

## **Progress report on actions in implementing the IPA subject to funding**

### **Introduction**

1. The IPA calls for a three-year comprehensive package of interdependent actions seeking to: increase the Organization's focus and impact through results-based programming; improve its ability to function as one; improve efficiency through the reform of administrative and management systems; attain a motivated and effective workforce; and make more effective its governance and oversight mechanisms. While implementation has started in all areas, progress is uneven.

### **Progress**

2. There are a total of 264 actions in the IPA, organized into 14 projects. Of these 264 IPA actions 197 (75%) have no external incremental cost whilst 67 (25%) will incur external costs. This is encouraging in terms of the Organization's ability to progress IPA implementation in many areas without a high level of availability of funds, but a number of the most critical and significant IPA actions do require external funding.
3. In addition, although not requiring external funding, an extensive process of staff involvement, both at Headquarters and in decentralized offices, is underway to ensure effective consultation, communication and buy-in. The reform process is placing the Organization's staff under considerable strain, given its parallel obligations in terms of delivering the approved Programme of Work in 2008-09.
4. FAO staff are fully committed to IPA implementation and substantial progress has been made in a large number of IPA actions. Although IPA implementation is a three year programme and March 2009 represents only 3 months into that programme, only 45% (119) of IPA actions have not yet started, whilst 51% (135) are in progress, and 4% (10) of IPA actions have been completed (see figure 1). A detailed description of the status of actions within each IPA project appears at Annex 1.

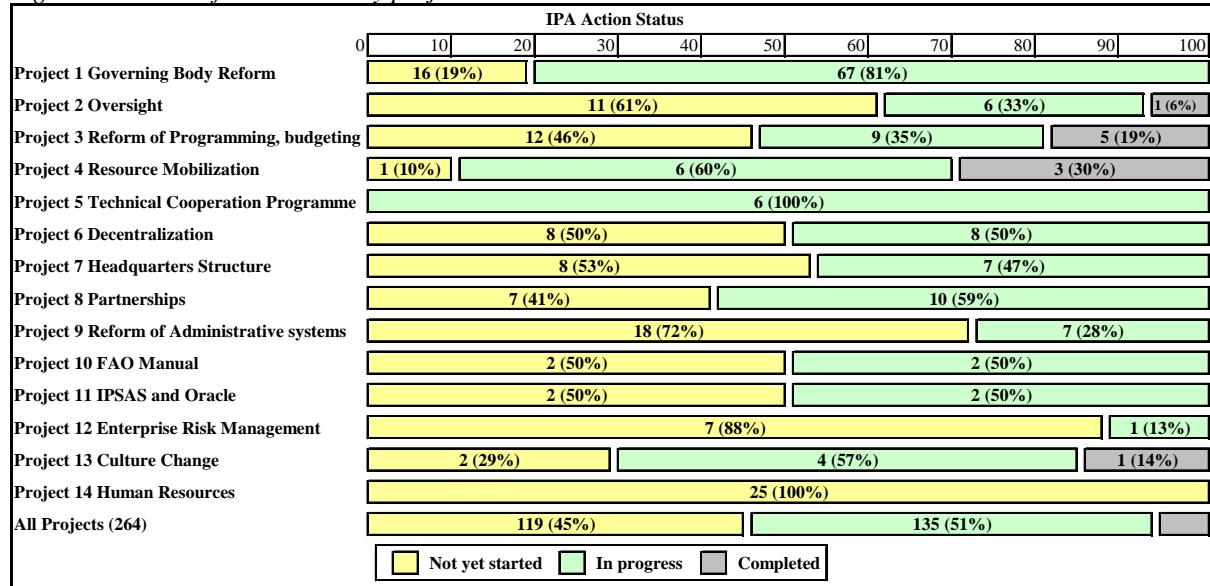
### **Communications**

5. Communications on IPA progress for members continues with the meetings of the CoC-IEE, the governing bodies, informal seminars and, most recently, the first issue of the newsletter "FAO Renewal Update". Consultations with staff continue across the spectrum of projects with a pronounced effort through the formulation of the strategic and functional objective results frameworks. A number of bulletins on the IPA have been dispatched to FAO decentralized and country offices.

### **Funding constraints**

6. Project leaders have conducted a detailed examination and modification to the IPA cost estimates presented to Conference. As a result, the estimated cost to support IPA implementation in 2009 has reduced from USD 25.76 million to USD 22.80 million, and the requirement for voluntary funding in 2009 has been reduced from USD 21.8 million (USD 23.39 million including 7% Project Support Costs) to USD 18.6 million (USD 19.9 million including 7% Project Support Costs, in accordance with FAO's policy on support costs).

Figure 1 – Status of IPA actions by project



7. However, there remains a considerable gap between estimated costs and available voluntary funding and, as at 17 March 2009, the Trust Fund for implementation of the IPA had received contributions amounting to USD 3,130,265 and confirmed pledges for a total of USD 6,252,030.
8. At its meeting on 9-10 March, the Finance Committee supported in principle management's cautionary approach to spending and noted that minimal expenditure had hitherto been charged against the Trust Fund. However, in accordance with this cautionary approach, some IPA cost estimates may be considered to be "earmarked" in order to support the IPA implementation process:
  - IPA governing body follow up, covering the translation and interpretation costs of CoC-IEE sessions, and other related expenses (USD 1.6 million), of which USD 0.3 million is covered by the unspent balance on the USD 4 million appropriated in 2008-09 to fund the implementation of the Resolution on the Follow-up to the IEE;
  - IPA management follow up, covering external consultants engaged to support IPA monitoring and staff communications, and consultants engaged to cover for the duties of staff released full-time to support IPA implementation (USD 1.3 million);
  - Culture Change, covering appointment of an external facilitator, consultants engaged to perform the duties of staff who are members of the Culture Change team, and related travel costs for interaction with decentralized offices (USD 1.52 million), of which USD 0.31 million is covered by the Contribution of Spain to One-time and Transition costs of Reform.
9. These costs total USD 3.8 million and, given the low level of funding in the Trust Fund, provide limited flexibility for funding the actions and projects that make up other substantive elements of the IPA.

10. Some actions will soon be conditional on funding. Projects that will, in the near future, need to consider introducing delays in some actions due to lack of funds include:

- Human Resources, with estimated 2009 costs in excess of USD 7 million, including the introduction of a package for increased staff and management training (USD 2.6 million) and rationalizing the use of FAO retirees (USD 1.0 million). Specifically, the set up of the Performance Management System (PEMS), which is necessary for Results-based programming will require USD 1.4 million by May to set up a module in Oracle to support PEMS across the Organization, and USD 1 million by July to engage in an extensive training exercise involving all units which have not participated in the pilot;
- the Technical Cooperation Programme (TCP) decentralization project for which the actions planned as from May 2009 will have cost implications of USD 0.5 million;
- Decentralization, with estimated 2009 costs of USD 1.6 million, including the introduction of benchmarks and a performance-based reporting and monitoring system for decentralized offices (USD 0.4 million) and deployment of support systems, including training and upgrade of IT information systems (USD 1.1 million)
- the Reform of administrative and management systems which will require 2009 investments approaching USD 5 million, although this cost estimate in particular is subject to change when the Stage 2 report of the Root and Branch Review (RBR) is available in mid April, as this will contain revised RBR costs and savings estimates.

### **Risks and next steps**

11. A risk to IPA implementation at this stage is the strain that the reform process is placing on the Organization's staff to implement, concomitantly with the delivery of the 2008-09 programme of work, the IPA actions that do not require external funding, while also intensifying staff engagement in a number of essential areas that had not been previously planned, such as adequate engagement in internal and external communications.
12. However, the key risk to IPA implementation is the current level of voluntary funding, which is a fraction of the latest quantified requirements for 2009 of USD 19.9 million. The extensive gap between the estimated funding requirements and available funds represents a considerable constraint to Management, especially given that the IPA is an integrated package of measures, and the IPA impact is considerably weakened if implementation cannot proceed on a broad front. In this regard the Conference called for funding of the IPA implementation by voluntary contributions. While the Finance Committee at its meeting earlier this month reiterated the importance of considering all avenues for identifying funding, it noted that under the Regular Programme there had not until now been any windfall savings or freed-up resources. The Finance Committee recommended that more member countries make pledges as a demonstration of the shared ownership and commitment to the IPA.
13. The previous report to the CoC-IEE covering priorities and sequencing (27 February 2009) indicated that the estimated costs in 2009 of proceeding with all actions linked to "managing for results" were in the region of USD 16 million. Management will revise this estimate of 2009 costs following receipt of the RBR Stage 2 report in late April. Depending on the funding available, and any other possible avenues of funding, Management will submit a revised plan prioritizing actions in 2009 and postponing others to 2010-11.

**Thematic Group 1 – Improved articulation of member needs through effective governance and oversight**

**Project 1 – Governing Body Reform**

**Objectives**

Reform of Governing Body roles, functions and working methods

**Expected achievements**

Strengthening the roles, increasing the efficiency and improving the effectiveness of Governing Bodies in the direction and oversight of the Organization

**Most actions have almost no additional cost in 2009 and may therefore be undertaken in accordance with the IPA schedule.** These include actions regarding:

- *Governance priorities* (actions 2.1 through 2.4);
- *Conference* (actions 2.5 through 2.11 and 2.13);
- *Council* (actions 2.14 through 2.21 and 2.23 through 2.25);
- *Independent Chairperson of Council* (actions 2.26 through 2.34);
- *Programme and Finance Committees* (actions 2.35 through 2.47);
- *Committee on Constitutional and Legal Matters* (actions 2.48 through 2.51);
- *Regional Conferences* (actions 2.52 through 2.55);
- *Technical Committees* (actions 2.56 through 2.65);
- *Further actions to improve effectiveness of FAO governance* (actions 2.73 and 2.75);
- *Appointment and term of office of Director-General* (actions 2.95 through 2.101).

**Some actions having cost implications or foreseen for actual implementation beyond 2009 may be delayed.** These include actions regarding:

- *Translation of verbatim records for Conference and Council* (actions 2.9, 2.12 and 2.22);
- *Additional sessions of Council* (actions 2.19 and 2.20);
- *Ministerial Meetings* (action 2.67);
- *Statutory Bodies, Conventions, etc.* (actions 2.68 and 2.69);
- *Multiyear programmes of work for Council, Council Committees and Regional Conferences* (actions 2.70-2.72).

Project 1 actions being focused on reforms of the Governing Bodies, they are **primarily in the realm of the Membership**. Their implementation is therefore closely driven by and dependent upon Member decisions, to be made by the Conference Committee in the course of 2009 and by the Conference in November 2009, following recommendations and guidance of the Council and Council Committees. However, as those reforms have already been agreed by the Membership as part of the IPA, it is expected that Members will be supportive of their implementation.

In the light of the above, no major difficulties should be anticipated in 2009 for the implementation of most of Project 1 actions.

### Project 2 – Oversight

#### **Objectives**

To strengthen the oversight functions within the Organization

#### **Expected achievements**

The Evaluation Service and the Office of the Inspector General will be provided greater independence in carrying out their respective roles and responsibilities in providing oversight of the programmes and operations of the Organization. In addition, the Office of the Inspector General will implement a more comprehensive risk based audit plan that addresses all major organizational risks. This will improve the accountability and reporting to the Director-General and governing bodies.

**Most actions have almost no additional cost in 2009.** Some of them have been already completed. A distinction must be made between Evaluation and Audit.

#### **Evaluation:**

There are essentially **three tasks under the IPA for most urgent action** (i.e. should be completed in the first six months of 2009). The status on each is noted below:

**2.77 - Establishment of evaluation as a separate and operationally independent office.** This task was indicated in the IPA for completion by January 2009 but has not yet been completed. The Office is expected to be formally established by June 2009.

**2.79- Recruitment of Evaluation Director at D2 level.** Recruitment for the position was authorized by decision of the Programme Committee at its October 2008 session. Vacancy announcement was issued widely with closing date November 20. Process for selection was ratified by the Evaluation Committee on February 13 and is now under way. It is expected to be completed by the next meeting of the Programme Committee in May 2009.

**2.84 - Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter"** Draft discussed with Programme Committee in October 2008. Revised draft will be presented to PC at May 2009 session and expected to be approved by Council in June 2009.

#### **Audit:**

**Most actions have already been implemented,** as follows:

**2.91 - Extension of the work of the inspector general's office to cover all major organizational risk areas.** AUD has implemented the recommendation, but it should be noted that AUD's ability consistently implement the recommendation on a year to year basis will largely depend on the availability of funds. As the IPA plan shows, AUD will need a increase in its yearly allotment of approximately US\$150,000 to allow it to hire specialized consultants in areas it lacks the required expertise. For 2009 AUD was able to support this function from its existing budget because funds were available from several funded posts that were vacant for most of the year; however without an increase in its set allotment, AUD cannot guarantee funds will be available to implement the recommendation.

**2.92 - Appointment of the Audit Committee.** Fully implemented.

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### **2.93 - Presentation by the Audit Committee of an annual report to the Council through the Finance Committee.** Fully Implemented.

In the case of action **2.94**, referring to the responsibility to be assumed by the External Auditor for *audit of the immediate office of the Director General*, the implementation of this recommendation will largely depend on whether the External Auditor agrees to it.

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### Thematic Group 2 – Focus on member needs through results based programming, monitoring, reporting & resource mobilization

#### **Project 3 - Reform of programming, budgeting and results-based management**

##### **Objectives**

Results-based programming, budgeting, management and reporting contribute to more effective and efficient delivery of benefits to Members

##### **Expected achievements**

2009: Strategic Framework, MTP 2010-13 and PWB 2010-11 prepared using the new results-based framework

2010-11: Results-based management, monitoring and reporting fully implemented.

#### **Actions completed in 2008**

The Conference, in approving the IPA in November 2008, took six substantive decisions on actions under this project. These actions are therefore completed:

- 1.1 - Decide the application of the results-based framework
- 1.2 - Decide vision and global goals
- 1.3 - Decide in principle strategic objectives, functional objectives and core functions
- 1.4 - Adopt in principle the format for the presentation of strategic objectives and organizational results
- 2.56 - Technical Committee's report to Council on FAO's budget, and the priorities and strategies for the programmes
- 3.5 - Eliminate SPWB

#### **Actions being taken in 2009**

Most actions under Project 3 have no additional cost in 2009 and are being implemented in accordance with the IPA schedule in three main areas contribution to results-based management:

- Revised programme and budget documentation
  - 1.7 - Develop the complete Strategic Framework, Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11
    - 3.1 - Introduction of revised programme and budget documentation
    - 3.2 - Preparation of Strategic Framework
    - 3.3 - Preparation of Medium Term Plan
    - 3.4 - Preparation of PWB
    - 5.32 - Budgeting model emanating from RBR
    - 3.11 - Introduce provisions for roll-over of up to 5% of assessed budget
  - 1.5 - Develop Impact Focus Areas
- Design and preparation of the results-based monitoring system
  - 1.6 and 3.6 - Develop results-based monitoring system
  - 5.34 - Improvement and enhancement to RBM from RBR

#### **Actions to be taken in 2010-11**

Two sets of action will only take place in 2010, based on sequencing of actions:

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- Cycle of preparation and governing body decision making  
3.7 to 3.10 Revised cycle of preparation and governing body decisions making  
(to take effect 2010)
- Publishing in all languages of the Organization – actions 3.55 – 3.58

### **Project 4 – Resource mobilization and management**

#### **Objectives**

Improved transparency and increase in all resources predictability, level and less-earmarked funding from Members and donors

#### **Expected achievements**

Facilitate Governance and increase focus and impact in the new results-based programming model by integrating extra-budgetary resources.

#### **Actions completed**

- Measures to encourage timely payment and avoidance of Arrears  
3.18 -- Measures to encourage timely payments of Members. All measures under the Director-General authority are being systematically included in the call letters to Members. This action still requires the presentation of a document for Conference to reconsider the consolidated set of proposals submitted by the Finance Committee in the last two years.  
3.19 – Annual review by the Council. This is now done regularly, by incorporating a section on the impact of late payments and arrears on FAO liquidity in the Report on Late Payments and Arrears to Council.  
3.20 – Prominent reporting on the FAO main public website of the situations of payments by country. This is now available at the following link <http://www.fao.org/about/country-contributions/en/>.  
3.21 – Responsible borrowing policy.

#### **Actions being taken in 2009**

The following actions have almost no additional cost in 2009 and are being implemented in accordance with the IPA schedule:

- Revised Programme and budget documentation -- in close coordination with Project 3:  
3.12 -- Assessed contributions and projected extra-budgetary resources are integrated within the programming and budgeting process, including Impact Focus Areas. With regards to the extra-budgetary resources, an iterative and consultative process within the MTP/PWB process involving Budget Holders, Project Task Forces, Lead Technical Units and Strategy Teams has started recently, and is currently at the initial stage of relating existing projects and pipeline to Organizational Results. The resource mobilization strategy still needs to be fully articulated and implemented.  
1.5 – Develop Impact Focus Areas for inclusion in the draft MTP for review by the CoC-WGs and Members. After the Organizational Results Marketplace of last week, the Impact Focus Areas managers have been asked to start their formulation and identification of the Organizations Results that additional funding.  
3.13 -- Review by Council of the integrated resourcing of the MTP/PWB;

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- Management structure – mainly under Project 7:  
3.14 – Put in place a management structure for extra-budgetary resources and assessed contributions resource mobilization strategy and support to decentralized offices. This is being discussed under Project & Headquarters structure, with functional inputs arising from the work undertaken under this project.
- New Partnerships  
3.15 – Pursue new partnerships. The Resource mobilization strategy will cover this aspect as one of its elements however substantive work is undertaken (and reported) under Project 8.
- Cost recovery and efficiency measures  
3.16 – Cost of Support Services to extra-budgetary funded projects – FAO will present principles for a revised cost recovery policy in line with the outcome of the HLCM-UNDG inter-agency Working Group study for review by the Finance Committee.

### **Actions to be taken in 2010-2011**

- Revised Programme and budget documentation -- in close coordination with Project 3:  
3.12 -- Assessed contributions and projected extra-budgetary resources are integrated within the programming and budgeting process, including Impact Focus Areas. System support development for the implementation cycle will take place in 2010-2011.
- Review Treaties and Conventions.  
3.17 – The report is planned for the May 2011 Finance Committee.

### Thematic Group 3 – Functioning as one organization by aligning our structures, roles and responsibilities to the results framework

#### Project 5 – Technical Cooperation Programme

##### **Objectives**

To decentralize the management of the TCP and the approval of projects by January 2010, except for emergency and interregional projects .

##### **Expected achievements**

1. TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% for emergency projects and 3% for interregional projects.
2. TCP guidelines, including approval criteria, minimum information requirements, project cycle and timeline for each step, to be reviewed by the Programme Committee and Council in 2009.
3. Guidelines for the new model to be developed and training to be provided at all levels

#### Proposed work plan and timeline

- November 2008 to March 2009: consultation with stakeholders on the decentralization model both at headquarters and in decentralized offices;
- 25 March 2009: deadline for submitting a document to the Programme Committee on TCP project cycle and approval guidelines, minimum information requirements for requests, clarification of responsibilities at each step, and timeline (actions 3.24 through 3.28);
- March - April 2009: workload assessment and definition of staff implications at headquarters and decentralized offices in consultation with IPA Project 6;
- 11 - 15 May 2009: Programme Committee;
- 15 - 19 June 2009: Council: consideration of the Programme Committee's report;
- June 2009: completion of draft Guidelines (actions 3.22 and 3.24 through 3.28);
- May - July 2009: completion of training material;
- September - November 2009: ten training workshops in the following locations: five in ROs, four in SROs and one at headquarters;
- December 2009 - January 2010: transfer of responsibilities to decentralized offices;
- 2010: establishment of a help desk function and continuation of training programme.

#### Status and costs implications

So far the project is on schedule but the actions planned as from May 2009 will have cost implications (USD 530 000) for the hiring of consultants for the development of the training material, and for the organization of training workshops. The funding will need to be ascertained

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to be able to fully implement the Project. For 2010, investment costs of USD 280 000 are foreseen for continued training and a Help Desk function at headquarters. However, these costs may be offset by savings of USD 900 000 identified for the biennium 2010/11, generated by the abolishment of posts at headquarters.

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### Project 6 – Decentralization

#### **Objectives**

To catalyse the implementation of IPA items 3.77 – 3.90 and 3.95

#### **Expected achievements**

Revised decentralisation policy validated by Council and Conference

Following appointment of the two project co-leaders (Daud Khan, Chief OCDC and Deodoro Roca, Subregional Coordinator, SLM, Panama), all field and headquarters ADGs nominated members to the project team.

#### **Actions started**

Under Project 6, most actions do not imply any direct incremental costs in 2009 (apart from staff time). Accordingly work has started on a number of them. These include:

- 3.77 - ADG/RRs participate via video link to Senior Management Meeting;
- 3.78 - Transfer reporting line of Regional Technical Officers from Technical Divisions to RRs;
- 3.79 - Start full involvement of ADG/RRs in programming budgeting;
- 3.80 - Transfer programming and budgeting responsibility for Regional Technical Officers from technical division to RR;
- 3.81 - Transfer of FAOR network oversight functions from OCD to RRs;
- 3.84 - Rationalize coverage of country offices;
- 3.85 - Skills composition Regional and Subregional Offices;
- 3.86 - Coverage Near East Office; and
- 3.95 - Transfer of OCD Functions to ROs and a Unit attached to DDG Operations.

A first presentation to Working Group III of the CoC-IEE is foreseen on 16-17 April to deal with “*Review of Decentralized Offices Staffing, Location and Coverage*”, i.e. items 3.84 through 3.86. As follow-up to this meeting, a decision will have to be made about how best to implement action 3.76 (Programme and Finance Committee to support the Council in assuring policy oversight of decentralization).

#### **Actions not yet started**

Some actions, while just as important as those mentioned above, are yet to be started. These depend on the progressive implementation of the Root and Branch Review whose results will become available in April 2009 and/or progress in further development of policies under project 9 on Reform of Administrative and Management Systems.

- 3.82 - Revise Delegated authorities and control procedures decentralized offices;
- 3.83 - Discontinue Administrative responsibilities Subregional Offices;
- 3.87 - Job descriptions, competency profiles, recruitment and performance appraisal procedures Heads of Decentralized Offices; and
- 3.89 - Strengthen Staff Training.

#### **Actions for which funds are required**

**3.88 - Benchmarks and performance based reporting and monitoring system for decentralized office.** This action item requires preparation of systems, data collection, and

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agreement on reporting procedures. The work will require specialized skills in the form of consultancy contracts.

### **3.90 - Deployment of support systems (including training and upgrade of IT information systems).**

Decentralized Offices are able to effectively use information and information systems through improved telecommunications network and support.

#### Expected Achievements

- 1) FAO Representations able to effectively use Oracle, Data Warehouse, Intranet/InTouch and collaborative tools.
- 2) Regional and Sub-Regional Offices able to use high-bandwidth applications including voice, videoconferencing and streaming.
- 3) Timely support for Decentralized Offices made available through an extended support

This action has not yet been started. In order to achieve the planned target dates, the decision to proceed with this project needs to be taken by the end of March, since the necessary preparation tasks, including the recruitment of non-staff resources and lead-time required for the implementation changes after the issuance of order, are expected to take three months.

#### Expected problems

No major problems are foreseen at this time.

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### Project 7 – Headquarters structure

#### **Objectives**

A new structure of the Organization's Headquarters

#### **Expected achievements**

A new structure that will facilitate the work of the Organization in achieving its objectives, with an improved management structure, increased integration of HQ and decentralised offices and more flexibility and efficiency

#### **Actions started**

Under this project, action has to be taken in a complex **Action Matrix** including 3.91 to 3.103. Actions taken so far have no cost implications.

The group was established and started to examine the establishment of the offices of:

- Strategy, Planning and Resource Management (3.91),
- Evaluation (3.92),
- Legal and Ethics (3.93), and
- the most appropriate organizational functions for corporate communications, partnership and interagency affairs (3.94).

The group analyzed the transfer of OCD functions to ROs/SROs and to a coordination unit in the office responsible for operations (3.95).

The results of the delayering of D level posts (3.96) was taken into account in the draft of the Headquarters structure.

A proposal for the apex of HQ structure was developed subject to further consideration after finalization of MTP and Root and Branch Review (3.98).

Action 3.99 to 3.103 are follow-up actions after final decision on actions 3.91 to 3.98.

#### **Status**

Until now there is no delay. Guidance of CoC is required to continue with the work.

## **Project 8 - Partnerships**

### **Objectives**

To catalyze implementation of IPA items 3.104 to 3.118 and elaborate Functional Objective X with a view to incorporating Partnerships in the results based framework and modalities for integrating the core function “*working through strong partnerships and alliances where joint action is needed*” into the new Strategic Framework.

### **Expected achievements**

The Project Team on Partnerships held its first meeting on 13 February 2009. (Project Team leader Ms Mariam Ahmed, UNC and alternate Mr Thomas Price, ODGS). Membership includes representatives from UNC, ODGS, AG, ES, FI, KC, NR, OCD, TC and RAP. A summary record of the meeting was distributed and also forwarded to the Reform Support Group for information.

The meeting was a good opportunity to exchange very useful information on the wide range and variety of partnerships in which FAO engages. These include the high volume of collaborative activities with CGIAR, including the GFAR, that constitute a very high proportion of all FAO's partnerships. The meeting also highlighted a number of specific types of partnerships not necessarily reflected in the IPA, including the Education for Rural People (ERP) partnership; partnerships and alliances under the Decentralized Cooperation Programme; and awareness-raising and advocacy initiatives, including partners involved in World Food Day, Special Events and Telefood programmes.

- Actions under the IPA Action Matrix that are already being implemented include the preparation of strategy notes (listed below) on different categories of partnerships:
  - Partnerships with the United Nations system;
  - Strategy note and joint document on collaboration between the Rome-based agencies *"Directions for Collaboration among the Rome-Based Agencies"*;
  - Partnerships with Civil Society and Non-Governmental Organizations; and
  - Partnerships with the Private Sector.

Sub-teams on developing collaboration with the CSO/NGOs and with the Private Sector are already active. The investment cost of implementing these actions in 2009 is estimated at approximately US\$400,000 while the recurrent cost in the 2010-11 biennium is estimated at approximately US\$940,000. These estimates also include the development of a training programme, the development and maintenance of a website on partnerships and the establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership activities and of the FAO strategies. The paper on Collaboration among the Rome-based Agencies is planned to be presented to the Joint Programme & Finance Committee meetings in July 2009.

The strategy notes listed above, including one on an Organization-wide Partnership Strategy that was endorsed by the joint meeting of the CoC-IEE Working Groups 1 and 3 on 16 May 2008, were transmitted to the Reform Support Group for review and subsequent on-forwarding to the SMT-IPA. The Reform Support Group reviewed and endorsed the Strategy Notes at its meeting held on 13 March 2009 taking into account the intensive and extensive consultation process involved in their preparation, and recommended their approval by the SMT-IPA. In doing so, the RSG noted that Partnerships represented both an investment and a cost but that the returns on the investment were certainly high. The RSG also acknowledged that the further elaboration and implementation of the strategies into policy guidelines and guidance would entail substantial costs in terms of both human and financial resources.

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- The Project Team is also being consulted on the development of Functional Objective X of the new Strategic Framework with particular respect to incorporating partnerships in the new results-based framework. This work involves the formulation of an outcome statement on partnerships, primary tools and related indicators. Another essential element is the modalities for integrating the core function
- The Project Team Leader has participated in meetings of the subgroup of the Reform Support Group dealing with IPA communications, with regard to communicating information about the partnership actions in the IPA, both internally to staff and to the Membership.
- Regular status reports on progress are provided to the IPA-IMS Projects Planning and Monitoring System as well as during the regular weekly meeting with the Thematic Group Leader.

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### **Thematic Group 4 – Efficient use of member contributions through reform of administrative and management systems**

#### **Project 9 – Reform of administrative and management systems**

##### **Objectives**

Project 9 has a long list of initiatives combined under one heading but the main objective of all of these is to improve how FAO goes about its administrative and support services business to make it a more efficient, effective and modern organization and bring its business processes in line with best practices. The principles embodied under project 9 are taken directly from the IEE - delegation of authority, ex post instead of ex ante controls, subsidiarity, empowerment of staff, streamlining, better efficiency and effectiveness.

##### **Expected achievements**

The initiatives under project 9 are all geared to achieve greater productivity and efficiency in all areas of administrative support functions including procurement services, and elimination of redundant administrative processes and the streamlining of the day to day work. We also expect the delegation and streamlining of decision making and the modernization of our business processes to reflect best business practices. In addition, the move from rigid ex ante controls to ex post reviews will also help motivate staff and increase accountability and speed up work processes.

Most actions are related to the Root and Branch review and as such will be subject to review and revision once the Second Phase of the Root and Branch review is finalized in mid April. The implementation plan for these recommendations likewise will be finalized late April or early May after the management review and response. Nonetheless some work has already started on:

**5.22 - Transfer of low value added/transactional activities to the SSC** – 4 procurement posts have been transferred so far in 2009. A review and assessment of the current SSC model is being undertaken.

**5.51 - Develop the registered vendors management towards an active suppliers management (partnership principles)**. This action has been started with a project plan and deliverables throughout 2009 and 2010.

**5.48 - Identify and implement synergies with other UN Agencies to procure jointly common goods/services for HQ** – The three agencies have agreed to a joint procurement plan for 2009-2010.

### **Project 10 – FAO Manual**

#### **Objectives**

Rationalise the set of policies and procedures of the FAO Organization Manual and establish a Regulatory/Compliance Unit in the 2010-11 PWB

#### **Expected achievements**

The introduction of a streamlined and user friendly Administrative Manual for both FAO and WFP.

The establishment of a Regulatory/Compliance Unit which will be entrusted with ensuring that the Administrative Manual is always kept up to date and that proactive measures are taken to secure staff compliance

The project comprises three components:

**5.8 - Rationalising the set of policies and procedures in the Manual**, which will consist of the review and streamlining of the policy provisions and procedures contained in the Administrative Manual

**5.10 - Design and implementation of the roles and responsibilities of the new compliance function**, which will establish the framework and determine the modalities of the new Regulatory/Compliance Unit; and,

**5.11 - Establishment of a Regulatory/Compliance Unit**, which will entail as well as the actual creation and institutionalisation of new Compliance Unit within the framework of the 2010-11 PWB.

#### ***Project timeframe and approach***

The envisaged timeframe of the project is from April 2009 to December 2011.

A project team will be established to undertake the project. The team will include all stakeholders presently responsible for various chapters of the Administrative Manual (namely LEG, AFF, AFH, AFDS, AFSP, KCC, KCT and TCD), as well as WFP (Human Resources Division), representatives of technical departments to provide a client/customer perspective (including *inter alia* TCE), Culture Change Team (to provide the culture change team's perspective) and representatives of staff representative bodies. The team will of course comprise the chair and the cluster leader.

The project will be implemented in three phases, as indicated hereafter:

(a) **The Conceptualisation phase** – Upon formal establishment of the project team, the first phase of the project will be launched at the beginning of the 2<sup>nd</sup> quarter of 2009 (6 April 2009) with a view to defining a revised framework for the Administrative Manual and agreeing on what should be retained in the Manual Sections, the revised format, the extent of policy description, the linkages to procedures and corporate guidelines and the required IT platform to support a more 'user-friendly' and streamlined manual framework. During this first phase, the working group will also be tasked with defining the concept of the Regulatory/Compliance Unit and the modalities under which such a unit should operate (i.e. roles and responsibilities). Upon the

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formulation of this concept, the project team would also provide a preliminary indication of the envisaged FTEs required to render the unit functionally effective in order than an appropriate recommendation is inserted accordingly in the 2010-11 PWB proposals. This first phase should be completed within the fourth quarter of 2009;

- (b) The Review and Streamlining phase – A thorough review of all the chapters of the Administrative Manual and manual sections thereof will be undertaken (coordinated by the chair) and reviewed by the working group. During this phase, the working group will be tasked with agreeing on the format and contents of revised Manual Sections. This phase requires a longer timeframe, which will undoubtedly go into 2011. The coordination of this task will be entrusted to both the chair and compliance unit (should such a unit be established in the next biennium);
- (c) The Design and implementation phase – this phase will overlap with the second phase described above, as an adequate IT platform is developed to support the new revised Manual on-line. As revised Manual Sections are formulated, these will be transcribed in this phase into the new electronic design framework. This phase would also include the establishment of the Regulatory/Compliance Unit.

### ***Current status***

Preparatory work on the launching of the project has initiated with the consultative rounds to identify the project team members. The project team should be formally established by the first week of April. The first phase could subsequently be launched. Although ideally the external consultants envisaged for this project should be available for this first phase, the first phase could be initiated without the requisite additional resources. However, such resources would be critical for the second and third phases of the project.

**Project 11 – IPSAS and Oracle**

**Objectives**

IPSAS: The objective of the IPSAS Project is to permit the preparation of annual financial reports in accordance with IPSAS standards beginning in 2012.

Oracle: Update information systems to support IPA actions implementation and improve information access for effective decision making and administrative processing.

**Expected achievements**

IPSAS: The IPSAS Project will improve the quality of financial reporting and introduce efficiency and asset stewardship benefits in the new or updated business processes required for IPSAS adoption

Oracle: FAO administrative resource management systems support new and revised requirements for staff management, extended use by Decentralized Offices, etc. Management Information Systems (MIS) framework is adopted to formalize and facilitate data management and data outputs and real-time and historical reports and other data analysis products needed both at the corporate and unit level are provided.

The project consists of three actions.

**5.26 – Implementation of IPSAS**

**5.38 - Upgrade Oracle for staff Management and IT infrastructure in Dos.**

The action is planned to start in 2010 fully funded by the IPA and following identification and confirmation of Organizational requirements, including ramifications of IPA related activities to information systems current configuration. In 2009, efforts will be focus on the implementation of Oracle changes directly related to major IPA actions, including Workforce Performance Management System and Organizational change and reported in those actions.

The activities foreseen in 2010-11 are:

- 1) Addition of Oracle modules for use by the Organization.
- 2) Improvement in the implementation of Oracle new modules and upgrades through formalization/automation of the upgrade process (automated tools and Quality Assurance processes).
- 3) Extension of functionalities through in-house development to meet specialized Organizational requirements, including modifications driven by IPA related activities.

It is expected that more detailed requirements will be identified by late 2009 allowing for a better planning.

Telecommunication part is in Action 3.90

**5.40 - Design of the Management Information System.**

This action includes activities funded by the CAPEX and the IPA.

The action covers 3 aspects to MIS work:

- 1) purchase and implementation of a Business Intelligence (BI) platform;

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- 2) establishment of an MIS framework;
- 3) development of MIS outputs (BI content).

At the end of this action, in 2011, the Organization will have

- BI Platform;
- Data classification framework (including data ownership, security, usage, etc);
- Corporate reports, dashboards and scorecards for administrative functions.

Work in 2009 is continuation of item 1) and initiation of item 2), which are covered by 2008/09 CAPEX funds, and part of the execution of item 2), funded by the IPA. The commencement of the activities under IPA funding is planned to begin in July 2009.

Work in 2010-11 will concentrate on items 2) and 3). The plan of 2010-11 is very high level due to the fact that the specific requirements of the Organization in terms of MIS outputs have not yet been quantified. The introduction of the BI platform and subsequent training of Content Authors during 2009 will allow for a more effectively identification and confirmation of requirements and produce more accurate cost estimates.

The activities funded by the CAPEX are progressing, although some delays have been experienced due to external factors. In order to meet the above-mentioned timeframe, the decision to proceed needs to be obtained by the end of March, to allow sufficient lead time for the recruitment of appropriate non-staff human resources.

### **Project 12 – Enterprise Risk Management**

#### **Objectives**

Assess the Organization's current approach to managing risks and develop and implement an appropriate integrated enterprise or organization-wide risk management framework to more effectively identify, prioritize, monitor, and manage the risks it is exposed to which could prevent or hinder the Organization from achieving its business objectives.

#### **Expected achievements**

A robust integrated organization-wide risk management framework, that is sustainable, will be developed and implemented across the organization. The risk management framework will allow the Organization to better identify all risks and assess how management will control or mitigate these risks based on the Organization's risk appetite, corporate mission, strategy, stakeholder expectations and governance structure.

The benefits of an integrated enterprise or organization-wide approach to risk management will:

- Improve the probability the organization will achieve its business objectives
- Help management improve business performance
- Provide critical support to the IPA Reform and all other IPA projects
- Focus on establishing sustainable competitive advantage
- Demonstrate enhanced stakeholder value
- Create a risk aware, not a risk averse organization.

Project 12 will require a cost of USD\$2.50 million to fully implement and thus its successful implementation will be largely dependent on available funding in 2009 and 2010/2011, whether it be from extra budgetary sources or the regular programme. The full implementation of the project is crucial to the success of the overall reform because an Enterprise Risk Management (ERM) is a critical component of all the other reform projects under the IPA.

In preparation for the ERM project, The Office of the Inspector General has partnered with Deloitte, a leading risk management consulting firm, to undertake an Enterprise Risk Assessment (ERA). An ERA identifies and prioritizes the organization's risks and will provide information about the organization's current state of capabilities around managing the priority risks. This will serve as a foundation towards implementing a customized ERM for the organization under the IPA. The full cost (USD \$200,000) of the ERA is being funded by the Office of the Inspector General and is not included in the IPA matrix. The ERA will be completed by 30 June 2009.

Project 12 of the IPA will be completed in two Phases. The first phase of the project will assess and develop an appropriate Enterprise Risk Management Framework. This will include developing and testing an ERM implementation strategy tailored to the Organization, and development of an ERM Implementation Plan that will be used to fully implement an organization-wide ERM under Phase II. The cost of Phase I will total USD \$1.0 million in which the expenditures will be split between 2009 and 2010. Phase II of the project will incur an estimated cost of USD \$1.50 million which will be completed in 2011. The status by Phase is noted below:

#### **Phase I – Enterprise Risk Management Framework**

**3.49 - Agreement by the Finance Committee on the terms of reference for a comprehensive enterprise risk management study.** The Terms of Reference for the Study (Phase I) have been

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completed and will be submitted to the Finance Committee for either the May or July 2009 sessions.

**3.50 - Issue an external contract for the study.** The contract for the study (Phase I) will be issued immediately after the Terms of reference are reviewed by the Finance Committee. Subject to funding availability, it is anticipated a contract will be issued in September or October 2009.

**3.51 - Review by management, the Finance Committee, and Council of the Final report from the study**

To be completed 2010

**3.52 - Development of a follow-up action plan (ERM Implementation Plan)**

To be completed 2010

**3.53 - Review by Council and the Finance Committee the Follow-up Action Plan**

To be completed 2010

**3.54 - Full Implementation of the Enterprise Risk Management Structure**

To be completed

**Phase II – Implementation of the Enterprise Risk Management**

To be completed after Phase I in 2011

**Thematic Group 5 – Optimizing human resources through HR policy, practice and culture change**

**Project 13 – Culture Change**

**Objectives**

Introduce the concept of organizational culture change; be catalyst for culture change through wide scale staff engagement at HQ as well as at Decentralized Offices.

**Expected achievements**

Awareness raising campaign (phase I of IV phases completed); Internal vision on Organizational Culture completed and implemented; proposals on culture change accepted and submitted for implementation; Outreach to Regional Offices (2 out 5 already completed)

Project 13 includes two main Actions, i.e. Institutional Culture Change and Ethics. While the first action follows under the responsibility of the Culture Change Team, the actions related to the appointment of the Ethics Officer and related processes follow under the responsibility of the Legal Office, and are supervised by the ADG, KC.

Under Institutional Culture Change, three main actions are included and a brief report on their progress is provided below.

**Action 3.30** was completed in 2008. This included:

- *Development of Terms of Reference;*
- *Appointment of an External Facilitator);*
- *Selection of Change Team Members (15);*

**Action 3.31** refers to “Development of Internal Vision”. This action is almost completed. The Culture Change Team (CCT) drafted a vision statement in early October 2008, which was then shared with staff at large, both at HQ and in the field. It was also posted on the CCT website at the time of its launch in early January 2009, requesting feedback and suggestions to all. An email message to all FAO Representations was sent by the CCT to inform of the creation of the website, with specific request to provide comments and suggestions to the draft vision statement developed by the CCT. Deadline to submit comments is 6 March. After that, the CCT will finalize the Vision Statement, incorporating all comments received, for further submission to the SMM.

**Action 3.32** refers to “Implementation of the Vision”. Since its establishment in mid September 2008, the CCT has been engaging staff in consultations through different methods, namely:

- Open House Events
- Focussed Discussion Groups
- Drop-in sessions (in four languages: English, French, Spanish and Italian)
- Field visits to Decentralized Offices

Shortly, e-discussions on the Culture Change website will also start. Through these consultation processes, the CCT has developed three proposals to start moving the process of changing the culture in the Organization. The areas in which they focus are:

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Career Development and Advancement  
Creating an Inclusive Work Environment  
Recognition and Rewards

The English version of these proposals was been posted on the website end February, while the French, Spanish and Arabic versions will follow shortly. Feedback from staff to strengthen them is being sought. By the end of March 2009, they will be finalized and submitted to the SMM for approval.

The process on consultation will continue, as well as CCT visits to the other Regional Offices and few other country offices. Linkages with the other reform efforts in the Organizations are being established. Other proposals for the implementation of the internal vision will be developed in the course of the coming months.

### **Project 14 – Human Resources**

#### **Objectives**

FAO is recognized as an employer that implements best practices in performance- and people-management, is committed to the development of its staff and capitalizes on the diversity of its workforce.

#### **Expected achievements**

1. Enabling a workforce of excellence and high performance;
2. Establishing HR as a strategic partner in corporate management;
3. Providing efficient and effective HR services in support of programme delivery

#### **IPA Activities**

**IPA 3.62** - Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme

**IPA 3.71** - Introduce dual grading for P5/D1 and D1/D2 posts

**IPA 3.61** - Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria

#### **Results**

A grade structure and HR policies that foster career development, lower the age profile of the Organization and allow for the promotion of broader cross-organizational knowledge and experience

#### **Actions**

- Create a framework of HR policies that encourage junior level entry, provide increased experience through mobility and promote career advancement for well performing staff, including through less rigid position grading practices.
- Revise the grade structure of departments with a view to selectively establishing lower graded posts
- Target recruitment of junior professional staff to address the current elevated average age profile of the FAO workforce
- Introduce a staff rotation and mobility policy to regulate the movement of staff from one post to another within the same duty station and from one duty station to another i.e. between headquarters and field offices
- Facilitate inter-agency mobility

#### **Status as at end February 2009**

A "Junior Professionals Programme" to introduce P-1 and P-2 positions at FAO has been developed. The draft policy has been circulated to Staff Representatives and Departments as part of the normal consultative process.

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An external consultant has been identified with ToRs developed to start working on new structural models and to define guidelines for dual grading.

See above: “Junior Professionals Programme”

A draft FAO Programme on Staff Mobility has been completed. In January 2009, an advanced copy was sent to the Staff Representative Bodies for information. The process of identifying the categories of post that should be subject to mandatory mobility is currently underway.

FAO serves as the Chair of the CEB working group on inter-organization mobility. In this regard, the existing framework (Inter-Agency Mobility Accord) is in the process of being revised for full endorsement and adoption by all participating organizations. In the meantime, FAO has adopted the existing framework.

### **IPA Activities**

**IPA 3.59** – Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries

**IPA 3.64** – Wider publication of FAO vacancies

**IPA 3.65** – Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs

**IPA 3.67** – Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance

**IPA 3.72** - Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing

### **Results**

Creation of an enabling working environment that reinforces the Organization’s capacity to attract, recruit and retain staff possessing the competencies and skills required in a changing environment.

### **Actions**

- Complete the development of the HR Management Information Reporting system to facilitate better HR planning
- Introduce proactive recruitment measures to target sources of highly qualified candidates and establish an iRoster of such candidates
- Implement flexible working arrangements that promote work-life balance goals by May 2009.
- Pursue arrangements for child-care facilities within FAO premises
- Delegate authority for the recruitment of Professional staff to Heads of Departments, Regional and Independent Offices from 1 May 2008.

### **Status as at end February 2009**

The project for the development of the Oracle HR Management Information Reporting tool is near completion with the development of the 300+ standard reports at 90% completion.

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- (i) A database of specialized institutions and websites is under preparation to ensure wider dissemination of FAO vacancies, targeting non- and under-represented countries.
- (ii) A consultant is currently working on the establishment of an iRoster of candidates, with a pilot foreseen in January 2010.

A new system of flexible working hours is set to be introduced at FAO headquarters and across field offices in March 2009.

The Administrative Services Division aims to open a facility in 2010.

The delegation of authority for the appointment of Professional staff (P-1 to P-5 for PWB-funded positions, and for NO-1 through NO-4) became effective on 1 April 2008. This has reduced average time for appointments from 3 months down to 10 days.

### **IPA Activities**

**IPA 3.56** - Introduce a package for increasing staff training, including in management

**IPA 3.89** - Decentralization/ Strengthen staff training

**IPA 3.66** – Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support

**IPA 3.87** – Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs

**IPA 3.70** – Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria

### **Results**

A workforce with high standards of competence and efficiency and possessing the requisite skills to assist the Organization in achieving its corporate goals, including a management cadre that is well trained, enjoys increased responsibility and decision making in terms of the management of their human resources and capable of generating improved efficiency and effectiveness of their teams in the delivery of their respective programmes

### **Actions**

- Implement a fair, equitable, transparent and measurable system of performance management that supports the development of a management culture of responsibility and accountability, through implementation of a new Performance Management System (PEMS) starting with a pilot in at least two headquarters offices and one region in 2008, followed by an Organization-wide roll-out in 2009
- Provide advisory support to managers on performance issues.
- Integrate the recently developed managerial, FAOR professional, General Service and core competencies into each of the relevant modules of the HRMS and provide training to managers and staff on their use for all of the HR functions
- Develop a series of incentives to reward high performance starting in 2009, with initial emphasis given to non-financial incentives.
- Increase the proportion of total staff development funds to allow the expansion of the Management Development Centre (MDC) to include more P-5 level participation. Expand

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- existing management skills development programmes to include an assessment against FAO managerial competencies, leading to targeted training plans
- Establish an accountability and responsibility framework for managers

### **Status as at end February 2009**

An objective staff appraisal system (PEMS) linking individual objectives to organizational objectives is on target to be introduced in 2009.

A pilot was successfully launched in 2008 and completed in January 2009. 95% of pilot staff actively participated, including all staff in Forestry Department, PBE, AFH Managers, REU and SEU decentralized offices as well as SMM members including the DDG.

The first phase of PEMS is being rolled-out to 450 additional staff members: staff have been trained and will be participating in the 2009 PEMS cycle including Directors/Managers of KC, AG, ES, LEG, AUD, and AF departments/offices, as well as all staff in SSC-HQ and Budapest and all AFH and ESA staff.

By the end of 2009, approximately 600 staff in total will be participating in PEMS.

A network of 100 PEMS focal points have been created (including 10 decentralised offices) and trained to participate in, and give support to, the 2009 PEMS cycle.

Mediation and coaching for PEMS has been provided to pilot participants.

A project has been formulated with an expected start date of April 2009.

A rewards and recognition program is being developed in consultation with the Culture Change Team. A trial program has been created to be used with pilot participants.

Increased funding for the Management Development Programme has supported the expansion of the Management Development Centre (MDC) allowing 49 managers to undergo training at the MDC in 2008 (original target was 40) and a projected 55 managers will undergo training in 2009.

The establishment of a competency-based Management and Leadership Curriculum to further strengthen managerial capacity is currently in progress. Pilot programmes are scheduled to be launched during 2009.

This issue is being reviewed by Ernst and Young as part of the Root and Branch Phase 2 review.

### **IPA Activities**

#### **IPA 5.41 – Complete the Competency Framework**

**IPA 5.43 & 5.17** – Management will continue to develop the necessary foundation and tools to position the human resources function on an appropriate strategic footing within the Organization. Management has formulated a plan of deliverables for 2009, which will initially focus on the implementation of the major HR initiatives to which greater priority was attributed in the IPA. These initiatives include, in the order of priority: the Performance Management System; Competency Framework; HR Management Information Reporting system; and the Management Development activities. The second tier of initiatives include the Mobility and Rotation policy, the Junior Professional Programme, and dual grading.

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**IPA 3.87** – Decentralization/ Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)

**IPA 5.15** - Define a new role for the HR Function

**IPA 5.7** – Rationalize the set of policies and procedures of the FAO organization (manual)

**IPA 5.12** – Management will include the establishment of a Compliance Unit in the planning for PWB 2010-11. The main purpose of the Compliance Unit will be to streamline and simplify the Organization's manual and ensure, in a proactive manner, staff compliance.

### **Results**

A coherent and more flexible human resources management strategic framework with concise and clearly defined strategic HR goals with measurable objectives and indicators

### **Actions**

- Agree an overall HR management strategy and policy with key stakeholders by November 2008, as a basis for creating a supportive and enabling HR management environment, which fosters a management culture based around results
- Review contractual modalities to provide greater empowerment and flexibility to line managers and address the issues of the changing nature of the workforce (e.g. reduction of core staff versus increasing proportion of non-core staff)
- Develop and implement an effective communication strategy that promotes a more client-focused approach to HR service design and delivery
- Review the Administrative Manual and simplify its provisions by rendering them more user-friendly, and extracting all procedural provisions (to be consolidated in a separate compendium)

### **Status as at end February 2009**

An HR Management Strategy and Policy Framework was developed in 2008. In 2009, the document has been revised and shall continue to undergo revisions to properly capture the on-going organizational reform process.

Guidelines to be followed by Divisions in the recruitment of consultants have been developed. The guidelines reinforce the principle that non-staff should not perform functions of staff members of the Organization, nor carry out functions assigned to established posts.

The process of establishing an HR communications function is underway, to communicate with staff on a proactive basis in line with the Culture Change initiative.

A review of the format of the Administrative Manual is in project-formulation phase, with the objective of making it more user-friendly for on-line presentation.

### **Results**

A motivated and productive workforce fostered by a strong dependency relationship between Results Based Management (RBM) and Human Resources Management

### **Actions**

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- From 2008, progressively link the competency framework to the needs deriving from organizational unit activities, outputs and results
- Design a performance management system which links overall organizational goals to individual work plans and which provides feedback and ensures accountability for the delivery of programme results, starting with a pilot in 2008
- Define the scope and content of Results Based Management training (RBM); provide specialized training to develop managerial competencies; develop and disseminate key RBM techniques to technical and administrative departments

### **Status as at end February 2009**

A project has been formulated for the definition of standard job profiles and external consultants are being identified to assist with this initiative.

PEMS is designed to link organizational goals to individual work-plans with the support of RBM and Unit work-plans, provide feedback and ensure accountability.

A baseline survey of knowledge and skills in RBM techniques was completed in 2008.

Consultancy support services are currently being provided to Strategy Teams formulating the Strategic and Functional Objectives.

A comprehensive RBM learning programme is under development for piloting in May 2009 with a support network to follow.

New Staff Development and Learning Programmes will reflect the RBM approach as they are introduced.

### **Results**

Contribution towards Organizational Cultural change including progress in attaining more equitable geographic representation and working towards full gender parity

### **Actions**

- Work together with the Change Team as part of the Culture Change initiative on improving the HR function
- Finalize the HR Gender Action Plan to align FAO's objectives in terms of gender balance with those of other organizations of the UN common system
- Establish geographic and gender balance targets and assign responsibility to Heads of Departments/Offices to attain these targets

### **Status as at end February 2009**

Having already participated in several Change Team Open House discussions, it is planned focus a future Open House discussion on the perception of HR. This will be a springboard for development of policies, guidelines, streamlined processes, etc.

A Gender Action Plan has been developed providing an analysis of the gender balance at FAO. An HR strategy for gender parity shall follow in 2009.

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Geographic and gender targets have been communicated to Heads of Departments/Offices. Progress is monitored on a quarterly basis.

### IPA Activities

**IPA 5.21** – Transfer of low value added/transactional activities to the SSC and consider an assessment of the current governance

### Results

A more client focused HR function whose main role is to provide strategic and policy advice to senior and line managers and staff, enabling them to carry out their function using the latest technology, rather than focusing on transaction processing

### Actions

- Expand the coverage of value-driven processes in the areas of human resources management strategy and advisory services, including HR planning, staffing, organizational design, communication and information management. This entails the full implementation of the processes outlined in the HRMM
- Work with the Root & Branch Review to further improve the HR function and organizational arrangements for the delivery of services
- Streamline the approval processing chain, limiting the number of initiator and approval levels of various HR transactions. Eliminate superfluous or costly transaction initiation and approval steps based on an assessment of transaction risk and cost-benefit analysis
- Integrate the various HR service providers and introduce a system of staff and managers self-service, with a view to providing a more efficient service to departments and clients

### Status as at end February 2009

A draft HR Planning Framework has been developed to serve as a guide for departmental managers and the Organization at large with regard to effective workforce planning, while providing the appropriate assurance at each level that activities are being undertaken efficiently, effectively and economically.

The documentation of As-Is and To-Be workflows is currently underway in Phase 2 of the Root & Branch Review.

A consolidation of various streamlining initiatives has taken place. Analysis of the results of this and definition of next steps is starting.

Within the framework of the new HR management model, service provision has been integrated at the level of the SSC. The SSC, as the first tier of service provision to Departments is focussing on streamlining current processes.

### IPA Activities

**IPA 3.63** – Decentralise and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management

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**IPA 3.37** – Delegations of authority from the Office of the Director-General for human resource actions

**IPA 5.44** – Review the Accountability Framework and unambiguous assignation of the responsibilities on each HR process among AFH and other entities (other departments, DOs, SSC)

### **Results**

Empowerment of line managers in Headquarters and field as well as administrative personnel officers by increasing their authority, responsibility and accountability, to foster minimisation of “risk-averse” management

### **Actions**

- Progressively delegate authority in the area of Human Resources to suitably trained and well equipped line managers and personnel officers on the basis of the principle of subsidiarity (see **Annex A**)
- Establish an effective monitoring mechanism and strengthen *ex post* controls in support of delegations of authority

### **Status as at end February 2009**

Within the framework of the second phase of delegation, proposals have been developed for further delegation based on experience since May 2008.

*Ex post* reports provided by entities to whom authority has been delegated are being reviewed.

### **IPA Activities**

**IPA 5.5** – Critical and integrated review of all objectives, definition of SLAs and of a dashboard

**IPA 3.111** – Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates

### **Results**

Better quality delivery of HR services, including introduction of measurable levels of service delivery (service level agreements) and an HR management information reporting tool dedicated to delivering high quality HR reports

### **Actions**

- Restructure the HR function to streamline, delayer and improve client focus and establish at least three Service Level Agreements by 31.12.08
- Develop and refine the Oracle HRMS system to be a single source of HR data across FAO and provide high quality HR Management Information reports

### **Status as at end February 2009**

A draft SLA template has been developed to better capture the delivery of HR functions. The proposed SLA is currently under review taking into consideration the experience gained by the SSC in a similar exercise.

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A possible SLA between FAO and WFP HR Divisions is under consideration, so as to properly manage service provision between the two organizations.

In February 2009, candidates were interviewed for a consultancy to undertake further development of the Oracle HRMS system.