



Enabling poor rural people to overcome poverty

18 January 2011

Dear Mr Samson,

Re: Multilateral Organization Performance Assessment Network (MOPAN)

Since the letter of 11 February 2010 from Roger Ehrhardt informing us of the inclusion of the International Fund for Agriculture Development in the 2010 MOPAN Common Approach assessment of the organisational effectiveness of the major multilateral organisations, we have had a close and productive dialogue with the MOPAN secretariat, the Canadian International Development Agency (CIDA) and the Ministry of Foreign Affairs of Denmark. This recently culminated in their presentation to IFAD management and MOPAN members of the draft IFAD report.

We have welcomed the opportunity to participate in this type of external assessment as you know how important the Independent External Evaluation in 2005 was, and the Action Plan that followed, to the (continued) reform of IFAD. The focus of our reforms has been on our organisational effectiveness and in particular, our operational and relationship management. The MOPAN report therefore comes as a timely update on our progress, especially as it focuses at country level on the views of many of our clients, including governments, civil society and programme staff. This is important because as we extend our country presence and deepen the programme of direct supervision, we need all the feedback we can get from those that are directly part of, or affected by, these initiatives. We would certainly welcome any further details of country responses from the assessment that you feel would be appropriate for us to have, as we discussed with the MOPAN team here in Rome. The inclusion in 2010 of a review of corporate documents by MOPAN, has further widened the basis for the assessment. This could, in future assessments, be supplemented by a short visit to participating institutions to identify and collect those documents.

The assessment of operational management has focused on two key areas for us, results delivery and management and HR management and reform. As we move towards the Busan High Level Forum next year in the Republic of Korea, there will an increased emphasis on aid effectiveness and results reporting. While it's rightly noted that we have made substantial progress, we do recognise the continued effort we need to give. We would be interested in the feedback you could give us, of how other similar institutions have addressed this particular issue, particularly the Asian Development Bank and the European Commission. As you note, this will require us to improve many of our administrative procedures and processes, both at headquarters and at country level and we agree with this.

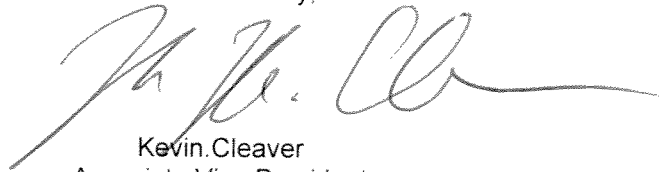
Paul Samson
Director General
Multilateral Development Institutions Directorate
Multilateral and Global Programs Branch
Canadian International Development Agency

Cc: Ms. Ann Adair Heuchan
Minister Counsellor

Ms. Maj Hessel
Minister Counsellor

We have noted that you have raised several issues of HR management, where further improvements and reform are needed. We had also identified these areas during our own internal reviews: management of staff performance; the recruitment and management of staff in country offices; strategic workforce planning; and the publication of the revised HR Manual. As we recently discussed in our December Executive Board in Rome, we are focusing considerable effort on these issues which we expect to continue in the medium term. We have also recognised that IFAD's areas for improvement also include certain aspects of adjusting procedures and use of country systems. IFAD is still rolling out its country presence and, in many of the countries surveyed, there is no IFAD office which, for example, has consequences for the length of time it takes to complete administrative procedures. Again, we are continuing with a series of initiatives on these areas, including staffing alignment with business processes supported by the required IT services, particularly at country level. We will continue the dialogue with MOPAN members and through the Executive Board, and we welcome the opportunity for further interaction with MOPAN in the future.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'K. Cleaver', with a long horizontal flourish extending to the right.

Kevin Cleaver
Associate Vice President
Programme Management Department