IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
Governing Council – Twenty-Third Session

Rome, 16-17 February 2000

CAPITAL EXPENDITURE BUDGET OF IFAD

1.   At its Sixty-Eighth Session, the Executive Board considered the proposed Capital Expenditure Budget for the funding of an IFAD Process and Information Technology Support Programme as contained in the attached document EB 99/68/R.8.

2.   In recognizing the importance to the Fund of continuing its re-engineering exercise, Directors perceived the proposed five-year Process and Information Technology Support Programme as its logical extension. The Board also recognized that planning the expenditure for such a long-term endeavour lent itself to capital budgeting and decided to recommend to the Governing Council, for its approval, the attached capital budget proposal of USD 26 million to finance the programme in the financial years 2000-2005.

Recommendation

3.   The Governing Council is invited to adopt the draft resolution attached hereto on a Capital Budget of IFAD for a Process and Information Technology Support Programme.

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DRAFT RESOLUTION ON A CAPITAL BUDGET OF IFAD
FOR A PROCESS AND INFORMATION TECHNOLOGY SUPPORT
PROGRAMME

Resolution __/XXIII

Capital Budget for a Process and Information Technology Support Programme

The Governing Council of IFAD,

Bearing in mind Article 6, Section 10, of the Agreement Establishing IFAD and Regulation VI of the Financial Regulations of IFAD;

Noting that at its Sixty-Seventh Session, the Executive Board endorsed the need, in principle, for a capital budget for a process and information technology support programme for IFAD over a five-year period;

Having considered the review of the Sixty-Eighth Session of the Executive Board concerning the proposed Capital Budget of IFAD for a Process and Information Technology Support Programme for 2000 to 2005;

Decides that:

1. The Capital Budget of IFAD for a Process and Information Technology Support Programme for a five-year period during financial years 2000 to 2005 be approved, as contained in document GC 23/L.6, in the amount of USD 26 000 000.

2. The President of IFAD be authorized to appropriate the first tranche of the said Capital Budget in the amount of no more than five per cent of the total capital budget (USD 1.3 million) to carry out the detailed design phase of the Process and Information Technology Support Programme. The President of IFAD be requested to submit the detailed design document for the said programme to the Executive Board for its consideration.

3. The second and subsequent tranches of the said Capital Budget shall be appropriated by the President of IFAD only upon submitting a report to the Executive Board upon the use of the previous tranche and receiving the approval of the Board for a plan for the use of the next tranche. The said plans shall include details of the implementation costs for each capability to be developed, together with the benefits-capture plan and relevant amortization schedule thereof.

4. The President of IFAD be requested to provide a report on progress achieved in the implementation of the overall programme to each annual session of the Governing Council and a final report on the implementation of the programme to the Governing Council session in February 2006.

IFAD
INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
Executive Board – Sixty-Eighth Session

Rome, 8-9 December 1999

CAPITAL EXPENDITURE BUDGET OF IFAD

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TERMINOLOGY

Business Architecture: A concept that defines the desired structure of an organization in terms of its business capabilities and their interrelationships.

Business Capability: The combination of human performance, business process and technology that collectively represent the organization's ability to create value through a distinct part of its operation.

Business Process: A group of interrelated activities that together create value for a customer through a distinct outcome. Also referred to as work process.

Change Management: The process of managing necessary changes in human behaviour, performance, corporate culture and organizational structure so that the organization is empowered to use new work systems.

Commit Point: Distinct checkpoint within a project where management decides whether or not it is appropriate to enter into the subsequent stage of planned activities. It is also referred to as decision point or trigger point.

Core Process: In general terms, a core process is associated with activities directly related to the organization's mission and mandate. In the context of this document, a core process is any process that creates value for an *external* customer.

Enabling Process: A process that enables one or more other processes. Enabling processes may enable either governance, core or other enabling processes.

Governance Process: A process that provides direction to other processes. In IFAD's context, a governance process provides direction to the organization as a whole.

Information Technology (IT): The combination of computing, networking and telecommunications technologies used for information management purposes. In the context of this document, IT also includes information systems.

Legacy Systems: Information systems designed within an obsolete data and processing architecture and/or implemented with an obsolete technology.

Process Owner: A manager with responsibility for the performance of a specific business process.

Programme Sponsor: A member of top management who represents the commitment of the organization to the programme, ensuring the availability of resources and effecting the eventual organizational changes necessary for the success of the programme.

Value-Realization Plan: A plan that defines how the benefits expected from the implementation of a specific set of business capabilities are to be realized. Also referred to as benefits-capture plan.

CAPITAL EXPENDITURE BUDGET OF IFAD

I. INTRODUCTION AND HIGHLIGHTS

1.   The progressive re-engineering of IFAD has so far resulted in important changes in IFAD's core work processes and in a number of Information Technology (IT) initiatives that provide support to specific areas. The Project Portfolio Management System (PPMS) provides partial support to the project cycle, the Documents Management System (DMS) and the Records Management System (RMS) support the Documents Centre, and the PeopleSoft General Ledger, Accounts Payable/Purchase Order System (FIS) support Procurement.

2.   The Human Resources Management Strategy (HRMS) Team has identified, as part of the overall findings presented to the Executive Board in document EB 99/67/R.12, the substantial scope for further streamlining of the support processes and the need to support the human resources management area with IT.

3.   All these initiatives were undertaken in the period 1994-1999, and were funded within the limits imposed by IFAD's zero-growth annual administrative budget policy. They have been instrumental in achieving and maintaining such a policy. After six years, however, the effect of these initiatives has plateaued. To make further progress, it is now essential to view holistically IFAD's operational structure, following a process-based approach.

4.   With this objective in mind, IFAD initiated an institution-wide feasibility study to define an optimized operational structure and determine the corporate priorities for investment in the necessary process and IT support. The findings of the study confirmed major opportunities for capturing sustainable efficiency gains by introducing significant changes in the way IFAD processes operate; and in the way information and knowledge are managed within the organization, through a comprehensive five-year "Process and IT Support Programme".

5.   Recognizing that IT alone cannot effectively address the full range of business and organizational issues, the envisaged intervention takes into account the key elements in each operational structure. These include processes, competencies and performance measures that are needed to capture the benefits of the IT investment and ensure its sustainability. In order to ensure manageability, the execution of the programme is seen as proceeding in three parts: a detailed programme design phase and two subsequent implementation phases.

6.   The total cost of the five-year programme, to be implemented in phases, is estimated at USD 26 million. Although the execution of the programme will require a significant investment, it will generate comparable savings that will amortize the capital costs of the initiative and permit a reduction in administrative costs thereafter.

7.   To finance the execution of the programme, it is proposed that the Executive Board recommend to the Governing Council the adoption of a capital budget in the amount of USD 26 million to be utilized over a period of five years. Programme execution is set out below. It is also proposed that the President be given authority to appropriate funds from the capital budget for an amount of up to 5% of the cost of the programme to finance the detailed programme design phase. Subsequent appropriation of funds will be approved by the Executive Board and take place in tranches commensurate with the scope of the work to be undertaken in each phase.

8.   The Executive Board will review the expenditure in each tranche at appropriate stages. Satisfactory progress in each phase will trigger authorization for the execution of the next phase. Before each decision point, the President will provide the Executive Board with details of the implementation costs for each capability, together with the benefits-capture plan and relevant amortization schedule. In addition, the President will regularly provide a progress report on the overall the programme activities.

II. THE PROPOSED PROGRAMME

9.   The first part of the institutional study analysed IFAD in terms of "governance", "core" and "enabling" processes and defined, at a high level, the key "capabilities" or operational structures that IFAD needs to put in place in order to attain its corporate thrusts and its institutional goals and objectives. The Appendix shows the process composition of the various capabilities, a high-level IFAD process model and a draft of the sub-process composition of the various processes.

10.   The findings of the study confirmed the scope for capturing significant benefits from a comprehensive five-year Process and IT Support Programme so as to realize significant savings and reinvest part of the saved resources in core activities. To this end, IFAD developed a high-level case that considers five lines of intervention, namely: (a) question if IFAD should continue to do certain things; (b) consider outsourcing what someone else does better at a comparable cost; (c) complete what is incomplete; (d) construct what is missing; and (e) adjust what needs to be adjusted. As a result, eight operational areas have been identified for intervention in the next five years.

11.   Recognizing that IT alone cannot effectively address the full range of business and organizational issues, the envisaged intervention takes into account the key elements in each operational structure (business capability). These include processes, competencies and performance measures that are needed to capture the benefits of the IT investment and ensure its sustainability. The identified areas within the scope of intervention are: financial resources management (FRM); human resources management (HRM); knowledge management (KM); information technology management (ITM); institutional governance (IG); external relationship management (ERM); institutional services management (ISM); and programme development management (PDM).

12.   As outlined in the Preview of the Programme of Work and Budget of IFAD for 2000, and in line with other international financial institutions, IFAD will apply the capital-budgeting approach, which was welcomed as an idea by the Executive Board at its Sixty-Fourth Session.

13.   IFAD will manage the envisaged intervention at the senior management level as a single comprehensive capability development programme to be implemented in phases, with the relevant initiatives and projects sequenced across its duration. Considering the capacity of IFAD to absorb the impact of the programme, it is foreseen that a maximum of two capabilities can be commenced in each year, with the IT management capability being implemented to fully support the IT components in each of the areas over the programme's lifetime. In order to ensure manageability, the execution of the programme is envisioned in three parts: a detailed programme design phase and two subsequent implementation phases.

14.   The detailed programme design phase will refine the business case and is expected to last approximately four to six months. It will improve upon the overall business architecture, provide a detailed implementation and benefits-capture plan and refine the cost estimates. The goal of this phase is to provide senior management with the necessary elements to make an informed decision with respect to entering into the next phase before committing the relevant resources.

15.   The first implementation phase, to be completed within year 3 of the programme, includes the following capabilities: financial resources management; human resources management; knowledge

management; and information technology management. This phase will, respectively, do the following: (a) address the strategic thrust of becoming a knowledge organization; (b) complete the integration of the financial area from both a process as well as a supporting systems point of view; (c) complete the work initiated in the area of human resources management initiated by the HRMS re-engineering initiative in 1996; and (d) eliminate the high institutional risks posed by obsolete "legacy" systems and the associated high maintenance costs. Before completing this phase, a review of the overall programme status will be made to verify if the remaining plan of work is aligned with the original implementation plan.

16.   The second implementation phase, to be completed within the subsequent two-year period, includes the remaining capabilities, namely: institutional governance; external relationship management; institutional services management; and programme development management. This phase of the programme will look at IFAD's governance in terms of streamlining the institutional governance process and addressing the efficiency of the enabling processes in the areas of external relations and internal services. It also aims at realizing the benefits of the programme as a whole by completing the shift of resources from enabling to core activities.

III. EXPECTED BENEFITS

17.   Two major outcomes are expected from the above intervention. On the one hand, the programme aims at increasing the overall efficiency of the enabling processes in IFAD, thereby reducing the resource requirements in support areas and making human resources available for redeployment. On the other hand, by increasing the efficiency of the enabling processes, IFAD also expects to be able to free-up the time of staff spent working in core business areas. Currently it is absorbed in dealing with inefficient enabling activities.

18.   In qualitative terms, the timeliness and accuracy of the enabling services is expected to increase significantly. At the same time, the operational risks associated with inefficient processes and obsolete systems will be removed. Additionally, IFAD will be in better position to face new external opportunities and challenges. In quantitative terms, preliminary estimates developed for each capability indicate a net flow of benefits at the end of the implementation of the overall programme in the region of USD 5.7 million per year. A summary of expected benefits from the programme by capability is presented in Table 1 below.

TABLE 1: SUMMARY OF EXPECTED BENEFITS BY CAPABILITY
(USD million)

CAPABILITY	EXPECTED BENEFITS
Financial resources management	1.0
Human resources management	1.0
Knowledge management	3.1
IT management	0.5
Institutional governance	0.8
External relationship management	1.1
Institutional services management	1.2
Programme development management	(3.0)[1]
Total programme	**5.7**

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[1]   Negative value results from net balance between anticipated savings and higher cost allocation to this capability due to redeployment of staff to core processes.

IV. IMPLEMENTATION ARRANGEMENTS

19.   From a management point of view, the programme will be organized as a partnership between the user, led by the assigned "process owner", and the technical experts to ensure the appropriate balance between business and technical commitment. Each initiative within the programme foresees an up-front analysis phase to design or streamline the new or revised process and to establish how the anticipated benefits will be captured.

20.   A programme office will be set up to manage the overall execution of the programme, and will coordinate and monitor the capability analysis, design, building, testing and deployment activities in each phase. In particular, it will monitor the achievement of the desired business results.

21.   Since change management will be instrumental in achieving the desired outcomes, one of the key objectives of the programme office will be to promote and mobilize the necessary sponsorship and ownership within the organization in order to be able to implement the required changes. It is estimated that approximately 6 person/years of IFAD staff and 5 person/years of consultants will be required throughout the programme for programme-management activities.

22.   It is estimated that approximately 64 person/years of IFAD staff time and 88 person/years of consultants' time will be required for detailed analysis, design, implementation and training activities, in addition to programme and change management. A summary of manpower utilization in each of the programme phases, expressed in person/years and split between IFAD staff and consultants, is presented in Table 2 below.

TABLE 2: MANPOWER UTILIZATION BY MAJOR CATEGORY
(person/years)

ACTIVITY CATEGORY	DETAILED DESIGN	IMPLEMENTATION		TOTAL PROGRAMME
		PHASE I	PHASE II	
Programme management (IFAD)	0.2	3.4	2.4	6.0
Programme management (Consultants)	0.2	2.8	2.0	5.0
Development and implementation (IFAD)	3.0	35.5	25.5	64.0
Development and implementation (consultants)	3.0	35.0	24.5	62.5
Change management and training (consultants)	-	15.0	10.5	25.5
Total	**6.4**	**91.7**	**64.9**	**163.0**

23.   Parallel with these development activities, it is also estimated that IFAD will need to acquire the equivalent of ten software modules and upgrade the existing processing resources to match the new capacity requirements of the various capabilities.

24.   The procurement of expert consultants for the implementation phases will be made on a competitive basis, selecting an implementation partner from major recognized international business consulting and IT implementation firms. The selected partner must be qualified in terms of methodology and experience for the required capability development work and specialized programme management activities.

V. PROGRAMME COSTS AND FINANCING

25.   The major anticipated categories of investment required to execute the programme include: (a) temporary replacement of existing manpower to allow IFAD staff to participate in the project; (b) expert consultants; and (c) acquisition of software packages and upgrade of IT infrastructure.

26.   The cost of the participation of IFAD staff was calculated using a blended rate of Professional and General Service categories based on the distribution of staff in the two categories and the nature of the activities involved. The cost of expert consultants was estimated using as a basis an average fee that can be expected for large volume contracts. The cost of the acquisition of software packages was estimated on the basis of an average per-module license fee. The cost of upgrading the IT infrastructure was estimated as a percentage of the cost of the entire programme.

27.   The resulting total estimated costs in the various categories are shown in Table 3 below. No provision for potential inflation was included in these figures.

TABLE 3: TOTAL PROGRAMME EXPENDITURES BY MAJOR CATEGORY
(USD million)

EXPENDITURE CATEGORY	COST
Participation of IFAD staff	6.1
Expert consultants	17.4
Acquisition of software packages and Upgrade of IT infrastructure	2.5
Total	**26.0**

28. From the point of view of cash flow, it is estimated that the cost of developing and implementing each capability is incurred in the proportion of 85% of the progress made in each year, with the remaining 15% being incurred in the subsequent year. The total cost of the programme is therefore considered to be distributed according to the following pattern: USD 1 million in year 0; USD 5.1 million in year 1; USD 7.5 million in year 2; USD 5.4 million in year 3; USD 5.3 million in year 4; and USD 1.7 million in year 5. Table 4 shows the detailed distribution of costs by capability and year of implementation.

TABLE 4: DISTRIBUTION OF COSTS BY CAPABILITY AND YEAR OF IMPLEMENTATION
(USD million)

| PHASE/CAPABILITY		COST	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Detailed Design Phase		1.0	1.0						1.0
Implementation Phase I	KM	3.1		2.6	0.5				15.5
	FRM	6.0		2.5	3.0	0.5			
	ITM	1.7			1.4	0.3			
	HRM	4.7			2.6	2.1			
Implementation Phase II	ISM	3.0				1.6	1.2	0.2	9.5
	PDM	2.3				0.9	1.2	0.2	
	ERM	1.9					1.6	0.3	
	IG	2.3					1.3	1.0	
	Total	**26.0**	**1.0**	**5.1**	**7.5**	**5.4**	**5.3**	**1.7**	**26.0**

29.   Since the programme will provide IFAD with benefits over a multiyear period, it will be funded through the capital budget, which provides more accurate budgeting for expenditures and benefits when these span more than one year. Expenses related to this investment will be amortized in accordance with international accounting standards and charged to IFAD's Administrative Budget. The cost estimates for each capability, together with the relevant amortization schedule and benefits-capture plan, will be reviewed and confirmed at each "commit point".

VI. PROGRAMME PLAN AND MILESTONES

30.   The execution of the programme will be based on specific milestones and will provide specific commit points at which senior management will determine whether or not IFAD should continue with the programme.

31.   The proposed implementation sequence was established on the basis of a number of selection criteria. These include the expected flow of benefits; the contribution to the achievement of IFAD's strategic thrusts and objectives; the balance between core and non-core allocation of resources; the interdependence among projects; and the urgency to address some key operational risks. The implementation sequence for the various capabilities, together with relevant duration, commit points and milestones is shown on Chart 1 below.

CHART 1: PROGRAMME PLAN
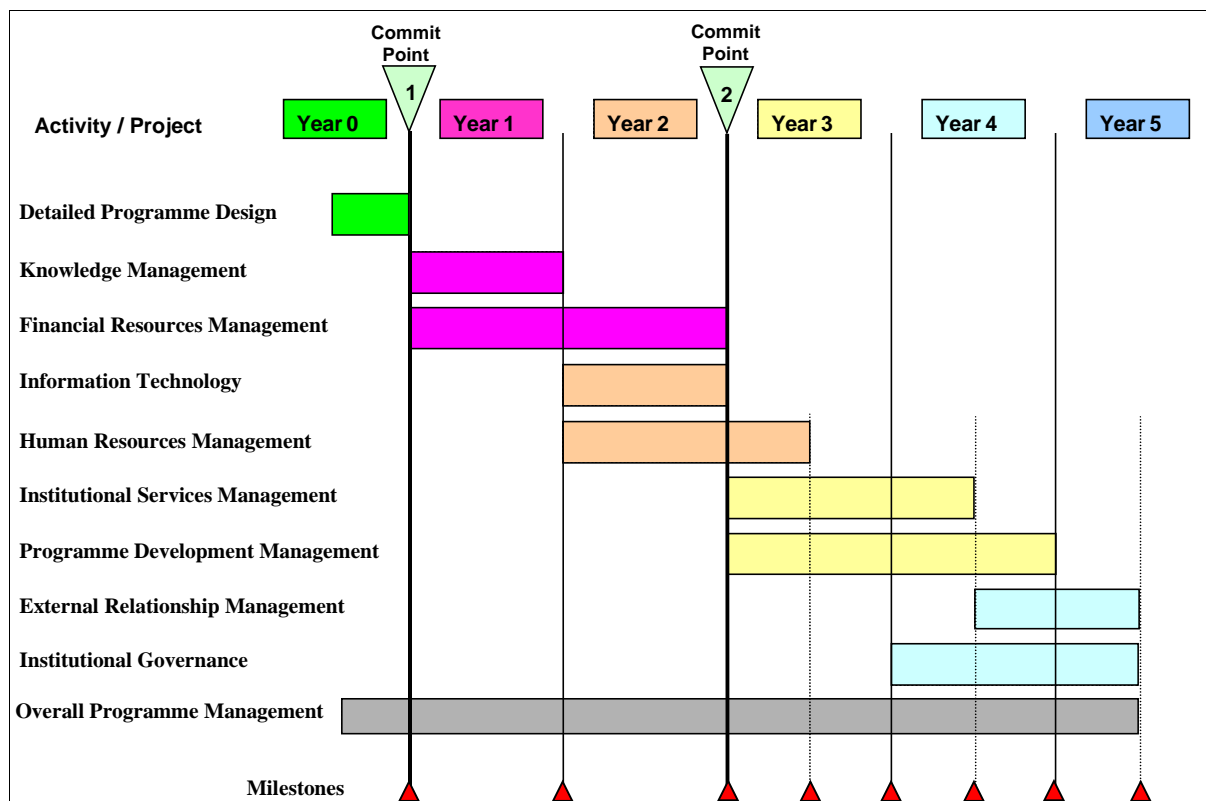
32.   As illustrated in Chart 1, programme-management activities will take place throughout the five-year period to coordinate the various initiatives and projects and to ensure that planned deliverables and capability-release milestones are attained. Within the development of each capability, there will be commit points for the "programme sponsor" with respect to: (a) entering the capability-release stage; (b) authorizing the build and test of the capability; and (c) authorizing the deployment of the capability.

33.   On the basis of the number and complexity of the processes and sub-processes involved in each capability, it is estimated that capabilities KM, IT and ERM will be implemented in one year, capabilities HRM, ISM and IG will be implemented in one and a half years; and capabilities FRM and PDM will be implemented in two years.

34.   At the end of the detailed design phase, a detailed plan for the implementation of the eight capabilities will be delivered, forming the basis for decision at the first commit point regarding the entry into Phase I of the implementation of the programme and the commencement of capabilities KM

and FRM. At the end of year 1, the release of capability KM will trigger the commencement of capabilities IT and HRM.

35.   At the end of year 2, the release of capabilities FRM and IT, together with the progress made in the development of capability HRM, will form the basis for decision at the second commit point regarding the entry into the second implementation phase and the commencement of capabilities ISM and PDM. At the end of year 3, the release of capability HRM and the progress made in the development of ISM and PDM will trigger the commencement of capabilities IG and ERM. In year 4, the release of capability ISM will trigger the commencement of capability ERM. In year 5, the release of capabilities ERM and IG will complete the execution of the programme.

VII. RECOMMENDATION

36.   The findings of an institution-wide study carried out from September to December 1999 confirmed that major opportunities exist for capturing sustainable efficiency gains. Efficiency can be gained by introducing significant changes in the way IFAD processes operate, and in the way information and knowledge are managed within the organization, through a comprehensive five-year Process and IT Support Programme.

37.   Recognizing that IT alone cannot effectively address the full range of business and organizational issues, the proposed programme addresses the key elements in each operational structure that are needed to capture the benefits of the IT investment and ensure its sustainability. This entails redesigning the various institutional work processes for optimal performance, providing appropriate IT support and automation, and building the necessary competencies and skills to operate the streamlined processes in an efficient and effective manner.

38.   Considering IFAD's renewed interest in increasing overall process efficiency, reducing key operational risks and attaining its stated strategic objectives, approval in principle of the Process and IT Support Programme presented in this document is recommended.

39.   Accordingly, the Executive Board is invited to consider the proposed Process and Information Technology Support Programme contained in this document and submit to the Twenty-Third Session of the Governing Council, for its approval, the five-year capital budget proposal of USD 26 million to finance the programme in the financial years 2000-2005, together with the draft resolution annexed hereto. The resolution will authorize the Executive Board to approve the expenditure of the capital budget, in a series of phases, over a five-year period, up to the total cost of USD 26 million. It will also authorize the President of IFAD to appropriate the first tranche of the capital budget in the amount of no more than 5% of the total to carry out the detailed design phase of the programme.

DRAFT RESOLUTION ON A CAPITAL BUDGET OF IFAD FOR A PROCESS AND INFORMATION TECHNOLOGY SUPPORT PROGRAMME

Resolution __/XXIII

Capital Budget for a Process and Information Technology Support Programme

The Governing Council of IFAD,

Bearing in mind Article 6, Section 10, of the Agreement Establishing IFAD and Regulation VI of the Financial Regulations of IFAD;

Noting that at its Sixty-Seventh Session, the Executive Board endorsed the need, in principle, for a capital budget for a process and information technology support programme for IFAD over a five-year period;

Having considered the review of the Sixty-Eighth Session of the Executive Board concerning the proposed Capital Budget of IFAD for a Process and Information Technology Support Programme for 2000 to 2005;

Decides that:

1. The Capital Budget of IFAD for a Process and Information Technology Support Programme for a five-year period during financial years 2000 to 2005 be approved, as contained in document GC 23/L.__, in the amount of USD 26 000 000.

2. The President of IFAD be authorized to appropriate the first tranche of the said Capital Budget in the amount of no more than five per cent of the total capital budget to carry out the detailed design phase of the Process and Information Technology Support Programme. The President of IFAD be requested to submit the detailed design document for the said programme to the Executive Board for its consideration.

3. The second and subsequent tranches of the said Capital Budget shall be appropriated by the President of IFAD only upon submitting a report to the Executive Board upon the use of the previous tranche and receiving the approval of the Board for a plan for the use of the next tranche. The said plans shall include details of the implementation costs for each capability to be developed, together with the benefits-capture plan and relevant amortization schedule thereof.

4. The President of IFAD be requested to provide a report on progress achieved in the implementation of the overall programme to each annual session of the Governing Council and a final report on the implementation of the programme to the Governing Council session in February 2006.

KEY CAPABILITIES AND PROCESS COMPOSITION

CAPABILITY	PROCESS
Institutional Governance	- Strategy formulation - Institutional self-assessment - Budget and results formulation, monitoring and forecasting/revising - General legal counsel - Internal communications management
External Relationship Management	- Stakeholder and external relationship management - Marketing - Facilitating governance process
Financial Resources Management	- Financial resources management - Recording and accounting for financial transactions
Knowledge Management	- External dissemination of knowledge capital - Knowledge capital management
Information Technology Management	IT enablement
Human Resources Management	Human resources management
Institutional Services Management	Institutional services management
Programme Development Management	Development and approval of projects

Governing framework

| UN common system | International/UN Accounting standards | Executive Board and Governing Council | IFAD statute |

IFAD Business Process Model

1. Institutional Governance Processes

- 1.1 Strategy formulation
- 1.3 Budget and results formulation, monitoring and forecasting/revising
- 1.2 Institutional self-assessment
- 1.4 General legal counsel

2. Core Business Processes

- 2.1 Provision of services for other Entities
- 2.3 Development and approval of innovative, cost effective and replicable projects and programmes in rural and agricultural development & poverty eradication within Regional and Country strategies and/or corresponding to specific supplementary fund requirements
- 2.2 External dissemination of knowledge capital

3. Enabling Processes

- 3.1 Financial Resources Management
- 3.2 Knowledge Capital Management
- 3.3 Human Resources Management
- 3.4 IT Enablement
- 3.5 Recording and Accounting for Financial Transactions
- 3.6 Institutional Services Management
- 3.7 Stakeholder and External Relationship Management
- 3.8 Marketing
- 3.9 Facilitating Governance Process
- 3.10 Internal Communications Management

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

KEY PROCESSES AND SUB-PROCESS COMPOSITION

1.1   Strategy Formulation
- Corporate strategy, mission, vision and balanced scorecard management
- Strategic plan
- Resource strategy
- Institutional policy definition and management
- Programme of work, budget review and approval
- IFAD risk and contingency management

1.2   Institutional Self-Assessment
- Internal audit process
- Evaluation process
- Ongoing process of improvement coordination

1.3   Budget and Results Formulation, Monitoring and Forecasting/Revising
- Budget formulation and results planning
- Budget and results monitoring (budget usage versus results achieved)
- Forecasting/Revising budgets based on progress monitored

1.4 General Legal Counsel
- Institutional legal advice provided by General Counsel

2.1   Provision of Services for Other Entities
- Provide the following services for Popular Coalition and Global Mechanism entities
- Budget and results formulation, monitoring and forecasting/revising
- General legal counsel
- Financial resources management
- Knowledge capital management
- Human resources management
- IT enablement
- Recording and accounting for financial transactions
- Institutional services management
- Provision of some HR services for consultants

2.2   External Dissemination of Knowledge Capital
- Identification and segmentation of target/requesting external audience
- Selection of appropriate knowledge capital to be made available to the external audience
- Packaging of selected knowledge capital
- Selection of knowledge capital vectors on the basis of audience segment and frequency of update
- Channelling of selected knowledge capital via knowledge capital vectors
- Assessment of satisfaction/usefulness of knowledge capital provided to external audience

2.3 Development and Approval of Innovative, Cost-Effective and Replicable Projects and Programmes in Rural and Agricultural Development and Poverty Eradication within Regional and Country Strategies and/or Corresponding to Specific Supplementary Fund Requirements

- Development of operational strategy and policy
- Development of regional strategy
- Development of country strategy (Country Strategic Opportunities Paper - COSOP)
- Proposal of projects for programme of work
- Inception
- Design (formulation of feasible and sustainable operations and consultation with OL department on project legal feasibility and sustainability)
- Loan agreements stipulation
- Appraisal (confirmation of project design)
- Executive Board presentation and approval
- Implementation support
- Full development (evaluations, ex-post evaluations, IFAD follow-up missions)
- Direct supervision
- Supervision of cofinanced projects on behalf of specific donor requests
- Co-evaluation
- Operational relationships with NGOs, grass-roots organizations and governments

3.1 Financial Resources Management

- Pledges management
  - contributions
  - drawdown management
  - collections
- Money mobilization
  - replenishment
  - supplementary funds
  - individual donations
  - repayment of loans
    - capital repayment
    - interest repayment
    - penalty interest repayment
  - investment income
  - arrears collection
  - cofinancing funds in transit (incoming) on exceptional basis
- Money management
  - investment management
    - maximize returns within acceptable institutional risk level
    - definition of investment policies and targets (asset allocation)
  - cash management
- Money usage
  - loans financing
  - grants financing
  - payments to staff
  - payments to suppliers
  - cofinancing funds in transit (outgoing) on exceptional basis

3.2 Knowledge Capital Management
- Definition and ongoing maintenance of knowledge needs, audience and sources
- Definition of knowledge architecture and structure
- Knowledge acquisition
  - collection (from internal and external sources)
  - evaluation
  - classification (governance, core and enabling processes)
  - consolidation
  - segmentation
- Knowledge use and access
  - access keys, views and tools
  - knowledge management system
  - other IFAD specific components
    - institutional memory (records, archive)
    - contact lists
    - library resources
- Knowledge base review and maintenance

3.3 Human Resources Management
- Forecasting resource requirements and short, medium and long-term planning implications
- What-if staff planning analysis
- Vacancy announcement and processing
- CV processing and archiving
- Management of staff information
- Leave tracking and management
- Health plan management
- Compensation administration
- Recruitment, selection and hiring induction programme
- Time and attendance reporting
- Career development and planning
- Succession planning
- Promotions, secondments and re-assignments management
- Identification of training needs and planning of provision training
- Skill tracking (recording of skills, experiences and training of employees)
- Benefits and entitlement administration
- Labour-relations management
- Personnel disputes
- Disciplinary procedures
- HR audit activities
- Maintenance of career model, post-role profiles, competency inventory and proficiency levels
- Staff welfare
- Staff counselling
- Staff development
- Privileges and immunities management
- Payroll processing
- Pension management
- Provision of HR information to staff (dynamic, static)

3.4   IT Enablement
- Determine IT strategies, policies, methodologies and standards for IFAD
- Plan, monitor and control progress in achieving goals and objectives
- Plan and manage security and disaster recovery procedures
- Define service level agreements with internal users
- Manage the physical processing and network assets
- Define and manage enterprise-wide data standards
- Enable new business functionalities by delivering new systems
- Provide preventive, progressive and corrective maintenance according to the defined standards
- Define and manage application, technical and data architectures
- Define and manage IT projects
- Provide user support

3.5   Recording and Accounting for Financial Transactions (Production of Auditable Financial Statements)
- Accounting for financial transactions
    - pledges, donations and collections accounting
    - funds and donation accounting
    - accounts receivable
    - investment income accounting
    - cash accounting
    - loans and grants accounting
    - payroll and expenses accounting
    - accounts payable
- Production of financial statements
- Maintenance of audited financial archives
- Provision of accounting and financial management information to internal clients

3.6   Institutional Services Management
- Internal services management
    - inventory
    - conference services
    - translation services
    - security services
    - switchboard services
    - building management
    - photocopying services
    - editing services
    - travel
    - mail
    - training
    - messengers and drivers
- Procurement for IFAD (Headquarters)
    - all externally acquired goods and services

3.7   Stakeholder and External Relationship Management
- Members relationship management
- Partnerships, alliances and collaborations with other development institutions, NGO, grass-roots organizations and governments
- Participation in external entities' governing processes

3.8   Marketing
- Donors intelligence
- Plan and execute IFAD image-development marketing campaign, donor preferences and priorities
- Comarketing with other entities
- Increase IFAD project outcome awareness, enhance transparency regarding results
- Customer-relationship management
- Measure and monitor client satisfaction
- Generate demand for IFAD outcomes (projects and knowledge)
- Lobbying
- Publications design and layout

3.9   Facilitating Governance Process
- Communication of Executive Board milestones within IFAD
- Pre-Executive Board consultations
- Refinement of proposals to be presented to the Executive Board

3.10   Internal Communications Management
- Develop a communication plan
  - Define target groups and their communication needs
  - Choose the right communication channels
  - Prepare feedback and evaluation mechanisms
- Satisfy the information demand
- Evaluate and measure communication effectiveness