

## **Chair's Aide-Mémoire**

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

Thursday 8 April 2010

Luc Guyau, Chair

#### **Membership of the CoC-IEE Bureau**

1. The following representatives of Member Nations per region were appointed as Members of the Bureau, the entire membership of which is given in Annex 2:

Africa	Eritrea
Asia	China
Europe	Spain
Latin America and the Caribbean	Brazil
Near East	Afghanistan
North America	Canada
South-West Pacific	Australia

#### **Schedule of meetings of the CoC-IEE in 2010**

2. The dates for the three CoC-IEE meetings in 2010 were approved as follows, with the respective indicative agendas outlined in Annex 3:

- First meeting: 8 April
- Second meeting: 23 June
- Third meeting: 20 October.

#### **Culture Change**

3. Members appreciated the presentations made by a representative of the Culture Change Team, a representative of the Staff Bodies and a representative of ES management, and were satisfied with the progress made so far in the area of culture change ([www.fao.org/uploads/media/UpdateCultureChange\\_CoCmeeting\\_8April\\_E.pdf](http://www.fao.org/uploads/media/UpdateCultureChange_CoCmeeting_8April_E.pdf)). The catalytic role played by culture change in successfully implementing any aspect of the reform was underlined, while noting that adjustments may be required in future since changing the culture of an organization is a dynamic and ongoing process. Management clarified that, within the IPA, institutional culture change had given rise to a large number of actions, which included changes stemming from the Root and Branch Review, a new human resources framework, improved information systems, and greater delegations of authority. Moreover:

- Members noted the planned roll-out of the culture change process in the Regional Offices of Africa and the Near East, and requested more information on how the process was foreseen to unfold in other Decentralised Offices;
- concerning the presentation on the restructuring process of the ES Department questions were asked on how this successful experience could be replicated in other departments;
- the need to ensure continued staff support and enthusiasm for the reforms was underscored. In this connection, Management indicated that staff surveys will be carried out at regular

intervals to understand the attitude of staff members towards the reform process and gauge their level of support to the different initiatives put in place;

- in order to anticipate problems that might arise in this regard, the Organization should undertake regular risk assessments throughout the biennium;
- with a view to integrating culture change into FAO's human resources policies and practices, new initiatives are being worked out, including in the areas of *career development*, *rewards and recognition*, and *inclusive work environment*, and the Culture Change Team could play a catalytic role in that implementation.

## **Review of the Office of the Director-General**

4. Members appreciated the presentation made by Ernst & Young (EY) describing the findings and recommendations of the Review of the Office of the Director-General (ODG) ([www.fao.org/uploads/media/ODG\\_Review\\_Exec\\_Summary\\_CoC\\_IEE\\_E.pdf](http://www.fao.org/uploads/media/ODG_Review_Exec_Summary_CoC_IEE_E.pdf)) and the management statement as given in Annex 4. Members were satisfied at the collaboration between the Consultants and Management which characterised the process and noted that Management generally welcomed the recommendations formulated by EY as a result of the ODG Review. They noted that the guiding principles used to conduct the ODG Review were sensible and appropriate, and that the recommended roadmap was a realistic plan of action for the next 18 months.

5. Members were informed that, due partly to the extended period of the study, many of the recommendations made by EY had already been implemented by Management, such as the proposed Executive Leadership Team established in January 2010, while others will be implemented shortly. The reduction of the involvement of Cabinet in administrative activities was considered positively since it would allow more time and resources to concentrate on strategic issues. Furthermore:

- Members were in favour of the reduction and streamlining of the Internal Advisory Committees; and
- Members reiterated the importance of successful partnerships and stressed that strategic aspects of corporate communication was a crucial area of work for the Organization which should not be outsourced.

6. With regard to the questions raised about the “double” reporting lines of the Assistant Directors-General to the Director-General and to the relevant Deputy Director-General proposed by EY, the Consultants and Management explained that such “double” reporting mechanism was now becoming common in public and private organizations, and that it offered the flexibility needed to avoid the addition of a hierarchical layer between the Assistant Directors-General and the Director-General. Moreover, the proposed reporting lines, together with the effective functioning of the Senior Management meetings, would avoid the creation of separate silos under the two Deputy Directors-General.

## **Progress in IPA Implementation**

7. Members were generally satisfied with the depth and content of the progress report presented by Management ([www.fao.org/uploads/media/First%20CoC-IEE%20IPA%20Progress%20Report\\_E.pdf](http://www.fao.org/uploads/media/First%20CoC-IEE%20IPA%20Progress%20Report_E.pdf)). For future reports, they requested that a section on Decentralized Offices be added, and that some information on IPA activities foreseen for implementation in the 2012-13 biennium be provided. Management clarified that, although the IPA budget for 2010-11 was fully funded from assessed contributions, they would also be reporting to the Finance Committee on expenditures funded through the balance of the 2009 voluntary contributions in the IPA Trust Fund and incurred in the current biennium. Management also anticipated that the cost of implementing the IPA in the next biennium

(2012-13) would be lower than the USD 39.6 foreseen for the present biennium, even though it was not possible to precisely estimate the required amount at this stage. In addition:

- the importance of prioritizing the technical work of the Organization was emphasized, noting that prioritization would be a continuous process throughout the biennium;
- with regards to Human Resources (HR), Members were updated on the status of the Staff Rotation and Junior Professionals policies and were informed that an HR gender plan of action had been drafted which foresees a target of 50% women in the professional category, as requested by many Members. The need to ensure a fair and transparent recruitment process was also mentioned; and
- clarifications were provided on questions raised regarding the review to enhance the functioning of the Shared Services Centre, and the reporting lines of the Director of Evaluation.

#### **Any other matters**

8. ***Nominations for the post of the Director-General.*** Several Members stressed the need to publicize the post of Director-General to attract a broad range of qualified persons to be nominated by their Governments for election by the Conference in 2011. They indicated that the Circular State Letter which was sent in December 2009 to FAO Members informing them that nominations for the office of Director-General are receivable from 1 February 2010 to 31 January 2011 was not sufficient in terms of outreaching the desirable range of prospective nominees. In this regard, reference was made to IPA action 2.99 which provides: “*When the post of Director-General is due to become vacant, it will be publicized no less than 12 months before the closure of the nominations noting that all nominations remain fully the responsibility of Member Countries*”. As a consensus could not be reached on whether and how the post of Director-General should be publicized, the Chairperson was requested to facilitate further consultations on this matter.

## **Annex 1**

### **Agenda**

1. Membership of the CoC-IEE Bureau
2. Schedule of meetings of the CoC-IEE in 2010
3. Culture Change
4. Review of Office of Director-General
5. Progress in IPA implementation
6. Any other matters

## **Annex 2**

### **Membership of the Bureau of the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE) in 2010-11**

<b>Chairperson</b>  Mr Luc Guyau, Independent Chairperson of Council	
<b>Vice-Chairpersons</b>  Ambassador Agnes van Ardenne-van der Hoeven (Netherlands)  Ambassador Wilfred Joseph Ngirwa (Tanzania)	
<b>Members</b>	
<b>Africa</b>	Eritrea
<b>Asia</b>	China
<b>Europe</b>	Spain
<b>Latin America and the Caribbean</b>	Brazil
<b>Near East</b>	Afghanistan
<b>North America</b>	Canada
<b>South-West Pacific</b>	Australia

### Annex 3

#### Insert Schedule of CoC-IEE Meetings in 2010

Date	Meetings
<b>8 April</b>	<ul style="list-style-type: none"> <li>- Membership of the CoC-IEE Bureau</li> <li>- Schedule of meetings of the CoC-IEE in 2010</li> <li>- Culture Change</li> <li>- Review of the Office of the Director-General</li> <li>- Progress in IPA implementation</li> <li>- Any other matters</li> </ul>
<b>23 June</b>	<ul style="list-style-type: none"> <li>- Process for prioritization of the technical work of the Organization</li> <li>- Vision for the structure and functioning of the Decentralized Offices</li> <li>- Multi-year Programmes of Work for the Governing Bodies</li> <li>- Human Resources (PEMS, Staff rotation)</li> <li>- Open-ended Working Group on measures designed to increase the efficiency of the Governing Bodies, including representation</li> <li>- Progress in IPA implementation</li> <li>- Any other matters</li> </ul>
<b>20 October</b>	<ul style="list-style-type: none"> <li>- Headquarters structure</li> <li>- Vision for the structure and functioning of the Decentralized Offices</li> <li>- Multi-year Programmes of Work for Governing Bodies</li> <li>- Resource Mobilization and Management Strategy (including Impact Focus Areas)</li> <li>- Open-ended Working Group on measures designed to increase the efficiency of the Governing Bodies, including representation</li> <li>- Progress in IPA implementation</li> <li>- Any other matters</li> </ul>

## **Annex 4**

### **Ernst &Young Review of ODG Management Statement at the CoC-IEE (8 April 2010)**

Management welcomes the EY Review of ODG which provides important recommendations for streamlining administration and clarification of roles, responsibilities and reporting relationships at the Apex and with CS department.

While our continuing dialogue did require more time than anticipated, it has resulted in a product that will achieve the objectives and effectiveness targets that we set out to achieve.

A centrepiece of this review has been the emphasis on decreasing Cabinet's involvement in administrative activities. In reviewing these activities, EY engaged in numerous workshops and discussions with all key players since last September in order to reach consensual outcomes. We appreciated this approach, which has already led to an introduction in recent weeks of many of the revised workflows proposed.

We note that the report confirms the appropriateness of the staffing structure in ODG. It highlights that management anticipated staffing reductions ahead of the finalisation of this review.

The proposed Executive Leadership Team (ELT) has already been put in place since January. The ELT will appraise its functioning after one year, as recommended by EY, to ensure the scope of its work and interactions with the Senior Management Meetings are optimal.

The creation of two DDGs supervising departments has led EY to propose reporting lines for Senior Management. We are of the view that their proposal for reporting lines of ADGs to the respective DDGs and dotted reporting to the DG, are appropriate.

We agree that by limiting the number of advisory committees, individual accountability for decision-making could be enhanced and processes could be sped up. We plan to implement the suggested proposals for the IT and HR committees and to continue evaluating other internal committees to ensure their number and scope is appropriate.

The Office of Corporate Communications and External Relations (OCE) was recently established as part of the new apex, following extensive deliberation with Members. We would invite feedback from the Members on the views expressed by EY.