

Chair's Aide-Mémoire

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

Wednesday 23 February 2011

Luc Guyau, Chairperson

1. The meeting agenda, as previously agreed by the CoC-IEE Bureau, was adopted with the addition of the draft Conference Resolution on the Immediate Plan of Action for FAO Renewal (IPA) under item 5 (see Annex 1).

Schedule of meetings of the CoC-IEE in 2011

2. The CoC-IEE approved the schedule of its meetings in 2011, as previously agreed by the Bureau, and reproduced in Annex 2.

Progress in IPA Implementation

3. Members appreciated the progress report on IPA implementation presented by Management¹ and welcomed the improved balance in reporting quantitative and qualitative progress in the overall implementation of the IPA.

4. Members took note with interest of the evolution of the FAO change programme by reference to the "J-Curve". They also reviewed the approach adopted for the management of IPA risks and appreciated the reporting of risks and mitigating actions at programme and project level. They looked forward to receiving Management actions on risks at future meetings.

5. Members noted the work undertaken by Management in the communication and engagement programme with regards to the staff survey and staff development activities.

6. The Project Leader for the culture change project advised that in 2011 the Culture Change Team would focus on four important areas of work, namely: (i) support to local change teams; (ii) Management training; (iii) linkage and support to IPA projects; and (iv) identification of a suitable tool for monitoring and evaluating the impacts of culture change within the Organization.

7. The Project Leader for the reform of administration project advised that the Common Procurement Team (CPT) of the three Rome-based UN Agencies have jointly finalized 18 tenders, mostly for HQ goods and services. The Root and Branch Review originally estimated the savings to be approximately 3 to 5% of the total value of the contracts, and experience to date has shown that the savings rate achieved can be anywhere from 1% to 30%. The excellent collaboration between the Rome-based Agencies in the areas of joint procurement has brought about a renewed commitment to increase collaboration in other areas, and the three Agencies propose to focus on travel as the next area of increased collaboration by jointly examining areas for further efficiency savings.

8. Clarifications were also provided by Management on questions raised by Members on various areas of the IPA programme, including Human Resources (e.g. voluntary nature of the rotation guidelines), Information Technologies and Governing Body reforms, as well as on internal implementation arrangements for the IPA.

9. Members reviewed the information reported on expenditure of the IPA programme in 2010, noting that USD 19.06 million was expended in 2010, and that the balance of USD 23.62 million was projected to be expended on IPA activities in 2011. Management confirmed that all IPA-related

¹ Available at http://typo3.fao.org/fileadmin/user_upload/IEE/CoC_IEE_IPA_Rep_e.pdf.

funding in 2011 would be used exclusively for IPA activities, and unspent 2010-11 IPA funds, if any, would be carried-over into 2012-13.

10. Members welcomed the report on expenditure by project in the presentation and requested that his information be provided in future CoC-IEE reports. In addition, Members noted the total estimate of the financial requirements for IPA implementation in 2012-13 of USD 39.5 million and also the information relating to the substantive activities to be undertaken in the 2012-13 IPA programme. It was recognized that the 2012-13 cost estimate would be presented in the Programme of Work and Budget (PWB) 2012-13 and discussed in detail at the Finance Committee in March 2011.

11. Presentations were also made by Management on progress with Enterprise Risk Management (ERM) and Partnerships, for which separate documents had been prepared². Members took note of ERM initiatives in 2010 and the projected institutionalization of ERM principles and tools within the Organization in 2011. With regard to Partnerships, while noting the progress achieved in developing the strategies called for by the IPA, Members requested additional details on implementation of partnerships entered into by FAO with other UN system organizations, civil society organizations and the private sector.

12. Members requested that future reports include a one-page summary of progress made since the previous report and any lessons learned from IPA implementation to-date that could be useful in the context of the Medium Term Plan 2010-13 and PWB 2012-13.

Review of the vision for the structure and functioning of the Decentralized Offices

13. Members examined the document prepared by Management on the medium to long-term vision for the structure and functioning of the Decentralized Offices (DOs) network³, which provided an overall vision and strategy for the effective and efficient functioning of the entire network, reflecting IPA actions on decentralization, as well as the views expressed by the five Regional Conferences held in 2010. The document also included a strategy an integrated set of proposals for achieving the vision related to structure, staffing, operations and funding.

14. Members generally appreciated the document, which was considered as a good basis for continued dialogue towards further improvements, acknowledging the progress achieved on various decentralization issues, as reflected in the reports of the Regional Conferences. There was consensus that FAO should wholly function as one, with DOs coherently operating as an integral part of the Organization. Decentralization initiatives therefore needed to be coupled with strong efforts to avoid any fragmentation in the Organizational structure.

15. The following issues related to the DOs network were more specifically debated:

- a) *Funding*: Members underscored the importance of budgetary realism and rationalized use of available resources, as well as improved mobilization of local/regional financial and human resources;
- b) *Structure*: Members underlined that, while HQ should continue to be the global knowledge hub that DOs can tap into, decentralized structures should fit regional situations and requirements, and Regional and Subregional Offices should be balanced to best service the specific needs of countries. In this regards it was also recalled that some Regional Conferences had pointed to such issues as the unsuitability of multiple accreditations and the Outposted Technical Officers/FAO Representatives scheme;

² *Progress on Partnerships* (http://typo3.fao.org/fileadmin/user_upload/IEE/CoC_IEE_23Feb_Progress_report_partnerships.pdf); and *Progress on Enterprise Risk Management* (http://typo3.fao.org/fileadmin/user_upload/IEE/CoC_IEE_23Feb_progress_report_ERM.pdf).

³ Main document available at http://typo3.fao.org/fileadmin/user_upload/IEE/Vision_CoCIEE_Feb23_e.pdf; and more detailed information in annexes at http://typo3.fao.org/fileadmin/user_upload/IEE/Vision_Annexes_CoCIEE_Feb23_e.pdf.

- c) *Operations*: suggestions were made about improved use of partnerships and flexibility in decentralized structures, including greater in-country cooperation with other UN system agencies. The need to further bring together development and emergency operations under one leadership was considered important as a means to link emergency response with development action, subject to appropriate competencies and systems being in place. Members also pointed to the importance of clear corporate policies and procedures in maintaining coherence, noting that delegation of procurement and HR responsibilities should not weaken effective internal controls;
- d) *Staffing*: Members called for more innovative staffing methods through, *inter alia*, increased mobility/rotation, the Junior Professionals Programme and South-South Cooperation. They also stressed the need for development of the competency framework, and recruitment based on merit.

16. Key next steps related to decentralization would be to improve coordination to avoid fragmentation; finalize the benchmarking exercise; complete the work on staff policies, particularly on the competency framework; and move forward on innovative ways to enhance resources to the DOs network. Discussions on possible joint offices should also be initiated with WFP and IFAD.

17. It was noted that the vision document will be further discussed by the Joint Meeting of the Finance and Programme Committees in March 2011, and then by Council in April 2011. The specific additional information requested by the CoC-IEE on delegation of HR management, financial management and procurement should be provided to the next Joint Meeting of the Finance and Programme Committees.

Review of the draft outline of the CoC-IEE Report to Conference on the IPA

18. Members considered the proposed outline of the CoC-IEE report to the 2011 FAO Conference (Annex 3)⁴. The outline was found to be adequate and was endorsed in principle, subject to any adjustments that might need to be made during the preparation of the report. In this regard, it was noted that culture change and staff communications, being cross-cutting issues in nature, should be addressed under the section on “overall IPA implementation”.

19. It was pointed out that the report should be drafted in a concise manner and that, in keeping with the new format of meeting documents, a front-page box should provide a summary of the report and indicate the expected decision of the Conference.

Draft Conference Resolution on the IPA

20. The CoC-IEE had before a *Draft Resolution on the Immediate Plan of Action for FAO Renewal* prepared by the Secretariat⁵. Members were generally satisfied with the format and content of the draft Resolution, as reproduced in Annex 4. One editorial change in operative paragraph 3 was suggested.

⁴ Also available at http://typo3.fao.org/fileadmin/user_upload/IEE/CoCIEE_Feb2011_Indicative_outline_Report_E.pdf.

⁵ Available at http://typo3.fao.org/fileadmin/user_upload/IEE/Note_on_draft_IPA_Resolution_e.pdf.

Meeting Agenda

1. Schedule of meetings of the CoC-IEE in 2011
2. Progress in IPA implementation
3. Vision for the structure and functioning of the Decentralized Offices
4. Review of the draft outline of the CoC-IEE Report to Conference on the IPA
5. Any other matters: Draft Conference Resolution on the IPA

Schedule of CoC-IEE Meetings in 2011

Date	Meetings
23 February	<ul style="list-style-type: none"> • Schedule of meetings of the CoC-IEE in 2011 • Review of progress in IPA implementation, including on: <ul style="list-style-type: none"> - IPA Risk assessment - Staff communications - Partnerships - Enterprise Risk Management • Review of the vision for the structure and functioning of the Decentralized Offices • Review of draft outline of the CoC-IEE Report to Conference on the IPA • Any other matters
30 March	<ul style="list-style-type: none"> • Review of progress in IPA implementation, including on: <ul style="list-style-type: none"> - Human Resources initiatives (Young Professionals Programme, Rotation policy, PEMS) - Resources Mobilization - Resource requirements for the IPA in 2012-13 - Ethics Committee • Final review of the vision for the structure and functioning of the Decentralized Offices • Review of draft Resolution on the IPA • Review of CoC-IEE draft Report to Conference on the IPA • Any other matters
21 April	<ul style="list-style-type: none"> • Final review of, and guidance on, progress in IPA implementation • Final review and endorsement of draft Resolution on the IPA • Final review and adoption of CoC-IEE draft Report to Conference on the IPA • Any other matters

Indicative Outline of the CoC-IEE Report to the 2011 Conference

Foreword from the Chairperson

Message from the Director-General

I. Introduction

The introduction would recall the mandate of the CoC-IEE, as spelled out in Conference Resolution 4/2009, highlighting the prime focus on monitoring and follow-up to the IPA, without prejudice to the statutory functions of the Council and the Committees. It would also draw attention to the complementary role played in the area of governance reforms by the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation (OEWG), referring to its specific report to the Conference as necessary.

Information would be provided on working arrangements, including the relationship between the CoC-IEE, the Council and the Committees, and review of the work of the Regional Conferences, as well as the internal management actions to support implementation of the IPA, with additional details in Appendix 2.

In carrying out its monitoring function, the CoC-IEE reviewed key components of IPA implementation, and a number of underlying activities were considered in more depth by other Governing Bodies. The following section would present, in a concise manner, the main developments in the process of change over the reporting period.

II. Key focus areas in the process of change

This would constitute the main section of the report, with an overview of deliberations on the issues addressed by the CoC-IEE in the course of the meetings held in 2010 and 2011, in the light of related discussions which took place in relevant Governing Bodies (text to be progressively finalized closer to the Conference session). After an introductory part, it would be articulated around the six thematic areas of the IPA, and would be consistent with the areas highlighted in the “*way forward*” section of the 2009 CoC-IEE report to the Conference⁶, with tentative headings and contents as indicated below (articulation may need to be adjusted closer to actual drafting time).

Overall IPA implementation

- This introductory sub-section would outline the main features of the implementation of the IPA as a whole, including funding aspects, and cover important cross-cutting issues otherwise not mentioned under the thematic rubrics, e.g. the management of IPA risks and dealing with interdependencies. It would then refer to the detailed, consolidated report on IPA implementation prepared by Management and covering achievements under all projects, to be attached as Appendix 3.

Managing for results

- Prioritization of the technical work of the Organization
- Resource Mobilization
- Partnerships, e.g., Strategy on Partnerships, FAO/IFAD/WFP Common Procurement Team, Joint Task Force on Haiti, joint emergency relief operations.

⁶ C 2009/7.

Functioning as one Organization

- Vision for the structure and functioning of Decentralized Offices
- Headquarters structure, including the review of the Office of the Director-General
- Delegation of authority to Decentralized Offices, e.g., Procurement, TCP, Letters of Agreement.

Human resources

- HR policies and initiatives, including HR Strategic Framework, HR Committee, Strategic Action Plan on Gender Balance, Recruitment initiatives, PEMS, Staff Development, Competency Framework, Staff Mobility Policy, Junior Professionals Programme, HR Management Information System.

Culture change and staff communication

- Culture change activities, e.g. inclusive work environment, participatory work planning, local change teams, change management training programme, Renewal Survey, monitoring of the implementation of the internal vision
- Staff communication, e.g., Staff Survey, Staff Communication and Engagement Plan

Enhanced administrative and management systems

- Revision of FAO Manual
- Upgrade of IT network
- Procurement related initiatives
- International Public Sector Accounting Standards (IPSAS) and replacement of FAS
- Enterprise Risk Management.

Effective governance and oversight

- Charter for the Office of Evaluation
- Ethics Committee
- Multi-year Programmes of Work for Governing Bodies
- Rules of Procedure for Governing Bodies
- Procedures for addresses by candidates for the office of Director-General.

III. The way forward

This section would include the CoC-IEE recommendations regarding future steps in the renewal process, including any areas of outstanding work in the IPA programme. It would also address budgetary aspects related to the IPA for the 2012-13 biennium and beyond. It may need to propose arrangements for monitoring the implementation of the IPA in 2012-13, also ensuring greater integration with the PWB process and the established governance arrangements.

Appendices

- Appendix 1 - Conference Resolution 4/2009 on the IPA
- Appendix 2 - Organizational Arrangements for the CoC-IEE in 2010-11 (Bureau Members, schedule of meetings)
- Appendix 3 - Management Report on IPA implementation in 2010-11.

DRAFT RESOLUTION __/2011
Immediate Plan of Action for FAO Renewal

THE CONFERENCE:

Mindful of the imperative for FAO Members and Management to continue to work in concert to strengthen the capacity of the Organization to carry out its unique overarching mandate at a time of critical challenges facing the global community;

Recalling its Resolution 1/2008 whereby it approved an Immediate Plan of Action for FAO Renewal, and its Resolution 4/2009 setting up arrangements for monitoring implementation of FAO renewal in the 2010-11 biennium;

Having considered the Report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE) on the work completed in the current biennium in the framework of the Immediate Plan of Action (IPA);

Noting with appreciation the substantial progress made, during the same period of time, in implementing a complex set of actions covering the whole range of IPA thematic areas;

Recognizing that this progress was achieved largely thanks to the Membership's full engagement in, Management's resolute commitment to, and the constant support of Staff to the process of change for FAO renewal;

Recognizing further that a critical factor in the successful implementation of the IPA has been the adequate funding of the renewal programme, with the required resources being secured by the Membership within the Programme of Work and Budget 2010-11;

Acknowledging the need to ensure continuity of the renewal process and the new ways of working inherent in IPA implementation as an integral part of the established management and governance arrangements of the Organization, while mainstreaming the IPA into the Programme of Work and Budget 2012-13:

1. **Endorses** the Report of the CoC-IEE on the Immediate Plan of Action for FAO Renewal (IPA), as given in *Appendix __* [of the Conference report].
2. **Decides** that the Council will, at its regular sessions, monitor progress in follow-up to the IPA on the basis of progress reports from the Management. In this context, the Independent Chairperson of the Council will continue to play a proactive facilitating role.
3. **Decides** that, in performing this oversight function regarding IPA implementation, the Council shall receive inputs from the Finance Committee, the Programme Committee and the Committee on Constitutional and Legal Matters and, as needed, from the Regional Conferences and the Technical Committees, according to their respective mandates.
4. **Decides** that a complete progress report on IPA implementation will be submitted, through the Council, to the 38th Session of the FAO Conference in 2013.

(Adopted on _____ 2011)