IFAD at the midterm of the Eighth Replenishment
Strengthening institutional capacity for achieving IFAD8 results

21 February 2011
Introduction: IFAD8 commitments

IFAD8 commitments

1. Deliver 50% increase in the programme of loans and grants
2. Achieve operational results for 2012
3. Achieve institutional results for 2012
The change and reform (C&R) agenda

- Strengthening organizational capacity CR 1
- Deepening human resources reforms CR 2
- Increasing transparency and accountability CR 4
- Strengthening financial services CR 3
- Aligning resources to results CR 5
C&R 1: Strengthening organizational capacity

Governing Council

Executive Board

Office of the President and Vice-President

Resource Mobilization and Partnership Office

Financial Operations Department
- Controller and Financial Services Division
- Treasury Division
- Budget Unit

Corporate Services Department
- Human Resources Division
- Information and Communications Technology Division
- Administrative Services Division
- Security Unit

Office of Strategy and Knowledge Management
- Strategic Planning Unit
- Developmental Studies and Strategic Unit
- Interdepartmental Knowledge Management and Innovation Coordination Unit
- High Level Task Force on Global Food Security Crisis

Programme Management Department
- Regional divisions
- Policy and Technical Advisory Division
- Environment and Climate Division

Hosted entities

Enabling poor rural people to overcome poverty
On-going HR Reforms

• Updating staff rules and HR manual
• Revised performance management system
• IT projects for HR processes
• Implementation of the Voluntary Separation System (VSP)
External assessment of HR management

Main finding:

“[IFAD’s] compensation system is expensive for support staff and does not provide the flexibility to manage core professionals”

Specific findings:

1. Compensation of professional staff and senior management well below those of comparable IFIs
2. Compensation of support staff in Rome comparatively high relative to other IFIs and other UN locales
3. Proportion of support staff to professional staff high in IFAD
C&R 3: Building up financial services

• External review carried out in 2010 by

• Implementation of key recommendations:
  ✓ Creation of Financial Operations Department
  ✓ Recruitment of first CFO
  ✓ Strengthening of IT base:
    ☑ New Loans and Grants System
    ☑ Integrated reporting system
  ✓ Re-engineering financial business processes
C&R 4: Transparency and accountability

- New Disclosure Policy → Access to all IFAD documents
- Medium-term Plan → Transparent programme of work and allocation of resources
- Financial Disclosure Policy → Avoidance of conflict of interest

A more transparent IFAD

Enabling poor rural people to overcome poverty
C&R 4: Transparency and accountability

- New Accountability Framework
- Medium-term Plan
- New internal audit and oversight charter
- Ethics Office

- Responsibilities and duties of management and staff
- Accountability for programme of work and use of resources
- Clearer reporting to Board and management
- Ethical behaviour of all staff

Increased accountability
C&R 5: Alignment of resources to objectives and results

Strategic Framework

Results Management Framework

Medium-term Plan

- Results-based zero-based budget
- Strategic Workforce Plan

Alignment of resources to strategic objectives

- Results-based allocation of financial resources
- Strategic alignment of human resources

Enabling poor rural people to overcome poverty
C&R 5: 2011 Results-based budget

Resources/Results

1. 61.4% → Poverty reduction on the ground
2. 7.0% → International/National policy framework for poverty reduction
3. 22.6% → Effective and efficient service platform
4. 7.5% → Effective and efficient governing bodies
5. 1.5% → Other
C&R 5: Strategic workforce planning

Workforce trends

- Total non-PMD (staff and consultants)
- Total PMD (staff and consultants)

2010
2009
2008
C&R 5: Delivering IFAD8

![Graph showing the growth in loans and grants from 2006 to 2012. The graph displays the percentage change (base year = 100) and the amount of US$ millions. The data points indicate a steady increase in both loans and grants, with a significant growth in 2012 to US$1,200 million.](image-url)
Conclusions and next steps

• Comprehensive *Change and Reform* program
• Progress made
• More work on HR reform and financial management
• Confident that IFAD8 results will be achieved