





Financial and institutional aspects

Women in El Rosario, Santa Ana State, El Salvador, feed the chickens that they raise as part of their own microenterprise. They started the business after receiving training through an IFAD-supported programme. They quickly recuperated their initial investment and began to make a profit.

© IFAD, P. C. Vega

Institutional risk and internal control

In 2006 IFAD carried out an audit specifically focusing on internal controls over its financial reporting. The audit identified and documented more than 300 such internal controls. Its findings will support the organization's drive to continually improve internal controls and financial risk management.

Increased administrative efficiency

During the year, IFAD joined the International Financial Institution Benchmarking Initiative⁹ to review its accounting, information technology and human resource management processes. To devote a greater portion of its resources to programme development and implementation, IFAD is placing a high premium on increasing its administrative efficiency. For example, during 2006, in addition to the benchmarking initiative, work was under way in the Office of the Secretary to review and assess the efficiency of current procedures and processes and to propose measures for improvements.

IFAD's anticorruption policy

IFAD adopted its Policy on Preventing Fraud and Corruption in its Activities and Operations in December 2005. The policy's objective is to prevent and combat fraud and corruption in IFAD's activities and operations. Specific actions were undertaken in 2006 to implement the policy.

- The organization hired an investigation officer and an investigation assistant.
- IFAD carried out a comprehensive review of its internal and operational policies, procedures and legal instruments to identify and introduce amendments required for effective implementation of the anticorruption policy.
- IFAD asked two independent experts to conduct an external review of its investigation and sanction processes. Their conclusions were issued in October and will result in significant reforms to the institutional oversight and sanctions mechanisms early in 2007.
- The organization established communication facilities to allow and encourage communication of confidential reports of suspected fraud and corruption, both internally and externally, by telephone, fax and e-mail, and online.
- Following efforts in 2005 to raise awareness internally, in 2006 the organization disseminated information on the policy to IFAD-funded programmes and projects, particularly through a communication campaign. An anticorruption brochure was also published.
- An anticorruption website providing all relevant information on the policy and reporting mechanisms was created in English, French, Spanish and Arabic.

Green office procedures

During 2006, IFAD developed comprehensive 'green' office procedures to institute environmentally friendly measures at its headquarters. A brochure for IFAD staff was also prepared. The aim of the procedures is to:

- propagate the culture of environmental concern
- optimize efficient use of natural resources through use of environmentally friendly technologies
- reduce waste in IFAD's operations

9/ The World Bank, the Asian Development Bank, the Inter-American Development Bank, the African Development Bank, the European Bank for Reconstruction and Development and a number of smaller international financial institutions are participating in the benchmarking initiative.

The key issues and recommendations addressed by the procedures include usage of energy and water, and 'green' procurement of office materials. Additional issues include staff health, safety and comfort; indoor air quality; acoustics in meeting rooms; aesthetic values and landscape; and waste management. The procedures will help promote IFAD as a role model in corporate social and environmental responsibilities.

Managing IFAD's liquidity, cash flow and financial policies

The Office of the Treasurer is responsible for IFAD's overall asset and liability management, including daily cash-flow operations, longer-term resource projections, investment and liquidity policy formulation, and financial risk management. It manages US\$2.4 billion worth of liquidity, all of which is fully committed to or against IFAD's loans and grants. Part of this liquidity is invested in an internally managed held-to-maturity (HTM) portfolio.

During the first quarter, the Office of the Treasurer reviewed the investment portfolio's expected rate of return based on different asset allocation scenarios. The exercise was conducted in cooperation with IFAD's financial advisor, the World Bank. The review broadly reconfirmed that the investment policy target rate-of-return of 3.5 per cent per annum over three-year periods (equivalent to IFAD's three-year replenishment cycles) would be a reasonable one based on the current conservative investment approach.

In July IFAD's Investment Advisory Committee decided on a tactical asset reallocation to protect the committed liquidity from unfavourable market conditions. To lock in a return for 2006, some of the externally managed portfolios – namely the most interest-rate sensitive ones – were liquidated for the amount of US\$500.0 million and reinvested in money market instruments (time deposits and commercial papers). This reallocation was for the short duration of six months to ensure ample flexibility in the face of changing market conditions in 2007.

During the last quarter, the Office of the Treasurer contributed to preparation of the liquidity policy document, which will provide the means of monitoring and ensuring that IFAD has adequate liquidity available at all times. In December the Executive Board reviewed and approved the proposed Liquidity Policy. The Board noted the prudent approach proposed in the policy and approved a yearly minimum liquidity level, with the understanding that the liquidity status would be monitored and reported through IFAD's investment portfolio regular reports.

Throughout the year, the Office of the Treasurer continued to play an important role in supporting IFAD's growing programme of work. In anticipation of the 10 per cent annual increase over the Seventh Replenishment period, the Office of the Treasurer initiated the first tender ever for international and domestic banking services in an effort to reinforce and streamline IFAD's loans and grants disbursement operations.

Organization and staff

At the end of the year, IFAD had 436 staff members, including the independent Office of Evaluation. There were 203 Professional and higher-category staff (excluding the positions of President and Vice-President) and 233 General Service staff. In the Professional and higher categories, staff were nationals of 61 Member States, reflecting IFAD's adherence to the principle of equitable geographical distribution. Women made up 44.3 per cent of staff in the Professional and higher categories. As in previous years, IFAD engaged the services of consultants for specific tasks, and of other temporary staff to enable it to meet its operational needs during peak periods and conferences.

Under its Associate Professional Officer/Special Programme Officer Programmes, the organization benefited from the services of 20 professionals from 11 donor countries – Belgium, Denmark, Finland, France, Germany, Italy, Japan, the Netherlands, Norway, the Republic of Korea and Sweden. In the Internship Programme, at 31 December 2006, IFAD accepted 29 professionals from 22 countries – Belgium, Benin, Cameroon, Canada, Colombia, France, Germany, Ghana, Guinea, India, Italy, Japan, Kuwait, Mauritania, Morocco, Nepal, Niger, Senegal, Sweden, Togo, Tunisia and the United States of America. Under its Fellowship Programme, IFAD concluded an agreement with the Congressional Hunger Centre, which funded the services of one fellow from the United States.

Work in the area of human resources was also guided by the milestones set out in IFAD's Action Plan for Enhancing its Development Effectiveness (see page 44). The organization formed working groups to coordinate and integrate the deliverables of the Action Plan into existing line functions.

During the year, IFAD continued to participate in a pilot study for pay-for-performance, led by the International Civil Service Commission. It also completed a workload study to assess current staffing requirements, both quantitatively and qualitatively. IFAD carried out competency assessments for directors, senior-level professionals, and staff in the Office of Human Resources, giving participating staff a clear understanding of their managerial strengths and development needs. IFAD also started developing strategic human resources skills within the Office of Human Resources to facilitate change management across the organization.

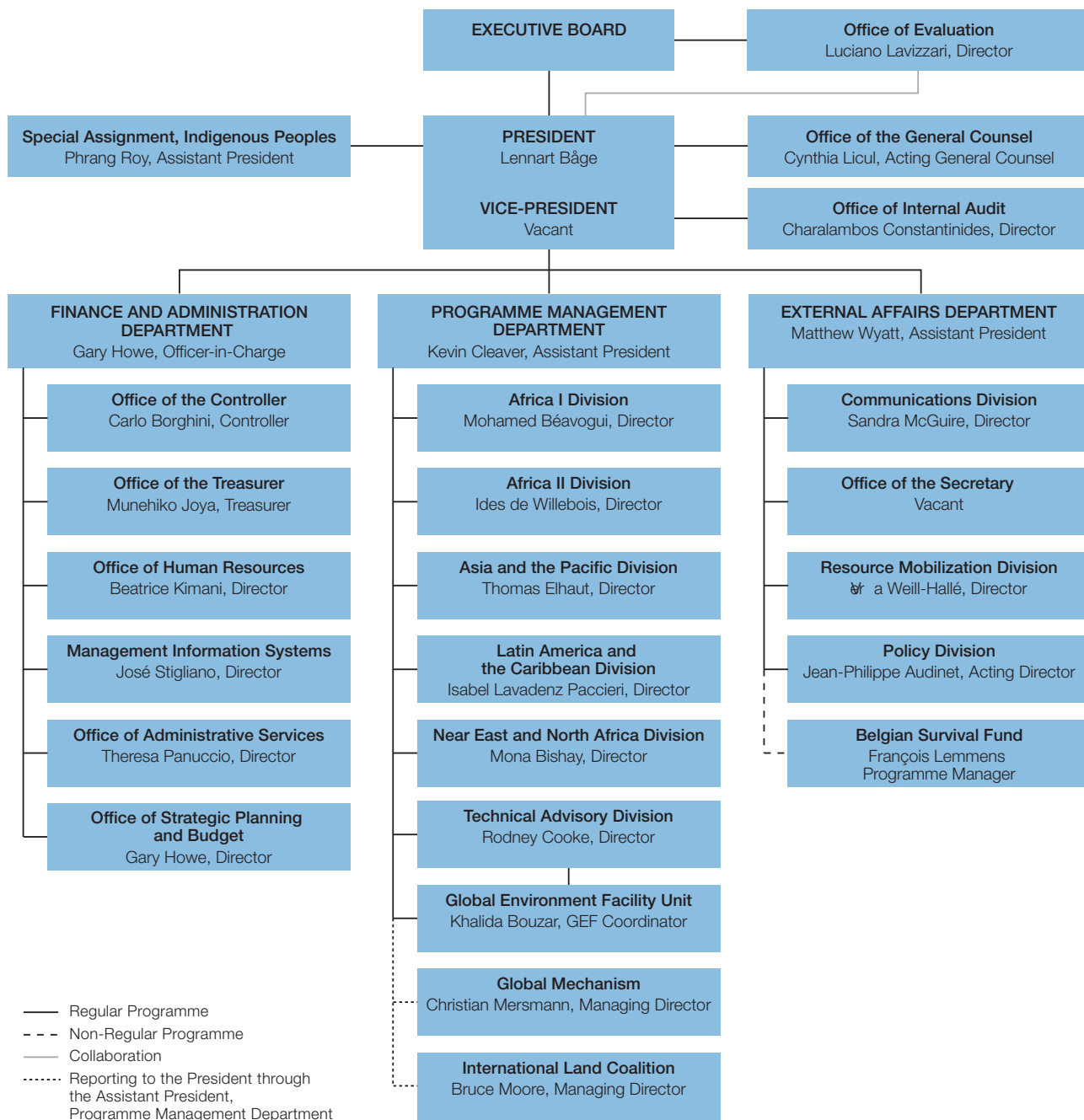
Support to staff development and training focused on performance management, competency assessment and skills development. IFAD conducted 11 refresher courses on its performance management system and developed relevant learning tools. It also launched the Competency Development Programme by training all staff in innovation competency and conducted pilot training sessions in communication and negotiation skills. Staff development activities were also undertaken in areas such as customer care and contract management, targeted selection interviewing skills, ombudsman programmes, security in the field, and languages.

A grant from the Innovation Mainstreaming Initiative contributed to developing the institutional basis and support for innovative forms of staff development such as field immersions (see page 45).

In September, the Executive Board approved an enhanced Associate Professional Officer Programme for candidates from developing countries. The programme will ensure that well qualified young professionals from developing countries have equal opportunities to be recruited, based on merit, and contribute to enhancing the equitable geographical distribution of IFAD staff.

Organizational chart

as of 31 December 2006



Membership and representation

As of 31 December 2006, IFAD had a total membership of 165 countries – 23 in List A, 12 in List B and 130 in List C, of which 49 in Sub-List C1, 50 in Sub-List C2 and 31 in Sub-List C3.

| LIST A | LIST B | LIST C | | |
|----------------|---------------------------------------|-------------------------------------|---|--|
| | | <i>Sub-List C1 Africa</i> | <i>Sub-List C2 Europe, Asia and the Pacific</i> | <i>Sub-List C3 Latin America and the Caribbean</i> |
| Australia | Algeria | Angola | Afghanistan | Antigua and Barbuda |
| Austria | Gabon | Benin | Albania | Argentina |
| Belgium | Indonesia | Botswana | Armenia | Barbados |
| Canada | Iran (Islamic Republic of) | Burkina Faso | Azerbaijan | Belize |
| Denmark | Iraq | Burundi | Bangladesh | Bolivia |
| Finland | Kuwait | Cameroon | Bhutan | Brazil |
| France | Libyan Arab Jamahiriya | Cape Verde | Bosnia and Herzegovina | Chile |
| Germany | Nigeria | Central African Republic | Cambodia | Colombia |
| Greece | Qatar | Chad | China | Costa Rica |
| Iceland | Saudi Arabia | Comoros | Cook Islands | Cuba |
| Ireland | United Arab Emirates | Congo | Croatia | Dominica |
| Italy | Venezuela (Bolivarian Republic of) | Côte d'Ivoire | Cyprus | Dominican Republic |
| Japan | | Democratic Republic of the Congo | Democratic People's Republic of Korea | Ecuador |
| Luxembourg | | Djibouti | Fiji | El Salvador |
| Netherlands | | Egypt | Georgia | Grenada |
| New Zealand | | Equatorial Guinea | India | Guatemala |
| Norway | | Eritrea | Israel | Guyana |
| Portugal | | Ethiopia | Jordan | Haiti |
| Spain | | Gambia (The) | Kazakhstan | Honduras |
| Sweden | | Ghana | Kiribati | Jamaica |
| Switzerland | | Guinea | Kyrgyzstan | Mexico |
| United Kingdom | | Guinea-Bissau | Lao People's Democratic Republic | Nicaragua |
| United States | | Kenya | Lebanon | Panama |
| | | Lesotho | Malaysia | Paraguay |
| | | Liberia | Maldives | Peru |
| | | Madagascar | Malta | Saint Kitts and Nevis |
| | | Malawi | Mongolia | Saint Lucia |
| | | Mali | Myanmar | Saint Vincent and the Grenadines |
| | | Mauritania | Nepal | Suriname |
| | | Mauritius | Niue | Trinidad and Tobago |
| | | Morocco | Oman | Uruguay |
| | | Mozambique | Pakistan | |
| | | Namibia | Papua New Guinea | |
| | | Niger | Philippines | |
| | | Rwanda | Republic of Korea | |
| | | Sao Tome and Principe | Republic of Moldova | |
| | | Senegal | Romania | |
| | | Seychelles | Samoa | |
| | | Sierra Leone | Solomon Islands | |
| | | Somalia | Sri Lanka | |
| | | South Africa | Syrian Arab Republic | |
| | | Sudan | Tajikistan | |
| | | Swaziland | Thailand | |
| | | Togo | The former Yugoslav Republic of Macedonia | |
| | | Tunisia | Timor-Leste | |
| | | Uganda | Tonga | |
| | | United Republic of Tanzania | Turkey | |
| | | Zambia | Viet Nam | |
| | | Zimbabwe | Yemen | |
| | | | Yugoslavia ¹⁰ | |

10/ Membership in IFAD governing bodies suspended by the Executive Board on 4 December 1992.

List of Governors and Alternate Governors of IFAD Member States

as of 31 December 2006^{11, 12}

| Member | Governor | Alternate |
|------------------------|---|--|
| AFGHANISTAN | Abdullah Ali | Abdul Razak Ayazi |
| ALBANIA | Jemin Gjana | Pavli Zëri (January 2006 – June 2006) Vera Gara (June 2006 –) |
| ALGERIA | Said Barkat | Rachid Marif |
| ANGOLA | Gilberto Buta Lutucuta | – |
| ANTIGUA AND BARBUDA | Leon Errol Cort | – |
| ARGENTINA | Victorio María José Taccetti | Hilda Gabardini (January 2006 – November 2006) María del Carmen Squeff (November 2006 –) |
| ARMENIA | Davit Lokyan | Zohrab V. Malek |
| AUSTRALIA | Bruce Billson (January 2006 – May 2006) Teresa Gambaro (May 2006 –) | Bruce Davis |
| AUSTRIA | Kurt Bayer | – Klaus Oehler (May 2006 –) |
| AZERBAIJAN | Emil Zulfugar Oglu Karimov | |
| BANGLADESH | M. Saifur Rahman (January 2006 – November 2006) Akbar Aki Khan (November 2006 –) | Ayub Quadri |
| BARBADOS | Erskine R. Griffith | – |
| BELGIUM | Jean De Ruyt | Philip Heuts |
| BELIZE | Michael Espot (January 2006 – April 2006) Vildo Marin (April 2006 –) | – |
| BENIN | Fatiou Akplogan (January 2006 – April 2006) Cossi Gaston Dossouhoui (April 2006 – December 2006) | Sossou Justin Adanmayi (January 2006 – February 2006) |
| BHUTAN | Sangay Ngedup | Sonam Tobden Rabgye |
| BOLIVIA | María Isabel Cadima Paz | – |
| BOSNIA AND HERZEGOVINA | Midhat Haračić | Sabahka Radjo (January 2006 – February 2006) Tamara Dogo Kovačević (February 2006 –) |
| BOTSWANA | Peter Letlhogonolo Siele | Mathias Chakalisa |
| BRAZIL | Paulo Bernardo Silva | José Carlos da Rocha Miranda |
| BURKINA FASO | Jean-Baptiste Marie Pascal Compaoré | Mamadou Sissoko |
| BURUNDI | Elie Buzoya | Cyprien Ndayegamiye |
| CAMBODIA | Chan Sarun | – |
| CAMEROON | Abdoulaye Aboubakary | Michael Tabong Kima |
| CANADA | Bruce Montador | Roger Ehrhardt |

11/ At its twenty-ninth session on 15 February 2006, His Excellency Matthew Wyatt (United Kingdom) was elected as chairperson of the Governing Council. His Excellency Dr Sultan bin Hassan Al-Dhabit Al Dousari (Qatar) and Mr Mohammad Mokhles-ur-Rahman (Bangladesh) were elected as vice chairpersons.

12/ Dates in parentheses indicate when a Governor is appointed and when he or she steps down. Where no date is given this indicates that the Governor was appointed before January 2006 and/or will continue to serve after December 2006.

| | | |
|--|--|---|
| CAPE VERDE | Maria Goretti Santos Lima (January 2006 – December 2006) José Eduardo Barbosa (March 2006 –) | Maria Goretti Santos Lima |
| CENTRAL AFRICAN REPUBLIC | Parfait-Anicet M'bay (January 2006 – November 2006) Charles Massi (November 2006 –) | Ernest Gothard-Bassebe (January 2006 – November 2006) |
| CHAD | Albert Pahimi Padacke | Boubakari Hamadou |
| CHILE | Eduardo Araya Alemparte (January 2006 – May 2006) Francisco Fuenzalida Lizana (May 2006 – June 2006) Gabriel Valdés Subercaseaux (June 2006 –) | – |
| CHINA | Li Yong | – Ju Kuilin (April 2006 –) |
| COLOMBIA | Luis Camilo Osorio Isaza (January 2006 – September 2006) Francisco José Coy Granados (September 2006 – October 2006) Sabas Pretelt de la Vega (October 2006 –) | Francisco José Coy Granados |
| COMOROS | Mohamed Abdoulhamid (January 2006 – June 2006) Siti Kassim (June 2006 –) | Ahmed Djibir (January 2006 – June 2006) – |
| CONGO | Jeanne Dambendzet | Mamadou Kamara Dekamo |
| COOK ISLANDS | Tom Marsters (January 2006 – June 2006) Wilkie Rasmussen (June 2006 –) | – |
| COSTA RICA | Victoria Guardia Alvarado de Hernández | Yolanda Gago Pérez |
| CÔTE D'IVOIRE | Richard Gbaka Zady | – |
| CROATIA | Tomislav Vidosević | – Ivo Resić (February 2006 –) |
| CUBA | Marta Lomas Morales | Alfredo Néstor Puig Pino |
| CYPRUS | George F. Poulides | Gabriel Odysseos |
| DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA | Kim Yong Suk | Choe Taek San |
| DEMOCRATIC REPUBLIC OF THE CONGO | Paul Musafiri (January 2006 – June 2006) Constant Ndom Nda Ombel (June 2006 – October 2006) Romain Nimy (October 2006 –) | – |
| DENMARK | Ole E. Moesby | Dan E. Frederiksen |
| DJIBOUTI | Abdoulkader Kamil Mohamed | Mohamed Moussa Chehem |
| DOMINICA | John Colin McIntyre | – |
| DOMINICAN REPUBLIC | Mario Arvelo Caamaño | – |
| ECUADOR | Emilio Izquierdo Miño | Patricia Borja (January 2006 – December 2006) Mónica Martínez Mendiño (December 2006 –) |
| EGYPT | Amin Ahmed Mohamed Othman Abaza (January 2006 –) | Helmy Abdel Hamid Bedeir (January 2006 – February 2006) – |
| EL SALVADOR | José Roberto Andino Salazar | – María Eulalia Jiménez Zepeda (February 2006 –) |
| EQUATORIAL GUINEA | Teodoro Nguema Obiang Mangue | – |
| ERITREA | Arefaine Berhe | Zemedede Tekle Woldetatos |

| | | |
|-------------------------------|---|--|
| ETHIOPIA | Adissu Legesse | Mengistu Hulluka Deyas (January 2006 – April 2006) Omer Furkan Temesgen (April 2006 – June 2006) Abay Teshome Grum (June 2006 –) |
| FIJI | Seremaia Tuinaugusori Cavuitati | – |
| FINLAND | Hannu Kyröläinen | Pasi Hellman (January 2006 – April 2006) Pekka Hukka (April 2006 –) |
| FRANCE | Ambroise Fayolle | – |
| GABON | Faustin Boukoubi | Yolande Bivigou |
| GAMBIA (The) | Yankouba Touray (January 2006 – November 2006) Kanji Sanneh (November 2006 –) | Karamo Kebba Bojang |
| GEORGIA | Mikheil Svimonishvili (January 2006 – November 2006) Petre Tsiskarishvili (November 2006 –) | Zaal Gogsadze |
| GERMANY | Michael Hofmann | – |
| GHANA | Ernest Akobuor Debrah | Kofi Dsane-Selby (January 2006 – August 2006) Worwornyo Agyeman (August 2006 – October 2006) Charles Agyei-Amoama (October 2006 –) |
| GREECE | Anastassis Mitsialis | Emmanuel Manoussakis |
| GRENADA | Joseph S. Charter | – |
| GUATEMALA | Francisco Bonifaz Rodríguez | Ileana Rivera de Angotti |
| GUINEA | Jean Paul Sarr | Ibrahima Cherif Bah |
| GUINEA-BISSAU | Sola Na Quilin Na Bitchita | – |
| GUYANA | Laleshwar K.N. Singh | – |
| HAITI | Philippe Mathieu (January 2006 – June 2006) François Séverin (June 2006 –) | Franck Hyppolite |
| HONDURAS | Mariano Jiménez Talavera (January 2006 – February 2006) Héctor Hernández Amador (February 2006 –) | – Nehemías Martínez (February 2006 –) |
| ICELAND | Jón Erlingur Jónasson | Hermann Örn Ingólfsson |
| INDIA | Palaniappan Chidambaram | Ashok Chawla |
| INDONESIA | J.B. Kristiadi | Djafar Husein |
| IRAN (ISLAMIC REPUBLIC OF) | Seyed Mojtaba Arastoo (January 2006 – December 2006) Eshagh Al Habib (December 2006 –) | Adel Jalili (January 2006 – February 2006) – |
| IRAQ | Hoshiyar Mahmoud al-Zebari | – |
| IRELAND | John Francis Cogan (January 2006 – October 2006) Sean O’Huiginn (October 2006 –) | Padraic Dempsey |
| ISRAEL | Ehud Gol (January 2006 – September 2006) Gila Livnat Rosiner (September 2006 –) | Denis-Paul Mordehay-Rodgold (January 2006 – October 2006) |
| ITALY | Michele Vietti (January 2006 – June 2006) – Pier Paolo Cento (September 2006 –) | – |
| JAMAICA | Ransford A. Smith (January 2006 – December 2006) | – |

| | | |
|-------------------------------------|---|---|
| JAPAN | Yuji Nakamura | Kiyoshi Kodera (January 2006 – April 2006) Rintaro Tamaki (April 2006 –) |
| JORDAN | Suhair al-Ali | – |
| KAZAKHSTAN | Akhmetzhan S. Yessimov | – |
| KENYA | Kipruto Rono Arap Kirwa | – |
| KIRIBATI | Martin Puta Tofinga | Tukabu Teroroko |
| KUWAIT | Bader Mishari Al-Humaidhi | Abdulwahab Ahmed Al-Bader |
| KYRGYZSTAN | Alikbek Jekshenkulov | – |
| LAO PEOPLE'S DEMOCRATIC REPUBLIC | Chansy Phosykhram (January 2006 – February 2006) Somdy Douangdy (February 2006 –) | Phoupnet Khamphounvong |
| LEBANON | Louis L. Lahoud (January 2006 – October 2006) Ghattas Akl (October 2006 –) | Rania Khalil Zarzour |
| LESOTHO | Daniel Rakoro Phororo | Mathoriso Molumeli |
| LIBERIA | George Kramee (January 2006 – March 2006) J. Chris Toe (March 2006 –) | John B. Samuels |
| LIBYAN ARAB JAMAHIRIYA | Abdalla A. M. Zaied | – |
| LUXEMBOURG | Jean-Louis Schiltz | Arsène Jacoby |
| MADAGASCAR | Harison Edmond Randriarimanana | Auguste Richard Paraina |
| MALAWI | Uladi Mussa (January 2006 – November 2006) Bingu wa Mutharika (November 2006 –) | Charles J. Matabwa |
| MALAYSIA | Izzudin bin Dali | Lily Zachariah |
| MALDIVES | Abdulla Kamaludeen | Hamdun Hameed |
| MALI | Seydou Traoré | Ibrahim Bocar Daga |
| MALTA | Abraham Borg (January 2006 – February 2006) Pierre Hili (February 2006 –) | Pierre Hili |
| MAURITANIA | Mohamed Ould El Abed | Yahya N'Gam |
| MAURITIUS | Arvin Boolell | Denis Cangy |
| MEXICO | Rafael Tovar y de Teresa | Vladimir Hernández |
| MONGOLIA | Dendev Terbichdagva | Tserendorj Gankhuyag |
| MOROCCO | Moha Marghi | Ali Lamrani |
| MOZAMBIQUE | Aiuba Cuereneia | Pedro Conceicao Couto (January 2006 – December 2006) Ernesto Gouveia Gove (December 2006 –) |
| MYANMAR | Htay Oo | – |
| NAMIBIA | Wilfred Inotira Emvula (January 2006 – September 2006) Michael Mutonga (September 2006 –) | Desmond R. Tshikesho |
| NEPAL | Keshar Bahadur Bista (January 2006 – May 2006) Mahantha Thakur (May 2006 –) | Ganesh Kumar (February 2006 –) |
| NETHERLANDS | A. M. Agnes van Ardenne-van der Hoeven | Ewald Wermuth |
| NEW ZEALAND | Julie Clare MacKenzie | Tiffany Babington |
| NICARAGUA | José Cuadra Chamorro (January 2006 – June 2006) Piero Coen Montealegre (June 2006 –) | Amelia Silvia Cabrera |

| | | |
|----------------------------------|---|--|
| NIGER | Ausseil Mireille Fatouma | - |
| NIGERIA | Alhaji Adamu Bello | - |
| NIUE | Young M. Vivian (July 2006 -) | - |
| NORWAY | Nils Haugstveit (January 2006 - November 2006) Henrik Harboe (November 2006 -) | Ingrid Glad |
| OMAN | Khalfan bin Saleh Mohammed Al Naebi | - |
| PAKISTAN | Sikandar Hayat Khan Bosan | - Akram Malik (November 2006 -) |
| PANAMA | Horacio J. Maltez (January 2006 - March 2006) Eudoro Jaén Esquivel (March 2006 - May 2006) Carlos A. Vallarino (May 2006 -) | Horacio J. Maltez (January 2006 - May 2006) Eudoro Jaén Esquivel (May 2006 -) |
| PAPUA NEW GUINEA | Bart Philemon (Acting) (January 2006 - July 2006) Rabbie Namaliu (July 2006 -) | - |
| PARAGUAY | Jorge Figueredo Fratta | Ana María Baiardi Quesnel (January 2006 - August 2006) Liz Haydee Coronel Correa (August 2006 -) |
| PERU | Harold Forsyth Mejía (January 2006 - March 2006) Roberto Seminario Portocarrero (March 2006 -) | Pedro Alberto Mario Rubín Heraud |
| PHILIPPINES | Margarito B. Teves | - |
| PORTUGAL | Carlos Manuel Inácio Figueiredo | Carlos Manuel dos Santos Figueiredo |
| QATAR | Sultan bin Hassan al-Dhabit al-Dousari (January 2006 - September 2006) Abdul Rahman bin Khalifa bin Abdul Azziz Al-Thani (September 2006 -) | - |
| REPUBLIC OF KOREA | Cho Young-jai | Kim Chang-hyun |
| REPUBLIC OF MOLDOVA | Anatolie Spivacenco | Lilia Razlog |
| ROMANIA | Nicolae Flaviu Lazin | Cristian Valentin Colteanu |
| RWANDA | Anastase Murekezi | Emmanuel Ndagijimana |
| SAINT KITTS AND NEVIS | Cedric Roy Liburd | - |
| SAINT LUCIA | Ignatius Jean (January 2006 - December 2006) Ezechiel Joseph (December 2006 -) | Julius Polius (January 2006 - December 2006) Martin Satney (December 2006 -) |
| SAINT VINCENT AND THE GRENADINES | Montgomery Daniel | - |
| SAMOA | To'omata Alapati Poesé To'omata (January 2006 - April 2006) Tava Tavaga Kitiona Seuata (April 2006 -) | - |
| SAO TOME AND PRINCIPE | Gaudêncio Luis da Costa (January 2006 - June 2006) Cristina Maria Fernandes Dias (June 2006 -) | - |
| SAUDI ARABIA | Fahad bin Abdulrahman Balghunaim | - Hamad bin Sulaiman Al Bazei (February 2006 -) |
| SENEGAL | Habib Sy (January 2006 - February 2006) Farba Senghor (February 2006 -) | Papa Cheikh Saadibou Fall |
| SEYCHELLES | Ronald Jumeau | - |

| | | |
|--|---|---|
| SIERRA LEONE | Sama Sahr Mondeh | Cristina F.S. Wright (January 2006 – March 2006) Foday Duramani Mohamed Seisay (March 2006 –) |
| SOLOMON ISLANDS | Enele Kwanairara (January 2006 – May 2006) Trevor Olavae (May 2006 – October 2006) Toswell Kaua (October 2006 –) | Ezekiel Walaodo |
| SOMALIA | Hassan Mohamed Noor (January 2006 – October 2006) Abdulqadir Nur Arale (October 2006 –) | – |
| SOUTH AFRICA | Lenin Magigwane Shope | Margaret Mohapi |
| SPAIN | Eduardo Ibáñez López-Dóriga | Jorge Cabrera Espinós |
| SRI LANKA | E. Rodney M. Perera | Niluka Kadurugamuwa (January 2006 – September 2006) Saranya Hasanthi Urugodawatte Dissanayake (September 2006 –) |
| SUDAN | Mohamed El Amin Kabashi Eisa | Ahmed Magdoub Ahmed (February 2006 –) |
| SURINAME | Jaswant Sahtoe | Gerhard Otmar Hiwat |
| SWAZILAND | Mtiti Fakudze | Christopher Nkwanyana |
| SWEDEN | Ruth Jacoby (January 2006 – November 2006) Joakim Szymne (November 2006 –) | Stefan Emblad |
| SWITZERLAND | Serge Chappatte | Martin Rohner (January 2006 – November 2006) Lukas Siegenthaler (November 2006 –) |
| SYRIAN ARAB REPUBLIC | Adel Safar | Hassan Al-Ahmad |
| TAJIKISTAN | Talbak Nazarov | – |
| THAILAND | Banphot Hongthong | Tritaporn Khomapat |
| THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA | Ivan Angelov (January 2006 – February 2006) Lidija Cadikovska (February 2006 –) | – |
| TIMOR-LESTE | Estanislau Alexio da Silva | Cesár José da Cruz |
| TOGO | Charles Kondi Agba (January 2006 – October 2006) Yves Mado Nagou (October 2006 –) | Ekoué Kandé Assiongbon |
| TONGA | Viela K. Tupou | – |
| TRINIDAD AND TOBAGO | Jarette Narine | – |
| TUNISIA | Mohamed Nouri Jouini | – |
| TURKEY | Sitki Uğur Ziyal | – |
| UGANDA | Ezra Suruma | – |
| UNITED ARAB EMIRATES | Mohamed Khalfan bin Khirbash | – Abdulla Ahmed bin Abdul Aziz (February 2006 –) |
| UNITED KINGDOM | Matthew Wyatt (January 2006 – September 2006) James Harvey (September 2006 –) | Elizabeth Nasskau |
| UNITED REPUBLIC OF TANZANIA | Charles N. Keenja (January 2006 – January 2006) Joseph Mungai (January 2006 – November 2006) Stephen Masatu Wassira (November 2006 –) | Costa Ricky Mahalu (January 2006 – March 2006) Grace Abdiel Shangali (March 2006 – October 2006) Ali K. Karume (October 2006 – November 2006) – |

| | | |
|---------------------------------------|--|---|
| UNITED STATES OF AMERICA | John W. Snow (January 2006 – July 2006) Henry M. Paulson (July 2006 –) | Anthony Wayne |
| URUGUAY | Ramón Carlos Abin De María | Gabriel Bellón |
| VENEZUELA (BOLIVARIAN REPUBLIC OF) | Nelson J. Merentes Díaz | Rudolf Römer Pieretti |
| VIET NAM | Thi Bang Tam Le (January 2006 – November 2006) Tran Xuan Ha (November 2006 –) | Truong Thai Phuong (January 2006 – February 2006) Yen Nguyen Thi Hong (February 2006 – November 2006) Nguyen Thanh Do (November 2006 –) |
| YEMEN | Hasan Omar Sowaid (January 2006 – April 2006) Jalal Ibrahim Fakira (April 2006 –) | Abdulrahman Mohammed Bamatraf |
| ZAMBIA | Webby D. Kamwendo (January 2006 – February 2006) James Katoka (February 2006 – October 2006) Daniel Kalenga (October 2006 –) | – |
| ZIMBABWE | Joseph M. Made | Mary Margaret Muchada |

List of Executive Board Directors

as of 31 December 2006¹³

| Member | | Alternate Member | |
|---|---------------------------------------|---|----------------------|
| LIST A | | | |
| James Melanson | Canada | Heidi Pihlatie | Finland |
| Alain Guillouët (January 2006 – July 2006) | France | Philip Heuts | Belgium |
| Vincent Perrin (July 2006 –) | | | |
| Bernd Dunnzlauff | Germany | Lothar Caviezel | Switzerland |
| Augusto Zodda | Italy | Georgios Pandremenos | Greece |
| Kazumi Endo | Japan | Kristian Hojersholt | Denmark |
| Margaret Slettevold (January 2006 – August 2006) | Norway | Ann Uustalu | Sweden |
| Arne B. Hønningstad (August 2006 –) | | | |
| Matthew Wyatt (January 2006 – September 2006) | United Kingdom | Ewald Wermuth (January 2006 – April 2006) | Netherlands |
| Neil Briscoe (September 2006 –) | | Theo van Banning (April 2006 –) | |
| Mark M. Jaskowiak | United States | Eduardo Ibáñez López-Dóriga | Spain |
| LIST B | | | |
| Hesham Ibrahim Al-Waqayan | Kuwait | Majed Ali Ahmed Omran Al Shamsi | United Arab Emirates |
| Ganyir Lombin | Nigeria | – | Qatar |
| Ahmed Ben Souleiman Al-Aquil (January 2006 – May 2006) | Saudi Arabia | Soltan Saad S.K. Al-Moraikhi (May 2006 –) | Indonesia |
| Abdul Rahman Mohammad A. Alangari (May 2006 –) | | Hasanuddin Ibrahim | |
| Heidi González | Venezuela (Bolivarian Republic of) | Larbi Boumaza | Algeria |
| LIST C | | | |
| SUB-LIST C1 | | | |
| Africa | | | |
| Said Mohamed El Sayed Mansour | Egypt | Ibrahim Bocar Daga | Mali |
| – | South Africa | Médi MOUNGUI | Cameroon |
| SUB-LIST C2 | | | |
| Europe, Asia and the Pacific | | | |
| Ju Kuilin | China | Mirza Qamar Beg | Pakistan |
| Ashok Chawla | India | Sitki Uğur Ziyal | Turkey |
| SUB-LIST C3 | | | |
| Latin America and the Caribbean | | | |
| Benvindo Belluco | Brazil | Francisco Bonifaz Rodríguez | Guatemala |
| Rafael Tovar y de Teresa | Mexico | Hilda Gabardini (January 2006 – November 2006) | Argentina |
| | | María del Carmen Squeff (November 2006 –) | |

^{13/} Dates in parentheses indicate when a Director is appointed and when he or she steps down. Where no date is given, this indicates that the Director was appointed before January 2006 and/or will continue to serve after December 2006.