

Chair's Aide-Mémoire

Meeting of the Conference Committee for IEE Follow-up (CoC-IEE)

Wednesday 20 October 2010

Luc Guyau, Chairperson

1. In his introductory remarks, the Chairperson urged Members and Management to be concise and to the point in introducing items, making interventions, and responding to questions.

Progress in IPA Implementation

2. Members noted the progress report on IPA implementation presented by Management (http://typo3.fao.org/fileadmin/user_upload/IEE/IPA_Progress_Rep_CoCIEE3_20Oct2010_E.pdf), and appreciated the qualitative analysis undertaken by Management in reporting the good progress achieved in the overall implementation of the IPA, including the related key benefits. For future reporting, in addition to qualitative aspects, high level information should be provided to allow Members to track quantitative progress. On a less frequent basis, Members would also wish to monitor quantitative progress at a more detailed, action-by-action level.
3. Members welcomed the initiative taken by Management to undertake a Risk Assessment of the IPA. They appreciated the positive Management response to the recommendations regarding managing risk at programme level, including revised internal governance of the IPA, and looked forward to receiving Management actions on the principal risks at the next meeting of the CoC-IEE. In this connection, it was considered that regular reporting of major risks and risk management at project and programme level should be part of the IPA progress reporting.
4. Members noted with appreciation the communication and engagement programme being undertaken by Management to ensure that employees are aligned behind FAO's mission, global goals, the Strategic Framework, the IPA reforms, and internal vision and values.
5. Members reviewed the information reported on expenditure of the IPA programme in 2010, and it was noted that the overall budgetary requirements of USD 39.6 million remained the same as the approved 2010-11 appropriation, with some budgetary transfers between projects. It was stressed that any under-spending on the IPA in 2010-11 be retained for future spending on the IPA itself, and not programmed to other areas. In addition, Members sought clarifications on the total estimate of the financial requirements for IPA implementation in 2012-13 of USD 39.5 million. It was recognized that the programme costs were preliminary estimates and that updated figures would be presented in the PWB 2012-13, noting that this matter would be considered the following week by the Finance Committee. In this regard, it was noted that issues regarding the IPA implementation were of general interest to the CoC-IEE, which consists of the entire Membership, without prejudice to the statutory functions of the Committees of the Council.
6. Further comments were made in the course of the discussion, including the following:
 - the role of the strategy teams in overseeing the resource allocation should be strengthened, in line with the shift towards Results-Based Management;
 - the new project leader for the culture change project, Mr Hafez Ghanem, Assistant Director-General of the Economic and Social Development Department, advised that the Culture Change Team would concentrate on two important areas of work, namely: (i) to develop a series of workshops to facilitate culture change amongst senior management; and (ii) to provide support to the over 20 local culture change teams which had been put in place;

- the Director-General's appreciation for Members continued support and commitment to FAO Reform was conveyed to the Committee. It was pointed out that, while internal support arrangements of the IPA were being revised following the Risk Assessment exercise, overall leadership on the IPA remained with the Director-General;
- progress achieved in the implementation of the ODG review recommendations was noted, including the establishment of the Executive Leadership Team and the Human Resources Committee, the elimination of several internal committees, progressive streamlining of administrative steps and ongoing improvements in IT governance.

Headquarters structure

7. Members noted with appreciation the progress in implementing the Headquarters restructuring since January 2010 (http://typo3.fao.org/fileadmin/user_upload/IEE/HQ_Restructuring_E.pdf), which included updated information on the apex structure and executive management, the Corporate Services structure and functions, the Chief Information Officer Division, as well as the delayering initiative and its impact on organizational structures and working practices.

8. It was pointed out that, in accordance with the IPA, further refinement of the Headquarters structure, including adjustments within divisions, may be foreseen through the end of 2012.

Vision for the structure and functioning of the Decentralized Offices

9. Members were provided with an update on the ongoing consideration of the medium to long term vision for the structure and functioning of the Decentralized Offices (DOs) network (http://typo3.fao.org/fileadmin/user_upload/IEE/Decentralization_SSC_CoCIEE3_20_Oct.pdf), in particular the views expressed by the recently concluded Regional Conference for Asia and Pacific, which included feedback regarding the Shared Services Centre. While appreciating the inputs provided by the Regional Conferences, Members noted that one more – the Regional Conference for the Near East – was still to be held in early December 2010.

10. The following points were made during the discussion:

- after the Near East Regional Conference, Management should prepare a vision document on the DOs network, including proposals to enhance their role and capacity to effectively function as one Organization in synergy with Headquarters. In this connection, further data on staffing, budget and delivery of DOs was requested. Management responded that the timing, level of detail requested and modalities for further review required careful reflection also at the forthcoming Joint Meeting of the Programme and Finance Committees;
- it was noted that arrears in host Government contribution to FAO Representations needed attention, and that details in this regard would be provided to the Finance Committee;
- whereas different views had been expressed by the Regional Conferences on the Shared Services Centre, a final decision on the creation of a global Shared Services Center would need to be based on a full analysis of long term benefits. It was noted that the Finance Committee would examine this matter the following week.

Resource mobilization

11. Information was provided on the informal meeting, called for by the IPA, bringing together interested Members, partners and other potential sources of voluntary contributions, to exchange information on voluntary funding requirements (e.g. around the Impact Focus Areas identified in the Medium Term Plan), including its proposed purpose, outcome, format, content, and timing.

12. It was noted that the substantive discussion of this matter, including agreement on the meeting date, should take place at the Joint Meeting of the Finance and Programme Committees on 27 October 2010.

Multi-year programmes of work for the Governing Bodies

13. Members were informed of the progress made regarding the Multi-year programmes of work (MYPOWs) for the Governing Bodies (http://typo3.fao.org/fileadmin/user_upload/IEE/MYPOWs_CoCIEE_20Oct.pdf), including: (i) adoption by the Programme Committee of its MYPOW; (ii) development by the Finance Committee and Council of their draft MYPOWs, which were expected to be approved at their next sessions; and (iii) initial consideration by the Committee on Constitutional and Legal Matters (CCLM) of issues related to its MYPOW.

14. In terms of future developments, Members noted that: (i) in 2011, the CCLM and the Committee on World Food Security should review and possibly adopt their MYPOWs; (ii) in 2012, draft MYPOWs should be examined and could be approved by the Regional Conferences as well as the Technical Committees.

Annex

Agenda

1. Progress in IPA implementation
2. Headquarters structure
3. Vision for the structure and functioning of the Decentralized Offices
4. Resource mobilization
5. Multi-year programmes of work for the Governing Bodies
6. Any other matters