

## IPA programme 2010/11

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**Project 1. Governing Body Reform****IPA Programme for 2010/11**Governance priorities (Actions 2.2 to 2.4)

The Technical Committees, the Regional Conferences, mostly in 2010, and the FAO Conference, in 2011, should at their respective sessions take into consideration policy issues and instruments relating to food and agriculture being developed in other fora than FAO and provide recommendations to those fora.

Given the wide variety of policy issues and instruments being developed outside FAO, as well as the novelty of this action, it is likely that limited progress would be achieved in this area during the current biennium.

Conference (Actions 2.6, 2.9, 2.11, 2.12)

At its next session in 2011, Conference should give more attention to global policy issues and international frameworks, on the basis of recommendations made by the Technical Committees and Regional Conferences.

The report of the 2011 Conference should be more focused on conclusions and decisions. To this effect, improvements should be made in the working methods of Conference for greater efficiency.

Council (Actions 2.17, 2.18, 2.19, 2.20, 2.22)

Council should monitor the performance of Management against established performance targets. To this end, Council should examine such performance targets (Action 2.17).

At its April 2011 session, Council should make a clear recommendation to Conference on the Programme and Budget Resolution (action 2.18)

Further improvements should be made in the working methods of Council to achieve greater efficiency in its proceedings (Actions 2.19, 2.20 and 2.22)

Independent Chairperson of Council (Action 2.32)

The ICC should continue to drive forward further improvement of the FAO Governance throughout the biennium.

Programme and Finance Committees (Actions 2.36 to 2.41, and 2.47)

The Programme Committee should ensure that its functions are carried out in accordance with Action 2.36.

## IPA programme 2010/11

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The Finance Committee should ensure that its work covers all the functions described in Action 2.37.

The two Committees should hold more joint meetings to avoid overlapping discussions and to achieve stronger complementarity (Action 2.39).

The two Committees should give more attention to policies, strategies and priorities, providing more dynamic guidance to Council (Action 2.40).

The Finance Committee should adopt criteria for which WFP documentation it should review (Action 2.41).

The two Committees, including their joint meetings, should continue to be open to silent observers (Action 2.47).

Regional Conferences (Actions 2.52 to 2.54)

In 2010 the five Regional Conferences should exercise their revised functions as an integral part of the FAO governance structure. They should conduct their meetings in line with their new ways of work, and should report to Council on programme matters and to Conference on policy matters.

As two Regional Conferences will take place in the latter part of 2010, their guidance on programme priorities may not be considered by Council in a timely manner.

Technical Committees (Actions 2.57 to 2.60)

As set out in these actions, the Technical Committees should address priority emerging issues. Committee Chairs should remain in office between sessions, facilitating consultation with Members, especially on agendas, and providing their respective reports to Council and Conference.

Ministerial Meetings (Actions 2.66 and 2.67)

Under Resolution 11/2009 adopted by the 2009 Conference, Ministerial Meetings could be convened, as decided by Council or Conference, in conjunction with Technical Committee sessions, when matters developed at a technical level require political endorsement or visibility.

Statutory Bodies, Conventions, Treaties, etc (Actions 2.68 and 2.69)

A preliminary study of the statutory bodies, conventions, treaties, etc, with a view to enhancing their financial and administrative authority within the framework of FAO, was prepared and reviewed by the CCLM in 2009, which recommended that the matter be kept under review throughout the biennium by the concerned Statutory and Governing Bodies.

Further actions to improve the effectiveness of FAO Governance (Actions 2.70, 2.71, 2.72, 2.74)

## IPA programme 2010/11

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Multiyear programmes of work and progress reports against the programmes of work should be developed for the Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees, for review by Council and/or Conference in accordance with their reporting lines (Actions 2.70 to 2.72).

In addition, at its 2011 session, Conference should assess the workings of the governance reforms, with inputs from an independent review (Action 2.74).

Appointment and Term of Office of the Director-General (Actions 2.95 to 2.98)

Candidates for the post of Director-General, to be nominated 60 days prior to the Council session of April 2011, should address the same Council session as well as the 37<sup>th</sup> session of Conference in 2011. A procedure will be defined for such statements by candidates and for the questions asked to them.

## **Current reporting period (January to March 2010)**

Governance priorities (Actions 2.2 to 2.4)

Preparatory work was initiated for Technical Committees and Regional Conferences to consider policy issues and instruments at their upcoming sessions in 2010 (2011 in the case of COFI).

Conference (Actions 2.6, 2.9, 2.11, 2.12)

Preparatory work for the implementation of these actions will be initiated in the second quarter of 2010.

Council (Actions 2.17, 2.18, 2.19, 2.20, 2.22)

Preparatory work for the implementation of these actions will be initiated in the second quarter of 2010.

Independent Chairperson of Council (Action 2.32)

The ICC held several meetings with the Chairpersons of the Regional Groups and with senior managers of the Organization. He also convened a Coordination Meeting with the Vice-Chairpersons of the CoC-IEE and the Chairpersons of the Finance Committee, Programme Committee and CCLM to help ensure complementarity of the work of the CoC-IEE, Council and Committees.

Programme and Finance Committees (Actions 2.36 to 2.41, and 2.47)

Preparation was initiated for the implementation of these actions, including through informal meetings involving Members of the Finance and Programme Committees.

Regional Conferences (Actions 2.52 to 2.54)

## IPA programme 2010/11

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Items related to the IPA were included in the agendas of the Regional Conferences.

Technical Committees (Actions 2.57 to 2.60)

Preparatory work was initiated for the implementation of these actions, including through consultations among the Secretaries of the Technical Committees.

Ministerial Meetings (Actions 2.66 and 2.67)

If and when decided by Council, Ministerial Meetings would be organized in the current biennium.

Statutory Bodies, Conventions, Treaties, etc (Actions 2.68 and 2.69)

Preparatory work for the implementation of these actions will be initiated in the second quarter of 2010.

Further actions to improve the effectiveness of FAO Governance (Actions 2.70, 2.71, 2.72, 2.74)

Preparation was initiated for the implementation of Actions 2.70 and 2.71, including through informal meetings of Programme Committee Members.

Appointment and Term of Office of the Director-General (Actions 2.95 to 2.98)

Implementation of these actions was initiated, including by informing FAO's Members that Council set 1 February 2010 to 31 January 2011 as the period in which nominations for the post of Director-General are receivable.

## **Next reporting period (April to June 2010)**

Governance priorities (Actions 2.2 to 2.4)

Policy issues and instruments should be considered by LARC in April, ARC and ERC in May, CCP and COAG in June.

Conference (Actions 2.6, 2.9, 2.11, 2.12)

Preparatory work for the implementation of these actions will be initiated.

Council (Actions 2.17, 2.18, 2.19, 2.20, 2.22)

Preparatory work for the implementation of these actions will be initiated.

Independent Chairperson of Council (Action 2.32)

The ICC should continue to facilitate consultations and dialogue among Members. In this context, he should attend the sessions of the Finance and Programme Committees, CCP and COAG, as well as Regional Conferences.

IPA programme 2010/11

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Programme and Finance Committees (Actions 2.36 to 2.41, and 2.47)

Implementation of Actions 2.36 to 2.40 should be initiated at the April sessions of the Programme and Finance Committee.

The two Committees, including their joint meetings, should continue to be open to silent observers (Action 2.47).

Regional Conferences (Actions 2.52 to 2.54)

Implementation of these actions should be initiated at the Regional Conferences to be held in April and May.

Technical Committees (Actions 2.57 to 2.60)

Implementation of these actions should be initiated at the sessions of the Technical Committees to be held in June.

Ministerial Meetings (Actions 2.66 and 2.67)

Preparatory work on Ministerial Meetings could be initiated if so decided by Council in May.

Statutory Bodies, Conventions, Treaties, etc (Actions 2.68 and 2.69)

Preparatory work for the implementation of these actions will be initiated.

Further actions to improve the effectiveness of FAO Governance (Actions 2.70, 2.71, 2.72, 2.74)

Implementation of Actions 2.70 and 2.71 should be initiated at the April session of the Programme Committee and the May session of Council.

Appointment and Term of Office of the Director-General (Actions 2.95 to 2.98)

At its April session the CCLM should consider the question of the address to Council and Conference by candidates for the post of Director-General, and make recommendations in this regard to the May session of Council.

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IPA programme 2010/11

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**Project 2. Oversight****IPA Programme for 2010/11**

2.75. (The evaluation Regular Programme budget will be increased to 08.8% of the total Regular Programme Budget (over two biennia). The Office of Evaluation has received the allotment foreseen in the IPA and has initiated its activities.

2.91 (The work of the Inspector-General's office will be extended to cover all major organizational risk areas) – A risk-based 2010-2011 audit work plan developed, reviewed by the Audit Committee, and assignments under the plan started. The plan was drawn on the results of the 2009 risk assessment undertaken with management by AUD.

3.33 The Ethics Officer has been appointed in December 2009 and started her work then.

**Current reporting period (January to March 2010)**

Same as above

**Next reporting period (April to June 2010)**

2.91 – Audit assignments under the 2010 component of the 2010-2011 audit work program to be underway, approximately 25% of the plan should be completed by June 2010.

3.33 – In collaboration with CSH and CIO, the Ethics Officer will oversee the initial development of ethics training through Internet in order to also train the staff in the field and the steps to implement the Financial Disclosure. In addition, the Ethics Officer will continue to provide confidential advice and guidance to staff on ethical issues, including conflict of interest, financial disclosure and sound business practices.

3.34. The terms of reference and proposed membership of the Ethics Committee will be examined by the Finance Committee at its session of April 2010. These have already been endorsed by the CCLM.

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**Project 3. Reform of Programming, Budgeting and Results Based Monitoring****IPA Programme for 2010/11**

There are five main areas of work for the biennium, all of them of a corporate nature in support of results-based management.

IPA programme 2010/11

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(1) *The introduction of a revised implementation performance results-based management monitoring system (actions 1.6, 7.1) is being carried out in several sequential steps with the following deliverables:*

- work planning system (January-March 2010)
- monitoring and reporting system (April-October 2010)
- country-level planning pilot (July –December 2010)
- first annual performance report (March 2011)
- new programme implementation report (June 2012)

Work involves system design, testing and documentation; assignment of responsibility and accountability, staff training; system use, feedback and modification in a learn-by-doing approach; and production of reports for management and governing bodies.

(2) *Multi-disciplinary team work and involvement of decentralized offices (action 6.2 and linked to first area above) is being facilitated throughout the biennium by putting in place institutional measures and consultative processes, training, and allocation of resources. Specific deliverables are:*

- institutionalizing the role of the Strategy Teams in all aspects of the programme planning (March 2010), monitoring and reporting (December 2010) cycle;
- rigorously incorporating officers in decentralized offices in the Strategy Teams and other processes put in place in the cycle (e.g. peer reviews in March 2010);
- Establishing and allocating the Multi-disciplinary Fund for these purposes (January-April 2010).

(3) *Adjustments to the MTP/PWB throughout the new cycle of governing body decision making (actions 3.7, 3.8, 3.9). This is a complex set of actions requiring close interaction with the Independent Chair of Council and the Chairs of the Programme and Finance Committees, as well as the bureaus of the Technical Committees and Regional Conferences. During 2010-11, actions will be focused on:*

- providing inputs to the design of the implementation performance monitoring and reporting system (April 2010 and March 2011);
- an approach to prioritization of the technical work of the Organization through the governing bodies (April 2010 to June 2011);
- review of the Director-General's MTP and PWB for the next biennium, and any necessary adjustments to the results frameworks and resource allocations based on Conference decisions (March 2011 to December 2011)

(4) *Redesign of the planning and budgeting model and structure of the PWB (action 7.2). This action arises from the Root and Branch Review and would be based on relevant aspects of its recommendations and lessons learned from experience in preparing and implementing the 2010-11 PWB. The expected deliverables for 2010-11 is a conceptual model for budgeting by objective, due to the emphasis being placed on the three above areas of work.*

(5) *Publishing in all languages of the Organization (actions 3.55, 3.56, 3.57)*

## IPA programme 2010/11

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- Action 3.55 calls for a budget to be set aside for technical publishing (paper and web) in each FAO language. This will be accomplished through improved management of the Special Allocation for Implementation of the Language Policy and a consultative process aimed at ensuring that appropriate language requirements for publications and web sites are identified and appropriately budgeted at the planning stage. An integrated planning system for information products is planned for development within calendar 2010.
  - Action 3.56 calls for increased hard copies of technical documentation to be made available to Least Developed Countries (LDCs). Technical originators will receive guidance in defining distribution lists to ensure increased hard copies of technical documents to LDCs, thus producing an immediate, positive impact on a book-by-book basis.
  - Action 3.57 calls for separate mirror websites to the FAO website to be developed for Arabic and Chinese. Considering the complexity of keeping the content synchronized and the high cost of this architecture in terms of servers, network and band-width, the creation of separate website was not recommended. Instead, improved access to and content of the FAO web site in Arabic and Chinese will be improved via the following efforts:
    - use of the standard AGROVOC Thesaurus to expand query strings for document searches in Arabic and Chinese;
    - use of the standard AGROVOC Thesaurus to expand web query strings in Arabic and Chinese. This will increase the number of web pages retrieved by Google when Arabic or Chinese is used to find web sites;
    - a pilot project will be conducted to test automatic translation for FAO webpages.

**Milestones:**

- Work planning system development and release (January-March 2010)
- Monitoring and reporting system development and release (April-October 2010) and Governing Body input (April 2010 and March 2011)
- Country-level work planning pilot (July –December 2010)
- First annual PWB performance report (March 2011)
- New biennial programme implementation report (June 2012)
- Role of the Strategy Teams institutionalized in programme planning (March 2010) and monitoring and reporting (December 2010) cycle;
- Decentralized officers incorporated in the Strategy Teams (March 2010);
- Multi-disciplinary Fund established and resources allocated (January-April 2010).
- An approach to prioritization of the technical work of the Organization through the governing bodies (April 2010 to June 2011);
- Review of the Director-General's MTP and PWB for the next biennium, and any necessary adjustments to the results frameworks and resource allocations based on Conference decisions (March 2011 to December 2011)
- Integrated planning system for information products (December 2010)

## IPA programme 2010/11

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- Guidance to technical officers in defining distribution lists to ensure increased hard copies of technical documents to LDCs (second quarter 2010)
  - Improved access to FAO web-based material in Arabic and Chinese (April 2010 – December 2011).

**Risks:**

The ability and capacity of managers and staff to change their ways of working. Mitigating measures are tuning expectations to capacity, taking an iterative and learn-by-doing approach, and communications at all levels.

The willingness of managers and staff to work across disciplines and the pace of reform of decentralization. Mitigating measures are staff training and communications.

The preparation of documentation that facilitates governing body deliberations and interactions in a timely manner. Mitigating measures include informal interactions with the Council and Committee Chairs and clear but flexible roadmap.

**Current reporting period (January to March 2010)**

1. The work planning system is in place and being used by divisions/offices and strategy teams and the 2010-11 operational plans have been prepared. Over 500 staff have been trained.
2. Strategy teams have been reactivated. Regional and headquarters multi-disciplinary peer reviews of 2010-11 operational plans for each Strategic and Functional Objective have been conducted.
3. Informal meetings have been held with the Independent Chair of Council and the Chair of the Programme Committee. An informal briefing was provided to all Members (3 February) and two half-day informal seminars have been held by the Programme Committee (4 February and 4 March) on preparation of their Multi-year Programme of Work.

**Next reporting period (April to June 2010)**

1. Design of monitoring and reporting system and design of country-level pilot.
  2. Make awards from the Multi-disciplinary Fund. Agree responsibility and accountability framework.
  3. Support discussion at sessions of the Programme Committee, three Regional Conferences and two Technical Committees on prioritization and priorities for the next biennium.
  4. Provide guidance to technical document originators in defining distribution lists to ensure increased hard copies of technical documents to LDCs
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## IPA programme 2010/11

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**Project 4. Resource Mobilization and Management****IPA Programme for 2010/11**

The following are the major areas of work during the current biennium:

- Definition of a resource allocation mechanism and the determination of the elements and format of reporting implementation of the PWB, to ensure voluntary contributions are mobilized in support to the agreed priorities of the Organization (Action 3.13). A consultative process will take place within the Organization and with the members during the biennium.
- The development of a communication strategy around the Impact Focus Areas in support of the new strategic framework and the organizational results and countries NMTPFs;
- The development of an accountability framework for resource mobilization in decentralized offices, related training and systems support is foreseen (Action 3.14).
- A new draft support cost policy will be presented to the Finance Committee at its October 2010 session (action 3.16), and the identification of efficiency savings in line with the Budgetary Appropriation Conference Resolution CR/2009/3. That is currently being done in the context of work planning and will be implemented in the 2010-11 biennium.
- The new approach to resource mobilization is being piloted with selected donors. In addition, a structured effort to actively engage new donors to broaden the donor base is made.

**Milestones:**

Action 3.13 - New PIR format approved and first Mid Term Review Report prepared.

Action 3.14 - Accountability framework prepared; training designed.

Action 3.16 - Efficiency savings target for 2010-11 PWB achieved in the biennium; revised policy presented to FC.

**Current reporting period (January to March 2010)**

Work Planning to fully integrate voluntary contributions in the implementation monitoring framework of the Organization is completed by end March to mid April.

**Next reporting period (April to June 2010)**

Needs assessment of Decentralized offices with regards to resource mobilization could span until end April. Piloting of new approach with donors (continues).

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IPA programme 2010/11

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**Project 5. Technical Cooperation Programme****IPA Programme for 2010/11**

- Selection and deployment of dedicated TCP staff to the Regional Offices
- Training needs identified and training events designed and delivered on main issues related to the decentralized TCP management
- Guidelines (TCP Manual) revised to reflect lessons learnt
- FPMIS-tools developed and rolled-out, accompanied by user friendly instructions
- Establishment of Ex-post monitoring mechanism and development of standard reports to facilitate monitoring of the use of TCP resources and of project impact

**Milestones:**

All regional offices staffed by at least one dedicated TCP Officer by end August 2010; the TCP Manual revised by end-2011; FPMIS-based tools fully integrated into TCP information management by decentralized offices by end-2011. All decentralized TCP staff identified and deployment in progress; TCP Facility and budget revision module for TCP projects available in FPMIS.

**Risks:**

Delays in selection process for, or deployment of, TCP staff in Regional Offices accompanied by reduction in capacity of headquarters to support decentralized offices; connectivity issues with decentralized offices limit user access of FPMIS-based tools and reduce information reliability. Delays in selection process for staff in Regional Offices; low level of buy-in from decentralized to use tools proposed.

**Current reporting period (January to March 2010)**

- Interviews of for TCP staff in Regional Offices completed by end March 2010)
- The budget module and the request module are expected ready before the end of the quarter

**Next reporting period (April to June 2010)**

- Complete selection of staff at Regional Office
  - Design and, to the extent possible, deliver training to newly recruited staff in Regional Offices
  - Design and deliver training to other staff in the field and at headquarters and dealing with TCP (incl. emergency officers)
  - Further development of streamlined and simplified TCP procedures and processes
  - Finalize and issue step-by-step instructions on TCP information management through FPMIS
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## IPA programme 2010/11

**Project 6. Decentralization****IPA Programme for 2010/11**

2010-2011 should see major progress in delegation of administrative responsibilities to country offices and the effective integration of ex-OCD oversight functions into Regional Offices' processes. Regional Offices would take-on oversight role of decentralized offices in the region and the programming/budgeting of the work of these offices. The oversight role of the Regional Offices would be embedded in a corporate benchmarking and performance-based reporting system for decentralized offices.

With the greater role in priority setting being given to Regional Conferences, the role of local level planning, including country level planning in the corporate PWB/MTP process will be strengthened.

**Milestones:**

Review of the medium to long-term vision on the structure and functioning of Decentralized Offices by the Regional Conferences.

Agreed Design of the Benchmarking and Performance-based Reporting System for Decentralized Office ready.

By 31 March formal transfer of all ex-OCD oversight responsibilities to Regional Offices.

Recruitment of a new consultant for the benchmarking and performance-based reporting and monitoring system for Decentralized Offices.

Completion of documentation for the first three Regional Conferences on the medium to long-term vision on the structure and functioning of FAO's Decentralized Offices by end of May

**Risks:**

The main risk is the absence of member consensus on the decentralization vision which could, as has happened in the past, block the discussion on country office rationalization.

The Regional Offices have to take on a very great number of new functions and this will place a burden on staff and management.

Development of the benchmarking and performance-based reporting system for decentralized offices may also be constrained by the change capacity in DOs.

Lack of member consensus on the decentralization vision

**Current reporting period (January to March 2010)**

In the first quarter of 2010 much of the emphasis of efforts has been on effective transfer of ex-OCD functions to Regional Offices. Secondly, considerable effort was lost when the consultant recruited to assist with the design of the benchmarking and

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### IPA programme 2010/11

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performance-based reporting and monitoring system for decentralized offices fell seriously ill. CSA continued its work on delegation of authority. Thirdly, much effort was devoted to preparing documentation for the 8 April CoC session and the forthcoming Regional Conferences on decentralization.

#### **Next reporting period (April to June 2010)**

In the next reporting period, work on all outstanding issues continues with progress on country coverage rationalization contingent on evolving member consensus on the decentralization vision. Significant progress is expected in delegating performance appraisal of FAO Representatives to Regional Office (3.87). Additional effort will be necessary to make up for lost time in designing the benchmarking and performance-based reporting system. Most of the effort will be focused on 3.81, 3.95 (transfer of ex-OCD oversight responsibilities for FAORs to Regional Offices).

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## **Project 7a. Headquarters Structure**

### **IPA Programme for 2010/11**

For 2010/11, the main focus on HQ restructuring will be to refine the new structural models being piloted in AGP and ES department. These pilots are as a result of the delayering exercise, and reflect new operational models built around fixed and flexible team structures. External support will be available to define detailed working arrangements within these pilots. Once the pilots have been fully validated, the concepts could be extended to other departments/divisions in Headquarters.

#### **Current reporting period (January to March 2010)**

The AGP and ES pilots are being elaborated down to lower levels of detailed working arrangements. An external consultant, expert in organizational design, has been contracted to deliver to AGP and ES managers and staff, a series of workshops on job design for these two pilots.

#### **Next reporting period (April to June 2010)**

The job design workshops will continue through to May 2010 for AGP and ES managers and staff. A report on the outcome of the new organizational structures will be delivered during the second half of 2010.

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## **Project 7b. Internal Governance**

### **IPA Programme for 2010/11**

## IPA programme 2010/11

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**Action 7.5** "Review the roles of internal committees and reduce their number. Accomplished as part of the activities of the work-streams. Stage 2 reinforces this recommendation"

Following the outcome of the review of ODG the project will look into possible review of specific internal committees for streamlining functions. There is no cost associated with this action and is specific to review of internal committees.

**Current reporting period (January to March 2010)**

Same as above

**Next reporting period (April to June 2010)**

Review the outcome from the review of ODG and define next steps

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**Project 8. Partnerships****IPA Programme for 2010/11**

The recently created Office of Corporate Communications and External Relations (OCE) has been entrusted *inter alia* with a dedicated responsibility for partnerships and therefore also with the overall responsibility for the implementation of the Organization-wide Strategy on Partnerships. OCE will promote and advocate the role of partnerships as one of the eight Core Functions to be applied by FAO at all levels as a critical means to achieve results. OCE will *inter alia* facilitate and support the engagement in partnerships, serve as a corporate repository of knowledge and lessons learned from FAO's experience in partnerships, share information and support communication on partnerships. It further has direct responsibilities for a variety of specific partners and partnerships, such as: UN system, including the Rome-based agencies, civil society and the private sector.

FAO's current system, which is characterized by a decentralized and flexible approach to partnering, ensures that the required technical competencies for each partnership are directly involved. Those responsible for establishing and managing partnerships will be greatly assisted, however, by access to a central partnership support from OCE which will complement, not replace the current system. Each FAO unit responsible for a particular partnership will continue to be the main decision-maker, but have access to the guidance and assistance for formulation, additional policy support and technical advice from OCE. The ultimate goal of OCE will be to strengthen the alignment of organizational partnerships with the pursuit of FAO's strategic objectives and priorities.

The IPA Programme for 2010-11 for Project 8 on Partnerships will focus on the following:

## IPA programme 2010/11

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Integrate the IPA programme for 2010-11 on partnerships into the work plan of OCE.

Carry out an **agenda for action** to promote and implement the Organization-wide Strategy on Partnerships. Specific action plans will also be implemented for specific corporate partnership strategies for collaboration with the Rome-based agencies and the rest of the UN system, civil society and the private sector. The agenda for action to implement the Organization-wide Strategy on Partnerships will address the following groups of actions:

- **Strategic implementation** – key milestones include: dissemination of guiding principles on partnerships, harmonization of the IPA actions on partnerships and the Organization-wide Strategy on Partnerships with the FAO Strategic Framework 2010-19, alignment of the Organization-wide Strategy on Partnerships with ongoing FAO reform measures, establishment of suitable mechanism(s) for dialogue with other FAO units responsible for specific partnerships (Ref. 3.104, 3.109, 3.110)
- **Assessing partnerships** – key milestones include: addressing institutional forms of partnerships, guidance on assessing the costs and benefits of partnerships, monitoring and evaluation (Ref. 3.109, 3.110, 3.117)
- **Launching new or renewed partnerships** – key milestones include: identifying a short list of key partnerships, review and development of key partnerships (Ref. 3.109, 3.110, 3.117)
- **Training on partnerships** – key milestones include: development of a suitable training module in close collaboration with the FAO staff development group; organization of training activities on partnership management and operationalization (Ref. 3.110)

Strategy on partnerships with the UN system will be reviewed and implemented (Ref. 3.104, 3.109, 3.110, 3.117)

Action plans for collaboration among the Rome-based agencies will be implemented, based on the five topical areas identified in the joint strategy document “Directions for Collaboration among the Rome-based Agencies”. (Ref. 3.111, 3.115, 3.116)

For partnerships with civil society and the private sector, the following actions will be undertaken:

Ref. 3.109:

Regional/decentralized consultation CSO/NGO process will be institutionalized during the regional conferences starting from April (Latin America and the Caribbean), May (Africa) and September (Asia).

Stocktaking of civil society and the private sector partners will be documented serving as baseline for the Unit.

Collaboration with civil society will be enhanced at the country level through the UN Non-Governmental Liaison Service (UN NGLS) in the context of the One UN process.

Ref. 3.110:

Headquarters and Decentralized Offices will be given tools and training for the regional capacity building of staff in partnership with civil society and the private

## IPA programme 2010/11

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sector. Training will be in the form of Training of Trainer principle to ensure replication, development of training modules and the conduct of the training itself. INGOs with formal status with FAO and the IPC mechanism will be assessed. Joint work plans will be prepared between regional CSOs/NGOs, FAO regional offices and Headquarters. Countries will be selected for the piloting exercise on the basis of their capacity to develop joint work plans. Website sub-pages on civil society and the private sector will be finalized.

Ref. 3.117:

Development of database of FAO relations with civil society and the private sector using the FPMIS will be finalized by the second quarter of 2010. Baseline data will be created, including documentation of past and best practices for FAO relations with civil society.

**Milestones:** Refer milestones described under the “agenda for action” above. Dates under review.

**Risks:** The timely completion of the partnership strategies. Corporate buy-in for the guiding principles and buy-in for approaches proposed under the Partnership strategy to facilitate and enhance engagement in corporate partnerships.( e.g. internal policies and procedures for collaborative arrangements).

### **Current reporting period (January to March 2010)**

The IPA programme for 2010-11 on partnerships is being integrated into the work plan of OCE. The IPA actions on partnerships will be implemented in line with the following agenda for action:

- Strategic implementation, including dissemination of guiding principles on partnerships (Ref. 3.104 and 3.109)
- Assessing partnerships, including monitoring and evaluation (Ref. 3.109 and 3.117)
- Launching new or renewed partnerships (Ref. 3.109, 3.110, 3.117)
- Training on partnerships (Ref. 3.109)

The Director-General has established two new management committees: the Partnerships Committee and the CEB Committee. The Partnerships Committee is established to furnish high-level oversight and guidance to coordinate, monitor and develop relations with non-governmental entities, including civil society and the private sector, in order to better communicate on FAO’s activities and engage with a broad range of stakeholders at the global and regional levels. The CEB Committee will ensure systematic and proactive FAO contributions to policy coherence and coordination across the UN system on agriculture and food security in high-level inter-agency and intergovernmental policy making fora. OCE acts as the Secretariat for both these committees.

Communications material is being prepared to promote FAO’s corporate approach to partnerships, including the development of a website and brochures.

## IPA programme 2010/11

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Training programme on partnerships for senior managers, in close collaboration with the FAO staff development group, will commence in March.

Rome-based agencies collaboration – A Senior Management meeting was held on 12 February 2010. In line with the action plan on transition from relief to development, the Executive Heads of FAO, IFAD and WFP established a Joint Taskforce on Haiti. The Taskforce will focus on providing a strong coordinated response to help the government of Haiti re-establish food security that encompasses urgent needs as well as medium and long-term rebuilding of food production, agricultural rehabilitation and reconstruction. The three agencies launched in February, under the sponsorship of the Inter-Institution Coordination Committee (IICC), a Common Procurement Team for joint tendering of commonly procured HQ goods, works and services on a pilot basis. The three agencies are continuing to look into expanding other areas of shared administration and management services for more cost-effective and efficient delivery.

The WFP Executive Board at its First Regular Session in February 2010 discussed the response to the joint evaluation for Information Systems for Food Security (ISFS). The Board commended WFP and FAO for undertaking a joint evaluation and a joint management response, and welcomed the results so far. FAO and WFP hold regular meetings at senior level in order to define the outline and the elements of the joint strategy for ISFS based on their comparative advantages. During this process, the considerations raised by the WFP Board will be addressed. A progress report on this issue will be presented to the FAO Programme Committee in April 2010.

CSO consultations in Latin America and the Caribbean and in Africa regions will be conducted prior to the FAO regional conferences and expected to be completed by 30 May 2010.

Development of a corporate database of private sector partners.

**Next reporting period (April to June 2010)**

Dissemination of information on the partnership support functions of OCE, including a mission statement, staffing structure and responsibilities.

Identify and establish suitable mechanism(s) for dialogue with other FAO units responsible for specific partnerships.

Review and finalise the strategy on partnerships with the UN system.

Monitor progress on collaboration among the Rome-based agencies, including in the pilot action plans.

CSO consultations in Latin America and the Caribbean and in Africa regions will be conducted prior to the FAO regional conferences and expected to be completed by 30 May 2010.

Corporate database of private sector partners will be completed and uploaded. Revamped website will be completed.

## IPA programme 2010/11

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Finalize development of a database of FAO relations with civil society and the private sector using the FPMIS.

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## **Project 9. Reform of Administrative and Management Systems**

### **IPA Programme for 2010/11 Current and Next Reporting Period**

#### Procurement related recommendations

*Ref: 3.38 Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralized offices* - In line with the IEE recommendations and the Immediate Plan of Action to empower decentralized offices in support of the Organization's mandate, a significant revision to Manual Section 502 "Procurement of Goods, Works and Services" became effective on 1 January 2010. This Manual Section was revised to integrate best procurement practices, increase delegation of authority in the field and address identified gaps. The revision was undertaken with the support and guidance of the Headquarters Procurement Committee (HQPC) and included extensive input by stakeholders.

In parallel with the revision of MS 502, training materials and face-to-face training have been developed to support capacity in the field and ensure that staff will be in a position to apply the MS and the increased delegations of authority foreseen. It is hoped that most, if not all, relevant staff in Regional and Sub regional Offices, FAORs, and Assistant FAORs Admin, as well as Emergency Coordinators, and other staff with procurement functions will have received the training on revised MS 502 by October 2010. The MS 502 Training is being provided through training sessions at Regional and Sub-regional Offices, beginning in 2009 and will continue throughout 2010. The training sessions are being organized by a Training Team of Procurement staff that is working closely with OSD, TCE and the relevant Regional and Sub-regional Offices to organize the training sessions. (see ref 7.8 below)

In addition, a major revision is being undertaken on the Manual Section 507 for Letters of Agreement (LoA). The revised draft also takes into account recommendations made in the Audit Reports (AUD 1609 and AUD 1709) and in the IPA, and most of the recommendations of the LoA Working Group that reported in December 2004. At present LoAs are being used to deal with a whole range of activities and circumstances, for which/in which AUD considers that they are not 'fit-for-purpose'. CSA work to revise MS 507 draws attention to the urgent need for the Organization to establish a process which, in real time, identifies the Organization's changing business requirements (many of which are currently handled through LoAs). It should be noted that operational scenarios are not mutually exclusive (e.g. a partnership relationship may result in National Execution by an NGO of a jointly planned and resourced project).

The main changes proposed are in clearer definition of the Authorized Officials and

- Increased levels of directly-delegated financial authority

## IPA programme 2010/11

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- Procedures for review and clearance of exceptions and higher value LoAs

The main Policy Issues that are being addressed in this revision are:

- Identification and responsibility for development of other contractual instruments, agreements, formats more suitable to new/evolving operational modalities (see next section).
- Fast track and emergency procedures
- Submission to LoA committee
- Levels of directly- delegated authority

*Ref: 3.39 Local procurement for emergencies*

This recommendation is being handled under action 3.38 above and 7.8 below, in that the new Manual section on procurement has clearly a section on how to handle emergency situations and the training is being rolled out to all decentralized offices.

**Milestones:**

- Revised MS 507 implemented third quarter 2010.
- Training on LOAs prepared 4<sup>th</sup> quarter 2010.

*Ref: 7.6 New procurement model for managing the initial phases of purchasing actions*

CSAP will be developing a new procurement model to optimize its operations for emergency projects as per the recommendations issued by the Root and Branch Review and also following the recent recommendations from the Evaluation on Emergency Operations.. The recent rise in emergency portfolio has pushed procurement to the frontline of FAO corporate strategy and the increasingly larger procurement volumes for emergency projects call for a more strategic procurement model ensuring that procurement activities are in full compliance with the Organization's rules and regulations and, at the same time, executed to deliver agricultural inputs to beneficiaries in a cost-efficient and timely manner.

The core components of the new procurement model are based on:

Procurement Planning

Following the recommendations made by the Evaluation and Root and Branch Review, CSAP and TCE should mainstream procurement planning in all decentralized offices (DOs). Planning will become a routine function for emergency teams in DOs. CSAP will provide guidance by means of training and guidelines. The learning material will emphasise the need for thorough market analysis and information gathering designed to address external risk factors and circumstances (suppliers' default, import restrictions, price hikes, etc.) that affect (or are likely to affect) the outcome of the procurement process. Renewed emphasis on planning will enable CSAP to realize efficiencies, cost-savings and improve the timeliness of delivery.

New Advisory Role for CSAP

## IPA programme 2010/11

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The ongoing process of decentralization (cf. 3.38 and 7.8) will give DOs more responsibility for carrying out local purchases as well as for managing and reporting procurement activities. This change demands CSAP to shift its role from control to advising and supporting DOs focusing its efforts on normative guidance (cf. revision of Manual Section 502 in 3.38) collection and dissemination of key information and formulation of strategies. CSAP is collecting/will collection and dissemination of relevant information to ensure that staff involved in procurement operations in the field access

In order to enable to play effectively an advisory role, CSAP will be working to develop an information system to improve the recording, accounting and reporting of procurement transaction in the field.

*Ref. 7.7 Develop the registered vendors management towards an active suppliers management (partnership principles)*

The goal of vendor management project is to adoption strategies for improving the vendor management business processes in the procurement division (CSAP) at FAO. The strategy will also address recommendations by Internal Audit and Evaluation on Emergency Operations.

The following vendor management business processes have been identified as points of interested for improvement and streamlining. Currently there are several manual processes which are used to fulfil gaps in system support.

- Vendor Registration
- Vendor Pre-Qualification/Pre-Selection
- Vendor Evaluation/Assessment/Approval
- Vendor Selection
- Vendor Performance
- Vendor Communication
- Strategic Vendor Management Reporting

The goal of this vendor management project is to utilize the systems which FAO currently has in house to incorporate the improvements in the vendor management business processes. Integration of the United Nations Global Marketplace (UNGM) will also be a large focus. Currently the vendor management project has delivered the UNGM registration and pre-selection functionality. Procedures have been written for the evaluation/assessment/approval of vendors to be followed by procurement staff. Finally the cleansing of the FAO ERP database containing 18,000 vendors is currently in full implementation. This process should take all of 2010.

For rest 2010 it is planned to improve the Vendor Selection process by capturing solicitation methods and tender response types and incorporate these into vendor reports used at during vendor selection process. For the major item categories pre-qualification templates are being created to be used at the time of tendering. And finally a review of the current vendor performance reports to better improve the process and associated information is also underway.

## IPA programme 2010/11

**Milestones:**

Phase 1 Tasks - Cleanup, Integrate and Standardize Vendor Database

- Implement & promote UNGM - Feb 2010
- Implement & promote pre-selection - Mar 2010
- Vendor management policies and procedures - Oct 2010
- Clean vendor data in Oracle database - Dec 2010
- Implement & promote pre-qualification - Dec 2010
- Vendor Selection - Dec 2010
- Vendor Performance (Short Term Solution) - Dec 2010

*Ref: 7.8 Empowerment of regional and local officers in managing local procurement –*

With the implementation of the new Manual section and procedures on procurement which included a higher delegation of authority to decentralized offices there is an ongoing detailed training session being held at all of the regional and sub regional offices for all FAO Representatives, and Emergency Coordinators as well as all staff in local offices dealing with procurement issues. There are two parts to the training, which is a week long event. The week-long programme is organized in two different face-to-face trainings which are targeted to somewhat different audiences as follows:

**Revised MS 502 Training.** The first two days are dedicated to the underlying principles embodied in the revised MS, new concepts and responsibilities which will be the basis for accountability under the MS. This training provides more general knowledge about procurement in FAO and is of particular interest and importance to the FAORs who are the designated Authorized Officials under the revised MS, as well as to the Assistant FAORs - Administration who are responsible for the procedural aspects of the procurement function and Emergency Coordinators and Project Managers as Requesters, who are all strongly urged to attend.

**Advanced Procurement Workshop.** This 3 day workshop on Advanced Procurement issues, which is of particular interest to staff directly involved in procurement functions (as Requesters, Buyers or Authorized Officials) and therefore FAORs, Assistant FAORs – Administration as well TCE Emergency Coordinators and Project Managers should attend.

**Milestones:**

- 90% of HQ TCE staff involved in procurement received training on revised MS 502 by end 2010.
- 30 TCE staff have received Advanced Procurement Training by end of 2010
- 80% of field offices have at least one staff member receiving training.

Administrative Service Model

*Ref: 7.9 Transfer of transactional activities to the SSC -* Following on the suggestions of the Root and Branch review there will be an analysis during 2010 on back office procurement related functions could be offshored to the SSC.

**Milestones:**

- Posts offshored by Feb 2011

## IPA programme 2010/11

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*Ref: 7.10 Align the objectives of the support functions with the strategic objectives of the organization, defining key efficiency targets and service level agreements – SLAs (commitment model). Converted into one of the Value Drivers to promote the reform;*

*Ref: 7.14 Operational model for the implementation of partnerships in procurement actions with other UN agencies; **Rome-based agencies – Joint procurement initiative***

*Ref: 7.15 Other activities of the Joint Procurement initiative Travel*

At its meeting on 1 December 2009, the Inter-Institutional Coordination Committee (IICC) made up of the ADGs of FAO, WFP and IFAD endorsed the concept of a Common Procurement Team (CPT) operating under standard rules and procedures for joint tendering of commonly procured HQ goods, works and services of the three Rome-based Agencies (RBAs) and agreed to its implementation on a one year Pilot basis, starting January 2010.

The IICC endorsed the operating principles of the Common Procurement Team:

- The Team will be physically hosted by one of the participating agencies, selected every two years on a rotational basis;
- The Team will focus on combined headquarters procurement, currently estimated at US\$ 100 million per year;
- Benefits and savings of the Team will be monitored through Key Performance Indicators;
- The necessary staff members will be released from the Procurement teams of the three RBAs;
- A portion of the savings generated will be reinvested into procurement harmonization.

The IICC endorsed the Pilot CPT as a small team of professional peers and support staff, internally coordinated, hosted at FAO, utilizing the IFAD and FAO e-tendering system, drawing upon best practices of all three Agencies, and working towards harmonization and optimization. The CPT process from tendering through contract award will follow FAO's policies and procedures as laid out in the revised FAO Manual Section (502). For contract awards emanating from the CPT, the FAO HQ Procurement Committee (HQPC) will be augmented by members from IFAD and WFP at comparable levels of representation.

By 15 December 2009, IFAD and FAO each released one procurement officer to the CPT while WFP provided the overall Relationship Manager for the start-up phase and is now selecting a procurement officer as part of its annual reassignment exercise.

The Pilot CPT went live at FAO on 5 January 2010 and was fully operational in January, meeting with the respective client units of the 3 RBAs to plan joint tenders

## IPA programme 2010/11

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on: IT consulting services, petrol coupons, mobile communications, cleaning and multi-services. On 13 January 2010 FAO provided training on Procurement Manual Section 502 to invited representatives from Procurement, Legal, Audit, IT and Facilities Management from WFP and IFAD; IFAD provided training on the e-tendering contracts module on 15 January 2010.

On 4 February 2010, the CPT occupied one common office re-configured for them in the FAO Procurement Services (CSAP) area. The first CPT call for Expressions of Interest was issued electronically via the UN Global Marketplace on 5 February 2010. Subsequent tenders are already under preparation for: Common Treasury Services Study (on behalf of the Finance and Budget Network of the HLCM), Re-mailing Services, PCs, printers, IT connectivity, and utilities (electricity and gas), multiservices (cleaning services).

The IICC Principals signed a Joint Announcement (attached) on 28 January 2010 which was published to staff of the 3 RBAs on 3rd-4th February 2010. A Charter document has been prepared and is in the final stages of clearance prior to being presented to the IICC Principals for signature. The CPT will issue a bimonthly Newsletter to management, client units, and staff detailing progress made against Key Performance Indicators which are currently being finalized for presentation to the next meeting of the IICC

### Registry

*Ref: 7.16 Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources* - This important corporate initiative will begin in 2010 and will comprise some of the following actions:

- Documenting the AS-IS registry processes. The AS-IS analysis will be based on work already carried out by the CSAI Registry unit in 2008, and on the ongoing consolidation of divisional registries into departmental units. The analysis will include:
  - administrative, operational and substantive documents and will involve users and subject matter experts from CS, TC, OSD, technical departments, decentralised offices and CIO;
  - It will include analysis of state-of-art technology aspects under the guidance of CIO;
  - It will also cover knowledge management and dissemination aspects under the guidance of OEK;
  - The analysis will extend into management of archives, including an overview of existing FAO archives and FAO library.
  
- proposals for improvements to document related processes and storage/retrieval, in particular:
  - streamline and automate workflows;
  - identify areas of duplication and overlaps;
  - make recommendations on the use of new technology specifically in the area of Enterprise Content Management;
  - evaluate a full move to electronic storage including for existing archives

## IPA programme 2010/11

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- cover issues of authenticity and make recommendations on use of electronic signatures;
  - Make recommendations on search and dissemination approaches.
- documenting the TO-BE registry processes
  - documenting other TO-BE system requirements (technical compatibility, interfaces to other FAO systems, telecommunication infrastructure requirements etc.)
  - analyse existing solutions in use in other UN agencies to assess the suitability for adoption by the FAO

**Milestones:**

The above investigations and analyses will result in business case and project initiation documents for review by the project's governance structures by the end of June 2010. These documents will specify the scope, outputs and approach for the remainder of the project.

Printing and Publishing in all languages of the Organization

*7.17 Proposal for a new Printing & Distribution department, including External Printing, Internal Printing and Distribution.* Change of the printing and distribution procedure.

The Printing and Distribution Group has been established within the Meeting Programming and Documentation Service. Actions are being taken to re-design the distribution mailing list system and to move it to a more robust and stable environment. Streamlining of the workflow between the internal print-shop and external supplier with implementation of modern pre-flight tools will be implemented in 2010.

Translation

*3.58 Following the finding of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs*

FAO (OEK) is in the process of developing an integrated planning system for information products that will facilitate the identification and quantification of translation requirements when information products are conceptualized. This system is expected to be operational by the end of 2010. When operational, it will permit anticipation of translation requirements, thus facilitating timely and quality translation for publications, with potential cost savings.

*7.18 Change Translation Service Model. Enhance Terminology & Roster management;*

See response for action 7.20

*7.19 Change Translation Service Model. Translation service to be funded by Regular Programme;*

## IPA programme 2010/11

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See response for action 7.20

*7.20 Review the Translation Service Model.*

A study will be carried out between March and November. Purpose of the study will be to evaluate the conditions allowing the implementation of multilingualism in FAO in order to provide the different target audiences with better access to the information made available to them and to maintain and improve the multilingual content of services required by the Organization. The study will also identify the best modalities for financing language services and technical publishing (paper and web) in FAO languages.

A document for discussion during the October 2010 Session of the Finance Committee and the November 2010 Session of the Council will be developed with:

- Recommendations on how multilingualism can be improved to best serve all stakeholders and contribute to achieving results.
- Definition of possible new modalities for financing language services and technical publishing (paper and web) in FAO languages. This will include evaluating the impact of current and proposed new modalities on enhancing multilingualism in FAO, as well as on quality, timeliness and overall cost to the Organization.

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## **Project 10. FAO Manual**

### **IPA Programme for 2010/11**

In 2010-11, a major overhaul of the FAO manual will be embarked upon. A review will be carried out to identify a simplified framework for the publishing of the manual using up-to-date technologies and tools. Once the framework has been agreed, the process to transform the current FAO manual into the revised framework will begin. The goal is to have a framework which is simplified and user-friendly, so that staff in all locations can understand and comply with FAO rules and regulations.

#### **Milestones:**

By the end of 2010, the simplified framework should be identified and agreed.

#### **Risks:**

Risks include 1) the availability of key players in designing the framework; and 2) required technology cannot be implemented in time.

### **Current reporting period (January to March 2010)**

In the first quarter of 2010, an inventory has been completed of the current FAO Manual, including the publication mode (on-line or hard copy), last update, and languages available.

## IPA programme 2010/11

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**Next reporting period (April to June 2010)**

During the next reporting period, proposals will be solicited for the simplified framework, based on best practices.

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**Project 11a. IPSAS****IPA Programme for 2010/11**

Complete user requirements, design, development, documentation and testing in accordance with the project plan. Start training and deployment which will continue into 2012. Continue communication and change management throughout the period.

**Milestones:**

Completion of key project phases as outlined above in line with the project plan.

**Risks:**

Availability of Project team and Users when required, inadequate project funding, changes to key planning assumptions, impact of organizational change generated by or impacting on the project, technical and capacity constraints in Decentralized Offices.

**Current reporting period (January to March 2010)**

Ongoing user requirements gathering and validation  
Decision on the technical architecture for the new Field Solution

**Next reporting period (April to June 2010)**

Tasks: Complete majority of user requirements; gap analysis; technical architecture identification; start design specifications

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**Project 11b. Information Technology****IPA Programme for 2010/11**

This project covers actions in the area of Information Technology to support the FAO reform and to implement recommendations arising from the Root and Branch Review. Major action items of this project are:

*3.90 - Upgrade of information and communications technology infrastructure and information systems functional support for decentralized offices.* This action is to enable decentralized offices to effectively use a wider range of FAO applications.

## IPA programme 2010/11

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There are four main “activity streams”: 1) increase network capacity for FAORs; 2) deploy High Definition Video Conferencing (HD VC) in Regional and Sub-Regional Offices; 3) establish global information and communications technology (ICT) support structure to provide real-time coverage and enhance language support to all Decentralized Offices; and, 4) provide assistance to Decentralized Office users in effectively using FAO applications. The first activity stream covers the improvement of Wide Area Network (WAN) connectivity which will be implemented in a phased manner based on the needs of individual offices and deployment plans for new corporate applications. Consultations are ongoing with owners of FAO corporate applications that are used in Decentralized Offices.

7.0 - *Strengthen IT Governance*, which will ensure alignment of IT investments to Organization’s strategy; achieve savings and efficiency by reducing duplication, information system fragmentation; provide due diligence to major IT initiatives and streamline the governance processes.

7.25 – *Enhance Oracle ERP related functionalities to meet IPA requirements*. The Oracle E-Business Suite software is the primary component of the Organization's Enterprise Resource Planning (ERP) system and underpins several administrative and operational processes in the areas of Finance, Human Resources and Procurement. In order to meet the requirements of a number of IEE and RBR recommendations, this software must be updated.

7.26 – *Design of the Management Information System*. The need for an integrated Management Information System (MIS) to support operations, decision-making and strategic objectives has been noted in both the IEE and RBR. This objective is to be achieved through the establishment of a solid MIS framework, a solid foundation for managing the relevant data, extension of the corporate data warehouse, and the development of Business Intelligence (BI) applications to meet the various Organizational requirements for utilizing and analyzing information.

**Milestones:**

3.90 - Regional and Sub-Regional Offices will be able to communicate using HD VC within 2010. At the end of 2011 all decentralized offices, where local conditions permit, will have increased network capacity.

7.0 - The updated proposal for new IT Governance structure will be implemented by the end of 2010 and refined based on first year experience in 2011.

7.25 - The action item involved consists of a single major milestone, that is, the roll-out to production of Release12 of the Oracle e-Business Suite software, including all current functionalities in use by the Organization. Provided that the project associated to this action item starts as planned in April 2010, this milestone should be achieved by the middle of October 2011.

7.26 - The major milestones for this action item include: 1) the migration of all Data Warehouse reports to the new BI platform, resulting in the retirement of two reporting systems (MIR, and Procurement BI solution), and the discontinuance of Oracle Discoverer as the corporate reporting solution by 31 December 2010; 2) the extension of the data warehouse to include the vast majority of administrative data and the introduction of a series of new BI applications in the areas of HR, Finance,

## IPA programme 2010/11

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Procurement and Budget to be developed through an iterative approach and delivered in stages through 31 December 2011.

**Risks:**

3.90 - Some FAO applications in development have undefined characteristics that may alter their behavior over the WAN when deployed. Another risk is in some circumstances WAN deployment could be negatively impacted due to unforeseen local factors.

7.25 - The most critical related risk identified to date is associated with the project timeline and interdependencies with other ERP-related initiatives planned for 2010/11, including IPSAS and Virtual Academy. A final decision on whether the project can proceed as planned should be reached by the end of the 1st quarter of 2010 if the work is to be completed in time and not affect the timeline of other projects. Should a decision be made to postpone this action item until 2012/13 due to other Organizational priorities, its start date will have to be deferred until all other work related to FAO ERP planned for 2010/11 has been completed. The associated risk is that delays to the implementation of IPSAS or other ERP-related projects will increase the risk of the upgrade not being completed by the end of 2013. This would mean that one of the main corporate systems supporting the administrative operations of the Organization will be based on obsolete software and hardware, and left without proper vendor support.

7.26 - The main risk associated with this action is lack of proper data management. This is a common risk for this type of work as Business Intelligence applications invariably depend on consistent and relevant data in order to produce accurate outputs. Substantial and on-going business involvement in the overall MIS process through structured governance to ensure that data is appropriately classified, modelled and properly disseminated is therefore imperative for the success of this action item.

A risk that affects all action items associated with this project is that of the additional load that may be placed on key resources by other parallel priority Organizational initiatives.

**Current reporting period (January to March 2010)**

3.90 - Phase 1 of network capacity upgrade of FAORs (ten countries) has been completed. Phase 2, which includes additional ten countries, has been started. HD VC Equipment has been distributed to all Regional offices and 60% of Sub-regional offices. Workflows and support mechanisms for the global ICT support centre are being defined.

7.0 – Completion of the planning phase

7.25 - Analysis of the current FAO ERP environment and decision on timeline of upgrade (2010/11 vs. 2012/13) based on Organizational priorities.

## IPA programme 2010/11

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7.26 - Analysis of the various current sources of data and reporting currently utilized in FAO to determine the patterns and volume of usage in order to facilitate migration mapping to the integrated MIS. This includes a plan definition for the retirement of the current corporate reporting solution by the end of 2010; and training on the use of the newly acquired Business Intelligence platform (both functional and technical resources).

**Next reporting period (April to June 2010)**

3.90 – Phase 2 of network capacity upgrade will be completed, resulting in upgrading of a total of 20 countries. Definition of future corporate application requirements will continue. The distribution of the remaining HD VC equipment will be completed. All ROs and half of the SROs will have fully operational HD VC. Progress in the establishment of regional hubs for the global ICT support structure.

7.0 – New proposal for improved IT Governance structure

7.25 – Initiation of the upgrade project (depending on Organizational decision to go-ahead in the current biennium)

7.26 – Commence the migration of all Data Warehouse reports to the new Business Intelligence platform. Begin work on data management guidelines for discussion with business units

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**Project 12. Enterprise Risk Management****IPA Programme for 2010/11**

The Organization will implement an internally-led organization-wide approach to enterprise risk management embedded in the results-based management framework. The timetable is delayed three months from that published in the report of the CoC-IEE. Actions include:

- develop a project structure (second quarter 2010)
- design ERM model (second quarter 2010)
- undertake pilot (third quarter 2010 to first quarter 2011)
- development a comprehensive plan to fully implement ERM (first half 2011)
- fully implement ERM (from second half 2011)

**Milestones:**

- Develop a project structure (second quarter 2010)
- Design ERM model (second quarter 2010)
- Undertake pilot (third quarter 2010 to first quarter 2011)
- Development a comprehensive plan to fully implement ERM (first half 2011)
- Fully implement ERM (from second half 2011)

**Risks:**

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IPA programme 2010/11

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Capacity of organization to implement ERM in a timely manner given the scope of reform being undertaken. Mitigate by realistic planning and linkage to actions on results-based management especially under Project 3.

**Current reporting period (January to March 2010)**

None

**Next reporting period (April to June 2010)**

Project structure and ERM model prepared.

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**Project 13. Culture Change**

**IPA Programme for 2010/11**

The work programme will be developed by the new team on its appointment by end of March.

**Risks:**

Lack of ownership by the staff due to reform fatigue and slow progress in change, as well as work overload.

**Current reporting period (January to March 2010)**

The new culture change team is in the process of being established. External change management specialists are being selected to assist with change activities. Plans are developed by current team to increase field outreach and communication. Support is provided to new change teams at headquarters and in the field. Follow-up and monitoring of proposals submitted is on-going.

**Next reporting period (April to June 2010)**

An action plan to embed culture change in FAO will be developed with clear objectives, success factors, activities and measures to evaluate shifts in the culture.

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**Project 14. Human Resources**

**IPA Programme for 2010/11**

In the case of the HR initiatives deriving from the Immediate Plan of Action, these form an integral part of the HR Division's programme of work for 2010-11. Accordingly, the delivery of IPA activities has been fully integrated in the corporate

## IPA programme 2010/11

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HR strategic framework for the current biennium and the related plan of action for 2010-11 contained therein. The latter plan has been formulated in line with the Organization's new results-based approach and consequently, contains the requisite metric indicators including *inter alia* progress achieved to date, outstanding activities, key milestones, indicators and impact statements.

**Milestones:**

Refer to HR Strategic Framework document.

**Risks:**

The programme is adequately funded for the current biennium. However, it should be noted that this IPA programme carries a substantial proportion of the tasks envisaged in the reform package. The resulting risks may derive from an over-expectation of delivery of initiatives and activities, given the volume and quantity of initiatives entrusted to the HR function and taking into account the current capacity available in this field.

**Current reporting period**

The delivery of on-going IPA initiatives and activities is progressing on the whole according to schedule and envisaged timeframe. The end of the first quarter of 2010 should mark the milestone for the delivery of or completion of the substantive segments of some of the ongoing initiatives cited in the preceding section, as indicated hereafter. We are on track for the completion of training on PEMS in decentralised offices as well as application of the first cycle of the system across the Organization, by April 2010. The new policies on Internship and the use of retirees will be promulgated across the Organization during the quarter. Equally, the endorsement of the guiding principles on mobility by the Organization's senior management will be complemented with the development of the related policy framework by April 2010, to be subjected thereafter to the established internal clearance process. The initial pilot release of the HR MIR and its dashboards is also envisaged to be undertaken by the end of this quarter of this year. Moreover, new HR processes are being launched in line with the recommendations by the Root & Branch Review (including communication, staffing etc) and the new iRecruitment module has been launched. Related HR positions, as recommended by the Root and Branch Review, have been advertised using the new iRecruitment module with closing date for applications in March 2010.

**Next reporting period (April to June 2010)**

With regard to the initiatives and tasks to be undertaken during the next reporting period (i.e. April to June 2010), these are contained in the corporate HR Strategic Framework referred to in the first section above.

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**Project 15. Governing Body Follow-Up****IPA Programme for 2010/11**

IPA programme 2010/11

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Governing body follow-up (Actions 4.1, 4.4, 4.6a)

Progress on IPA implementation should be reported by Council to Conference at its 37<sup>th</sup> session in 2011, with inputs from the Programme and Finance Committees and from Management.

The issue of Council membership should be further examined through an Open-Ended Working Group, to be established during the biennium, to recommend measures designed to increase the efficiency of the Governing Bodies, including representation.

In the course of the current biennium, the CoC-IEE should hold up to three meetings per year.

**Current reporting period (January to March 2010)**Governing body follow-up (Actions 4.1, 4.4, 4.6a)

Preparatory work was initiated for the establishment of the Open-Ended Working Group which should recommend measures designed to increase the efficiency of the Governing Bodies, including representation.

Preparations were made for the first meeting of the CoC-IEE.

**Next reporting period (April to June 2010)**Governing body follow-up (Actions 4.1, 4.4, 4.6a)

The Open-Ended Working Group tasked to recommend measures designed to increase the efficiency of the Governing Bodies, including representation, should be established.

The first meeting of the CoC-IEE should be held in April, and its second meeting could take place in late June.

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## IPA programme 2010/11

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**Project 16. Management Follow-Up****IPA Programme for 2010/11**

Reform support arrangements for 2010/11 will be revised taking into account the changing nature of the key reform activity from a planning focus to one based on full implementation of IPA actions, and the need also to ensure effective leadership, improved staff communications, continuing improvements in member relationships, and sustainability of the FAO reform. The changing nature of the reform activity from planning to implementation, requires that the focus of IPA Management support changes from policy document review, coupled with monitoring and reporting, to pro-active IPA implementation support.

**Milestones:**

During 2010/11 an exercise to develop a full risk management framework and monitoring mechanism for IPA programme risks will be introduced – target date mid 2010.

A comprehensive staff communication programme will be developed and implemented in 2010/11 – target date mid-2010.

Distribute staff survey to gather feedback on the IPA reform and communications by second quarter 2010.

Preparation of reports for the CoC-IEE and Finance Committee meetings - ongoing

**Risks:**

Limited number of CoC-IEE meetings in 2010/11 could weaken the improved communications and cooperation with members that was established in 2009.

Risk of staff reform fatigue due to length of reform process and work overload

**Current reporting period (January to March 2010)**

Allotted IPA budget for 2010 to all IPA projects

Created proposals for restructuring of the RSG/SMT and associated Terms of Reference

Revised the list of IPA Project Leaders

Provided IPA support, supporting the IPA Project leaders in successfully delivering the IPA actions, reporting to the SMT-IPA, and providing monitoring and reporting material to CoC-IEE and other meetings as required

**Next reporting period (April to June 2010)**

IPA programme 2010/11

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Complete restructure of the RSG/SMT and establish group composition and responsibilities

Staff Core IPA group under the RSG

Assist Project leaders with sequencing and prioritization of IPA activities

Present and report to CoC-IEE and Finance Committee

Develop a staff communication plan

Commence the risk management framework development