JLIFAD

Investing in rural people

People, Processes and Technology Plan

Update and Targeted Capacity Investment (TCI) Drawdown Request for 2022

Note to Executive Board representatives

Focal points:

Technical questions:

Guoqi Wu
Associate Vice-President
Corporate Services Department
Tel.: +39 06 5459 2880
e-mail: g.wu@ifad.org

Pierre Moreau-Péron
Director
Human Resources Division
Tel.: +39 06 5459 2820
e-mail: p.moreau-peron@ifad.org

Thomas Bousios
Director
Information and Communications
Technology Division
Tel.: +39 06 5459 2288
e-mail: t.bousios@ifad.org

Saheed Adegbite
Director
Office of Strategic Budgeting
Tel.: +39 06 5459 2957
e-mail: s.adegbite@ifad.org

Alberto Cogliati
Chief Risk Officer and Associate Vice-President
Office of Enterprise Risk Management
Tel.: +39 06 5459 2048
e-mail: a.cogliati@ifad.org

Edward Gallagher
Lead Officer
Change, Delivery and Innovation Unit
Tel.: +39 06 5459 2484
e-mail: ed.gallagher@ifad.org

Dispatch of documentation:

Deirdre Mc Grenra
Chief
Institutional Governance and Member Relations
Tel.: +39 06 5459 2374
e-mail: gb@ifad.org

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Contents

Abbreviations and acronyms

BPR	business process re-engineering
D2.0	Decentralization 2.0
ERM	enterprise risk management
ERMF	Enterprise Risk Management Framework
HR	human resources
IFAD12	Twelfth Replenishment of IFAD's Resources
JP	job profile
PPTP	People, Processes and Technology Plan
TCI	Targeted Capacity Investment

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Recommendation for approval

The Executive Board is invited to approve the recommendation for drawdown of 2022 funding under the Targeted Capacity Investment (TCI) envelope as contained in paragraph 56.

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I. 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 September 2021.[1] A PPTP infographic (see appendix) provides an overview of PPTP and its interlinkages with other reforms.

2. Since September 2021, considerable progress has been made, particularly in the five priority areas: project procurement, loan disbursement, document processing, upskilling and reskilling, and the separation programme. In addition to these five areas, automation has also been identified as a high-priority area of strategic importance.

II. Update on high-priority items

A. Project procurement

3. Project procurement is a key operational activity, and improving it is a key priority for IFAD. The activities funded under the PPTP one-time TCI envelope will kick-start the work and deliver the architectural foundation and the procurement plan module, with the aim of putting in place an end-to-end project procurement system to support transparency in public spending by IFAD's borrowers. This work introduces, for the first time at IFAD, a systematic tracker for actively managing all project procurement processes to help IFAD and borrowers plan and track procurement activities under IFAD-financed projects.

4. Governments and IFAD will be able to track all project procurement transactions and will have access to analytics. The system will also guide IFAD project teams in planning and organizing procurement activities. This will result in more transparent and efficient procurement processes and better value for money. IFAD and the project teams will be able to see each step of procurement activity and avoid working with multiple systems and manual processes to obtain necessary information for procurement planning reviews.

5. Standardized workflows will facilitate oversight by IFAD and streamline the work of project teams, saving time for staff who support the planning and review of the procurement process. The system analytics will allow for much more comprehensive risk assessments and targeted implementation support and will support the adoption of improved procurement processes. The analytics should also drive smarter planning of project supervision missions and improve operational efficiency and oversight.

6. The foundational components, funded by the TCI, will be delivered during the first quarter of 2022, with module 1 delivered by the fourth quarter of 2022.

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[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). In 2021 Management presented updates to the Board for information only in April (see EB 2021/132/R.34) and September (see EB 2021/133/R.23).

B. Loan disbursement

7. The business process re-engineering (BPR) exercise recommended adaptations in the IFAD loan disbursement process to improve its efficiency for both IFAD and borrowers, taking a holistic view of how controls are operationalized. The PPTP work will address necessary changes to the IFAD Client Portal (ICP), the Fund's platform for conducting business transactions with clients and members. A more robust, integrated risk-based assurance methodology, covering both financial control in cash disbursement and financial management, will be implemented, leading to the streamlining of checks on partner requests for funding, reduction in the documentation submitted by projects, digital submission of documents, increased straight-through processing and a shift to focused, risk-based ex post reviews that will enhance assurance and efficiency.

8. Furthermore, roles within IFAD will be updated to include both financial control and financial management checks so as to address risks more effectively. These updates will support IFAD in increasing the robustness of its financial processes and systems as it works towards becoming a fully-fledged development finance institution. They will also support a holistic transformation of project financial management business modalities to make them more fit for purpose and better aligned with leading industry practices, placing more reliance on country systems and internal controls and introducing enhanced financial discipline, including reporting from projects. Related policies and procedures will also be revamped to reflect a hierarchical approach based on principles rather than prescriptive rules.

9. The work to deliver these changes has started in the fourth quarter of 2021, with updated ICP workflows and liquidity reporting to be delivered by the end of the second quarter of 2022.

C. Document processing

10. The BPR review of the document processing area sought to address increasing workloads in the context of greater output and length of IFAD official documents. Recommendations sought to address how such documents are produced, approved and subsequently processed. Along with efforts to streamline document guidelines, templates and approvals, better tools for language processing can reduce manual work. IFAD has identified the United Nations eLUNa translation platform as the best fit for editing/translation needs. The platform, which is also being explored by other Rome-based agencies, will enable IFAD to benefit from the similarity of processes and approaches and from the investment made by the United Nations in developing such tools. IFAD has already tested eLUNa, with very positive results, and will move to implementation once the necessary agreements with the United Nations Secretariat are finalized.

D. Upskilling and reskilling

11. In July 2021, Management approved an upskilling and reskilling plan developed to address skills gaps in four areas, namely: (i) operations; (ii) finance and risk; (iii) leadership and management; and (iv) key functional areas such as legal, procurement and human resources (HR). The overall upskilling and reskilling plan is funded from both regular and one-time TCI resources. Table 1 below provides a brief description of each cluster.

Table 1
Overall upskilling plan – by cluster, description and progress to date

Cluster	Description	Progress (2020-2021)*
Operations academy	• Tailored training programmes for operations staff with a differentiated approach to meet training needs of: (i) both newly recruited country team members and senior/experienced staff; as well as (ii) staff in programme management roles and staff in technical and financial management roles. • Specific certifications for project procurement and development finance.	• The academy is structured around three pillars: (i) corporate learning; (ii)operational learning; and (iii) technical learning – for a total of 27 modules. It will launch in the fourth quarter of 2021.
Finance academy	• Focus on introducing a number of initiatives to meet evolving financial skills needed of IFAD staff including: specific certifications (e.g. Chartered Institute of Public Finance and Accountancy qualifications) and courses on digital finance, financial crime, risk management and private sector investment.	• 154 trainings/certifications organized, of which 67 have been completed.
Leadership and management academy	• Strengthening leadership and management skills suited to the new decentralized structure and supporting managers/supervisors in effectively managing the team/individual performance of staff in line with the new performance management policies. • Focus on all staff with a managerial or supervisory role.	• 377 trainings/coachings organized, of which 182 have been completed.
Tailored functional training	• General training for interested IFAD staff; includes learning programmes for upskilling in the areas of procurement, protocol, writing skills, HR management, legal, security management and information technology.	• 40 trainings organized, of which nine have been completed.

* As at mid-October 2021.

12. The TCI portion of the upskilling programme is intended as a one-time initiative to address the skills gaps assessed through the HR study, which either required a specific one-time boost to bridge a capability gap or an acceleration in training to meet the needs of new staff – for example to bring new country directors up to speed swiftly on IFAD's programme management practices.

E. Separation

13. IFAD aims to retain the maximum number of staff, and Management's primary focus, as outlined above, is on upskilling and reskilling existing staff members to bridge identified capability gaps and drive organizational renewal. However, for those staff who, through mutual agreement, wish to separate from IFAD (in line with the criteria set out in EB 2020/131(R)/R.5, para. 12), a separation programme is available. This programme also supports the organizational priority of achieving diversity, particularly at higher Professional levels.

14. In 2020, four separations were agreed under the PPTP. As at mid-October, 13 separation agreements had been signed in 2021, for a total cost of US$1,445,729 (up from the US$482,000 reported in the September Board update). Eight additional separations are under discussion.

F. Automation

Transaction automation

15. During 2020, IFAD developed 11 transaction automation pilots. The pilots aimed to address business challenges and resolve specific issues across IFAD, as identified by staff, via automation. Following development and configuration, the pilots remained operational for several months, allowing divisions to assess their value in supporting staff during their daily work. To date, the business owners of eight pilots have endorsed mainstreaming independently of TCI funding, indicating that they recognize the value of automation. Examples of these pilots include the automatic reconciliation of bank statements; uploading of concept notes and logical frameworks into the Operational Results Management System; collation of financial management information for missions; and automatic uploading of exchange rates by finance teams.

16. TCI funding was crucial to initiating the automation programme in IFAD and has allowed the use of the latest automation technologies in a hands-on, pragmatic manner, with learning on what works and what are the key factors for success in such projects. Using a staff-driven approach to resolve day-to-day issues places IFAD in a strong position compared with peer organizations, providing staff with first-hand knowledge of such technologies and allowing for wider adoption of automation going forward, as IFAD now possesses the relevant expertise.

Strategic automation

17. The work on strategic automation is progressing well. This work aims to address data accessibility and analytics needs and will provide IFAD's workforce access to the latest tools for data analysis, including in a self-service mode, and the ability to leverage advanced technologies such as artificial intelligence in their everyday work. This democratization of tools is a departure from the past, when such capability was mostly reserved for large projects and was accessible only to those with highly specialized skills. Now, all of IFAD's workforce will have full access to a range of data and toolsets, allowing for advances in how data can be leveraged for day-to-day work and decision-making. For example, regional offices will be able to independently tap into all of IFAD's internal and external data and develop their own analysis and reports, which may be useful for local- or hub-level reporting and usage, without the need to depend on highly specialized experts.

18. This self-service accessibility enabled by the PPTP is a step change. It will allow the workforce direct access to diverse types of data, including from geographic information systems, accompanied by tools to conduct analysis and rapidly share dashboards and analytics with colleagues and stakeholders. The suite of data services will be set up on a single platform to facilitate data-sharing and analysis by the workforce, organically incorporating related tools and fostering innovation on an ongoing basis, with content driven and published directly by the workforce. The PPTP will enable the creation of this data platform in order to facilitate the transition towards a data-centric culture at IFAD. Strategic automation pilots are being developed, with selective elements in testing with a focused group of users. The results are expected to be released during 2022.

III. Workstream updates

A. People

Performance Management

19. Key milestones achieved in the revamping of IFAD's performance management include the recent implementation of a redesigned end-to-end performance management process to enhance and support the ability of supervisors to manage underperformance. The focus has been on concrete changes and support tools to manage underperformance. Now managers with supervisory roles have a specific managerial goal of proactively managing performance. In addition, a new rating

system has been introduced, with a weighted objective evaluation process and ongoing check-ins from supervisors. New rules and procedures have been developed to effectively manage performance (including performance shortfalls and underperformance), better monitor improvements in performance against clearly defined timelines and measure outputs for underperforming staff and mitigate risks associated with underperformance.

20. During 2021, five performance improvement plans have been implemented; one has been completed and the decision on the actions to be taken as a result is currently being evaluated. The remaining four are in progress and are expected to be completed by the end of the year.

Job audit

21. The applicable procedures for IFAD's 2021 job audit exercise have been issued. They cover the creation of new job profile (JP) templates and the preparation of JPs, classification of JPs by the United Nations Global Centre for Human Resources Services (OneHR) and implementation of classification decisions.

22. One key feature is that results of external assessment/classification for positions that are classified at a grade/level different from the original level need to be endorsed by the relevant department head and then approved through the dynamic workforce planning mechanism, taking into account budget implications and corporate needs in the new field-based structure under Decentralization 2.0 (D2.0).

23. To date, external assessment/classification for a little over 200 positions has been completed. Precedence has been given to positions in the Programme Management Department, to align with the ongoing D2.0. In addition, positions within the Financial Operations Department and the Strategy and Knowledge Department are in advanced stages of the process. Preliminary groundwork (e.g. conversion of old generic job profiles to JPs) has begun for the Administrative Services Division.

B. Processes

Travel

24. Of the 10 recommendations made in the travel process area, nine have been fully implemented and the remaining recommendation (no. 2 – to increase automated reconciliation) is expected to be completed by the end of 2021. Achievements to date include the revised travel policy, the introduction of travel champions and the completion of mandatory travel training for more than 800 travellers.

25. The travel dashboards, spotlighted in the September Board update, were fully launched in October 2021, and training has begun with budget holders and assistants on how to use them.

26. While quantitative results have been more difficult to measure during the pandemic – as a result of, for example, reduced and more complex travel – from a qualitative point of view, the implementation of the BPR recommendations has yielded many positive results. These include new and innovative tools, better accuracy, reduction of paper and manual processes, advanced planning and monitoring tools and, overall, a completely new and dynamic approach to IFAD corporate travel.

Recruitment

27. In the third quarter of 2021, new recruitment provisions were published as part of the HR implementing procedures, and the new online "Candidate Gateway" functionality (see box 1 below) was launched to implement the BPR recommendations to streamline the IFAD selection process and improve candidates' user experience. Smaller interview panels and simplified interview reports allow more agile selection processes, while a strengthened reference-checking methodology and automated alignment of academic requirements ensure the necessary rigour in the candidate screening methodology. The new reference-checking process introduces increasing levels of review during the various stages of

selection: at the shortlist stage, in preliminary contacts with referees and checks against the United Nations sanctions database, at the appointment stage and completion of additional reference checks by an external United Nations provider for higher grade recruitments and during mandatory telephone conversations with both the applicant's current supervisor and HR focal point. With regard to academic requirements, the new technology automates screening against academic institutions listed in the World Higher Education Database, which was previously performed manually by recruiters.

Box 1
BPR focus: The Candidate Gateway

> The Candidate Gateway is a key pillar of the wider Talent Management Platform. Built as an extension to IFAD's PeopleSoft HR module, the gateway was launched in July 2021. It allows the organization to manage the selection of candidates for both staff positions and consultant assignments in a streamlined and totally paperless manner, which makes the process easier, less time-consuming and more environmentally friendly. The paperless process has additionally improved staff and consultants' user experience.
>
> The gateway is also used to manage the applications of internal staff, with the system automatically surfacing information and data from the talent profile – a newly developed online, self-managed repository of the academic background, skills and professional experience of all IFAD staff (that replaces the personal history form) – in the gateway. The talent profile will be used for talent assessment and talent matching activities for corporate exercises such as reassignment and succession planning.

Consultant management

28. The publication of the revised version of the handbook on consultants and other individuals hired under a non-staff contract, coupled with the launch of the Candidate Gateway, addressed the BPR recommendations in the area of consultant management. The calculation of allowed contract days is now automated according to the simplified policy, and the preparation and approval of the terms of reference for consultants' assignments is embedded in the workflow system rather than being sent manually via e-mail in a Word version as before. These improvements are starting to yield some benefits in terms of quality of work and accuracy of calculations. The outstanding recommendations will be implemented during 2022.

Box 2
BPR: Initial examples of benefits

> Candidate Gateway: the initial findings in terms of time-savings as a result of the new functionalities are promising. Examples within the recruitment process include:
>
> - The introduction of an online tool for reporting the status of individual applications has increased applicants' awareness of the recruitment process and reduced by approximately 50 per cent the number of enquiries from candidates regarding their recruitment status. This improvement alone will bring about more savings in staff time than the 110 hours originally estimated.
>
> - The effects of the HR policy change of reducing the number of members on interview panels, together with the combination of the previously separate workflows for raising a vacancy request and posting a vacancy announcement, have been monitored for the 30 selection processes initiated since the changes were introduced. The results have shown that the expected time savings of 270 hours out of the total 900 foreseen over a 12-month period have already been achieved.
>
> With regard to the consultant management process:
>
> - The simplified policy for the calculation of the number of days that consultants can work in one calendar year or over five calendar years, combined with the automation of this calculation for contract initiators, has already shown significant time savings. Previously, calculating the number of days remaining in a contract took, on average, one hour, but it now takes five minutes. Original BPR estimates had projected that the time might be reduced to 15 minutes, suggesting that time savings could potentially be 20 per cent higher than expected.
>
> - Additionally, the self-service uploading of mandatory documentation by candidates onto the consultant profile, and the automated checking of academic credentials have already achieved the expected reductions in time to perform manual checks and are therefore expected to bring about the foreseen benefits over the next 10 months, i.e. time savings in the range of approximately 135 hours per year.
>
> The above are only a few examples of benefits achieved in the recruitment and consultancy workstreams. Management will collate all benefits achieved and report back to the Executive Board in due course.

Supplementary funds

29. IFAD negotiates and signs approximately 4050 supplementary fund agreements per year with a variety of donors. These necessitate coordination with various IFAD divisions and complex clearance procedures. By the end of 2022, revised operating procedures for the mobilization and management of supplementary funds and streamlined clearance processes will clarify the internal processes for fund mobilization and management, save administrative time and provide guidance to staff across the organization.

Corporate procurement

30. All actions to be implemented in this process area have been completed and the expected benefits realized. Key improvements in this process area include a streamlined commercial panel process and streamlined clearance by the Contracts Review Committee for straightforward tenders.

Internal and external communications

31. The new communications strategy, "Global Communications and External Advocacy – The way forward to IFAD12 and beyond" was presented to the Board in September 2021. It plots a new strategic path for IFAD's communications approach that will serve a reformed, decentralized organization internally while also providing greater visibility and trust externally. TCI funding is supporting the implementation of foundational action areas of the strategy, such as better aligning IFAD's knowledge management and data generation with IFAD's external communications demands, refining the Communications Division operating model (organizational units, operating procedures, etc.) and facilitating the development of updated guidelines and procedures for internal and external communications.

Enterprise risk management

32. Considerable progress has been made in enhancing enterprise risk management (ERM) in an integrated manner across the organization, notably with the finalization of the ERM policy. The policy defines key roles and responsibilities of ERM stakeholders, supported by a new risk committee structure and comprehensive enterprise risk taxonomy, with the categorization and definition of IFAD's main financial, operational, programme delivery and strategic risk drivers. Based on this categorization, specific key risk indicators quantify these main risk drivers. The policy also formalizes the Fund's risk management structure and sets out the minimum requirements and expectations for the proactive management of risk in IFAD's operations.

33. The focus remains on continued strengthening of financial, operational and programme delivery risk management through enhancement of risk measurements and the operationalization of key policies.

34. The Office of Enterprise Risk Management (RMO) has also finalized the internal preparation of 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. RMO has participated in the annual review of IFAD's credit rating, with adequate oversight over the metrics and relevant data.

35. TCI funding was crucial to ensuring the development of the Enterprise Risk Management Framework (ERMF) and key functionalities in such a short time frame, which would not have been possible with regular resources alone.

C. Technology

Talent management

36. The technology platform to enable the new talent management framework was successfully delivered in July 2021. The new framework focuses on performance and skills over the entire career of IFAD staff, which required a holistic and

integrated approach to the events of a staff member's employment at IFAD, from hiring through performance cycles, training, reassignment and changes of position.

37. A modular approach was adopted, given the scope of this project, allowing IFAD to start to benefit from the new approach and functionality in 2020. The early releases included functionality to support the reassignment exercise – allowing the matching of staff with position profiles to identify best fits based on skills and experience. For performance management, new templates and process were released in early 2021, embedding the dynamic nature of the continual performance conversations between supervisor and supervisee and new ratings structure.

38. The talent profile provides a structured means of capturing the skills and experiences of each person, which can then be matched with JPs to support succession planning and other organizational changes.

39. In July 2021, the new Candidate Gateway was released (see box 1 above), bringing major improvements to the staff recruitment process and the engagement of consultants. This technically unified gateway provides a single platform for managing new vacancies specific or generic calls for consultants.

40. With the technical project now delivered, value for IFAD will continue to be unlocked as more data are added to the platform. Once a critical mass of data is present, more functionality will support both the Human Resources Division and IFAD staff members in their work.

Process upgrades with technology components

41. Work to complete the technology-enabled BPR recommendations on travel, recruitment and consultant management is ongoing.

42. On travel, nine of 10 recommendations have been completed and the technical work on the tenth is expected to be completed by the end of 2021. These changes will enable organizational oversight of travel through the new travel dashboards, tracking to reduce errors, automated data integration of travel profiles and automatic creation of travel advance payments.

43. With regard to consultant management, the redesign of the end-to-end process is ongoing. These technical changes, a result of extensive consultation, aim to improve the overall process of issuing consultant contracts and support better resource management through flexible consultant rosters. The project will be delivered during the second half of 2022.

44. As for recruitment, six technical recommendations have been delivered. The remaining recommendations will address improved information-sharing to potential candidates, further supporting the efforts to address the employee value proposition. This work will be completed during the first half of 2022.

IV. Change management and communication

45. The primary goal of the change management approach is to support awareness, ability and accountability of IFAD staff in matters relating to the PPTP. Strong PPTP change management benefits from Senior Management ownership (the Executive Management Committee serves as the steering committee), overall programme leadership by Associate Vice-Presidents (AVPs) and the Corporate Services Department, relevant workstreams championed by accountable AVPs, a cross-functional working group which includes the IFAD Staff Association as an observer, middle management and business owner engagement, and strong communications and outreach with staff.

46. Since the September 2021 Board update, communication efforts have focused on raising awareness among staff, through: (i) a PPTP infographic; (ii) promotional

videos; (iii) an update blog; and (iv) internal events, including an all-staff Interact event in October and an all-staff forum on change at IFAD in November.

47. The infographic, attached as an appendix below, was shared internally with staff. It sets out the principal elements of the PPTP, its linkages with other reform initiatives and how it contributes to the IFAD12 objectives and highlights achievements and feedback from staff.

48. A series of promotional videos has been designed, in which IFAD staff at different locations speak about how the PPTP has improved the way they do their work – be it through time saved on administrative tasks as a result of automation or improved skills through upskilling/reskilling.

V. Implementation arrangements

Timeline

49. The implementation timeline is laid out in annex II. The scheduled deliverables are broadly on track, although the completion date for the job audit has been moved to the second quarter of 2022 owing to the need to ensure that the initiative supports the D2.0 and the workplace culture initiatives, which are being carried out in parallel.

Performance against key performance indicators

50. An update of progress made on the list of key performance indicators is set out in annex III. All indicators are broadly on track, and one, "automation pilots mainstreamed", is currently three times over target.

VI. Key risks and mitigating actions

51. Management presented five key risk areas to the Executive Board in April 2020 (see EB 2020/129/R.3/Rev.2, table 3, p. 12), in addition to the risk posed by COVID-19.

52. A key emerging challenge related to the broad nature of the reforms across the organization is staff availability. Specifically, much of the implementation work, such as staff involvement in the PPTP working group, is being undertaken by staff in addition to their regular work. Management is mitigating and minimizing such challenges through better planning of tasks and clear communication on corporate priorities.

53. The risk identified in the September update of the job audit taking place at the same time as D2.0, and the consequent difficulty in aligning decentralized staff positions with the job grade audit, is being monitored by Management.

VII. Budget update and drawdown request

54. A cumulative total of US$9.54 million was approved to be drawn down from the TCI envelope in 2020 and 2021. As at mid-October 2021, actual usage of this allocation amounted to US$6.984 million, leaving US$2.556 million available for use for the remainder of 2021 and 2022 before any additional drawdown request. Expenditure in 2021 has been lower than expected as a result of the altered timelines of certain activities, such as upskilling training, BPR implementation and the separation programme.

55. As noted above, Management has leveraged the institutional learning gained so far to shift focus onto core operational and strategically important areas for the remainder of the implementation period in order to enhance the overall impact of the PPTP and to allocate TCI funds primarily to project procurement, loan disbursement, document processing, upskilling and reskilling and the separation programme.

56. Based on current TCI budget usage and the strategic areas identified, Management proposes a final drawdown of US$2.315 million for 2022, including: US$310,000 for targeted upskilling and reskilling; US$705,000 for the staff separation programme; US$1.2 million for implementation of remaining recommendations in the processes workstream, including key aspects of project procurement, loan disbursement and document processing; and US$100,000 for ERMF integration to further embed ERM into the organization.

57. A full breakdown of TCI budget usage as at mid-October 2021 and the proposed drawdown for 2022 can be found in annex I.

TCI budget usage as at mid-October 2021 and proposed 2022 drawdown

(Thousands of United States dollars)

		TCI allocated				TCI actual usage		TCI available and proposed drawdown	
		2020	*2021*	*Total*		*Amount*		*TCI available*	*2022 proposed drawdown*
People	**Strategic workforce planning**								
	Development of divisional strategic workforce plans	320	-	320		319		1	-
	Targeted upskilling/reskilling	385	355	740		306		434	310
	Staff separation programme	500	1500	2000		1 446		554	705
	Employee value proposition	-	-	-		-		-	-
	Performance management								
	Dedicated management training and support for supervisors	100	100	200		196		4	-
Processes	**Business process re-engineering**								
	Implementation of first 43 recommendations	1 300	-	1 300		1 298		2	-
	Enhancing business process maturity	350	-	350		80		270	-
	Analysis and implementation of remaining recommendations	800	950	1 750		976		774	1 200
	Enterprise Risk Management Framework (ERMF)								
	ERMF integration	600	160	760		760			100
Technology	Implementation of Talent Management Platform	450	200	650		633		17	-
	Implementation of business process re-engineering technology changes and solutions	570	240	810		561		249	-
	Analysis and piloting of automation use cases (strategic and data-driven)	-	660	660		409		251	-
	Totals	**5 375**	**4 165**	**9 540**		**6 984**		**2 556**	**2 315**

Revised implementation schedule 2020-2022

	2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
People												
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				█	█	█	█	█				
Processes												
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 seven)			█	█								
Implementation of selected recommendations					█	█	█	█	█	█	█	
ERMF integration	█	█	█	█	█	█	█	█				
Technology												
Talent Management Platform: design, testing, roll-out and post-launch support		█	█	█	█	█						
Implementation of 24 phase-1 business process re-engineering technology changes and solutions		█	█	█	█	█	█	█	█	█	█	█
BPR project procurement – foundational and module 1									█	█	█	█
BPR loan disbursement – workflow updates & liquidity reporting									█	█		
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)					█	█	█	█	█	█	█	█
Investment in IFAD Country Office upgrades*						█	█	█	█	█	█	█

* To be funded from administrative resources, not the TCI.

Progress against key performance indicators – at mid-October 2021

Indicators	Targets	Baseline	Status	Timeline
Outcome indicators				
1. **Staff engagement index (Global Staff Survey [GSS])**	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%	97%	**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	130 days	**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		129 staff members in critical roles have completed at least one training under the upskilling programme. End date Q4 2022	**Q4 2021**
11. **All positions reviewed (job audit)**	100%		To date: On track (27% completed)	**Q4 2022**
Performance management				
12. **Performance management process redesigned**	Completed		Completed	**Q4 2020**
13. **All supervisors trained in performance management**	100% directors and supervisors		On track (56% completed)	**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**
ERMF				
22. **Regular quarterly risk reporting in place and actions followed up**	Quarterly risk reporting		Complete – Corporate Risk Dashboard launched.	**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%		Exceeded – currently 72% to date	**Q4 2021**

PPTP infographic

PEOPLE
PROCESSES
TECHNOLOGY
PLAN

Unlocking and maximizing the capacity and efficiency gains needed to double IFAD's impact by 2030.

Implementation timeline: 2020-2022

PPTP: THREE INTERLINKED WORKSTREAMS

People

Strategic Workforce Planning (SWP): *Addressing staff capacity gaps (i.e. numbers) and capability gaps (i.e. skills).*
Performance Management (PM): *Rewarding high performance and managing underperformance.*
Employee Value Proposition (EVP): *Making IFAD better able to attract and retain talented personnel.*

Technology

Enabling People *and new talent management framework with the Talent Management Platform.*
Enable Processes *through tech elements in e.g. Travel, Consultant Management and Recruitment.*
Automation: *piloting automation technologies for transactional and strategic data driven pilots.*

Processes

Business Process Re-engineering (BPR): *Identifying changes that could lead to greater efficiency and reduced staff effort while achieving similar or better outcomes.*
Enterprise Risk Management (ERM) *framework formalized.*

BACKGROUND:
Global Staff Survey (GSS) 2018 / McKinsey HR Study / Alvarez & Marsal Business Process Re-engineering (BPR) report / Enterprise Risk Management (ERM) Review

WHAT DO IFAD STAFF SAY
ABOUT THE PPTP?

With all the implementation work that has taken place –
what effects have IFAD staff noticed on the ground?

Processes

Travel Dashboard: "We now have all IFAD travel information in one place right in front of our eyes. No more clicking around multiple files to get the same information – it's all here!"

Automation

For a project assistant, Operational Results Management System (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!"

ERM

New policy:
"Thanks to the support from PPTP, we were able to upgrade IFAD's risk practices, roles and responsibilities – which will strengthen the Fund in the years to come."

Recruitment

New "paperless contracts" save admin time for the Human Resources Division and staff receiving contracts:
"Now contracts get sent through the system, signed and returned in the same way – it's a lot easier, less time consuming and more environmentally friendly."

Automation

Automating the upload of exchange rates for the Financial Controller's Division (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."

People

Upskilling using Chartered Institute of Public Finance and Accountancy (CIPFA) qualification:
"With 44 IFAD staff learning complex finance concepts, this first corporate finance qualification has been a great success for IFAD!"

PPTP BY NUMBERS
SINCE APRIL 2020

145 staff trained — **LEADERSHIP AND MANAGEMENT ACADEMY**

67 staff trained — **FINANCE ACADEMY**

10,000 estimated to be saved by end-2022 due to business process re-engineering reforms — **STAFF HOURS**

11 automating transactional pilots out of which 8 so far have been given green light by owners to mainstream — **AUTOMATION PILOTS**

4,000 questions asked by IFAD staff — **COVID-19 CHATBOT**

3,500 transactions with value of US$30 million reconciled on bank statements — **TREASURY ROBOT**

CURRENT IMPLEMENTATION PROGRESS
At a glance (November 2021)

Complete   Ongoing   Still to begin

People

- **Upskilling and reskilling**

  Trainings completed e.g. 67 in Finance Academy and 61 in leadership development for supervisors.

  LinkedIn Learning: 16,000 courses available. 34% of licenses have been activated by staff with a 64% usage rate (staff enrolled in 1 course or more).

- **EVP:** Average 3,000 monthly views on jobs posted on impactpool.org / Average 925 monthly redirects from Impactpool to IFAD.org / 450,000 impressions on LinkedIn Life Page.

- **Talent Management Framework** launched.

Processes

- **Project procurement/loan disbursement** - in design phase.

- **Guidelines for document processing** of governing body documents awaiting approval.

- **Travel dashboard** launched.

- **Consultancy and Recruitment:** new Candidate Gateway system completed, recruitment panel numbers reduced, five-year 240/960 day consultant policy changed.

- **ERM:** New ERM policy approved.

Technology

- **Talent Management Platform** launched.

- **18 tech enabled BPR** recs. implemented across 3 business processes.

- **Automation**

  11 transactional pilots across IFAD – of which at least 8 adopted.

  Strategic automation commenced, focusing on data and analytic.

Want to...?

Find out more about PPTP?
See the Intranet PPTP Corner
https://intranet.ifad.org/pptp

Read PPTP working group minutes?
https://intranet.ifad.org/minutes/pptp

Speak to a particular member of the PPTP working group?
https://intranet.ifad.org/pptp/contacts

Find out more about the content in this infographic?
Contact: Edith Girval (e.girval@ifad.org) and John Laird (j.laird@ifad.org)