

Annex (2)

((KINDLY ANSWER FOLLOWING QUESTIONS BEFORE SUBMISSION, TAKING INTO ACCOUNT THAT AN OVERALL WORD COUNT OF BETWEEN 1,000 AND 3,000 APPLIES FOR ALL FOUR ANSWERS COMBINED)))

As a proud citizen of Kuwait, a country with an average contribution to global humanitarian aid of 2.7% of GDP averaged annually in the last fifty years, and named as a Humanitarian Center, I truly commit toward compacting hunger and poverty around the world.

- 1. Why do your qualifications and experiences make you a suitable candidate and what values would guide you as the President of IFAD? Describe also your management style, how you would work with your ideal senior management team and ensure a good work environment within the organization.**

My diverse experience between public and private provided me with knowledge, experience, and right skills, which I believe it will add value to IFAD, to meet the organizational objectives and directing resources efficiently and effectively in realizing its vision. In addition, working successfully with several boards throughout my professional career harnesses my ability to align the board members' expectations through transparency and their engagement to achieves the main objectives and tackle challenges by seeking their guidance as well as to proceed with the future programs.

In my recent post in the public sector as Secretary-General of the General Secretariat of the Supreme council for Planning and Development (GS-SCPD), together with my team, we initiated a full transformation plan with a vision to build a national planning institution with a motto of thinking global and acting local. The transformation was initiated an internal audit. Understanding and assessing the organizational gaps are the keys to implement an impactful change within the organization. Then launch a human capital development plan to recognize talented and skilled individual within the organization. The implementation is always complemented with communication management essential to bridging. We follow the best practice norms in the operation of the organization to achieve success in the transformation. The plan was put together with the responsible sponsor, the Minister of planning affairs at the time and made sure to be aligned with the minister's expectations before it was launched. It is essential to bring all stakeholders on board and never leave anyone behind through transparent dissemination of knowledge.

The management style I adopt is highly dependent on the organization to be lead. In case of IFAD, an international organization with a global mission, there will be more focus on managing the workplace through adopting proper governance, high integrity, and transparency as being the main two values. Other values include team building, innovation enablement, and empowerment. The challenges facing IFAD in a highly unpredictable global environment with unprecedented current and future crises should be tackled with solid establishment at the internal level where solidarity and passion to achieve its humane goals are very crucial. Hence resolving to the board of governors for guidance and strategic directions becomes essential for being able to achieve high impact.

2. What are the lessons you have learnt related to strategic thinking and in formulating development strategies and plans, and how will you use them to advance IFAD's mission?

Several lessons learnt,

- Prioritize the organizational goals based on impact. The highest impact comes first
- Sets clear and relevant strategic success indicators (KPIs for strategic goals), what you cannot measure, you cannot manage
- Seeks guidance from the board on strategic directions, not engaging the board will limit your success
- Review, Builds or update the organizational bylaws to ensure the existence of a transparent workplace with proper governance and knowledge exchange
- Focusses on achieving strategic goals and empower executives to lead the operation
- Build a partnership network that supports the core function of the organization

I do believe these lessons can be used to advance IFAD's mission on many fronts

- IFAD's fifth Strategic Framework will be concluded in three years, in 2025, hence a newly updated strategic frame exercise should be initiated. The new frame should take in consideration, the current global status of hunger, malnutrition, and poverty with special emphasis on fragile economies, war zone and failed states, countries in serious needs as well as countries with malnutrition due to food abundance.
- Build signature programs that are platform-based economy able to create opportunities and linked to the market
- Expand partnership with the philanthropic global organizations and private sector to finance Agro Platform (will be explained in later questions)
- Connect with research and development centers around the world to advocates changes in countries to increase the yield of land, adoption of low water technology and others
- Enhance knowledge transfer through South-South cooperation
- Serving the underserved who needs our help the most, prioritizing the programs aligned with this direction.
- Enter global policy dialogue

3. What is your vision for IFAD? How would you strengthen its role and effectiveness as part of the international aid architecture, particularly in the context of COVID-19, economic shocks, climate change and biodiversity erosion? And in contributing to achieving the Sustainable Development Goals by 2030, especially the elimination of hunger, malnutrition and poverty, including in the most fragile contexts?

Although the mission of IFAD is focused on *transforming rural economies and food systems by making them more inclusive, productive, resilient, and sustainable*, the consideration of other economies to be included in the transformation can create a better-balanced approach to a new suggested mission aligned with the SDG agenda that includes all economies. The accelerated changes noticed in many countries around the world are expected to add more countries to the list of distraught and fragile economies, hence, a preventive measure must be taken through programs

financed or co-financed by these economies who should start building more productive, resilient, and sustainable system as a preventive strategy advocated by IFAD.

The IFAD's sixth strategic framework should address the post-COVID19, economic shocks, climate change and biodiversity erosion as well as de-risking. The frame should be inclusive and "no one left behind" principle should be taken literally. Given this consideration, building a portfolio of signature programs creates opportunities and jobs in specific. One signature program can be the Agro Platform that connect all relevant stakeholders in the agricultural sector. The Agro Platform program includes, the supply chain, the market development, R&D, infrastructure (to connect the supply with the demand), such a wholistic approach will increase the maximize the financial resources impact and perhaps attract more financing.

Improving the visibility of IFAD requires the implementation of strategic communication that focuses on rebranding IFAD as a development fund focuses on agriculture rather than an agriculture development fund. The difference simply broadens the scope of agriculture sector to include all relevant sectors in the supply chain especially the market development and building supporting infrastructure.

My vision for IFAD can be described in four dimensions

- Financing agriculture platform economy
- De-risking economies that start to show weakness upon the current shocks and crises
- Expand partnership with the private sector and social entrepreneurs
- Establish a global policy dialogue on wholistic Water-Food-Energy-Climate Change Nexus

4. As President, how would you ensure IFAD's continued financial sustainability and mobilization of more resources (particularly to the poorest countries and in light of economic constraints), to allow IFAD to fulfil its mission and exert its comparative advantages? How could IFAD further strengthen its cooperation with low- and middle-income countries?

The sustainability of financing IFAD programs is highly correlated with the impact of the programs on the countries in need. As President, I would focus on designing programs that are wholistic with maximum impact. These programs should be innovative and disruptive in tackling the challenges, hence, human capital development program in low- and middle-income countries in the agriculture development with the introduction of technology will be impactful and support the realizations of IFAD's strategic objectives. Traditional ways to tackle the current challenges are short-lived and will not encourage sustainable financing. As mentioned above, expanding the partnership with the private sectors, philanthropic organizations, and co-financing with the countries will ensure sustainable financing as well.

IFAD's accumulated knowledge in development since its inception can be mobilized to support low- and middle- income country greatly in the form of advisory services. When financing is linked to economic reforms in these countries, it will improve the resilience of these economies and gradually can reach a higher state of income bracket, countries like south Korea is a good example.