

## **Key Actions Related to Decentralization and Improved Delivery of FAO Services at Country Level - Implementation Plan**

Decentralization is one of the five pillars of the Director-General's priorities and is a critical element in improving the Organization's performance and impact. It is a process that aims at fundamentally changing the way FAO works, refocusing, as appropriate, the Organization's programmes and activities to achieve development goals at country level. Decentralization was discussed at the 143<sup>rd</sup> Session of the Council (November-December 2011) which endorsed actions to make the Organization more responsive to the needs of Members through improved results-based planning and priority setting, as well as adjustments to the structure and functioning of FAO's Decentralized Offices network. The five Regional Conferences, held over the past months, also discussed decentralization and actions needed to: i) improve planning and priority setting to allow countries and regions to play a greater role; ii) create a more flexible Decentralized Offices network with a new balance between regional and country offices and technical hubs; iii) put in place an integrated model for programme delivery, including improved human resource management for enhanced performance, accountability and country-level impact; and iv) strengthen risk monitoring and oversight.

This document provides a listing of all the ongoing and planned actions, both within and outside the IPA, that will impact FAO's ability to deliver high-quality policy advice, information, support for capacity development and technical services on food and agriculture at (sub)regional and country level. For each action, the following information is provided: current status, the expected outcome and benefits, key milestones, start and end dates, and lead and support organizational units responsible.

### *Acronyms of Lead and Support Organizational Units*

ADG	Assistant Director-General
CO	Country Office
CIO	Information Technology Division
CS	Corporate Services, Human Resources and Finance Department
CSH	Human Resources Management Division
DDGK	Deputy Director-General Knowledge
DDGO	Deputy Director-General Operations
DO	Decentralized Office
FOX1	Functional Objective X1
OCE	Office of Corporate Communications and External Relations
OEK	Office of Knowledge Exchange, Research and Extension
OIG	Office of Inspector General
OSD	Office of Support to Decentralization
OSP	Office of Strategy, Planning and Resources Management
RO	Regional Office
SRO	Subregional Office
TC	Technical Cooperation Department
TCI	Investment Centre Division

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
<b>I. Improved Planning and Priority Setting</b>						
i. Improved Country Programming	New Guiding Principles approved by PC/FC and 143 <sup>rd</sup> Council session  Under the umbrella of the FOX1 Strategy Team an integrated “Effective Country Programming” Learning Programme is being developed and delivered in DOs	Country Programming Frameworks (CPFs) give better focus and prioritization for FAO’s work at country level that is better integrated into the corporate Strategic Framework and Programme of Work and Budget	5 CPFs completed by March 2012 (Jan-March), 9 by July 2012 and 77 draft documents by December 2012 .	November 2011	December 2012	COs with support from SROs, ROs and TC /FOX1, in collaboration with technical departments as required
ii. FAO’s programmes increasingly driven by country and (sub)regional priorities	Regional and Subregional Priorities were discussed and endorsed at the Regional Conferences	FAO’s programming is both bottom-up and top-down and builds on global, (sub)regional and national priorities	Regional Priorities approved by Regional Conferences and subsequently endorsed by the 144 <sup>th</sup> Council.	July 2011	June 2013	ROs with TC support
iii. Review of Regional Conference preparation process to better integrate the potential contribution of International Financial Institutions (IFIs)	To start with preparation of 2014 Regional Conferences	Improved opportunities to mobilize investment	Investment plans aligned with Regional Priorities	July 2012	First quarter 2014	DOs with support of TCI and OSD
iv. Agreed Knowledge Management (KM) initiatives in	OEK is planning a review of RO/SRO work plans to identify KM	KM initiatives deliver the expected value and they are strategically aligned	Regional KM initiatives recognized and prioritized respectively by the KM Governance structure in	January 2012	December 2012	ROs with OEK and CIO support

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
support of Regional and Subregional Priorities	initiatives	across the Organization	early 2012			
v. Enhanced Resource Mobilization efforts by DOs	Resource Mobilization and Management Strategy (RMMS) approved by 143 <sup>rd</sup> Council session and subsidiary Resource Mobilization Strategies for countries and (sub)regions are under preparation (2 regional, 4 subregional and 1 country Resource Mobilization Strategies have already been developed)	Broader range of resource partners supporting the achievement of agreed country, (sub)regional priority outcomes, and increased resources mobilized	Training provided to DO staff and subsidiary Resource Mobilization Strategies at (sub)regional and country level prepared and endorsed	January 2012	December 2013	ROs, SROs and COs with support from TC, OSD and OCE
vi. Enhanced support to national and regional Food and Nutritional Security strategies and action plans, and South-South Cooperation (SSC)	Development/ Updating of guidelines, including on increased involvement of private sector and Civil Society Organizations	Help member Nations in achieving MDG1 target and greater involvement of FAO in activities belonging to its core mandate	Guidelines for the formulation of Food and Nutritional Security strategy, together with SSC Action Plan finalized, approved and applied.  Increased number of Food and Nutritional Security strategies under implementation	January 2012	December 2013	COs, with support from SROs, ROs and TC
<b>II. A More Flexible and Streamlined DOs Network</b>						
<b>1.Structure</b>						
i. More flexible CO	Concept and	More effective and	Indication by Regional	July 2012	June 2015	ROs with support from

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
Structures	approach endorsed in principle by 143 <sup>rd</sup> Council session	efficient COs whose programmes match priority needs of Members	Conferences of priority needs in different sets of countries			OSD, TC and CSH
ii. Strengthening of ROs and SROs	a. Abolition of: (i) posting of FAO Representatives (FAORs) against technical posts in ROs; (ii) outposting technical officers from ROs/SROs as FAORs; and (iii) dual function of heads of SROs as coordinator and technical expert	Stronger complement of technical skills in DOs	Structure and skills mix of ROs/SROs realigned to take into consideration Regional Priorities and recommendations of Regional Conference	January 2012	December 2012	ROs with support from OSD, TC and CSH
	b. Strengthening of the Programming capacity of ROs to provide support of all programme matters including emergency activities and resource mobilization	Improved programme development and implementation, and resource mobilization by ROs	Proposals prepared by the ROs in consultation with TC	January 2012	December 2013	ROs with support from OSD, TC and CSH
	c. Strengthening of operations support capacity of ROs to provide operational backstopping support and capacity building to Budget Holders (BHs) in the regions	Improved programme/project implementation and monitoring by BHs in regions	1. Matrix of issues/ constraints developed during ongoing joint TC operations support missions to ROs to be updated; and key issues addressed with concerned units; 2. Support to BHs to assume the substantial	November 2010	December 2012	TC and ROs with support from CS, OSD and other units as necessary

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
			increase in business activity arising out of decentralization of activities to DOs, including support to the worldwide deployment of the Global Resource Management System (GRMS)			
<b>2. Resources</b>						
i. Transfer of Functions to DOs	<p>-Functions related to oversight of COs and for Management of TCP (except for TCP related to emergencies) already transferred together with resources</p> <p>-Other functions, including those related to Emergency Operations, together with commensurate resources will be transferred to DOs. Inter-departmental Task Force for Integration of Emergency and Development Activities has been established; pilot</p>	DOs will be able to provide services in a more speedy and coherent manner	Lists of functions for transfer finalized; analysis of resources needed to carry out those functions agreed; mapping and gap analysis of functions and capacity completed; accountability and oversight framework set up; timing for transfer agreed with stakeholders; areas for training, capacity building and recruitment agreed; and adequate monitoring arrangements put in place	January 2012	June 2013	DDGO with support from ROs, TC, CS, OSD and other units as necessary. Responsibility for the integration of emergency and development operations is with the ROs in close collaboration with TC and OSD

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
	<p>countries identified; CO capacity assessments taking place.</p> <p>-Partial transfer of procurement functions has already taken place or is being implemented through the deployment of International Procurement Officers in 7 countries with a large procurement volume</p>					
ii. Additional measures to mobilize resources from donors and other Members including middle-income countries	<p>Partnership Strategy, including with the private sector approved.</p> <p>Work on review of AOS ongoing. RMMS being implemented to consolidate and diversify resource partnerships</p>	Expanded funding for DOs	<p>New guidelines on AOS/Technical Support Services (TSS) formulated and approved</p> <p>Host country agreements reviewed with middle-income countries, particularly for meeting costs of COs</p>	January 2012	December 2013	ROs with support from TC, OSD and OCE
<b>3. Staffing</b>						
i. Improved Human Resources Management	Voluntary mobility scheme for staff between headquarters and DOs under	Increased mobility; merit-based recruitment; strengthened training; and culture	New mobility scheme, new competency framework and the new Rewards, Recognition and Sanctions policy issued	January 2012	December 2013	CSH with support from OSD and other units as necessary

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
	implementation and a more managed scheme under preparation; work underway on a new Competency Framework to guide recruitment; PEMS rollout completed and a new Rewards, Recognition and Sanctions policy, linked to PEMS is under preparation. Strengthened training underway. Local Culture Change initiatives underway	change initiatives will result in better quality of staff and improved working conditions				
ii. More flexible Staffing of the COs	Concept and approach of a core staff complement of seven with flexibility to expand in line with priority needs (and nationally staffed offices that can be upgraded in case of need) endorsed in principle by 143 <sup>rd</sup> session of Council	COs that are better tailored to the needs of Members with flexibility to adjust to changing circumstances. Flexibility to adjust operational capacity of COs through better use of AOS income and/or including provision for operations support as direct costs where appropriate in project/programme budgets	COs restructured in line with overall plan	July 2012	June 2015	ROs with support from OSD and CSH

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
iii. Staffing of SROs and ROs	Staffing and skills mix have been progressively adjusted in ROs/SROs in the past biennium and adjustments made	Staffing of ROs/SROs will be better aligned to needs of the region/subregion taking into account decentralization of emergency activities and implementation of the GRMS new field solution	Proposals to adjust skills mix by Regional Management Teams together with competent headquarters units agreed and implemented. Proposals to strengthen operational support capacity in ROs/SROs with additional field programme/operations officers and support staff finalized and implemented	July 2012	June 2013	ROs with support from OSD, TC and CSH and GRMS Programme
iii. Use of Innovative Staffing Instruments	A number of instruments and agreements are already in place and expansion has been endorsed by the 143 <sup>rd</sup> Council session	Strengthened staff capacity in DOs	New agreements and modalities put in place and communicated to DOs	July 2012	December 2012	OSD, TC with support from CSH
<b>III. An Integrated Model for Programme Delivery</b>						
i. Integrated and synergistic programme delivery	Better integration between emergency and development programmes endorsed by the 143 <sup>rd</sup> session of Council.  Joint TC operations support missions to ROs are ongoing for field programme review, including transition from emergency to	A more holistic and efficient delivery of services to Members and a better transition from emergency to rehabilitation to development	Overall plan for restructuring and decentralization of emergency operations prepared .  Inter-departmental Task Force for Integration of Emergency and Development Activities established; pilot countries identified; CO capacity assessment completed; accountability and oversight framework	January 2012	December 2013	ROs with support from TC and OSD



Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
	rehabilitation to development issues		prepared; and training provided			
ii. Team work and improved Knowledge Management	Circular on and Responsibilities and Relationships issued on 15 April 2011 with guidance on Functional Technical Networks (FTNs). Proposals for FTNs being received	Clear relationships and creation of technical teams comprising staff in all locations will improve work	10-15 FTNs established in all major technical areas of work	January 2012	December 2012	DDGO and DDGK with support of other units as necessary
iii. A Strengthened TCP	Responsibility for non-emergency TCP has been decentralized and new manuals and guidelines issued	Further changes will be made to ensure that assistance under TCP is closely aligned to country and (sub)regional priorities	TCP criteria adjusted to better align with the CPF. Adjustments will be made in the manual  Function and role of headquarters, ROs/SROs in project technical backstopping revisited and reviewed for greater harmonization and delivery as One FAO	January 2012	December 2012	TC with support from ROs
iv. Strategic and Fungible Use of Resources	Increased flexibility for shifting resources between different uses within regions in line with those in headquarters	Enhanced fungibility within the region which will make resource use more efficient	Rules for fungibility together with appropriate procedures developed	January 2012	December 2012	DDGO with support from OSP, TC and other units as necessary
v. Support the implementation of the Management and Accountability System (MAS) of the UN Resident	FAORs are fully briefed on their role in the MAS and the RCS	Improved UN Coherence. Supply of competent RCs that also have a strong background re food and	MAS/RCS reflected in FAORs' job descriptions. Corporate policy on sponsoring of RC candidates adopted	January 2012	December 2012	DDGO with support from CSH, TC and other units as necessary

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
Coordinator System (RCS)		agriculture issues				
<b>IV. Other Actions, Including Monitoring and Oversight</b>						
i. Field Accounting System (FAS) replacement through the GRMS Programme	The new Field Solution, the Oracle upgrade to Release 12 and the new Travel system (replacing Atlas) are being developed as part of the ongoing GRMS Programme	Wherever possible, DOs are provided with improved tools to carry out the functions delegated to them and with timely, complete and accurate data to be able to monitor field operations more effectively and make more efficient use of resources	1. Implementation of IPSAS-compliant systems, a new travel system and the upgrade of Oracle R12 systems (including improved NSHR and procurement functionality) at headquarters, ROs and pilot country offices in November 2012 2. Phased roll-out of systems to all COs with adequate connectivity will progressively take place in 2013	January 2011	December 2013	DDGO, ROs, CS and CIO
ii. Management Information Systems to support DOs	Technological foundation established, and the first set of budget monitoring reports made available to DOs	DOs have relevant and timely information for decision-making and supporting of key business processes	Further DO needs for information identified and implemented, and made available to the DOs through multiple information delivery channels	January 2011	December 2013	OSD, DOs, OSP, TC, CS and CIO
ii. ICT infrastructure						
a. Communications network upgrade	The Wide Area Network has been enhanced both in terms of technology and capacity through the IPA 3.90 initiative in support of growing corporate needs	Faster access from DOs to corporate applications and availability of a wide range of new-generation applications which are more bandwidth demanding, such as Voice over IP,	DO connectivity upgraded with reviews on a continuing basis to ensure that it constantly meets the changing needs	January 2010	December 2013	CIO

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
		Vide Conferencing and knowledge sharing and collaboration tools; enhance inter-office collaboration between headquarters and DOs as well as amongst DOs enhanced				
b. Consolidation of authentication of ICT infrastructure	The consolidation of email and user management has been planned; currently there is a fragmented landscape of email systems and user directories across DOs and headquarters	Better globalized systems access	Consolidated authentication infrastructure	January 2012	December 2013	CIO
c. More efficient access to applications for DOs	Technical solutions being evaluated	More efficient access to headquarters-hosted applications (reliability, usability) from DOs	Technology solutions identified and implemented	October 2011	December 2012	CIO, CS
d. Alignment of IT support for DOs with needs	Global Support Model in place	DOs' IT needs are met.	Revised support structure in place and functional	January 2012	December 2012	CIO and ROs, GRMS board is envisaging a future support model that could merge the CIO service desk with the GRMS Operational Support staff
iii. Improving the internal control framework	Ongoing risk-based review of DOs network by OIG	Ongoing process of improvement	Ongoing follow-up of status of implementation of recommendations and	Ongoing	Ongoing	OIG

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
a. Ongoing review of control framework	and related implementation and follow-up of recommended control improvements		reporting to management and governing bodies			
b. Formal accountability and internal control framework	<p>A high-level assessment of the Organization's present system of accountability and internal controls was carried out with the assistance of an external consultant during 2011 and the resulting report advised on how to strengthen and formalize FAO's accountability and internal control framework to hold managers and staff accountable for their decisions and actions</p> <p>Management is currently considering how best to proceed with development and implementation of such accountability framework,</p>	<p>Together with control improvements introduced through implementation of the GRMS, development and introduction of a more formalized accountability and internal control framework will strengthen accountability throughout all offices and support decentralization and delegation</p>	<p>Decision to be taken and communicated re how to address development of formal accountability and internal control framework</p> <p>Development of strategy, implementation plan and related resource requirements</p> <p>Introduction of framework</p>	December 2012		<p>To be determined</p> <p>Initial steps to be initiated by DDGO</p>

Action	Current Status	Expected Outcome/Benefits	Key Milestones	Start State	End Date	Lead and Support Organizational Units
	considering also related resource requirements					
iv. Developing Detailed Recovery Procedures (DRPs) to ensure business continuity	FAO Business Continuity Framework Plan (BCFP) has been approved by the Director-General. An official communication is to be issued assigning roles and responsibilities for the implementation of the plan	Critical processes need to be protected in order to ensure business continuity and resilience both at headquarters and in DOs in case of a crisis event disrupting operations at headquarters and/or DOs	Critical business processes in ROs, SROs and COs identified  DOs that have to develop DRPs (all ROs, SROs and key COs) identified  DRPs in conformity with the FAO BCFP developed by identifying critical processes, applications and data that need to be protected against disruption  Pursuant to BCFP a plan for the maintenance, training and review of the DRPs developed	When the BCFP is enacted	December 2013	ROs, SROs, COs and CIO. Overall coordination and guidance in the process will be provided by the Office of the ADG/CS