

Chair's Aide-Mémoire

Meeting of the Conference Committee for IEE Follow-up (CoC-IEE)

Wednesday, 30 March 2011

Luc Guyau, Chairperson

1. The meeting agenda was adopted (Annex 1).

Review of the draft CoC-IEE Report to the Conference on the IPA

2. The draft report was examined bearing in mind the need to update several sections based on the outcomes of recent sessions of the Committee on Constitutional and Legal Matters (CCLM), the Finance and Programme Committees, and their Joint Meeting. It was pointed out that the draft report would have to be further revised in the light of the deliberations of the forthcoming session of Council (11-15 April 2011).

3. It was noted that due to time constraints, while attempting to make the English version of the revised draft report available by the start of the Council session, it would not be possible to despatch all the language versions by the established two-week deadline for the next meeting of the CoC-IEE on 21 April 2011. Any final updates stemming from the April 2011 session of Council would also be duly reported to that meeting of the CoC-IEE.

4. The draft report was reviewed section by section, and the following main points were made.

I. Introduction

5. A reference should be made to the risks associated with the implementation of the Immediate Plan of Action (IPA), addressed in a dedicated section of the draft report.

II. Overall IPA implementation

6. Some of the terms used ("major" and "minor" delays, the "other" category of IPA actions) needed to be clarified, e.g. by providing definitions in footnotes, and further explanation regarding the J-curve would also be useful. Moreover, some of the figures showing quantitative progress required clarification and, more generally, it was suggested that more facts, figures and illustrations be provided where feasible.

7. Some expansion was also required on culture change activities, with additional information provided on the staff survey.

III. Key focus areas in the process of change

Managing for results

8. Concerning *prioritization of the technical work of the Organization*, it was underlined that significant progress still needed to be made, including in terms of more meaningful and timely inputs by relevant Governing Bodies. This should be addressed by reflecting the guidance provided by the last Programme Committee session.

9. On the other hand, some shortening of the section on *Resource Mobilization* was proposed.

Functioning as One Organization

10. As regards the *Vision for the structure and functioning of Decentralized Offices*, it was considered that the complex and multi-faceted issues involved should be covered in a more detailed manner. In particular, the conclusions of the Joint Meeting of the Programme and Finance Committees held on 23 March 2011 should be reflected in the draft report (see also paragraphs 19-22).

Human resources

11. Updates to the draft report were needed in this respect, including statistical data, particularly in relation to the Performance Evaluation Management System (PEMS) and the Junior Professionals Programme.

Effective governance and oversight

12. More precision was required regarding the section on *Rules of Procedure for Governing Bodies*, especially as regards Regional Conferences.

13. The recommendations made by the CCLM and the Finance Committee at their last sessions on the *Ethics Committee* needed to be reflected in the draft report.

IV. The way forward

14. Key priority areas of IPA implementation in the next biennium should be highlighted in this section. Likewise, areas requiring continued work beyond 2013 would also need to be mentioned.

15. It was recalled that an executive summary of the CoC-IEE report would be provided in a box at the beginning of the document.

Updates on IPA implementation

16. The CoC-IEE welcomed the updates provided in the areas of Human Resources (HR), resource mobilization, resource requirements for the IPA in 2012-13, and the Ethics Committee.

17. It took note of the modified total estimated resource requirements for the IPA in 2012-13, with some further savings identified, to be partially offset by an increase in the evaluation budget.

18. Clarifications were provided in response to queries on various HR initiatives, such the selection process for Junior Professionals, rotation policy, and implementation of PEMS.

Updates on the vision for the structure and functioning of the Decentralized Offices

19. As requested by the CoC-IEE at its 23 February 2011 meeting, besides the "Vision for the Structure and Functioning of Decentralized Offices" (CL 141/15), further information was provided in the document "Additional Information on Delegation of HR Management, Financial Management and Procurement from Headquarters to Decentralized Offices" (JM 2011.1/ Information Note).

20. Members recognized that decentralization was a complex issue with a deep impact on how the Organization delivers its services. Commendable progress had been achieved in advancing the decentralization agenda in the first two and a half years of the IPA implementation period, including completion of 13 of the 15 IPA actions on decentralization. However, reaping the full benefits of the many reforms implemented so far would require time. Furthermore, the criticality of the IPA actions related to competencies and benchmarks was underlined, as was the need to complete other important initiatives such the mobility policy.

21. Members also pointed out that more remained to be done to improve the functioning of Decentralized Offices. The need to further examine outstanding issues, including with regard to IPA action 3.84 on the criteria for country coverage, was highlighted, first at the October 2011 sessions of the Programme and Finance Committees, and subsequently at the Regional Conferences in 2012.

22. Management was requested to provide a follow-up document on short, medium and long-term actions to address the gaps, challenges, risks and issues related to decentralization, which should also take into account the relevant evaluations discussed by the Programme and Finance Committees in 2010-11. Proposed short-term actions could be presented to the Programme and Finance Committees in October 2011.

Review of draft Resolution on the IPA

23. A few amendments were made to the draft Resolution which had been reviewed by the CoC-IEE at its previous meeting. The agreed final version of the text is attached as Annex 2, with the changes made shown in track mode.

Annex 1

Meeting agenda

1. Review of the draft CoC-IEE Report to the Conference on the IPA
2. Updates on IPA implementation in the following areas:
 - Human Resources initiatives (Young Professionals Programme, Rotation policy, EMS)
 - Resources mobilization,
 - Resource requirements for the IPA in 2012-13,
 - Ethics Committee.
3. Updates on the vision for the structure and functioning of the Decentralized Offices
4. Review of draft Resolution on the IPA
5. Any other matters

DRAFT RESOLUTION __/2011
Immediate Plan of Action for FAO Renewal

THE CONFERENCE:

Mindful of the imperative for FAO Members and Management to continue to work in concert to strengthen the capacity of the Organization to carry out its unique overarching mandate at a time of critical challenges facing the global community;

Recalling its Resolution 1/2008 whereby it approved an Immediate Plan of Action for FAO Renewal, and its Resolution 4/2009 setting up arrangements for monitoring implementation of FAO renewal in the 2010-11 biennium;

Having considered the Report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE) on the work completed in the current biennium in the framework of the Immediate Plan of Action (IPA);

Noting with appreciation the substantial progress made, during the same period of time, in implementing a complex set of actions covering the whole range of IPA thematic areas;

Recognizing that this progress was achieved largely thanks to the Membership's full engagement in, Management's resolute commitment to, and the constant support of Staff to the process of change for FAO renewal;

Recognizing further that a critical factor in the successful implementation of the IPA has been the adequate funding of the renewal programme, with the required resources being secured by the Membership within the Programme of Work and Budget 2010-11;

Acknowledging the need to ensure continuity of the renewal process and the new ways of working inherent in IPA implementation as an integral part of the established management and governance arrangements of the Organization;

1. **Endorses** the Report of the CoC-IEE on the Immediate Plan of Action for FAO Renewal (IPA), as given in *Appendix __* [of the Conference report].
2. **Decides** that the Council will, at its regular sessions, monitor progress in follow-up to the IPA on the basis of progress reports from the Management. In this context, the Independent Chairperson of the Council will continue to play a proactive facilitating role.
3. **Decides** that, in performing ~~its~~ oversight functions regarding IPA implementation, the Council shall receive inputs from the Finance Committee, the Programme Committee and the Committee on Constitutional and Legal Matters, ~~and from the Regional Conferences~~ and the Technical Committees, according to their respective mandates.
4. **Endorses mainstreaming of the IPA into the Programme of Work and Budget 2012-13.**
5. **Decides** that a complete progress report on IPA implementation will be submitted, through the Council, to the 38th Session of the FAO Conference in 2013.

Deleted: , while mainstreaming the IPA into the Programme of Work and Budget 2012-13

Deleted: this

Deleted: , as needed,

(Adopted on _____ 2011)