IFAD

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

Executive Board – Sixty-Eighth Session

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DETAILED PROGRAMME DESIGN PHASE

Objective

1.   The feasibility study has identified significant opportunities for IFAD to become a more efficient organization by structuring the work in the various organizational areas from a process perspective and by supporting such processes with effective IT components. The key objective of the detailed programme design phase is to be able to supply all the necessary information on time for a go/no-go decision by the Executive Board at its September 2000 session regarding the Process and information technology (IT) Support Programme.

Organizational Arrangements

2.   **Programme management** – The success of this phase will primarily depend on a number of critical factors including visibility and priority, people's availability and motivation, and adequate logistics. The programme will have to be launched with highly visible sponsorship from the President and as part of IFAD's top priorities.

3.   One member of IFAD's senior management team will have to be appointed by the President to manage the detailed design phase. He will be supported by the Information Management Committee (IMC) and will set up and supervise a specific programme office with a programme manager, an IFAD team, a consultants team and an IT advisory team. Eventually, this nucleus set up for the design phase will be expanded to manage the subsequent implementation phases

4.   Key people will have to be released from their day-to-day activities to participate in this phase on a part-time or full-time basis as required and for the necessary length of time, with the understanding that unattended day-to-day activities will be covered as necessary by funds allocated to hiring temporary replacement manpower. Also, the roles and responsibilities of the staff participating in the project will have to be linked to their individual performance system (IPS).

5.   **External partner** – To execute this phase IFAD will need the support of a qualified implementation partner to bring to the team the necessary methodology, experience and specialized programme management skills. The implementation partner will be selected in accordance with established IFAD procedures.

6.   **Timeframe** – To complete the detailed programme design within the target 4 to 6 months period, the work will proceed at a sustained pace involving a team of 12 to 18 people between staff and consultants, for a total work effort of approximately 6.5 person/years. This means that the work will be organized in such a way that many activities within the relevant areas will take place in parallel to collapse the elapsed time of this phase.

Project Steps

7.   The main activities to be undertaken in this phase will fall within the following categories.

8.   **Identify what needs to change** – IFAD work processes will be analyzed to understand the current structure and flows, and the current performance will be measured in order to identify key bottlenecks and constraints. For each problem area more efficient processes will be identified to overcome the current deficiencies. Each process will be reviewed to determine whether IFAD should (a) continue to do what is currently doing; (b) complete what is incomplete; (c) construct what is missing; (d) adjust what needs to be adjusted or (e) consider outsourcing what someone else does better at a comparable cost. Key procedural changes that IFAD will have to effect in the various areas will be highlighted so as to permit the necessary change-management actions including training and redeployment.

9.   **Define new model** – On the basis of the process analysis and review, and taking into account desired outcomes, a new operating model for IFAD will be developed, together with an operating vision explaining how the various areas addressed will operate in the future. Within each area, the required business practices will be specified as a prerequisite for the definition of future detailed procedures.

10.   **Refine costing** – For each capability, a refined estimate of the implementation costs will be made taking into account the specific software components involved, the hardware upgrades required, the specific duration of the implementation project and the expected number of people in each team. The expected operating costs will also be refined, taking into account the number and profiles of people intervening in each process and the expected amount of training required at each level.

11.   **Identify benefits** – The refined eight-capability model will provide a more detailed cost-benefits analysis and articulate the benefits-capture plan in terms of how much savings can be achieved, when those savings can be achieved, and how, highlighting the underlying assumptions and constraints.

12.   **Build consensus** – Consensus will be sought at the necessary levels of management and staff so that IFAD is ready, from an organizational viewpoint, to enter into the programme implementation phase.

13.   **Develop implementation plan** – The programme design work will define the overall implementation plan with special emphasis of the specific capabilities to be delivered in the first implementation phase. It will produce a number of specific outputs described in the next section.

Expected Outputs

14.   **New process model** – The eight capabilities and underlying processes will be described and depicted graphically, to ensure a common understanding and to reach consensus. Within each capability, the roles and number of people intervening, as well as the organizational units involved and changes to the relevant operational structures will be defined.

15.   **Expected software components** – Based on the capabilities and process requirements, this phase will identify and describe the expected software components, the candidate commercial modules, the expected areas of customization, and the likely "custom" components that will have to be developed in the course of the implementation phase.

16.   **Implementation plan** – The implementation plan will be composed of the following principal deliverables:

- Communication and change-management plan
- Refined cost-benefits analysis
- Benefits capture plan
- Risk mitigation plan
- Quick hits
- Human resources and basic training needs

Review and Decision Process

17.   Work in the detailed programme design phase will be reviewed by management at various decision points. Upon finalization of this phase IFAD management will present the results to the Executive Board for a final decision.

Subsequent phases

18.   The subsequent phases will move the detailed programme design decisions and recommendations into implementation and deployment. Detailed procedures will be designed, documented and implemented; software modules will be acquired, customized, tested, and deployed; the hardware infrastructure will be upgraded to support the new modules; competencies will be defined and assigned and staff will be trained; and change will be managed through an appropriate change-management and communications campaign. Together with the new processes and IT support systems, the various elements of the work system "architecture" including culture, organization and performance will be put in place to ensure the sustainability of the change.