

Introduction

1. At the February 2011 CoC-IEE meeting, Members appreciated the IPA implementation progress report presented by Management and welcomed the improved balance in reporting quantitative and qualitative progress. Members requested that future reports include a summary of progress made since the last report.
2. On Partnerships, whilst noting the progress achieved in developing strategies for partnerships as called for by the IPA, Members also requested additional details on the implementation of partnerships entered into by FAO with other UN system organizations, civil society organizations and the private sector.
3. This report responds to the requests of the CoC-IEE, and comprises:

Section I – Update on progress: this section provides updates on IPA implementation in the areas of (a) Human Resources, (b) Resource Mobilization, (c) Ethics Committee and (d) Employee Survey. In response to Member requests from the February 2011 CoC-IEE meeting additional information on Partnerships is included in Annex 1;

Section II – Update on resource requirements and the IPA programme in 2012-13: provides an update since the February 2011 CoC-IEE meeting on the 2012-13 resource requirements, and describes the IPA programme for 2012-13, as documented within the Programme of Work and Budget (PWB) 2012-13.

Section I - Updates on progress

(a) *Human Resources*

(i) *Junior Professional Programme*

4. The Junior Professional Programme was approved in May 2010 and CSH received 81 expressions of interest from various divisions and offices wishing to host a Junior Professional (JP). Following further consultations with all Assistant Directors-General (ADGs) involved, including regional ADGs, as well as guidance from senior management to accord a priority to the Decentralized Offices (DOs), in particular at country level, 18 expressions of interest were retained, including one for each technical department at Headquarters; three each for the Africa, Asia and Latin America and Caribbean regions; and two each for Europe and Near East regions.
5. A call for candidates was launched in July 2010, resulting in over 3,000 applications. Interviews have taken place for the majority of positions, and six have already been endorsed by the Professional Staff Selection Committee (PSSC). There have been unforeseen delays in the recruitment process in two of the Regional Offices (RAF and RLC), and measures are being taken to expedite the recruitment in those offices. CSH plans to bring all new JPs together to Headquarters on 1 May 2011 for an induction programme.
6. It is proposed that the number of JPs in the first cohort be increased to 25. This will enable the Organization to align the number of JP positions in 2011 with that foreseen for the next biennium.

(ii) *Mobility*

7. The interim guidelines for the implementation of voluntary mobility within FAO were issued in December 2010. 27 staff members have expressed interest in a mobility assignment and have been included in the Mobility Roster. There are currently 57 positions in the Mobility

Compendium. To date, 10 staff members have been selected within the framework of mobility for new assignments outside their duty station, and one has undertaken a different functional assignment within Headquarters.

8. Progress towards meeting the IPA target of 100 geographically mobile assignments for 2010-11 has been slow based on the present voluntary guidelines for mobility. A Task Force that has been established to support implementation of the guidelines and will prepare a report to the Human Resources Committee as a basis for developing a more effective mobility programme in consultation with the staff representative bodies.

(iii) *Performance Evaluation Management System (PEMS)*

9. Following the conclusion of the PEMS 2010 cycle in February 2011, FAO is embarking on an extensive analysis to evaluate the lessons learnt from the launch of PEMS and its impact to date. The analysis process is aimed at gathering the views of staff on PEMS and its strengths and weaknesses, and on potential measures to further improve and enhance the system. In conjunction with the ongoing analysis of the 2010 cycle, the 2011 PEMS cycle has commenced with the Planning phase.
10. A new training programme will be rolled out in 2011 with a view to further develop the behaviours and skills of staff and supervisors in terms of performance. The analysis will also identify training needs for staff and supervisors in order to more effectively participate in the performance appraisal system.
11. The implementation of a results-based performance appraisal system will be complemented by a rewards and recognition framework, based on the recommendations expected to emanate from the current review being undertaken by the International Civil Service Commission on this subject. Once the corporate competency framework has been developed and endorsed, the related competencies will be incorporated in the enhanced PEMS.

(b) *Resource Mobilization*

12. FAO Members and other potential sources of voluntary funds and partnerships were invited to attend an Informal Meeting on 1 March 2011 under the theme: *Achieving Goals Together*. Its purpose was to facilitate an exchange of information to promote a better alignment of contributions to FAO's funding requirements as a foundation for partnerships in the future. The meeting served to enhance familiarity of potential funding partners with the Impact Focus Areas (IFAs), to present opportunities for support to the field programme and new cooperation tools, with experience learned helping to refine the IFA concept. The secretariat will seek to broaden participation beyond government officials to include private sector and civil society partner representatives from capitals, and embassies in-country.
13. The IFAs serve to highlight and communicate country level results, outcomes and success stories, in order to mobilize and sustain voluntary contributions. Next steps for follow-up include, firstly, communicating with audiences outside of Rome through IFA promotional meetings to selected capitals, and secondly, developing the IFA concept further through continuous dialogue with IFA Managers, Strategy Team Leaders, and Decentralized Offices. This will involve consultation meetings with a number of Regional and Country Offices within 2011-2012.
14. A resource mobilization website for FAO has been designed to familiarize the public and FAO's resource partners with the Organization's new approach. The website showcases the seven Impact Focus Areas. It is expected that the FAO's resource mobilization and IFA Web pages will be launched on 1 May 2011.

15. A Practical Guide to Resource Mobilization has been published and disseminated so as to provide DOs with a quick overview of resource mobilization efforts. Furthermore, a web-based tool, the Agricultural Development Assistance Monitoring Tool (ADAM), has been developed to support DOs in capitalizing on FAO's comparative advantage at the country level by mapping the priorities of FAO, the government and other development partners in the country and region. Specific web-based reports in the Field Programme and Monitoring Information System were also developed to provide the overview of and monitor the alignment of projects to the Strategic Framework and the Programme of Work and Budget. In the coming months, resource mobilization training will be rolled out through pilot countries and then mainstreamed into FAO's corporate training programme.

(c) *Ethics Committee*

16. The revised terms of reference of the Ethics Committee were presented to the Committee on Constitutional and Legal Matters (CCLM 92/3 rev.1) in March 2011.
17. At its session of March 2011 the CCLM put forward some modified proposals that the Ethics Committee be established for a period of four years beginning in January 2012; that the number of external members should be reduced from four to three, the number of internal members from three to two and the term of office reduced to two years. The CCLM also recommended that internal members should be a Deputy Director-General and the Legal Counsel. External members would be appointed subject to approval by the Council, upon recommendation of the Finance Committee and the CCLM, at their sessions of autumn 2011. The CCLM also submitted a revised proposal on the Terms of Reference and Composition of the Ethics Committee, which will be discussed at the 138th session of the Finance Committee (FC 138/13) in March 2011.

(d) *Employee survey*

18. As part of the results-based framework, the Director-General launched an Employee Survey from 18 January - 28 February 2011, designed to provide Management with insights on the progress of renewal from the perspective of employees. The objectives of the survey were to assess employee attitudes towards Reform and Renewal, to track progress on reform, to provide much needed feedback on the effectiveness of communications regarding Renewal, and to set a benchmark for future surveys.
19. A total of 4,761 responses were received, equating to 77% of all employees, which is, to any standard for the first survey, a highly satisfactory performance. Of those responses, the majority were from DOs (61%). The next phase involves reporting and action planning with Management to capitalize on the insights provided by the survey. Hay Group, the independent survey supplier, are currently analyzing the results and will report to FAO Management in April 2011, following which the results will be shared with employees. A specific communications plan on the survey was also prepared.

Section II - Resource requirements and the IPA programme 2012-13

20. Management is aware of the difficult economic and financial circumstances faced by many Member countries, and the consequent need for fiscal discipline in public expenditure. The Director-General has personally insisted that further savings be found in FAO programme expenditures, and this included a re-examination of the savings achievable under the IPA programme for 2012/13. A mechanism utilized to deliver further efficiencies in the IPA context is the collaborative inter-agency work amongst the Rome based agencies.

21. The experience gained in the area of joint procurement has brought about a renewed commitment to increase collaboration in other areas as well, in particular in the area of travel where FAO will seek savings through a number of initiatives.
22. As a result of these further considerations, Management proposes higher savings estimates for 2012-2013 associated with IPA action 7.14 (on common procurement) amounting to USD 2.95, and increased savings estimates associated with IPA action 7.15 (on travel) amounting to USD 1.97. The total revised estimated 2012-13 IPA programme costs are USD 37.84 million, a reduction of USD 1.66 million from the earlier proposed IPA programme for 2012-13 totalling USD 39.5 million. These adjustments and the main IPA programme activities have been reflected in PWB 2012-13.¹
23. The IPA is a five- year renewal programme, and significant progress in the implementation of the IPA has been achieved to date. As for the 2010-11 biennium, the IPA programme has been fully mainstreamed in the PWB 2012-13 by including the proposed financial requirements in the net appropriation figures, which are presented within the budgetary chapters for the Strategic and Functional Objectives and Capital Expenditure.² The holistic presentation is important given the inter-relationship between the IPA and the regular programme of work in a number of areas, including information and communication technology, International Public Sector Accounting Standards (IPSAS) and human resources.

¹ C 2011/3, paragraphs 114-145.

² C 2011/3, table 3.

Annex 1

Partnerships

1. FAO has intensified its collaboration at the global, regional and country levels as part of the Organization's ongoing reform process. The Organization is currently mainstreaming the provisions of the Outcome Document of the MDG Summit relevant to food security, agriculture and rural development, into its work planning for the next biennium 2012-13.
2. FAO has developed a matrix showing the manifold forms of collaboration among the Rome-based agencies. An important new result is the establishment of the Global Food Security Cluster, co-led by FAO and WFP, that aims to improve food security responses in humanitarian situations and in which FAO and WFP are already co-leading food security clusters in 17 countries.
3. The new Programmatic Cooperation on Food Security and Nutrition being negotiated between the European Union and the Rome-based agencies entails many new activities. Within the framework of the Committee on World Food Security, FAO works closely with other agencies, in particular WFP and IFAD, and the HLTF, WHO, the World Bank, the SCN and other stakeholders.
4. Progress is also evident in administrative areas, such as the joint procurement initiative.
5. In HLCP, FAO actively contributes to a number of UN system-wide issues such as the preparations UNCSD (Rio+20), climate change, biodiversity, the LDC IV Conference, and moving towards a fairer, greener, sustainable globalization. In HLCM, FAO is actively involved in issues such as the harmonization of business practices in the UN system, and information and communication technology issues. FAO is proactively engaged in e.g. through the UNDG Strategic Priorities 2010-11, acted as UNDG vice chair from 2008 to 2009, and currently co-convening with UNDP the UNDG Task Force on the MDGs.
6. All five FAO Regional Offices participate in the Regional UNDG Teams. At the country level, FAO is co-leading, together with WFP and ILO, the development of a guidance note on mainstreaming food and nutrition security in common country programming to complement the 2010 UNDAF Guidelines and support UNCTs in integrating food and nutrition security in the UNDAF.
7. As of March 2011, FAO is involved in 14 One UN funds out of 17, which include the eight Delivering as One pilot countries plus another six countries that are voluntarily implementing a One UN Programme (Bhutan, Kyrgyzstan, Lesotho, Malawi, Montenegro, Sierra Leone). FAO is also engaged in the adoption of the Delivering as One approach in nine new countries (Benin, Ethiopia, Kenya, Laos, Liberia, Mali, Namibia, Uganda, Zambia). FAO saw an increase of about 67 percent in resources from ONE UN funds between 2007 and 2010. During the same period FAO was the fourth largest beneficiary from system-wide funds for both development and emergency operations.
8. FAO in consultation with stakeholders is increasing the range of CSO partners, in particular at regional level, and moving to a proactive approach in partnering with the private sector. This work is being carried out in line with the guiding principles of the Organization-wide Strategy on Partnerships.
9. Regarding civil society the objectives are:
 - Broaden the spectrum and increase the quantity of civil society organizations contributing to FAO's work

- Establish consultation and participation mechanisms at all levels, from the global, to regional, and sub-regional-country levels
 - Foster multi-stakeholder dialogue in FAO's and other international fora
 - Map and maintain an information system on partnerships with civil society at global and regional levels.
10. The tools envisaged to enhance private sector collaboration are:
- *a new strategy for private sector collaboration*: the strategy defines the private sector, guiding principles, criteria for selection of partners, and types of private sector contributions.
 - *renewed principles and guidelines for cooperation with the private sector*: these incorporate and adapt the UN Business Guidelines as well as the UN Global Compact principles and are aimed at providing practical guidance to FAO staff on how to partner with the private sector.
 - *a risk management and due diligence procedures*: FAO has developed a comprehensive pre-screening process for private sector entities using risk management tools aimed at addressing both risk mitigation and alignment to FAO mission and mandate.
 - *monitoring and evaluations tools*: Private sector partnerships are regularly monitored and evaluated. An assessment evaluated the quality and types of collaboration and to inform the Strategy on the basis of best practices and lessons learned.
11. There have been concrete initiatives and partnerships concluded with the private sector at headquarters and at field level, mainly on the normative work, research and knowledge production and dissemination, advocacy and fundraising and policy work and dialogue³. A screening of formal and informal agreements was carried out, showing that private sector entities in partnership with FAO include: 1) Private foundations⁴; 2) Individual companies⁵; 3) Academic and research institutions⁶; 4) Special purpose coalitions and consortia⁷; 5) International industry associations⁸; 6) Financing institutions⁹. A high-level management committee has been established to revise proposed partnerships¹⁰.

³ E.g.: School Milk programmes in China, Colombia and Iran; FAO/TCI in EBRD driven programmes.

⁴ Examples of private foundations cooperating with FAO include: Bill & Melinda Gates Foundation, Rockefeller Foundation, Clinton Foundation, Ford Foundation, Price Water House Coopers Foundation.

⁵ Examples of individual companies include: Conad, Starbucks, Merck KGaA, Accor, France 24.

⁶ Examples of research and academic institutes include World Resources Institute, University of Minnesota, Forum for Agricultural Research in Africa, Cornell University, National Polytechnic Institute in Mexico, Global Initiative for Food System Leadership.

⁷ Examples include Pan African Agribusiness Consortium, Agricultural Council of Tanzania, Sustainable Food Laboratory, European Forum on Farm Animal Breeders.

⁸ Examples include International Feed Industry Federation, International Federation for Animal Health, World Veterinary Association, Federation of Indian Chambers of Commerce and Industry.

⁹ Examples include Crédit Agricole, Standard Chartered Bank of South Africa, YES Bank, Rabobank, Equity Bank Limited, Kilimo Trust.

¹⁰ The Partnerships Committee created per Director-General's Bulletin 2010/22 and its Sub-committee on review of financial and other agreements (SubCom-RFA), with support from the Office of Corporate Communications and External Relations (OCE).