IFAD

Investing in rural people

People, Processes and Technology Plan: Update

Note to Executive Board representatives

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Contents

Abbreviations and acronyms

BPM	business process maturity
BPR	business process re-engineering
ERM	enterprise risk management
HRD	Human Resources Division
ICSC	International Civil Service Commission
IFAD12	Twelfth Replenishment of IFAD's Resources
KPI	key performance indicator
PIP	performance improvement plan
PPTP	People, Processes and Technology Plan
RMO	Office of Enterprise Risk Management
SEC	Office of the Secretary
TCI	targeted capacity investment

I. Introduction

1. The People, Processes and Technology Plan (PPTP) aims to ensure that IFAD has sufficient human resources with appropriate capabilities, efficient corporate processes and the technological solutions required to expand and deepen its development results. PPTP is a key enabler of the Twelfth Replenishment of IFAD's Resources (IFAD12) business model and the Fund's efforts to maximize its contribution to the 2030 Agenda for Sustainable Development.

2. The Executive Board approved the PPTP at its April 2020 session (see EB 2020/129/R.3/Rev.2) and subsequently reviewed progress at both its September and December sessions in 2020 (see EB 2020/130/R.39/Rev.1 and EB 2020/131(R)/R.5 respectively).

3. This paper presents the status of the plan since the Board update in December 2020.

II. Update on people, processes and technology workstreams

A. People

4. The objective of the people workstream is to ensure that IFAD has the right people, with the right skills, in the right roles and at the right times and places. Activities under this workstream are designed to enable IFAD to: (i) build and manage an agile workforce and respond to changes in IFAD's strategic direction as envisaged in IFAD12 (including decentralization); and (ii) effectively deliver IFAD's programme of work. Progress made in each area is presented below.

Strategic workforce planning

5. Phases 1 and 2 of the human resources study (supported by McKinsey & Company) reviewed IFAD's workforce in terms of capacity (full-time equivalents) and capability (skills) and identified skill areas with under and over supply, and consequently the need for upskilling or reskilling. As an output of the final phase (phase 3), IFAD translated this analysis into more granular divisional workforce plans that incorporated capacity and capability projections to carry out the Fund's work until 2024.

6. A dynamic workforce planning approach is now being devised to operationalize the workforce plans and the resultant changes to the organizational structure for the period 2022-2024. The next step is to translate these into a flexible workforce planning tool that enhances IFAD's responsiveness to change, aligns with the IFAD12 strategic direction and is integrated with the annual budgeting process.

Targeted training for upskilling/reskilling

7. Since the third quarter of 2020, the following initiatives for various skills groups have been undertaken:

- **Leadership training:** A total of 123 staff members have enrolled in leadership training, of whom 39 are country directors. As of the fourth quarter of 2020, 19 had completed the entire course, while the rest were still in progress with completion expected for March 2021.

- **Chartered Institute of Public Finance and Accountancy corporate finance qualification:** 10 staff have started the second part of the programme.

- **Human resources upskilling:** six staff members started the Chartered Institute of Personnel and Development human resources certification in the fourth quarter of 2020 with completion expected by the fourth quarter of 2021, with an additional five staff members planning to enrol during the first

quarter of 2021. A special human resources training course for senior managers (approximately 12 staff members) is planned for March and April 2021.

8. As part of the capability planning, the Human Resources Division (HRD) has gathered feedback from all divisions to identify the skills required for each job role and assess individuals' rating on each skill to prioritize for upskilling and reskilling. Work is now under way to identify the most appropriate training strategies in the form of a dynamic divisional learning plan.

9. A key corporate human resources initiative in 2021 will be the job audit. HRD is currently preparing the job audit guidelines with the detailed description of the process. The following critical steps are being undertaken:

    (a) As part of an integrated talent management approach, IFAD is designing job profile templates to capture the specifics of each function while retaining consistency at the job role level, overall responsibilities and complexity to ensure alignment in grading and remuneration. The new job profile template will be integrated into the new Talent Management Platform to enable automated vacancy announcements and system-assisted analytics for talent initiatives (like the mobility framework). This is expected to be completed by the second quarter of 2021.

    (b) The next steps involve: (i) consolidating all information captured through strategic workforce planning workshops with regards to changes in the nature and functions of the job profiles; and (ii) consolidating all the information with the final organizational structure changes as a result of further decentralization. The final outcome will be submitted to the United Nations Global Centre for Human Resources Services (OneHR) for an independent assessment of appropriate grade level (job classification).

10. Within the separation programme initiative, four staff members were separated whose posts would be abolished (directly or indirectly) through individual separation agreements signed in 2020, with separation dates during the second quarter of 2021. All agreements were finalized in accordance with IFAD's Staff Rules and the Human Resources Implementing Procedures as may be amended from time to time, with a total cost of US$350,799. IFAD intends to continue to offer these separation agreements in 2021 under the same criteria (see EB 2020/131(R)/R.5, paragraph 12).

Performance management

11. The key principles of the revised performance management policies and procedures were approved in November 2020 with the purpose of finding the right balance between simplification, rigour and fairness. IFAD is in the process of designing a training programme on the revised performance management policies and procedures with the aim of supporting staff in their implementation.

12. In this regard, a pilot training programme on performance management for HRD staff was completed in mid-February for approximately 30 staff members to fine-tune the contents of the performance management training module. The module is currently being updated based on the feedback and lessons learned, for roll-out across IFAD for all managers and supervisors over the course of 2021.

13. In order to maintain the momentum of change in performance management culture, IFAD continues to support managers in addressing underperformance. In the 2018 performance evaluation system cycle, only one staff member was rated below satisfactory and a performance improvement plan (PIP) was instituted in the 2020 cycle for this staff member. In 2020, 14 staff members were placed on PIPs with the objective of supporting them in achieving the agreed objectives. By the end of the year, seven staff members had successfully completed their PIPs, two staff members had opted for separation and four are still in progress. One case of

unsatisfactory PIP completion is currently being addressed within the provisions of the relevant Staff Rules and the Human Resources Implementing Procedures.

Employee value proposition

14. To improve the visibility of IFAD as an employer brand, efforts are dedicated to improving audience outreach and engagement through online job boards. This also allows IFAD to carry out targeted outreach for a more diversified workforce.

15. As for audience engagement, IFAD continues to enhance its visibility through participation in virtual career fairs – for example, at the Impactpool Women's Career Fair on 25 March 2021.

16. As part of the efforts to promote IFAD's ability to attract and retain specialized talent, Management continues to work within the boundaries of the International Civil Service Commission (ICSC)[1] framework in terms of overall remuneration, exercising individual flexibility within the regulatory framework in the determination of grade step or other bonuses upon recruitment of specialized skills and expertise.

B. Processes

17. The objective of the processes workstream is to ensure that IFAD's underlying business processes are fit for purpose and provide IFAD with the operational capacity to meet its objectives, manage its risks and enhance its efficiency.

Business process re-engineering (first seven business process areas)

18. The first iteration of the business process re-engineering (BPR) exercise identified 68 recommendations over seven business process areas. An update on implementation progress for the first 43 priority recommendations – in travel, recruitment, consultant management, corporate procurement and document processing – is laid out below. Management is also currently reviewing the remaining 25 recommendations from this first phase of the BPR exercise in terms of implementation schedule, potential benefits, support and priority.

19. **Travel.** Of the nine recommendations for implementation, five have been implemented and the others are fully on track. The IFAD travel policy has been revised to introduce process enhancements and a clear accountability framework. To date, 632 travellers have been trained. The nomination of travel champions will be instrumental for the successful implementation of the BPR changes. The development of a travel management dashboard will allow the Travel and Visa Section and budget holders to monitor the use of the travel spend, reduce last-minute travel requests and proactively address errors made by travel originators.

20. However, due to COVID-19 restrictions imposed on international travel, all IFAD travel is currently more complex to organize and subject to last-minute changes. Reducing last-minute travel (recommendation 3) and automating travel advance payments (recommendation 7) were designed against travel baselines and volumes in 2019 and, despite work on improving these processes being well advanced, matching benefits are unlikely to be realized given the peculiarities of the current context.

21. **Recruitment.** The BPR review recommended streamlining of the process whereby candidates submit their details to IFAD through a personal history form, which is then reviewed and validated by HRD. Where automatic checks are possible (such as the university check), these are to be added to the revised form, in addition to ensuring a clearer interface to support candidates and IFAD screeners. The recruitment recommendations are being made in alignment with the Talent

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[1] ICSC establishes and makes recommendations on the United Nations Common System of Salaries, Allowances and Benefits.

Management Platform, ensuring an integrated technical approach for improved business process.

22. The implementation of these recommendations will save HRD staff approximately 857 hours per year in addition to intangible benefits including an improved user experience. The technology element under the recruitment process area will be finalized in May or June 2021, after which staff will require training to become familiar with the new systems. Management expects benefits to start to be realized by end-2021.

23. **Consultant management.** Previously, IFAD consultants could work a maximum of 240 days per year and a maximum of 960 days over any five-year period. The year and five-year periods were calculated on a rolling basis and not by calendar year, necessitating a complex calculation for staff in HRD and a lack of clarity for consultants as to the lengths and days remaining of their contracts. The new policy change means that days worked are calculated on a calendar year basis – reducing HRD workload. This change will be technically implemented in the consultant management system. Management calculates that, upon completion of this recommendation, approximately 750 hours will be saved in tangible benefits; and IFAD staff and consultants will benefit from reduced rework and more clarity on calculations.

24. **Corporate procurement.** Implementation in this business area is making good progress, with all areas on track. Two key areas of focus for corporate procurement were continuous improvement and key performance indicators (KPIs) on the performance of the contract review committee. The efficacy of the KPIs will be reviewed by Management on a regular basis.

25. **Document processing.** Every document that goes to IFAD's governing body meetings has an official word limit, as approved by the Executive Board. Exceeding this limit requires either a higher volume of administrative work for the Office of the Secretary (SEC) and originators in reducing the word count and adjusting delivery dates; or, if accepted, a higher workload for SEC and longer document processing times. SEC and the Information and Communications Technology Division are developing document templates (see recommendation 8) with automatic word limits built in, meaning that no document will reach SEC for language processing over the limit. Full implementation should also positively impact recommendations 6 and 11. Promotion and communication of the change will take place together with the exercise envisaged for recommendation 2, during the second and third quarters of 2021.

26. SEC aims to have the new templates operational by end-2021. With the increased workload arising from running governing bodies meetings in a virtual setting, the original timeline of this workstream had to be delayed. Dedicated resources are being identified to allow implementation to be completed.

Review of additional business processes

27. During the fourth quarter of 2020, a review was undertaken with Management and IFAD staff through workshops, interviews and questionnaires to establish possible further areas for BPR.

28. In early 2021, six new process areas for re-engineering were identified as follows: (i) project procurement; (ii) project implementation readiness and start-up; (iii) project supervision and implementation support; (iv) direct project costing; (v) creating strategic communications for visibility with a purpose; and (vi) leading and advising on internal IFAD communications.

29. Management is considering the findings, suggested benefits, implementation schedule and support needed to implement. It will report back to the Executive Board in September 2021 on identified next steps and progress made.

Business process maturity review

30. The business process maturity (BPM) assessment was approved as an integral part of the PPTP. It aimed to do two key things: review progress and benefits achieved from implementation of the first seven BPR changes; and assess the current and future state of BPM so that, moving forward, IFAD can strengthen its internal capacity for continuous improvement in its business processes.

31. Management are currently reviewing the final report made available at the end of February 2021 and will report back to the Executive Board in September 2021 on proposed next steps.

Enterprise risk management

32. Management has continued to advance the implementation of planned enterprise risk management (ERM) reforms in an integrated manner across the organization, notably since September 2020 with the instauration of the Office of Enterprise Risk Management (RMO). The RMO supports IFAD's strategic mandate by coordinating and providing oversight over the implementation of the Enterprise Risk Management Framework approved by the Executive Board. Moreover, the RMO provides the necessary analytical work and recommendations to ensure that IFAD's strategy and business model are aligned with its financial capacity and the overarching priority to maintain its credit rating. Other key areas to support IFAD's risk management capabilities and enhance governance include the revision of the Enterprise Risk Management Policy and the adoption of the Risk Appetite Framework, both to be presented for consideration later in the year.

33. The following activities have been completed: (i) identification of priority areas to ensure alignment of relevant policies and guidelines with standards, given the need to maintain the credit rating obtained; (ii) the adoption of the RMO charter, to set forth its role, responsibilities and positioning, and terms of reference of the revised risk committee structure; and (iii) review of opportunities to revise, intensify and enrich information flows within different IFAD divisions, to Senior Management and to the Executive Board. Activities to improve key risk indicators, metrics, IT tools and control processes currently used are under way. The focus remains on continued strengthening of financial, operational and programme delivery risk management through enhancement of risk measurements and the operationalization of key policies.

34. RMO is currently finalizing an updated version of the road map for full ERM implementation, including sequencing, control points and assessment of criticalities. It is also focusing on activities to support the credit rating with adequate oversight over the metrics and relevant data, in order to ensure positive stakeholder assessments and evaluations of IFAD's solidity as a borrower. Finally, an update of metrics and data availability for risk appetite reporting in the Corporate Risk Dashboard is being finalized.

C. Technology

35. The technology workstream advances in tandem with the progress of the people and processes workstreams, enabling those streams as well as moving forward with automation. Activities continue according to plan, with ongoing and anticipated 2021 deployments on time and on budget.

People – Talent Management Platform

36. The technical enablement of the new Talent Management Platform is ongoing. While the set-up of the platform is being finalized, key human resources data on job profiles and other talent-relevant information are incorporated into the platform. This enables the people and technology workstreams to advance in tandem, given the need for iterative collaboration in validating and finalizing the platform from a non-technical perspective, and rectifying in case of issues.

37. The new performance management system will be ready for all IFAD staff in time for the 2021 performance cycle, according to the plan that foresees the embedding of new guidelines and procedures in this area. In addition, it will incorporate up-to-date information from the learning management system, to ensure that mandatory training is completed. Work on the recruitment module continues, and the project is on track to deliver the technology elements according to agreed timelines. This will support the full recruitment life cycle, from vacancy posting to onboarding the selected candidates, with the same functions to be used for the entire IFAD workforce, staff and non-staff.

Processes

38. Travel, recruitment and consultant management BPR process areas have ongoing technical implementation projects. All three are progressing well and will be delivered according to agreed timelines and on budget. For travel, five recommendations have been implemented, with work due to start on the remaining elements. These changes, with the objective of improving compliance and quality, are expected to support IFAD in reducing duplicate data entry, automate the creation of transactions, reduce the likelihood of missed deadlines, and increase oversight on expenses by offering managers enhanced monitoring tools. In the case of recruitment and consultant management, the delivery will closely follow the progress of the talent management project, given the thematic dependency on that work and in order to avoid overlap and rework. The approach is to leverage the functionality of the Talent Management Platform, while addressing the specific BPR recommendations to improve the end-to-end processes.

Automation

39. The first phase of transactional automations pilots continue to run. These use cases were designed and developed in 2020 and are now becoming embedded in how the relevant divisions work. In the case of pilots such as the Financial Operations Department's treasury bank reconciliation, the robotic process automation runs on a daily schedule to complete reconciliation tasks and provides reports to the Treasury Services Division's cash management team. Others, such as the Programme Management Department's Operational Results Management System concept notes and the Financial Management Services Division's knowledge kits, run on demand when and as required by users in the respective divisions. During 2021, an assessment of the pilots will be carried out with the stakeholders involved.

40. With regards to the 2021 focus on commencing work for more strategic use cases and data, the groundwork has been put in place with an infrastructure set-up secured to allow data repositories and subsequent analytics to take place for the ensuing pilots. The objective will be to increasingly leverage IFAD data for decision-making support. Given that this undertaking is more ambitious, a team is being assembled consisting of technologists and other subject matter experts, together with relevant stakeholders, and consultants where required skills are scarce in-house. The inventory of use cases catalogued at the outset of the PPTP automation programme will be reviewed and augmented given latest developments in business needs and availability of market solutions. The work on the first use case will commence in the second quarter of 2021.

III. Implementation arrangements

A. Timeline

41. The updated timeline can be found in annex I.

B. Key performance indicators

42. Management proposed a set of KPIs at the April 2020 session of the Executive Board. An update of the eight KPIs, which have timelines ending in the fourth quarter of 2020, is set out in annex II. All KPIs with completion dates in 2020 were

delivered by the end of the year, while the associated technology changes for the first 43 BPR recommendations will be completed in 2021.

C. Key risks and mitigating actions

43. Management presented five key risk areas to the Executive Board in April (see table 3 of document EB 2020/129/R.3/Rev.2), in addition to the risk posed by COVID-19. Since the December update, Management has continued to monitor the risks. Regular communication by Management and the working group has helped mitigate staff engagement risks.

44. The higher intensity of work across IFAD due to COVID-19 has, in some cases, had an impact on BPR implementation work. This means that in some areas, for example in travel and document processing, benefits realization will commence later than expected given the extra workload requirements for virtual sessions. Management will report back to the Executive Board in September 2021 with an update on benefits realization.

D. Change management and communication

45. The primary goal of the change management approach is to support awareness, ability and accountability of IFAD staff in matters relating to the PPTP. The change management and communications plan developed focuses on helping IFAD colleagues to: (i) be aware of PPTP activities and understand how they can contribute to doubling IFAD's impact by 2030 (awareness); (ii) engage in the reform process and gain the skills necessary to be successful in sustaining changes (ability); and (iii) understand how progress will be monitored and long-term benefits reinforced (accountability).

46. Since the December 2020 session of the Executive Board, the working group has continued to meet biweekly to discuss implementation progress and risk management. In addition, an all-staff Interact event was held on elements under the people workstream to raise awareness.

47. In relation to ability and accountability:

- Senior Management has been engaged through the Executive Management Committee; and middle Management were briefed through the Operations Management Committee to cascade updates to staff;

- The Staff Association has continued to contribute, as an observer, to: (i) the biweekly working group meetings where strategy and implementation progress are discussed; (ii) meetings of the change management team; and (iii) meetings with Senior Management as referred to above.

48. A full list of meetings, outreach and communications events, blogs and meetings as of end-February 2021 can be found in the appendix.

E. Budget utilization

49. The table in annex III sets out the current budget usage of the targeted capacity investment (TCI) funds. In relation to funds approved for 2020:

- The savings achieved from the lower expenditure on BPM due to the outcome of the competitive procurement process will be redirected to system changes and automation;

- The estimated US$350,000 incurred for separations in 2020 (noted above in the people section) will be earmarked against the US$500,000 set aside for the programme in 2020; and

- The use of ERM funds was actively deferred until the Director of RMO was recruited in the third quarter, which explains the underutilization of funds on this line item.

Revised implementation schedule 2020-2022

	2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
People												
Strategic workforce planning: development of divisional plans			■	■								
Targeted upskilling/reskilling training			■	■	■	■	■	■				
Job audit			■	■	■	■	■	■	■	■	■	■
Review of existing Staff Rules and Human Resources Implementing Procedures to enhance employee value proposition and for termination/separation grounds				■								
Redesign of the end-to-end performance management process			■									
Support for performance management redesign			■									
Dedicated management training and support for supervisors				■	■	■	■	■				
Processes												
Implementation of 18 quick wins	■	■	■	■	■	■						
Implementation of additional 25 recommendations		■	■	■	■	■	■	■				
Implementation of remaining 25 recommendations					■	■	■	■	■	■	■	
Business process maturity assessment and follow-up actions			■	■	■	■						
Analysis of new business processes (in addition to the initial 7)			■									
Implementation of selected recommendations					■	■	■	■	■	■	■	
Enterprise Risk Management Framework integration	■	■	■	■	■	■	■	■				
Technology												
Talent Management Platform: design, testing, roll-out and post-launch support		■	■	■	■	■						
Implementation of 24 phase-1 business process re-engineering technology changes and solutions		■	■	■	■	■	■	■				
Validation of potential cases for automation (deep-dive analysis)			■									
Implementation of pilots of automation use cases (transactional)				■	■	■	■	■				
Implementation of pilots of automation use cases (strategic/data-driven)					■	■	■	■	■	■	■	■
Investment in IFAD Country Office upgrades*						■	■	■	■	■	■	■

* To be funded by administrative resources and not the TCI.

Progress against key performance indicators as at end-February 2021

	Indicators	Targets	Baseline	Status	Timeline
	Outcome indicators				
1.	**Staff engagement index (Global Staff Survey)**	80%	GSS 2018: 72%		**2021**
2.	**Decrease capability gaps**	25% gap reduction	Skills gap survey 2019		**2022**
3.	**Percentage of job offers accepted as a % of offers made**	>95%	92%		**2021**
4.	**Staff successfully exiting underperformance cycle**	> 90% of staff underperforming			**2022**
5.	**Decrease in time to fill Professional vacancies (days)**	90 days	100 days		**2021**
6.	**Decrease in total overtime expenditure per year**	15% reduction	2019: US$300,000		**2022**
7.	**Staff hours saved per year**	15,000 hrs/year	2019		**2022**
8.	**Increase staff perception on the efficiency of internal procedures and processes**	50%	GSS 2018: 27%		**2023**
9.	**Reduction of relative costs of institutional functions, services and governance**	25%	2019: 27%		**2022**
	Output indicators				
	Strategic workforce planning				
10.	**Targeted staff with capacities upskill or reskill**	250 staff		On track	**Q4 2021**
11.	**All positions reviewed (job audit)**	100%		On track	**Q4 2022**
	Performance management				
12.	**Performance management process redesigned**	Completed		Completed	**Q4 2020**
13.	**All supervisors trained in performance management**	100% Directors and supervisors		On track	**Q4 2021**
14.	**Tailored performance management system in place**	Completed		On track	**Q1 2021**
15.	**Underperformance management handbook released**	Completed		Completed	**Q4 2020**
16.	**Review of the rebuttal process finalized**	Completed		Completed	**Q4 2020**
	Employee value proposition				
17.	**Review of compensation mechanisms within policies finalized**	Completed		Completed	**Q4 2020**
	Business process re-engineering				
18.	**Quick-win reforms completed (18)**	100%		System changes to be completed in 2021	**Q4 2020**
19.	**Additional prioritized reforms completed (25)**	100%		System changes to be completed in 2021	**Q4 2020**
20.	**Review of additional business processes completed**	Completed		Completed	**Q4 2020**
21.	**Implementation of selected recommendations**	100%		System changes to be completed in 2022	**Q4 2021**
	Enterprise Risk Management Framework				
22.	**Regular quarterly risk reporting in place and actions followed up**	Quarterly risk reporting		-	**Q1 2021**
	Automation				
23.	**Staff engaged in automation**	5% of Professional staff		On track	**Q4 2020**
24.	**Automation pilots mainstreamed**	25%		-	**Q4 2021**

PPTP budget usage in 2020 and 2021

Action	Usage of TCI funds approved for 2020			Usage of TCI funds approved for 2021/2022		
	Budget	Used	Available	Budget	Used	Available
Enterprise Risk Management Framework integration	600 000	127 974	472 026	160 000	-	160 000
Divisional strategic workforce planning development	320 000	319 055	945	-	-	-
Targeted upskilling/reskilling	385 000	194 193	190 807	355 000	-	355 000
Staff separation programme	500 000	-	500 000	1 500 000	-	1 500 000
Supervisors training/support	100 000	100 000	0	100 000	74 728	25 272
Additional 25 recommendations implementation	1 300 000	1 296 617	3 383*	-	-	-
Enhancing business process maturity	350 000	51 600	298 400*	-	-	-
Implementation of remaining recommendations	-	-	-	150 000	-	150 000
Analysis of new business processes	800 000	641 660	158 340*	-	-	-
Implementation of selected recommendations	-	-	-	800 000	-	800 000
Talent Management Platform	450 000	450 000	-	200 000	104 595	95 405
BPR IT changes and solution	570 000	561 609	8 391	240 000	-	240 000
Automation use cases (strategic)	-	-	-	660 000	12 809	647 191
Grand total	**5 375 000**	**3 742 706**	**1 632 294**	**4 165 000**	**192 132**	**3 972 868**

* These available funds relate to savings realized from the competive procurement process, and will be redirected towards system changes supporting BPR.

PPTP outreach and communications overview
(as at end-February 2021)

	Notes 1	Notes 2
IFAD Interact	7 May 2020	
	1 December 2020	
IFAD Forum	28 July 2020	
	24 September 2020	
PPTP intranet "corner"	Set up September 2020	Contains all public PPTP documentation, contacts and feedback box.
Reform blogs	1. 19 January 2020	
	2. 30 January 2020	
	3. 11 February 2020	
	4. 12 March 2020	
	5. 14 April 2020	
	6. 21 May 2020	
	7. 14 December 2020	
BPR blogs	4 September 2020	Next steps of the BPR Exercise
	16 September 2020	Upcoming activities of the next phase of the BPR initiative
	2 November 2020	Update on the BPR Exercise
EMC attendance	20 January 2020	
	27 January 2020	
	3 February 2020	
	17 February 2020	
	24 February 2020	
	2 March 2020	
	24 March 2020	
	18 May 2020	
	8 June 2020	Documentation disclosed on intranet
	27 July 2020	Documentation disclosed on intranet
	14 October 2020	Documentation disclosed on intranet
	25 February 2021	Documentation disclosed on intranet
OMC	4 February 2020	Update on IFAD reform agenda
	30 July 2020	Update given to OMC members
	4 December 2020	PPTP implementation update
Working group meetings	1. 28 April 2020	
	2. 8 May 2020	
	3. 22 May 2020	
	4. 5 June 2020	
	5. 18 June 2020	
	6. 3 July 2020	
	7. 17 July 2020	
	8. 28 August 2020	
	9. 11 September 2020	
	10. 25 September 2020	
	11. 9 October 2020	
	12. 23 October 2020	
	13. 5 November 2020	
	14. 20 November 2020	
	15. 4 December 2020	
	16. 18 December 2020	
	17. 15 January 2021	
	18. 28 January 2021	
	19. 26 February 2021	