



IFAD Country Offices (ICOs)

Rationale: Why ICOs?

- Enhance IFAD's development effectiveness
- Focus on clients
- Improve efficiency



IFAD Then and Now

From headquarters...



2003



2014
...to the field

2007

2011

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

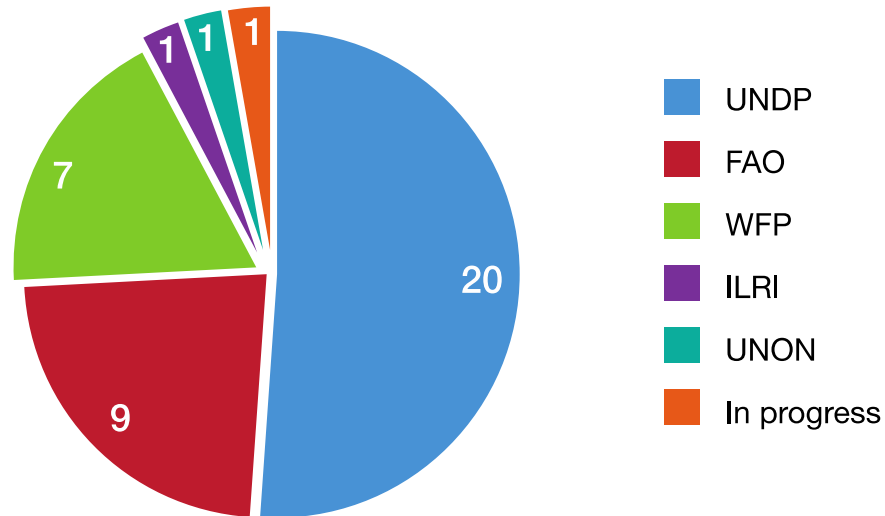
39 ICOs already established

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

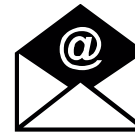
Objectives

- **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**



2015 Year of the ICOs

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**

2015 Year of the ICOs

Thank you