# FOUR WORKSTREAMS OF THE IGF

- **Workstream 1**: Foundational components (*16 initiatives*)

- **Workstream 2**: Strengthening existing business processes (*54 initiatives*)

- **Workstream 3**: Business Transformation (BT) (including the introduction of a new ERP system) (*1 holistic initiative*)

- **Workstream 4**: Internal justice (*2 initiatives*)

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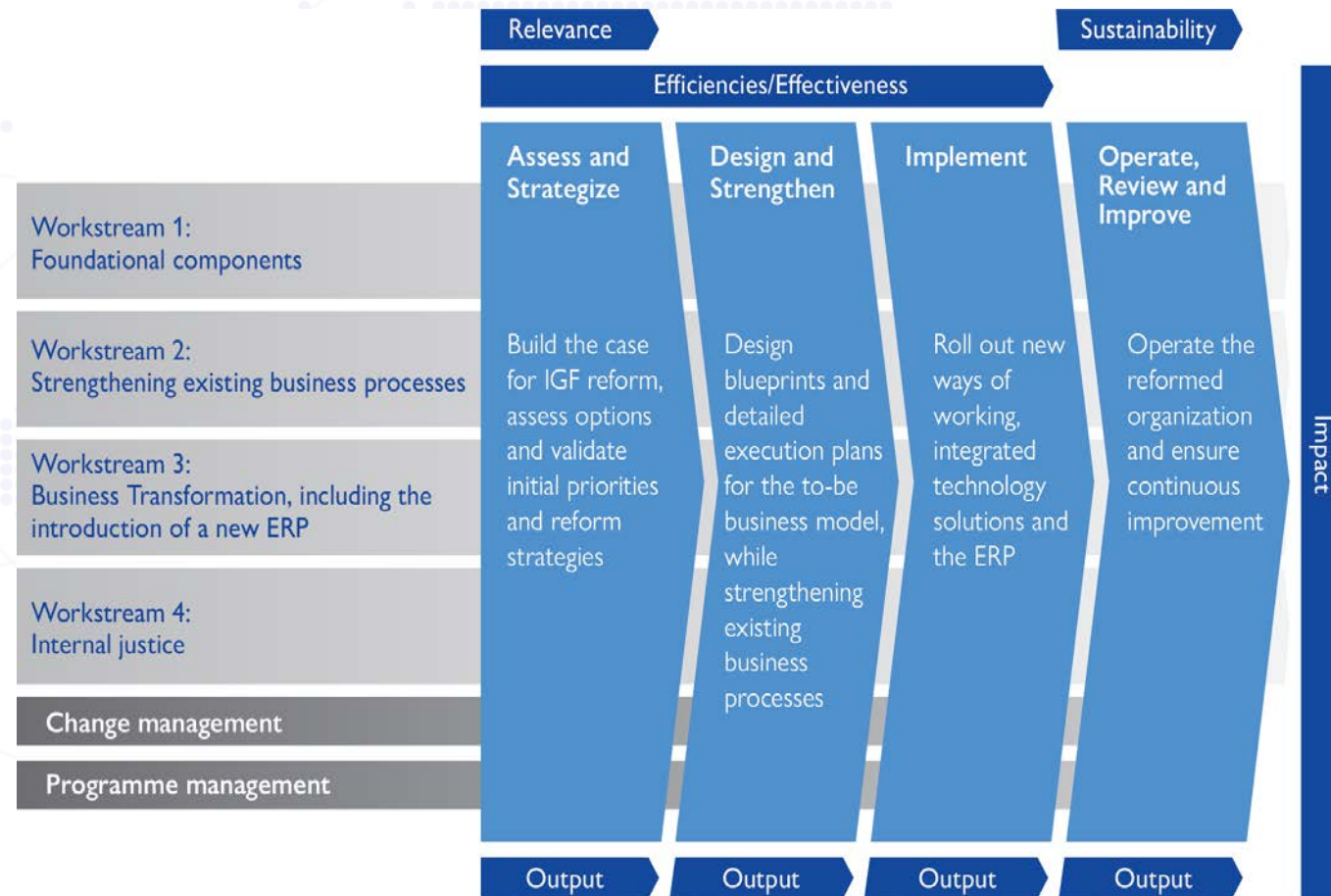
BUSINESS TRANSFORMATION (WORKSTREAM 3)
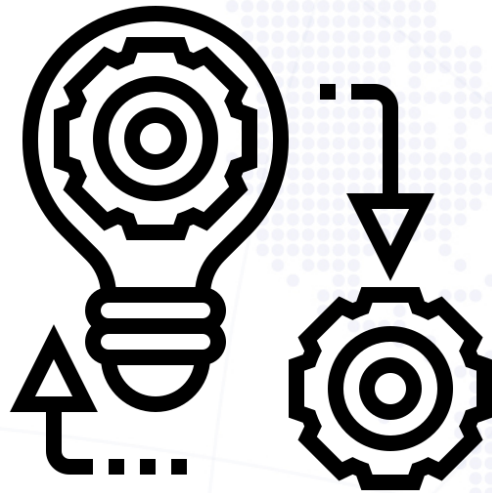
Business Transformation

- **Largest** initiative under the IGF

- Started as an upgrade to IOM's ERP solution – moved towards a transformation of the underlying business processes

- Existing ERP (SAP) is coming to the end of functional life

- Total cost estimated at **USD 56 million** spread **across 4 years**

- Requires **committed, stable year-on-year funding** across the duration of the project

- Collaboration with other Geneva-based UN agencies (UNHCR, WHO)

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BUSINESS TRANSFORMATION SCOPE

IGF Workstream 1: Foundational Components	→ *Requirements Input* → *DoA and Org Design*	IGF Workstream 3: Business Transformation	← *Requirements Input* ← *Strategies and Structures*	IGF Workstream 2: Strengthening Existing Business Processes

Plan-to-Report: Integrated RBM (Planning, Budgeting), Project Design, Resource Management, Monitoring, Evaluation
Multi-stakeholder / Multi-purpose Reporting and analysis

Fund Raising-to-Cash	Finance-to-Manage	Source-to-Pay	Hire-to-Retire	Manage Legal Services	Manage Travel	Manage Fleet and Physical Assets	Manage Facilities

Manage Risks: Embedded Real-time Controls, Monitoring, Exception Detection and Management, Mitigations

Goals:
- Service to the Missions
- Integrated Controls
- Digitization/Work Out
- Analytics for Effectiveness

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What Will Business Transformation Mean for IOM in Practice?

Improved Service to Missions

Example: International Recruitment – Requisition to Offer

Factor	Baseline (As-is)	Target (To-be)
Req-to-Offer Time	132 days	90 days (for example)
Pain Points	Coordination through email; Offline Approvals; Manual long/short-listing; candidate experience	How to address: Online workflows; end-to-end digitization; support tools; modern user experience
Impact	Non-value-added manual work, long delays and dead time; impact on project execution	Lower overhead, more responsive and predictable results

Integrated Controls

|			
Ex-ante / Approval Controls	Online approval workflow and budget check (via new DoA)	Automated source selection via **contract** rules	Automated PO Dispatch with exceptional workflow intervention
	Create Purchase Requisition →	Source Goods/Services →	Issue PO (as required)
Ex-post / Monitoring Controls	Monitoring for excessive number of Reqs under a certain threshold	Monitoring of on-contract usage and capacities	Content and value monitoring of POs issued to specific vendors

Digitization and Work Out:

Applied across ALL processes

Elimination of paper =
- Reduced risks (audit, loss)
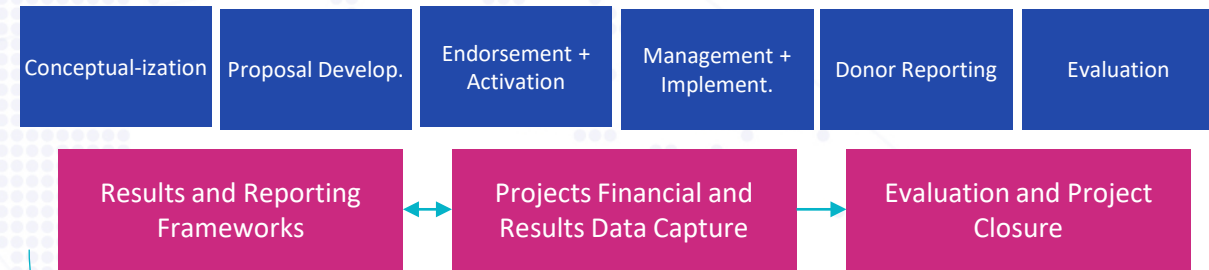- Reduced costs
- Faster approvals

Mainly manual/analog Accounts Payable process flow
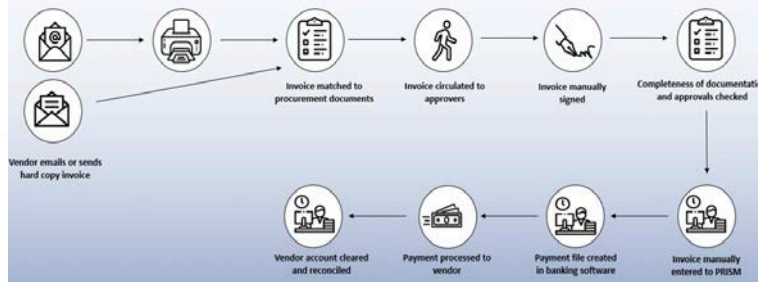
Fully automated Accounts Payable process flow
(as part of end-to-end P2P process integration and automation)

Analytics and Simplified Reporting

Conceptual-ization	Proposal Develop.	Endorsement + Activation	Management + Implement.	Donor Reporting	Evaluation

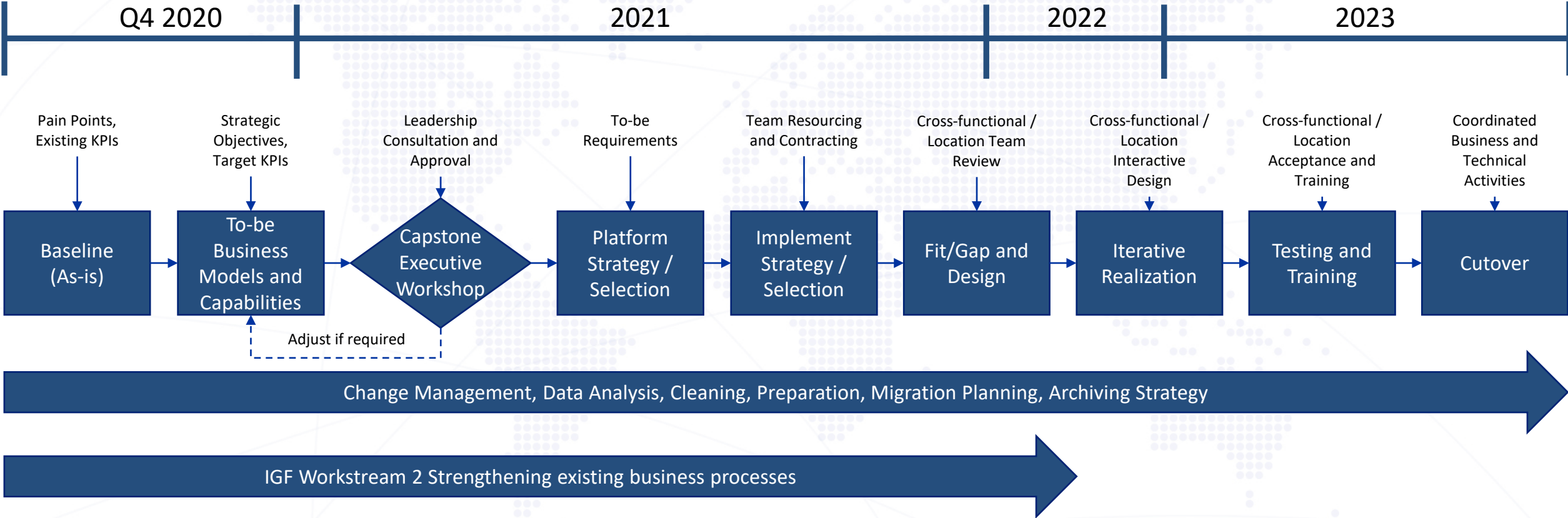| Results and Reporting Frameworks	Projects Financial and Results Data Capture	Evaluation and Project Closure

Integrated Data Model – Integrated Process Model – Structured Data Capture – Evolutionary Frameworks

Automated Reporting / Publishing / Portals / Export

BT PROJECT APPROACH

Phase	Objectives	Considerations
As-is (Baseline)	• Document current process framework and attributes – understand where we are at • Catalogue "pain points", quick wins, and key gaps	• Participation from across the organization – begin the change management journey
To-be (Future Business Design)	• Support process strategies and delivery models • Business capability requirements	• Technology and other best practices • UN policy/process harmonization opportunities
Data analysis and cleanup	• Provide an immediate operational, control and analytic benefit • Reduce future project risk	• Current scope includes Stakeholder (including Donor) and HR data • Continuous process
Confirmation "Accelerated" Leadership Workshop	• Present the "To-be" vision to senior leadership for confirmation and agreement • Agree to the Project Charter	• Establish true commitment before proceeding

- Platform Strategy and Selection
- Implementation Strategy and Resourcing
- Fit/Gap and Solutioning
- Iterative Realization
- Data Strategy and Execution
- Training and Support Strategy/Exec
- Test and Acceptance
- Cutover

Explore joint UN opportunities / synergies

Business and skills training in addition to the solution