

CHAPTER 4

REINFORCING INSTITUTIONAL EFFECTIVENESS

The IsDB's impact as an organization relies on a foundation of sound governance structures and processes. In 2022 we continued to be meticulous in ensuring the integrity and effectiveness of our institutional systems.





4.1 | BOARD OF GOVERNORS

The Board of Governors (BOG) comprises the high-level representatives of the 57 IsDB member countries. The BOG normally meets once a year in an IsDB member country provided that the meeting is held at IsDB headquarters every three years, pursuant to a previous BOG resolution.

Each member country is represented by a governor on the BOG and has 500 basic votes plus one vote per subscribed share. In general, BOG resolutions are taken based on a majority of the voting power represented at the respective meeting.

In its annual meetings, the BOG reviews the performance of IsDB over the previous year and deliberates on future strategies and policies. It also elects a chairperson and two vice-chairpersons for the following year until the next BOG meeting.

As the highest governing body of IsDB, the BOG delegates to the Board of Executive Directors (BED) certain powers and authorities relevant to the general operations of IsDB. However, those never include matters relating to membership, changes in IsDB's authorized capital, admission or suspension of member countries, variation of the authorized capital stock, election of the president and the executive directors or determining their terms of service, approving audited financial statements and external auditors' reports, and determining the reserve or distribution of net income. Pursuant to IsDB's Articles of Agreement, the BOG may also adopt such rules and regulations and establish such subsidiary institutions as may be necessary to conduct the business of IsDB.

THE BOARD OF GOVERNORS (BOG) COMPRISES THE HIGH-LEVEL REPRESENTATIVES OF THE 57 ISDB MEMBER COUNTRIES. THE BOG NORMALLY MEETS ONCE A YEAR IN AN ISDB MEMBER COUNTRY PROVIDED THAT THE MEETING IS HELD AT ISDB HEADQUARTERS EVERY THREE YEARS, PURSUANT TO A PREVIOUS BOG RESOLUTION.

47TH ANNUAL MEETING OF THE ISDB BOARD OF GOVERNORS

The 47th Annual Meeting of the BOG was held on 3-4 June 2022 in the city of Sharm El Sheikh, Egypt, under the patronage of the President of the Arab Republic of Egypt, President Abdel Fattah El-Sisi, and under the theme 'Beyond Recovery: Resilience and Sustainability'.

The adopted agenda comprised several items including consideration of the 47th IsDB Annual Report, approval of the IsDB financial statements and affiliated funds, and the election of the BOG chairperson and two vice-chairpersons for the year 2023. The BOG also endorsed the IsDB Realigned Strategy 2023-2025.

Additionally, the BOG appointed external auditors for IsDB, the Waqf Fund, the Awqaf Properties Investment Fund, the World Waqf Foundation, and the IsDB Fund for Science, Technology and Innovation for the financial year 2023, and for the Economic Empowerment Fund for the Palestinian People for financial years 2022 and 2023.

The knowledge-sharing events held on the margins of the Annual Meeting represented an opportunity for participants to touch upon various topics of relevance to IsDB member countries, such as exploring the means to bolster economic relations among member countries in the context of continuous and rapid changes in the international arena.

The Governors Roundtable took place on 4 June 2022, where views were expressed on the economic outlook and the Realigned Strategy.

The insights and perspectives provided by the governors during the Roundtable have been assimilated by IsDB as strategic imperatives that will be pursued by the various IsDB departments over the coming years.



THE 47TH ANNUAL MEETING OF THE BOG WAS HELD ON 3-4 JUNE 2022 IN THE CITY OF SHARM EL SHEIKH, EGYPT, UNDER THE THEME 'BEYOND RECOVERY: RESILIENCE AND SUSTAINABILITY'.

4.2 | BOARD OF EXECUTIVE DIRECTORS

The Board of Executive Directors (BED) is composed of 18 members: nine appointed members, representing each of the nine major shareholders and nine elected members, each representing a group of four to seven countries. The BED, which is currently serving its 16th term, usually holds five meetings per year.

The BED is responsible for the overall direction of IsDB operations and exercises all powers delegated to it by the BOG, such as preparing the work of the BOG, making decisions about the business and operations of IsDB, approving the budget and submitting the accounts of each financial year for the approval of the BOG at the respective annual meeting.

The Executive Directors also serve on four BED committees:

- Audit
- Finance and Risk Management
- Governance and Administrative
- Operations and Development Effectiveness

The table below outlines data on resolutions adopted in the 2022 BED meetings regarding projects, financing, policy and administrative matters.

TABLE 4.1 | BED MEETINGS IN 2022 (1443-1444)

DATE OF MEETING	MEETING	PROJECTS & TAS*	SPECIAL ASSISTANCE	STRATEGIC & POLICY	OTHER	APPROVED BY THE PRESIDENT AND SUBMITTED FOR INFORMATION**	AGENDA ITEMS, TOTAL	RESOLUTIONS ADOPTED
13 February 2022 (virtual)	344	9	-	17	8	-	34	13
17 April 2022	345	3	-	6	27	-	36	22
26 May 2022	345 (Extraordinary Meeting)	-	-	-	-	-	-	-
1 June 2022 In-person (along with 47 th Annual Meeting)	346	4	-	3	8	-	15	9
28 July 2022	Extraordinary Special BED Meeting	-	-	-	-	-	-	-
10 September 2022	347	18	-	6	22	-	46	28
10 December 2022	348	5	2	1	27	5	40	18
Total	7	39	2	33	92	5	171	90

(*) Projects and technical assistance.

(**) Including technical assistance projects approved by the President.

NOTE: Out of 171 items considered, resolutions were adopted on 95 items, while 5 items were approved by the President. The remaining 76 items considered by BED pertained to reports of BED committees, executive sessions and standing items, such as adoption of agenda and minutes, President's oral reports, investment operations, follow-up matters, and other items submitted for information.



4.3 | SHARI'AH GOVERNANCE

Shari'ah Governance is the backbone and distinguishing feature of IsDB as an Islamic Multilateral Development Financial Institution when compared with conventional counterparts. As such, IsDB takes Shari'ah Governance seriously in all its operations and activities. In 2022, the IsDB President approved the procurement of a new combined Shari'ah Audit Manual and Shari'ah Audit Software Package in an effort to improve Shari'ah Governance in the IsDB Group. The IsDB Group Shari'ah Board and its sub-committee held a record number of over 30 meetings to promptly provide Shari'ah guidance and opinions on various matters to facilitate the IsDB Group's developmental initiatives in its diverse member countries. Notably, the IsDB Group Shari'ah Board passed a resolution (Fatwa) permitting carbon trading to facilitate the global drive towards carbon footprint reduction in light of climate change risks affecting various member countries.

SDiv conducted its annual Shari'ah Audit of IsDB Group Financial Statements which included for the first time the Shari'ah Audit of the newly established Economic Empowerment Fund for Palestinian Peoples (EEFP) and the Retirees Medical Solidarity Fund (RMSF). SDiv also developed the new Shari'ah Compliant Financial Statements Reporting Template for the Global Muslim Philanthropy Fund for Children (GMPF) to adequately disclose the segregation of Zakat Funding Sources and uses from other Philanthropic Funds. As part of efforts to promote a culture of Shari'ah compliance within IsDB Group, SDiv conducted a workshop on Shari'ah Foundations of Takaful (Islamic insurance) operations to Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC) staff, as the first line of defense in ensuring Shari'ah compliance.

Sound Shari'ah Governance in IsDB operations is integral to facilitating IsDB developmental interventions in its member countries and safeguarding IsDB from the negative financial and non-financial consequences of the crystallization of any Shari'ah non-compliance risks.

4.4 | RISK MANAGEMENT

The nature of financing activities to fulfill the development mandate exposes IsDB to various kinds of financial and non-financial risks. To mitigate such risks, the Bank uses various risk management approaches and maintains a strong risk management architecture that includes capital adequacy, an exposure limit management framework, an asset and liability management framework, an operational risk management framework and an end-to-end credit process for conducting its business operations.

Risk oversight is performed by the Board of Executive Directors, and its Finance and Risk Management Committee (RMC) approves the risk strategy, policies and guidelines. The IsDB Management, supported by the Risk Management Committee and Asset and Liability Management Committee (ALCO), ensures that activities are executed in accordance with an approved risk governance framework.

The Bank's Risk function is advancing over time, adopting a holistic approach towards managing various financial and non-financial risks including credit, market, liquidity and operational risks. In 2022, the implementation of a Bank-wide Enterprise Risk Management project with advanced risk and finance analytics, including an integrated DataMart, gained momentum and continued to progress well. The Risk Appetite Framework, articulating a comprehensive set of risk metrics and tolerances in defining the Institution's capacity and willingness to bear risk exposures to ensure the Bank's long-term sustainability, has been approved by the Board and is being made operational.

Among other initiatives, the Bank has developed a Model Risk Management and Governance Framework to proactively mitigate its risk exposure. Implementation of the LIBOR transition project to minimize the impact and ensure a smooth transition to alternate benchmark rates is in an advanced stage. Implementation of an Operational Risk System for automating operational risk measurement, monitoring, and management to the operation of Risk Control and Self-Assessment (RCSA), loss data and Key Risk Indicators (KRI) is in an advanced stage. Significant progress has been achieved in the implementation of a cybersecurity framework to improve organizational resilience and manage cybersecurity risks effectively.

4.5 | AUDIT ACTIVITIES

The Internal Audit Department (IAD) plays an important role within the IsDB's risk management framework by providing the Board of Executive Directors and management with objective, independent assurance, as well as advice on the effectiveness and efficiency of corporate governance, risk management, and internal control processes and systems.

In 2022, the IAD completed planned audit assignments and other requested ad-hoc assignments while continuing to build the core competencies of its human capital. IAD staff attended relevant training conferences and continued to invest more in the process mining technology tool. In addition, IAD rigorously followed up on the implementation of the Management Action Plans (MAPs).

As part of building partnerships and collaborating internationally, the IAD participated in the Annual Meeting of the Group of Representatives of Internal Audit Services of the Multilateral Financial Institutions Chief Audit Executive Group (MFI-CAEG), and the United Nations Organizations, Multilateral Financial Institutions & Associated Internal Organizations (RIAS), where valuable experiences and best practices in internal auditing were shared among the participants.

In line with the internal auditing standards, IAD commissioned the Institute of Internal Auditors (IIA) to undertake an independent External Quality Assessment (EQA) of its internal audit activities and practices. The IIA's report, issued during the fourth quarter of 2022, concluded that IAD "generally conforms" to the IIA standards, the Definition of Internal Auditing and the IIA Code of Ethics. This means that the structure, policies, procedures and operating practices of IAD comply with the requirements of the Standards and Code of Ethics in all material respects.

THE STRUCTURE, POLICIES, PROCEDURES AND OPERATING PRACTICES OF IAD COMPLY WITH THE REQUIREMENTS OF THE STANDARDS AND CODE OF ETHICS IN ALL MATERIAL RESPECTS.

4.6 | COMPLIANCE

During 2022, the Compliance Division was involved in IsDB's day-to-day business, ensuring that IsDB operations, investments and activities comply with its AML/CFT/KYC systems, regulations and processes. It endeavored to translate its policy into action by embedding compliance culture internally through training and awareness among staff and information on regulatory risks about compliance issues. The Compliance Division was actively involved in several ad-hoc activities and committees as an active participant, addressing compliance matters. The Compliance Team has also contributed to a Standard Request for Proposals (RfP) for Works Design and Build for the rolling out of IsDB's New Procurement Framework. To facilitate 'know your customer' (KYC) issues relating to processing payments and customer identification with several correspondent banks, IsDB Compliance held several working sessions with some correspondent banks to enhance cooperation and build trust.

IsDB Compliance helped business units navigate sanctions and other regulatory risks by educating them through advisory reports and notes on recent developments. Externally, IsDB Compliance enhanced compliance culture by cooperating with partners to update them on IsDB's due diligence processes and procedures and exchanging information on beneficial ownership, financial crimes and other compliance risks.

In October 2022, IsDB was granted Observer Status with the Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism (MONEYVAL). MONEYVAL is a permanent monitoring body of the European Council, entrusted with assessing anti-money laundering and countering the financing of terrorism (AML/CFT) compliance risks. This adds to the number of observer statuses with other FATF-style bodies such as the Inter-Governmental Action Group against Money Laundering in West Africa (GIABA), Inter-Governmental Action Group against Money Laundering in Central Africa (GABAC) and Asia Pacific Group on Combating Money Laundering and Financing of Terrorism (APG).

In enhancing its contribution to member countries and assessing its capacity to combat financial crimes, the Compliance Division has participated in meetings of the previously mentioned regional groupings and contributed to reporting on money laundering and financial crime situations in Indonesia, Malaysia, Morocco, Mozambique, Nigeria and Oman.



4.7 | CORPORATE GOVERNANCE

Corporate Governance is essential to the proper functioning of the IsDB. It is a key element in improving efficiency and growth, and it is crucial to enhancing the confidence of stakeholders. Principles of good governance are embedded in the IsDB's core values.

IsDB's corporate governance framework ensures accountability and clear allocation of responsibilities. It fosters transparency and facilitates the assessment of the quality of IsDB's organization and business.

Major achievements in Corporate Governance in 2022 were as follows:

- The IsDBG Administrative Tribunal became fully operational, with its first in-person hearings held in Jeddah, KSA, between 18-22 December 2022. The Tribunal is a five-member independent judicial body that hears applications alleging non-observance, in form or substance, of the Contract of Employment or the Terms of Appointment of IsDBG staff members and such provisions of the staff regulations, staff rules or administrative instructions/decisions. The decisions of the Tribunal are final and binding.
- Internal Mechanisms for the Settlement of Grievances have come into effect. The Chairman of the IsDB Group approved the Rules of Internal Mechanisms for Settlement of Grievances of the Staff of the Islamic Development Bank Group on 5 August 2021. This mechanism includes steps for the settlement of grievances such as the administrative review process, the Ombudsman mediation process and the IsDBG Staff Appeals Committee process.
- The IsDBG Staff Appeals Committee was constituted, and its members were appointed. The Committee is now conducting its regular activities.
- The latest update of the IsDB Organizational Manual was approved and published on August 31, 2022.
- The revised Delegation of Authorities Matrix was approved and published on August 31, 2022.
- On 31 August 2022, the President of IsDB approved the establishment of the following seven IsDB Management Committees: Executive Management Committee (Revised Charter), Assets and Liabilities Management Committee (Revised Charter), Investments Management Committee (Revised Charter), Risk Management Committee (Revised Charter), Budget and Corporate Performance Management Committee (New Committee), Operations Management Committee (Revised Charter), and Special Operations Management Committee (New Committee).

4.8 | CREDIT RATING

IsDB's Triple-A ratings were affirmed with a stable outlook in 2022 by Fitch Ratings (24 May), Moody's Investors Service (28 July), Malaysian Rating Corporation (4 August) and Standard & Poor's Global (15 December). These excellent ratings are underpinned by the Bank's extremely strong capitalization, low leverage, very robust liquidity profile and buffers, strong access to market funding, conservative risk management supported by strong risk management policies, low solvency risks and strong member support. This is the 20th consecutive year IsDB has been rated Triple-A by Standard & Poor's, the 16th consecutive year by Moody's Investors Service, and the 15th consecutive year by Fitch Ratings. IsDB is designated as a Zero-Risk Weighted Multilateral Development Bank by the Basel Committee on Banking Supervision and the European Commission, further demonstrating the Bank's excellent business and financial profile.

**THIS IS THE
20TH CONSECUTIVE YEAR
ISDB HAS BEEN RATED TRIPLE-A
BY STANDARD & POOR'S, THE 16TH CONSECUTIVE
YEAR BY MOODY'S INVESTORS SERVICE, AND THE
15TH CONSECUTIVE YEAR BY FITCH RATINGS.**

**ISDB IS DESIGNATED AS
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4.9 | SHAREHOLDER SUPPORT

IsDB capital is divided into several components, namely Initial Capital, General Capital Increase (GCI) and Special Capital Increase (SCI). Since its inception in 1974, the IsDB has undertaken several GCIs and SCIs that were offered and subscribed to by most member countries as a manifestation of the support, solidarity, and cooperation amongst them. IsDB envisages this strong level of shareholder support will continue in the coming years, as and when offered and called up for payment, to enable the Bank to implement its Realigned Strategy to fulfil its mandate of sustainable development.

As the COVID-19 pandemic paralyzed the global economy, multilateral development financial institutions including IsDB and its peers were called upon to increase their interventions to assist member countries with immediate recovery as well as restoring economic development through affordable financing. For this purpose, IsDB mobilized resources from the capital markets mainly through Sukuk issuances at optimal costs by leveraging its top-tier Triple-A rating.

One of the most important criteria for maintaining its Triple-A rating is a strong capitalization level that will enable IsDB to withstand any financial crises. To ensure sound and prudent financial sustainability, IsDB's Board of Governors approved its sixth GCI in December 2020 (via circulation). This additional equity injection further strengthens its capitalization level in tandem with the projected operational growth in the upcoming years. The 6th GCI amounts to ID5.5 billion (fully cash callable) with a 14-year semi-annual instalment schedule starting from 1 January 2023 up until 30 June 2036. As of 31 December 2022, 90.5% of the total amount has been subscribed by member countries. Such a high level of subscription reaffirms the spirit of solidarity and cooperation amongst the member countries despite a very challenging global economic environment.

ONE OF THE MOST IMPORTANT CRITERIA FOR MAINTAINING ITS TRIPLE-A RATING IS A STRONG CAPITALIZATION LEVEL THAT WILL ENABLE ISDB TO WITHSTAND ANY FINANCIAL CRISES.

4.10 | MEMBER COUNTRY PARTNERSHIP STRATEGY

The MCPS is the central strategic programming tool to ensure that the Bank's programming is not only driven by national priorities but also empirically grounded in rigorous analysis. In addition, the formulated MCPSs are fully aligned with the Bank's Realigned Strategy 2023-2025.

This is assured by means of the following:

- MCPSs are initiated based on official member requests.
- **Stage 1:** MCPS Concept Notes and IsDB's empirical analyses are thoroughly vetted and validated by line ministries in member countries and finally by the Ministry of Finance for each member country, through thorough consultations and reviews by all relevant ministries of the member countries.
- **Stage 2:** MCPS proposed areas of cooperation are thoroughly consulted, agreed upon and validated by member countries through a Concurrence Mission, the outcome of which is the signing of MoMs that signify mutual concurrence between the IsDB and member countries on the areas of intervention.
- At both stages, the MCPS documents include alignment matrices: the Development Challenges Alignment Matrix (in the Concept Note) and the MCPS Pillars Table (in the full MCPS Document) that illustrate the alignment between development challenges, areas of cooperation, the member country's National Development Plan, pillars of the Bank's strategy and the SDGs.

The Country Strategy & Engagement Division (CSED), in coordination with the management of the Country Program (CP) Directorate, targeted the completion of six MCPSs in 2022, and seven were completed, namely the Maldives, Indonesia, Senegal, Niger, Uzbekistan, Turkmenistan, and Guinea.

Launches were held for the Maldives, Indonesia and Senegal, and the others are awaiting launch and other finalizations.

For 2023, the DG-CP Directorate has planned the delivery of six additional MCPSs. Work has already begun on five of these: Malaysia, Iraq, Morocco, Kyrgyz Republic and Bangladesh. Meanwhile, work on MCPSs for Tajikistan, Qatar and Nigeria will start in early 2023.

Overall, the delivery of 13 MCPSs by the end of 2023 will ensure a strong and positive impact on the Bank's programming and engagement with member countries, which have been significantly hampered in the last four years in the absence of MCPS documents.



4.11 | OPERATIONS EVALUATION

In 2022, the IsDB Independent Evaluation Department (IEvD) was officially awarded Observer Member Institution Status by the OECD Council, through its subsidiary, the Development Assistance Committee (DAC) Network on Development Evaluation (EvalNet).

The mandate of IEvD is fundamental to good corporate governance. The function independently assesses the development effectiveness of IsDB projects and programs as well as the performance of the Bank's country, thematic and corporate policies and strategies. In 2022, 10 project evaluations were conducted in 10 member countries (Bahrain, Bangladesh, Indonesia, Morocco, Senegal, Tajikistan, Togo, Tunisia, Türkiye and Uganda) tackling agriculture, water and sanitation, information, communications and technology (ICT), education, transportation, energy and health.

In addition, four macro evaluations were completed including the IsDB Group's Food Security Program, IsDB's Equity Investments in Islamic Banks, the Synthesis of Learnings from Past Evaluations of Grant-Based Operations and the Synthesis Report on Evaluations of IsDBG Interventions Contributing to Regional Integration in Member Countries. Furthermore, IEvD undertook a Country Assistance Evaluation (CAE) to assess the performance of the IsDB Group development assistance to Côte d'Ivoire from 2012 to 2021. Additionally, the 2021 Annual Evaluation Report (AER) was duly endorsed by the Operations and Development Effectiveness Committee (ODEC) and approved by the Board in June 2022.

IEvD generated 47 knowledge-based products: nine Knowledge-Series, three e-newsletters, two insight papers, four brochures, five Executive Dissemination Notes, 12 news articles and 12 videos from the various Evaluation Capacity Development (ECD) events. IEvD maintained its LEARN and the Systematic Tracking of the Execution of Evaluation Recommendations (STEER) platforms to promote the use of evaluative knowledge.

THE ISDB INDEPENDENT EVALUATION DEPARTMENT GENERATED

47 KNOWLEDGE-BASED PRODUCTS: NINE KNOWLEDGE-SERIES, THREE E-NEWSLETTERS, TWO INSIGHT PAPERS, FOUR BROCHURES, FIVE EXECUTIVE DISSEMINATION NOTES, 12 NEWS ARTICLES AND 12 VIDEOS FROM THE VARIOUS EVALUATION CAPACITY DEVELOPMENT (ECD) EVENTS.

In terms of outreach efforts, IEvD organized, in collaboration with the Global Evaluation Initiative, the first 'Monitoring and Evaluation Systems in the MENA Region' conference. It also consolidated its successful partnerships with Saudi-based development partners and peer evaluation-focused institutions including the Evaluation Directorate of the Saudi Fund for Development (SFD), the newly mandated Directorate for Economic Policies & Programs at the Ministry of Economy and Planning, King Saud University Deanship for Quality and Development, and the Impact Center Al Athar. Moreover, IEvD organized the 2022 IsDB Group Evaluation Symposium, under the theme 'Evaluation Through the Lens of Recovery', in collaboration with ICD, IsDBI, ISFD, ITFC, King Salman Humanitarian and Relief Center (KSRelief), SFD, National Center for Non-Profit Sector, and Jeddah's University of Business & Technology (UBT).

4.12 | DEVELOPMENT EFFECTIVENESS

The Bank is continuously striving to improve the effectiveness of its operations and contribute towards the achievement of developmental goals in its member countries. In this regard, the Bank has developed various tools: (i) aligning project results with the Sustainable Development Goals (SDGs) in order to deepen our understanding of development effectiveness; (ii) the development of a Results-based Management Framework (RBMF) for effective monitoring and reporting to deliver developmental results that are inclusive, sustainable, and strategically aligned; (iii) the publication of an Annual Development Effectiveness Report (ADER) that consolidates the results from all the interventions of the Bank in an integrated manner; and (iv) the development of online dashboards to improve the monitoring of projects' lifecycles for efficient delivery.

The Annual Development Effectiveness Report (ADER) is the Bank's flagship publication that reports on progress made in achieving developmental objectives from the implementation of projects, grants, and programs. The ADER reports on progress against established objectives and indicators that encompass all levels of the Results Framework. A set of Core Results

Indicators (CRIs) were adopted to report on the Bank's contribution towards achieving results mapped to the SDGs. The projects and grants approved in 2022 are expected to yield promising results once completed and will contribute to sustainable development.

4.13 | IT BUSINESS ENABLEMENT

The Information Management and Disruptive Technologies (IMDT) department is expanding its functional capabilities to strengthen its position in business enabling, which covers issues such as infrastructure and application modernization, IT security, risk and compliance management and service management.

As part of the infrastructure modernization, IMDT has designed and completed the implementation of the IsDB cloud infrastructure adopting best practices and industry standards in line with IsDB's cloud strategy. The multi-year cloud migration strategy to migrate on-premise applications and services to the cloud is progressing as per the roadmap. New business solutions have been provisioned in the cloud in line with the cloud-first strategy. This has expedited solution deployment as IT environment provisioning is no longer dependent on elements such as hardware delivery.

To address the continuously evolving challenges of cybersecurity threats, IMDT has implemented a program of cybersecurity operational enhancements covering endpoint security, next-generation firewalls, vulnerability management and building up security monitoring and incident response capabilities. The figure below represents a sample of monthly exercises in managing security operations, with continuous expansion as the risks and threats evolve.

IMDT has also facilitated the return to the office for staff by upgrading the network infrastructure and internet bandwidth at IsDB HQ and implementing proactive measures to minimize IT technical issues faced by staff upon their return to the office premises. This will be further continued with the expansion of bandwidth in 2023 based on a projection of more online work. IMDT embarked on the certification exercise for ISO 20000 which was completed in August 2022 and concluded with IMDT receiving a standards compliance confirmation certificate. Similar certification has been issued across 33,290 organizations worldwide. As part of efforts to increase operational efficiency, IMDT in close collaboration with the Financial Control Department (FCD) implemented a new solution for electronic disbursement. The electronic disbursement platform has been designed to strengthen efficiency and security in the project disbursement process, using the latest technology. The whole platform is also available in all three of IsDB's official languages with a real-time update and the instant messaging feature.

FIGURE 4.1 | CYBERSECURITY MONITORING



4.14 | HUMAN RESOURCES MANAGEMENT

In 2022, total job openings were 74 against the target of 68. However, the Human Resources Management Department (HRMD) has also overseen several achievements which include the recruitment Crash Program for Managerial positions which took 51 days to complete.

The Remote Working Contract (RWC) for candidates under the onboarding stage was introduced which allows the candidate to proceed with working while completing the onboarding requirements. In addition, a collaboration with the Group General Secretariat Department, Language Services Division was initiated where three levels of preliminary assessments were conducted to ensure the best fit for the positions of Senior Interpreter and Translator.

Several new policies have been approved such as the new salary scale for local staff in the Regional Hubs. Job evaluation training sessions have been conducted among HRMD staff members using the KFHG methodology which resulted in approving 385 job descriptions posted on MyHR.

The approval of the People Strategy represented a milestone at IsDB. It was presented to the BED and a high-level roadmap for implementation has been set. HRMD has also equipped HR staff with data analytics training.



The implementation of the Human Resources (HR) dashboard, which provided real-time access, was a success. The HR dashboard has also initiated the development of interviewing guidelines which will follow the CBI technique. Performance will be monitored and managed through weekly meetings with business units.

Finally, 2022 saw the approval of the Updated Talent Strategy, the development of talent frameworks and guidelines, the development of three customized e-learning modules and the graduation of the 2017 cohort. In addition, international staff members can now be rotated to regional hubs through a service level agreement (signed with ISFD).

4.15 | OTHER ADMINISTRATIVE ACTIVITIES

4.15.1 | SAFETY AND SECURITY

The Safety and Security Section (SSS) within the Administrative Services Department (ASD) continuously endeavors to pursue its mandated objectives based on its mission and vision as guiding principles. In 2022, the SSS successfully achieved many of its planned programs and projects.

INTEGRATION OF E-GATES ACCESS WITH HRMD ATTENDANCE SYSTEM

During the first quarter of the year, SSS completed the next phase of the Integration of E-gates Access with HRMD Attendance System and Visitor Access System. In addition to managing the new regular IsDB staff ID cards, it issued over 3,000 ID cards and access permits.

As part of work to carry out a Safety and Security Assessment for all IsDB Regional Hubs (RHs), the ASD safety specialists started an assessment tour by visiting Almaty, Dhaka, Dakar, Abuja, Kuala Lumpur, Jakarta, and Cairo. The assessment tour included discussing all aspects of safety and security concerns with RH management. Meetings were also held with the UN, other MDBs and NGO security officers to exchange experiences and insights on safety and security. Several e-learning courses (Aman) were implemented during the year to raise staff awareness of important safety, health and security aspects related to home, the workplace, travel, road, fire prevention and protection, along with natural disasters and unforeseen incidents. A fire drill was successfully conducted at the Headquarters, and a business continuity management system (BCMS) was implemented in compliance with ISO 22301.

4.15.2 | FACILITY MANAGEMENT SERVICES

The Facility Management & Service Delivery Center (FMSSDC) will remain focused on enhancing workspaces by renovating building facilities, reducing costs, supporting Regional Hubs and entities, introducing innovations to daily operations, and becoming responsive to staff needs. As IsDB operates in regions with significant challenges, facility-related services such as staff safety and security in offices, ergonomics and the ambiance of office spaces will be enhanced through the development of internal capacity, awareness, policies and partnerships. A state-of-the-art, efficient, healthy, green, socially pleasant workspace is key. To this end, several projects have been completed at HQ and Regional Hubs such as renting and fitting-out the new office in Riyadh and renting and initiating the fitting-out of the Kampala Office.

FMSSDC continues to make progress in reducing costs, increasing efficiency, introducing innovations to the daily operations and becoming more responsive to staff needs. In 2022, this included an upgrade of the PBX billing system to an electronic system, and the introduction of an innovative electronic fueling system to render a secure, convenient and cash-free service for IsDB's Transportation Unit.

4.15.3 | STAFF HEALTH SERVICES

Provision of worldwide medical coverage for IsDBG retirees was delayed for several years. Work on this started in 2015 with actuarial studies, study reports, the establishment of staff representatives for the Retirement Medical Solidarity Fund (RMSF), and the establishment of a task force to study medical policy, a table of benefits and the selection of a third-party administrator (TPA). Following IsDBG management and BED approval, implementation started from January 2019 and the operation of the project started on April 2022. Currently, IsDBG retirees are covered worldwide.