

March 2012

|   |  |                    |   |   |   |  |
|---|--|--------------------|---|---|---|--|
|  | منظمة الأغذية<br>والزراعة للأمم<br>المتحدة | 联合国<br>粮食及<br>农业组织 | Food and<br>Agriculture<br>Organization<br>of the<br>United Nations | Organisation des<br>Nations Unies<br>pour<br>l'alimentation<br>et l'agriculture | Продовольственная и<br>сельскохозяйственная<br>организация<br>Объединенных<br>Наций | Organización<br>de las<br>Naciones Unidas<br>para la<br>Alimentación y la<br>Agricultura |
|---|--|--------------------|---|---|---|--|

**TWENTY-EIGHTH FAO REGIONAL CONFERENCE FOR EUROPE****Baku, Azerbaijan, 19 and 20 April 2012****Agenda Item 10****FAO Renewal - Transition to a More Dynamic Approach in 2012****Introduction**

1. As anticipated to Council at its 143<sup>rd</sup> Session<sup>1</sup> in November 2011, more than 80 percent of the actions comprising the integrated Immediate Plan of Action (IPA) programme have been completed as at end December 2011, with fewer than 20 percent carrying forward into 2012-13. However, many of the more complex actions remain to be completed in 2012-13.

**New Direction for FAO renewal**

2. In his addresses to the 143<sup>rd</sup> Session of the Council<sup>2</sup> and to FAO staff<sup>3</sup>, the Director-General expressed his full commitment to a successful completion of the FAO renewal process and recognized that this represented an important contribution towards making FAO a more efficient Organization.

3. However, the Director-General also indicated that the Organization cannot go on reforming forever. The renewal process needs to be brought to a satisfactory conclusion as soon as possible, with a large proportion of the agreed actions being completed within 2012.

4. Bringing the renewal process to a successful completion implies that the IPA reporting focus needs to move from implementation of IPA actions to realization of benefits. This is what is expected from the Organization by FAO Member Nations and what the Director-General intends to achieve, so that the Organization can go beyond the renewal and transform itself into an Organization that is constantly identifying and implementing better ways of working, and be better positioned to address the real problems faced by one billion hungry people.

5. In addition to this focus on benefits, renewal activities need to become an integral part of how FAO conducts its day-to-day business, with renewal initiatives mainstreamed into FAO's regular activities and work-plans, providing a more results-based focus to our work and contributing to FAO's key focus work areas.

6. The original timeframe for implementation of the FAO reform was 3 years, from 2009 until 2011. Following discussions in 2009<sup>4</sup> on the 2010-11 budgetary implications of a three year

<sup>1</sup> See CL143/10 Web Annex, paras 10-11

<sup>2</sup> Director-General's address to Council on 1<sup>st</sup> December 2011, morning session

<sup>3</sup> Director-General's address to FAO staff on 10<sup>th</sup> January 2012

<sup>4</sup> CL 137/9 refers

timeframe, Members agreed to extend the implementation to five years, from 2011 to 2013. With over 80 percent of the renewal programme actions completed, management intends to accelerate implementation of the remaining actions and complete as many as possible within 2012.

7. However, due to the complex nature of some of the open IPA actions, it is recognized that a small number of renewal actions will not complete by the end of 2012. These actions are fundamental to the successful drive forward of key work areas of the Organization, including those that will further reinforce FAO as a results-based Organization, and contribute to a renewed focus on effective decentralization.

### **Management Actions**

8. Actions proposed by Management are summarised in Director-General's Bulletin (DGB) 2012/08, of 19 January 2012 (attached to this report). Management will take action in 2012 in three areas:

- i. A benefits realization initiative will be launched in 2012 to identify and report on the benefits accrued and accruing from implementation of the IPA programme. The major benefits of the IPA programme have already been identified and linked to IPA actions, as reported to Members in 2010<sup>5</sup>. This will be verified, updated and expanded as appropriate, ensuring that each IPA renewal benefit has an owner and a clear set of agreed indicators that will demonstrate achievement of benefit. For those benefits not yet delivered, a benefits delivery plan will be developed that sets a timeframe for delivery of the identified tangible benefits;
- ii. IPA actions will be mainstreamed into the work of FAO divisions and departments, mapping these to the key future areas of focus for the Organization and mainstreaming into Departmental workplans;
- iii. Completion of open IPA actions will be accelerated during 2012 in order to complete as many actions as possible within 2012.

9. The implementation of the IPA also needs to become more efficient and the Programme Management Unit has been given delegated authority to accelerate IPA implementation in 2012 and oversee benefits realisation.

### **Inputs sought from Regional Conferences**

10. Regional Conferences are invited to consider this more dynamic approach to FAO renewal and provide their observations on issues specific to each region to the Director of the Programme Management Unit, David Benfield, at [David.Benfield@fao.org](mailto:David.Benfield@fao.org). These observations and suggestions are an essential feedback for successful completion of the renewal process, and will be used to inform management decisions on the way forward.

---

<sup>5</sup> CL 140/14 refers



# **director-general's bulletin**

DATE: 19 January 2012

No. 2012/08

## **IPA DIRECTION AND INTERNAL GOVERNANCE ARRANGEMENTS**

As indicated in my address to members and staff, I am fully committed to accelerating successful completion of the FAO renewal process. In this respect, I am pleased to announce the appointment of Dr Mohammad Saeid Noori-Naeini as my representative on FAO renewal. Through his experience as Independent Chairperson of the FAO Council at the time of the Independent External Evaluation (IEE) and as Chairperson of the Conference Committee for the Follow-up to the IEE (CoC-IEE), Dr Noori has driven the renewal through from its inception and is uniquely positioned to assist in bringing the renewal process to a successful conclusion.

The focus of IPA implementation needs to move from implementation of IPA actions to realization of benefits. This is what FAO Member Nations expect from the Organization and what I intend to achieve, so that the Organization can go beyond the renewal and transform itself into an Organization that is constantly identifying and implementing better ways of working so that it is better positioned to address the real problems faced by one billion hungry people.

I am therefore launching a Benefits Realization initiative through which the Organization will deliver the benefits expected from the IPA. This initiative will identify the benefits to be achieved, set the timeframe for delivering them and identify the managers accountable for their delivery. I have decided to empower the IPA Programme Management Unit to coordinate, oversee implementation and monitor successful delivery of this initiative.

IPA implementation was originally planned as a three-year programme, but extended in 2009 to a five-year programme. I indicated in my address to staff and Members that FAO cannot go on reforming forever, and I intend to put in place measures to accelerate the pace of IPA implementation in 2012. The IPA Programme Management Unit has my delegated authority for ensuring an acceleration of IPA implementation in 2012.

IPA implementation also needs to become more efficient and less bureaucratic, and I have decided to streamline internal governance and management arrangements. I am pleased to announce that Dr Noori will chair a streamlined IPA Programme Board, which will comprise the Acting Directeur de Cabinet, the Deputy Director-General (Operations), Deputy Director-General (Knowledge) and the Director of the IPA Programme Management Unit. The role of the Deputy Directors-General will be to oversee and coordinate IPA activities and be accountable for delivering results under their respective responsibilities. The IPA Programme Board will meet periodically to provide overall policy and strategic guidance and direction over the acceleration of IPA implementation, its successful conclusion and the delivery of the Benefits Realization initiative.

This Director-General's Bulletin supersedes DGB 2010/42, issued on 8 November 2010.

**José Graziano da Silva**

Director-General

