IsDB
البنك الإسلامي للتنمية
Islamic Development Bank

ADMINISTRATION COMPLEX
2019

Administration Complex Contribution to the Strategic Priorities of IsDB

Goals

- Inclusiveness-inclusive value-chain competitiveness
- Connectivity join green industrial innovation
- IFS growth- resilient developers network

| Capacity Development | Cooperation among MCs | Econ & Social Infrastructure | Islamic Finance Development repositioning | Private Sector Development | Resilience and social development |

Results

| Improving visibility of the bank | Decentralization Functionality and Geographically | Building Organizational Capacity | Ensuring finance sustainability | Crowding-in resources from the market | Managing for Development Results |

Performance

COMPETENCY

4.5/5 average satisfaction rating from staff

90% total requests resolved within the SLA

3000 unified Call Center for Admin Complex for quick support to staff

1500 visits (11% female and 89% male staff) to the IsDB Gym

20 new learning materials developed for the in-house training initiative.

320 staff participated in 164 capacity building programs

90 retirees were honored in two Retirees Ceremony
8,282 beneficiaries of HSC services

REINFORCEMENT

IsDB Group Business Continuity Management (BCM) Plans in place.

Online Procurement Service desk system New **A/V, Conference, SIS, Video Conference &**

Webcasting System for Tent Hall

Office 365 launched enabling communication and collaboration

65 mandatory SWIFT security control implemented to support

1.2M documents synced, shared internally and externally, viewed and modified through **OneDrive by 800 staff.**

Payroll automation for the local staff in 4 Regional Hubs achieved.

Pension Indexation introduce and implementation for Future Retirees'

Third-Party Administrator (TPA) for Medical Insurance

DELIVERY

SAR 11 million from ASD operations

20 management dashboards developed to enhance organizational performance

Client Gateway portal to enhance linkage with Member Countries developed

Reduce the hiring process time from **9 months to 12 weeks**

82% job offers accepted, attracted qualified staff

81% of the total headcount of Regional Hubs has already been recruited

3,248 Interview session conducted for 812 candidates by trained staff

Young Professional Program (YPP) policy revised and approved by BED

Recruitment Tracking System launched

23,750 annual clinic visits conducted

900 Periodic medical checkups were conducted for staff

50 Million SAR saving compared to MDBs and local market

77 IsDB staff received CPR training

Contents

M E S S A G E

H.E. Dr. Bandar bin Mohammed Hamza Hajjar

President, IsDB Group

As the year progressed, the management and the staff of the Administration Complex (AC) delivered tangible results in support of the President's Fiver Years Program.

I am glad that the Admin Complex continued to execute the strategy of becoming efficient and effective in order to build a better workplace and a stronger organization.

The AC certainly made efforts to consolidate activities with the IsDB's strategic vision as encapsulated in my Five-Year Program. It has always continued to provide qualified and talented workforce, practical information management solutions, better services and facilities enabling IsDB's new business model.

Surely, it has helped the new development model in meeting key challenges to remain relevant, efficient, agile, and competitive. I strongly believe the future success of IsDB Group is intertwined with the well-being of our member countries and the communities we serve. Hence, it is important to adopt a fresh approach. In line with this, the Admin Complex has taken bold steps to build on efficiency and resilience of the Bank and has made tangible differences in improving working experience at and with IsDB for all.

I am grateful to each and every member of the Complex for their achievements. I am excited about our brighter future ahead.

FOREWORD

Sayed Aqa

VP, Administration Complex

On behalf of the entire Administration Complex, I'm pleased to present our 2019 Annual Report. The purpose of the report is to provide an annual update on the contribution of each of administrative departments aligned with the President's Five Year Program (P5P).

Under the leadership of H.E. Dr. Bandar Hajjar, President of the IsDB Group, our team at AC is responsible for building on deep-rooted values of IsDB. In doing so, we are taking decisive steps to serve the entire institution by transforming it into a state of the art and forward looking efficient organization. The aim is to do more with less. Cost effective corporate business processes are introduced to better serve our member countries. In addition to corporate efficiencies and reduced service times, the Admin Complex team has managed to save SAR83 million on actual costs during 2019.

Moreover, the Human Resource Management team while significantly contributing to the P5P, managed to reduce average recruitment time from 36 weeks to 12 weeks, introduced and implemented new grading and compensation structure to attract high quality talent, and ensure staff retention, 81% of the total headcount of Regional Hubs has already been recruited, initiated pension indexation and future retiree's medical insurance scheme while enhancing the existing retiree's medical pension. We also finalized a new Young Professional Program (YPP) policy, and aligned Staff Performance Management (SPM) system with P5P corporate KPIs among other achievements.

Besides in recognition of our strong commitment to creating a culture of transparency and accountability, Administrative Services Department team worked hard to create innovative solutions to improve all government relations services, enabled decentralization process, implemented the first corporate fitness center contributing to staff wellbeing, introduced the call center/ service desk for the Administration Complex with 4.7/5 satisfaction rate, organized for the first ever IsDB Business Continuity Management plan, and fire drills.

Going forward, the IMDT team worked hard to successfully map the entire IsDB staff in IT applications without work interruption. A number of successful solutions were provided including e-Board, Country Briefs, business unit level Dashboards and e-platforms. Introduction of unified collaboration and communications solutions including Office 365 has significantly improved IsDB's efficiency and responsiveness, A new IMDT Strategy is finalized and ready for Board approval. IMDT also initiated the first ever IsDB Information Governance framework and aligned its work in support of the new business model including support to Regional Hubs IT infrastructure, bringing IsDB closer to member countries.

The Health Services Center team continued with their innovation in providing wide range of preventive and regular care to all IsDB staff and their families. Moreover, supporting the P5P responsiveness objective, the new online portal allows staff to receive health care services without delays and settle claims much faster. Besides, the introduction of new equipment has significant impact of cost savings for IsDB. The Administration Complex team has contributed to bring the organization from a three years transition phase to stabilization. In doing so, in the near future, we will continue to address external and internal challenges and fully achieve the P5P and 10 Years Strategy goals.
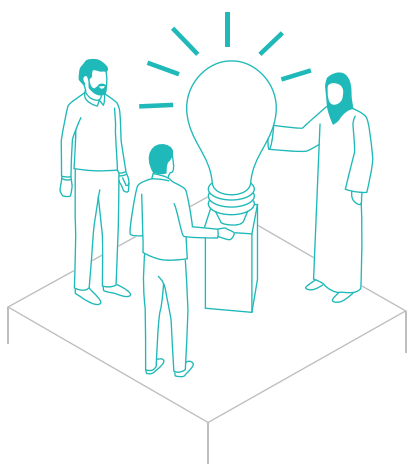
I extend my sincere appreciation to the HE the President for his support. Special thanks to all Vice Presidents, their senior managers, and all IsDB staff for their support and guidance during 2019. The hard work and dedication of all staff in the Administration Complex has been central to our modest success in 2019.
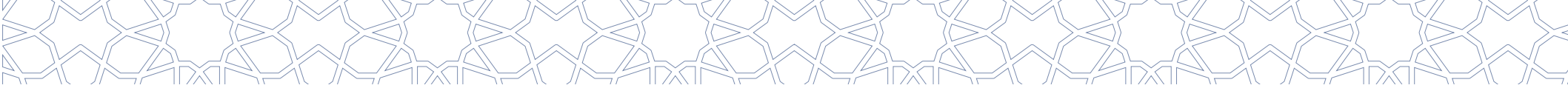
Human
Resources
Management
Department
(HRMD)
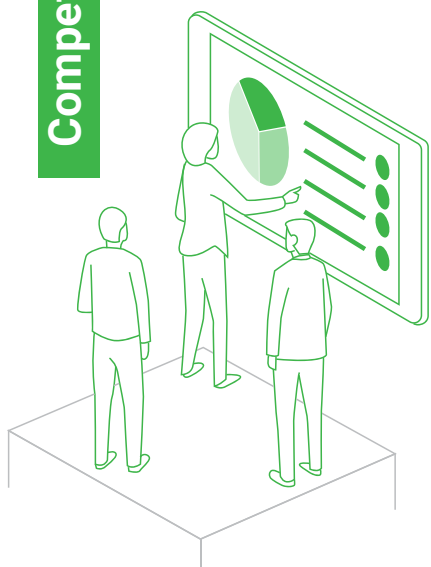
Human Resource Management Department Key Contribution to P5P

- **Electronic platform** operationalized to engage, interact and exchange knowledge and information with retirees.
- **90 retirees** were honored by H.E. the President in two Retirees Ceremony from the Bank.
- **HR Dashboard** and **Analytics** launched to provide IsDB leaders with actionable workforce insights and leverage HR Data to make better workforce decisions.
- **10 in house trainers** were identified reducing the heavy reliance on external training providers. The initiative aims to encourage **knowledge sharing** between staff and reduce the **cost of training.**
- **20 new course learning materials** developed to support the implementation of the in-house training initiative.
- **E-Learning platform** was re-launched with a flexible tool to develop their competencies in areas such as **General Business Skills, I**nformation and Communication Technology (ICT), Management and Leadership.
- **Learning Management System (LMS)** in the Talent Management System (TMS) operationalized resulted in cost-savings, shorter response time and enhanced governance and reporting.
- **320 staff** participated in **164 capacity** building programs.

Reinforcement

- **12,017 requests** raised and responded by AskHR, leading to **27% increase since 2018.**
- **98%** of the **requests resolved** within the agreed SLA time of **48 hours.**
- **4.7/5 rating** given by the client to **AskHR & MyHR** for quality and response time.
- Payroll automation for the local staff in **4 Regional Hubs achieved.**
- **Redesigning business** processes by improving workflows and replacing forms and manual processes with automated systems to **reduce cost** and **add efficiency.**
- **Contributing** to making IsDB employer of choice including **caring for retirees** by introducing **Pension Indexation,** the Future Retirees' Medical Insurance plan through Third-Party Administrator (TPA), and the existing Retirees' Medical Pension improvement.

Reduce the **hiring process** time from **9 months** to **12 weeks** with a target to further reduce it to **8 weeks**, by **2021**.

81,216 application received for **203 vacancies** requested by different IsDB departments.

3,248 interview session conducted for **812 candidates** by trained staff.

82% job offers accepted.

Ensuring the IsDB **compensation** is aligned with the market to be **competitive, compensation & benefits** structure revised, approved by BED and implemented to retain existing talents and attract qualified new talent.

97% of **staff members** have performance plans in place and **78%** are **completing** the mid-year review for 2019, the highest in recent IsDB history.

81% of the **total headcount** of Regional Hubs has already been recruited, ensuring an **increase** from **111** staff in **2018** to **162** in **2019**.

17 % of the total Bank staff are based in Regional Hubs as compared to **5-7%** before **President's reform**, emphasizing the **Bank's focus** on closeness to **MCs and clients.**

Young Professional Program (YPP) policy revised and approved by **BED** to attract **top talents** to IsDB, and align in-take with future actual talent needs.

Comprehensive plan **developed** for the implementation of the new **YP Program** including a **new website, digital marketing strategy, customized recruitment platform,** establishment of Steering Committee and YPP Talent Development Committee.

YPs were rotated to the field for the first time in support of **decentralization,** as a part of **YPs' 3-years** development program to Morocco, Turkey, and Nigeria RHs.

Recruitment Tracking System launched making it possible to transparently monitor different recruitment phases from raising a request, publishing a vacancy, interviews, accepting the offer and managing onboarding.
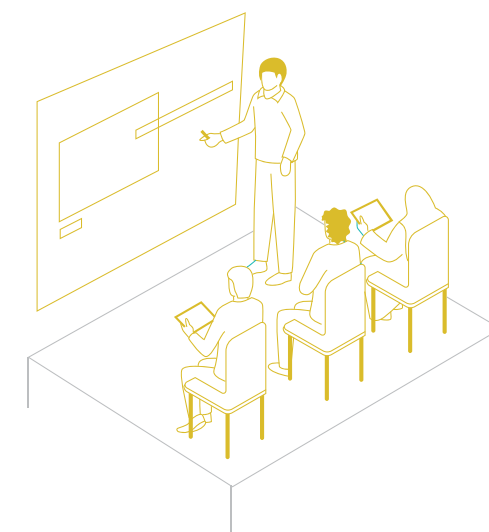
The Human Resources Management Department is committed to providing human resource leadership and expertise that promotes excellence on the values of competence, integrity, respect, and service. It plays a critical role in supporting the President's Five-Year Program (P5P) by attracting, developing, and retaining high quality talent.

HRMD is fully committed to the president's transformation agenda through its mission statement which focuses on three major areas:

Ensure that the IsDB has the workforce that it needs

Make the most of the potential of IsDB's workforce

Transform the IsDB as an employer of choice in an efficient and effective manner

Ensuring that the IsDB has the Workforce it needs:

In 2019, the IsDB had 196 vacant positions across the Bank. Each position followed a standard recruitment process ensuring success in closing the vacant positions in a timely manner. The professionally adopted recruitment method together with the new salary and grading scale implementation helped IsDB in attracting the right talent. Number of key supporting measures were taken:

● **Uniformed and standardized recruiting process-** HRMD managed to reduce the hiring process from 9 months to 12 weeks. The selection of candidates and the preparation of the shortlist were finalized in 4 weeks and the hiring decision was made on the same after the interviews. With this achievement, 100 offers were successfully accepted while 70 offers are in the pipeline. Outside factors had an impact on recruitment which led to 26 on-hold

Recruiting Statistics

No. of vacancies (requested to recruit against)

203

- No. of Applications received: **81216**
- No. of long listed candidates: **2436**
- No. of Short-listed candidates: **1054**
- No. of Candidates interviewed: **812**
- No. of interview session conducted: **3248**
- No. of job offer sent: **167**
- No. of job offer accepted: **138**

requisitions due to offer rejection by the candidate or visa rejection by host country.

● **Transparency through Full Digitization of the Recruiting Process-** The full utilization of the Applicant Tracking System (CAZAR) by using real-time dashboard made it possible to monitor the different recruitment phases from raising a request, publishing a vacancy, short and long listing, interviews, accepting the offer and managing onboarding. It also helped to introduce full transparency where hiring managers can view recruitment status. Delays were avoided resulting to a significant reduction in recruitment time from 9 months to 12 weeks average.

● **Proactive Sourcing-** Effectiveness and attracting high quality candidates was ensured by a proactive approach to different talent sources using a variety of means of channels.

● **Competitive Compensation & Benefit-** The new salary scale and package has put IsDB at par with its competitors by closing the market gaps. As the Bank is competing with other employers for talent and is aligned with other MDBs, it was overdue to have a competitive compensation with a broadband salary range in order to attract talented employees and to retain the existing ones.

● **The Young Professional Program (YP) Program-** It is a key channel for attracting top talents into IsDB. A new policy, based on lessons learned and global best practices, the Young Professionals Program (YPP) was

developed and approved in 2019 by the Board of Executive Directors (BED). Also, a comprehensive plan has been developed for the implementation of the new YPP policy including a new website, digital marketing strategy, customized recruitment platform, establishment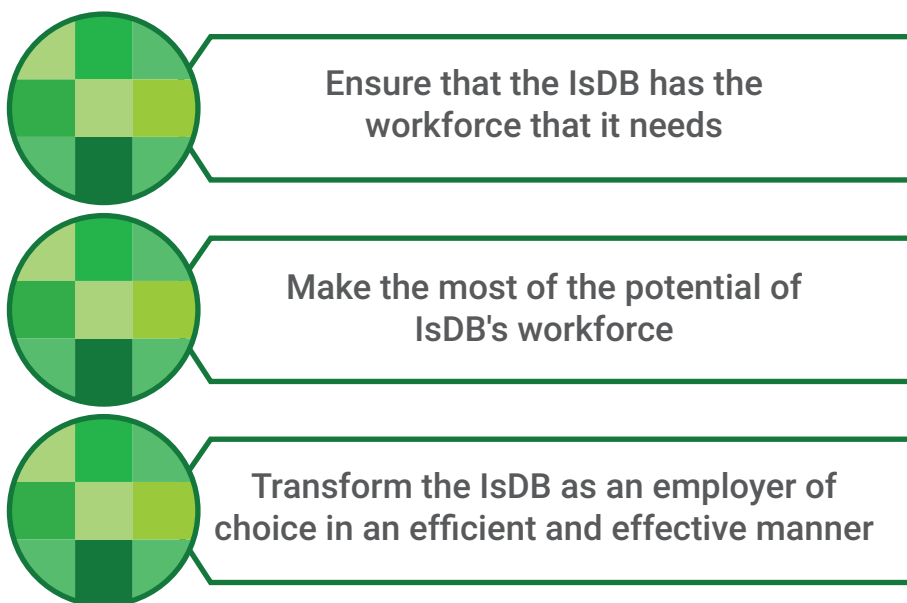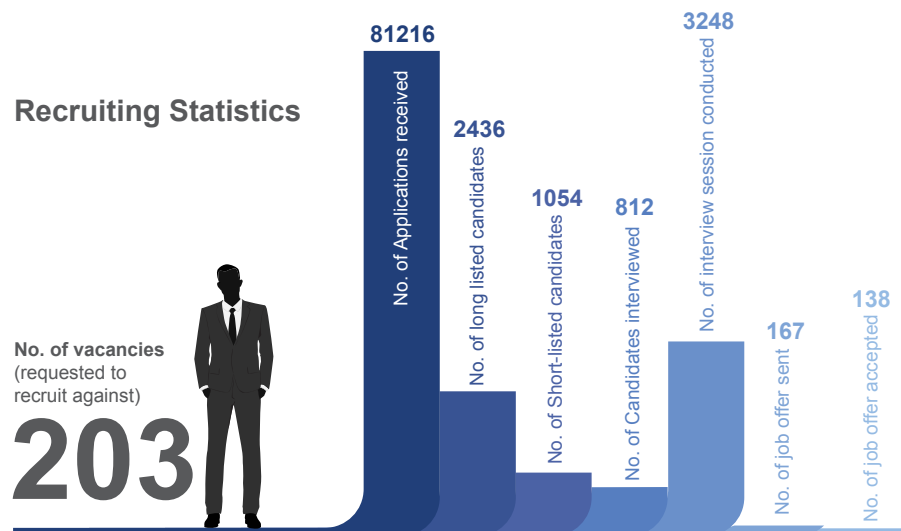 of Steering Committee and YPP Talent Development Committee. Seven Young Professionals (YPs) have successfully completed all the program requirements and graduated in specialist and senior specialist positions to support IsDB business in their respective departments. Another 16 YPs have completed their second rotation in 2019 and have started their third and final rotation in preparation for their confirmation in early 2020.

● A unique initiative piloted by the Bank by introducing the rotation of Young Professionals (YPs). This was implemented in the Regional Hubs to expose them to the real issues and challenges of the member countries on the ground and gain hands-on experience and insight about how those can be addressed more effectively and efficiently. In this regard, four YPs were rotated as part of their three years development program to Morocco, Turkey, and Nigeria RHs.

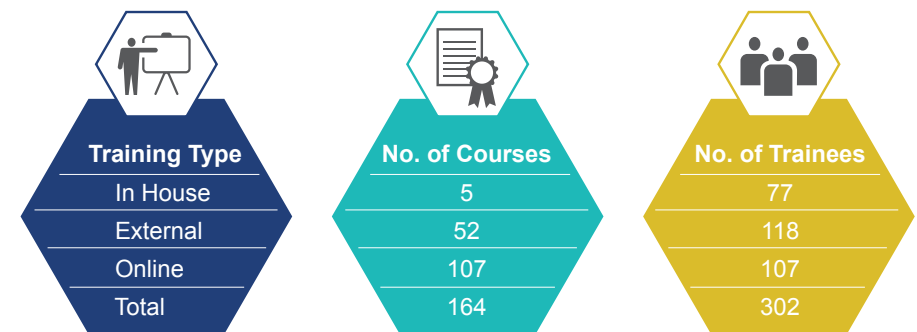**The Young Professional Program (YP)**

| Completed the program and graduated filling specialist & senior position | **7** | **Young Professional Program (YP)** | **16** | Expect to graduate from the program by early 2020 |

Make the most of the potential of the IsDBs workforce

● A revised Staff Performance Management (SPM) system has been implemented to align staff performance with corporate (P5P) KPIs. The enhanced reporting and strong learning culture form the centerpiece of reform measures adopted within the assessment framework. The SPMS is augmented by various guidelines, processes and tools such as FAQ, add-ons and tutorial videos to facilitate implementation throughout its three phases (planning, mid-year review and end of year evaluation).

● The Staff Performance Management is fully operational with 97% of staff members having performance plans in place and 78% completing the mid-year review. These are highest completion rates as compared to the past within IsDB, and other similar organizations.

● The development of a new Competency Model was completed defining 4 leadership competencies and 12 core competencies which will be fully

integrated in all HR systems such as job description, recruitment, training and development, performance management, career development and succession planning.

● A new Learning and Development Policy has been developed after wide consultation with stakeholders to replace the existing policy. The new Model is also responding to the changing business needs following the Organization Migration (OM) and to embed best practices in staff training and development.

● Concept of In-House Trainers has been initiated in which the service of internal Subject Matter Experts (SMEs) is utilized to train other staff and reduce the heavy reliance on external training providers, the initiative aims to encourage knowledge sharing between staff and reduce the cost of training. So far 10 In-House Trainers were identified, and the number is expected to grow in 2020.

302 staff * were enabled to participate in 164 capacity building programs as follows:

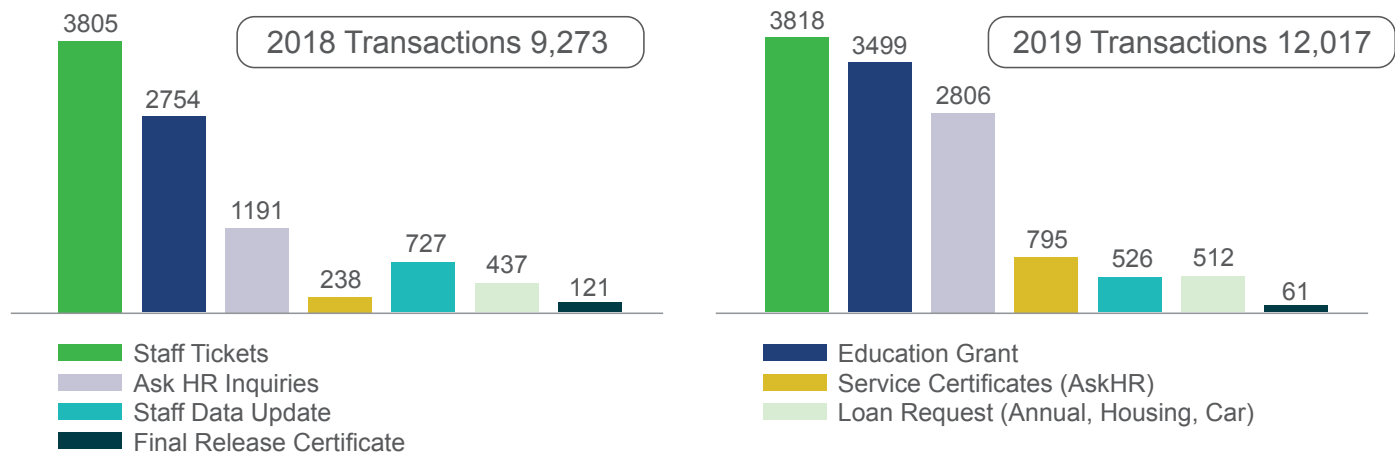| Training Type	No. of Courses	No. of Trainees
In House	5	77
External	52	118
Online	107	107
Total	164	302

● 20 new course learning materials have been developed to support the implementation of the in-house training initiative. These are ready for use in 2020.

● E-Learning platform was upgraded and re-launched in April 2019 to complement the instructor-led training. The aim is to provide staff with a flexible tool to develop their competencies in areas such as general business skills, Information and Communication Technology (ICT), management and leadership at their own pace and time convenient to each staff.

● Training process and management is now fully automated and facilitated by activation of the Learning Management System (LMS). The automation has resulted in increased efficiency, shorter response time and enhanced governance and reporting.
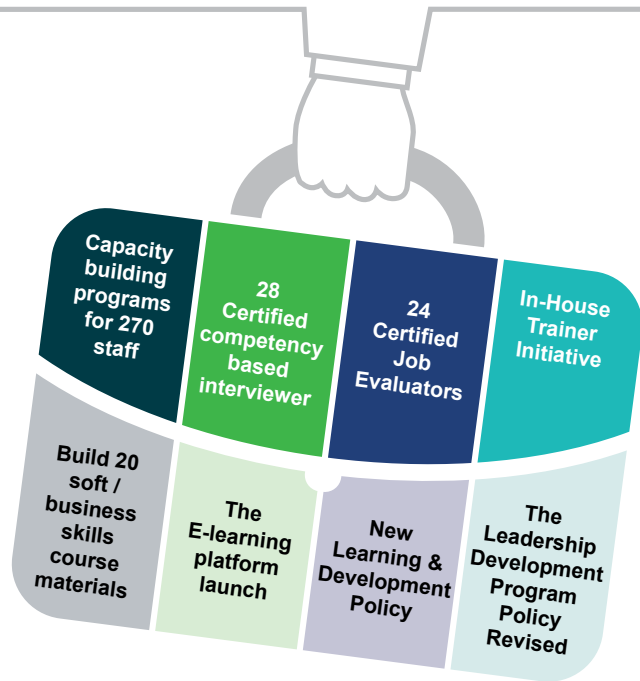
- The HR Service Center has successfully embraced and enhanced optimization of self-service technology. The online portals, Ask HR and MyHR, has made it easier and more user-friendly from raising requests, and filing questions and inquiries, to looking up information on policies & procedures and HR related services and products. Its fast and timely response to requests and the improvement of quality of service ensured a rating of 4.7 out of 5 to AskHR & MyHR. The HR team has succeeded to close 90% of the cases within the agreed SLA time of 48 hours. By end of quarter four, this resulted in 98% in employee satisfaction.

- Categories of requests in AskHR have been simplified by aligning the type of requests with staff needs. With this enhancement, various types of requests can be submitted while controlling and prioritizing workflow.

Transform the IsDB as an employer of choice in an efficient and effective manner

HR Service Center

2018 Transactions 9,273

3805	
2754	
1191	
238	
727	
437	
121	

2019 Transactions 12,017

3818	
3499	
2806	
795	
526	
512	
61	

Staff Tickets
Ask HR Inquiries
Staff Data Update
Final Release Certificate

Education Grant
Service Certificates (AskHR)
Loan Request (Annual, Housing, Car)

- 579 AskHR Customer Reviews with an Avg. Rating of 4.7
- % issues resolved within SLA on AskHR 89.3 %
- 29.6% increase in the overall transactions.

Service Level Agreement (SLA)

Month	# Tickets
Jan	474
Feb	212
Mar	263
April	266
May	294
June	285
July	458
August	263
September	296
October	275

Legend: # Tickets — % Meet SLA
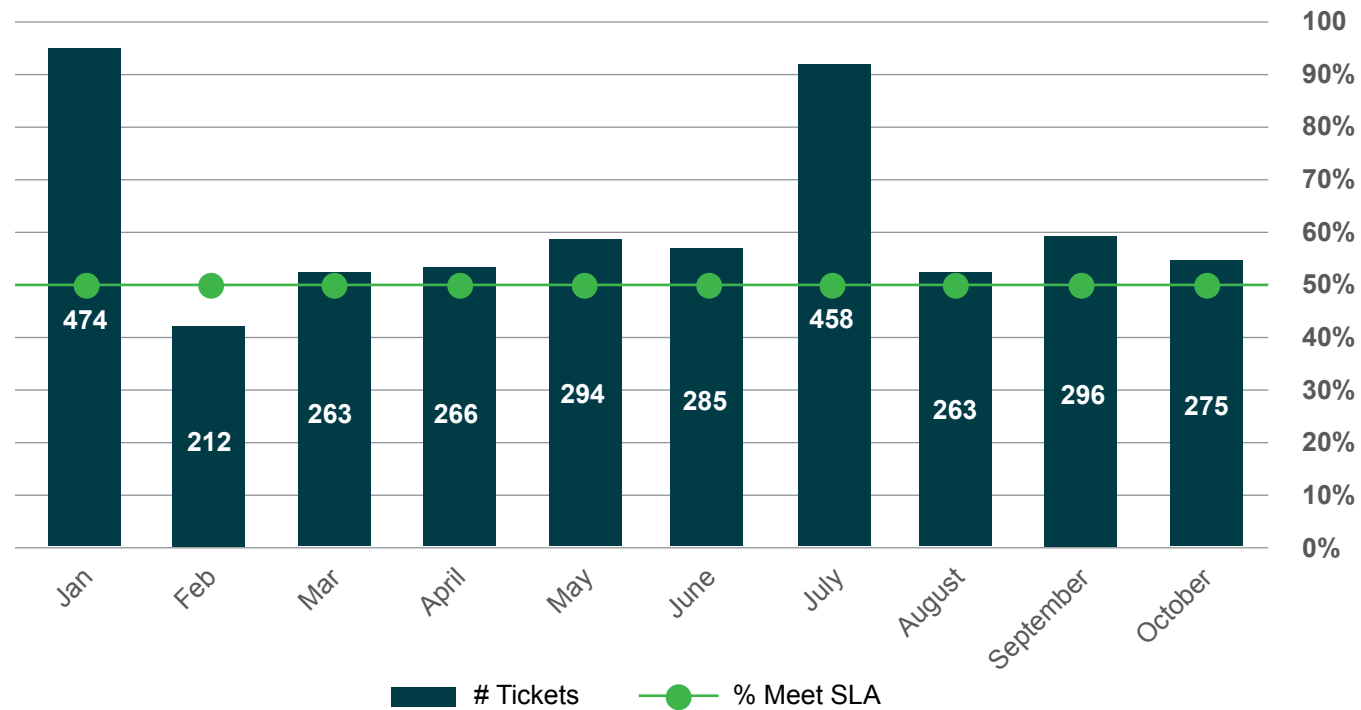
● HRMD addressed long-standing retirees concerns including the inflationary pressures on their purchasing power as well as the global increase in medical costs. As a result, HRMD introduced three initiatives; the pension indexation, the future retirees' medical insurance scheme, and the existing retirees' medical pension increase. In addition to staff and retirees satisfaction, these also added to IsDB's attractiveness to high quality talent for recruitment.

● In 2019, we introduced and implemented an annual pension benefit indexation rate equal to the expected long-term inflation rate of the host country, subject to the financial health of the pension fund, financed by 2.1% increased contribution from staff members, and 4.9% by the employer. These were agreed by staff representatives and approved by the BED.

● HRMD facilitated, with full participation of elected staff representatives and management, establishment of a medical solidarity fund to provide medical insurance coverage for future retirees. Funds will be secured by 4% contribution from staff salary, complemented with equal amount (4%) by IsDB and a 4% contribution from future retirees' pension salary. A

bidding process was initiated to select a Third-Party Administrator (TPA) to administer the new scheme. A TPA is selected and implementation will be completed by end of 2019. This scheme will benefit the retirees and their eligible dependents by covering their medical expenses after retirement.

● HRMD increased the medical pension of existing retirees to the level of the average medical cost of their age group in their country of residence.

● HRMD initiated a comprehensive Job Descriptions review project to ensure the assignment of appropriate seniority level to organizational positions based on globally accepted job evaluation methodology. This project will be completed in 2020.

● In order to effectively implement the P5P and align the Bank's ambitious agenda with the UN SDG's, as well as to ensure proximity to clients, it is imperative that field offices are well equipped.

The Retiree Ceremony

The Retiree Ceremony Event was held twice this year for our beloved retirees. The 1st Retiree event took place in April 29th, 2019 serving 120 retirees from the year 2017- May 2019. 53 retirees attended the event with their families and were awarded an appreciation shield by the President. The 2nd Retiree event took place in December 17th, 2019 serving 37 retirees during the period from June 2019 to January 2020. 23 retirees and future retirees attended the ceremony with their friends and families.

What we are planning in 2020!

- Revise the IsDB Pension Scheme
- Pay for Performance
- Design and Implement HR CARE (Jira)
- Design and Implement Continuous Workforce Planning
- HR Processes Optimization
- Review of a Local Salary and Grading Benchmarking Methodology
- Decentralization
- Development of IsDB People Strategy

Pay for Performance

HRMD is revising the current incentives which also includes the Annual Performance Bonus for 2019 and 2020. HRMD is considering other incentives after benchmarking with other international organizations, such as joining bonus, rewards, spot bonus, etc. These initiatives will help IsDB achieve its strategic goals and build a culture of motivation and drive.

Performance & Development 2020 Plan

Initiative	Q1	Q2	Q3	Q4
Implementation of the new YPP program	■			
Implementation of talent management strategy (talent identification, assesment, deelopment and succession planning)	■	■		
Full integration of competency framework in JD, recruitment, performance and development	■	■	■	■
Implementation of the LDP	■	■	■	■
Leadership Retreat	■			

Revise the IsDB Pension Scheme

In light of the increasing pressure on sustainability of the pension scheme, the changing preferences of staff, and the competitiveness compared to competing employers, HRMD is working on designing a new retirement scheme that is flexible and financially sustainable for new joiners. The plan will provide members with a flexible and attractive retirement vehicle which benefits from long-term financial stability. This will be done as follows:

- HRMD is reviewing the current pension policies, gathering feedback of current retirees, participants, and administrators, and suggesting changes to current articles to be applied to current participants/retirees.
- It is also assessing different pension operating models, ranging from fully in-house to fully outsourced administration, and the resources (profile and capacity) required in-house for each of the proposed models.

Regional Hubs

In order to empower the Regional Hubs and to align with the P5P decentralization scheme, the following will be done:

- Additional work is planned including workload assessment study for the Regional Hubs, development of job descriptions for field positions, a comprehensive review of the compensation and benefits system, career development and tracks for local and international staff in the RHs, enhancement of training & development and internship programs, introduction of a global medical insurance system in the field, and a continuation to establish the social security schemes for the local staff in all regional hubs.

Review of a Local Salary and Grading Benchmarking Methodology

The objective is to review the current benchmarking to UNDP while considering the much larger role of the Regional Hubs and identifying other compensation benchmarking approaches to ensure IsDB has a competitive compensation.

- HRMD is reviewing the current methodology of the benchmark to be reliable, accurate and comprehensive taking into consideration all the compensations aspects

Design and Implement HR CARE (Jira)

HR CARE will allow staff to have an easy and quick access to HR-related transactions and services under one umbrella. The user-friendly and paperless system will standardize processes reducing errors and increasing efficiency.

- AskHR and MyHR will be under HR CARE with new enhanced type of requests and user-friendly access.
- Staff will have their own customized page with different features and access under one umbrella.

Design and Implement Continuous Workforce Planning

The objective is to plan workforce supply and demand, assessing gaps, and determining target talent management interventions to fulfill its mandate and strategic objectives. This will be done through designing and implementing data-driven methodology to review workforce capacity requirements for each function at least once every three years.

- Design and implementation of a data-driven methodology by initiating a methodical periodical workload assessment to review workforce requirements for each function at least once every three years.

● To validate the workforce requirements across the organization and to have a comprehensive view on the surplus/deficit of human resources across the different organizational units.

Development of IsDB People Strategy

While workload assessment will provide us with information on types of skills and number of staffs needed, people strategy will guide IsDB on sourcing channels and contractual modalities. The scope will be in full revision of IsDB human capacity needs, the options for attracting/contracting for those needs, and the implications of that for recruiting, development, promotion and talent management processes.
This will be implemented by:

● Plan to develop a people strategy in 2020, to make better informed decisions on IsDB human capacity needs, the options for attracting/contracting for those needs, and the implications of recruitment, development, promotion, out-sourcing, off shoring, and talent management.
● This study will also include a review of current practices of regular vs. fixed-term contracts, the use of staff contractor models, geographic mobility of international staff, staff attendance monitoring, policies regarding work locations and remote as well as flexible working options.

HR Processes Optimization

In order to manage the fragmented experience "best of breed" with the different HR solutions, an integration must take place in an intuitive and modern experience:

● Assess the current systems, updating the staff profiles, and migrating the physical documents to electronic platform. .
● Ensure operating inside internal controls and mitigate any risks that impact data integrity, to eliminate workarounds and ensuring information processing   efficiency/accuracy/immediacy.
● HRMD will standardize, simplify and streamline the HR processes and will work on maintaining a complete, accurate and timely updated HR data for staff members in appropriately controlled manner. All scattered staff data on various platforms will be unified on a single secure platform to serve as single source of truth about staff and their dependents.

Information Management and Disruptive Technology (IMDT)

Reinforcement

- **15+ key processes,** procedures and instructions were developed internally reinforcing the organizational compliance.
- Office **365 launched** enabling communication and collaboration mobility internally and externally from anywhere using any device within a secure environment.
- **1000+ Staff** communicate and collaborate in real-time, contributed to reducing travel cost and time by more than 55% based on the SAP-BI annual travel comparison report.
- **1.2M documents** synced, shared internally and externally, viewed and modified through
- **OneDrive** by **800 staff.**
  To support the decentralization, it implemented the new organization structure and Delegation of Authority (DoA) in the IT business solutions, across all complexes.
- **65** mandatory **SWIFT** security controls implemented to support financial governance and address the cybersecurity issues.
- **35 training sessions** covering various areas (i.e. O365, OMS, Induction Program, Cyber Security, SWIFT, TechTips) conducted.

Competency

- **IMDT Strategy & Operating Model finalized for submission to the Board.**
  This articulates high-level solution of architecture and implementation of roadmap for meeting IsDB technology and business needs.

- **To streamline organization transformation, IMDT proactively automated the Project Handover process (PHO) to avoid potential risks.** It also proactively enabled fast decentralization and met HR requirements of reassignment of a large number of staff members to new roles as a result of the Organization Migration exercise or transfer to the Regional Hubs. This was all done with internal resources and with Zero business disruption, delay or data loss.

Delivery

- **20 management dashboards** were developed to enhance organizational performance, operations optimization and timely delivery for reports.

- **100+ projects** successfully migrated to OMS in 20 sessions with FCD and other departments, which had data issue.

- **IT services** were **enhanced** with a more responsive IT Service Desk and Self-Service Wi-Fi for guests and visitors.
  IT operational efficiency and service quality was enhanced through consolidation of vendor contracts.

- **35,820** service requests were resolved with client satisfaction rate of 4.26 out of 5.

- **94.4%** of the total requests resolved within the SLA which achieved the P5P goal of improving the satisfaction of the users.

- Client Gateway portal to support decentralization to enhance linkage with Member Countries to collaborate and directly upload projects related document to streamline operational processes and achieve the P5P objective of responsiveness.

Funding

- **IT solutions** were delivered to support more efficient business operations through process automation such as data integration with the custodian of the **STI Fund** to enable the external fund manager model.

- better governance and demand driven business alignment of IT solutions and services,
- enablement of the IsDB new business model, and
- efficiency of IT service delivery supported including enhanced cybersecurity.

This year, the IMDT achievements were reinforced by a new IMDT strategy and operating model, including decentralization, to align IMDT investment and resources with the P5P objectives. The new **IMDT strategy** articulates clear **mission, vision,** and **objectives** supported by definition of a high-level solution architecture, practical implementation roadmap, and structure to meet IsDB information management and technology needs.

To establish a better IT governance, as part of the overall IsDB information management governance, IMDT took lead and established an initial **IT governance framework** supported by eleven key processes and procedures. The new business model of IsDB that is centered on decentralized operations and complex partnerships, depends heavily on the ability to communicate and collaborate between HQ and Regional Hubs as well as with external partners. IMDT has, therefore, deployed a set of integrated solutions (Office 365) enabling **effective communication** and cooperation internally and externally from anywhere at any time using any device within a secure environment. While more work needs to be done, IMDT has made **solid progress** positioning IsDB at par with other organizations in **mobility, efficiency,** and **responsiveness.**

IT solutions were delivered to support more efficient business operation through **process automation**, such as **data integration** with the custodian of the STI Fund, to enable external fund manager modality for IsDB. Online portals, such as the **Fael Khair** and **Corporate Governance** portals were delivered to client departments to support streamlined communication with external and internal stakeholders.
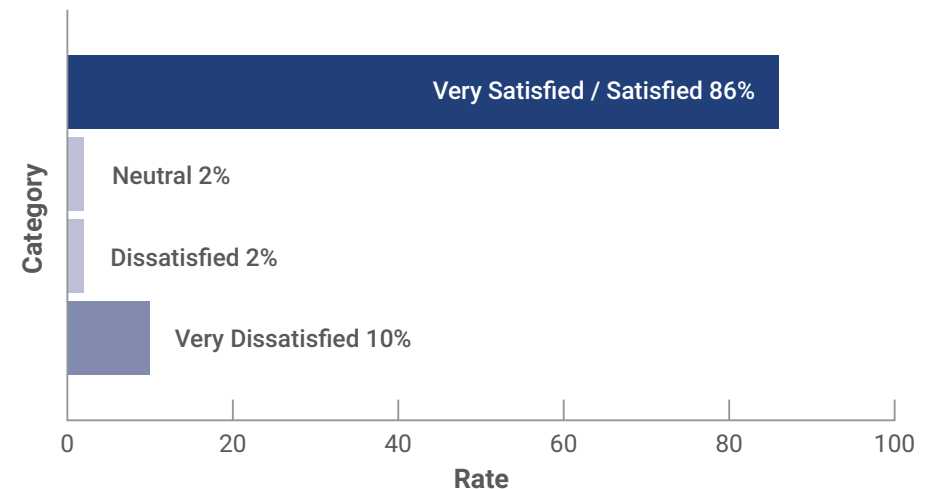
To support data driven decision making and enhance organizational performance, operations optimization and timely delivery, more than **20 management dashboards** were developed. Examples include Country Briefing, Project Portfolio, ALCO Pack, Management Action Plan, and Budget Utilization Dashboards.

The fundamental issue of addressing **data qualit**y is progressing well as planned to equip the business with a strong decision-making tool. IMDT is providing **technical support** to business and data owners to review and correct data inaccuracies. Below are examples of key strategies and initiatives in progress:

1. PowerBI performance & project portfolio dashboards: IMDT developed dashboards for the Country Programs Complex including rolling out the Project Portfolio Dashboard.

2. ERIL, BPRD & IMDT are currently working on a single source of data initiative. Some work under this include:

   a. IMDT & BPRD are now aligned on reporting only from SAP-BW (Database) for the BPRD which resulted in a major milestone of a bank-wide agreement on the CUC and CUB figures.
   b. IMDT & ERIL have worked together to ensure that data for closed funds which were previously not centralized in the system are now in BW
   c. IMDT has run multiple support workshops with APIF and plans to do the same for Special Assistance to ensure that all project portfolio data is up-to date and correct in OMS.

3. FCD & IMDT had more than 20sessions to complete the project data migration exercise to OMS. The migration was completed successfully for 100+ projects that had data issue, with eight (8) projects migration in progress.

Also, better adoption of **IT solutions** and services was achieved through **training** and **awareness programs**. Introduction of a cybersecurity awareness to reduce the risk of cyber incidents was a major part of this program.

**IT services** were improved with a more responsive IT Service Desk. A total of 35,820 service requests were resolved with client satisfaction rate of 4.26 out of 5. Moreover, IT operational efficiency and service quality was enhanced through consolidation of vendor contracts.

Bar chart — Category vs Rate:
- Very Satisfied / Satisfied 86%
- Neutral 2%
- Dissatisfied 2%
- Very Dissatisfied 10%

Partners satisfaction was also improved through introduction of a smart and secure self-service Wi Fi for IsDB guests and visitors.

2019 was also a year where emphasis was given on IT security. IMDT successfully implemented mandatory SWIFT security controls in meeting the compliance requirements.

IMDT saved more than 51% of the planned cost (SAR) for the year 2019

Planned Actual
40,117,442

Total Saved
13,588,204

Saving
16,838,063

Percentage
51%
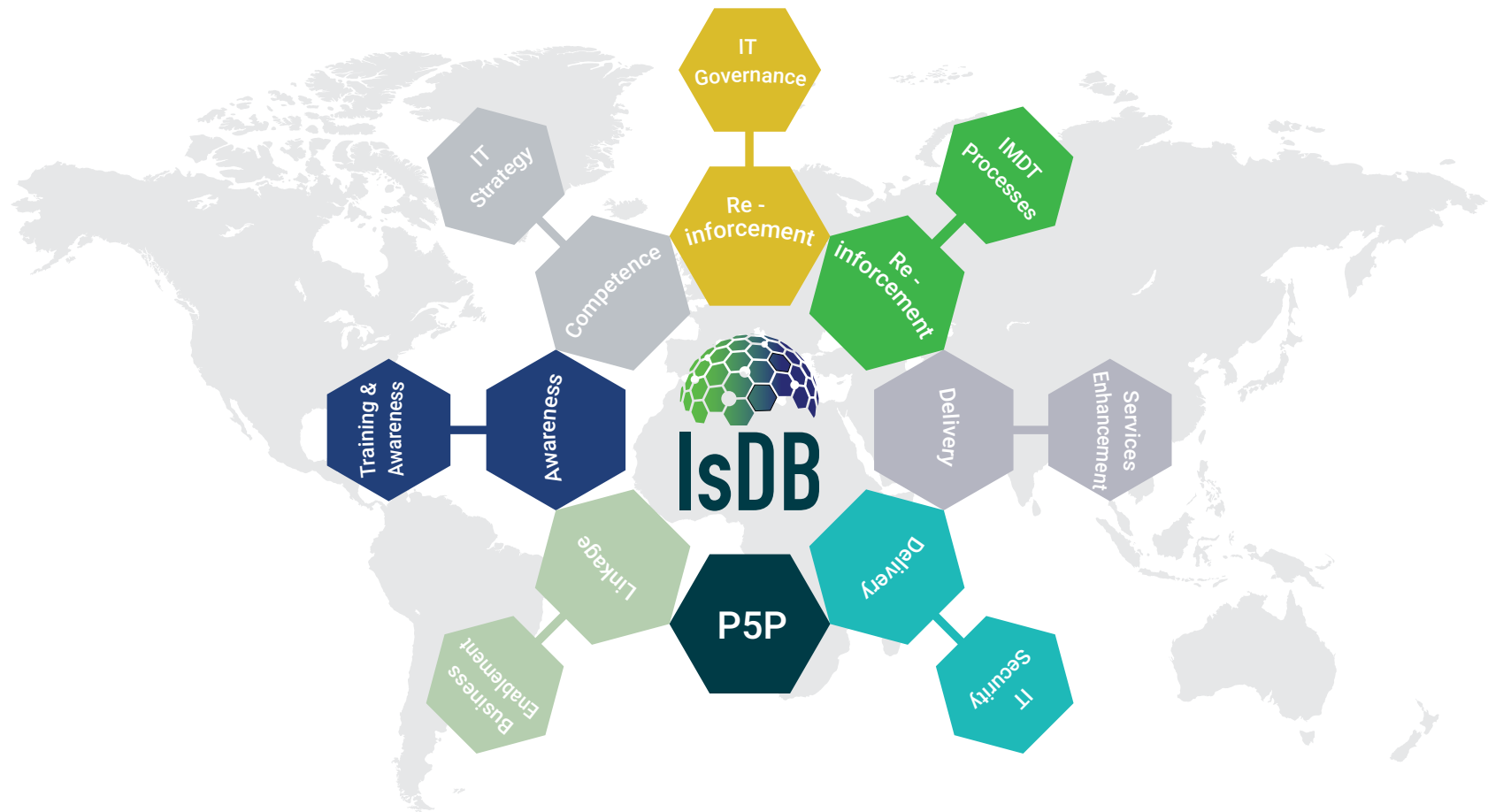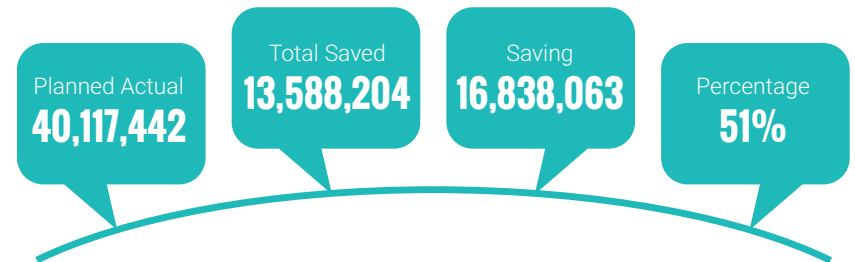
Key Achievements

IT GOVERNANCE
- COBIT based framework
- Governance bodies, reporting channels and plan
- 11 key processes manuals
- Demand intake process
- Incident management plan and process

IT STRATEGY
- IT Strategy
- IT Operating Model
- Year 1 Roadmap

TRAINING AND AWARENESS
- OMS
- SWIFT
- Fusion Invest
- 0365 tools
- Information Security

BUSINESS ENABLEMENT
- Communication and Collaboration (0365)
- HR business processes automation
- Finance business processes automation
- Management Dashboards
- Stakeholder Communication Portals
- Data Correction

SERVICE ENHANCEMENT
- IT Service Desk
- Choose Your Laptop
- Self Service WIFI Access
- Consolidated IT Services Contracts

IT SECURITY
- SWIFT security
- Network Admission Control
- Single Sign-On

IT Strategy

IMDT has built upon the initial work done during the Organization Migration to develop a strategy and operating model.

The IMDT operating model defines the organization structure, resource model and staffing requirements with associated transition plan required to deliver on the new strategy. The infograph below summarizes IMDT strategy key features:

IT Strategic objectives	P5P*
1. Enable IsDb with **leading IT capabilities** to drive **innovation and business value**	Funding Delivery
2. Attract, develop and retain a **talented IT workforce** with **leadership qualities** including business acumen	Competency
3. Provide **seamless user experience** across IT services and applications, **anywhere, anytime**	Competency
4. Adopt a **flexible IT infrastructure** strategy to support IsDB objectives for **decentralization, resilience and agility**	Linkage
5. Introduce **disruptive technologies** to extend IT's to promote scientific, technological and innovative solutions	Competency Funding
6. Enhance digital **communication and collaboration** with internal and external stakeholders	Awareness
7. Ensure **compliance** with IT policies and standards through robust **governance**	Reinforcement
8. Drive proactive **decision making** and **reporting** through adoption of **data analytics**	Delivery
9. Reinforce **security** operations to protect **data integrity** and **confidentiality**	Reinforcement
10. Improve operational **efficiency** through **automation** and **optimal resource utilization**	Delivery

IT Strategy and Year 1 Roadmap

Business-IT alignments
- Business enablement
- Sourcing model
- Product-aligned approach
- Centralized
- Business needs high turnaround

Operational Maintenance
- Infrastructure reliability
- Application availability and security
- Information management
- Data quality
- Mobility and accessibility

Emerging Technology
- Automation
- Industrial speed
- Islamic FinTech, Blockchain, AI, Intelligent payment platforms
- Secure and convenient transactions

- Data discovery and classification
- Information accuracy, security, reliability and availability

- New business solutions
- Guide business process re-engineering
- Harness power of data analytics

- Upgrade and stabilize core enterprise applications
- Simplify application landscape and integrated platform
- Reduce customization
- "Buy before build" adoption
- Faster build to market

- Transition to appropriate sourcing model
- Phased approach to increase FTE
- Secure reliable and consistent tools/services

Strategy Key Areas
- Information Management
- Innovation
- Applications
- Resourcing
- Infrastructure
- Cyber Security and Governance

- "Cloud-first" approach for optimization and speed
- Enhance accessibility and mobility
- Enterprise architecture stability, consistency

- Formalize IT policies, standards
- Establish full IT Governance
- Procure 24/7 SOC monitoring
- Establish cyber resilience with RMD

Building Strategic Foundation

We are here

2019	Y1: 2020
Phase 0 : Initiation Slow down to Speed Up Establishment, build up, change management, key roles establishments, demand reprioritization for 2020 with resource mapping	**Phase 1 : Business Support** stabilization Continue to build up and execute next series of high importance initiatives and evaluation of Y1 of the transitional operating model

IT Governance

IT Governance Framework

IMDT has defined an initial IT governance framework to establish IT governance capabilities and to enhance the compliance level with policies, processes and procedures. In this initial phase, the framework focused on selected IT operational activities, established selected IT governance bodies, and identified reporting channels.

Preliminary IMDT Governance Framework

To address the overall information governance gap at IsDB, IMDT facilitated a working group on data and information governance involving all key departments. A baseline was defined to identify data classification and ownership. The broader aim is to put in place a state-of-the-art information governance system in place to address critical gaps including data quality, completeness, reliability, timeliness, and accountabilities across different organizational levels.

With the management support, IMDT will build on this initial step to complete IsDB Information Governance Framework during 2020, in partnership with all related departments and group entities.

Policies, Processes and Procedures

IMDT focused on building organizational capabilities to improve compliance with policies through clearly defined processes and procedures. As an initial step in the plan, IMDT developed eleven high priority process flows, procedures, manuals and supporting templates.

A Demand Management Intake process was designed and implemented as the main process to manage business demand with the aim of aligning IMDT resources with IsDB business needs and priorities. The output of this process is the primary input to the 2020 IMDT annual budget and work plan.
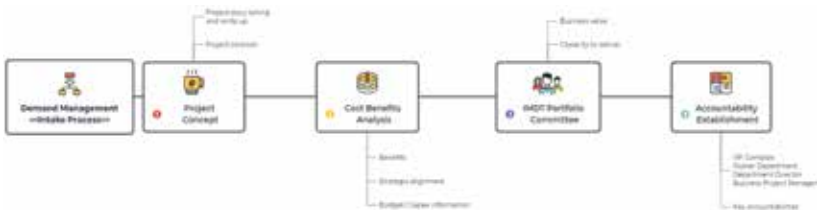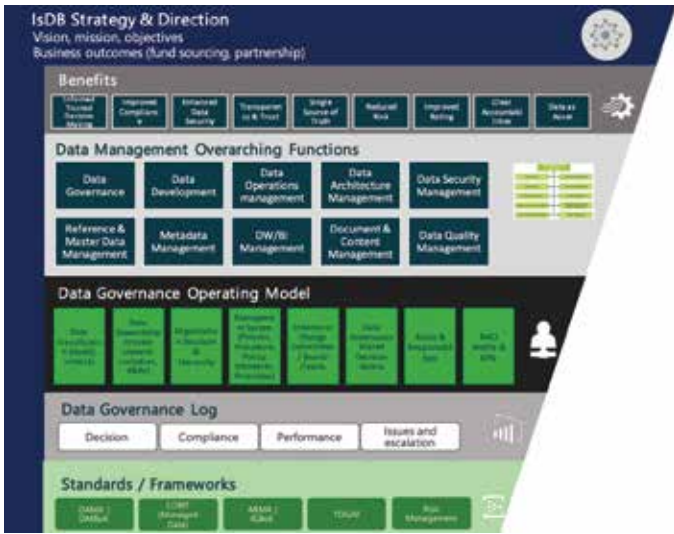
IMDT also developed and implemented an IT Incident Management plan. This plan was presented to and endorsed by the Risk Management Committee (RMC) in September 2019.

Business Enablement

IMDT has made successful efforts to improve on business relationship and alignment with the IsDB business complexes, departments, and key stakeholders to obtain solution requirements, coordinate work plans and provide updates on results.

Several projects were implemented to enable communication and collaboration, enhance efficiency of business processes, increase transparency for decision-making and provide channels for communication with internal and external stakeholders such as: Automated IMDT intake process as part of Demand Management, O365 tools and Dashboard solutions.

Business on the Move – Anywhere, Anytime, Any device

The new business model of IsDB is based on partnerships with decentralized business operations and decision making. This model depends heavily on the ability to communicate and collaborate efficiently, including timely interaction between HQ and the Regional Hubs as well as between IsDB and external partners. IMDT has designed and deployed a set of integrated solutions that enable doing business with full mobility ensuring internal and external connectivity from anywhere, at any time, using any device within a secure environment. These integrated solutions are based on the Microsoft Office 365 Suite as illustrated below:

HR Processes Automation

1. Supported the implementation of the new salary scale with automation for processing the new IsDB salary scale, without any interruption.
2. Automated the notifications for retirement and end of contract events bringing new efficiency.
3. Enhanced the Employee Self-Services (ESS) for automated processing of the shipment and housing allowances, in support of decentralization.

Financial Processes Automation

1. Financial Statement (FS) Ratios – automated financial statements calculations with key financial ratios based on approved admin budget, overdue, impairment charge, members equity and operating expenses. Historical key ratios since 2016 were also loaded to a central data repository from various Excel sheets for comparison, and date quality purposes.

2. Financial Sustainability – automated the data extraction to support the financial sustainability models and analysis.

3. External Custodian Solution for STI Fund supported the new business model based on external fund managers by implementing a system integration. This experience will serve other future external fund management arrangements.

4. SWIFT Printing – supported operational and security requirements by implementing a robust alternative for storing SWIFT messages in electronic (PDF) format rather printing them. In addition to data security, this contributes to the President's digitization goal.

Management Dashboards

To enhance visibility and transparency of information throughout the organization, and contribute to evidence based decision making, several dashboards were developed to support business functions. Dashboards are an important tool to promote the delivery of results culture outlined in the P5P.
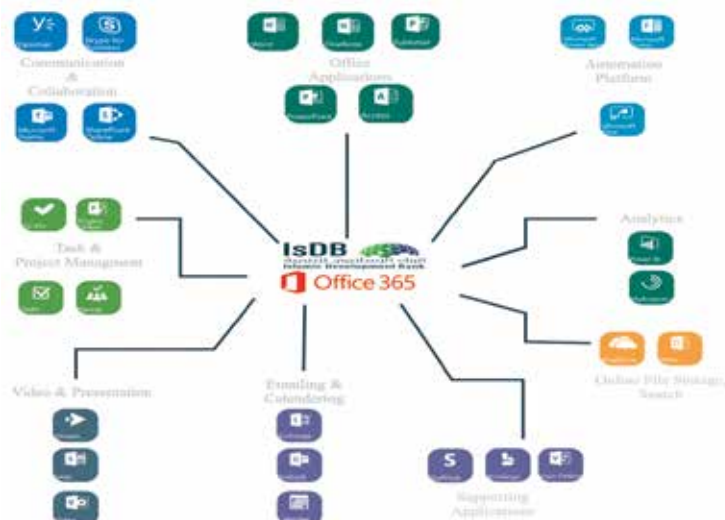
Some of the high impact dashboards include:

1. **ALCO Pack** - Set of dashboards was created for FPPA consisting of several reports covering financial position and performance analysis, balance sheet evolution, income evolution and key ratios, operations and treasury portfolios analysis, funding and liquidity analysis, ALM portfolio composition & analysis (market funded vs. equity funded), liquidity stress testing (static non-stressed funding vs. static stressed funding)

2. **Field Disbursement Officer (FDO)** - a personalized Dashboard for all the FDOs - to track their disbursement status, JIRA Tickets and OMS activities

3. **Disbursement SLA Dashboard** – an overall Disbursement SLA Dashboard with a 360-degree view of all disbursement requests and their SLA status

4. **HR 360 Dashboard** – an HR Dashboard to keep track of contracts, retirement status, recruitment and several other key HR processes

5. **Fael Khair Dashboard** - this dashboard provides details of Fael Khair programs, projects and other key components. Stockholders can easily understand the details of donation, disbursements and balance details. Such transparency will help in more off-balance sheet and grant resource mobilization.

6. **VPA Front Office Dashboard** – a Dashboard for the Front Office of the Administration Complex to track all tasks and assignments from various sources including written documents, meeting minutes, and ad-hoc assignments can be monitored for follow up. This Dashboard can be adopted for other complexes and units for efficiency and responsiveness,
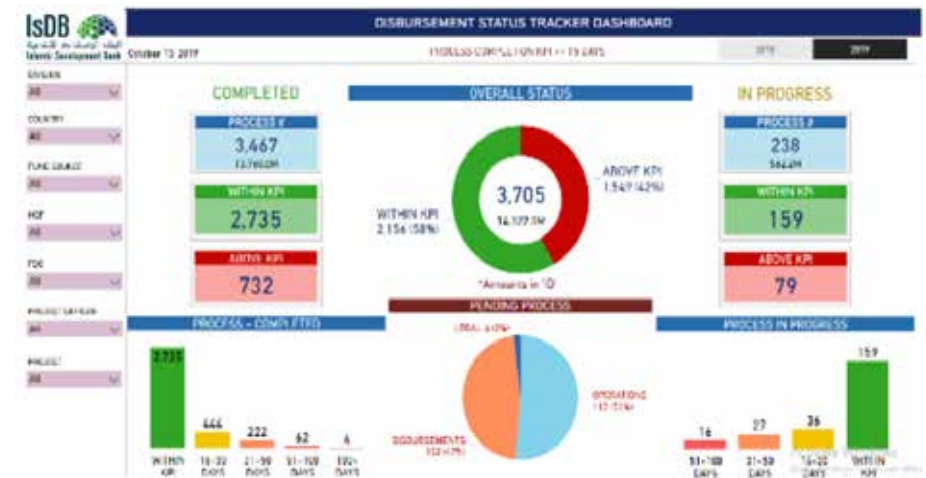
Partners Communication Portals

Online portals are an important and effective channel to communicate with both internal and external stakeholders. Several online portal solutions were implemented to improve information flow and communication with partners. These include:

President's Briefings Portal (Phase-I)

- Structured processes were automated for preparing briefing reports to address timeliness and quality of information availability to the President for decision making and meetings with high level officials. Relevant business processes were reviewed to ensure updated information can now be accessed from anywhere anytime.

- The new online portal makes available 97 briefing reports categorized by country, sector/themes, partners and corporate data with the following features:

- Editing and updating briefing reports whenever there are new developments with instant availability to the IsDB Management.

- Customized user-friendly screens for use by H.E. The President to search for briefing reports pragmatically.

- A workspace for use by focal points, QA to ensure the process is followed.

- Mobile application "IsDB Executives" published in the Apple and Google app stores.

Fael Kair Portal

To enhance transparency and donor relations, the King Abdullah Foundation (KAF) financed Fael Kair program portal was implemented. The portal provides information on approved projects' progress with capability to drill down for project details such as project objectives, milestones, outputs as well as latest photographs.

Corporate Governance Portal

The Corporate Governance and Policy portal was recently developed to serve as the repository for all up-to date governance and policy documents of IsDB. The portal can be accessed staff and authorized stakeholders. Key documents include IsDB governance manual, the delegation of authority matrix, Board of Executive Directors Committee charters, approved IsDB policies and minutes of BED and management meetings.

IsDB Announcements Center

- Bringing scattered communications together as a one stop-shop, the Announcements Center is a portal that allows IsDB Group staff to stay abreast of internal communications and announcements.

- The portal allows IsDB Group entities and staff to post both official business and personal announcements.

- Daily notifications are sent by email and through the my IsDB mobile app for new announcements.

- The announcements history is archive and searchable.
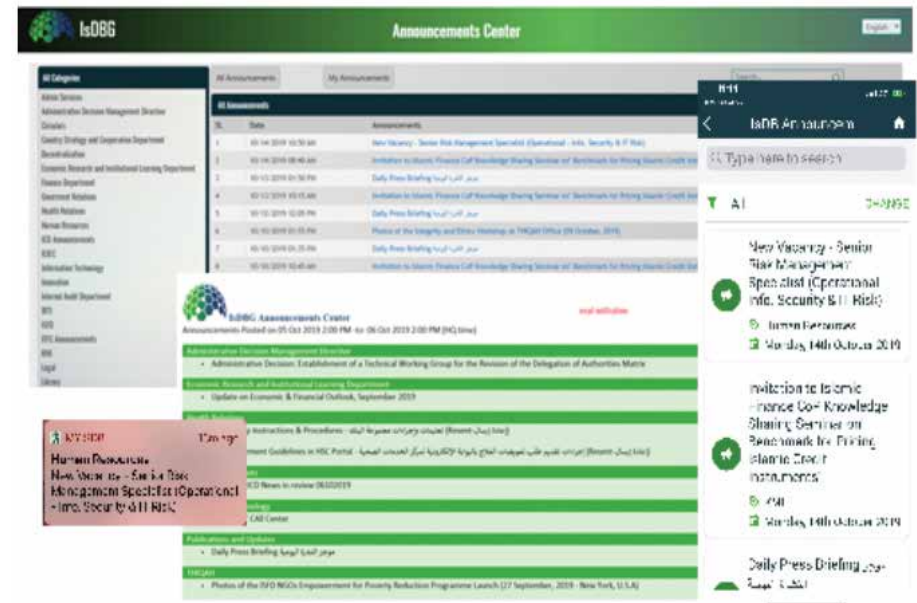
Data accuracy is an ongoing challenge across business areas. To support informed decision-making based on accurate data, IMDT has provided technical support in to enable business and data owners review and correct data inaccuracies.

Highlights of areas where technical support for data corrections was provided include:

1. Operations financing data corrections in SAP CML

2. Migration of active projects data from legacy systems to the Operations Management Solution (OMS)

3. Reconciliation of investment data in FusionInvest (Misys)

Training and Awareness

IMDT has contributed to the overall IsDB organizational change and responsiveness by helping business units to make more efficient utilization of IT solutions and services. Our team has provided training and awareness sessions including IT training for onboarding of new staff and tailored training on the core business applications for the Operations Management Solution (OMS), SWIFT and FusionInvest.

Awareness on cybersecurity, which is acknowledged as high risk to business operations, was delivered through focused awareness messages and activities conducted through various channels including email, collaboration platforms, posters and others. A pilot phishing simulation was conducted with select business users. The results indicated that a wider awareness campaign is needed to encourage secure practices in the workplace.

Training and awareness activities were conducted using different channels including classroom training and e-learning through collaboration tools (TEAMS). These trainings covered HQ and Regional Hubs based staff across the different time zones. ISFD staff also received required training o.

IT Services Enhancement

IMDT continuously strives to enhance IT services with the aim of optimal productivity and responsiveness of business users. Examples include:

IT Service Desk

The IT Service Desk performance was improved through a new SLA based contract with a 3rd party IT services provider. This resulted in notable improvements of requests resolution time within the SLA from 89% in 2018 to 94% in 2019. The IT Service Desk received more than 28,000 requests for support during 2019.

Choose Your Laptop Initiative

To fulfill the office technology requirements of IsDB staff and provide better tailored productivity tools and solutions, IMDT has initiated a program to provide IsDB staff options in selecting replacement laptops. The choice from several different types of laptops allow staff the flexibility to select the type that suits their business needs and personal preferences with the aim of enhanced productivity and staff satisfaction.
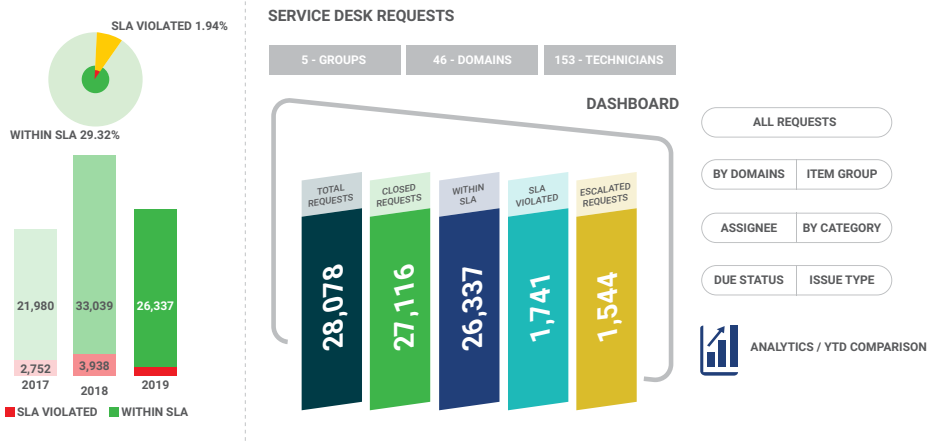
Self Service WIFI Access

IsDB interactions with external partners is expected to increase as part of the new business model. To provide friendly business environment and smoother interaction with our guests and visitors, IMDT has introduced a self-service registration for guests and visitors to have internet access while on IsDB premises through a secure, controlled, and automated process. The service can also be utilized by external attendees of workshops, seminars and events organized on IsDB premises.

Improved Contracts & Vendors Management:

IMDT focused on consolidation of IT contracts to streamline and improve contract and vendor management.

Six separate IT Support Services agreements were consolidated into a single agreement in order to have a single scope of services contract. This has resulted to much better services and a significant reduction in cost.
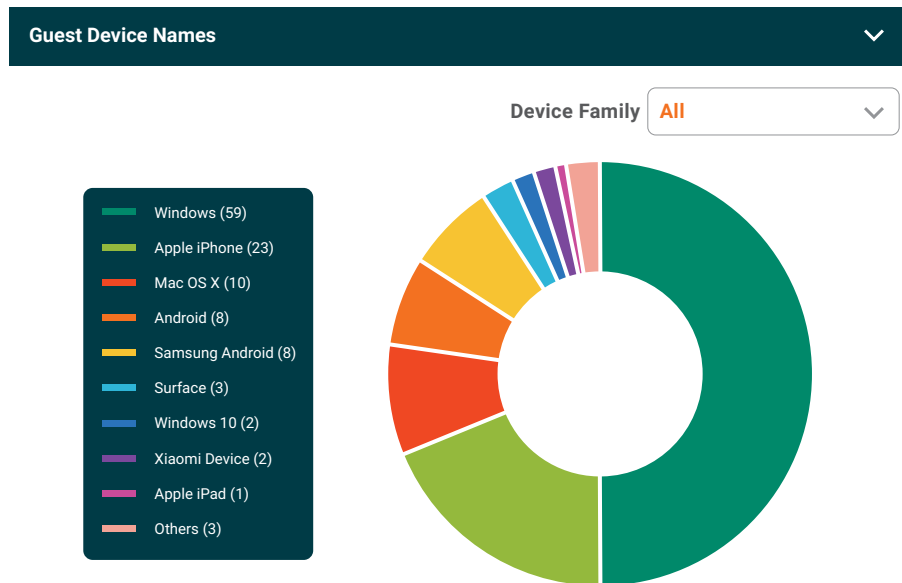
Software maintenance agreements were also streamlined for Oracle and VMWare by consolidating four separate agreements for each vendor into a single agreement respectively.

SWIFT Security - All SWIFT customers, including IsDB Group members, are mandated to implement security controls to meet SWIFT Customer Security Control Framework compliance requirements. IMDT has applied the set of mandatory security controls for all IsDB Group members. The independent advisory by the Internal Audit Department has provided assurance on the compliance status. IMDT has submitted to SWIFT and IsDB Group is successfully declared as complaint by the SWIFT.

Network Admission Control (NAC)- IMDT has implemented an important IT security control for network security that was also an Internal Audit recommendation. With NAC solution implementation IsDB corporate network is now secured and accessed only by authorized and secure devices. The NAC solution also automates managing the access of devices which are not compliant with IsDB information security policies.

Single Sign-On (SSO)- Single Sign-On (SSO) further improves security of IT solutions and services. This is an authentication process that allows a business user to access multiple solutions with one unique username and password. SSO is a standard applied by most organizations where users need accesses to multiple IT solutions. One of the key areas that IMDT has enabled SSO is for the SAP ERP system. Approximately 550 SAP ERP users have been enabled with SSO.

Guest Device Names

Device Family | All

- Windows (59)
- Apple iPhone (23)
- Mac OS X (10)
- Android (8)
- Samsung Android (8)
- Surface (3)
- Windows 10 (2)
- Xiaomi Device (2)
- Apple iPad (1)
- Others (3)

IT SECURITY

High Level Plan for 2020

In 2020, IMDT will focus on a number of key areas including:

Expanding the IT Governance framework.

IMDT recently developed the IT governance framework internally and to take this initiative to the next level will require establishing a comprehensive **IT governance capability** (framework, governance processes, and practices in line with the common practices), this will address several identified IT audit observations, will build the overall IsDB **organizational capabilities,** will enhance the overall IsDB **governance capability,** will enforce the **compliance** with corporate policies and procedures, will strengthen IMDT operations, and will ensure that IT **sustains** and extends the organization's strategies and **objectives** with focus on IMDT **performance** and risk management.

Building information management across IsDB.
It is an organizational capability building program rationalizing and consolidating data aligned with the information governance minimizing duplication of similar efforts across IsDB different functions to;

- Manage data as a key IsDB asset

- Ensure data security and protection

- Improve overall organizational data quality and accuracy to support business processes

- Drive and support informed trusted decision making and reporting process impacting operations productivity and efficiency

- Improve reinforcement and efficiency covering; (Reduce/Optimize cost, Improve Quality, Increase Speed of Delivery)

- Stabilize and streamline the core operations

- Provide seamless integrated user experience across digital applications with a single source of truth and ownership

- Enforce and enhance organizational compliance, reduce risks, enhance transparency and trust

Documenting IMDT processes, policies, procedures.
It is an organizational (IsDB) capability building program through defining IMDT processes, policies and procedures manuals in accordance with common IT standards, best practices and guidelines to ensure IMDT has the documentation, systems and tools to;

- Standardize and organize IMDT processes in a manageable, structured, controlled and logical way in line with IsDB wide business process management practices.

- Deliver IMDT mandate and services to end users and beneficiaries

- Improve IMDT department productivity and quality of services delivery

- Enhance user satisfaction levels

- Enforce IMDT processes and policies implementation to improve existing and future IMDT services delivery and support to end users and in compliance with corporate policies, procedures and guidelines

- Address several identified IT audit observations

- Increasing efficiency through automation of additional critical business processes.

- Assessing business solutions to support the new business model for crowd engagement and external fund managers.

- Building decision support systems through reporting, analytics and visualization: to support management on having view for analytical reports more efficiently and with real-time, this will contribute on P5P Delivery pillar.

- Delivering change management through a learning and awareness programs such as Cyber Security awareness, centralized electronic learning management platform, and training sessions, which will be contributing toward awareness item in P5P.

- Further improving IT service desk and business applications support on timely base at anytime from anywhere, to empower the Delivery of P5P and competence. Furthermore; to enhance the response and give the staff members uninterrupted service level by IMDT.

- Increasing IT operational efficiency through IT infrastructure upgrades and migration to cloud services for better performance and to be aligned with future demand on utilizing the infrastructure, this will be a contributing to Delivery item in P5P and supporting the decentralization requirements.

- Enhancing business user experience through mobility, single sign-on and self-service. Empowering the delivery item in P5P and reinforcing the staff members work efficiency.

- Establishing IT security detection and response capabilities with a Security Operations Center (SOC).

- It is an overall organization cybersecurity and **information security capability** building program to define holistic **cybersecurity** and **information security** practices rationalizing and consolidating requirements across IsDB different **functions** (IMDT, RMD, IAD) to;

  - Protect IsDB operations, reputation and assets against malicious attacks

  - Enable IsDB delivery of its global mission

  - Sustain IsDB AAA credit rating

  - Address several identified IT audit observations

  - Address key agenda items of risk management committee and board audit committee

- Mitigate overall IsDB risks, and align IsDB overall cybersecurity, IT risk management, Information Security with IsDB operational risks

- Protect IsDB confidential and sensitive information or data from unauthorized access, use, misuse, disclosure, destruction, modification, or disruption

- Build IsDB several lines of defense

- Monitor IsDB IT ecosystem to detect and respond to potentially malicious activities

- Establish Computer Security Incident Response Team to proactively manage critical incidents

- Fully staffing and stabilizing IMDT Department

Administration Services Department (ASD)

4.7/5 satisfaction rating from staff.

86% of received requests resolved within SLA time frame. Establishment of automated Service Center to monitor the responsiveness.

3000 unified Call Center provided quick support to staff both in HQ & Regional Hubs.

120 IsDB Group staff trained on safety Standards, First Aid and CPR.

20 staff from FCD, LGL, Project Procurement, Adahi Project, IMDT, HRMD, trained on corporate procurement with UNDP.

10000+ transaction by Government and Protocol Division including staff & dependent Iqamas, official visits to HQ, car licenses and etc.

COMPETENCY
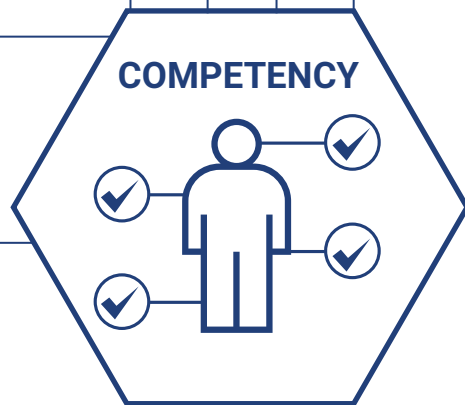
304 average monthly visits (11% female and 89% male staff) to the IsDB Group Corporate Fitness Center as part of the Admin Complex Staff wellness program.

50 on-job training sessions were conducted by the Records and Documents Management (RDM) and more than 240 user queries responded.

11,000 postal mails and shipments served the new agreements rates with Saudi Post, DHL and ARAMEX resulting in improving efficiency, quality of mail services and reducing shipping cost by 62% and 12% respectively.

11 million SAR saving from enhancing the processes, renegotiating signed contracts, reduce fix commitment contracts and obtaining discounts from hotels and on airlines ticket.

2599 service assignments resolved by Procurement Division for goods, services, and consultancy for a more than SAR 109 million.
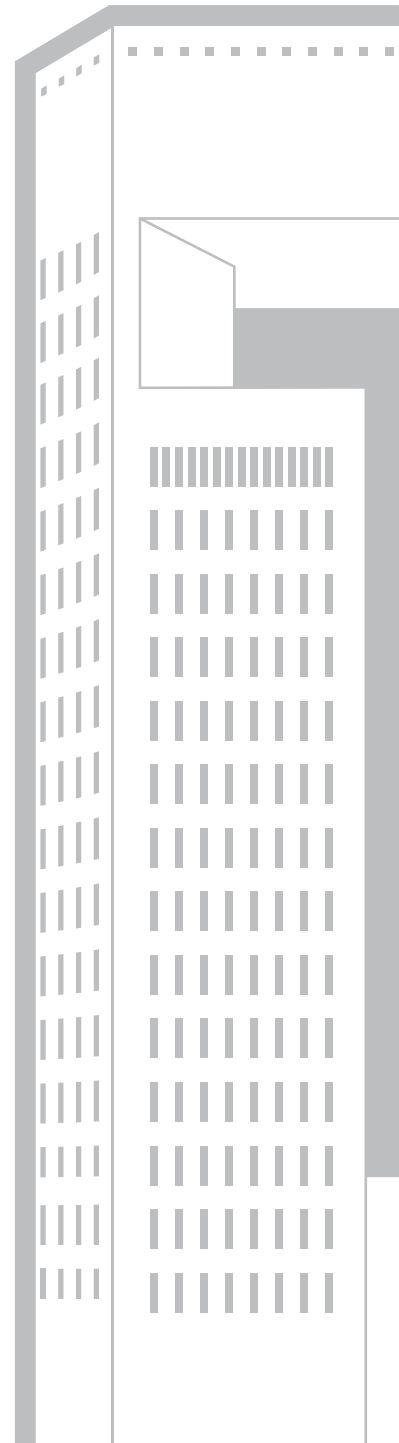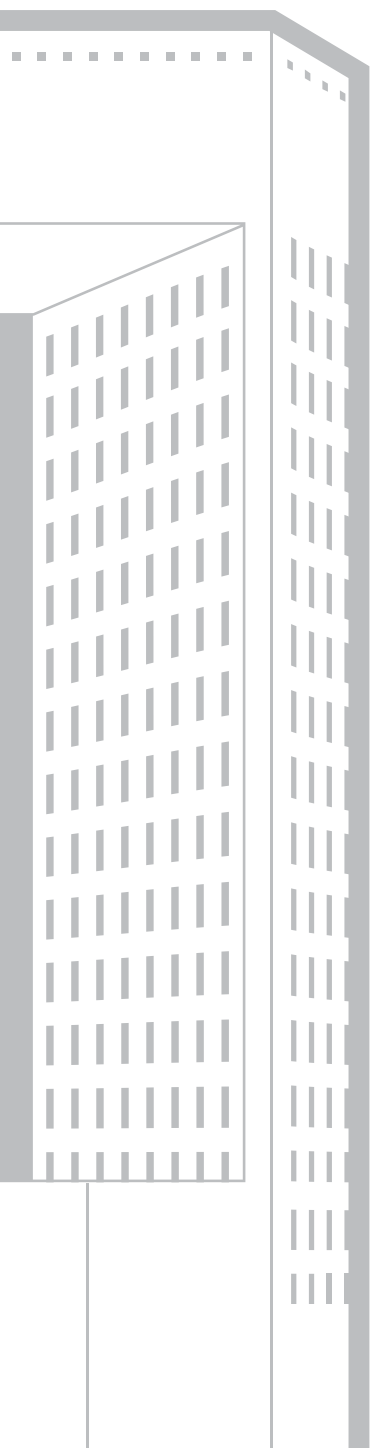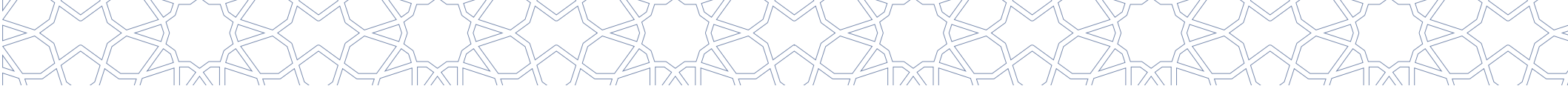
IsDB Group Travel Policy, Safety & Security Manual, Fixed Assets Policy, Office Space Allocation Guidelines, commonly used Airlines Global Corporate Agreement, and Records & Documents Management policy reviewed and finalized.

More resilient organization by having first IsDB Group Business Continuity Management (BCM) Plans and conducting the 1st Drills.

Conducting a Fire Drill evacuation for all IsDB group staff that helped to test how effective the evacuation plan is for safety.

Automated government relations services including visa processing requests etc. for HQ and regional hubs staff.

Online Procurement Service desk system through Jira for the clients.
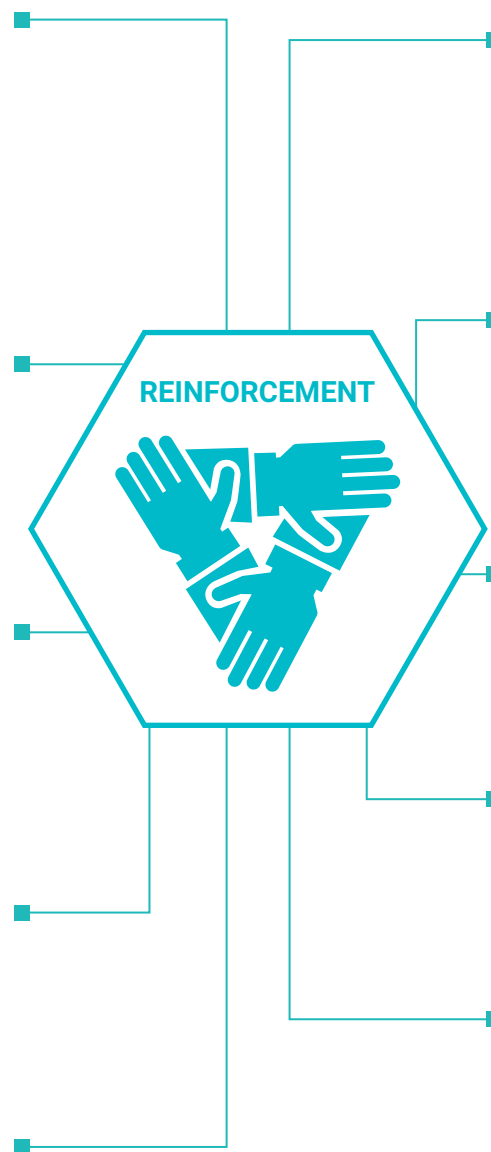
REINFORCEMENT

Implementation of service delivery process design by developing a preventive maintenance program and ensuring the facility is operating effectively.

Drafting IsDBG's first safety and security manual securing management approval and disseminating it to all staff including Regional Hubs.

Implementation of the Enterprise Content Management (ECM) Solution (Alfresco) in HQ and Hubs to improve work efficiency.

Completion of 4th floor offices renovation, in addition to supply & installation of Fan Coil Air Handling Unit at Building-2.

New A/V, Conference, SIS, Video Conference & Webcasting System for Tent Hall installed, resulting in annual saving.

ASD provides administrative support and services to enhance workplace environment ensure best working conditions, contributing to organizational efficiency, responsiveness, staff safety and wellbeing, as well as to position IsDB as partner of choice in support of the P5P objectives.

We aim to do this by providing quality, efficient, timely and improved services in the areas of facilities management, procurement, government relations, travel and hotel, safety and security, records and document management. Most of ASD services are at the IsDB Group domain and in support of decentralization including the establishment and smooth functioning of IsDB Group Regional Hubs.

We have maintained effective communication with our clients to gain their full satisfaction. ASD has updated and revised a number of its policies and guidelines-based feedback from client departments as part of its continuous improvement operating model.

ASD managed smooth functioning of HQ facilities, led the establishment of new offices in the Regional Hubs and first ever drill of the IsDB Group Business Continuity Plan, initiated new policies and upgraded existing policies, and other key achievements have been summarized in this report. These are done with improved efficiency and significant (8.7million SAR) cost savings.

The department actively participated in the Business Continuity Management BCM), including training of staff, reviewing all documents and conducting the 1st BCM Drill on the 30th of June 2019.

Fire Drill Evacuation conducted for all IsDB entities on 27 June 2019 and the evacuation of 1600 staff, contractors and visitors in less than 15 minutes (best record time).

Call Center implemented to support HQ and IsDB Regional offices to engage local support for telephony services. Implementing the Call Center will help the IsDB employees in providing the right information and services.

On a daily basis, ASD receives a large number of requests from different departments. Automating the process of receiving requests has helped ASD respond more efficiently. Implementation of the service desk at ASD contributes to improve communications with clients, monitor the status of each request, and assess the team performance that has established a solid base for achieving competency and reinforcement objectives of the P5P. The service desk and call center work together in a simultaneous way. The satisfaction rate is 4.7 out of 5 and 86% of received requests were resolved within the SLA.
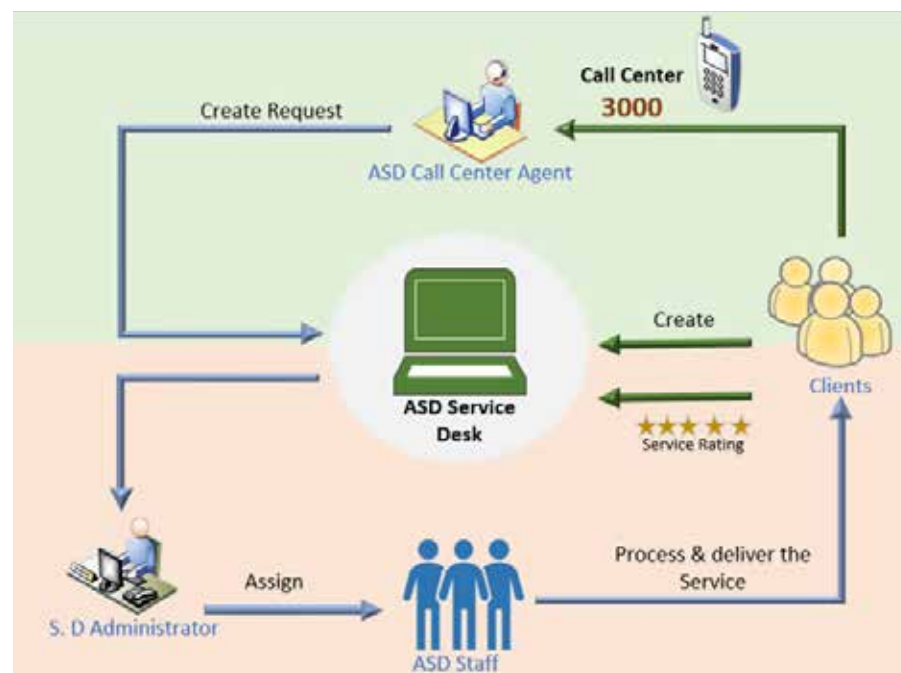
The ASD started working on E-Gates project for access to the HQ buildings. All cabling and other preparatory works are completed, and E-Gate access will be activated in early 2020. The implementation of the E-gate project reduces the number of needed internal security guards by three with savings up to 198,000 SAR annually.

Holding a training course of Safety & WSecurity Standards as well as the First Aid and CPR for 68 staff members from Safety and Security and Transportation department and 120 staff members from IsDB Group including safety liaison officers from every floor of the headquarters buildings, security monitors and IsDB female staff.

One of ASD KPI is to enhance staff knowledge and skills to keep them up to date with the Aviation Industries. Therefore, ASD has requested the commonly used airlines to provide updates on their products on a monthly basis to the staff traveling as well as to all the travel companies.

In 2019, Travel, Government Relations, and Protocol had notable accomplishments, including:
- Enhancement of SAP Travel Management System for better control and user-friendly travel system.
- The Travel Unit succeed making approximately SAR 3 Million savings, this saving is from mainly through Commonly used airlines Global Corporate Agreement, review and redirect business travel Route as per the IsDB Group Business travel policy and optimal travel options.
- Revising IsDBG Business Travel Policy and related DoA in full consultation with staff members at HQ, Regional Hubs and benchmarking with Seven MDBs namely AFDB, ADB, IAD, World Bank, UN, and AIIB.
- The Division started creating catering guidelines and local corporate agreements with the top hotels and creating companies at HQ.
- Govt. Relations Unit processing approximately 10000 Plus official,

documentations namely dependents, visit, resident visa for host country, renewal of driving license and car istamara, Adahai Program butcher's documentation, all other official related documentation with higher authorities.
- Facilitating Regional Hubs Decentralization through, local and respective government official authorities.

To further improve the work environment, and ensure efficient use of office space, ASD prepared IsDB office space guidelines based on best practices. All office space allocation at HQ and Regional Hubs are now based on these guidelines. It helped manage office space in an efficient manner which has contributed to cost saving. It provided guidance for space planning and has enabled effectively assign offices to staff which increased staff satisfaction.
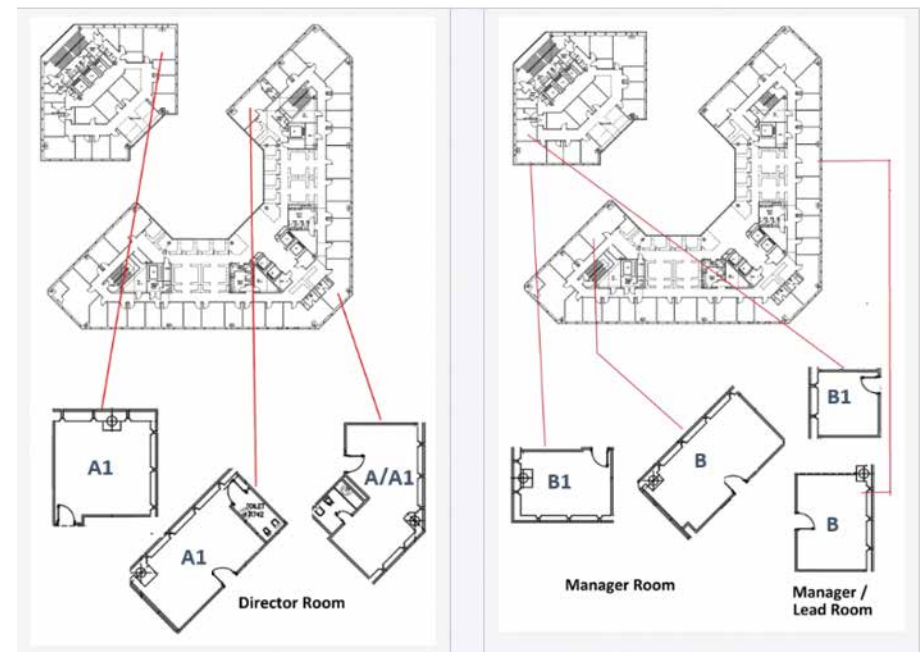
Implementation of Service Delivery Process Design by developing a preventive maintenance program was achieved. This involves proactively determining various types of maintenance tasks required to ensure that the facility is operating effectively. It establishes a list of tasks and a maintenance schedule, outlining how long it takes and who is responsible for ensuring the maintenance and task completion. This process has optimized maintenance resources (labor, material, contracts), helped to avoid overlapping responsibilities between operating groups and minimized the coordination and supervisory layering.

The Records and Documents Management (RDM) team in full partnership with the Information Management and Disruptive Technology (IMDT) department has implemented the Enterprise Content Management (ECM) Solution Alfresco across the whole organization. This is covering IRTI, all IsDB departments, VP offices and all regional hubs. The target is to achieve reinforcement of business through turning IsDB into a digital based institution. This will contribute directly in saving paper and staff time, improving efficiency in providing information available on spot whenever and wherever its needed. To meet the end user expectations and facilitate implementation more than 50 on-job training sessions were conducted by the RDM team. Also, responsiveness was improved by responding to more than 240 user queries.

Enhance Customer Experience

Higher Equipment Reliability and Availability

Build Capacity

Improve Safety and Environment

Embrace Innovation

Reduce Energy Consumption

Reduce Cost / Increase Revenue

- Reduce Maintenance Costs, Making Maintenance Pro-active and Not Reactive

- Comprehensive study for Manhours (Forecasted, Actual and Overhead) manpower requirements

Eliminate Administrative Burden

Increase Customer Confidence

In order to contribute to achieving goals of P5P in line with the Complex objectives of improving the workplace environment, ASD has established an in-house gym to promote staff wellbeing and a healthier lifestyle. The average number of visits at regular intervals is 304 monthly visits, on average 11% female and 89% male staff.

As an input for improving quality of handling records and optimizing records management, the RDM team is currently conducting inventory exercise for processed records and handling 34 organization units. An interim study also was prepared for a pilot department to improve efficiency in documents handling.

Agreements were signed with Saudi Post, DHL and ARAMEX. This has participated in reinforcement of IsDB business through improving efficiency, quality of mail services and reducing shipping cost by **62%** and **12%** respectively. More than **11,000** postal mails and shipments were served under the new agreements rates and conditions contributing in improving the satisfaction on the ASD Department's Services.

Optimization of cost is also achieved by RDM team through disposal of 5,000 documents box files saving more than 190 SQM of flat space of IsDB facilities. In serving the departments and other offices, the RDM team has stored more than 3,000 box files enabling departments to work efficiently with optimized documents storage space. This was attained keeping the high level of response to departments request in retrieving their documents from the central records centers.

Procurement division initiated its online service desk system on April 2019 through Jira for the clients (requesting departments). The aim is to bring transparency and efficiency to corporate procurement. Requesting departments can now track all their procurement requests through the Jira ticketing system as interim solution. A more comprehensive procure to pay solution will be implemented in 2020. Up to the end of September 2019, the new system received over 2599 service assignments for different requests (goods, services, and consultancy) totaling to procurements more than SAR 109 million.

PGSD Requests

Category	Value
Procurement Requests	2452
Bidding for Consultancy	116
Good and Professional Services	31
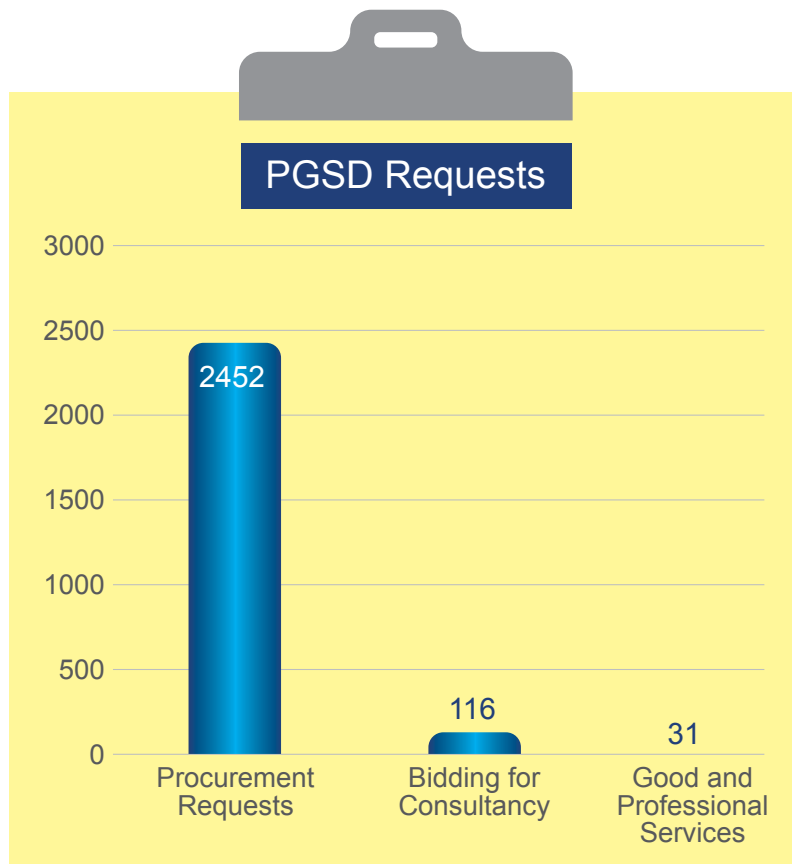
CHALLENGES

Need for senior management efforts to secure Host Country Agreement privileges to facilitate IsDB work.

The unclarity on the ASD structure and staffing affected ASD ability to ensure even more achievements during 2019.

Need to allocate required budget and improve capacity to support the IsDB new business model and better serve the regional hubs in all ASD services, including safety and security.

Inadequate staff skills and capacity. All efforts will be made to addressed this through effective and dedicated training and coaching programs.

Need for more interdepartmental and complex planning to improve collaboration and gain support to facilitate project implementation. For example Procurement Divisions despite repeated efforts did not receive procurement plans of client departments.

ASD Plans

Open Protocol Help Desk at Jeddah Airport (Subject the Local Authorities Approval).

Support Regional Hubs

Enhancing documents processes for 12 departments.

SAP travel management system roll out for Regional Hubs.

Implement safety and security manual.

Implement BCM for the IsDB group.

Complete Renovation for Building #3, Outside Cladding of Building #2.

Redesigning water drainage for the premises of IsDB,

Implantation of Facility service Design for TFM and Regional Hubs.

Enhancing SLA for all RDM services/ conducting user awareness sessions.

Direct Ticketing Concept no dependency on Third Party.

Hiring regional hubs security specialist in every hub .

Conducting Records Functional Analysis, Develop RM deliverables; Records Classification, Retention Schedules, etc.

"Effective Negotiations in Project & Procurement" training course" with UNDP/CIPS Training Procurers

Procure to pay (Procurement)

Contractors Code of Conduct

Announcements Guidelines

Open space project / Coffee shop

World Diabetes Day Campa.

Health Services Center in collaboration with Staff So.
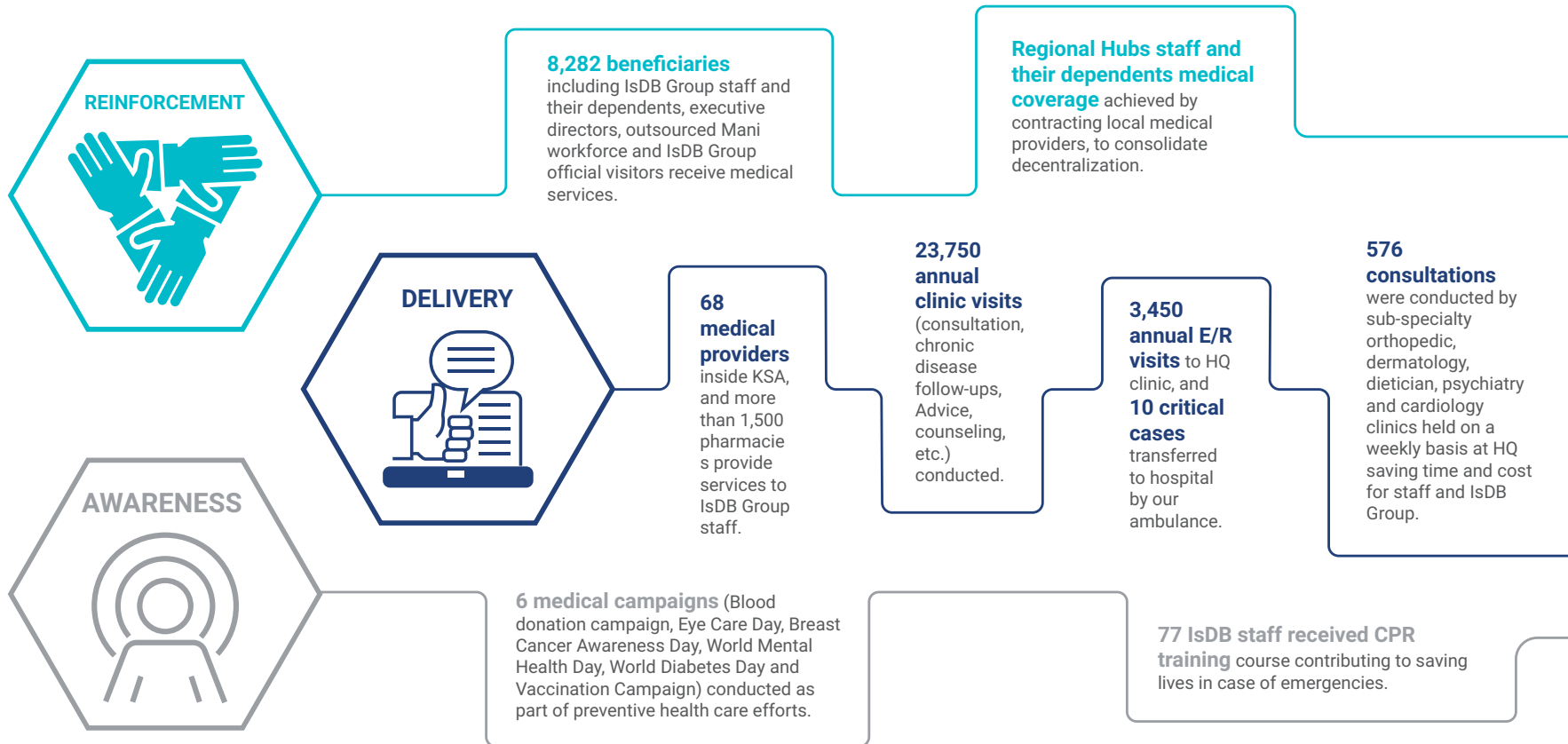Thursday 14th November 2019 at IsDB Tent hall

World Diabetes Day

Health Services Center (HSC)

REINFORCEMENT

8,282 beneficiaries including IsDB Group staff and their dependents, executive directors, outsourced Mani workforce and IsDB Group official visitors receive medical services.

Regional Hubs staff and their dependents medical coverage achieved by contracting local medical providers, to consolidate decentralization.

DELIVERY

68 medical providers inside KSA, and more than 1,500 pharmacies provide services to IsDB Group staff.

23,750 annual clinic visits (consultation, chronic disease follow-ups, Advice, counseling, etc.) conducted.

3,450 annual E/R visits to HQ clinic, and **10 critical cases** transferred to hospital by our ambulance.

576 consultations were conducted by sub-specialty orthopedic, dermatology, dietician, psychiatry and cardiology clinics held on a weekly basis at HQ saving time and cost for staff and IsDB Group.

AWARENESS

6 medical campaigns (Blood donation campaign, Eye Care Day, Breast Cancer Awareness Day, World Mental Health Day, World Diabetes Day and Vaccination Campaign) conducted as part of preventive health care efforts.

77 IsDB staff received CPR training course contributing to saving lives in case of emergencies.

Health Care Information System:

HSC established online portals as encouraged by the Linkage Pillar (delivery and awareness) that enables staff in the HQ and respective Regional Hubs to access the staff portal by making

- online submission for medical reimbursement request
- online settlement of medical reimbursement
- online submission for medical loan request
- online submission for medical card renewal
- online sick leave submission for approval

Preventive Medical Services – Health awareness

- Sessions using video conference tools with all Regional Hubs to explain staff portal and other medical benefit policies

- Spread awareness by emails & TV screens
- Videos for first aid training to Regional Hub staff.

Outdoor GYM

- 35% discount
- 250 subscribers
- Contract with different GYM›s Centre for male and female staff

Indoor GYM

- Launched in July 2019 in coordination with ASD
- Free access for IsDB staff & contracted staff.
- Day & Evening Timing

Medical campaigns

- Cooperate wellness (World mental health day)

Formulated medical rules and guidelines for International TPA in coordination with HRMD for RH staff and staff representatives for global medical coverage.

900 Periodic medical checkups were conducted for staff under Preventive Medical Care 14,950 laboratory tests were administered, in-house pharmacy discount availed leading to annual clinic saving of 3 million SAR.

50 Million SAR saving compared to MDBs and local market from self-Medical Insurance:

Three medical insurance rules updated for enhancing the medical insurance services coverage.

10% discount agreement with Nahdi Pharmacy on credit prescriptions & 5% on cash prescriptions

Contract with all Nahdi branches around KSA

11,500 prescriptions dispensed in 2019

First Aid training provided to all IsDB drivers and first kits installed in the IsDBG official car for the first time.

IsDBG medical policies and Health awareness program published through TV screens inside HQ building and through e-mail announcements to all staff.

- Breast cancer awareness day
- Diabetes world day

CPR training
4 CPR training conducted for 67 staff

Plans for 2020:

Mosanada Program
- (on-call program) Outside working hours
- Establishment Service Center with all request recorded and SLA response time monitored

Enhance ER and Clinic Services:
- Automatic CPR Compressor
- 24 Hour Ambulatory BP monitor

Compound Clinic enhancement:
- Renovation
- Subspecialty Pediatric clinic (Child wellbeing)

Subspecialty clinic:
- Diabetic, ophthalmology, psychiatry, dermatology & Cosmetic

IsDBG Medical policies and procedures
- Standardize practices across IsDB Group (including entities, regional hubs) within a single health care system.
- To be in line with new IsDB vision (P5P)
- Promote compliance with IsDB medical rules and regulations

World Diabetes Day Campaign

Health Services Center in collaboration with Staff Social Club
Thursday 14th November 2019 at IsDB Tent hall

IsDB

**IsDB Group
Staff Social Club**

IsDB Group Staff Social Club

The IsDBG Staff Social Club (SSC) aims to organize events and social gatherings for employees that foster collegiality, unity and harmony within the IsDB Group members. To select the SSC team, successful election were conducted and new team was elected. With the support of H.E. the IsDBG President and H.E. the VPA, the SSC has organized in total fourteen events throughout 2019 in close collaboration and support of Administrative Services Department, Human Resource Management Department and Health Services Center, despite the lack of resources and budget limitation.

1. Ramadan Umra trips for Staff
2. IsDBG Retirees Farwell Event
3. IsDB Group Ramadan & Eid Gatherings
4. Inaugurates IsDB Group Fitness Center
5. Azza of our late colleague Br. Issa-Mod Ide
6. Saudi National Day Celebration at IsDBG HQ
7. World Mental Health Day
8. Breast Cancer Awareness Campaign
9. Al-Madinah Al-Munawarah Trip
10. World Diabetes Day Campaign
11. Barakah Culture vs. Hustle Culture Session
12. Arabic Language Day

IsDB

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