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

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Document: EB 2023/140/R.18/Rev.1

Agenda: 5(c)

Date: 12 December 2023

Distribution: Public

Original: English

**FOR: REVIEW**

**Useful references:**

December 2022 – People, Processes and Technology Plan: Update  
([EB 2022/137/R.42](#));

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 review the completion report of the  
People, Processes and Technology Plan (PPTP).

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**Technical questions:**

**Guoqi Wu**  
Associate Vice-President  
Corporate Services Department  
e-mail: [g.wu@ifad.org](mailto:g.wu@ifad.org)

**Edward Gallagher**  
Lead Officer  
Change, Delivery and Innovation Unit  
e-mail: [ed.gallagher@ifad.org](mailto:ed.gallagher@ifad.org)

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# People, Processes and Technology Plan (PPTP): Completion Report

## I. Introduction

1. The People, Processes and Technology Plan (PPTP) was approved by the Executive Board in April 2020 to improve IFAD's capacity to deliver effective development results and meet the ever-growing need for the Fund's services by providing a one-time boost to initiate key reforms across several areas.
2. The plan was developed following the results of the 2018 IFAD Global Staff Survey and two external studies examining IFAD's business processes and workforce capacity and capabilities. The studies recommended that for IFAD to maximize its contribution to the 2030 Agenda it would need to address its human resource capacities and capabilities, implement more efficient corporate processes and adopt emerging technologies to deliver effective development results.
3. The three-year programme finished at the end of 2022 both on time and within budget, notwithstanding the challenges of implementing such a reform during the COVID-19 pandemic and the difficulty of ensuring staff availability to implement the reforms despite their already heavy workloads.
4. The key messages at the plan's completion are as follows:
 

**Message 1: The PPTP has enabled IFAD to make a step change in its capabilities and capacities**
5. PPTP funding aimed to enable IFAD to bridge the gap in workforce and corporate processes by implementing a package of actions that would rapidly achieve the improvements required. Examples include: (i) the development of a comprehensive upskilling and reskilling programme, through which over 300 staff have received at least one training; (ii) the design and roll-out of initial components of the new IFAD Online Project Procurement End-to-End System (IFAD OPEN), which has enhanced the robustness, transparency and ease with which IFAD's project procurement function can be administered; (iii) the implementation of a streamlined digital platform for enterprise risk management; (iv) the development of internal capacity for the use of artificial intelligence (AI) and advanced analytics, both in the technical and the practitioner communities across IFAD; and (v) a separation programme, which has contributed to the achievement of the corporate objective of having over 40 per cent of P-5 and above staff positions held by women. None of these initiatives would have been developed and put into practice so quickly using regular administrative resources, without the PPTP investment.
 

**Message 2: The PPTP has built the foundations for future impact**
6. PPTP addressed challenges in a forward-looking manner to improve the way the organization currently functions, but also to anticipate future challenges and opportunities, especially regarding staff skills and technology. For example, PPTP provided IFAD with new ways of working with automation. The successful automation pilots, developed in response to day-to-day business needs of the workforce, have provided a platform for continuous digital transformation: IFAD has developed first-hand understanding of how such technologies can streamline work and built capacity for using them, augmented the data analytics literacy of the workforce and laid foundations by embedding AI and machine learning in daily work. These advances, together with related PPTP outputs, form a base that will continue to be leveraged in the future.

### **Message 3: The PPTP has supported IFAD’s corporate priorities and reform agenda**

7. The new skills, streamlined processes and automation pilots that have come from PPTP are “key to driving transformational institutional change during the Twelfth Replenishment of IFAD’s Resources (IFAD12) and beyond.”<sup>1</sup>
8. **Decentralization.** As IFAD moves towards having 45 per cent of staff in the field, there is an ever-greater need for lean processes and technology solutions in order to achieve impact and avoid geographical silos. The PPTP has streamlined multiple processes to support IFAD’s decentralized business model; for example, the upskilling programme of IFAD’s Operations Academy has provided multiple targeted courses for the development of field-based staff, while the Travel Management Dashboard provides an interactive overview of corporate travel.
9. **Diversity, Equity and Inclusion Strategy and workplace culture.** PPTP activities feed into IFAD’s diversity, equity and inclusion and workplace culture priorities, which aim to foster a positive workplace that inspires teamwork, raises morale, increases productivity and efficiency, and promotes work-life balance. For example, the separation programme has enhanced geographical representation, and the staff time savings and improved performance management procedures have positively impacted IFAD’s workplace culture.

### **Message 4: The PPTP has provided tangible efficiency gains**

10. The business process re-engineering (BPR) changes have saved IFAD staff approximately 22,750 hours through the streamlining of cumbersome processes, freeing up staff time to deal with higher-priority tasks. Such efficiency gains underpin the overall success of the PPTP. For example, time savings in the review of withdrawal applications in loan disbursement BPR have been used to increase anti-fraud and sanctions checks, strengthening IFAD’s oversight and making it an industry leader in anti-fraud control.

### **Message 5: Change management and consistent and regular communications have been key for successful implementation of the PPTP**

11. Undertaking multiple reforms across all workstreams within the same timescale required unified change management and communication approaches to bring transparency and buy-in for the changes. These included regular updates to the Executive Board during implementation; a strong PPTP governance structure (including the Executive Management Committee as the steering committee, with IFAD Staff Association representation in the working group to ensure inclusiveness); and the use of innovative communication products, such as storytelling videos featuring staff who have benefited from PPTP improvements.
12. The following sections of this completion report present the detailed final results of the PPTP, its delivery performance, impact and lessons learned.

## **II. Delivery of the PPTP**

13. The PPTP was delivered on time and on budget – with 99 per cent of the allocated Targeted Capacity Investment (TCI) funding used. Tables setting out budget usage by TCI and other administrative resources by workstream can be found in annex I.

### **A. Performance against key performance indicators (KPIs)**

14. The performance of the PPTP was measured against 24 KPIs across all workstreams. A full detailed overview is set out in annex II. The majority of the KPIs were achieved. Highlights from each workstream are briefly highlighted below.

<sup>1</sup> See paragraph 142 of “[IFAD at the midterm of the Twelfth Replenishment](#)“, IFAD13/1/R.2/Rev.1.

15. **People.** For this workstream highlights include:
- In the **upskilling and reskilling** initiative, 555 staff (65 per cent of all staff) received upskilling/reskilling training. Specifically in relation to staff encumbering critical roles, 288 staff were upskilled, surpassing the KPI target of 250 staff (KPI 10).
  - For **performance management**, policies, procedures and processes have been revamped (KPIs 12, 15 and 16); 92 per cent of supervisors have been trained and coached in performance management (slightly below the KPI 13 target of 100 per cent); and 89 per cent of underperforming staff have successfully exited the underperformance cycle (slightly under KPI 4 target >90 per cent).
  - Under the **job audit** part of the workstream, 790 job profiles were reviewed, including 100 per cent of all Professional positions, meeting the KPI 11 target.
  - Although overall delivery of this workstream was successful, not all KPIs were met. For example, the “decrease in time to fill Professional vacancies (days)” (KPI 5) was 101 days, versus a target of 90 days, due to a very high number of vacancies combined with the implementation of reassignment exercises. An action plan was put in place in November 2022 to reduce the vacancy rate, and substantial progress had been achieved as of the finalization of this report.
16. **Processes.** All recommendations were implemented in full (meeting KPIs 18–21), and the target of 15,000 hours of staff savings resulting from the reforms introduced (KPI 7, measured against 2019 baseline workload levels) was exceeded by 7,750 hours, reaching 22,750 hours. However, for KPI 8, “increase in staff perception of the efficiency of internal procedures and processes”, the level achieved was 35 per cent (below the target of 50 per cent). Measures to address this are being adopted at the departmental levels through enhanced utilization of the delegation of authority and process reviews.
17. **Technology.** This work enabled technology elements in the people (e.g. the new talent platform) and processes workstreams, with 100 per cent completion of all tasks (e.g. new consultant management platforms and the foundational work on IFAD OPEN).
18. The transactional and strategic **automation** programmes provided a means of democratizing access to the latest tools and supporting automation technology skills, including robotic process automation, analytics and AI.
19. Transactional automation addressed manual repetitive tasks by leveraging robotic process automation. Strategic automation was employed to enhance the skills and capabilities of the workforce by making advanced data analytics and AI accessible more widely to IFAD’s workforce, in support of IFAD’s mandate. Omnidata was developed to address the needs of IFAD in this realm.
20. Overall, the **results on this workstream far exceeded both KPIs (23 and 24), but also IFAD’s overall expectations.** In particular, with regard to advanced analytics and AI work, the PPTP allowed IFAD to build an asset and new capabilities within a constrained resource envelope by adopting a pragmatic approach of engaging with a wide section of the workforce and support their needs to address ongoing work challenges in particular through data and analytics.

## **B. Change management and communications**

21. Delivery was supported by change management and communications approaches to enable the smooth implementation of activities and ensure openness and transparency about the status of implementation and objectives of the PPTP to IFAD Member States and staff. This included updates to every Board session from April 2020 to December 2022; an audit by the Office of Audit and Oversight in 2022; the

PPTP governance structure, featuring the Executive Management Committee as the steering committee and IFAD Staff Association representation on the working group throughout implementation; and regular and innovative communication products, such as the PPTP storytelling video series, which featured staff speaking directly about the impact of PPTP on their daily work.

### III. Impact of PPTP

22. PPTP has enabled IFAD to make a step change in its capabilities and capacities, built the foundations for future impact and supported IFAD's corporate priorities and reform agenda.

#### A. People

23. **Upskilling and reskilling.** Upskilling training has successfully supported decentralization by building capacity to support country delivery teams in the field in a more sustainable manner. The upskilling programme was developed with an outlook beyond the PPTP period to mainstream its academies and to embed a culture of continuous learning in IFAD's operations and programmes. The Operations Academy and Decentralization 2.0 (D2.0) field staff upskilling, for example, are two learning streams that continue to train new and existing staff in operational and administrative field office job roles. See appendix I for a detailed staff breakdown of the upskilling programme.
24. **Separation programme.** This targeted programme has provided IFAD with the opportunity to recruit new staff and address corporate objectives such as decentralization and workforce diversity targets. Furthermore, the programme has been key in supporting IFAD's "no job loss" approach to decentralization, whereby the majority of General Service staff whose posts were abolished at IFAD headquarters have been placed in existing vacant positions.
25. As part of the programme, 12 General Service and 24 Professional staff members signed mutually agreed separation agreements. Out of the 36 freed-up positions, six were filled by D2.0 affected staff, while 13 positions were filled by women or candidates from List B/C, contributing to surpassing the corporate objective (IFAD12 Results Management Framework indicator 3.7.1) of at least 40 per cent of female staff in senior level positions. As at 30 September 2023 the total percentage of female staff in P-5 and above positions stands at 45.5 per cent and the total number of staff from List B/C countries stands at 55 per cent.
26. **Performance management.** The revamped performance management has helped bring about a cultural change in the way staff performance is managed in the Fund. For example, changing the way staff performance was scored has made it easier to identify high performers and underperformers and to proactively address performance shortfalls. In addition, over 90 per cent of supervisors have indicated that they are better equipped with the necessary knowledge and skills to manage performance effectively.

#### B. Processes

##### **Business process re-engineering**

27. In the 2018 Global Staff Survey, just 27 per cent of IFAD staff said that they thought IFAD's processes were efficient. The BPR initiative sought to streamline and reduce cumbersome processes across the Fund.
28. With the full implementation of the BPR recommendations, IFAD has saved over 22,750 hours of staff time across the organization. These quantitative benefits have been supported by qualitative benefits to staff's working lives, such as greater clarity on procedures and improved user experience. As a result, IFAD staff are now able to spend more time on productive and strategic activities. Improvements to, for example, travel and loan disbursement processes have improved connections and process efficiencies between IFAD's newly globalized and decentralized

workforce and some changes have made IFAD an industry leader. For example, the IFAD OPEN system has greatly enhanced the visibility of IFAD's project procurement operations and, as a consequence, IFAD has been recognized for its leading role in the promotion of transparency, innovation and value for money in public project procurement by the World Bank, other United Nations agencies and multilateral development banks (see appendix III).

29. See annexes III and IV, plus appendix II, for more information on the BPR exercise.
30. **Enterprise risk management (ERM).** Under the PPTP, significant improvements have been made in enhancing ERM in an integrated manner with the adoption and implementation of the ERM Policy and the Risk Appetite Statement. Specifically, this reporting tool was significantly enhanced by adopting metrics and increasing process compliance for risk appetite reporting in the Corporate Risk Dashboard.
31. The PPTP has made it possible to support incipient efforts to enhance a risk management culture across the organization with improved data consistency and visibility to support decision-making.

### C. Technology

32. The PPTP has provided an opportunity for IFAD to embrace new technologies and led to the creation of a mechanism for exploring and identifying how emerging technologies can respond and provide solutions to ongoing business challenges across the institution. Under the PPTP, IFAD has taken a corporate-wide approach to automation and AI to unlock their potential, both now and in the future, as corporate capacities and skills to be applied across all aspects of IFAD's work. Transactional automation use cases have been applied across several business areas, while a platform- and community-combined approach was pursued in strategic automation and AI with the aim of encompassing the widest possible set of user needs in relation to real business issues.
33. This work has established a foundation of understanding within the institution of how the use of AI can unlock new insights and enable wider access to data and information relevant to the work of IFAD. This "people and skills" approach has been an impetus for change in how people work at the organization.
34. The Omnidata platform now constitutes an important asset for IFAD for managing and sharing data and for supporting more widespread use of analytics, visualization and AI tools by the workforce. The community approach to Omnidata enables different practitioners across diverse business areas in IFAD to address their own use cases in support of their work, with a decentralized, "grassroots" model for democratizing data access, all underpinned by hands-on training and engagement.
35. The PPTP investment in automation has created not only the technology platform, tools and assets of Omnidata but also a critical baseline of human capacity across the organization. New technical skills have been developed to help staff understand and effectively use AI. Across the workforce, there is stronger understanding of how data can be leveraged and how AI can be applied to gain new insights, interrogate hypotheses, question assumptions and understand trends and projections, which constantly ignite new ideas about how to improve processes and insights. This serves as a mechanism for the workforce to continuously engage in transformative discussions in support of IFAD's mandate going forward.
36. Since delivering Omnidata, IFAD has shared its journey and lessons learned with United Nations and international financial institution peers in various technical forums and the October 2023 joint High-Level Committee on Management – High-Level Committee on Programmes session on AI. The IFAD approach was very positively received, which has given rise to many requests for follow-up sessions to delve deeper into the technical, governance and organizational aspects of the work.

## IV. Lessons learned

37. The PPTP is the largest reform of its type undertaken by the Fund in recent years. It has involved staff from multiple divisions across IFAD, with external expertise where required. Implementation started in 2020 as the COVID-19 pandemic struck, requiring a readjustment of the implementation timeline and a reconfiguration of ways of working. Table 1 below outlines the lessons learned at the project level – what worked well and what could have been improved. Annex V sets out specific lessons learned in the technology workstream.

Table 1  
Lessons learned

<i>Things that worked well</i>	<i>Things that could have been improved</i>
<p><b>Internal oversight and coordination</b></p> <ul style="list-style-type: none"> <li>The Executive Management Committee, chaired by the President, was the project steering committee; the buy-in and championing from Senior Management and close monitoring by the working group kept the project unified, on track and able to quickly identify and deal with challenges as they arose.</li> </ul>	<p><b>Key performance indicators</b></p> <ul style="list-style-type: none"> <li>Some KPIs were not achievable, as they did not depend on PPTP reforms alone and were affected by other factors – e.g. improving the “staff engagement index” score in the Global Staff Survey. The KPIs should have been selected based on attribution, not on contribution.</li> </ul>
<p><b>Flexibility to change course during implementation</b></p> <ul style="list-style-type: none"> <li>The project procurement BPR project – which has transformed IFAD’s procurement system, control and transparency – benefited from the repurposing of funds during the PPTP, enabling more resources to be made available for the project.</li> </ul>	<p><b>Implementation timelines</b></p> <ul style="list-style-type: none"> <li>Initially the project attempted to implement everything simultaneously. It soon became clear that it was better to phase implementation over a longer period of time, sequentially rather than in parallel.</li> <li>The project team underestimated the complexity of implementation in such a difficult context, which included the COVID-19 pandemic, interdependencies within the various workstreams, interdependencies across other ongoing reforms such as D2.0, and interdependencies involving external suppliers such as eLUNA. Workload increased as a result of all these factors, which made it more challenging to drive efficiency savings, although the project was implemented in the end due to strong commitment and effort.</li> <li>Timelines for the implementation of technology-related items should have been more realistic.</li> </ul>
<p><b>Involvement of the IFAD Staff Association</b></p> <ul style="list-style-type: none"> <li>Having a Staff Association representative as an observer in the working group meant that the voice of staff was heard – for example, relating to the workload issue (see right) – and the project was implemented more transparently.</li> </ul>	<p><b>Staff as implementers</b></p> <ul style="list-style-type: none"> <li>During the course of the project, Management took the decision to implement the PPTP using in-house resources rather than relying on costly external services. This had the advantage of freeing up resources for other areas, but exacerbated workload issues during implementation, as, in some cases, staff were working on two jobs at once.</li> </ul>
	<p><b>PPTP branding</b></p> <ul style="list-style-type: none"> <li>Despite consistent and regular communications with staff, sometimes staff were not aware that changes made were part of the overall PPTP exercise – e.g. moving the signing of consultancy contracts fully online or the introduction of DocuSign.</li> </ul>

## V. Conclusion and way forward

38. At the completion of the PPTP, the main objectives of the plan as a one-time boost and foundation for IFAD going forward have broadly been met. This was despite the challenging context in which PPTP was carried out, including the immediate problem of implementing the plan as COVID-19 struck and the issue of change fatigue among IFAD staff as a result of undertaking the PPTP reforms at the same time as other major reforms, such as D2.0.
39. Nevertheless, the upskilling programme has updated the skills of IFAD staff; the separation programme has allowed IFAD to make space for new staff and to meet

diversity targets; the BPR reforms have streamlined IFAD's business processes in certain areas and laid the foundations for continuous improvement; and the automation pilots have enabled IFAD to work with new technology and develop staff skills in digital working.

40. In terms of the **way forward**, the PPTP reforms were implemented and embedded across the organization in time to provide a solid foundation for further steps to be undertaken to enable IFAD to optimize its operations, enhance transparency and deliver ever-greater impact to those it serves under IFAD13 and beyond. The foundational improvements undertaken under the PPTP will form the basis for:
  - (i) further improvements in the coming years in order to ensure increased capacity and budget allocations to support operations;
  - (ii) continued support for decentralization as a key priority;
  - (iii) increased awareness of the importance of leveraging technology and innovation as a means for IFAD to maximize its results;
  - (iv) increased focus on the importance of a positive workplace culture and attention to staff welfare as a means of enhancing organizational effectiveness;
  - (v) continued prioritization of diversity, equity and inclusion; and
  - (vi) renewed focus on key emerging themes such as fragility, mainstreaming themes and the importance of the private sector to IFAD's business model.
41. None of these future steps would have been possible without the foundations built with the PPTP. IFAD is well positioned to meet the challenges of IFAD13 and of a decentralized organization seeking to double its impact and maximize its contribution to the 2030 Agenda.



Table 1  
**Targeted capacity investment (TCI) final budget usage**  
 (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>		
<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	(20)	1 030	1010	20
Staff separation programme	500	1500	705	630	3 335	3 334	1
<b>Employee value proposition</b>	–	–			–	–	–
<b>Performance management</b>							
Dedicated management training and support for supervisors	100	100			200	200	–
<b>Processes</b>							
<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	2 578	19
<b>Enterprise Risk Management Framework (ERMF)</b>							
ERMF integration	600	160	100		860	860	–
<b>Technology</b>							
Implementation of talent management platform	450	200			650	650	–
Implementation of business process re-engineering technology changes and solutions	570	240			810	764	46
Analysis and piloting of automation use cases (strategic and data-driven)	–	660			660	660	–
<b>Totals</b>	<b>5 375</b>	<b>4 165</b>	<b>2 315</b>	<b>-</b>	<b>11 855</b>	<b>11 752</b>	<b>103</b>

Table 2  
**Other administrative resources spent in addition to TCI funds during 2020 only – final budget usage**  
 (Thousands of United States dollars)

<i>Item</i>	<i>Amount</i>
Job audit	200
Performance management	74
Business process re-engineering	235
Analysis and piloting of automation use cases (transactional)	400
<b>Total</b>	<b>909</b>

## PPTP key performance indicators – final figures

Indicators	Targets	Baseline	Status	Timeline
<b>Outcome indicators</b>				
1. <b>Staff engagement index (SEI) (Global Staff Survey [GSS])</b>	80%	SEI 2019: 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	Completed with 88% of staff in critical roles upskilled by end 2022, thus reducing the skill gap by more than 25%.	<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	-	From the launch of the PPTP in 2020 to 30 September 2023, 89% of underperforming staff successfully exited the underperformance cycle (25 out of 28 cases).	<b>2022</b>
5. <b>Decrease in time to fill Professional vacancies (days)</b>	90 days	100 days	As at 30 September 2023, the time taken to fill Professional-level vacancies stands at 101 days. The number of days fluctuated throughout the PPTP implementation period because of the increase in recruitments for supplementary funded positions and ongoing reassignment exercises. Further efforts to reduce the average number of days are being put in place as part of the action plan to reduce the vacancy rate.	<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	Achieved and exceeded: 22,750 hours saved.	<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 are being implemented at the departmental levels through enhanced utilization of the delegation of authority and process reviews.	<b>2023</b>
9. <b>Reduction in relative costs of institutional functions, services and governance</b>	25%	2019: 27%	28.92% – allocation of regular budget to pillar 4, "Institutional functions, services and governance" in 2023 budget document.	<b>2022</b>
<b>Output indicators</b>				
<b>Strategic workforce planning</b>				
10. <b>Targeted staff with capacity upskill or reskill</b>	250 staff		241 staff members in critical roles were upskilled (88% of total staff in critical roles as of 31 December 2022). The target was reached in Q1 2023 and currently is exceeded with 288 upskilled staff in critical roles as of 30 September 2023.	<b>Q4 2021</b>
11. <b>All positions reviewed (job audit)</b>	100%		Completed in Q2 2023 with a slight delay to the initial timeline.	<b>Q4 2022</b>

Indicators	Targets	Baseline	Status	Timeline
<b>Performance management</b>				
12. Performance management process redesigned	Completed		Completed	Q4 2020
13. All supervisors trained in performance management	100% directors and supervisors		92% completed as at 30 September 2023. 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%		Completed	Q4 2020
20. Review of additional business processes completed	Completed		Completed	Q4 2020
21. Implementation of selected recommendations	100%		Completed	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 (42%) and continuing to grow.	Q4 2020
24. Automation pilots mainstreamed	25%		Exceeded – 82% to date.	Q3 2021

## Impact of the PPTP – in detail

### I. Processes

1. The cumbersome processes in nine business areas were addressed under the business process re-engineering (BPR) exercise. Details about the changes made and their impact can be found in the following paragraphs.
2. **Project procurement.** Every year, IFAD-financed projects procure millions of dollars in goods, works and services. Maintaining oversight over the process and procedures adopted for project procurement is therefore one of IFAD's core fiduciary responsibilities and is necessary to ensure that IFAD funds are being utilized for their intended purposes, while respecting transparency, competitiveness, accountability, value for money, efficiency and effectiveness in purchasing. Before the introduction of the online procurement plan in IFAD's Online Project Procurement End-to-end System (IFAD OPEN), much procurement planning was performed by borrowers/recipients using complex Excel spreadsheets requiring manual data entry and updating. The PPTP funded the development of phase 1 (module 1 – online procurement plan, and module 2 – no-objection workflows) of IFAD OPEN.
3. The online procurement plan allows project management units (PMUs) to prepare more realistic procurement plans, thus reducing the number of adjustments required during implementation and increasing the likelihood of achieving project objectives. The easy-to-access nature of the system also ensures that both IFAD and PMUs are always up to date on the procurement processes of a specific project at any given time. More accurate planning also minimizes tender failure and the risk of insufficient budget, increasing IFAD's oversight capability and ensuring that funds are used for their intended purpose.
4. Had IFAD not invested in the online procurement plan, projects' ability to achieve their objectives would have been hampered and the likelihood of funds being used for their intended purpose would have been reduced due to inefficient and ineffective procurement planning, which sometimes results in ineligible expenditures. Benefits accrued by the Fund also include higher visibility of IFAD's project procurement operations and recognition by other United Nations agencies and multilateral development banks of IFAD's leading role in the promotion of transparency, innovation and value for money in public project procurement. As a testament to this, IFAD OPEN has been featured on both the United Nations Development Business and World Bank websites (see appendix III).
5. **Loan disbursement.** Changes to the loan disbursement process were driven by the need to, among other things, reduce administration time for processing withdrawal applications and strengthen financial management assurance and forecasting.
6. Changes in internal workflow have enabled a closer link between operations of the Financial Management Services Division in the field and validation of disbursement requests from a financial management perspective, aligned with financial management risk ratings. This has strengthened financial management assurance. Borrowers benefit from a reduction in documentation requirements for disbursement purposes and the ability to submit digital financial documents.
7. Project liquidity management is improving as a result of aligning disbursement amounts with six-month cash forecasts. Efficiencies in processing disbursements are being derived from more predictable disbursement cycles (four quarterly cycles per year). This enables staff to manage their time more efficiently and has led to a decline in the number of disbursement requests.

8. **Consultant management and recruitment.** In December 2022, the implementation of the nine BPR recommendations for streamlining consultant management was completed with the launch of the last technology improvement for electronic requests for consultancy services (eRCS). Automated smart workflows were introduced, aligning the approval process for consultancy contracts with the Delegation of Authority Framework, streamlining notifications and completely removing the need for correspondence and approvals outside of PeopleSoft and for the use of paper, thus exceeding the expected quantitative benefits. The work of hiring divisions has improved drastically and the entire process is now fit for purpose in a decentralized organization.
9. The efforts and investments made to streamline processes and increase the level of automation formed the foundation for a digital transformation that will enable the organization to continue improving. Lean processes and technological solutions are the answers to institutional change and data-driven workforce management. Thanks to the success of the BPR process and the technology enhancements in the selection process, the Human Resources Division has started a virtuous process of continuously streamlining e-recruitment to address specific IFAD needs that will actively support the ongoing recruitment action plan to reduce the vacancy rate.
10. **Document processing.** Non-compliance of some document originators with the revised corporate guidelines for governing body documents results in numerous instances of late submission of documents that do not adhere to Board-approved word limits. While the Office of the Secretary (SEC) absorbs many delays in order to meet commitments to Member States, such instances often impede SEC's ability to dispatch documentation in accordance with Board-approved timelines.
11. SEC continues to move forward with the implementation of the United Nations multilingualism information technology (IT) architecture for editing and translation (eLUNa, gDoc and UNTERM). The new IT framework is expected to generate efficiencies, decrease human error and scale up IFAD's long-term efforts in adopting gender- and diversity-inclusive United Nations terminology. In September 2023, IFADTERM was integrated into the UNTERM portal, and the United Nations gDoc portal will go live at IFAD in December 2023. In February 2024, eLUNa will be implemented at IFAD.
12. **Travel.** The BPR initiative has significantly transformed IFAD's corporate travel management. Key accomplishments include the comprehensive revision of the travel policy, the introduction of "travel champions" and the successful delivery of an extensive upskilling programme to over 800 travellers, featuring an online component for accessibility. Additionally, an enhanced accountability framework was established, complemented by PeopleSoft IT enhancements that have enhanced efficiency, automation and accuracy. The implementation of the Travel Management Dashboard has provided a global interactive platform for monitoring corporate travel spending trends. The dashboard enables detailed analysis by country/region, informing policy enhancements to accommodate IFAD's evolving requirements and reform agenda and improving the overall accuracy of travel payments and policy application by integrating the financial/travel and human resources components of PeopleSoft.
13. Despite initial challenges in quantifying results during the pandemic, when travel was both reduced and more complex, substantial qualitative and quantitative achievements have been noted since travel resumed in 2022. Thanks to BPR-driven automations and enhancements, 2,572 hours were saved across IFAD, with estimated savings of 23 per cent (equivalent to US\$329,165) in IFAD's overall travel spending compared with the pre-pandemic period, despite a 4 per cent increase in global airfare costs in 2023. These achievements can be attributed to automation, IT and policy enhancements and the opening of official travel agencies based in countries around the world.

14. Qualitatively, BPR has introduced innovative tools and advanced planning and monitoring mechanisms, enhanced accuracy and reduced reliance on paper-based processes. It has ushered in a dynamic approach to IFAD's corporate travel in support of the D2.0 agenda and enhanced the ability to analyse and anticipate IFAD's evolving needs in order to meet the goals of the ambitious 2030 Agenda.
15. **Supplementary funds.** Supplementary funds are the third pillar of financing in IFAD, complementing core and borrowed resources. A very important outcome of the BPR exercise was the development and adoption of a strategic framework for supplementary resources. Without this change, the organization would still face challenges in the following areas: (i) alignment with IFAD's mandate and agreed-upon corporate priorities, and innovative and emerging areas of interest; and (ii) efficient and effective management of these resources.
16. The strategy framework promoted by BPR introduced several changes related to internal governance and management arrangements for supplementary resources. These changes were aimed at providing an efficient and effective decision-making and oversight framework to ensure transparent reporting and effective management of risks, including: (i) the establishment of a resource mobilization committee chaired by the Associate Vice-President of the External Relations and Governance Department, with the main objective of improving interdepartmental coordination of resource mobilization; and (ii) a new mechanism for entry into the pipeline of supplementary fund resource mobilization initiatives, aiming to ensure that strong management and oversight plans for supplementary funds are in place and that new initiatives are linked to IFAD's strategic priorities. A number of additional actions are still being considered, including the development/ establishment of new instruments, such as externally financed output instruments, financial intermediary funds and loan syndication instruments.
17. **Corporate procurement.** BPR for corporate procurement processes included 11 recommendations, two of which are related to continuous improvement. Process enhancements have saved approximately 192 hours in staff time. Internal clients and stakeholders have provided positive feedback on the action taken to address various "pain points". The qualitative benefits noted include greater awareness, less need to repeat work, better quality and service delivery, enhanced accountability and an improved user/client experience.
18. **Internal and external communications.** BPR played a pivotal role in supporting the Communications Division (COM) to better serve the needs of a decentralized and evolving institution. Through a thorough re-evaluation of communication workflows, COM identified opportunities for streamlining and optimizing processes, and fostering greater agility and responsiveness. This not only supported improved internal collaboration and understanding but also enhanced the division's ability to convey the institution's message externally.
19. PPTP funding has supported the implementation of the [Global Communications And External Advocacy Strategy](#) through, for example, the mapping of communication workflows to formulate improved processes and clearance procedures and to identify communication needs and opportunities. It has also given COM the opportunity to upskill IFAD staff in effective communications – for example, media training sessions were held with a group of directors, senior managers and technical specialists to enhance their capacity to communicate IFAD messaging effectively in interviews with journalists. Additionally, internal capacity and quality of communications support were strengthened across the organization through the development of a roster of vetted consultants.
20. As decentralized global structures demand a culture of adaptability, BPR included efforts to foster information flows and facilitate collaboration. One key element of this was funding of the initial stages of the staff intranet redesign. The new intranet (to be rolled out in 2024) will facilitate better information-sharing and

interconnectedness across a decentralized organization by, for example, enabling segmented content for regional audiences and offering simplified and optimized content management for content owners.

21. Re-engineering has extended beyond mere process optimization. It has involved an integrative approach that encompasses change management and a significant focus on organizational culture. Cross-divisional outreach strategies have been used to ensure understanding and smooth implementation of the re-engineered processes. Synergies with divisions across IFAD were strengthened through trainings and innovative approaches such as a COM open day, a “meet the COM team” portrait series and an innovative COM 101 interactive learning environment, which has built greater awareness across IFAD of COM’s work and team. This holistic approach has not only streamlined practices and collaborations, but has also fostered a shift in the corporate culture relating to communication across IFAD, which will empower COM to continue responding to the organization’s needs in the most efficient manner possible. The strategic implementation of BPR has helped to align COM with the institution’s dynamic requirements, making it an increasingly agile and valuable component of a decentralized IFAD.

## II. Technology

22. **Strategic automation** was employed to enhance the skills and capabilities of the workforce by making advanced data analytics and AI more widely accessible to IFAD’s workforce, in support of the Fund’s mandate. To this end, the Omnidata platform was designed to not only provide the workforce with the latest advanced tools, but also to spur the development of and active engagement with practitioner communities to address daily business issues with side-by-side targeted training and engagement on analytics and AI across IFAD departments. Omnidata has provided the workforce with easier access to relevant data repositories, advanced analytical capabilities and user-friendly visual reporting, promoting collaboration and knowledge-sharing among teams and new insights on IFAD’s work. This initiative is poised to yield even greater impact going forward, thanks to the assets and capacities developed under the PPTP, as continued workforce engagement with AI has enabled use cases to be showcased and delivered.
23. As of Q3 2023, personnel from across 26 divisions had taken part in Omnidata training, either in team and unit settings or through pragmatic individual training relevant to daily work challenges. Nineteen divisions have already published dashboards developed by their own personnel. Omnidata sessions showcasing the work of different divisions were actively attended, highlighting the interest in knowledge-sharing and community-building. Over 300 people have been engaged since the programme began.
24. **Transactional automation** of manual repetitive tasks leveraged robotic process automations. The use cases ranged from reconciling bank account statements and uploading of exchange rates in financial processes to automating input into operational systems and the corporate adoption of electronic signatures. Staff members engaged in related duties developed new skills, including an understanding of how automations work in practice and their potential for reducing repetitive manual tasks. Robotic process automation has provided staff with assurance that delegated tasks can be reliably completed thanks to a rules-based structure. Moreover, staff members have received training and support for the creation of their own automations, a best practice activity that is referred to as “citizen development”.
25. As of Q3 2023, work has been undertaken on over 40 advanced use cases put forward by IFAD’s workforce, typically using AI or machine learning. Examples of these use cases include:

- An AI-enhanced interactive repository viewer for the sustainability knowledge base, offering a rich interface for exploring curated content on sustainability.
  - An AI-enhanced data visualization and analytics dashboard for data on lessons learned from Operational Results Management System operations platforms.
  - Using AI to evaluate alignment of IFAD's portfolio with national pathway statements on specific subcategories of food systems at a global level.
  - Using machine learning to identify trends, similarities and patterns in OECD-tracked official development assistance flows.
  - A text-centric tool to assess and compare IFAD's focus by thematic area in relation to that of peer institutions.
  - An AI-powered system for matching queries with globally recorded South-South and Triangular Cooperation solutions.
  - Using historical government data on crop production to conduct scenario-based analysis, using variable inputs such as fertilizer and rainfall to gain novel insights on productivity.
26. Generative AI and large language models such as chatbots with ChatGPT-like functionality have been used for multi-user use cases focused on internal IFAD datasets and knowledge bases with text summarization and conversational interface functions.



## Business process re-engineering quantitative benefits – hours saved – final figures

<i>Process area</i>	<i>Quantitative benefits*</i>		<i>Notes</i>
	<i>Originally identified</i>	<i>Achieved</i>	
<b>Phase 1</b>			
Travel	4 156 - 5 161	2 572	-
Recruitment	2 928	3 048	-
Consultant management	5 361	6 170	-
Corporate procurement	195 - 213	192	-
Document processing	3 903	-	1,733 hours expected once completed**
Supplementary funds	-	-	Qualitative benefits only.
<b>Subtotal</b>	<b>16 543 – 17 566</b>	<b>11 982</b>	
<b>Phase 2</b>			
Project procurement	3 500	5 120	-
Loan disbursement (phase 1)	6 363	5 650	Phase 2 to be estimated.
Internal and external communication	-	-	Qualitative benefits only.
<b>Subtotal</b>	<b>9 863</b>	<b>10 770</b>	
<b>Totals</b>	<b>26 406 – 27 429</b>	<b>22 752</b>	

\* For a full breakdown of benefits by BPR recommendation, see appendix II.

\*\* All document processing benefits are dependent on roll-out, full implementation and training in the use of eLUNa. Timeline: Q1 2024.

## Lessons learned - technology

1. IFAD learned many lessons regarding the hands-on adoption of technologies such as AI.
2. These include the following:
  - Choosing a single use case on which to pilot AI may be simple but might not unlock institution-wide value and transformative impact over time. **Creating a platform underpinned by a community – as was done for Omnidata – was instrumental in sensitizing and mobilizing the workforce to address actual needs across IFAD.** This also enabled wider impact in areas ranging from core operations to addressing biodiversity to legal matters. **This approach, established under the PPTP, can be further leveraged in the years to come.**
  - **Advanced analytics and AI work typically ignites new ideas, insights and applications for new ways of working. This process is iterative and continuous.** IFAD's hands-on approach to use cases is the most effective means of explaining in practice how AI can support IFAD's work. Embedding this approach more systematically to inform and augment work where there is value will be the focus going forward.
3. The transformative potential of such technology has been confirmed. **IFAD has developed the requisite capacity and is now well positioned,** not only internally but within the United Nations system, to make the most of advanced analytics and AI – key elements in support of the United Nations 2.0 agenda and ongoing discussions within the United Nations System Chief Executives Board for Coordination.

## Skills development achieved (headcount) by skill groups and skill

Skill group and skill	Staff on critical roles	Staff on other roles	Total staff
<b>Global Skills</b>	<b>165</b>	<b>153</b>	<b>318</b>
Performance management	123	77	200
Strategy implementation	62	61	123
Stakeholder management	3	27	30
Analytical skills	5	3	8
Risk Management	1	2	3
<b>Meta</b>	<b>143</b>	<b>114</b>	<b>257</b>
Leadership	123	81	204
Written communication	25	41	66
Change management	4	1	5
Strategic mindset		1	1
Problem solving	1		1
<b>Development Finance/Economist</b>	<b>136</b>	<b>96</b>	<b>232</b>
IFAD financing structure	119	88	207
Debt capital structure management	50	32	82
Risk & compliance	27	2	29
Capital market instruments	5	2	7
Climate finance	1		1
<b>Programme Management</b>	<b>132</b>	<b>67</b>	<b>199</b>
Social & Environmental Safeguards	123	32	155
Programme/Project development, management	92	43	135
Loans & grants		3	3
<b>Finance Operations</b>	<b>33</b>	<b>46</b>	<b>79</b>
Financial crime	25	31	56
Topical expertise - Financial Operations	9	16	25
Financial process management	1		1
<b>Technical Specialists</b>	<b>16</b>	<b>4</b>	<b>20</b>
Natural Resource Management	7	2	9
Markets & Value chains	4	1	5
Research & impact assessment	3		3
Cross-cutting themes - Nutrition	1	1	2
ICT for development	1		1
<b>Administration</b>	<b>3</b>	<b>12</b>	<b>15</b>
Facilities management		5	5
Record management		5	5
Procurement	3	1	4
Security		1	1
<b>Human Resources Skills</b>	<b>2</b>	<b>6</b>	<b>8</b>
HR knowledge	1	5	6
Organizational psychology	1		1
Learning & Development		1	1
<b>Information Technology Skills</b>	<b>2</b>	<b>5</b>	<b>7</b>
Technical enablement of data analytics	1	1	2
Basic ICT		2	2
User technology enablement and support		2	2
Cyber-security	1	1	2
Knowledge systems	1	1	2
<b>Legal Oversight and Integrity</b>	<b>5</b>	<b>1</b>	<b>6</b>
Legal advice	3		3
Topical expertise - Legal	2		2
Risk Management		1	1
Legal Research, interpretation and analysis	1		1
<b>Grand total</b>	<b>241</b>	<b>273</b>	<b>514</b>

# Business process re-engineering (BPR) benefits by workstream

## 1. Travel / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

Rec.	Title	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
TR1	Reduce high error rates on expense reports and associated re-work by Travel team and traveller	100	944	948	<ul style="list-style-type: none"> <li>Enhanced accuracy and reduced errors in Expense Reports processing;</li> <li>Enhanced accountability and approval levels;</li> <li>Enhanced capacity building in the countries through the Travel Champions as experts in the countries.</li> <li>Clearer policies and procedures</li> <li>Reduction of unnecessary steps in the travel process</li> <li>Reduced efforts for all users through automations and automatic calculations (excess hotel, travel advances, travel profiles)</li> <li>Reduction in the number of ER cancelled and changed.</li> <li>Enhanced awareness of the travel process and systems.</li> <li>Support to DoA on travel approval/monitor of travel spend and data for Heads of IFAD offices worldwide, support to Decentralization.</li> <li>Better monitor and reporting ability of travel costs, trends, policy for managers and for ADM Travel. Monitoring and Reporting tools enabling an effective decentralized management of IFAD Corporate travel;</li> <li>Better compliance on mandatory travel training.</li> </ul>
TR2	Reduce manual reconciliation of tickets invoices with Travel Authorisation values	36	1 040	371	
TR3	Reduce last minute travel request volumes and incentivize optimal timing for ticket booking (in terms of number of days the ticket is purchased prior to departure)	49	-		
TR4	Leverage system generated notifications – mitigate missing Travel Authorisation risk	70	-		
TR5	Re-route 'new' miscellaneous expenses (not contained within Travel Authorisation) to budget holders	100	286	291	
TR6	Reduce travel profile effort (specifically the need to check correct bank account details)	100	59	67	
TR7	Automate Travel Advance payment (where no misc. expenses)	99	681	677	
TR8	Auto calculate 'excess hotel' charges	100	212	218	
TR9	Clarify accountability and roles and responsibilities across the travel process	100	-		
TR10	Develop travel dashboard	100	-		
<b>Total</b>			<b>3 222</b>	<b>2 572</b>	

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

## 2. Recruitment / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

Rec.	Title	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
REC1	Enhance effectiveness and efficiency of candidate pre-screening	50	404	-	<ul style="list-style-type: none"> <li>Recruitment and selection improved with a mix of system enhancements and process efficiencies.</li> <li>Application and recruitment processes streamlined through a shorter and crispier version of the UN Personal History Form and a shorter type of recruitment summary report to reduce processing time and re-work by panel members.</li> <li>Approval workflows embedded in the system according to Delegation of Authority to improve compliance.</li> <li>Communication to candidates automated and improved through publication of recruitment process status to increase service level and reduce manual tasks.</li> <li>Candidates assessment and scoring clarified to increase quality of assessment and accountability of panel members.</li> <li>Roles and responsibilities of interview panel members streamlined and clarified to reduce presence while ensuring compliance.</li> </ul>
REC2	Enhance applicant awareness of recruitment process and communication of progress	100	110	110	
REC3	Improve Personal History Form (PHF) design & content	100	857	857	
REC4	Reduce the number of approvals built into the as-is process	100	900	1 540	
REC5	Reduce over processing of candidate reports (post interview panel)	100	657	541	
REC6	Clarify accountability and roles and responsibilities across the recruitment process	100	-	-	
REC7	Enhance competency-based candidate assessment and scoring – link with existing competency framework	100	-	-	
REC8	Enhance level of salary & benefit info provided in vacancy adverts (VA)	100	-	-	
REC9	Improve effectiveness of long-list generation mechanism	100	-	-	
<b>Total</b>			<b>2 928</b>	<b>3 048</b>	

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

### 3. Consultant management / BPR status update September 2023

Table 1

#### Quantitative and qualitative benefits as per PPTP programme of work

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
CON1	Reduce Contract revisions and/or Cancellations	100	643	643	<ul style="list-style-type: none"> <li>End-to-end process completely redesigned and streamlined to increase efficiency, while ensuring compliance and alignment with Delegation of Authority (DoA).</li> <li>All workflows embedded in line with DoA to exclude manual work or approvals outside the system and ensure clear roles and responsibilities throughout the approval process.</li> <li>User experience of hiring managers enhanced through the automation of consultant's profile creation, the introduction of uploading onto portal of mandatory documents and preparation/storage of all Terms of Reference in the system.</li> <li>Paperless system through the automated one-click contract offer/acceptance functionality.</li> <li>Streamlining of policy through the efficient application and system calculation of the number of working days within a calendar year to facilitate compliance.</li> <li>Application process streamlined through the reduction of the UN Personal History Form to improve applicant's user experience.</li> <li>Evaluation of consultant enhanced through a new evaluation form that better assesses objectives against the established terms of reference.</li> </ul>
CON2	Enhance monitoring and evaluation form for consultants, ensuring a clear link to objectives in terms of reference (ToRs)	80	-	-	
CON3	Obtain a change to 240/960 days rule and improve tracking of consultants	100	750	967	
CON4	Reduce the number of approvals and their timing	80	-	-	
CON5	Introduce uploading of mandatory documents during profile creation (onto portal)	90	124	140	
CON6	Install "Register" link at the bottom of the PHF screen	80	-	-	
CON7	Introduce paperless contracts	80	1 631	1741	
CON8	Redesign the end-to-end process	100	2 201	2 664	
CON9	Reduce the detail required in the Personal History Form (PHF)	100	-	-	
CON10	Design the RACI Matrix – for the end-2-end process	100	15	15	
	<b>Total</b>		<b>5 361</b>	<b>6 170</b>	

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

## 4. Corporate procurement / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
CP1	Implement annual forecasting and quarterly planning cycles and reporting		-		Greater awareness, less re-work, better quality and service delivery, enhanced accountability and an improved user/client experience.
CP2	Reduce the ToR cycle time for each request		-	-	
CP3	Improve internal originators/clients' knowledge and understanding of the procurement process		-	-	
CP4	Implement a tailored procurement strategy for financial services and legal services		-	-	
CP5*	Implement a RACI matrix for end-to-end purchasing process and acquisition plan		-	-	
CP6	Conduct a "lessons learned" review for selected purchasing campaigns		-	-	
CP7*	Implement a RACI matrix for the sub-process acquisition/tender plan		-	-	
CP8	Introduce improved metrics and reporting		-	-	
CP9	Development and capacity building of the Contract Review Committee		-	-	
CP10	Continuous improvement portfolio		195-213	192	
CP11	Introduce a contract and vendor management role		-	-	
	<b>Total</b>		<b>195-213</b>	<b>192</b>	

\* CP5 and CP7 linked

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

## 5. Loan disbursement / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
LD1	Optimize the points – who, when and where – at which the relevant risk controls are conducted	100			<p>Changes in internal workflow have enabled a closer link between FMD operations in the field and validation of disbursement requests from financial management (FM) perspective, aligned with FM risk ratings. This has strengthened financial management assurance. Borrowers benefit from reduced documentation requirements for disbursement purposes and digital submission of financial documents.</p> <p>Liquidity management at projects is improving, by aligning the disbursement amounts to 6-monthly cash forecasts. Efficiencies in processing disbursements are being derived from more predictable disbursements cycles, 4 quarterly cycles in a year. This allows staff to manage their time more efficiently and to a decline in the number of disbursement requests.</p> <p>Changes in the Financial Control workflows have already enabled quicker approval of Withdrawal Applications, providing faster funding to projects. This has allowed a refocus of staff time towards higher value and important checks on anti-financial crime, anti-fraud and know-your-customer due diligence, providing enhanced protection of IFAD. Borrowers and recipients have benefited from the streamlined process, and documentation/requirements and more efficient communication through the client portal and IFAD's digital signature and workflow tool.</p>
LD2	Standardize and enhance IFAD Client Portal (ICP), shift from paper-based withdrawal applications (WAs) to electronic WAs and integrate with other systems across IFAD	100	6 310	5 650	
LD3	Optimize how guidance to borrowers/recipients is provided	100	54	8	
LD4	Remove duplication in records management system	100	-	-	
LD5	Improve integration of ICP with other loan disbursement systems	100	-	-	
LD6	Design and implement additional key performance indicators (KPIs)/metrics to monitor performance	100	-	-	
	<b>Total</b>		<b>6 363</b>	<b>5 650</b>	

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



## 6. Supplementary funds / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
SUP1	Align supplementary funds strategy with core funding	100%	None quantified	None quantified	Qualitative benefits are:
SUP2	Implement governance across core funding and supplementary funds	100%	None quantified	None quantified	Position supplementary resources as the third pillar of IFAD's resource mobilization strategy, alongside core and borrowed resources, therefore providing relevance and acknowledgement of their importance within IFAD;
SUP3	Develop a RACI matrix	100%	None quantified	None quantified	Strengthen IFAD's position as an assembler of development finance by shifting away from past practice, which has been relatively ad hoc, towards a more structured approach and exploring additional instruments of supplementary resources to better capitalize on the opportunities they offer, whilst also managing risks;
SUP4	Define the Standard Operating Procedures and relevant documentation	100%	None quantified	None quantified	Strengthen internal governance and management arrangements, through the establishment of a Resource Mobilization Committee, which provides a platform for interdepartmental coordination ensuring ongoing oversight and coordination of IFAD's resource mobilization;
SUP5	Propose and ratify donor segmentation framework	100%	None quantified	None quantified	Increase in-house awareness of processes and procedures related to management and mobilization of such resources, as well as roles and responsibilities of managers and staff in different divisions.
	<b>Total</b>	-	-	-	

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

## 7. Document processing / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
DP1	Carry out voice-of-the-customer research to identify the EB's needs and preferences with regards to documents	100	-		
DP2	Review and amend guidelines (e.g. Word limits, annex vs appendix use, number of annexes, translation of annexes, hyperlinks instead of copy/paste)	100	-	-	
DP3	Increase visibility of and adherence to relevant policy docs (e.g. The relevant President's Bulletin)	100	-	-	
DP4	Move LOT submissions (& processing) to "off-peak" times	100	-	-	
DP5	Publicise easy-to-understand style clarifications (e.g., bullet points) amongst originators	100	-	-	
DP6	Treatment of late documents	100	-	-	
DP7	Review submission deadlines and posting dates	100	-	-	
DP8	Create working group to devise (and review) document template	100	-	-	
DP9	Implement eLuna	To be completed in 2024	1 733	To be achieved upon completion	
DP10	Identify KPIs to be tracked throughout the document journey and implement naming guidelines to give documents unique references for tracking across systems	50	-	-	
DP11	Apply cost of recovery 100% of the time, charging the cause of delay rather than the originator automatically	100	-	-	
DP12	Information and Communications Technology Division (ICT) to create/implement document templates with word counts	-			

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
DP13	Review and amend clearing process	85			
DP14	If seasonality of demand for Language Services is evened out, consider increasing full-time equivalents through appropriate contracts	100			
DP15	Research possibilities with Human Resources Division to ensure maximum number of qualified translators can be easily accessed	0			
DP16	Create online training on how to use various Office of the Secretary (SEC) systems and how to apply guidelines	100			
	<b>Total</b>			<b>1 733</b>	

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

## 8. Project procurement / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
PP1	Create end-to-end visibility in the Procurement system for process owners and users	100%	3 584	5,120 (1,920 hours p.a. from IFAD staff and 3,200 hours p.a. by IFAD projects).	<ul style="list-style-type: none"> <li>• IFAD OPEN greatly reduces the risk of inefficiencies and errors in project procurement, allowing IFAD financed projects to prepare more realistic and accurate procurement plans and increasing the likelihood of achieving project objectives.</li> <li>• The Online Procurement end-to-end system increases visibility and enhances IFAD's oversight capability ensuring funds are used for their intended purpose.</li> <li>• Qualitative benefits accrued by IFAD also include a higher visibility of its operations and the recognition of IFAD's leading role in the promotion of transparency, innovation and value for money in public project procurement by other UN agencies and MDBs. As a testament of this, both the United Nations Development Business and the World Bank have featured articles on IFAD OPEN on their respective websites, thus strengthening the collaboration with these organizations.</li> </ul>
PP2	Conduct an analysis of the suitability PEFA and determine Alternative procurement risk assessment tools	100%	-	-	
PP3	Optimise approach to ensure procurement involvement in peer review group for No Objections (NO) to advise CDs	100%	150 – 376	-	
PP4	Assess whether the primary focus of oversight should be on a prior or post review	100%	250 – 1 001	-	
PP5	Define guidelines for establishing SPO teams /resources to carry out project procurement oversight	100%	-	-	
PP6	Establish a RACI matrix	100%	-	-	
PP7	Build on recent IFAD work and develop a "project procurement in a box" approach	100%	-	-	

No.	Recommendation	% complete	Quantitative (hours saved p.a)		Qualitative benefits achieved
			Expected	Achieved	
PP8	Influence (for the better) the quality of PMU staff hired	100%	-	-	
PP9	Improve the usage and functionality of the No Objection Tracking and Utility System (NOTUS)	100%	-	-	
PP10	Track PMUs No Objection Right First Time (RFT) and conduct root cause analysis and deploy corrective measures	100%	-	-	
<b>Total</b>			<b>3,984 / 4,961</b>	<b>5,120</b>	

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

## 9. Internal and external communications / BPR status update September 2023

Table 1

### Quantitative and qualitative benefits as per PPTP programme of work

No.	Recommendation	Quantitative (hours saved p.a)			Qualitative benefits achieved
		% complete	Expected	Achieved	
	<b>Creating Strategic Communications for Visibility with a Purpose</b>		-	-	Main benefits: <ul style="list-style-type: none"> <li>• increased quality</li> <li>• increased accountability</li> <li>• Increased process awareness</li> <li>• Clearer roles and responsibilities</li> <li>• Improved user experience</li> <li>• Improved service delivery levels</li> </ul>
COM1	Refine COM's strategic approach	100	None quantified	-	
COM2	Update COM's operating model for external communications	100	None quantified	-	
COM3	Shift focus to more strategic activities	100	None quantified	-	
	<b>Leading and Advising on Internal IFAD Communications</b>			-	
COM4	Refine COM's strategic approach and understanding	100	None quantified	-	
COM5	Update COM's operating model for internal communications	100	None quantified	-	
COM6	Shift focus to more strategic activities	100	None quantified	-	
	<b>Total</b>				

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

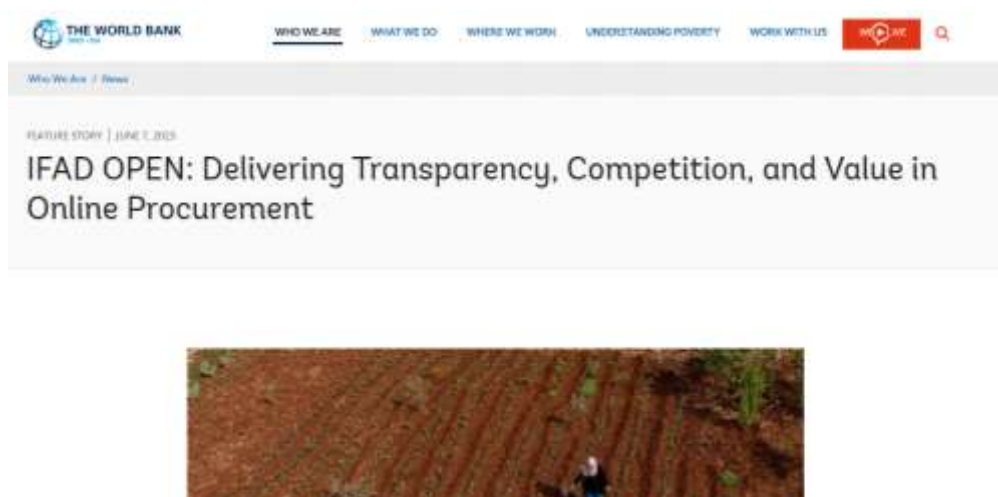
## PPTP – some example of the outside view

A selection of clippings and news stories from external sources featuring PPTP.

### Project procurement BPR

#### 1. World Bank feature story

IFAD OPEN: Delivering Transparency, Competition, and Value in Online Procurement. Click [here](#).



#### 2. Un Development Business

IFAD OPEN: Online Project Procurement End-To-End System. See [here](#).



### Omndata

**IFAD's work in AI acknowledged by UN system:** Since delivering Omndata, IFAD has shared its journey and lessons learned with UN/IFI peers in various technical fora and the October 2023 HLCM-HLCP Joint Session on AI. The IFAD approach was very positively received which has given rise to many requests for follow up sessions to delve deeper in the technical, governance and organizational aspects of the work.