner², assisting only a minority of the world's rural poor.

While its efforts are praiseworthy, IFAD, as the key UN Specialized Agency on rural poverty, does not have a global roadmap for elimination of rural poverty and hunger.

¹ As illustrated by MOPAN report

² 24 million people are estimated to be taken out of poverty every three years

During the last decade, IFAD has focused its efforts in aligning itself with the practices of Multilateral Development Banks (MDB's). This has assisted IFAD to improve certain aspects of its operations. On the other hand, IFAD has gradually shifted into the MDB domain, where its relative small size, coupled with the fact that IFAD is not a Bank, now pose a significant disadvantage.

IFAD is both an International Financial Institution (IFI) as well as a UN Specialized Agency.

In my view, the IFI aspect is the "operative" leg, whereas the UN aspect is the "convening, collaborative" leg enabling IFAD to assemble and synergize. IFAD has lately focused only on the IFI leg and has forgotten the other.

Time has come for IFAD to reactivate its "convening and collaborative" leg. In so doing, IFAD can foster an integrative cooperation and synergy among the dispersed, uncoordinated and unfocused efforts of IFIs, UN and other bodies to achieve the global goal of eliminating rural poverty and hunger.

Both legs are important. IFAD must use its comparative advantage fully and become, once again, nimble on its feet and a leader in innovation.

Way forward

In my bid for the Presidency of IFAD, I intend to:

- Strengthen IFAD's core mandate on smallholder farmers, extreme poverty and hunger
- Address the issue of rural poverty and hunger globally and in its totality
- Resituate smallholders and IFAD in today's challenges and tomorrow's world of change.
- Achieve comprehensive results in high priority mainstream areas of:
 - Gender, Climate change, Nutrition, Youth, Farmers' organizations and Private sector.

In paving the way forward, I shall focus on:

- Goal 1: Fostering an effective and integrative country-level and global partnership for the successful achievement of rural components for SDG1 and SDG2 led by member states
- Goal 2: Improving IFAD's investment operations, including optimizing the size and impact of the Fund through leveraging of resources without diverting from core mandate.
- Goal 3: Building a transparent, effective and inclusive institution.

It is also my understanding that

- While IFAD is recognized and appreciated for its work, business as usual is no longer a sustainable option.
- The Fund must be repositioned in today's world and within the development landscape.
- Once repositioned, it can also adjust its financial size through optimal leveraging and attain a bigger size. Once resituated on cutting-edge development, enthusiasm for the institution will also ensure more resources.
- Focusing only on making IFAD bigger will not be sufficient to fix current ills of the institution.
- Strengthening member state togetherness, enthusiasm and engagement in IFAD is of primary concern, across the Lists.

Goal 1: Fostering an integrative country-level and global partnership

IFAD will assist governments to encourage and gather all agencies and stakeholders at national level in an integrative planning process to achieve global goals SDG1 and SDG2 related to rural areas.

As a first step, IFAD shall redirect part of its available grant resources to governments, on a demand driven basis, as technical assistance, so that they can draw practical national plans to tackle rural poverty and hunger over a seven year period. Such consensual plans shall be drawn with all stakeholders. They will include financing contributions of parties and stages for financial sustainability over time.

These plans shall mainstream key issues of gender, youth, climate change and nutrition.

Corresponding in-house changes will assist such mainstreaming, e.g. upgrading status and funding of IFAD's Gender Team, who keep the Fund in forefront of gender issues in targeting, household methodologies and gender-transformative approaches.

IFAD shall assist this process at regional and international levels, by fostering active engagement of corresponding agencies. As examples:

- Move RBA collaboration into an integrative phase.
- Actively engage CFS and FAO on identified policy gaps.
- Harmonize with existing mechanisms, e.g. UNDP (SDG's), AU-NEPAD (CAADP).
- Collaborate with IFC-World Bank for rural investment climate.
- Encourage a greater involvement of MDB's in smallholder sector, by identifying opportunities and new modalities of engagement.

Within this process, IFAD's shall finance projects where it has a substantial comparative advantage, giving priority to solving long-standing, chronic development issues.

Private sector shall be an integral part of this broader process:

- (i) Partnership-building across the value chain;
- (ii) Improving overall policy environment and investment climate.
- (iii) Mobilizing investment and leveraging funds, collaborating with other initiatives, e.g. E.U. External Investment Plan.
- (iv) Launching an independent certification mechanism for RAI Principles (Responsible Investment in Agriculture and Food Systems)

Farmers' organizations shall be high priority:

- (i) Assisting organizations to move to next level in governance and economic functions, including through targeted guarantees and equity finance
- (ii) Strengthening movement-to-movement cooperation.

Goal 2: Improving IFAD's efficiency and results

Immediate objectives will be:

- (i) Reducing "Moderately Satisfactory" rating in projects to 20 % (currently +50%).
- (ii) Moving towards optimally bigger projects, through:
 - a. Improved financial leveraging;
 - b. Increasing replenishment period to 4-5 years
 - c. Bridging, if necessary, over two replenishment periods.
- (iii) Critically reviewing Lapse-of-Time procedure, which indirectly encourages formulation of small, sub-optimal projects
- (iv) Repositioning IFAD projects towards solving chronic development issues, focusing on innovative elements, underutilised best practices.
- (v) Improving impact by 30%, after an independent assessment of current baseline.

Resources will be leveraged through sovereign borrowing, increased partnering and co-financing, cooperation with sister funds, agencies and other donors. Once consensus is reached, market borrowing and collaboration with impact investors will be undertaken. Such leveraging must however not divert IFAD from its core mandate.

IFAD's engagement in Middle Income Countries (MICs) shall be transformed, especially as they house a large proportion of world's rural poor.

At present, as MICs grow, their demands outstrip what IFAD can offer financially, with a risk of becoming irrelevant in such countries. This is further compounded by dissatisfaction among List A members, who have difficulties justifying substantial funding of MICs to their home constituencies.

Solving this dilemma requires improvements in IFAD's engagement in MICs.

- Activities, as in Goal 1 above, will already improve quality of IFAD's engagement in MIC's, by providing them with technical assistance on how to tackle rural poverty and by getting them to leverage resources and know-how from participating actors.

In addition, following steps will be taken:

- Increasing Reimbursable Technical Assistance (RTA), in collaboration with other agencies.
- Strengthening IFAD's active engagement in South-South cooperation.
- Activating the option of using PBAS allocation towards Regional or South-South Cooperation.
- Competitive repositioning of IFAD projects in MICs, in niches not considered by other MDBs.
- Sovereign and market borrowing opening up the possibility of having larger projects.

In certain cases, some MICs may no longer want to receive IFAD investment operations. They shall be allowed to opt out. Today, this is inefficiently done by default, when no project is produced after insistent visits by IFAD staff.

In countries undergoing extreme fragility, project design shall emphasize robustness to shocks. Simple design shall be compounded with decentralization and sufficient training, involving local authorities as co-owners, able to function independently of each other even when cut off from headquarters. A distinction will be made for countries emerging from fragility and are consolidating, where capacity building will be key. Additional resources shall be made available in both cases.

IFAD will become an ideas and innovation hub, open to all, promoting cutting edge development, fostering new initiatives and best practices.

Goal 3: Building an Inclusive, Transparent and Efficient Institution

IFAD shall be made more inclusive, transparent and efficient.

Information, data and documentation will be open and freely available, including progress of individual IFAD operations and projects.

Full engagement of member state representatives in the institution shall be targeted.

Periodicity of Governing Council shall be modified to one meeting every two years. Governing Council will be reshaped to focus on frank discussions centred on core business and policies of the Fund. Substantive mid-term replenishment reviews as well as selected regional consultations shall be held in alternating years. IFAD's existing regional workshops, which already carry the fixed costs, will be upgraded for holding more substantive and visible regional dialogue.

Dual role of President of IFAD as Chair of the Executive Board will be reviewed. While this practice is in line with other IFI's and stems from financial and fiduciary responsibilities of the Fund, there is concern that the dual role impedes a harmonious decision making process.

IFAD headquarters shall be modified to provide for another conference hall as well as lounge and business space for member state representatives. Executive Board sessions shall be held in larger halls, allowing attendance of two persons per delegation as well as by silent observers.

A matrix management model will be adopted. Getting rid of turf-based, rigid hierarchical structure will eliminate associated inefficiencies and interminable inward-looking processes. Generation of new ideas will be actively encouraged.

Recruitments will be merit based, with proactive measures to ensure geographical diversity and gender balance. The target of having at least 50% of women in P5 and above will be reached. More flexible arrangements shall be put in place to enable secondments and human resource development with member states.

Current imbalance of being heavy on internal processes and light on member consultation will be rectified.

Greater cooperation with member states in areas of operations, knowledge management and communication of results will be high priority.

Question 2: Why do your qualifications and experiences make you a suitable candidate?

With over 30 years of experience in agriculture and rural development, I have an unusual background which fits well the ideal profile for President of IFAD.

I know well extreme rural poverty as well as rural participation, which are two fundamental aspects of IFAD's work. Early in my career, I led one of the very first community-driven projects in Zambia, using participatory methodologies. In doing this, I lived in one of the remotest and poorest villages for three years under strictly local conditions.

I know farmers organizations, which are vital institutions enabling smallholder farmers to get together to attain economic viability. As Assistant Secretary-General of World Federation of Farmers (IFAP), I played a key role in strengthening farmers' organizations in developing countries and in restructuring movement-to-movement cooperation. As a leading figure in world farmers' movement during 1991-2000, I played my historical part in securing the initial recognition of farmers' organizations within development domain. Effective advocacy and intellectual leadership, new methodologies, regional and global consultations all led to the desired shift in global public opinion.

I know Multilateral Development Banks – valuable for improving and redesigning IFAD's own operations. As a Cambridge-educated economist, I have extensive experience of World Bank operations, having led World Bank's ARD portfolio in Burundi and Uganda (2010-2013), introducing innovative elements such as ICT for agriculture, agriculture-nutrition linkages, fighting crop diseases and consolidating resilience. Previously, I also worked in Turkey and Croatia (2000-2004) on World Bank's restructuring of agricultural cooperatives, agricultural reforms and post-conflict activities.

I know what it means to be in government - essential for being an effective partner of IFAD member states. As Minister of Agriculture, I undertook agricultural reforms including successful introduction of cold chain in dairy, food safety in fruit, vegetable and meat sectors, revitalization of olive sector and diversification out of tobacco. I worked closely with private sector and other stakeholders, getting their support and financial leverage for reforms.

I know consensus-building and negotiation - the very basis of IFAD. It was an honour to serve as Chief Negotiator for UN Peace Talks, which deepened my understanding and ability in consensus-building. I carried out negotiations at the highest level, as Minister and Plenipotentiary, e.g. with successive EU Presidencies.

The role of consensus-building will be crucial in forging stronger connections among IFAD lists, further strengthening partnership and solidarity. I believe that the endorsement of the Organization of Islamic Cooperation, coupled with the support of European and American farmers' organizations for my candidacy, are indications of diversity of bridges I can help build across the Fund.

I know fragility and fragile countries. As a child, I experienced war. As a teenager, I was a refugee.

Last but not least, I have a comprehensive knowledge of IFAD, having served as Secretary of IFAD since 2013. This experience has given me a profound insight into the Fund, its strengths and its yet untapped potential, further igniting my passion and dedication for the Fund.

What are the lessons you learnt in formulating development strategies and plans?

First is a very simple but a fundamental principle of agricultural and rural development.

Agricultural development strategy in any country must essentially be based on the natural flora, fauna and genetic diversity of that particular locality. This is the basis of sustainability and resilience. Land's naturally occurring comparative advantage must be rediscovered and put into value. Local culture, including food culture also provides a solid foundation for building across value chains, reaching markets near and far. Furthermore, smallholder family farmers, as guardians of environment, genetic diversity, culture and customs, have a definite advantage and a future within this framework.

Second, governments are the key protagonists and decision makers. If governments are not in the driving seat, formulating development strategies or plans becomes a futile exercise.

Third is the absolute importance of stakeholders. They can provide valuable insights as well as much needed synergy and leverage during implementation, instead of resistance, if they are involved in the process right from the start.

Fourth is the realization that strategies are made against a backdrop of a changing world, requiring objective analysis, open and frank discussion to comprehend what is actually going on. In the absence of a courageous and democratic debate, formulating development strategies can easily turn into sophisticated exercises for repackaging "business as usual". Assuming a static world is a comforting but a very costly option.

Fifth, the old adage, "Truth is stranger than fiction", is also true in development. Outdated assertions easily replace actual reality for many practitioners. Statistics may also prove insufficient, as changes may happen in variables we may not be looking at.

Innovation is born out of the ability to observe reality without holding any preconceived ideas, coupled with capacity to think out of the box to find new pathways. Building open minded, enthusiastic teams in close touch with reality, able to think laterally is an important key for success.

Question 3: Describe the values that would guide you as President of IFAD.

As President of IFAD, I shall abide by highest ethical principles and standards.

I shall be guided by:

Dedication, enthusiasm and commitment to IFAD's core mission of eliminating rural poverty and hunger by giving the best of myself, leading by example and by bringing out the best in IFAD staff.

Honesty and Integrity as a central pillar in personal and professional life, basis of good governance in IFAD and elsewhere, for achieving collectively global development goals.

Courage of our dedication to development; standing up and speaking out for what is right; courage of breaking new ground and embracing what is new.

Openness and Transparency, always being accountable and keeping our doors open, inviting cooperation and partnership, sharing what we have.

Respect for public resources and their intended purpose. Not allowing building of empires or turf wars among agencies or staff, prohibiting inefficient or wasteful use.

Modesty, so that when we are given power, we are never an inch away from the feelings of those who are powerless, most fragile and the poorest;

Diversity and Inclusion – so that we can establish an inclusive work environment based on respect, building on each other's abilities, ideas and insights.

Freedom from fear, so that ideas can grow and people can walk.

[Seal of the Ministry of Foreign Affairs of the Dominican Republic]

MINISTRY OF FOREIGN AFFAIRS
DOMINICAN REPUBLIC

DAM
CANDIDATURES

Santo Domingo
4 October 2016

026583

Dear Madam,

I am pleased to inform you that the Government of the Dominican Republic has decided to put forward Ms Josefina Stubbs as a candidate for the position of President of the International Fund for Agricultural Development (IFAD) for the term 2017-2021, in the election that is to take place on 14 February 2017 during the fortieth session of the Governing Council.

This decision was reached in the context of our commitment to inclusive and sustainable rural development to eradicate poverty and achieve food security for all – based on good practices such as supporting family farming, empowering women farmers and promoting cooperatives – as well as to address the challenges of climate change and rural economic transformation.

Ms Stubbs has obtained academic degrees in international development, sociology and political science, and has more than 35 years of experience in the development field. She has held leadership and senior management positions at Oxfam International, the World Bank and at IFAD, where she served as Director of the Latin America and the Caribbean Division prior to her promotion to the position of Associate Vice-President for Knowledge and Strategy, from which she is currently on leave of absence. Her curriculum vitae is attached hereto.

Please accept the assurances of my highest consideration.

MIGUEL VARGAS

Minister of Foreign Affairs
[Signature and ministerial stamp]

Ms Cheryl Morden
Secretary a.i.
International Fund for Agricultural Development (IFAD)
Rome, Italy



JOSEFINA STUBBS

WWW.JOSEFINASTUBBS.NET

JosefinaStubbs linkedin.com/josefinastubbs



JOSEFINA STUBBS
Candidate for President of IFAD
Dominican Republic

“Partnerships are key to successful rural transformation”

EXECUTIVE PROFILE

- Visionary leadership**
Effective manager of people, financial resources and programs, with a focus on innovation, strategic thinking and concrete results
- Partnership building**
Creates synergies and partnerships between grassroots organizations, governments, donors, research institutes, the private sector and other international organizations
- In-depth financial knowledge**
Operational and strategic experience in designing and implementing analytical, financial and policy instruments
- 35 years at the service of poor rural people and their governments**
Strong personal commitment to rural development, backed with both operational in-country experience and high-level policy-making

EXPERIENCE

Associate Vice-President
Strategy and Knowledge Department
IFAD
Oct. 2014 – Sept. 2016
Rome, Italy

- Spearheaded the newly formed Strategy and Knowledge Department, catalyzing the design of the IFAD Strategy 2016-2025 and delivering in record time the Rural Development Report 2016.
- Helped position IFAD as the world's leader in fostering inclusive rural transformation, and positioned smallholder farmers as central to the Agenda 2030 for Sustainable Development.
- Led the design of a new corporate program effectiveness and impacts reporting system, and an innovative results and impact measurement framework for improved aid effectiveness.



Regional Director
Latin America and the Caribbean
IFAD

📅 Apr. 2008 – Sept. 2014
 📍 Rome, Italy

- Led and managed the consolidation of IFAD's regional program for Latin America and the Caribbean.
- Increased threefold IFAD's rural investments in the region and deepened the dialogue between governments, co-financiers the private sector and civil society.
- Enhanced the design and implementation of the first non-replenishment-based loan to IFAD, forming the basis for a new financial architecture.
- Established a client-oriented dialogue with governments on strategy development and program management, resulting in long-lasting partnerships, new investments in the rural sector and an increased impact of IFAD operations in the region.

Sector Leader
Rural, Environment and Social Development
World Bank

📅 Apr. 2000 – Mar. 2008
 📍 Washington, D.C., USA

- Led the mainstreaming of inclusive social safeguard policies for the rural sector to create a strong and balanced investment portfolio.
- Led the design and implementation of new analytical, financial and policy instruments for the inclusion of women, people of African descent and indigenous peoples in mainstream development programs.
- Managed the World Bank sectoral programs in rural, environment and social development, such as the regional census program 'we all count' to facilitate the design of pro-poor interventions and policies.

Regional Director and Program Specialist
Oxfam

📅 May 1984 – Mar. 2000
 📍 Various locations

- Designed and managed Oxfam's decentralized portfolio of grants to grassroots organizations and communities, working jointly with the communities and their organizations to define their needs.
- Built a partnership with other Oxfam offices to leverage resources and increase policy outreach. Oxfam International was created as a result.
- Led and managed a team of 35 people across Latin America to empower poor rural women and men to increase agricultural production and enter fair trade and conventional markets.

EDUCATION

M.S. in Political Science and International Development
 Institute of Social Studies (The Hague)

📅 1991 📍 The Netherlands

M.A. in Sociology
 Universidad Autónoma de Santo Domingo (Dominican Republic)

📅 1983 📍 Dominican Republic

B.S in Psychology
 Universidad Autónoma de Santo Domingo (Dominican Republic)

📅 1981 📍 Dominican Republic



JOSEFINA STUBBS

WWW.JOSEFINASTUBBS.NET

JosefinaStubbs | linkedin.com/JosefinaStubbs



JOSEFINA STUBBS
Candidate for President of IFAD
Dominican Republic

“Partnerships are key to successful rural transformation”

What is your vision of IFAD and how would you develop its role in the global agenda of agricultural development and elimination of rural poverty?

As an internationally recognized institution that invests in poor rural people and in building their capacities, IFAD is in a privileged position to make a significant contribution to agricultural development and to the elimination of rural poverty. IFAD's unique mandate is to enable poor people to actively contribute to, and benefit from, the agenda of the Sustainable Development Goals.

Furthermore, IFAD has been recognized by governments and donors as an institution of choice to achieve a sustainable transformation of the rural sector. IFAD is an agile institution capable of adapting its strategic thinking and operations to the rapid changes occurring in the rural sector today and of effectively responding to the recurring problems that hamper poor people's development while leveraging emerging opportunities.

Embedded in the goals and objectives of Agenda 2030 is the aim to achieve sustainable development and to eradicate poverty once and for all, with the pledge of leaving no one behind. Despite significant progress in reducing poverty across the globe recorded since the signing of Agenda 2030, women and men living in the rural sector are still poorer compared to those living in the urban areas. Implementing and achieving Agenda 2030 in the rural sector will be challenging. But it is doable.

Rural sectors of developing countries are transforming rapidly. During the last decade, average per capita income has been growing in the developing world and a number of low income countries have become middle income economies. Together, they represent about one third of global GDP and are major engines of global economic growth. Middle income countries are home to five of the world's seven billion people and 73 per cent of the world's poor people.

Massive investments in roads and infrastructure, an increasing demand for food from a growing middle class, the birth of secondary cities and mobile connectivity have been changing the rural landscape, creating opportunities for the rural poor and for the rural sector to transform in a more inclusive and sustainable manner.

However, economic growth, investments and increases in average national income have not yet translated into equity or equality of opportunities. Inclusive growth, one that places rural areas at its heart, is still a work in progress. Investing in rural businesses to make poor smallholders more productive and connecting them with markets thus remains key to transforming rural sector in an

Josefina Stubbs – Candidate of the Dominican Republic for President of IFAD 1/5



inclusive and sustainable way. Increased income opportunities in the rural sector, employment and better access to services create the preconditions for young rural women and men to stay in their communities. They are also a recipe for more stable, prosperous and peaceful rural areas.

Developing countries' governments and financing partners are expecting IFAD to do more, to do it better, and to do it smartly. Building on its strengths while learning from experience, IFAD's efforts in the coming years must be focused on five overarching priorities:

- 1. IFAD must invest more in expanding the asset base of smallholder farmers as well as their access to national and international food markets.** Increased food and agriculture productivity are of paramount importance. Poor rural women and men should have secure access to sufficient healthy and nutritious food for themselves, their countries and the international market. Together with government institutions and in partnership with the private sector, IFAD must work to improve access to and, most importantly, facilitate the adoption of climate smart agricultural productive technology and technical advice. And, in so doing, work with government and non-government partners to more assertively exploit the use of mobile technology to deliver information, services and transactions. Mobile technology must be exploited by IFAD as a prime mean for delivering information, services and transactions to farmers and project beneficiaries. This will also close the technology gaps still present in the rural sector and link farmers across communities and countries to share knowledge.

Expanding productive infrastructure is the foundation for better productivity and market participation. Road connectivity, storing facilities, access to energy and to water will give rural women and men the chance to produce more and to store and distribute their produce in more favorable terms. IFAD must directly invest and leverage external resources to help governments bring basic productive infrastructure to rural households.

By and large, farmers are unable to invest in the fields or transact in the market due to a lack of financial liquidity. Microcredit is important yet insufficient to bring about transformation on the necessary scale. Financing smallholder farmers' production and market transactions calls for wide-reaching mechanisms that provide timely and financially viable resources for the rural poor and their enterprises. In partnership with national credit institutions and private sector banks, IFAD needs to do more to facilitate access to credit for farmers' organizations.

While progress has been made in linking farmers to international food value chains, the ever growing national urban and suburban food markets are mostly unexploited by smallholder farmers. Farmers, national and international food purchasing companies are struggling with the challenges of volume aggregation, quality and safety standards. The problem of volume aggregation can be mitigated by expanding and strengthening farmer organizations and cooperatives, increasing quality and safety standards through better technical assistance to farmers' organizations. Matching farmers with the food industry at a larger scale will not happen automatically; partnership between farmers and the private sector has to be planned and accompanied. IFAD must take bold actions to help close this loop.

Investing in the conservation of natural resources shepherded by indigenous peoples must be done for health and for conserving the environment, but also to generate services and resources to the community. IFAD must ensure that the programs it funds are environmentally-sound, and that increases in productivity are implemented in a holistic manner, with resource management – rather than exploitation – at its center.

Strengthening rural public institutions and smallholder farmers' organizations will be essential to achieving results. Hands-on capacity building for sector institutions is needed as well as close interaction with local community organizations to find solutions to the many problems related to project implementation.



- 2. IFAD must become a knowledge-based institution.** In their search for rural transformation and rural poverty reduction, national governments, global development institutions and decision makers are thirsty for knowledge of what works or can work to achieve broad-based, inclusive rural development, food security and poverty reduction in the rural sector. Investments must have a demonstrable, measurable impact in the lives of the rural poor, their households and their communities, and this evidence of change and impact must work as a foundation for accountability as much as for generating knowledge and best practices. Bringing rural transformation to the heart of the Agenda 2030 must be informed by what does and does not work.

With almost 40 years' worth of experience, no other agency across the United Nations or the multilateral system is better placed than IFAD to generate and disseminate solutions that work for the rural poor. This position has not yet been fully exploited. Sustained investments and efforts for knowledge harvesting and analysis should be dedicated to turn IFAD into a truly knowledge-driven institution.

- 3. IFAD's institutional financial architecture needs to evolve in a way that responds to the new economic reality of developing countries and to the changes of the international development cooperation landscape.** As a United Nations specialized development agency and an international financial institution (IFI), IFAD has been by and large a member-based replenishment institution. While the replenishment should remain as its main source of financing, new complementary financing channels ought to be explored and proactively tapped into. Progress made, and the lessons learned, in the implementation of the Sovereign Borrowing Framework, thematically-based earmarked resources schemes including the Adaptation for Smallholder Agriculture Programme (ASAP) and Nutrition funds must inform and orient discussions within the Fund's management and with member countries. The combination of replenishment resources, sovereign lending and progressive access to the financial market may provide the foundation for a diversified, consistent and relatively simple financial architecture able to respond to the size, capacity and needs of the organization.

Adjusting its lending financing instruments will be the other side of a strong and sustainable institutional financing architecture. With a view to better respond to its clients' needs and demands, IFAD needs to offer to partner countries a more diverse set of financial products tailored to, and in accordance with, their economic and market situation. Revamping the current financial architecture to respond to the changing developing financing realities is of utmost importance for the proper functioning of IFAD, its effective capacity to deliver its programs, the institutional services that sustain them and the overall sustainability of the institution.

The forthcoming replenishment period and discussion between management and member countries is the right moment and a golden opportunity for the institution to work closely with member countries and tap into their knowledge and experience to jointly search for the long term financial sustainability of the institution and its capacity to maintain its leading role in rural transformation.

- 4. Institutional efficiencies for development effectiveness can be achieved by streamlining internal processes.** Enhancing development effectiveness – through tightening the project cycle, from design to impact – along with gaining speed without sacrificing quality and accountability, will be essential to increase institutional efficiency and increase value for money. Strengthening collaboration with other Rome-based agencies can help control the costs of expanding IFAD's presence across the world, enhance complementary in our development interventions and increase technical capacities.
- 5. IFAD's field presence and decentralization efforts need to continue and deepen while rationalizing expansion.** Decentralization must be built on the principle of ensuring development effectiveness, building partnerships and bringing technical solutions to the



challenges encountered by country partners to effectively implement rural development projects and design of pro-poor inclusive policies. Decentralization of financial and management program responsibilities must seek to shorten transaction time and achieve real-time reporting and monitoring of management, administrative and financial transactions.

Creating a *One IFAD* environment will be fundamental to ensure accountability and institutional effectiveness. IFAD's corporate management structure has proven to work and must be strengthened for the institution to continue to deliver as one. IFAD must strive to recruit the best and the brightest people, with equal opportunities for women and men in all jobs and across all grades at headquarters and in the field.

As a member-based global institution, IFAD's member countries and officials are an active capital of knowledge that needs to be tapped-in more proactively to help the institution adapt to the changing times, take advantage of new opportunities and overcome upcoming challenges.

Why do your qualifications and experiences make you a suitable candidate? What are the lessons you have learned in formulating development strategies and plans?

As a professional with 35 years of management experience in development globally, including in large international NGOs, IFIs and with IFAD, I have an in-depth knowledge and understanding of the problems that hamper the development of the agricultural and rural sector and of its institutions, and I am well prepared to effectively tackle them operationally and institutionally.

My strong professional track record is built upon demonstrably strategic, concrete and sustainable pro-poor contributions and achievements. Formulating effective development strategies and plans that can be successfully implemented has been at the center of my professional career:

- In Oxfam GB, I designed country programs and projects in Latin America and on the African continent, more specifically in Zimbabwe, whose results can still be seen today. Through this experience, I have acquired the know-how and skills necessary to work with communities, the sensitivity to listen and to understand the world from the point of view of the rural poor, as well as their expectations and motivations.
- At the World Bank, I contributed to crafting a highly sophisticated program to ensure the inclusion of indigenous and afro-descendant populations across all World Bank projects and country strategies, along with the tools to measure and monitor the program's results. My decade-long experience with the World Bank also represented an opportunity to acquire hands-on and in-depth knowledge of the functioning of an international financial institution. I gained insight into financial and non-financial instruments, country programs and technical rural project portfolio design and management, pro-poor policy formulation processes, the dynamics of relations with country clients and the complexity of managing multidisciplinary teams and large budgets.
- In IFAD, I have led the Latin America and the Caribbean Division, where I am known for consolidating and expanding IFAD's investment portfolio, while deepening the dialogue between governments, co-financiers, the private sector and civil society. More recently, as Associate Vice-President of IFAD for Strategy and Knowledge, I played a catalytic role in the preparation of the IFAD's Strategy 2016-2025 and a new development effectiveness framework.

Analysis and consultation come first

As a firm believer of the importance of knowledge and of learning from experience, I have spent much of my career gathering and analyzing the successes and the failures that I encountered in my professional life, to ensure that they inform every endeavor that I undertake. I also place contextual analysis and ample, structured, consultation across different interest groups as a fundamental

Josefina Stubbs – Candidate of the Dominican Republic for President of IFAD 4/5



approach to understand the reality of each situation with an open mind, and I focus on ensuring that plans are aligned with country government and beneficiaries' priorities and directions, identifying the right incentives and the financial viability to ensure ownership, feasibility and sustainability.

A respected and successful leader

An experienced manager of large, multicultural teams and a leader at different levels of seniority, I have inspired and motivated individuals and teams to achieve more and better, adapt to new realities and exploit opportunities to their fullest. This, I believe, is a fundamental attribute to lead an organization such as IFAD during changing times.

My communications skills are versatile and naturally a part of my soft-spoken yet assertive personality. I am particularly effective at clearly articulating my vision and the underpinning strategy to transform it into concrete operations to different audiences, from staff to government authorities, and from international partners to farmers and community organizations. These skills have been particularly useful in building bridges across sectors and government ministries – in particular ministries of finance, planning and environment – to come forward with increased support for the rural sector and, within it, for smallholder farmers.

Combined, these sets of knowledge and skills are core to IFAD's business and have been the basis for my successful and high-achieving career.

Describe the values that would guide you as the President of IFAD.

The values that have guided me throughout my professional life, and which will guide me as President of IFAD, are based upon a people-centered and collaborative approach, celebrating diversity and equal opportunity, creative problem-solving, accuracy, transparency and accountability.

Institutions are made up of people, their ideas, skills and commitment. People are the most precious and valuable asset of any organization. As an institution guided by the principle of diversity and equal opportunities, IFAD must not spare efforts to provide professional women and men at all grades the opportunity to become part of its work force, sit at the table and actively bring their experiences and perspectives and be treated with respect. IFAD must be in a position to attract and retain the best and the brightest people, through transparent, competitive selection processes and place the right people in the right jobs. This can only strengthen the institution further.

As President of IFAD I will continue to lead by example by creating an open, respectful, and creative environment where staff can take measured risks and innovate. In our fast-changing world, IFAD must be able to develop collective capacities to explore, adapt and effectively respond to new development opportunities capable of improving the lives of poor rural people. Delegating authority with accountability, together with performance management, are the cornerstone of an efficient and effective organization.

Allocation of financial resources must be guided by results. Accuracy and transparency in financial reporting both in IFAD-financed programs and institutionally is not only a professional aspiration but an obligation. Giving public access to IFAD's financial report and data strengthens institutional accountability.

I look forward to serving as IFAD's forthcoming President. I believe I am uniquely positioned to understand and bring together the interests of governments and poor communities alike in a conciliatory way.

Your vote is important to me and to the rural people I pledge here to represent. On behalf of us all, I thank you in advance for your support.

Swiss Confederation
[Seal of the country]

Office of the Head of the Federal Department of Foreign Affairs

CH-3003 Berne, DFAE, DB

Cheryl Morden
Secretary of IFAD, a. i.
International Fund for Agricultural Development
Via Paolo di Dono, 44
00142 Rome
Italy

Bern, 24 November 2016

Swiss candidature for the position of the President of IFAD

Madam Secretary,

I am honoured to inform you that, following receipt of your letter of 27 September 2016, the Government of the Swiss Confederation has decided to put forward the candidature of Ambassador Pio Wennubst for the position of President of IFAD.

Please find attached Mr Wennubst's curriculum vitae and responses to the questions addressed to the candidates.

Please accept, Madam Secretary, the assurances of my highest consideration.

Didier Burkhalter
Federal Councillor
[Signature]

Palais fédéral ouest, CH-3003 Berne
www.dfae.admin.ch

PIO WENNUBST**AGRO-ECONOMIST AND SENIOR EXECUTIVE**

Solid experience in development diplomacy: extensive field work in areas such as rural development, microfinance and public health and senior management positions in the private and public sectors.

A perceptive, original and informed thinker who relies on broad international experience in areas as diverse as research and teaching, policy dialogue and public expenditure management, supporting negotiation processes and personalised coaching.

Pragmatic and results-oriented; interested and sociable; a team player and strong communicator; animated by a strong sense of social justice, honesty and trust.

Fluent in Italian, English, French and Spanish.

Born 1961 in Lugano, Swiss citizen, married to Fernanda Pedrini and father of Giorgia and Rocco

**Ambassador, Vice-Director General Swiss Agency for Development and Cooperation (SDC), Bern (2014 – present)**

Head of SDC's Global Cooperation department overseeing 130 staff members; management of an annual portfolio of CHF 600 million including the Swiss financial support to IFIs; institutional responsibility for the UN development agencies; management of global programmes Food Security & Nutrition, Water, Climate Change, Migration & Development, and Health.

Minister, Head of Development and Humanitarian Affairs, Swiss Permanent Representation to the UN, New York (2011 – 2013)

Head of the team in charge of negotiations at the General Assembly and the ECOSOC; facilitator of the QCPR resolution at the UN General Assembly; chair of the Global Compact group of friends.

Head of SDC Global Programme Food Security, Bern (2010 – 2011)

Head of the Global Programme Food Security with an annual budget of CHF 45 million and a team of 12 professional staff in Bern, Addis Ababa, and Rome; Governor to IFAD.

Deputy Permanent Representative, Swiss Mission to FAO, IFAD and WFP, Rome (2007 – 2011)

Executive Director to the International Fund for Agricultural Development, IFAD.

Country Director, SDC, Dar Es Salaam, Tanzania (2004 – 2007)

Chair of the General Budget Support and Health Sector Reform groups in Tanzania, in direct contact with the Ministry of Finance, the Central Bank and the Ministry of Health.

Economist, SDC Bern (2001 – 2004)

Country Director, SDC Antananarivo, Madagascar (1998 – 2000)

Deputy Country Director, SDC La Paz, Bolivia (1995 – 1998)

Marketing Associated Expert, FAO Kathmandu, Nepal (1992 – 1995)

Head of Public Relations, UCT Farmers Union, Bellinzona, Switzerland (1991 – 1992)

General Manager, Terravit SA, chemical company, Lugano, Switzerland (1981 – 1984)

Federal Department of Foreign Affairs
Swiss Agency for Development and Cooperation SDC
CH – 3003 Bern

pio.wennubst@eda.admin.ch
Mobile: +41 79 488 21 72
Office: +41 58 462 34 76

Appointment of the President of IFAD - Responses by the candidate for Switzerland, Mr. Pio Wennubst

SUBJECT: Appointment of the President of IFAD - questions for candidates

Responses by the candidate for Switzerland, Mr. Pio Wennubst

Question 1: What is your vision for IFAD and how would you develop its role in the global agenda of agricultural development and elimination of rural poverty?

My vision for IFAD is to strengthen its role as a vehicle of innovation and excellence for all Member States, whose common goal is to work together towards a future in which rural women and men are free from poverty, hunger and malnutrition and in which they are able to provide their children with the conditions for a safe and fulfilling life in a healthy environment.

To make this vision a reality, I will strive for IFAD to be:

- More present in the field and even closer to its clients, namely rural communities, in order to take stock of their needs and tailor responses accordingly, so that they can gain access to key technologies, services and markets.
- A champion of rural innovations, showcasing the potential of rural areas as places where a promising future can be envisaged for young smallholder farmers and entrepreneurs, with vibrant local economies.
- A strong advocate for women's empowerment and gender equality, especially with regard to women's participation in public life and in income-generating activities.
- Financially sustainable, so as to serve the demands of all Members States and their commitment to reducing rural poverty, hunger and malnutrition.
- A bridge between the global norms and instruments negotiated at the highest level to support poverty and hunger eradication, and their access by the ones who need it the most.

Today more than ever, IFAD's role is of utmost importance: with close to 1 billion people living below the poverty line in rural areas and the global challenges that have direct repercussions on their lives – such as climate change, water scarcity, biodiversity loss, migration and political instability – the Fund must continue to be the voice of all rural poor women and men worldwide.

IFAD can be proud of the progress achieved in terms of the reforms undertaken in the past ten years, which have turned the Fund into a decentralized organization, with highly committed and professional staff who don't spare efforts to walk "the extra mile" to find the best solutions to fulfill its mandate.

Federal Department of Foreign Affairs, Swiss Agency for Development and Cooperation (SDC), Bern, Switzerland
Email : pio.wennubst@eda.admin.ch Website: www.eda.admin.ch/sdc

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Going forward, I would, if I were to be elected President of IFAD, make sure that IFAD consolidates its strengths while finding new venues to optimize its impact in the global agenda of agricultural development and elimination of rural poverty.

In my view, one of IFAD's main comparative advantages rests with its very specific and unique nature. To quote the outgoing President, Kanayo F. Nwanze, who has done a tremendous job in bringing IFAD where it is today: "IFAD has got the heart of a United Nations agency and the brain of an International Financial Institution."

Building on this dual nature, I would focus on developing the role of IFAD in the following areas in order to take the organization to the next level:

IFAD should make a significant step forward in adapting its financial instruments to the changing context, in which official development aid (ODA) is decreasing. The Fund must harness the potential of financing for rural development in the context of the 2030 Agenda for Sustainable Development and ensure that it is equipped with the best financial instruments to respond to the needs and demands of Member States, while maintaining replenishment contributions as its core financial basis.

IFAD should implement its mission based on its Strategic Framework 2016-2025, while facing the growing number of conflicts, migration and instability affecting rural areas and development programmes. The Fund must reinforce its instruments to work in fragile contexts and invest strategically in coordination efforts with other multilateral agencies to transform rural migration into a process that contributes positively to food security and nutrition, by developing human skills that can be useful for host countries.

IFAD should build stronger partnerships with the private sector. The Fund must create innovative instruments to engage more with the private sector on the ground – both with small and medium sized enterprises, and also with the corporate sector which has a major impact on rural economies – with a view to influencing their business models and creating inclusive and sustainable value chains for rural women and men, and prospects for young people.

IFAD should build more differentiated approaches to working in middle income countries. The Fund must remain true to its DNA, that is to reach out to poor rural people and communities in less developed countries and in middle income countries, while at the same time ensure that experience-sharing among countries is really happening. As a result, new forms of South-South and triangular cooperation could become IFAD's flagships.

Federal Department of Foreign Affairs, Swiss Agency for Development and Cooperation (SDC), Bern, Switzerland
Email : pio.wennubst@eda.admin.ch Website: www.eda.admin.ch/sdc

Appointment of the President of IFAD - Responses by the candidate for Switzerland, Mr. Pio Wennubst

Question 2: Why do your qualifications and experiences make you a suitable candidate? What are the lessons you have learnt in formulating development strategies and plans?

Over the past 30 years, I have been driven in my personal and professional life by a passion for rural development and **building bridges** between all stakeholders – including farmers, researchers, entrepreneurs, civil society organizations, governments and multilateral agencies – in an effort to find the best contextualized solutions for creating wealth, reducing poverty and establishing peaceful societies.

As Vice Director-General and Head of the Global Cooperation Department of the Swiss Agency for Development and Cooperation (SDC), I am currently responsible for overseeing and managing the operations of five Global Programmes, which aim to **tackle global development issues** related to Food Security, Climate change, Migration, Water and Health through **innovative approaches and cutting-edge solutions**. I also manage the financial contributions to 14 multilateral priority organizations for Switzerland, including IFAD and the CGIAR Global research partnership for a food-secure future.

I have held several senior management positions, both in the private and public sectors. Throughout my career with the United Nations and SDC, I have always focused on delivering **tangible results**.

I have a proven track record in strategic leadership and financial planning as well as people and human resource management, and I have extensive experience in facilitating **complex negotiations and resolutions** at the most senior levels.

As a former Executive Board representative and Governor for Switzerland to IFAD, I have played a **proactive role** in developing and advancing the current strategic orientation of the Fund.

I am **convinced** that there is an increasing global awareness of the necessity to tackle inequalities and promote sustainability as a matter of urgent priority, as agreed in the 2030 Agenda for Sustainable Development, in spite of the current trend towards nationalistic movements. This is undoubtedly where the multilateral system will play a key role, both in terms of developing new instruments, including financial ones, and in helping to define new rules to realize the 2030 Agenda for Sustainable Development.

Based on my past experience, I **strongly believe** that technological advances, when tailored and adapted to different contexts and developed in support of local initiatives, are crucial factors in promoting strong and cohesive rural societies. Their roles will be key in rapidly urbanizing countries. I also believe that technological progress needs to be combined with inclusive policies to be truly effective. IFAD's experience and expertise will be very powerful in responding to this call.

Federal Department of Foreign Affairs, Swiss Agency for Development and Cooperation (SDC), Bern, Switzerland
Email : pio.wennubst@eda.admin.ch Website: www.eda.admin.ch/sdc

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The **10 main lessons** I have learnt in developing strategies point that it is essential to:

- 1) Create the right incentives for innovations and new ideas to happen and take hold.
- 2) Take into account sustainability and affordability considerations from the very outset.
- 3) Keep in mind that diversification of rural economies is key to ensure an inclusive rural transformation, often including diversification of production for nutrition, development of peri-urban agriculture in support to growing towns, and sometimes agro-tourism.
- 4) Focus particularly on access to land, water and energy when dealing with agricultural development, considering that off-grid renewables will be even cheaper in the future.
- 5) Recognize that advisory services often require a strong local small and medium-sized enterprises (SMEs) sector.
- 6) Acknowledge that public efforts in education and capacity building are key to human development and an inclusive process of rural transformation.
- 7) Make the contribution of women more visible and promote their participation in decision-making often catalyzes improvement in nutrition and food security for the whole family, and also their own economic empowerment.
- 8) Link development programmes to research and ensure open access to it whenever feasible.
- 9) Not overregulate or impose quotas or prices unless in the event of an emergency situation or to facilitate a transformational change.
- 10) Remain pragmatic when it comes to planning, based on facts and reality.

Federal Department of Foreign Affairs, Swiss Agency for Development and Cooperation (SDC), Bern, Switzerland
Email : pio.wennubst@eda.admin.ch Website: www.eda.admin.ch/sdc

Appointment of the President of IFAD - Responses by the candidate for Switzerland, Mr. Pio Wennubst

Question 3: Describe the values that would guide you as the President of IFAD

If elected President of IFAD, I would most sincerely and fully commit myself to managing the Fund with honesty, respect, professionalism, efficiency, transparency and passion.

As a leader of IFAD, I will ensure that the Fund diligently applies financial, legal and ethical norms and criteria to all its operations, both at its headquarters and in the field. This implies that I will also make sure that as a financial institution, IFAD's management will continue to follow the motto "trust and check", being accountable towards the governing bodies, respecting functional internal procedures, focusing on results, as well as supporting the independence of the evaluation function.

At the very outset, I will listen and observe carefully how the Fund works in detail and make sure we consolidate what already exists. Being a team player, I will nurture a culture of openness, dialogue and exchange of experience in order to create space for innovative approaches. I will also champion a "learning from failure" culture because I am convinced that great success in development cannot occur if one doesn't take any risks or explore new avenues.

I will use my openness and creativity to make IFAD a fast learning organisation with a transformational agenda at the core of its mandate. I will be committed to supporting the development of further instruments that are flexible enough to respond to national priorities and plans, as well as instruments that are adapted to the needs of the smallholders and family farming communities, with an important eye to the changing consumption models and commercial patterns.

Putting knowledge at the core of the institution in serving our clients while managing wisely IFAD's financial means implies the need to nurture a culture in which staff are pragmatic, precise yet non-bureaucratic, strong believers in IFAD's mission, open and curious, honest, results-oriented and focused, trustworthy, capable of communicating, responsible, and non-judgmental. In a nutshell, management will have to work hard to help staff to consistently align head, heart and body in fulfilling IFAD's mandate. My management style will be based on subsidiarity, trust and delegation of responsibilities. Continuously upgrading the capacity of IFAD's staff members will be essential, as well as ensuring that women are represented equitably at all levels of the organization.

I would also like to bring an optimistic and dynamic view to the institution by building on the momentum offered by the 2030 Agenda for Sustainable Development, not least to reverse the current perception that global challenges are a threat instead of opportunities to be taken. This is based on the false assumption that our limited natural resources will impede universal access to essential livelihood assets. This perception can easily translate into fears and trigger dynamics of exclusion. Access to knowledge and technology, combined with inclusive policies and based on continuous dialogue, will be key to reverse this trend. A transparent, pragmatic and evidence-based communication style should be fostered throughout the whole organization to convey these messages.

Federal Department of Foreign Affairs, Swiss Agency for Development and Cooperation (SDC), Bern, Switzerland
 Email : pio.wennubst@eda.admin.ch Website: www.eda.admin.ch/sdc

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I would be honored to build an organization that is both lively and courageous, risk taking and resilient. As President of IFAD, I will be ready to serve all Member States in their joint efforts to shape the rural societies of the future.

Bern, November 2016

Federal Department of Foreign Affairs, Swiss Agency for Development and Cooperation (SDC), Bern, Switzerland
Email : pio.wennubst@eda.admin.ch Website: www.eda.admin.ch/sdc

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