People, Processes and Technology Plan (PPTP): Update

Document: EB 2022/136/INF.3

Date: 12 August 2022

Distribution: Public

Original: English

FOR: INFORMATION

Useful references:

People, Processes and Technology Plan: Update (EB 2022/135/INF.4)

People, Processes and Technology Plan: Implementation of a Targeted Investment in IFAD's Capacity (EB 2020/129/R.3/Rev.2)

Action: The Executive Board is invited to take note of the update provided on the People, Processes and Technology Plan, which is on schedule to complete at the end of 2022.

Technical questions:

Guoqi Wu
Associate Vice-President
Corporate Services Department
e-mail: g.wu@ifad.org

Edward Gallagher
Lead Officer
Change, Delivery and Innovation Unit
e-mail: ed.gallagher@ifad.org

Contents

Executive summary

1. The People, Processes and Technology Plan (PPTP) aims to enable IFAD to maximize its contribution to the 2030 Agenda by equipping it with the appropriate human resource capacities and capabilities, efficient corporate processes and technological solutions required to deliver effective development results.

2. Significant progress has been made since implementation commenced in April 2020, and the project is on track to complete by end-2022 within the envelope of Targeted Capacity Investment (TCI) funds. Highlights of the achievements include:

   - **People:** The revised performance management procedures have helped bring about a culture change in the way staff performance is managed, enabling more constructive and frequent interactions between managers and their staff. The upskilling programme has played an important role in filling critical skills gaps and equipping staff with the knowledge and tools needed to better perform their functions and in supporting Decentralization 2.0 by targeting country directors and staff in the field through programmes such as the Operations Academy (OPAC). Overall, 1,779 courses have been completed as part of the programme. Finally, the separation programme has also supported the institution in meeting gender targets and furthering its diversity agenda.

   - **Processes:** Over 9,000 hours have been saved thanks to the changes in consultant management and recruitment processes, exceeding estimates for these two business processes by over 1,000 hours. This will help alleviate the critical workload issue across the institution.

   - **Technology:** The testing and mainstreaming of nine transactional automation pilots have enabled people across IFAD to have hands-on experience with automation. With strategic automation still ongoing, over 40 personnel have been testing a self-service analytics platform and creating dashboards based on their specific needs for key performance indicators, monitoring, insights, etc., resulting in the creation of over 60 reports to date.

3. From now until the end of 2022, implementation will continue on as-yet unfinished elements, with additional benefits expected. Training will also be provided to enable staff to use the new systems, guidelines and procedures.

4. In some instances, benefits derived from the improvements will become apparent only after full implementation is complete and rolled out. This is primarily due to: (i) the time required by staff to learn and begin using new systems and procedures; and (ii) the longer timeframe required when TCI funding covers one element of a wider project (e.g. the end-to-end project procurement system). In light of this, based on input provided during the Board session in April, Management proposes that the PPTP completion report be presented to members at the Board session in December 2023.

5. In April 2022, the Office of Audit and Oversight (AUO) conducted an audit of the PPTP with the purpose of reviewing the effectiveness, efficiency and reporting of the plan, measured against the expected timeframe and budget. The draft report has been issued by AUO, and Management is analysing its findings.

6. To ensure that the programme successfully closes at the end of 2022, close coordinated engagement with the Executive Management Committee will be maintained, alongside individual progress updates organized with the relevant department heads and engagement with IFAD personnel through the involvement of the IFAD Staff Association and effective internal communications.

People, Processes and Technology Plan (PPTP): Update

I. Update on high-priority items – status and 2022 activities

A. Upskilling/reskilling

1. As of mid-July 2022, 1,779 training courses had been completed in the upskilling programme (64 per cent of the entire programme). This includes training aimed at upskilling IFAD's decentralized workforce; for example, the Operations Academy (OPAC) has launched multiple courses for field-based staff (e.g. on country-level policy engagement).

2. The programme has received positive feedback from staff and, to better assess its impact on performance, a performance evaluation system (PES) audit is planned for the first quarter (Q1) of 2023 for staff in critical roles.

3. The programme has enabled Management to advance in filling critical skills gaps and equip staff with the knowledge and tools needed in performing their functions. The programme is thus expected to continue beyond 2022 and form part of IFAD's new learning strategy going forward.

B. Separation

4. To date, 34 staff have signed mutually agreed separation agreements. Two additional ones are under consideration in 2022.

5. The separation agreements have been signed by 11 General Service (GS) and 23 Professional staff members and have enabled Management to better address corporate objectives, such as Decentralization 2.0 (D2.0) and the Fund's diversity agenda in terms of gender and enhanced staff representation from List B and C countries. As a result, the gender target set by the Twelfth Replenishment of IFAD's Resources (IFAD12) commitment has been exceeded, with 41.4 per cent of female staff in senior positions at the P-5 level and above.

6. IFAD has also been able to commit to a "no job loss" approach for GS headquarters staff impacted by the D2.0 changes. To date, the majority of GS staff in positions that were abolished at the end of December 2021 have been placed in other suitable vacancies.

C. Project procurement

7. The People, Processes and Technology Plan (PPTP) funding has initiated the development of the foundational work and system architecture of IFAD's new end-to-end procurement system. This system will yield qualitative benefits by achieving much greater transparency and better quality in operational processes and lending visibility to the use of IFAD funds, verifying that they are being used exclusively for their intended purpose. Technical work is ongoing, with an initial pilot of the system for a small group of projects expected by Q4 2022. The system will begin roll out in 2023. In parallel, a training and communications programme is currently being developed.

8. The system is expected to yield operational efficiencies of up to 3,500 hours per year, with most of them materializing on the project management unit side. These benefits will be realized gradually, once all parts of the system and programme have been rolled out and all internal and external users have received adequate training (approximately one year after launch).

D. Loan disbursement

9. The streamlining of IFAD's loan disbursement process is already delivering improvements in efficiency and controls. These include a reduction in the checklist from 20 points to 5 and a move to digital-only submissions of withdrawal applications (WA). WAs were previously submitted by borrowers in both paper and digital formats, requiring lengthy scanning of paper and checking of documents to reconcile the two versions to avoid the risk of duplicate payments. Digital-only submissions are expected to save approximately 2.5 hours per WA in checking time. Across all areas implemented, the benefits realized thus far amount to approximately 5,650 hours per annum across multiple divisions, and once system implementation is complete, a further 850 hours of savings may be realized.

10. By Q4 2022, a new set of project financial management policies and guidelines will be introduced, moving from a transaction-based approach to a principles-based approach to fiduciary assurance, differentiating checks further depending on project risk. Ex ante desk review checks will be minimized in favour of ex post reviews in the field, with a reduction in required document submission. The reforms will bring IFAD into line with best practices of peer organizations, enhance IFAD's holistic risk-based framework, and require more timely financial discipline by projects and more regular review of financial progress.

11. System changes related to the IFAD Client Portal are under development and expected to be complete and embedded by Q1 2023. A new disbursement monitoring report that shows near real-time data on disbursement progress by region and country has been introduced ahead of schedule.

E. Document processing

12. The language teams in the Office of the Secretary (SEC) currently use multiple platforms and systems to pre-process (e.g. to retrieve already-edited material), translate, edit and check terminology in governing body documents. Implementation of the United Nations' editing and translation support tool, eLUNa, will bring all of these elements under one platform, streamlining processes and enabling greater collaboration, efficiency and quality. SEC will trial the system on non-governing body documents in autumn, with the aim of full roll-out and usage for the December 2022 Board.

13. Regarding non-technology-related activities, SEC has stepped up outreach and training on the new document processing guidelines (as communicated by the President's Bulletin in February 2022, subsequent to Board approval in December 2021), which includes revised word counts, charges to divisions for late submission of documentation and updated, more user-friendly document templates. Training sessions have been conducted, and SEC is monitoring adherence to the new guidelines during preparation for the September Board.

F. Automation

14. PPTP provided IFAD with an opportunity to explore the potential of some emerging automation technologies. Based on consultations with staff, the programme was divided into two parts: transactional and strategic automation.

15. Transactional automation focused on manual repetitive rules-based tasks that could be automated. Eleven of the reviewed proposals progressed to pilots, in which an automation solution was developed to perform the manual tasks and trialled in real work situations. Nine were considered successful at addressing the business needs and were mainstreamed. Examples include automations that run every day for recurrent tasks that process exchange rates from an IFAD bank and the United Nations and reconcile IFAD bank statements against internal transactions.

16. In core operations, automations were developed to incorporate annual results and upload project concept notes into IFAD's Operational Results Management System

and to collate project financial management reports before consultants go on missions. These automations have all been live for over a year and are successfully integrated into daily work. By the close of PPTP, an assessment of each pilot and the gathering of lessons learned from those involved will be undertaken.

17. Strategic automation focuses on data. Improving data access, collation, visualization and analytics is vitally important to supporting IFAD planning and informed decision-making. To address this need, IFAD has developed OmniData. Using the latest cloud services, internal and external data are automatically collated in a central repository accessible to all IFAD personnel. Training is provided on analytics, data modelling and visualizations. Forty staff members from across IFAD are currently testing the platform and creating dashboards based on their specific needs for key performance indicators (KPIs), monitoring, insights, etc. Over 60 reports with new insights have already been created. The platform also allows for tailored advanced analytics solutions – leveraging very powerful capabilities in artificial intelligence to further explore and extrapolate insights from the data.

18. Work continues on fine-tuning the solutions and addressing the roles and responsibilities of participants prior to a roll-out in Q4.

II. Workstream updates

A. People

Performance management

19. The 2021 performance management cycle enabled IFAD to identify 183 staff as superior or outstanding performers (25 per cent of the total staff) and 10 as underperformers.

20. To continue strengthening the performance culture, the 2022 PES process was launched, along with training, advisory sessions for supervisors and staff and an audit of performance goals. The changes have resulted in greater objectivity in assessing performance and greater granularity for more constructive feedback, and have encouraged more continuous and regular feedback between supervisors and staff.

21. The revised procedures have also helped supervisors and staff address performance shortfalls. During Q1-Q2 2022, three performance improvement plans (PIPs) were closed with a successful outcome. An additional seven PIPs have been launched and are expected to end by Q1 2023.

Job audit

22. As of mid-July, 545 out of 790 positions (69 per cent) have been classified by the OneHR external independent classifiers.

23. The exercise is following a phased approach, prioritizing positions by department, as well as those that become vacant or are part of IFAD's mobility process. Completion of this final phase is expected by the end of the year.

24. The job audit has been critical to supporting IFAD's organizational transformation, ensuring a formal review of the required job roles for all IFAD positions and appropriate classification.

25. The process has also enabled IFAD to develop new job profiles (JPs) capturing both the generic and the position-specific requirements. The JPs are being uploaded onto the Human Resources Division's (HRD) system in a dynamic format to ensure integration with the revamped HRD talent management platform, allowing managers and staff to match talent with vacant positions and support succession planning.

B. Processes

Enterprise risk management

26. Under the PPTP umbrella, a significant achievement has been made in enhancing Enterprise Risk Management (ERM) in an integrated manner with the adoption of the ERM Policy and Risk Appetite Statement. By adopting metrics and increasing process compliance for risk appetite reporting in the Corporate Risk Dashboard, IFAD now benefits from a sound reporting tool and process for enhancing risk management culture across the organization with improved data consistency and visibility to support decision-making.

27. In Q2 2022 the incident/loss data collection and reporting project was completed to allow for the creation of a reliable database on which to build increasingly effective risk assessment and impact analysis.

28. Targeted Capacity Investment (TCI) funding has been critical to enhancing the ERM framework in such an agile and timely manner. The remaining funds are being allocated to support additional efforts to streamline data processing and reporting, with delivery expected by the end of the year.

Business process re-engineering (BPR)

29. Management estimated that the BPR of the original process areas would generate approximately 15,000 hours of savings. As of mid-July 2022, the confirmed benefits come to 9,410 hours – with further benefits from travel expected by end-2022 and document processing in 2023. Achievements by process area are described in the paragraphs below and annex IV.

Consultant management and recruitment

30. Re-engineering of the recruitment and consultant management processes is nearing completion. Based on work delivered to date, against the 2019 baseline estimate of 5,361 hours per annum to be saved in consultant management through changes in the process, IFAD will be able to save 6,170 hours; in terms of recruitment, savings of 3,048 hours annually have been calculated (against an estimate of 2,928 hours). Savings are achieved across divisions, grade levels and roles in the organization, which, moreover, will help to alleviate the organization's current critical workload problem.

31. For example, under consultant management, the enhanced e-portal is reducing contract issuance times, which is estimated to have saved 1,631 hours – double the originally estimated 815; and the reduction in the number of individuals providing approvals at various stages through the recruitment process has achieved 1,540 hours in savings (versus an originally estimated 900 hours). System enhancements have delivered online contracts for consultants and staff and an improved consultant portal with greater flexibility for rosters. Although the KPI on the time to fill Professional vacancies has not been fully achieved, a positive downward trend has been emerging.

32. These accomplishments represent approximately 1,000 additional hours of savings compared to original estimates. This has been achieved primarily by streamlining processes under the BPR exercise and successful implementation and adoption of Human Resources Policy and system changes.

Travel

33. Implementation in the travel process area has ended. Achievements include: the IFAD Travel and Visa Section has revised the travel policy, introduced travel champions and completed mandatory travel training for more than 800 travellers.

34. Furthermore, system enhancements have been completed. Overall, the BPR generated a completely new and dynamic approach to IFAD corporate travel that fully supports decentralization and implementation of the delegation of authority on travel management.

35. Over 3,000 hours of benefits are forecast as a result of the re-engineering of the travel process. An update will be provided in the December Board paper.

Supplementary funds

36. IFAD is working on strengthening its approach to mobilizing and managing supplementary funds. A strategic framework for supplementary resources was developed and adopted. This ensures that the mobilization, management and implementation of funds is aligned with IFAD's strategic priorities. The framework has also provided the basis for the creation of a Resource Mobilization Committee to improve internal governance and interdepartmental coordination.

37. Finally, the new operating procedures will be approved during Q3 2022, alongside the updated responsible, accountable, consulted and informed matrix.

Corporate procurement

38. Overall, the BPR for corporate procurement processes included 11 recommendations, two of which are related to continuous improvement. It was initially estimated that 192 hours could be saved annually, and this continues to be an effective annual estimate due to process enhancements. Internal clients and stakeholders have provided positive feedback on the implementation outcome that was aimed at addressing various "pain points". The qualitative benefits noted include greater awareness, less re-work, better quality and service delivery, enhanced accountability and an improved user/client experience.

Internal and external communication

39. The BPR of internal and external communication is aimed at streamlining the various issues that affect IFAD's internal and external communications, including: the large volume of communications that are produced and requested (often in an ad hoc manner), cumbersome clearance processes, lack of accountability in sharing information, lack of clarity in procedures and responsibilities, and platforms for sharing information that require upgrading.

40. Preliminary work has begun, for example, on identifying and documenting communication procedures, interactions with internal and external partners, potential gaps and opportunities to improve the information flow more broadly within IFAD; and on mapping interactions and potential synergies for communications across IFAD, which will inform approaches to engagement with the Global Communication and Advocacy Division and lead to efficiencies in terms of resources and time.

C. Technology

Talent management platform

41. The talent management platform, which is the technical enablement of IFAD new Talent Management Framework, was delivered in July 2021. The platform allows for an enriched perspective on each staff member in terms of skills, training and performance, which will expand as data are added.

III. Change management and communication

42. Close engagement with the Executive Management Committee and relevant individual department heads has continued to provide strong support to the plan, especially in terms of managing problems and addressing issues that impede progress.

43. Communication with IFAD staff on progress has continued through Management blogs and the workstream; and the PPTP storytelling video series has begun well, with good viewing figures for the videos presented thus far. Staff are also showing appreciation and buy-in with regard to results achieved – as indicated by the staff involved in the automation pilots on digital signatures and the knowledge kits bot,

who were recognized at the annual IFAD staff awards under the "innovative project" category.

44. The Office of Audit and Oversight audit of selected elements of the PPTP began in April 2022. Auditors interviewed PPTP working group members and business owners and reviewed reports and communications as part of their task. As of mid-July 2022, the PPTP working group is reviewing the draft report to provide initial feedback on it.

IV. Implementation arrangements

Timeline

45. The implementation timeline is provided in annex II. All deliverables are on track for delivery by the end of 2022.

V. Performance against key performance indicators

46. An update of the progress made on the KPIs is provided in annex III. Most indicators are broadly on track, and some have exceeded targets – for example, the figure for no. 23, "Staff engaged in automation", is double the target of 5 per cent – with 10 per cent engaged.

47. Challenges do remain, however. Examples include: (i) when establishing the KPIs for the BPR exercise, the time it would take to fully implement the system's components was underestimated; (ii) the number of days for recruitment has actually increased compared to the baseline and KPI for various factors unrelated to a more streamlined recruitment process; however, a positive trend is emerging in more recent recruitments; and (iii) the timing of benefit realization will occur over a longer timeframe than originally envisioned in the KPIs. As a direct result, the PPTP completion report will be drafted for December 2023.

VI. Key risks and mitigating actions

48. With the bulk of implementation complete across all workstreams and work progressing well in unfinished areas, Management believes that risks to finalizing implementation in all areas can be adequately mitigated.

49. Some challenges remain, however, with respect to: (i) staff availability to continue performing day-to-day activities and be actively involved in PPTP-related changes, reforms and training; Management is prioritizing training related to ensuring the relevance and effectiveness of operations – for instance, 100 per cent of country directors have received project procurement training; and (ii) limited resources for change management and the level of new staff onboarding, which could delay realization of the PPTP's ambition.

VII. Budget update and usage

50. The cumulative total of TCI funds approved is US$11.855 million for the period 2020–2022. Based on a careful review of budget usage, Management agreed to repurpose savings from the BPR process to the staff separation programme, upskilling/reskilling, project procurement and the job audit. Management will continue to review usage and may propose one last minor reallocation by Q4 2022.

51. As of mid-July 2022, actual usage was US$9.591 million or 81 per cent. Of the remaining US$2.25 million available, US$1.275 million is related to separations and already earmarked for use. As a result, Management is confident that TCI usage will be near 100 per cent by the end of 2022.

52. See annex I for details on budget repurposing and current usage.

Targeted capacity investment (TCI) budget usage as at mid-July 2022

(Thousands of United States dollars)

		TCI allocated						TCI actual usage		
		2020	*2021*	*2022*	*Re allocations*	*Total*		*Amount*		*TCI available*
People	**Strategic workforce planning**									
	Development of divisional strategic workforce plans	320	-	-	15	335		319		16
	Targeted upskilling/reskilling	385	355	310	120	1 170		792		378
	Staff separation programme	500	1500	705	570	3 275		2 000		1 275
	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	-		(2)	1 298		1 298		-
	Enhancing business process maturity	350	-		(270)	80		79		1
	Analysis and implementation of remaining recommendations	800	950	1 200	(433)	2 517		2 184		333
	Enterprise Risk Management Framework (ERMF)									
	ERMF integration	600	160	100		860		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		681		129
	Analysis and piloting of automation use cases (strategic and data-driven)	-	660			660		659		1
	Totals	**5 375**	**4 165**	**2 315**	**-**	**11 855**		**9 601**		**2 254**

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												
Original 68 BPR recommendations												
• Implementation of 18 quick wins	█	█	█	█	█	█						
• Implementation of additional 25 recommendations		█	█	█	█	█	█	█				
• Implementation of remaining 25 recommendations					█	█	█	█	█	█	█	█
Business process maturity assessment and follow-up actions			█	█	█	█						
Additional BPR recommendations												
• 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 targeted capacity investment.

Progress against key performance indicators – as at mid-July 2022

Outcome indicators					
1.	**Staff engagement index (Global Staff Survey [GSS])**	80%	GSS 2018: 72%	GSS 2022 data will be available in September 2022.	**2021**
2.	**Decrease in capability gaps**	25% gap reduction	Skills gap survey 2019	Given the organization's evolving staffing and skills requirements and the fact that the 2019 skills gap survey may not be as relevant, we are proceeding with targeted reskilling and upskilling. (77% staff in critical roles reached).	**2022**
3.	**Percentage of job offers accepted as a percentage of offers made**	>95%	92%	98%	**2021**
4.	**Staff successfully exiting underperformance cycle**	> 90% of staff underperforming		100%, as all 3 PIPs completed in Q1-Q2 2022 were successfully closed.	**2022**
5.	**Decrease in time to fill Professional vacancies (days)**	90 days	100 days	Average of 131 days in 2021. However, it should be noted that the trend is downward, and between June 2021 and June 2022 the number of recruitment days fell to 103.	**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 – although over a longer timeframe.	**2023 – not 2022**
8.	**Increase in staff perception of the efficiency of internal procedures and processes**	50%	GSS 2018: 27%	GSS 2022 data will be available in September 2022.	**2023**
9.	**Reduction in relative costs of institutional functions, services and governance**	25%	2019: 27%	On track	**2022**
Output indicators					
Strategic workforce planning					
10.	**Targeted staff with capacity upskill or reskill**	250 staff		217 staff members in critical roles (87% of the target) have completed at least one training under the upskilling programme. To note, the initial target changes as the workforce composition and numbers change. End date Q4 2022.	Q4 2021
11.	**All positions reviewed (job audit)**	100%		69% completed as of mid-July 2022.	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 (84% completed). Numbers have fluctuated in comparison with previous updates due to changes in	Q4 2021

				supervisors over time and the entry of new supervisors.	
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%		Completed	**Q4 2020**
19.	**Additional prioritized reforms completed (25)**	100%		90% complete: remaining 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%		In progress. 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 (10%) and continuing to grow.	**Q4 2020**
24.	**Automation pilots mainstreamed**	**25%**		**Exceeded – 82% to date**.	**Q4 2021**

Business process re-engineering benefits update

Process area	Quantitative benefits				Notes
	Originally identified	Achieved	Forecast upon completion	Revised totals	
Phase 1					
Travel	4 156 - 5 161	-	3 222[a]	3 222	-
Recruitment	2 928	3 048	TBC	3 048	-
Consultant management	5 361	6 170		6 170	-
Corporate procurement	195 - 213	192	-	192	-
Document processing	3 903	-	1 733[b]	1 733	-
Supplementary funds	-	-	-	-	No TCI funds used.
Subtotal	**16 543 - 17 566***	**9 410**	**4 955**	**14 365**	
Phase 2					
Project procurement	3 500	-	3 500	3 500	-
Loan disbursement (phase 1)	6 363	5 650	6 363	6 363	Phase 2 to be estimated.
Internal and external communication	-	-	-	-	Strategic rather than quantitative benefit focus.
Subtotal	**9 863**	**5 650**	**9 863**	**9 863**	
Totals	**26 406 - 27 429**	**15 060**	**14 818**	**24 228**	

[a] Note on travel benefits: due to the COVID-19 pandemic and the disruption in travel norms, benefit achievement will be calculated for the December 2022 Board session.

[b] All document processing benefits dependent on full implementation, roll-out and trained use of eLUNa. Timeline: end-Q2 2023.

* See annex I for forecast totals: https://webapps.ifad.org/members/eb/133/docs/EB-2021-133-R-23.pdf.