



Ninth Replenishment of IFAD's Resources

IFAD at the midterm of the Eighth Replenishment

Strengthening institutional capacity for achieving IFAD8 results

21 February 2011

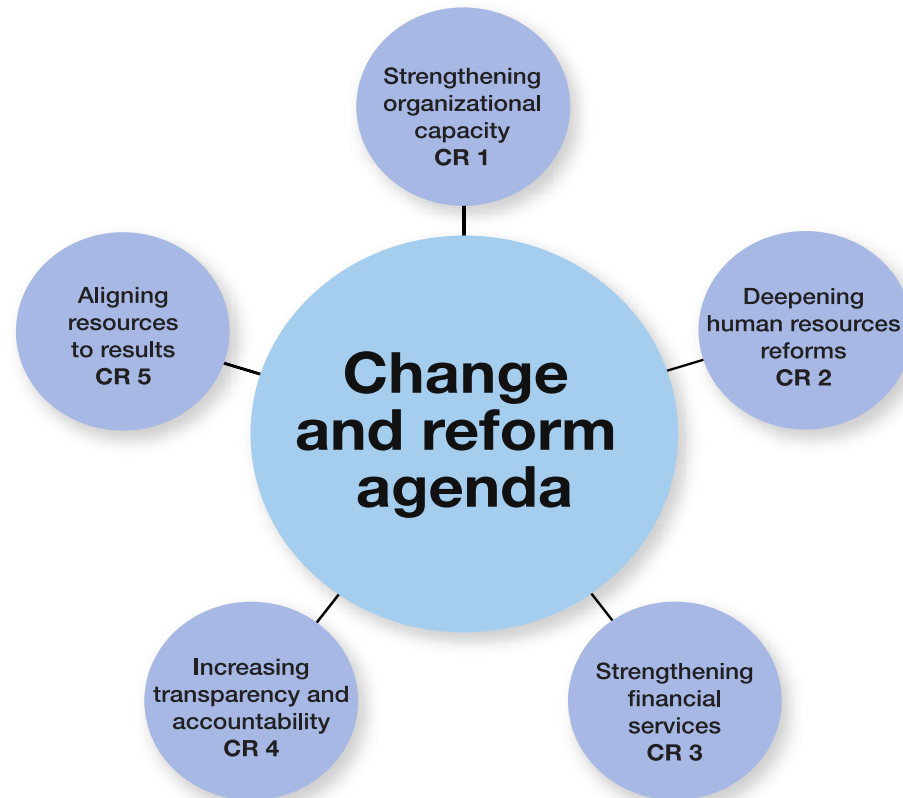
Introduction: IFAD8 commitments

**Effective
and efficient
organizational
platform**

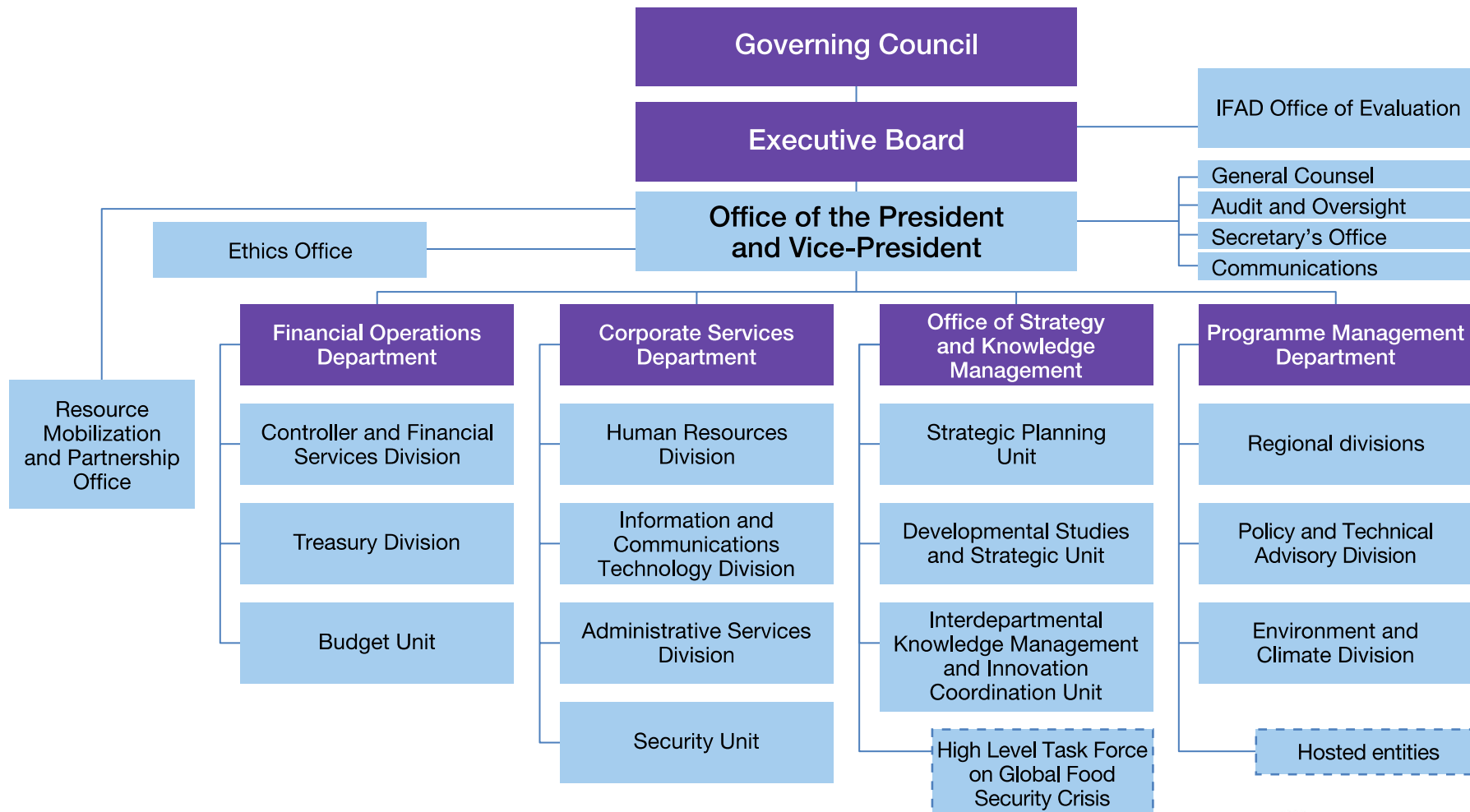
IFAD8 commitments

- 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



C&R 1: Strengthening organizational capacity



C&R 2: Deepening the reform of HR management

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)

C&R 2: Deepening the reform of HR management

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”

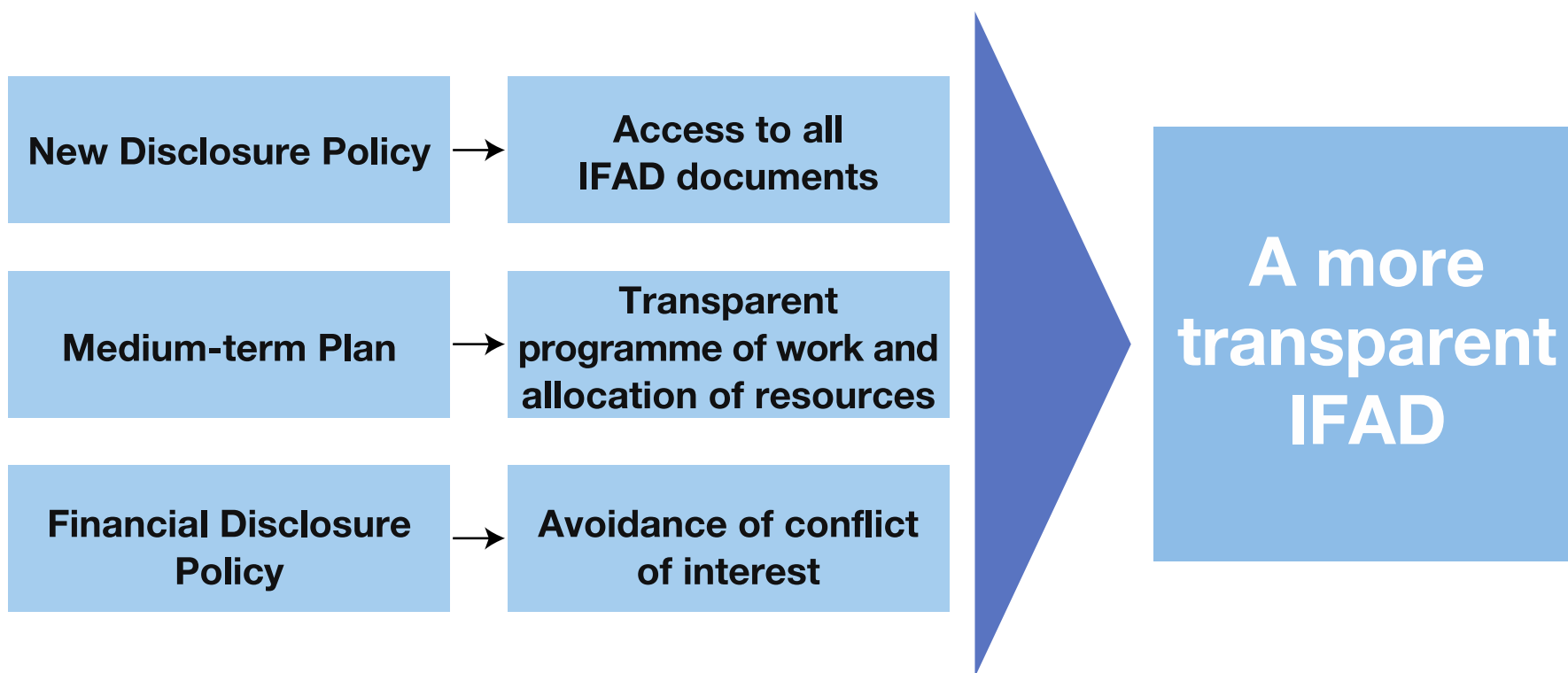
Specific findings:

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**  **accenture**
High performance. Delivered.
- **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

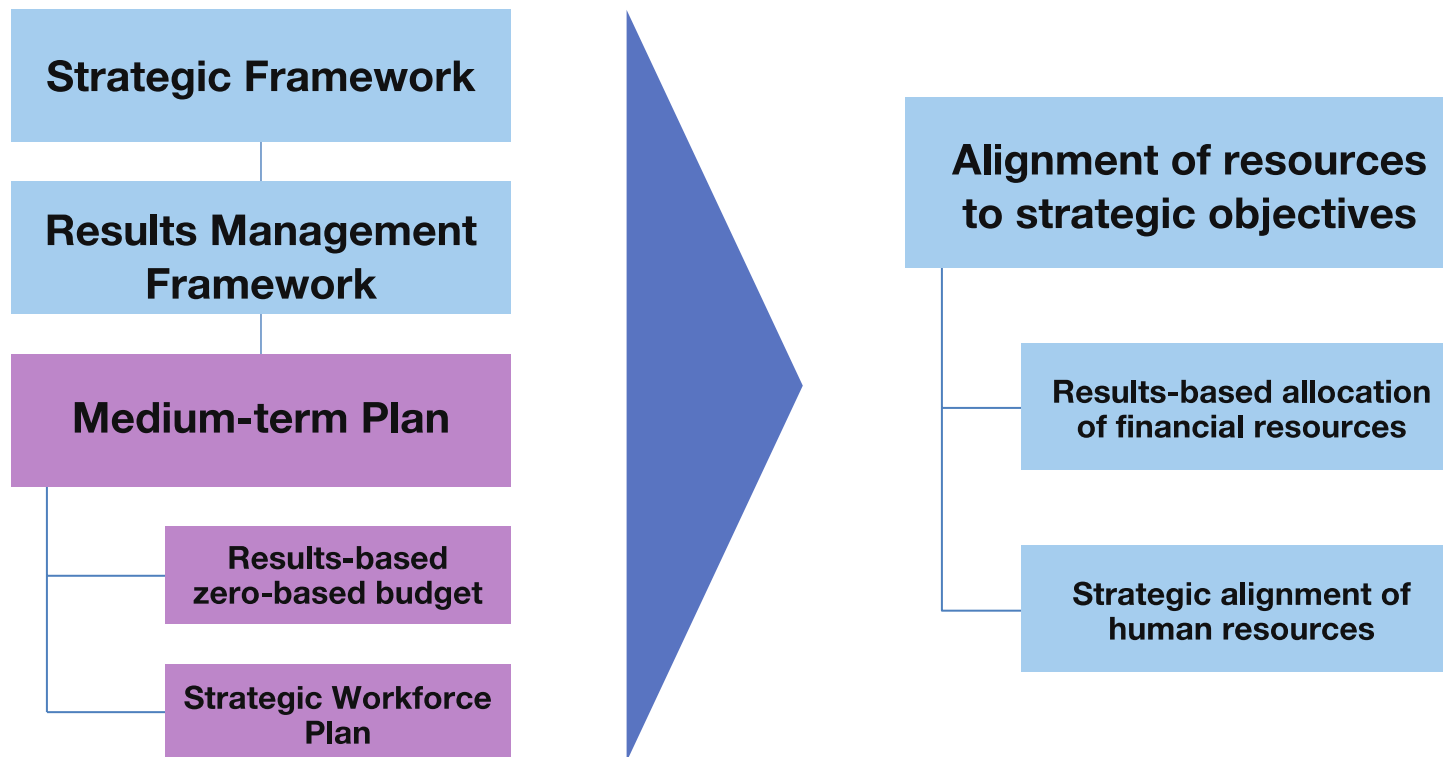
C&R 4: Transparency and accountability



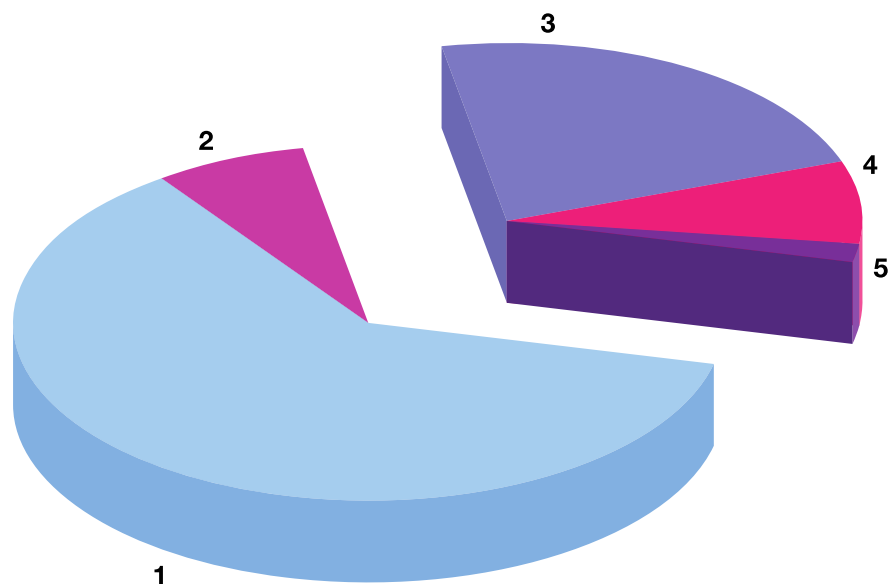
C&R 4: Transparency and accountability



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



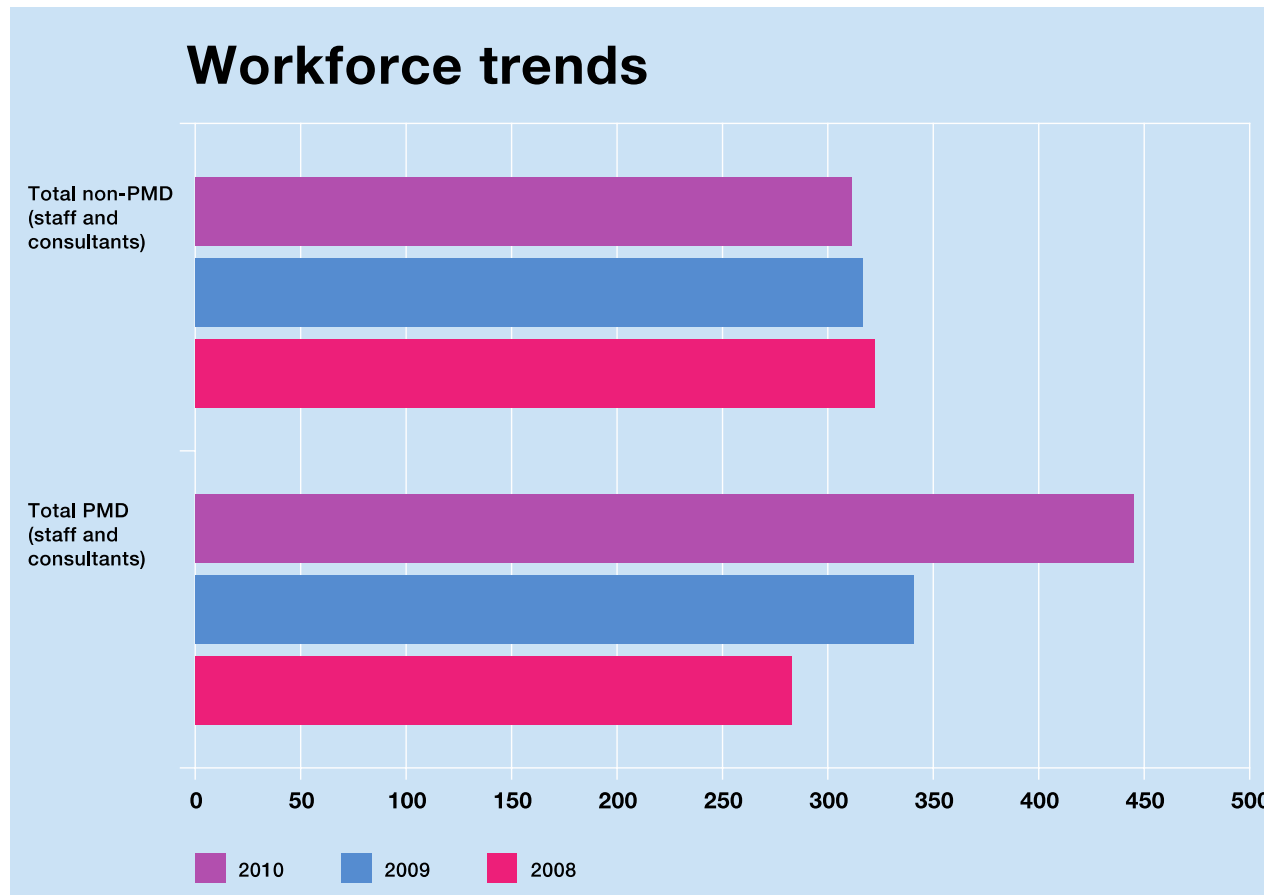
C&R 5: 2011 Results-based budget



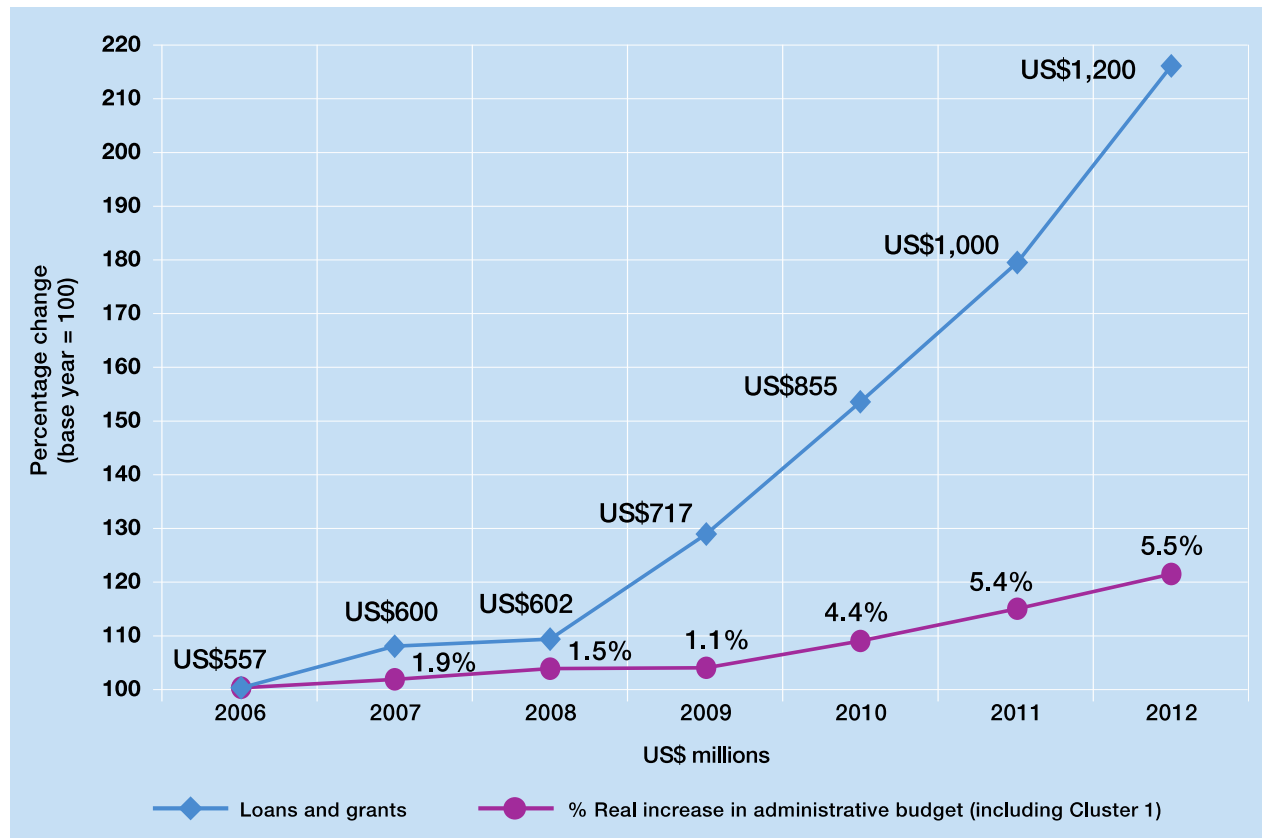
Resources/Results

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



C&R 5: Delivering IFAD8



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