

Information Note no. 5 – May 2013

Implementation arrangements – matrix management

Summary: As requested by the Council, this note provides information on the matrix management arrangements being put in place for implementation of the programme of work from 2014. Three aspects of the arrangements are described: adjustment of internal governance to provide oversight and continuous review; the principles, processes, responsibilities and accountability of matrix management in relation to Strategic Objective Action Plans, technical departments and decentralized offices; and the adaptation of the culture change approach to develop the capacity of managers and staff to function efficiently and effectively under the matrix management arrangement.

1. As set out in the MTP 2014-17 and PWB 2014-15 (MTP/PWB),¹ FAO will adopt a matrix structure for the delivery of the programme of work, involving the management of Strategic Objective Action Plans and organizational units. At its session of April 2013, the Council “requested that the Secretariat provide further explanation of the cost and functioning of the proposed matrix management arrangements, including on collaboration between the Strategic Objective Coordinators and Assistant Directors-General”.²

2. To ensure that the matrix structure for delivery of the programme of work is ready to function from January 2014, FAO Management is adjusting internal governance arrangements, elaborating the implementation arrangements for matrix management, and adapting the culture change approach under IPA action 3.32 to develop the capacity of managers and staff during 2013, as described below.

I. Internal governance arrangements

3. There is a direct causal relationship between strong internal governance, effective organizational performance and positive organizational outcomes. Robust internal governance ensures top-level oversight, policy direction and guidance, clear accountability, transparent decision-making and effective management action.

4. To this effect, the internal governance arrangements have been adjusted with effect from 1 March 2013, comprising:³

- a) *Executive Management Team* (DG, DDGs, ADG-ES, Directeur de Cabinet) to provide overall policy direction and ensure full strategic and operational coherence of FAO’s work.
- b) *Senior Management Meeting* (DG, DDGs, all ADGs, Directeur de Cabinet, Apex Directors) to provide guidance on policy, rules and procedures and to review compliance, performance and effectiveness.
- c) *Corporate Programmes Monitoring Board* (DG, DDGs, all ADGs, Directeur de Cabinet, Strategic Objective Coordinators, Director OSP) to provide oversight and continuous review of the matrix approach to programme delivery.
- d) *Programme and Policy Advisory Board* (DG, DDGs, all ADGs, Directeur de Cabinet, all Director-level staff) to review policy guidance, exchange information, identify management challenges/solutions and opportunities for enhanced efficiency, effectiveness and performance.
- e) *Monthly video-conference with Regional Offices* (DG, DDG Operations, ADG/Regional Representatives) to review programme implementation, budgetary issues and administrative support in decentralized offices.

¹ C 2013/3 paragraphs 196-201

² CL 146/REP paragraph 9k)

³ C 2013/2 paragraph 51



5. The Corporate Programmes Monitoring Board (CPMB) is a new governance arrangement to specifically address the matrix management approach, bringing together the Strategic Objective Coordinators and Assistant Directors-General (headquarters departments and regional offices). Its first task has been to design and agree implementation guidelines, as described in the next section.

II. Implementation arrangements

6. Through a series of informal discussions and two formal meetings during February-April 2013, the CPMB elaborated and agreed guidelines for the implementation of the reviewed Strategic Framework. The guidelines set out the principles, processes, responsibilities and accountability related to matrix management in relation to the programmatic dimension (Strategic Objective Action Plans) and the organizational dimension (technical departments and decentralized offices), as outlined below.

Strategic Objective Action Plans

7. Strategic Objective Action Plans provide the results-based framework for planning, implementation and monitoring by Strategic Objective Coordinators, departments and decentralized offices, overseen by the CPMB. The SO Action Plans identify the main issues to be addressed and set out, in a results-based framework, the Organizational Outcomes (OO) and Outputs to be produced by FAO, with measurable indicators, baselines and targets. They also describe the way in which Core Functions will be applied and identify areas where partnerships are needed.

The SO Coordinators and the Strategic Objective Teams

8. The overall management of each Strategic Objective Action Plan is assigned to a Strategic Objective Coordinator (SOC) accountable for achievement of the Organizational Outcomes and delivery of the Outputs through teams. An SO Core Team of up to ten staff members, including regional focal points, assists the SOC to conceptualize the Action Plan and monitoring framework, prepare work plans, and coordinate with technical departments and decentralized offices for resource allocation and monitoring of implementation.

9. The SO Action Plan is delivered through Output Teams. The SOC designates, in consultation with relevant ADGs, Output Team Leaders who organize interdisciplinary project teams to deliver the defined products and services. The Output Team Leaders are the delegated budget holders for the resources assigned to their Output Team. Administrative support to Output Teams is provided by the department or office to which the Output Team Leader belongs, avoiding any incremental administrative support costs. Each SO Coordinator jointly monitors and evaluates progress and coherence of the work done by Output Teams with the ADG of the department where the Output Team Leader is located.

Technical departments

10. Technical departments are the institutional home of staff. They manage institutional matters and have overall responsibility for building up the technical capacity of the Organization.

11. In relation to implementation of the SO Action Plans, technical departments are responsible for: providing administrative support and supervision to their Output Team Leaders; assigning, in agreement with the SOC, the staff that will contribute to the implementation of the SO Action Plans; supporting and supervising the quality of the work of the department's staff; and jointly overseeing and monitoring, with SOC, the delivery of assigned Outputs.

12. Technical departments are also responsible for managing specific Secretariats of Technical Committees and Treaty bodies, organizing internal technical networks, and participating in normative work and in the process of mobilizing extrabudgetary resources.

Decentralized offices

13. Country offices prepare Country Programming Frameworks (CPFs) to identify the main development priorities to be addressed by FAO. SO Coordinators (or delegated regional focal points) are consulted on the development and approval of the CPFs for technical consistency with the SO Action Plans. Final approval for CPFs is given by the ADG/Regional Representative.

14. Decentralized offices have three main resource envelopes under the overall control of the ADG/Regional Representative to address country and regional priorities aligned with the SO Action Plans: Regular Budget (staff and non-staff) assigned to the various offices in the region in the PWB; TCP resources assigned to the region according to the formula agreed by the governing bodies; and extrabudgetary resources, progressively aligned to the SO Action Plans. The SO Coordinators can contribute resources that are under their direct control to reinforce the activities undertaken by decentralized offices as agreed with the office heads.

Cross-cutting themes (gender and governance)

15. Cross cutting themes are fundamental areas of work relating to gender and governance that are mainstreamed in all five SO Action Plans. A small core team of staff is organized for each theme within an existing organizational unit in order to provide concepts, methods and data; support the actual work to be implemented in the SO Action Plans; and promote understanding and commitment to work on the cross-cutting themes.

Principles for management of staff and non-staff resources

16. SO Coordinators define the staff requirements and specific work needed for implementation of the SO Action Plans in consultation with ADGs and Division Directors (DDs). Concomitantly, the ADGs and DDs plan part of the total staff time for work assigned to the departments and for networking and staff development. They are also responsible for the overall time allocation of each staff, as well as evaluation of their performance taking into account inputs from the SOC. Similarly, staff time and resources in decentralized offices are planned, managed and supervised by the ADG/RR in consultation with the SOC for work under the SO Action Plans.

17. Non-staff resources under the SOs are planned and allocated by the SOC, with the exception of resources for Article XIV bodies and other specifically identified activities to be managed by the ADGs or DDs. Management of non-staff resources under the sixth objective and the Functional Objectives are the responsibility of concerned ADGs and DDs. Non-staff resources in decentralized offices are planned and managed by the ADG/RRs in consultation with SOC for work under the SO Action Plans.

III. Culture change approach

18. As set out in the Final Management Report on IPA Implementation and the FAO Reform Process,⁴ the work under IPA action 3.32 Culture Change for 2013 has been reoriented to develop the capacity of staff and managers to work in more collaborative ways under the reviewed Strategic Framework, including through the matrix management approach and managing for results.

19. Culture change activities encompass: strengthening of local change teams; putting in place processes and information technology platforms to support staff sharing of knowledge and working in teams; on-line learning tools to extend the range of staff development offerings; and training and support for senior managers in the CPMB to carry out their new responsibilities.

⁴ C 2013/26 paragraph 236v) and Annex VI.