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Investing in rural people

## People, Processes and Technology Plan: Update and Budget Drawdown Request for 2021

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**For: Approval**

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## Abbreviations and acronyms

ERM	enterprise risk management
HRD	Human Resources Division
ICO	IFAD Country Office
KPI	key performance indicator
PPTP	People, Processes and Technology Plan
RMO	Office of Enterprise Risk Management
SWP	Strategic Workforce Planning
TCI	targeted capacity investment

## **Recommendation for approval**

The Executive Board is invited to approve the recommendation for drawdown of 2021 funding under the targeted capacity investment envelope as contained in paragraph 58.

### **I. Introduction**

1. The People, Processes and Technology Plan (PPTP) aims to ensure that IFAD has sufficient human resources with appropriate capabilities, efficient corporate processes and the technological solutions required to expand and deepen IFAD's development results. PPTP is a key enabler of the Twelfth Replenishment of IFAD's Resources (IFAD12) business model and IFAD's efforts to maximize its contribution to the 2030 Agenda for Sustainable Development.
2. The Executive Board approved the PPTP at its April 2020 session (see EB 2020/129/R.3/Rev.2). An update was then reviewed by the Board at its September 2020 session (see EB 2020/130/R.39/Rev.1). This paper presents the status of the plan at the end of year one of implementation, an overview of the activities planned for 2021 and proposed budget drawdown for 2021.

### **II. Update on people, processes and technology workstreams**

#### **A. People**

3. The objective of the people workstream is to ensure that IFAD has the right people, with the right skills, in the right roles and at the right times and places. Activities under this workstream are intended to help IFAD build and manage an agile workforce and respond to changes in IFAD's strategic direction as envisaged in IFAD12 and other corporate priorities (such as further decentralization) to effectively deliver current and future programmes of work.
4. Progress made in each area is presented below.
  - (i) **Strategic workforce planning**
5. Strategic workforce planning (SWP) enables IFAD to understand the human capital requirements needed to deliver on its current and potential programme of work. The SWP exercise, which was implemented in three phases, concluded in October 2020. Phase 3 focuses on recommendations that address capacity and skills gaps at the position/division level in the medium term.
6. SWP work to date across the three phases is as follows:
  - (i) An assessment of gaps in existing human resource capacity completed, focusing on areas critical for delivering systemic impact (e.g. development finance and private sector engagement);
  - (ii) An IFAD-wide workforce plan at skills-group level developed, including allocations across departments/divisions, full-time equivalents in headquarters/field, staff/consultants, and General Service/Professional staff; and
  - (iii) Implementation of phase 2 workforce plans through a collaborative, strategic cross-divisional approach from August to October 2020. This included development of: (i) a capacity plan, which provided a position-level overview by division for 2024 (including, for example, positions that can be abolished); and (ii) a learning plan outlining the priority areas for upskilling and training at role level to feed into divisional development plans.
7. The SWP exercise will feed into the all-staff job audit. The audit, to be carried out in two parts ending in the second quarter of 2021, will focus on: (i) revising generic

job profiles and populating them with skills; and (ii) assessing grade levels through an independent classification exercise.

**(ii) Targeted upskilling/reskilling training**

8. Organization-wide upskilling/reskilling training is aimed at addressing the skills needs of critical roles identified in phase 2 of the SWP exercise, such as country directors, finance/legal/risk/procurement officers, and technical specialists.
9. The following initiatives for various skills groups were undertaken in the third quarter of 2020:
  - Programme management: 33 country directors trained on leadership;
  - Finance: 15 staff members enrolled in a public finance and accounting certification programme;
  - 96 staff members taking risk management training to address skill gaps in financial crime and controllership;
  - A finance certification programme in private sector financial due diligence under development; and
  - Human resources: 23 staff members to take human resources certification/specialization courses.
10. Data captured from the SWP exercise has contributed to IFAD-wide learning plans, resulting in a series of core curricula by skill group in the context of IFAD's integrated talent management framework.
11. IFAD aims to retain the maximum number of staff. However, the initiatives launched under the people workstream and other corporate workforce and talent management priorities, in addition to positions considered redundant under SWP, are likely to result in some staff being considered for separation by the organization.
12. As previously reported, IFAD is considering the following reasons for possible separation from IFAD:
  - Staff whose skills and professional profiles are incompatible with being upskilled or reskilled; staff who do not successfully complete upskilling or reskilling training; staff who reject upskilling or reskilling training; staff whose skills and/or professional profile do not fit within IFAD's new corporate priorities;
  - Staff interested in early separation (e.g. those nearing retirement age), whose separation is deemed to be in the interests of the organization; and
  - Staff who have not substantially improved their performance after the completion of a performance improvement plan or a similar instrument approved in the relevant human resources provisions.
13. Should any of the options above be followed, the separation of staff would be processed in accordance with IFAD's Staff Rules and the Human Resources Implementing Procedures as may be amended from time to time, with various funding sources and timelines. The Human Resources Division (HRD) has already approached some staff members and expects to have finalized several separation agreements by year-end at an estimated cost of US\$0.5 million.

**(iii) Performance management**

14. A redesigned end-to-end performance management process to enhance and support the ability of supervisors to manage underperformance was also implemented recently. The focus has been on concrete policy changes and support tools to manage underperformance, including ensuring proactively managing underperformance as an explicit managerial goal.

15. A new rating system, a weighted objective evaluation process and ongoing check-ins from supervisors have been introduced. New policies and procedures have been developed to mitigate the risk of performance disputes and to better monitor improvements in performance against clearly defined timelines and outputs for underperforming staff.
16. A mandatory training plan for all IFAD managers with supervisory roles, linked to upskilling in the areas of leadership and performance management, is being rolled out. Approximately 50 managers are expected to have started training by end-2020, with about 130 of those remaining to begin in 2021. This plan supports continuous training and support throughout the 2021 performance management cycle to ensure greater impact on its results.

#### **(iv) Employee value proposition**

17. A competitive employee value proposition (EVP) that reflects IFAD's core values of encouraging diversity and gender equality is a prerequisite for attracting and retaining talent. Management has taken steps to increase the Fund's attractiveness and address the challenge of attracting highly specialized talent – especially for work in the field.
18. Based on the findings of the human resources study, a focused approach to revamping IFAD's EVP has been rolled out. This includes: (i) remaining within the International Civil Service Commission compensation framework, while making use of additional flexibility in certain categories; and (ii) permitting recruitment incentives for a very specific and limited segment of profiles that are considered critical to the organization. IFAD is also reviewing its performance rewards and recognition framework to provide further incentives for high performance.
19. Internal and external outreach and communication efforts to promote IFAD's attractiveness proposition began during the fourth quarter of 2020 and are ongoing, covering three focus areas: employer branding, audience engagement and network and dialogue. Promotion channels include the corporate intranet, social media, external websites and events.

## **B. Processes**

20. The objective of the processes workstream is to ensure that IFAD's underlying business processes are fit for purpose and provide IFAD with the operational capacity to meet its objectives, manage its risks and enhance its efficiency.
21. Since the September 2020 session of the Executive Board, implementation of the 18 quick wins and work on a further 25 priorities (43 in total) for 2020 has continued across the five (of seven) original process areas: travel, recruitment, consultant management, corporate procurement and document processing.
22. Work in the two remaining process areas, loan disbursement and supplementary funds, will commence in 2021 as planned. An overview of implementation progress by process area and output are set out below and in appendix II.
23. **Travel.** Each year IFAD processes around 5,500 expense reports, of which a significant proportion require rework due to user error. This places a significant burden on the travel team, travel originators, budget assistants, budget holders and travellers. Of the nine recommendations for implementation in 2020, the detailed business requirements for all have been completed. Management expects to save approximately 4,500 staff hours as a result of the changes in tangible benefits as well as intangible benefits such as improved process awareness, reduced rework and improved user experience.
24. **Recruitment.** Each year IFAD recruits about 130 staff members. On average, the process takes 115 days from advertisement to approval. The detailed design for the nine recommendations under the recruitment process area have been completed. Management expects tangible staff time savings of 2,600 hours upon completion of

implementation. One example is the enhancement of the pre-screening process whereby a best practice guide was implemented for phone interviews, video screening and written assessments. This will save 500 hours across IFAD, as well as enhancing the recruitment experience for candidates. Intangible benefits include reduced rework, reduced risk and improved user experience.

25. **Consultant management.** Each year IFAD processes around 5,000 consultant management contracts, of which 42 per cent require revision and re-approval by HRD and the hiring division. Of the 11 recommendations for implementation in 2020, the detailed business requirements for 10 have been completed. Management expects over 3,700 hours in staff time savings to be realized from full implementation of these recommendations, as well as intangible benefits such as improved data consistency and improved user experience.
26. **Corporate procurement.** Each year IFAD conducts 25 tenders of more than EUR 50,000, prepares 50 new contracts and long-term agreements, and renews expiring contracts. Six of the 11 recommendations under corporate procurement are scheduled for implementation in 2020 (the remaining five are planned for 2021). By year-end, detailed business requirements will be complete on all six with certain changes implemented – for example, process metrics for corporate procurement to measure process performance have been defined to track the number of tenders and direct selections, time spent assisting originators and assessing the quality of terms of references. In addition, IFAD expects intangible benefits to include increased process compliance and higher service delivery levels.
27. **Document processing.** In 2019, the Office of the Secretary (SEC) processed nearly 6 million words in IFAD’s four official languages for the Fund’s governing bodies meetings. Detailed business requirements will be completed on eight of the 10 recommendations for implementation in 2020. One key action will be a communication campaign to increase awareness among originators of document writing and submission guidelines. Benefits include a potential 25 per cent reduction in the number of words submitted to SEC (and consequent reduction in reading time for Member State representatives), a reduction in rework and increased accountability among originators. Intangible benefits accruing from full implementation include increased accountability and improved process awareness.

#### **Benefits tracker**

28. The implementation of the highest priority 43 recommendations proposed by Alvarez & Marsal in the Business Process Re-engineering report and endorsed by Management will realize tangible benefits of 15,000 staff hours and up to US\$1.5 million per year, in addition to intangible benefits.
29. During the September 2020 session of the Executive Board, representatives requested further information on how benefits and savings were calculated. In response, a benefits tracker has been developed. The tracker covers all recommendations, and benefits are calculated by comparing the cost/effort of a process ex ante (baseline) and after the recommendations have been implemented (realized to date). The tracker provides a consolidated overview of all key business process re-engineering initiatives, shows targeted benefits and the status of their implementation, and provides details on key deliverables and benefit measures. An example showing how benefits were identified, quantified and tracked for the consultant management process area is shown in appendix I.

#### **Implementation schedule by work area**

##### **(i) Implementation of 18 quick wins**

Management is projecting that the detailed business requirements for 18 quick wins will be 100 per cent complete in 2020. The technology changes are currently being implemented and are expected to be completed during 2021.

(ii) **Implementation of a further 25 recommendations**

In relation to the implementation of 25 further recommendations, Management is projecting that all non-IT elements (44 per cent) and all business requirements for necessary IT changes (56 per cent) will be completed in 2020. The associated technology changes are projected to be implemented during 2021.

(iii) **Review of additional business processes**

In addition to the work being performed on its supporting business processes, Management has commenced a review to identify and re-engineer seven to 10 additional business processes. These processes will be selected primarily on the basis of potential benefits. Management will provide an update on progress at the April 2021 session of the Executive Board.

(iv) **Business process maturity review**

In September 2020, Management began the business process maturity review across IFAD. The review will identify actions IFAD can take to strengthen its ability to drive continuous process improvement internally. Management will provide an update on progress at the April 2021 session of the Board.

**Enterprise risk management**

30. Management has continued to advance the implementation of planned enterprise risk management (ERM) reforms in an integrated manner across the organization since April 2020. The Office of Enterprise Risk Management (RMO) has been operational and staff members recruited since September. The RMO supports IFAD's strategic mandate by coordinating and providing oversight over the implementation of the Enterprise Risk Management Framework (ERMF) approved by the Executive Board.
31. The following activities are under way or completed as at the time of writing:
  - (i) identification of priority areas to ensure alignment of relevant policies and guidelines with standards, given the need to maintain the credit rating obtained;
  - (ii) calibration of the RMO charter and terms of reference of the revised risk committee structure;
  - (iii) review and operationalization of opportunities to revise, intensify and enrich information flows within different IFAD divisions, to Senior Management and to the Executive Board;
  - (iv) evaluation of opportunities to improve key risk indicators, metrics, IT tools and control processes currently used;
  - and (v) continued strengthening of financial risk management through enhancement of risk measurements and the operationalization of key policies (e.g. the Capital Adequacy Policy and the Asset Liability Management Framework).
32. During 2021, RMO also plans to finalize, with the cooperation of external expertise:
  - (i) an updated version of the roadmap for full ERM implementation, including sequencing and control points;
  - (ii) activities to support the credit rating in the area of expansion and revision of monitoring and controls to contribute to ensuring positive stakeholder assessments and evaluations of IFAD's solidity as a borrower;
  - (iii) a revision and update of metrics for risk appetite reporting in the corporate risk dashboard; and
  - (iv) an assessment and validation of the quality and depth of data and datasets used for monitoring and oversight of level 3 risks.

**C. Technology**

33. The objective of the technology workstream is to directly enable the other two workstreams, to augment operational capacity and streamline processes, and to initiate a baseline automation programme for the Fund.

## **Automation**

### **(i) Transactional pilots**

34. The five pilots that commenced in September – chat bots, mission report uploads, bank reconciliations, uploads of exchange and daily subsistence allowance rates, and creation of mission knowledge kits – are now in use and being assessed for accuracy and quality. In addition, the client experience of interacting with automation bots is now being evaluated. The initial conclusions are encouraging.
35. Following the first phase of transactional pilots, a second phase consisting of a further seven potential use cases has been launched. Three of these involve automation in finance: invoice payments, input and traceability of cash disbursements and the automation of IFAD Country Office (ICO) advances to partners. While the end-to-end processes involved may be quite extensive, automation effort will focus on specific parts and tasks that could benefit from a rapid adoption of robotics.
36. Moreover, the Programme Management Department (PMD) is piloting automation on the important area of sanctions screening for vendors involved in high volume project procurement work. This pilot takes advantage of economies of scale by pooling efforts with other United Nations agencies. Additionally, PMD is involved in an ambitious automation effort on logical framework data inputs.
37. In response to the COVID-19 crisis, a dedicated IFAD COVID-19 bot was developed with the IFAD Medical Services Unit (MSU) in order to rebalance the time spent by MSU during this taxing period so that it can dedicate more quality time to support those in most need of medical advice and care. The MSU Chat Buddy is available 24/7 to answer common questions from the IFAD workforce on IFAD's crisis response, and to provide related advice and information, from answering generic queries to focusing on medical investigations. The Information and Communications Technology Division is already engaged in a similar pilot for 24/7 support on recurring technical support issues.
38. On a corporate level processes are being developed to enable the use of e-signatures. Additionally, a brief proof of concept was done to automate the creation of conference transcriptions and their translation, as well as key word and thematic analytics. Initial findings were promising and will serve as the basis for fine-tuning to meet IFAD's needs. Finally, preliminary work has been done towards anti-money laundering solutions that could potentially form part of the programme.
39. As these pilots are materializing, an assessment will be carried out on the merits of each pilot for eventual continuation, while the fail fast principle will be maintained to foster staff engagement and participation on more innovative uses of automation. At this point, the key performance indicator (KPI) for engagement of Professional staff is on track to be fully met, by focusing on staff engagement and hands-on learning on the capabilities and potential of the technology. Ultimately, the aim is that a pool of staff will be equipped to autonomously identify opportunities for improvement via automation and increased digitalization.

### **(ii) Strategic pilots**

40. The strategic pilots planned for 2021 will be more complex exercises compared to the transactional pilots, and preparatory efforts have already started. A cloud data repository has been created to prepare for data analytics use cases. This underlying infrastructural technical work will serve as the basis for pilots on analytics next year. Artificial intelligence on geographic information system data was also examined for its potential to support remote supervisions, and a preliminary exploration of available market offerings has begun.



### **People**

41. The new Talent Management Platform, leveraging existing PeopleSoft technology, will ensure that IFAD can provide the best support to HRD and staff to address human capital needs in the coming years.
42. Following the commencement of scoping work in July, in September the team rolled out the technical baseline enhancements to fully leverage the capabilities of the platform. In parallel, HRD completed a series of workshops to map the current functionality and agreed configuration choices on the new platform. In line with the human resources study, the approach is data driven: ensuring that from candidacy to separation all relevant personal, skills, employment and performance data is captured and leveraged in support of staff development and organizational planning.
43. The configured platform is now in testing to validate fulfilment of business requirements, and is expected to go live in the first half of 2021.

### **Processes**

44. The implementation of technology solutions began in September 2020 in three process work areas: travel, recruitment and consultant management. Technology changes are required in seven travel recommendations, nine consultant management recommendations and six recruitment recommendations. The work is highly collaborative, with business owners fully involved to ensure that the business process re-engineering recommendations in these three business areas will be met. Where feasible, a phased delivery approach has been adopted, with all of the recommendations to be delivered by the fourth quarter of 2021.

## **III. Implementation arrangements**

### **A. Timeline**

45. The scheduled 2020 deliverables are broadly on track to be completed on time, with the exception of the job audit, which due to the enlargement of its scope to include all IFAD staff now has a completion date of the second quarter of 2021. The updated timeline can be found in annex I.

### **B. Key performance indicators**

46. Management proposed a set of KPIs at the April 2020 session of the Executive Board. An update of the eight KPIs, which have timelines ending in the fourth quarter of 2020, is set out in annex II. All 2020 KPIs are on track to be delivered by the end of 2020, with the exception of the business process re-engineering exercise where the assessment of business requirements and implementation of associated technology changes will be completed in 2021.

### **C. Key risks and mitigating actions**

47. Management presented five key risk areas to the Executive Board in April (see table 3 of document EB 2020/129/R.3/Rev.2), in addition to the risk posed by COVID-19.
48. Since the September update, Management has continued to monitor the risks. None have materialized in a significant manner, although the COVID-19 crisis has had some impact on the timing of the upskilling and reskilling initiative.
49. Regular communication by Management and the working group has helped mitigate staff engagement risks. In addition, teleworking by the majority of staff due to COVID-19 has flattened communication efforts between headquarters-based staff and those in the field, leading to, for example, a strong field presence at IFAD staff events to promote PPTP.

## **D. Change management and communication**

50. The primary goal of the change management approach is to support awareness, ability and accountability of IFAD staff in matters relating to the PPTP. The change management and communications plan developed focuses on helping IFAD colleagues to: (i) be aware of PPTP activities and understand how they can contribute to doubling IFAD's impact by 2030 (awareness); (ii) engage in the reform process and gain the skills necessary to be successful in sustaining changes (ability); and (iii) understand how progress will be monitored and long-term benefits reinforced (accountability).
51. Since the September 2020 session of the Executive Board, in accordance with the change management and communications plan, the following awareness-raising activities have been undertaken:
- An all-staff event was held on overall PPTP implementation progress; and workstream-specific events were held to focus on specific elements of the plan.
  - An intranet corner was developed and placed prominently on the IFAD corporate intranet. The corner contains: all PPTP-related documentation, including Executive Board papers, consultant reports, Executive Management Committee (EMC) papers and working group minutes; PPTP event information, plan timelines, infographics on the main purpose of the reform, blogs and frequently asked questions. The corner also contributes to the effort to ensure continuous two-way communication by providing a feedback box and contacts for staff who may have questions or suggestions for the working group or implementing teams. Access to the corner is open to the entire workforce regardless of their geographical location. The corner is updated regularly to ensure timely staff updates.
52. In relation to ability and accountability:
- Senior Management has been engaged through the EMC; and middle management were briefed through the Operations Management Committee to cascade updates to staff;
  - Staff were updated on the next phases of business process re-engineering, namely, identification of additional processes to re-engineer and business process maturity review, through intranet communications; and
  - The IFAD Staff Association has continued to contribute, as an observer, to: (i) the bi-weekly working group meetings where strategy and implementation progress are discussed; (ii) meetings of the change management team; and (iii) meetings with Senior Management as referred to above.

## **IV. Budget update**

### **A. 2020 budget utilization**

53. For 2020, Management set aside funding from the one-time targeted capacity investment (TCI) envelope of US\$5.375 million and US\$1.185 million from carry forward/capital budget resources (see EB 2020/129/R.3/Rev.2, table 1).
54. As of mid-October, utilization is forecast to be 81 per cent of TCI funds; and expenditures are forecast to be US\$1.003 million less than originally envisaged. This reflects US\$433,000 in savings achieved during the business process re-engineering exercise, US\$300,000 from delaying the use of ERM funds until the RMO was established and staffed, and US\$245,000 due to an extended roll out of the upskilling and reskilling programme arising from the COVID-19 crisis. See annex III for a table outlining budget utilization in 2020.

## **B. Drawdown of 2021 funding**

55. At the forty-third session of the Governing Council in February 2020, Members resolved that in December 2020 the Executive Board would review the progress of implementation of the PPTP and reassess funding needs for 2021 within the set-aside reserve budget.
56. At the April session of the Board, representatives agreed that US\$6.48 million in TCI funding and US\$1.635 million from regular funds should be earmarked for the PPTP in 2021/2022, subject to approval as set out above.
57. Based on a review of the workplan for 2021, Management is proposing the following:
  - Due to the savings of TCI funds during 2020, no carry forward or other administrative budget sources are to be used during 2021 for any PPTP-related activities;
  - In light of feedback received from the Executive Board on the line item related to upgrading ICOs, this line item will be removed from the TCI budget and funded by administrative resources;
  - The full amount of TCI funds unused in 2020, currently estimated at US\$1.003 million, will be made available for use in 2021; and
  - A proposed drawdown of TCI funds of US\$4.165 million for 2021, with the remaining US\$2.315 million earmarked for potential future drawdowns. The detailed breakdown is set out in annex IV.

## **V. Recommendation**

58. Based on the implementation work performed to date and the proposed activities to be undertaken in 2021, Management requests that the Executive Board endorse the additional drawdown of US\$4.165 million from the TCI set aside.

## Revised implementation schedule 2020-2022

	2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>People</b>												
Strategic workforce planning: development of divisional plans			■	■								
Targeted upskilling/reskilling training			■	■	■	■	■	■				
Job audit			■	■	■	■						
Review of existing Staff Rules and Human Resources Implementing Procedures to enhance employee value proposition and for termination/separation grounds				■								
Redesign of the end-to-end performance management process			■	■								
Support for performance management redesign			■	■								
Dedicated management training and support for supervisors				■	■	■	■	■				
<b>Processes</b>												
Implementation of 18 quick wins	■	■	■	■	■	■						
Implementation of additional 25 recommendations		■	■	■	■	■	■	■				
Implementation of remaining 25 recommendations					■	■	■	■	■	■	■	■
Business process maturity assessment and follow-up actions			■	■	■	■						
Analysis of new business processes (in addition to the initial 7)			■	■								
Implementation of selected recommendations					■	■	■	■	■	■	■	■
<b>Enterprise Risk Management Framework integration</b>	■	■	■	■	■	■	■	■				
<b>Technology</b>												
Talent Management Platform: design, testing, roll-out and post-launch support		■	■	■	■	■						
Implementation of 24 phase-1 business process re-engineering technology changes and solutions		■	■	■	■	■	■	■				
Validation of potential cases for automation (deep-dive analysis)			■	■								
Implementation of pilots of automation use cases (transactional)				■	■	■	■	■				
Implementation of pilots of automation use cases (strategic/data-driven)					■	■	■	■	■	■	■	■
<b>Investment in IFAD Country Office upgrades*</b>						■	■	■	■	■	■	■

\* To be funded by administrative resources and not the TCI.

## Progress against key performance indicators as of mid-October 2020

Indicators	Targets	Baseline	Status	Timeline
<b>Outcome indicators</b>				
1. Staff engagement index (Global Staff Survey)	80%	GSS 2018: 72%		2021
2. Decrease capability gaps	25% gap reduction	Skills gap survey 2019		2022
3. Percentage of job offers accepted as a % of offers made	>95%	92%		2021
4. Staff successfully exiting underperformance cycle	> 90% of staff underperforming			2022
5. Decrease in time to fill Professional vacancies (days)	90 days	100 days		2021
6. Decrease in total overtime expenditure per year	15% reduction	2019: US\$300,000		2022
7. Staff hours saved per year	15,000 hrs/year	2019		2022
8. Increase staff perception on the efficiency of internal procedures and processes	50%	GSS 2018: 27%		2023
9. Reduction of relative costs of institutional functions, services and governance	25%	2019: 27%		2022
<b>Output indicators</b>				
<b>Strategic workforce planning</b>				
10. Targeted staff with capacities upskill or reskill	250 staff		-	Q4 2021
11. All positions reviewed (job audit)	100%		-	Q4 2022
<b>Performance management</b>				
12. Performance management process redesigned	Completed		On track	Q4 2020
13. All supervisors trained in performance management	100% Directors and supervisors		-	Q4 2021
14. Tailored performance management system in place	Completed		-	Q1 2021
15. Underperformance management handbook released	Completed		On track	Q4 2020
16. Review of the rebuttal process finalized	Completed		On track	Q4 2020
<b>Employee value proposition</b>				
17. Review of compensation mechanisms within policies finalized	Completed		On track	Q4 2020
<b>Business process re-engineering</b>				
18. Quick-win reforms completed (18)	100%		System changes to be completed in 2021	Q4 2020
19. Additional prioritized reforms completed (25)	100%		System changes to be completed in 2021	Q4 2020
20. Review of additional business processes completed	Completed		On track	Q4 2020
21. Implementation of selected recommendations	100%		System changes to be completed in 2022	Q4 2021
<b>Enterprise Risk Management Framework</b>				
22. Regular quarterly risk reporting in place and actions followed up	Quarterly risk reporting		-	Q1 2021
<b>Automation</b>				
23. Staff engaged in automation	5% of Professional staff		On track	Q4 2020
24. Automation pilots mainstreamed	25%		-	Q4 2021

## 2020 budget usage as at mid-October 2020

Thousands of United States dollars

	2020 originally planned			2020 forecast	2020 unused		
	TCI	Carry forward/ capital budget	Total		TCI	Carry forward/ capital budget	
<b>People</b>	<b>Strategic workforce planning</b>						
	Development of divisional SWP plans	320	-	320	319	1	-
	Targeted upskilling/reskilling	385	-	385	140	245	-
	Staff separation programme	500	-	500	500	-	-
	<b>Employee value proposition</b>						
	Job audit	-	200	200	140	-	60
	Review of existing human resources arrangements to enhance employee value proposition	-	-	-	-	-	-
	<b>Performance management</b>						
	Support for performance management redesign	-	250	250	100	-	150
	Dedicated management training and support for supervisors	100	-	100	75	25	-
<b>Processes</b>	<b>Business process re-engineering</b>						
	Implementation of 18 quick wins	-	235	235	235	-	-
	Implementation of additional 25 recommendations	1 300	-	1 300	1 296	4	-
	Enhancing business process maturity	350	-	350	52	298	-
	Implementation of remaining recommendations	-	-	-	-	-	-
	Analysis of new business processes	800	-	800	670	130	-
	Implementation of selected recommendations	-	-	-	-	-	-
<b>Enterprise Risk Management Framework</b>							
ERMF integration	600	-	600	300	300	-	
<b>Technology</b>	Implementation of Talent Management Platform	450	-	450	450	-	-
	Implementation of business process re-engineering technology changes and solutions	570	-	570	570	-	-
	Analysis and piloting of automation use cases (transactional)	-	400	400	398	-	2
	Analysis and piloting of automation use cases (strategic and data-driven)	-	-	-	-	-	-
	Investment in ICO upgrade (enabler)	-	100	100	-	-	100
<b>Totals</b>	<b>5 375</b>	<b>1 185</b>	<b>6 560</b>	<b>5 245</b>	<b>1 003</b>	<b>312</b>	

## 2021 proposed targeted capacity investment drawdown

(Thousands of United States dollars)

	2021/2022 originally planned			2021 revised plan				2022 drawdown
	TCI	Carry forward/ capital budget	Total	Unused 2020 TCI funds	2021 proposed TCI drawdown	2021 use of carry forward	2021 total	
People	<b>Strategic workforce planning</b>							
	Development of divisional SWP plans	-	-	-	-	-	-	-
	Targeted upskilling/reskilling	665	-	665	245	355	-	600
	Staff separation programme	2 000	1 000	3 000	-	1 500	-	1 500
	<b>Employee value proposition</b>							
	Job audit	-	-	-	-	-	-	-
	Review of existing human resources arrangements to enhance employee value proposition	-	-	-	-	-	-	-
	<b>Performance management</b>							
	Support for performance management redesign	-	-	-	-	-	-	-
	Dedicated management training and support for supervisors	100	-	100	25	100	-	125
Processes	<b>Business process re-engineering</b>							
	Implementation of 18 quick wins	-	-	-	-	-	-	-
	Implementation of additional 25 recommendations	-	-	-	-	-	-	-
	Enhancing business process maturity	-	-	-	-	-	-	-
	Implementation of remaining recommendations	1 000	-	1 000	200	150	-	350
	Analysis of new business processes	-	-	-	-	-	-	-
	Implementation of selected recommendations	1 150	-	1 150	233	800	-	1 033
	<b>Enterprise Risk Management Framework</b>							
ERMF integration	300	-	300	300	160	-	460	
Technology	Implementation of Talent Management Platform	165	35	200	-	200	-	200
	Implementation of business process re-engineering technology changes and solutions	100	140	240	-	240	-	240
	Analysis and piloting of automation use cases (transactional)	-	-	-	-	-	-	-
	Analysis and piloting of automation use cases (strategic and data-driven)	500	160	660	-	660	-	660
	Investment in ICO upgrade (enabler)*	500	300	800	-	-	-	-
<b>Totals</b>	<b>6 480</b>	<b>1 635</b>	<b>8 115</b>	<b>1 003</b>	<b>4 165</b>	<b>-</b>	<b>5 168</b>	<b>2 315</b>

\* To be funded by administrative resources and not the TCI.

## Business process re-engineering benefits tracker

Example of benefits calculated for a recommendation under the consultant management work area: baseline against target.

<b>Business process re-engineering work area 3: consultant management</b>	
<b>Recommendation 1: "Reduce contract revisions"</b>	
<b>Baseline – before implementation</b>	
Total number of contracts issued	3 261
Percentage of contracts re-worked (percentage)	46
Number of re-worked contracts	1 510
Time needed to re-work each contract (hours)	0.75
<b>Time needed for all reworked contracts (hours)</b>	<b>1 132</b>
<b>Target set by Alvarez &amp; Marsal</b>	
Total number of contracts issued	3 261
Percentage of contracts re-worked (percentage)	20
Number of re-worked contracts	652
Time needed to re-work each contract (hours)	0.75
<b>Time needed for all reworked contracts (hours)</b>	<b>489</b>
<b>Annual savings (if target is achieved) (hours)</b>	<b>643</b>



## Business process re-engineering end-of-year forecast status and identified benefits

### Intangible benefits

(a) improved process awareness; (b) reduced re-work; (c) increased process compliance; (d) clearer roles and responsibilities; (e) increased accountability; (f) increased quality; (g) increased service delivery levels; (h) reduced risk; (i) better cost management; (j) automation of manual tasks; (k) improved data consistency; (l) improved data visibility to support better decision; (m) improved user experience (more seamless).

		Work area	End-of-year status	Benefit hours per annum	Intangible benefits
<b>Travel</b>					
1	Reduce error rates on expense reports and associated rework by travel team and traveller	Quick win	Complete	1 427	A, B, C, F, L, M
2	Increase automated reconciliation of flight ticket costs for travel team	Quick win	Q4 2021	1 347	F, G, J, K
3	Reduce last-minute travel request volumes	Quick win	Q2 2021		A, C, E, H, I, L
4	Leverage system-generated notifications – mitigate missing travel authorization risk	Top 25	Q2 2021	530	B, C, H, J, M
5	Automatically re-route “new” miscellaneous expenses (not contained within travel authorization) to budget holders	Top 25	Q2 2021	686	B, G, J, M
6	Reduce travel profile effort (specifically the need to check correct bank account details)	Top 25	Q2 2021	59	B, D, F, H, M
7	Automate travel advance payment (where no miscellaneous expenses)	Top 25	Q2 2021	204	H, J
8	Auto-calculate excess hotel charges	Top 25	Q2 2021	151	B, F, J, M
9	Clarify accountability and roles and responsibilities across the travel process	Top 25	Complete		A, D, E
10	Develop travel dashboard	2021	Q2 2021		E, I, J, K, L, M
<b>Recruitment</b>					
1	Enhance effectiveness and efficiency of candidate pre-screening by integrating scheduling tool and additional compulsory questions	Quick win	Q4 2021	300	B, J, M
2	Enhance applicant awareness of recruitment process and communication of process	Quick win	Q4 2021	100	A, B, M
3	Improve Personal History Form (PHF) design and content	Quick win	Q4 2021	600	M
4	Reduce the number of approvals built into the as-is process	Quick win	Q4 2021	1 000	D, E, G, H, M
5	Reduce over-processing of candidate reports (post-interview panel)	Quick win	Q4 2021	600	B, D,
6	Clarify accountability and roles and responsibilities across the recruitment process (Responsible, Accountable, Consulted and Informed [RACI] matrix)	Top 25	n/a		A, D, E
7	Enhance competency-based candidate assessment and scoring – link with existing competency framework	Top 25	Q4 2021		
8	Provide more salary and benefit information in vacancy announcements (VAs)	Top 25	Pending analysis		H, M
9	Improve effectiveness of long-list generation mechanism	Top 25	Pending analysis		B, H, J, M
<b>Consultant management</b>					
1	Reduce contract revisions and/or cancellations	Top 25	Q4 2021	644	B
2	Enhance monitoring and evaluation form for consultants, ensuring a clear link to objectives in terms of reference (ToRs)	2021	Q4 2021		B, G, K, L,

		<i>Work area</i>	<i>End-of-year status</i>	<i>Benefit hours per annum</i>	<i>Intangible benefits</i>
3	Obtain a change to 240/960-day rule and improve tracking of consultants	Quick win	Q4 2021	750	C, K, L
4	Reduce the number of approvals and re-align their timing in the overall process	Top 25	Q4 2021		A, B, D, E
5	Introduce uploading of mandatory documents during profile creation (onto portal)	Top 25	Q4 2021	120	B, C, J, M
6	Install "register" link at the bottom of the PHF screen	Top 25	Q4 2021		A, M
7	Introduce paperless contracts instead of attaching files to e-mails	2021	Q4 2021	1 631	J, M
8	Redesign the end-to-end process	Top 25	Pending analysis	2 200	A, B, D, E, F, G, I, J, K, L, M
9	Reduce the detail required in the PHF	Top 25	Q4 2021		M
10	Design the RACI matrix for the end-to-end process	Quick win	Complete		A, D
11	Remove manual education check/declaration in personal profiles	Top 25	Q4 2021	15	J
<b>Corporate procurement</b>					
1	Implement annual forecasting and quarterly planning cycles and reporting	2021	Not started		A, E, H, I, J, L, M
2	Reduce the ToR cycle time for each request	Top 25	Complete		A, B, C, F, G, M
3	Improve internal originators/clients' knowledge and understanding of the procurement process	2021	Not started		A, C, D, I, M
4	Implement a tailored procurement strategy for financial services and legal services	2021	Not started		C, E, G, H, I, L, M
5	Implement a RACI matrix for end-to-end purchasing process and acquisition plan	Top 25	Complete		A, C, D, M
6	Conduct a "lessons learned" review for selected purchasing campaigns	Quick win	Complete		A, B, C, H
7	Implement a RACI matrix for the sub-process acquisition/tender plan	Top 25	Complete		A, C, D, M
8	Introduce improved metrics and reporting	Top 25	Complete		C, G, L
9	Development and capacity-building of the Contract Review Committee	Quick win	Complete		C, G, L
10	Commence continuous improvement portfolio	2021	Not started		A, B, C, D, E, F, G, H, I, J, K, L, M
11	Introduce a contract and vendor management role	2021	Not started		D, E, F, G, H, I, K
<b>Loan disbursements</b>					
1	Optimize the points – who, when and where – at which the relevant risk controls are conducted	2021	Not started		A, B, D, E, F, G, H
2	Standardize and enhance IFAD Client Portal (ICP), shift from paper-based withdrawal applications (WAs) to electronic WAs and integrate with other systems across IFAD	2021	Pending analysis	5 300	A, B, C, E, F, G, H, J, L, M
3	Optimize how guidance to borrowers/recipients is provided	2021	Not started	135	A, C, D, E, F, M
4	Remove duplication in records management system	2021	Not started		B, G, I
5	Improve integration of ICP with other loan disbursement systems	2021	Not started		G, H, I, J, L, M
6	Design and implement additional key performance indicators (KPIs)/metrics to monitor performance	2021	Not started		A, G, K, L, M
<b>Supplementary funds</b>					
1	Align supplementary funds strategy with core funding	2021	Detailed design		A, D, E, L, M

		<i>Work area</i>	<i>End-of-year status</i>	<i>Benefit hours per annum</i>	<i>Intangible benefits</i>
2	Implement governance across core funding and supplementary funds	2021	Not started		A, C, D, E, F, G, L, M
3	Develop a RACI matrix	2021	Not started		D, E
4	Define the Standard Operating Procedures and relevant documentation	2021	Not started		B, D, E, G, H, L, M
5	Propose and ratify donor segmentation framework	2021	Detailed design		D, E, L, M
<b>Document processing</b>					
1	Carry out voice-of-the-customer research to identify the Executive Board's needs and preferences with regard to documents	Quick win	Complete		G, M
2	Review and amend guidelines (e.g. word limits, annex versus appendix use, number of annexes, translation of annexes, hyperlinks instead of copy/paste, etc.)	Quick win	Complete	3 840	B, E, F
3	Increase visibility of and adherence to relevant policy docs (e.g. President's bulletins)	Top 25	Complete		A, B, C, E, L
4	Move lapse-of-time project submissions (and processing) to "off-peak" times	Top 25	Detailed design		G, I
5	Publicize easy-to-understand style clarifications among originators (e.g. bullet points)	Quick win	Complete		A, B, C, E, L
6	Treatment of late documents	Top 25	Pending analysis		B, C, H, I
7	Review submission deadlines and posting dates	Top 25	Complete		A, B, D, E
8	Create a working group to devise (and review) document templates for most frequently used documents	Quick win	Complete		B, C, F
9	Implement eLUNa software	2021	Detailed design		B, F, G, M
10	Identify KPIs to be tracked throughout the document journey and implement naming guidelines to give documents unique references for tracking across systems	Quick win	Pending Analysis		E, J, K, L,
11	Apply cost recovery 100 per cent of the time, charging the cause of delay rather than the originator automatically	Quick win	Implementation		C, E
12	Information and Communications Technology Division (ICT) to create/implement document templates with word counts	2021	Not started		B, D, F
13	Review and amend clearing process	2021	Detailed design	70	B, C, D, E, M
14	If seasonality of demand for Language Services is evened out, consider increasing full-time equivalents through appropriate contracts	2021	Not started		H, I
15	Research possibilities with Human Resources Division to ensure maximum number of qualified translators can be easily accessed	2021	Detailed design		H, I
16	Create online training on how to use various Office of the Secretary (SEC) systems and how to apply guidelines	2021	Not started		A, B, C, F

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