

Note to CoC-IEE on progress with IPA implementation 21 January 2009

Introduction

1. At its 35th session on 18 – 22 November 2008, the Conference approved the Immediate Plan of Action (IPA) for FAO Renewal, established a time-bound Conference Committee (CoC-IEE) for continued follow-up to the Independent External Evaluation of FAO, and agreed that implementation of the IPA in 2009 would require funding by extra-budgetary contributions, whilst funding for 2010-2011 will be treated under the Programme of Work and Budget.

Sequencing and prioritisation of actions

2. In order to manage implementation in an effective and consistent manner, IPA actions¹ were grouped into 14 major projects, and projects of a similar or linked nature grouped into five thematic groups (see Annex 1). Each project will be led by a staff member who is an expert in the field while thematic groups will be led, when appropriate, by users of the services, in order to ensure a client perspective, and will include representatives from decentralized offices.
3. Implementation arrangements are guided by the need to ensure good staff consultation, effective project execution, integrated project monitoring and communications, effective decision making and timely communications to members.
4. Annex 2 indicates how these factors were incorporated into the proposed management arrangements in order to ensure effective implementation, oversight, monitoring, communication and reporting. Management has assigned senior staff to key management positions in the Reform Support Group, Thematic Groups and Projects.
5. One of the first tasks of Project leaders will be to produce detailed project plans, with associated detailed costs, to verify or amend the initial estimates provided and submit these for review by the Finance Committee in March. These plans will allow a detailed analysis of sequence and interdependencies between projects.
6. Management attaches the highest priority to the IPA Action Matrices “FAO Strategic Framework and the New Results-Based Framework” and “Reform of Programming, budgeting and results based monitoring” as central to the reform process, and launched the related RBM² project in mid-December 2008. Top priority is also assigned to Organizational restructuring, which must be formulated by April in order to feed into the RBM project.
7. The Conference has agreed a standard format for presentation of Strategic and Functional Objectives and their Organizational Results in the MTP and PWB, and this format is the foundation of the results framework being prepared by management. The MTP and PWB planning processes focus on completing and finalizing the results format for each of the Strategic and Functional Objectives while ensuring full consultation among concerned staff and units. The new Strategic Framework, MTP 2010-13 and PWB 2010-11 will be presented in one planning document which will be finalized for Governing Body review by end-July 2009. An overall timeline for the process is provided in Annex 3³.
8. In spite of its early launch, the RBM project is dependent upon a number of other linked actions, and without timely completion of these it cannot be fully implemented. These include, in addition to the organization restructuring, introduction of a performance management system and other HR reforms.
9. In addition to the RBM project and associated actions, management has identified other areas of high priority. These include the reform of decentralisation, changes to Human resources, administration and management systems, and culture change. These areas are highly

¹ including the Root and Branch review, and any outstanding items from the D-G early actions

² Results Based Management

³ Management inputs are shown in normal typeface, while steps related to Governance review are shown in italics.

interconnected and cannot be considered in isolation because their successful implementation requires an integrated approach.

10. In the meantime, management is progressing in as many additional low cost areas as possible. Examples include but are not limited to:
- **Culture change**, where the culture change team has organised focus group discussions, open houses drop-in sessions both in headquarters and in decentralised offices and completed a communication strategy and launched a web page;
 - **Human resources**: the Performance Evaluation and Management System (PEMS) pilot being completed at the end of January and will be evaluated during February 2009; based on the results, the system will be adapted for extension and training of staff across the Organization during 2009 for full implementation in the 2010/11 biennium; Rotation and Mobility, Junior Professionals Programme, Use of Retirees, Recruitment of Consultants, and the HR Gender policies are being completed;
 - **Changes to basic texts**: a number of documents are being prepared, mainly regarding the Constitution and the General Rules of the Organization for referral to CCLM;
 - **Decentralization**: the Circular on Relationships and Responsibilities is being revised to transfer the primary reporting responsibility for decentralised technical offices to the ADG/RRs; ADGs/RRs now participate in all SMM meetings by video link and ROs are now also routinely involved in high level policy meetings related to priority activities such as ISFP⁴, CMC, and the RSG⁵;
 - **Decentralization of the TCP**: a draft Implementation Plan was issued last November;
 - **Partnerships**: strategies for private sector, civil society, the UN System and the Rome-based agencies are being prepared;
 - **Streamlining administration**: a number of actions are being implemented.

A full status report on progress on IPA implementation will be provided to the next meeting of the CoC.

Availability of funds

11. Management has put in place arrangements to ensure effective and coordinated delivery of the IPA. It has identified key priority areas, and initiated action wherever possible. It has assigned senior managers to responsible positions and will undertake an exercise to validate initial cost estimates. It has been proactive and has started the RBM project and made progress where possible in a number of low cost areas. It is now ready and fully prepared to launch the full IPA programme subject to availability of financial resources.
12. The Conference urged all Member Countries to contribute extra-budgetary resources of a provisional amount of US\$ 21.8 million for 2009 to a special Trust Fund established for this purpose. As of mid-January, pledges of funding support have been received totalling approximately \$4.2 million, whilst payments received total \$1.2 million.

⁴ Initiative on Soaring Food Prices

⁵ Reform Support Group

Annex 1 – Grouping of IPA, Root and Branch recommendations and outstanding D-G early action items into projects, thematic groups and action matrices⁶

Thematic group 1 - Improved articulation of member needs through effective governance and oversight

Project 1 – Governing Body Reform

Governance Priorities (IPA 2.1 – 2.4)
The Conference (IPA 2.5 – 2.13)
The Council (IPA 2.14 – 2.25)
Independent Chairperson of the Council (IPA 2.26 – 2.34)
Programme and Finance committees (IPA 2.35 – 2.47)
Committee on Constitutional and Legal Matters (IPA 2.48 – 2.51)
Regional Conferences (IPA 2.52 – 2.55)
Technical Committees (IPA 2.56 – 2.65)
Ministerial meetings (IPA 2.66 -2.67)
Statutory Bodies, Conventions, Treaties, Codex, etc (IPA 2.68 – 2.69)
Further Actions to Improve the Effectiveness of FAO Governance (IPA 2.70 – 2.76)
Appointment and Term of Office of the Director-General (IPA 2.95 – 2.101)

Project 2 – Oversight

Evaluation (IPA 2.77 – 2.90)
Audit (IPA 2.91 – 2.94)

Thematic group 2 - Focus on member needs through results-based programming, monitoring, reporting and resource mobilization

Project 3 – Reform of Programming, budgeting and Results Based Monitoring

FAO Strategic Objectives and the New Results-based Framework (IPA 1.1- 1.8)
Reform of Programming, Budgeting and Results Based Monitoring (IPA 3.1 – 3.11)
Publishing in all Languages of the Organization (IPA 3.55 – 3.58)
Design the new planning and Budgeting Model which will manage both Regular Program and Extra-Budgetary funds (RBR - 11)
Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM) (RBR -12)
Interdisciplinarity (DG – EA)

Project 4 – Resource Mobilization and Management

Resource Mobilization and Management Strategy (IPA 3.12 – 3.21)

Thematic group 3 - Functioning as one organization by aligning our structures, roles and responsibilities to the results framework

Project 5 – Technical Cooperation Programme

Technical Cooperation Programme (IPA 3.22 – 3.29)

Project 6 - Decentralization

Decentralization (IPA 3.76 – 3.90, 3.95)

Project 7 – Headquarters Structure

Headquarters Structure (IPA 3.91 – 3.94, 3.96 -- 3.103)
Review the roles of internal committees and reduce their number (RBR - 7)
Strengthen IT Governance (RBR – 13)

Project 8 – Partnerships

Partnerships (IPA 3.104 - 3.118)

⁶ Numbers in parenthesis: IPA - Immediate Plan of Action references, RBR - Root and Branch Executive Summary references, DG-EA - DG Early Action references.

Thematic group 4 - Efficient use of member contributions through reform of administrative and management systems

Project 9 – Reform of administrative and management systems

Reform of Administrative and Management Systems (IPA 3.37 - 3.42)
Basic Text Change (IPA 3.43)
Follow-up to the Root and Branch Review (IPA 3.44 – 3.48)
Align the objectives of the support functions with the strategic objectives of the organization, defining key efficiency targets and service level agreements (RBR -2)
Re-define the role of the ODG with regard to administrative activities (RBR - 5)
Transfer of low value added/transactional activities to the SSC and consider an assessment of the current governance (RBR - 8)
Identify and implement synergies with other UN Agencies to procure jointly common goods/services (Procurement for HQ) and to merging the facility management services (RBR - 18)
Involve AFSP in the initial phases and activities of the procurement actions (Procurement for projects) (RBR - 19)
Develop the registered vendors management towards an active suppliers management (partnership principles) (RBR – 20)
Rationalize logistics and delivery processes (RBR - 21)
Pursue a higher empowerment of the Regional and local officers in managing local procurement (RBR – 22)
Define a plan for the registry management, considering the shift to electronic and outsourcing of resources (RBR – 23)
Define an approach to communication style and document which will reduce the need for printing and storage (RBR – 24)

Project 10 – FAO Manual

Rationalize set of policies and procedures of FAO organization (manual) (RBR - 3)
A Regulatory Unit should be established (RBR – 4)

Project 11 – IPSAS and Oracle

Implementation of IPSAS as key initiative for the finance division and FAO as a whole (RBR – 9)
Upgrade Oracle for staff Management and IT infrastructures in DOs (RBR – 14)
Design of the Management Information System (RBR -15)

Project 12 – Enterprise risk management

Enterprise Risk Management Framework (IPA 3.49 -3.54)
Implementation of the Enterprise Risk Management (ERM) (RBR – 10)

Thematic group 5 - Optimizing human resources through HR policy, practice and culture change

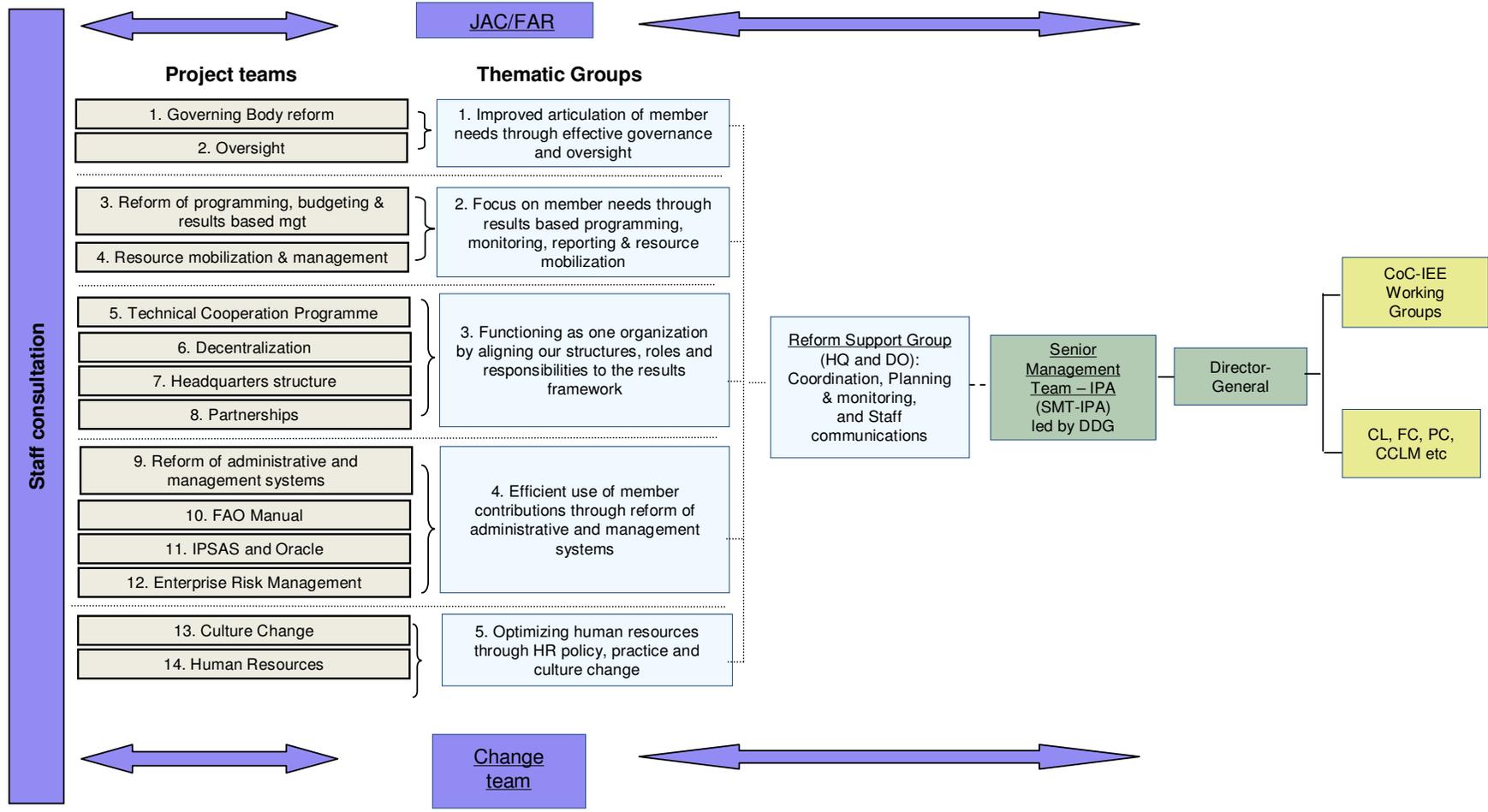
Project 13 – Culture Change

Institutional Culture Change (IPA 3.30 – 3.32)
Ethics (IPA 3.33 – 3.36)

Project 14 – Human Resources

Human Resource Policies and Practices (IPA 3.59 – 3.77)
Define a new role for the HR Function (RBR – 6)
Complete the Competency Framework (RBR – 16)
Review the Accountability Framework of HR process among AFH and other FAO entities (other departments, DOs, SSC) (RBR – 17)

Annex 2 - Proposed IPA Implementation Management Arrangements



The Senior Management Team for IPA Implementation (SMT-IPA) will assume overall responsibility for implementation of the IPA during 2009-11. It will provide policy guidance, arbitration and oversight, mobilize staff/expertise needed for implementation of the IPA, mobilize and ensure application of financial resources needed for IPA implementation from all sources (assessed and voluntary) and assist the Director-General in reporting to the Governing Bodies on implementation progress.

The **Reform Support Group** will support the SMT-IPA and facilitate implementation of the IPA. Members are one senior staff from each Department and office. It will plan, monitor and report on progress in the implementation of the IPA to ensure coherence, proper prioritization and sequencing of the work; set priorities and allocate among projects the funds provided for IPA implementation under the broad guidance of the SMT-IPA; help projects and thematic groups realize synergies and overcome impediments to efficient implementation by fostering cross thematic/project coordination and information flows; build broad-based organizational buy-in through an explicit programme of communication and consultation, facilitate cross-organizational teamwork and feedback in IPA implementation, as well as in consulting and communicating with staff in HQ and in the field, and liaising regularly with the Culture Change Team and JAC/FAR.

The RSG Chair is a member, who is not leading a Team or Thematic Group. He/she will oversee the work of the various teams working on the IPA implementation. The Chair will convene regular meetings and discussions, attempt to arbitrate on specific disagreements, interact as needed with the leaders of the Culture Change Team and JAC/FAR, and act as the main interface with the SMT-IPA providing regular oral and written reports. The RSG Chair will be budget holder for the Trust Fund for Implementation of the IPA for FAO Renewal in 2009.

Project Teams implement defined sets of actions identified in the IPA. They include “service providers” as well as “clients” and will bring in, when needed, external resource persons. Staff from decentralized offices will be included in relevant Project Teams. They will prepare and maintain plans for their project, clearly identifying the major milestones and deliverables, timescales, costs and risks; prepare, or assist in the preparation of, all substantive documents such as policy papers, circulars, guidance notes, manual sections and Basic Text changes to implement the IPA; manage and report on funds used for the specific project; undertake consultations with clients and other concerned staff to seek innovative ideas and solutions and regularly communicate with staff.

Project Teams will be headed by staff members who are senior technical experts (P5, D1 or D2) with detailed knowledge and expertise in the area to be covered. Staff leading Project Teams will be released from their normal duties as and when necessary. Project Team leaders will oversee preparation of all substantive documents, and arrange for their review and eventual submission to the appropriate bodies for approval.

Project Team leaders are expected to have frequent interaction with each other and with the leaders of their Thematic Groups to ensure coherence, proper sequencing and effective implementation.

Annex 3 - Overall Timeline for preparation of Strategic Framework, MTP 2010-13 and PWB 2010-11

Step	Process	Timing	Action
1	Establishment of Strategy Teams (including HQ and decentralized staff)	By end December '08	ADGs responsible for Strategic and Functional Objectives
2	Formulation of Strategic and Functional Objectives, Organizational Results and Indicators including application of Core Functions, and Impact Focus Areas	December '08 – March '09	Strategy Teams
3	<i>Technical Committee consideration of draft results matrices (as requested by Programme Committee)</i>	<i>March-April '09</i>	<i>Technical Committees and ADG's responsible for Strategic Objectives</i>
4	<i>CoC Working Group review of draft results matrices, application of core functions</i>	<i>March-April '09</i>	<i>CoC Working Group and ADG's responsible for Strategic and Functional Objectives</i>
5	Formulation of unit-specific contributions to Organizational Results (requires draft of new Org structure)	April-May '09	Strategy Teams and concerned units including decentralized offices
6	Planning of resources (integrated assessed and voluntary) against Organizational Results	April-May '09	Strategy Teams, HQ and decentralized offices
7	<i>CoC Working Group review of draft elements of Strategic Framework and MTP</i>	<i>May '09</i>	<i>CoC Working Group and relevant ADG's</i>
8	<i>PC/FC/CL initial review of draft results matrices, core functions, IFAs and overall resources framework</i>	<i>May-June '09</i>	<i>PC/FC/CL; DDG and ADGs</i>
9	Review, quality assurance, refinement of results matrices and resources, core functions and IFAs in draft MTP/PWB document	June-July '09	Strategy Teams in conjunction with HQ units and decentralized offices
10	<i>CoC Working Group review of fully developed MTP/PWB results matrices, with resources, baselines and targets</i>	<i>June-July '09</i>	<i>CoC Working Group and relevant ADGs</i>
11	<i>PC/FC review of draft, fully developed MTP/PWB results matrices and elements of PWB including budget level</i>	<i>July '09</i>	<i>PC/FC; DG, DDG and ADGs</i>
12	<i>Council and CoC review and recommendation of Strategic Framework, MTP and PWB</i>	<i>September '09</i>	<i>Council and CoC; DG, DDG and ADGs</i>
13	Final refinements for Conference	October '09	PBE in consultation with relevant parties
14	<i>Final approval by Conference</i>	<i>November '09</i>	<i>Conference; DG, DDG and ADGs</i>