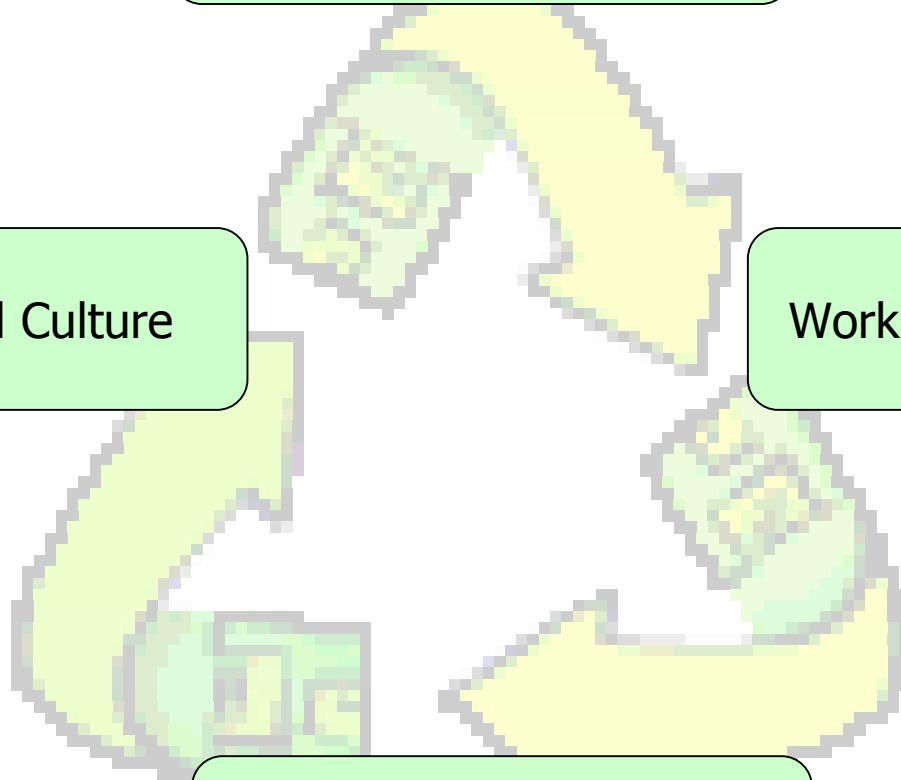


Process Reengineering

Organizational Culture

Work, People & Structure

Management,
Development & Measures



Work, people and structures

<i>From ...</i>	<i>To ...</i>
Functional units	Teams around a process
Supervised employees	Self-disciplined colleagues
Evaluation of activities and tasks	Evaluation of process outcomes
Hierarchical structures	Horizontal structures
Bosses or supervisors	Leaders
Employees governed by regulations	Colleagues aligned to institutional values
Ambiguous responsibilities	Responsibilities assigned to each role

Business Process Reengineering (BPR)

Official definition of BPR:

The **fundamental rethinking** and **radical redesign** of business processes to bring about **dramatic improvements** in performance.

BPR initiative @ CIAT

- No fundamental or radical changes to the center's vision, mission or research agenda
- CIAT is committed to reengineering its **research support processes** seeking increased efficiency and effectiveness.
- Workshop June 2004 – core group from HQ received background knowledge of business process reengineering (BPR) and its potential
- Initial processes for reengineering:
 - Business travel administration
 - Management of international service providers
 - Proposal development and project management

Reasons for a BPR @ CIAT

- A MT committed to change
- Budget shortfalls and their undesirable consequences
- Dissatisfaction w/ efficiency and quality of research support
- Capitalize on recent investment in IT
- Aligns within CG process of revitalization
- Take advantage of SAS-HR experience

Objectives of the initiative

- To align responsibility and authority, eliminating unnecessary controls
- To create room for parallel actions where beneficial
- To automate processes to the extent possible
- To further develop existing knowledge mgt. systems with users
- To integrate center-wide research support tools

Our task

Reengineer proposal development and project management at CIAT.

1. Identify disconnects (inefficiencies / ineffectiveness) in the process 'as is'
2. Identify research and institutional needs and opportunities
3. Seek value adding solutions, that:
 - Align responsibility with authority
 - Remove unnecessary controls
 - Simplify workflow
 - Integrate tools and information

Reengineering Team

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Any outposted staff interested in joining the effort?

Issues

- Ease the administrative load of scientists
 - Most time consuming tasks identified as:
 - Reporting to donors
 - Budget management
 - Others?
- “Project Manager” – convert to a mgt tool
 - Integrated formats – migrate information through project cycle
 - Proposals – LFM – Work plans
 - Budget templates – cost centers
 - Monitor project indicators for reporting purposes, further develop current milestone module
 - Further develop staff and research partners modules

Issues

- Facilitate financial management
 - Policies on mgt, allocation and accounting of core and special project funds
 - Less core funds, but more demands from donors for reporting on core funds
 - Indirect cost / overhead accounting processes
 - Full cost recovery policy
 - Bridging fund for regional activities
 - Scientist-friendly costing / budgeting application for special project budget development
 - Ensure full costing of projects
 - Mitigate unnecessary budget mgt activities and issues
 - Allow parallel activities by scientists and admin

Issues

- CGIAR donor intelligence application
- Proposal development outsourced?
- Capacity building needs
 - proposal development
 - logframes
 - others?
- Submission process and follow up w/ donors
- CIAT as a partner
- Scientists' time commitment to research & project management
- CP projects & commissioned research
- Operationalization of DCs - support for MTP development
- Others?