IFAD Country Offices (ICOs)
Rationale: Why ICOs?

• Enhance IFAD’s development effectiveness
• Focus on clients
• Improve efficiency
IFAD Then and Now

From headquarters…

2003

2007

2011

2014

…to the field
Decentralization strategy

Light touch

EB-approved criteria for opening country offices

- size of IFAD’s country programme
- country’s dependence on agriculture
- size of rural population
- prevalence of poverty
- existence of an enabling policy environment
- state context
Hosting arrangements for ICOs

39 ICOs already established

Support services from Agencies:
- Office space
- Information Technology
- Privileges & Immunities
- Finance
- Security
- Human Resources
- Administrative support

30 Governments have entered into Host Country Agreements

39 Service Level Agreements with Hosting Agencies
Where are ICOs in relation to IFAD’s portfolio?
Decentralization strategy
ICO Models

• CPO-led
• Out-posted CPM
• Regional Office
Support to decentralization

Field Support Unit

- Field security and trainings
- Security compliance of IFAD travel
- General administration
- Human resources
- IT support
- Host Country Agreements
- Service Level Agreements
- Privileges and immunities
Development effectiveness and efficiencies

Projects in countries with ICOs perform better in:
  • Overall implementation progress
  • Likelihood of achieving development objectives

IOE country evaluations show ICOs have positive impact on:
  • Policy dialogue and engagement

IFAD’s profile and visibility
  • Partnership building with country partners

Efficiency gains obtained
  • Proximity and proactivity: result in costs efficiencies that benefit quality and quantity of supervision
  • Business process: processing of a withdrawal application reduced from 44 to 22 days
Implementation of ICO strategy for IFAD10

• Expand and consolidate IFAD’s country presence (50 ICOs)

• Ensure complementarity of functions, knowledge flows and capacity between ICOs and HQ

• Improvement of quality of supervision and implementation support

• Continue to seek efficiencies to contain overall ICO costs
2015 Year of the ICOs

Objectives

• Consolidate our achievements
• Build a common IFAD identity
• Focus on the challenges of decentralization
2015 Year of the ICOs

Internal communication

- ICO spotlights
- More space for virtual interaction
- Enhancement of internal communication
2015 Year of the ICOs

IT Revolution

- ICT security enhancement
- ICO video connectivity project
- Laptop with direct access to IFAD systems
- ICO computer backup
2015 Year of the ICOs

Staff and Career Development

- Development assignment programme
- Rotation policy and mobility framework
- Career management guidelines
- Career support service and management development programme
2015 Year of the ICOs

Administrative strengthening

- Strengthening of facilities and infrastructures
- Policy changes to better integrate ICOs
  - Consultants’ handbook
  - Enhanced mobility framework
  - Alternative working arrangements
- Publication of the first ICO Induction Booklet
Technical support

- Knowledge: Toolkits, trainings and learning events in the field
- Better links between country teams and technical resources at headquarters
- Capacity building for managing partnerships for resource mobilization and representational role
Thank you