

April 2012

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

Twenty-seventh Session

Brazzaville, Congo, 23-27 April 2012

FAO Renewal – Transition to a More Dynamic Approach in 2012

Introduction

1. As anticipated to Council at its 143rd Session¹ in November 2011, more than 80 percent of the actions comprising the integrated Immediate Plan of Action (IPA) programme have been completed as at end December 2011, with fewer than 20 percent carrying forward into 2012-13. However, many of the more complex actions remain to be completed in 2012-13.

New Direction for FAO renewal

2. In his addresses to the 143rd Session of the Council² and to FAO staff³, the Director-General expressed his full commitment to a successful completion of the FAO renewal process and recognized that this represented an important contribution towards making FAO a more efficient Organization.

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

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

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

6. The original timeframe for implementation of the FAO reform was 3 years, from 2009 until 2011. Following discussions in 2009⁴ on the 2010-11 budgetary implications of a three year

¹ See CL143/10 Web Annex, paras 10-11

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

³ Director-General's address to FAO staff on 10th January 2012

⁴ CL 137/9 refers

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

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

Management Actions

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

- i) A benefits realization initiative will be launched in 2012 to identify and report on the benefits accrued and accruing from implementation of the IPA programme. The major benefits of the IPA programme have already been identified and linked to IPA actions, as reported to Members in 2010⁵. This will be verified, updated and expanded as appropriate, ensuring that each IPA renewal benefit has an owner and a clear set of agreed indicators that will demonstrate achievement of benefit. For those benefits not yet delivered, a benefits delivery plan will be developed that sets a timeframe for delivery of the identified tangible benefits;
- ii) IPA actions will be mainstreamed into the work of FAO divisions and departments, mapping these to the key future areas of focus for the Organization and mainstreaming into Departmental workplans;
- iii) Completion of open IPA actions will be accelerated during 2012 in order to complete as many actions as possible within 2012.

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

Inputs sought from Regional Conferences

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

⁵ CL 140/14 refers

