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## **People, Processes and Technology Plan (PPTP): Update**

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**Useful references:**

September 2022 – People, Processes and Technology Plan: Update  
([EB 2022/136/INF.3](#))

April 2020 – 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.

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## 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. The project is on track to complete by end-2022 within the envelope of targeted capacity investment (TCI) funds. This is the last PPTP progress update before the final completion report, which will set out overall outputs/outcomes, benefits achieved and lessons learned for the project, and will be submitted to the Executive Board in December 2023.
3. The highlights of achievements to date for each workstream include:
  - **People:** The 2022 Global Staff Survey (GSS) shows an improvement in staff development, with a 7 per cent increase from the 2018 edition. Staff expressed appreciation at having more possibilities to access learning opportunities and apply their skills, thanks in part to the PPPT upskilling programme. The GSS also showed an improvement of 7 per cent compared with 2018 in the areas of performance management (PM), reward and recognition, and the 2021 PM cycle identified 183 high performers and 9 underperformers.
  - **Processes:** Confirmed savings so far achieved from the business process re-engineering (BPR) amount to approximately 9,400 hours. The foundational components of the project procurement and loan disbursement workstreams funded by TCI funds under the second phase of BPR are on track to complete by end-2022. The broader challenges that remain, which fall outside of PPTP, relate to the limited staff resources to undertake thorough training and change management activities for loan disbursement.
  - **Technology:** Technology has underpinned the people and processes workstreams and has been used to create, update and streamline systems to support the new talent management framework and BPR recommendations. The Fund's first automation programme (run over two phases) has provided IFAD with new ways of working, using innovative technologies. In the first phase, the programme successfully piloted automation across business areas, with robotic process automation and chatbots; in the second, a self-service data platform has been built. Personnel from across IFAD have used the opportunity to receive training and start building their own dashboards to support communications, problem analysis and management of teams and projects.
4. Most project key performance indicators are broadly on track, although challenges do remain in respect of three of them. Management is taking measures to address these challenges. See section V in the main report and annex III.
5. In September, the Office of Audit and Oversight (AUO) released the findings of its internal audit of the PPTP. AUO concluded that overall PPTP was generally adequate, appropriate and effective but made two recommendations regarding the need for greater clarity on the different funding sources used and on reporting on implementation timelines for BPR components involving technology changes or updates. (More information can be found in paras. 41, 45 and 49 of the main report.)
6. Management is confident that PPTP will complete on time and on budget, and that after a suitable bedding-in period the benefits derived from the improvements will become apparent. These investments will contribute to making IFAD more fit for purpose, especially in a context of greater decentralization and financial reforms.

## People, Processes and Technology Plan (PPTP): Update

### I. Update on high-priority items

#### A. Upskilling/reskilling

1. The Upskilling for Operational Excellence programme, designed to address skill gaps and equip staff holding critical roles with knowledge and tools to perform their functions, focuses on programme delivery, finance, technical expertise and leadership and management skills in the context of the challenges identified by increased decentralization, financial reforms and the 2018 Global Staff Survey (GSS) results.
2. The programme includes different academies, such as the Operations Academy (OPAC), the main vehicle for upskilling Professional staff working in operations, and on Decentralization 2.0 (D2.0) field staff upskilling, targeting national administrative staff in the field.
3. As at 1 October 2022, the overall upskilling training completion rate was 76 per cent, and 213 staff holding critical roles had been trained in areas where skills enhancement needs or gaps had been identified. These critical roles include almost 100 country directors, country programme officers and programme officers.
4. The 2022 GSS results show improvement in staff development – a 7 per cent increase from 2018 results. Staff expressed appreciation at having more possibilities to access learning opportunities and apply their skills. Professional staff in the field have recognized significant impact on their daily work thanks to OPAC, which is expected to continue in 2023, resulting in a more fit-for-purpose workforce in the context of decentralization.
5. Most areas of the upskilling plan are on track for completion by end-2022. Close monitoring and follow up is required for D2.0 field staff upskilling, as this extensive programme requires time for staff to apply the training to their work beyond the end of PPTP. The aim is to continue this ambitious programme, which is necessary to support D2.0, into 2023, pending budget availability.

#### B. Separation

6. Eleven General Service (GS) and 20 Professional staff have signed separation agreements funded by the targeted capacity investment (TCI).
7. The separation programme has enabled Management to address corporate objectives, such as decentralization and workforce diversity targets; contributed to surpassing the gender target set under the Twelfth Replenishment of IFAD's Resources (IFAD12) commitment, with 42.1 per cent of P-5 and above positions currently held by women. Furthermore, the programme has facilitated a "no job loss" approach, whereby the majority of GS staff whose posts were abolished at the end of December 2021 have been placed in suitable vacant positions.

#### C. Project procurement

8. The majority of IFAD's project financing typically flows through project procurement processes. Effective and transparent procurement is the key to maximizing value for money, promoting transparency and supporting evidence-based management.
9. PPTP funds allowed the development of initial components of the end-to-end project procurement system. Previously, project procurement plans were only available as offline documents, meaning that they were frequently out of date and out of sync with the actual real-time state of implementation and could not be linked to IFAD's review of procurement transactions. The new system will integrate these elements and offers project management units (PMUs) a smart tool that supports their

procurement planning and automatically selects the correct workflows. The PPTP-funded development has been completed and the roll-out of the end-to-end system will begin in early 2023.

10. Most of the benefits of the system will accrue on the PMU side and will materialize once the system has gone live and all internal and external users have been onboarded and sufficiently trained. PPTP funding has enabled IFAD to take a major step in strengthening its fiduciary functions and in pursuing evidence-based management in its operations.

#### **D. Loan disbursement**

11. As reported in September,<sup>1</sup> the streamlining of IFAD's loan disbursement process is already delivering improvements in efficiency and controls. For example, digital-only submission of withdrawal applications (WAs) is expected to save approximately 2.5 hours per WA in checking time.
12. A new streamlined approach for financial control policies and procedures has been introduced which significantly reduces the time required to review WAs. This approach shifts review time to higher and emerging risk areas (such as fraud and money-laundering), with the procedure for ex ante checks reduced from a 20 point to a 5 point financial control checklist. Newly introduced secure digital signature software was used to communicate with 90 ministries in 2022, saving time with a streamlined, standardized process. Finally, updated financial control guidelines and related risk frameworks have been issued, and new dashboards have been created to ensure risks are identified early and timely actions taken.
13. A new set of project financial management policies and guidelines are being introduced, moving from a transaction-based to a principles-based approach to fiduciary assurance to help accommodate diverse complexities. All projects are now required to submit interim financial reports to facilitate regular monitoring of financial progress. These measures will enable a risk-based rebalancing of fiduciary oversight and checks across the disbursement, supervision and project auditing processes. The reforms will put IFAD at the forefront of best practices of peer organizations. System changes related to the IFAD Client Portal workflow are under development and expected to be completed by fourth quarter (Q4) 2022 and embedded in 2023.

#### **E. Document processing**

14. The Office of the Secretary (SEC) continues to move forward with the implementation of the United Nations-designed editing and translation tool, eLUNa. The start of the staff training programme with United Nations New York was delayed, as high workloads impacted staff availability, but SEC aims to begin piloting the tool on selected documents by year-end and to ramp up to full usage for the April 2023 Board.
15. Communication and awareness-raising about the new document processing guidelines has continued, with trainings and presentations undertaken by SEC provided to staff across the Fund, including a dedicated upskilling session for staff in field offices; support resources have been developed (e.g. training videos on procedures for drafting governing body documents); and document templates have been revamped.
16. Issues, however, remain with regard to late submission of documents and non-adherence to Board-approved word counts. Management is considering measures, such as intervening earlier in the document processing cycle, to prevent such problems.

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<sup>1</sup> EB 2022/136/INF.3, paras. 7–9.

## **F. Automation**

17. Through PPTP, personnel across IFAD have gained insights into the potential of automation and data analytics and have used such capabilities to support their work and deliverables.
18. The automation programme was designed on the basis of feedback from IFAD staff, who identified opportunities for new technologies to address business needs. The programme sought to trial use cases that would test the utility of these technologies for IFAD. Both key performance indicators (KPIs) for automation have been exceeded (see annex III).
19. In phase 1, nine out of 11 use cases on transactional automation were deemed successful during the pilot phase. These automations include the upload of exchange rates used by corporate systems, reconciliation of bank statements and a chatbot for questions on loans and grants. Business owners concluded that these technologies removed a manual task from their workload, provided more real-time feedback on user questions and supported business continuity. Over 40 staff from across IFAD were involved in these pilots.
20. Phase 2 focused on data. A new data platform, Omnidata, has been built for IFAD, enabling analytics and visualizations, including geographic information systems and advanced analytics such as artificial intelligence. The platform serves as an entry point for working with IFAD data and analytics. It was coupled with individual hands-on training, including for more advanced IFAD-specific scenarios. During 2022 piloting of the solution, over 100 personnel across the organization tested the platform.
21. The high level of interest and direct engagement by the workforce on new technologies and data analytics allowed by PPTP has exceeded expectations. This work represents an important shift towards greater agility in working with data for insights, increasing access to data and advanced tools for the workforce to facilitate their jobs, enabling fact-based decision support and new ways of working by leveraging the latest emerging technologies.

## **II. Workstream updates**

### **A. People**

#### **Performance management**

22. Enhanced performance management (PM) was identified as an enabler for a fit-for-purpose workforce in terms of both capacity and capability.
23. The three main objectives with regard to PM were: performance goals aligned with organizational priorities; PM as an integrated part of the broader talent management approach; and effective management of underperformance. IFAD has achieved all three objectives, leading to a stronger performance culture.
24. Concrete results include: complete revision of PM procedures and systems; 96 per cent of current supervisors trained in PM; completion of a full cycle in 2021, which identified 183 staff rated as high performers and 9 rated as partially satisfactory performers, whose underperformance is being addressed through improvement processes; and human resources (HR) advisory services and PM coaching to support supervisors. The 2022 GSS results show improvement in PM, reward and recognition – a 7 per cent increase from 2018 results.
25. Going forward, IFAD should leverage these results and continue providing this level of monitoring, advisory services and coaching to further embed PM in its workplace culture.

**Job audit**

26. The job audit exercise provided critical support to IFAD's overall organizational transformation by ensuring formal review of all job profiles and their appropriate classification.
27. To date, 570 out of 790 positions (72.2 per cent) have been classified by OneHR, the external and independent classifiers, out of which 542 (95.1 per cent) were confirmed at same grade/level, 8 (1.4 per cent) were downgraded, 16 (2.8 per cent) were upgraded and 4 (0.7 per cent) changed staff category from national to international professional. Most of the classified positions did not generate budgetary implications.
28. The audit will be completed at end-2022.

**B. Processes****(i) Enterprise risk management**

29. Under PPTP, enterprise risk management (ERM) was significantly enhanced 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.
30. In 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. Thanks to TCI funding, a streamlined digital platform solution has been developed and implemented, supporting the complete risk life cycle, enabling the collection of information on incidents and losses, the support of risk evaluations through the integration of risk control self-assessments and the collection/integration of key risk indicators, both in terms of data aggregation and reporting, with delivery expected by the end of the year.

**(ii) Business process re-engineering**

31. The business process re-engineering (BPR) project aimed to address feedback by staff in the 2018 GSS that existing processes were cumbersome and were exacerbating the existing workload issue. The entire focus was to save staff time to reduce the need to work overtime and to ensure workload could be managed within a standard working day. Of the original estimate of 15,000 hours of savings, confirmed savings so far amount to approximately 9,400 hours (see annex IV). Further benefits are expected and will be reported upon in the final completion report. (Updates on corporate procurement and supplementary funds BPR may be found in document [EB 2022/136/INF.3](#).)

**Consultant management and recruitment**

32. The BPR of the recruitment and consultant management processes is complete. Since the September 2022 Board update, additional functionalities have been launched. These include: a revamped consultant evaluation page that now gives hiring managers a more complete assessment of the services provided by a consultant; a new internal search engine for rosters of vetted specialists, which is particularly useful for technical divisions looking for already validated specific expertise; and new filtering tools to increase monitoring and transparency in the approval workflows of consultancy contracts, showing real-time data on the approval status and overall process visibility.
33. A thorough calculation of the quantitative benefits achieved from all recommendations implemented will be reported in the PPTP completion report in 2023.

34. Lastly, the knowledge gained through the streamlining of these processes and the technical foundational work are now the basis for the ongoing efforts to produce accurate and reliable data on these two critical HR processes that will be used by IFAD managers in their decision-making and planning going forward.

#### **Travel**

35. Benefits achieved through the BPR reforms were less evident owing to reduced travel and to enhanced complexities associated with travelling during the pandemic. The uncertain nature of global travel led to more last-minute travel (i.e. booked fewer than five days prior to departure), with 45 per cent of travel authorizations and related transactions processed last minute in 2022. This continued to cause increased cost, errors and pressure on all users.
36. Nevertheless, benefits associated with some travel recommendations have yielded positive results for the travel section and users. For example, automation of the reconciliation of flight ticket costs requiring currency conversion, of travel profiles for staff and of some travel advance requests have resulted in about 198 hours in savings for the travel section. Other recommendations are bringing benefits for travellers and travel originators across IFAD and are expected to yield further benefits in the future. With global travel resuming, further benefit calculations from across IFAD may be available and provided in the PPTP completion report.

#### **Internal and external communication**

37. TCI funding made it possible to map communication needs and opportunities, identifying potential synergies within and outside the Global Communications and Advocacy Division (COM). This process is helping inform a synthesis of communication procedures and a gap analysis, together with the formulation of recommendations and a draft workplan for the period up to the end of Q1 2023. Building solutions that have been identified to address gaps and leverage synergies to strengthen information flows across COM and IFAD more broadly will start immediately, with the aim of creating efficiencies.

### **C. Technology**

38. The technology workstream implemented the automation programme (see section I(F)) enabled the BPR work (see section II(B)) and the talent management platform under the people workstream, which was delivered in July 2021.

## **III. Change management and communication**

39. Close engagement with the Executive Management Committee and relevant department heads has continued to provide strong support to the plan, especially in terms of managing problems and addressing issues that impede progress.
40. Communication with IFAD staff on progress has continued through an all-staff event, Management and workstream-specific blogs, an updated infographic and PPTP storytelling video series, which has shown the positive impact of PPTP on work in field offices. The IFAD Staff Association has been an observer on the PPTP working group since the project began and has provided frequent updates on PPTP to its members through its internal communication channels.
41. The Office of Audit and Oversight (AUO) audit noted that overall the plan had been managed effectively and with good regularity and quantity of public reporting of progress.

## **IV. Implementation arrangements**

#### **Timeline**

42. The implementation timeline is provided in annex II. All deliverables are on track for delivery by end-2022.



## **V. Performance against key performance indicators**

43. Most indicators are broadly on track (see annex III), and some have exceeded targets. For example, the figure for indicator 23, staff engaged in automation, is 15 per cent, triple the target of 5 per cent.
44. Challenges do remain, however, and 3 of the 11 outcome/output indicators are unlikely to be achieved within the PPTP implementation timeframe. They are: (i) KPI 5 – decrease in time to fill professional vacancies: although this indicator has increased compared with the baseline, owing to various factors unrelated to a more streamlined recruitment process, a reorganization within the Human Resources Division, with a dedicated team for recruitment and a stronger monitoring process, is already showing a positive trend going forward; (ii) although KPI 1 – the staff engagement index – showed an increase of 2 per cent compared with 2018 (which related to IFAD’s mandate and to staff pride in their work and sense of personal accomplishment), staff also drew attention to key issues such as workload, staff empowerment and overall workplace environment; and (iii) for KPI 7 – staff hours saved per year – the timing of benefit realization will occur over a longer timeframe than originally envisioned in the KPIs. Management is fully aware of and committed to resolving the above challenges in the medium term.
45. Finally, the AUO audit highlighted the need for greater clarity on the time it would take to implement the BPR technology components, which impacted on KPIs 18 and 19.

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

46. Management believes that risks to finalizing implementation are low. Some challenges remain with respect to: (i) staff availability to continue performing day-to-day activities and be actively involved in PPTP-related changes, reforms and training; and (ii) limited resources for change management and the level of new staff onboarding, which could delay realization of the PPTP’s ambition, for example for document processing. Management is aware of and is actively mitigating these risks.

## **VII. Budget update and usage**

47. The cumulative total of TCI funds approved is US\$11.855 million for the period 2020–2022. Based on a review of budget usage, Management repurposed BPR savings to the staff separation programme, upskilling/reskilling, project procurement and the job audit.
48. As of mid-October 2022, actual usage was US\$11.191 million or 94 per cent. Of the remaining balance, Management has identified an amount of US\$180,000 related to document processing as a risk related to delays in eLUNa implementation. If required, these funds will be reallocated within the project. See annex I for details on current budget usage and repurposing.
49. Finally, AUO noted that Management did not report on the use of carry-forward funds after 2020 and did not include in the total the cost of staff assigned to PPTP tasks. Carry-forward/capital budget funds of US\$1.185 million allocated in April 2020 and an estimate of staff time allocated to the project will be provided in the final completion report.

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

(Thousands of United States dollars)

	<i>TCI allocated</i>					<i>TCI actual usage</i>	<i>TCI available</i>	
	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>Re-allocations</i>	<i>Total</i>			<i>Amount</i>
<b>People</b>	<b>Strategic workforce planning</b>							
	Development of divisional strategic workforce plans	320	-	-	15	335	319	16
	Targeted upskilling/reskilling	385	355	310	40	1 090	866	224
	Staff separation programme	500	1500	705	570	3 275	3 275	-
	<b>Employee value proposition</b>	-	-			-	-	-
<b>Processes</b>	<b>Performance management</b>							
	Dedicated management training and support for supervisors	100	100			200	200	-
	<b>Business process re-engineering</b>							
	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	(353)	2 597	2 296	301	
<b>Technology</b>	<b>Enterprise Risk Management Framework (ERMF)</b>							
	ERMF integration	600	160	100		860	860	-
	Implementation of talent management platform	450	200			650	633	17
	Implementation of business process re-engineering technology changes and solutions	570	240			810	706	104
	Analysis and piloting of automation use cases (strategic and data-driven)	-	660			660	659	1
<b>Totals</b>	<b>5 375</b>	<b>4 165</b>	<b>2 315</b>	<b>-</b>	<b>11 855</b>	<b>11 191</b>	<b>664</b>	

## Revised implementation schedule 2020–2022

	2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>People</b>												
Strategic workforce planning: development of divisional plans												
Targeted upskilling/reskilling training												
Job audit												
Review of existing Staff Rules and Human Resources Implementing Procedures to enhance employee value proposition and for termination/separation grounds												
Redesign of the end-to-end performance management process												
Support for performance management redesign												
Dedicated management training and support for supervisors												
<b>Processes</b>												
<b>Original 68 BPR recommendations</b>												
• Implementation of 18 quick wins												
• Implementation of additional 25 recommendations												
• Implementation of remaining 25 recommendations												
Business process maturity assessment and follow-up actions												
<b>Additional BPR recommendations</b>												
• Analysis of new business processes (in addition to the initial seven)												
• Implementation of selected recommendations												
<b>ERMF integration</b>												
<b>Technology</b>												
Talent management platform: design, testing, roll-out and post-launch support												
Implementation of 24 phase-1 business process re-engineering technology changes and solutions												
BPR project procurement – foundational and module 1												
BPR loan disbursement – workflow updates and 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)												
<b>Investment in IFAD Country Office upgrades*</b>												

\* To be funded from administrative resources, not the targeted capacity investment.

## Progress against key performance indicators – as at mid-October 2022

Indicators	Targets	Baseline	Status	Time-line
<b>Outcome indicators</b>				
1. <b>Staff engagement index (Global Staff Survey [GSS])</b>	80%	GSS 2018: 72%	GSS 2022: 74%. The target envisaged an increase of 8% compared with the previous staff engagement index in 2018; the increase in 2022 was 2%. The gains relate to IFAD's mandate and staff pride in their work and sense of personal accomplishment. Some of the critical issues identified in the GSS refer to workload, work-life balance and ongoing reforms, including Decentralization 2.0 and its implications for staff and their workload.	<b>2022</b>
2. <b>Decrease in capability gaps</b>	25% gap reduction	Skills gap survey 2019	Using the 2019 skills gap survey as a baseline, IFAD is adjusting skills requirements as staffing needs evolve over time and proceeding with targeted upskilling (85% of staff in critical roles upskilled by Q3 2022)	<b>2022</b>
3. <b>Percentage of job offers accepted as a percentage of offers made</b>	>95%	92%	98%	<b>2021</b>
4. <b>Staff successfully exiting underperformance cycle</b>	> 90% of staff underperforming		Three performance improvement plans (PIPs) completed in 2022 were successfully closed. One PIP was closed with the decision to launch a new PIP, considering specific circumstances. An additional five PIP cases were launched as an outcome of the performance evaluation system 2021 cycle and are expected to be completed in Q1 2023.	<b>2022</b>
5. <b>Decrease in time to fill Professional vacancies (days)</b>	90 days	100 days	At the end of September 2022, it took approximately 128 days to fill Professional vacancies. Specific initiatives have been taken to reduce the number of days in order to meet the target, such as: (1) Setting up a monitoring system to identify and address in a timely manner potential issues relating to recruitment delays. (2) Regular meetings with senior Management to prioritize recruitments and ensure timely engagement and accountability of hiring managers and recruiters. (3) Revision of recruitment guidelines to ensure consistent approaches that would avoid delaying processes as a consequence of inconsistencies or missing recruitment priorities. (4) Use of batch recruitments and extended selection of candidates from the appointable roster to shorten recruitment periods and improve efficiency. (5) Reorganization of the Human Resources Division to include a specific team focused only on recruitment.	<b>2022/2023</b>
6. <b>Decrease in total overtime expenditure per year</b>	15% reduction	2019: US\$300,000	On track	<b>2022</b>
7. <b>Staff hours saved per year</b>	15,000 hrs/year	2019	On track – although over a longer timeframe.	<b>2023 – not 2022</b>
8. <b>Increase in staff perception of the efficiency of internal procedures and processes</b>	50%	GSS 2018: 27%	GSS 2022: 35% GSS 2022 showed an increase of 8% in this indicator, although in absolute terms the result is low. Measures to address this, considering the results of the 2022 GSS, are yet to be decided.	<b>2023</b>
9. <b>Reduction in relative costs of institutional functions, services and governance</b>	25%	2019: 27%	On track	<b>2022</b>

Indicators	Targets	Baseline	Status	Time-line
<b>Output indicators</b>				
<b>Strategic workforce planning</b>				
10. Targeted staff with capacity upskill or reskill	250 staff		213 staff members in critical roles (77%) 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 (72.2% completed). The project will be completed within the set timeline.	Q4 2022
<b>Performance management</b>				
12. Performance management process redesigned	Completed		Completed	Q4 2020
13. All supervisors trained in performance management	100% directors and supervisors		On track (96% completed). Numbers have fluctuated in comparison with previous updates as a result of supervisors changing over time and new supervisors joining.	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
<b>Employee value proposition</b>				
17. Review of compensation mechanisms within policies finalized	Completed		Completed	Q4 2020
<b>Business process re-engineering</b>				
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
<b>ERMF</b>				
22. Regular quarterly risk reporting in place and actions followed up	Quarterly risk reporting		Completed – Corporate Risk Dashboard launched.	Q1 2021
<b>Automation</b>				
23. Staff engaged in automation	5% of Professional staff		Exceeded (15%) 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	
<b>Phase 1</b>					
Travel	4 156 - 5 161	198	3 222	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**	1 733	-
Supplementary funds	-	-	-	-	No TCI funds used.
<b>Subtotal</b>	<b>16 543 - 17 566*</b>	<b>9 608</b>	<b>4 955</b>	<b>14 365</b>	
<b>Phase 2</b>					
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.
<b>Subtotal</b>	<b>9 863</b>	<b>5 650</b>	<b>9 863</b>	<b>9 863</b>	
<b>Totals</b>	<b>26 406 - 27 429</b>	<b>15 258</b>	<b>14 818</b>	<b>24 228</b>	

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

\*\* All document processing benefits dependent on full implementation, roll-out and training in the use of eLUNa. Timeline: end-Q2 2023.