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People, Processes and Technology Plan: Progress Update

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- I. Update on business process re-engineering benefits and key performance indicators
- II. PPTP budget usage in 2020 and 2021 (as at 15 July 2021)

Abbreviations and acronyms

BPR	business process re-engineering
HRD	Human Resources Division
IFAD12	Twelfth Replenishment of IFAD's Resources
PPTP	People, Processes and Technology Plan
TCI	targeted capacity investment

I. Summary

A. Introduction

1. The People, Processes and Technology Plan (PPTP) aims to ensure that IFAD has sufficient human resources, efficient corporate processes and technological solutions to expand and deepen its development results. PPTP is a key enabler of the Twelfth Replenishment of IFAD's Resources (IFAD12) business model and the Fund's efforts to maximize its contribution to the 2030 Agenda for Sustainable Development. This paper presents the status of the plan since the update presented to the Executive Board in April 2021.¹

B. Progress made so far

2. Since April 2020, the PPTP has been a key element of IFAD's institutional transformation. Considerable progress has been made in the first 18 months on all fronts notwithstanding the challenges faced during the COVID-19 pandemic. This good progress can be summarized as follows:

People workstream

3. This workstream ensures that IFAD has adequate staff capacity and skills in place and has become ever more important in the evolving context of decentralization and ongoing reforms. The high-level workforce planning exercise was completed and is being used as the base for IFAD's detailed annual and medium-term workforce planning. The upskilling/reskilling programme has commenced and will become more visible in the second half of 2021. The necessary policy and system changes to support a more robust talent management system (including performance management) have been implemented, and the separation programme in support of further decentralization (D2.0) and overall organizational renewal has commenced.

Processes workstream

4. Implementation on the initial five corporate process areas (travel, consultant management, recruitment, corporate procurement and document processing), which were identified as a means to reduce high workload levels and improve work-life balance, is nearing completion. So far, policy changes have been made or are being proposed where necessary, and enhancements to existing systems to streamline processes have either been implemented in the first half of 2021 or will be implemented by the end of the year. During implementation on the first processes identified, other process areas were reviewed for possible re-engineering. In addition, this workstream was instrumental in accelerating the implementation of the necessary structures to support the Enterprise Risk Management Framework.

Technology workstream

5. This workstream implemented the system solutions supporting the business process re-engineering (BPR) exercise and people workstream. In addition, pilots are being carried out on transactional and strategic automation to embed emerging technologies in IFAD by developing digital capacity among staff to apply in their own work and providing better data analysis capabilities for decision-making.

C. Going forward

6. Since April 2020, Management has been closely monitoring progress to identify how the PPTP might better facilitate and enable ongoing initiatives in IFAD's evolving context. Specifically, while the initial focus was on staffing and corporate support services matters, Management aims to leverage the institutional learning

¹ The Executive Board approved the PPTP at its April 2020 session (see EB 2020/129/R.3/Rev.2) and subsequently reviewed progress at both its September and December sessions in 2020 (see EB 2020/130/R.39/Rev.1 and EB 2020/131(R)/R.5 respectively). The update presented at the April 2021 session (see EB 2021/132/R.34) was for information only.

gained so far to shift focus onto core operational and strategically important areas for the remainder of implementation to enhance the overall impact of the PPTP.

7. As a result, while Management is committed to completing all activities in the plan, five areas of strategic importance have been identified as priorities for the remainder of implementation within the People, Process and Technology workstreams, namely: project procurement, loan disbursement, document processing, upskilling and reskilling, and the separation programme. The rationale for the prioritization of these areas in terms of resources is as follows:
 - **Project procurement:** The project procurement process is central to IFAD's activities and future business model for the IFAD12 period and beyond. It provides oversight of procurement activities carried out by project management units external to IFAD. It ensures that project procurement is conducted in a sound and efficient manner, that funds are used for the agreed purpose and that value for money is obtained on the ground. Since the Executive Board approved the Revision of IFAD's Project Procurement Guidelines in 2019, this area has taken on increasing importance and prominence. Resources and policies have been put in place to ensure that IFAD is in line with peer organizations in having sufficient oversight of its project procurement activities. PPTP funding allows IFAD to initiate critical foundational steps in this important area.
 - **Loan disbursement:** The loan disbursement process is intrinsically linked with project procurement, so focusing on both processes provides both strategic and synergetic benefits. While the area of loan disbursement benefited previously from the development of the IFAD Client Portal (ICP), not all financial instruments were included at the time. After six years in operation, several opportunities for further streamlining have been identified, especially from a risk perspective. These advances build on the ICP experience but represent a shift in terms of approach and ambition in pushing for substantive and sustainable improvements in how IFAD manages fund outflows and risk.
 - **Document processing:** The production, translation, editing and dispatch of governing body documentation is a vital part of IFAD's governance structure. In addition to improving quality and reducing the length and number of documents, Management is planning to implement United Nations developed translation and editing tools. This approach will leverage ongoing United Nations reform initiatives and could also enhance Rome-based agency (RBA) collaboration.
 - **Upskilling and reskilling:** Better equipping staff with the skills they need to face the challenges of IFAD12 and beyond will be key to ensuring that IFAD is fit for purpose going forward. The programme aims to provide opportunities first for existing colleagues to develop their skills and then to bridge skills gaps by hiring external expertise if required.
 - **Separation programme:** Although Management's primary focus is to invest in upskilling and reskilling staff to support IFAD's future direction and associated reform agenda, there is a need to encourage organizational renewal through a mutually agreed separation programme.
8. With this evolution of the PPTP to the above focus areas, IFAD will be better equipped to meet new demands in a context of increased needs for: robust processes and systematic management of financial and procurement matters; enhanced documentation for governing body decision-making; and organizational renewal. Further details on these key strategic areas are set out in section II below, while an update on all workstreams is provided in section III.

II. Five focus areas: project procurement, loan disbursement, document processing, upskilling and reskilling, and separation

A. Project procurement

9. IFAD currently has over 200 active projects in its portfolio and oversees at least 15,000 procurement exercises per year for items ranging from stationery to construction materials for irrigation networks. However, IFAD has not made any significant investments in support of procurement activities to date, creating a gap and a risk for the organization.
10. IFAD aims to improve the robustness and efficiency of this process area through the following actions:
 - Linking resources for project procurement in the regional divisions to portfolio size, risk and complexity;
 - Reforming procurement risk assessments based on the Methodology for Assessing Procurement Systems, in accordance with best practice followed by peer organizations; and
 - Developing a comprehensive procurement system that covers the entire procurement process from the planning stage to contract completion.
11. These developments aim, over time, to achieve a major improvement and professionalization of IFAD's fiduciary oversight, placing it at the level of its peer international financial institutions (IFIs).

B. Loan disbursement

12. IFAD is carrying out a holistic transformation of corporate financial control and project financial management modalities. This includes re-engineering its project funding disbursement process and related corporate risk assurance frameworks to make them fit for purpose and aligned to those of leading IFIs.
13. Under the loan disbursement process area, the improvements are based on BPR recommendations, which identified the current cumbersome process of performing ex-ante compliance checks on each withdrawal application as an area for improvement. The changes aim to improve the efficiency of disbursements for IFAD stakeholders, streamline documentation submitted by projects and shift to focused ex-post risk-based reviews that will add considerably more assurance in a more efficient manner.
14. The transformation of financial control practices will refocus staff activity on managing cash disbursement risks. The transformation of financial management practices will place more reliance on country systems and internal controls, avoiding parallel mechanisms and moving away from individual transaction approaches. It will introduce enhanced financial discipline for projects with regular financial performance reporting and monitoring.
15. In view of the above, IFAD will undertake to transform both cash disbursement review and approval and project financial management practices.

C. Document processing

16. Significant progress is being made in streamlining document processing, responding to the feedback received from Member State representatives, to submit more succinct documentation in a timely manner. Cross-departmental working groups have been established to review the formats and word counts of governing body documentation. Also, a communications campaign has been launched to increase awareness of relevant rules and procedures, and facilitate forward planning and seamless clearance processes. And finally, targeted support in writing

skills and IFAD style usage will help ensure that clear and consistent information is provided to Member State representatives to facilitate their oversight role and decision-making processes.

17. An integral part of the enhancements in this area will be the implementation of eLUNa ("electronic languages of the United Nations"), which is a web-based translation tool developed in-house by the United Nations specifically for United Nations translators. This tool reuses previously translated text and automatically recognizes specialized United Nations terminology. Currently, discussions are also ongoing with the United Nations Secretariat to assess whether the Global Document Management system (GDoc) could be implemented for IFAD. Management is confident that aligning with United Nations reference and document processing systems is consistent with the thrust of the United Nations reform agenda. It could also pave the way to enhanced collaboration with the other Rome-based agencies if all agencies leverage the same platform.

D. Upskilling and reskilling

18. Building upon the reskilling efforts initiated in 2020, IFAD has designed an Upskilling for Operational Excellence programme, aligned with D2.0, to address any new needs that may be identified during its implementation. It comprises:
- Upskilling training programmes with defined curriculums (academies) in operations, finance and leadership and management for the majority of staff in critical roles (80 per cent). Training is being rolled out as per the divisional development plans to address skills gaps identified under the Strategic Workforce Planning (SWP) exercise. To date six cohorts on leadership and management have been rolled out and the first cohorts for the operations and finance academies are scheduled for launch in September 2021;
 - Training initiatives and certifications in the areas of information technology (IT), finance, human resources (HR), legal, protocol and security. Specific certifications in HR and finance are ongoing through Chartered Institute of Personnel and Development and Chartered Institute of Public Finance and Accountancy accreditations;
 - A set of global learning initiatives including a newly designed e-learning module on IFAD's delegation of authority framework, stress management in the workplace and tailored language classes; and
 - A new learning platform using LinkedIn Learning with individually paced training modules covering technical and soft skills accessible from anywhere.
19. The programme has already started and is expected to continue until 2023.

E. Separation

20. Several separation agreements have been signed in 2021 for a total cost of US\$482,000 with separations to take place by end-2021. Another six have been agreed and the relevant separation agreements are being prepared. An additional three are currently under discussion.
21. All agreements finalized were actioned in accordance with IFAD's Staff Rules and the Human Resources Implementing Procedures (as may be amended from time to time). IFAD intends to continue to offer these separation agreements in 2021 under the same criteria (see EB 2020/131(R)/R.5, paragraph 12).

III. Workstream updates

A. People

Strategic workforce planning

22. The SWP exercise encompassed both: (i) capability, which is being addressed by the upskilling and re-skilling programme noted above; and (ii) capacity, the output for which has been fed into internal annual and mid-term workforce planning.

Job audit

23. To align the job audit with the D2.0 plan, the focus is currently on auditing the roles planned for decentralization in the Programme Management Department (PMD), Financial Management Services Department and Strategy and Knowledge Department in 2021-22. External grade/level classifications will be done in batches by division.
24. The Human Resources Division (HRD) is currently in the final stages of developing the overall job audit guidelines and procedures, which will address instances where the external classification exercise has an impact on current staff incumbents.

Performance management

25. As of 30 June 2021, 60 per cent of all managers have completed a bespoke training programme on performance management. By the fourth quarter of 2021, a 100 per cent completion rate is expected.
26. To further reinforce the new performance management procedures and culture, a comprehensive guide on underperformance management has been issued to support both managers and staff.
27. Of the four performance improvement plans in progress in 2020, two staff members successfully completed their plans, while new plans were initiated for the remaining two in 2021. Three additional staff members have been placed on a performance improvement plan thus far this year (totalling five in 2021).

B. Processes

Travel

28. The BPR exercise resulted in 10 recommendations to enhance the travel system, policy and procedures in order to streamline several manual processes that often led to errors and manual rework for travellers, travel originators, approving directors and the travel team. To date, eight recommendations have been completed and two will be implemented during the third quarter. Because of the complexities imposed by the pandemic, it is early to measure quantitative benefits: although there is less travel overall, it is of a much more complex nature, often involving several changes and last minute travel. In line with the BPR recommendations, the Travel team has revised the Travel Policy, implemented Travel Champions and provided mandatory travel training to more than 800 travellers, which will contribute to an enhanced awareness of the process and reduction of errors. The implementation of the BPR changes also involved the development of a new Travel Management Dashboard (see box 1 below).

Box 1

Processes: Travel testimonial

The **Travel Management Dashboard** is a unique tool built on PeopleSoft that provides the Travel team and division directors with a comprehensive, integrated and interactive overview of IFAD corporate travel spend, trends and traveller data all in one place. The dashboard reduces the need for manual processes and provides access to travellers' data and information on security clearances in real time, which are essential to uphold safety and security requirements in a decentralized organization. The dashboard will provide division directors with direct, up-to-date and comprehensive access to their travel spend, policy and security compliance.

Recruitment

29. The BPR of recruitment generated key recommendations to streamline the IFAD selection process and improve candidates' user experience. These

recommendations had a human resources policy and technology impact that were addressed through the publication, in June 2021, of revised HR Implementing Procedures (HRIPs). The revised HRIPs introduced new recruitment provisions such as: smaller interview panels, strengthened reference checking, simplified interview reports, alignment of academic requirements and an enhanced assessment process inclusive of career agility fit. Those recommendations with an IT impact have been addressed through a major revamp of the existing recruitment technology. The new candidate gateway was successfully launched in early July 2021, as one of the main elements of delivery of the new Talent Management Platform.

Consultant management

30. The candidate gateway also addressed many of the IT components of the BPR recommendations in the area of consultant management. The BPR of the consultant management process provided a number of key solutions to simplify the administration of consultancy contracts. The proposed recommendations also entailed some changes in the HR Policy provisions, which were implemented with the publication of a revised version of the Handbook on Consultants and other individuals hired under a non-staff contract in early July 2021, at the time of launching the gateway. The new policy and system introduced a simplified and automated methodology for the calculation of contract days, automated preparation of terms of reference, and one-click signature as part of a paperless process. Additional IT elements of the business review are planned for implementation in 2022.

Supplementary funds

31. The management and administration of supplementary funds was identified as a process area that would benefit from being reviewed. It was noted that it would be beneficial to clarify roles, particularly on mobilization, enhance the management and reporting of such resources, and improve in-house awareness of processes and procedures related to their management and mobilization.
32. The development of the Supplementary Resources Strategy is the first key step in responding to the BPR findings and the first of a series of actions planned to strengthen IFAD's supplementary funds management.
33. One immediate action will be the development of a document workflow to facilitate input and clearances from across IFAD of key supplementary fund agreements and related documents. Upgrading the Scriptoria platform would create a single document workflow, which would reduce administrative time and the risk of conflicting versions of documents.

Corporate procurement

34. All areas for implementation in this process area have been completed and the expected benefits (192 hours) realized. Management believes that improving corporate procurement demonstrates a positive increase in internal capacity for improvement generally (i.e. identifying new areas to eliminate re-work).

Internal and external communications

35. IFAD has identified an opportunity to increase its visibility on the global stage and to enhance its ability to communicate effectively internally within a more decentralized organization. BPR reforms for external communications will include a communications strategy to shape the Fund's approach. Internally, there is an opportunity for staff in the Communications Division to be less burdened with excess rework and managing last minute communication requests by enhancing project management and planning tools.

Enterprise risk management

36. Enterprise risk management (ERM) has been enhanced considerably in an integrated manner across the organization, notably with the finalization of the ERM Policy. This policy will play a central role in operationalizing IFAD's risk

management framework as the anchor to which the governance structure and the tools for achieving risk management effectiveness are tied to. Moreover, the risk governance structure has been finalized, reflecting best practices, and has been tailored to IFAD's risk taxonomy, specific status, size and complexity. Key components of ongoing work include continuous improvements in key risk indicators, metrics, IT tools and control processes. The focus remains on continued strengthening of financial, operational and programme delivery risk management through enhancement of risk measurement and the operationalization of key policies. The Office of Enterprise Risk Management (RMO) is also working on the Risk Appetite Framework and Statement, which will benefit from the update of metrics and data availability for risk appetite reporting in the Corporate Risk Dashboard, now being finalized. Finally, RMO continues to focus on activities to support the credit rating with adequate oversight over the metrics and relevant data, in order to ensure positive stakeholder assessments and evaluations of IFAD's solidity as a borrower.

C. Technology

People workstream

37. The new online Talent Management Platform has been delivered. This enables an holistic overview of all IFAD staff from application to separation and contains all relevant personal, skills, employment and performance data of each staff member. It also enables IFAD to manage upskilling proactively and pursue a dynamic approach to career-long staff development. It provides easy access to key data such as on the availability and location of skills and on workforce trends, which will be an invaluable resource for HR planning in the future.

Processes workstream

38. Seventeen technology enabled recommendations on BPR have already been delivered within the travel, consultant management and recruitment process areas.
39. The technical enablement work on BPR now moves to core operations and touches on more strategic aspects of IFAD's business, with foundational work due to begin on the key areas of project procurement and loan disbursement – two corporate priorities for improvement. While more work may be needed in the future to support evolving business needs and corporate policies, the PPTP will enable IFAD to accelerate its critical first steps in these areas.

Automation

40. The 11 pilots developed during 2020 are now in daily use across IFAD divisions and departments. The Financial Operations Department uses automation to upload three different exchange and Daily Subsistence Allowance rates and to reconcile bank statements with corporate systems, thus ensuring up-to-date data. In PMD, project teams use automation to upload project results post-mission with the push of a button, thus avoiding mistakes and laborious manual processing of complex data files. Automation is also used prior to missions, to automatically collate knowledge documents to ensure that all participants receive up-to-date information. The IFAD COVID chatbot that answers staff questions on COVID-19 and IFAD's responses is available 24/7, with the robot having had over 2,500 interactions with IFAD's workforce since it was launched in mid-March. By leveraging the PPTP, IFAD has developed hands-on experience in using automation in a pragmatic manner on real life use cases. It is expected that at least five automations will be mainstreamed in 2022, pending final approval.
41. **Strategic automation** pilots focus on data. *OmniData* will facilitate seamless access by staff to data, both internal and external, and provide the tools to create insightful and impactful dashboards – thus democratizing data and analytics in IFAD.

42. Other activities are ongoing, including visualizations of analytics. IFAD will further leverage the power of geographic information systems to visualize data, such as poverty indicators in project areas. Building a community of IFAD staff to build and share experiences is another priority focus of the work.

Box 2

Staff testimonials from the technology workstream

Automating the upload of exchange rates for FCD was clearly an important improvement:

"Before the bot, the United Nations rates had to be manually input, which had the risk of human error. Now keeping the rates current is not a burden anymore"

On the PMD logical framework automation, technology caught up with hope:

"When we first rolled out the Operational Results Management System (ORMS), colleagues asked me 'why can't we upload the Excel Logframe into the system instead of having to retype everything?'. I told them, 'that's not possible, that's science fiction!' Well today, it's no longer science fiction!"

For a project assistant, ORMS concept note automation was magic:

"It was so easy! I just pushed the button and let the magic happen! It's a big time saver!"

The progress achieved with the Talent Management Platform is tangible:

"The Human Resources Division (HRD) receives questions like, 'can you give me a list of people who speak French?' Previously, HRD could not easily provide an answer to this type of question. However, with the new Talent Management Platform, we can add and search skills quickly and provide the information required. The key focus will be ensuring accurate data capture as it will serve as the building blocks to shifting us to a data driven talent management approach."

IV. Key performance indicators and estimated benefits

43. An updated list of the key performance indicators (KPIs) is set out in table 2, annex I. Similarly, the estimated benefits for those benefits quantified to date have been revised in table 1 of the same annex. Both the KPIs and benefits reflect the challenges faced – in terms of timeliness of delivery in certain areas (e.g. BPR) and quantification of benefits – when implementing such a complex reform programme during the COVID-19 pandemic.

V. Update on communications and outreach

44. The primary goal of the change management approach is to support awareness, ability and accountability of IFAD staff in matters relating to the PPTP.
45. Since the April 2021 update, the PPTP working group has met every two weeks and posted meeting minutes online. The IFAD Staff Association contributes as an observer to the working group and its activities, and provides regular updates to its members through its newsletter on all major reforms including the PPTP. The working group has presented updates to the Executive Management Committee on two occasions, and has convened a special meeting on BPR progress with the President and Associate Vice-Presidents.
46. In mid-July, the PPTP was a key element in an all-staff IFAD Forum hosted by the President on IFAD's overall reform agenda, the interlinkages between the PPTP, Decentralization 2.0 and workplace culture, and how the reforms contribute to the IFAD12 objectives.

VI. Budget utilization

47. The total aggregate budget allocation for 2020 and 2021 is US\$9.54 million. Current usage of this amount at 15 July 2021 is US\$5.099 million or 53 per cent. Management has performed a detailed assessment of expected costs between now and the end of 2022 and estimated that the remaining US\$6.744 million (including 2022 drawdown of US\$2.315 million) will be required in full to complete the project. Annex II summarizes the costing implications for the rest of the programme taking into account the strategic shift to four priority areas.

VII. Key risks and mitigating actions

48. Management presented five key risk areas to the Executive Board in April 2020 (see table 3 on page 12 here: [EB 2020/129/R.3/Rev.2](#)), in addition to the risk posed by COVID-19. Since the April update, Management has continued to monitor the risks. Regular communication by Management and the working group has helped mitigate staff engagement risks.
49. The key additional risk identified since the last update is that the PPTP is happening in parallel with phase two of decentralization (D2.0). This means that decisions on which staff positions are to be decentralized are occurring at the same time as the job audit, which analyses the grade of each staff position. This risk to the job audit is mitigated by the dynamic workforce planning exercise and by close collaboration and continuous dialogue between the PPTP working group and D2.0 working groups.

VIII. Conclusion

50. Management is satisfied with the solid implementation progress achieved to date and with the corporate improvements that are beginning to be felt across the organization, notwithstanding the challenges faced in the last 18 months.
51. Across all workstreams, the coming six months will be crucial for staff to become accustomed to the new systems and processes in place, for further changes to be planned and implemented, and for continuous improvement to become embedded into the organizational culture.

Update on: business process re-engineering benefits and key performance indicators

Table 1
Update on benefits

Process area	Benefits (hours saved)		Comments
	Originally identified	Revised	
Travel	4 156 – 5 161	3 222	The original quantitative benefits were based on 2019 travel volumes. The changing face of mission travel during pandemic (lower volume of travel and higher last minute bookings, for example) has hampered benefit achievement with reference to 2021. Although, benefits are currently not materializing they are expected to become more apparent once disruptions to mission travel due to COVID-19 lessen. The vast majority of savings originally identified are at the business user level (e.g. travellers), so that a robust mechanism will be needed to identify benefits after implementation.
Recruitment	2 928	2 928	Implementation complete. Benefits will be monitored once fully deployed.
Consultant management	3 730	3 730	Implementation on many of the IT elements complete and the benefits will be re-confirmed once deployed and accompanied by strong communications on working more efficiently. Additional technology changes are planned for implementation in 2022.
Corporate procurement	195 – 213	192	The procurement function is an area where the business owners have built on A&M work to enhance internal capacity to build and refine process in a continuous manner. Benefits beyond those originally recommended focus on eliminating rework and leveraging automated reminders.
Document processing	3 903	0	The key assumption was a reduction in overall words to be edited and translated. Currently the word count is increasing due to the growing number and length of documents, as well as additional meetings and events. There may be a need to explore another metric that will identify efficiency gains notwithstanding this context, based on the full and timely implementation of all the related BPR recommendations (including, but not limited to, improved guidelines).
Total	14 912 – 15 935	10 072	

Table 2
Progress against key performance indicators at mid-July 2021

<i>Indicators</i>	<i>Targets</i>	<i>Baseline</i>	<i>Status</i>	<i>Timeline</i>
Outcome indicators				
1. Staff engagement index (Global Staff Survey)	80%	GSS 2018: 72%	TBD	2021
2. Decrease in capability gaps	25% gap reduction	Skills gap survey 2019	On track	2022
3. Percentage of job offers accepted as a percentage of offers made	>95%	92%	TBD	2021
4. Staff successfully exiting underperformance cycle	> 90% of staff underperforming		On track	2022
5. Decrease in time to fill Professional vacancies (days)	90 days	100 days	TBD	2021
6. Decrease in total overtime expenditure per year	15% reduction	2019: US\$300,000	On track	2022
7. Staff hours saved per year	15,000 hrs/year	2019	On track	2022
8. Increase in staff perception on the efficiency of internal procedures and processes	50%	GSS 2018: 27%	On track	2023
9. Reduction of relative costs of institutional functions, services and governance	25%	2019: 27%	On track	2022
Output indicators				
Strategic workforce planning				
10. Targeted staff with capacities upskill or reskill	250 staff		115 staff completed upskilling and reskilling to date.	Q4 2021
11. All positions reviewed (job audit)	100%		To date: 15% completed with 30% at various stages of verification.	Q4 2022
Performance management				
12. Performance management process redesigned	Completed		Completed	Q4 2020
13. All supervisors trained in performance management	100% Directors and supervisors		60% complete	Q4 2021
14. Tailored performance management system in place	Completed		Completed	Q1 2021
15. Underperformance management handbook released	Completed		Completed	Q4 2020
16. Review of the rebuttal process finalized	Completed		Completed	Q4 2020
Employee value proposition				
17. Review of compensation mechanisms within policies finalized	Completed		Completed	Q4 2020
Business process re-engineering				
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 2022	Q4 2020
20. Review of additional business processes completed	Completed		Completed	Q4 2020
21. Implementation of selected recommendations	100%		System changes to be completed in 2022	Q4 2021
Enterprise Risk Management Framework				
22. Regular quarterly risk reporting in place and actions followed up	Quarterly risk reporting		-	Q1 2021
Automation				
23. Staff engaged in automation	5% of Professional staff		Completed (6%) and continuing to grow	Q4 2020
24. Automation pilots mainstreamed	25%		On track	Q4 2021

PPTP budget usage in 2020 and 2021 (as at 15 July 2021)

(Thousands of United States dollars)

Action	TCI fund allocations approved for 2020 and 2021			Proposed reallocation of available funds	2022 TCI drawdown as indicated in previous PPTP updates to Executive Board	Total expected cost to complete in 21/22
	Budget	Used	Available			
Divisional strategic workforce planning development	320	319	1	-1	-	-
Targeted upskilling/reskilling	740	293	447		310	757
Staff separation programme	2 000	482	1 518	26	705	2 249
Supervisors training/support	200	175	25	-25		-
Additional 25 recommendations implementation	1 300	1 298	2*	-2		
Enhancing business process maturity	350	52	298*	-298		
Analysis of new business processes	800	642	158*	-158		
Implementation of other recommendations	950	152	798	458	1 200	2 456
Enterprise Risk Management Framework integration	760	238	522		100	622
Talent Management Platform	650	628	22	-22		-
BPR IT changes and solutions	810	562	248	22		270
Automation use cases (strategic)	660	270	390			390
Grand total	9 540	5 099	4 429	-	2 315	6 744

* These available funds relate to savings realized from the competitive procurement process, and will be reallocated within the BPR/process workstream.