

Draft Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal

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ACRONYMS

*Foreword from the Chairperson**Message from the Director-General***I. Introduction**

1. The predecessors of the current CoC-IEE, established respectively in 2007 and 2008, were given complex mandates by the Conference covering the wide range of issues involved in the FAO renewal, initially to develop the Immediate Plan of Action (IPA), and subsequently to complete the outstanding substantive work within the IPA and to oversee its first year of implementation. The previous Committees were assisted by three working groups which met frequently to deal with specific issues pertaining to their respective areas of focus. Hence the CoC-IEE reports to the 35th and 36th Sessions of the Conference in 2008 and 2009 were relatively lengthy and included extensive annexes. In the present biennium, as the CoC-IEE mandate is comparatively limited in scope, its 2011 report is somewhat shorter.

2. The present mandate of the CoC-IEE was spelled out in Conference Resolution 4/2009, reproduced in Appendix 1, and the organizational arrangements adopted by the Committee are shown in Appendix 2. The primary role of the CoC-IEE in 2010-11 was to ensure continuity of oversight and guidance of the renewal process by providing overall monitoring and follow-up of IPA implementation, without prejudice to the statutory functions of the Council and its Committees. In this connection, the complementary role played in the area of governance reforms by the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation (OEWG) is underscored. Its report is also before the Conference and, where appropriate, related issues addressed by the OEWG are referenced in the present report.

3. Besides this interface with the OEWG, the CoC-IEE was mindful of the need to take due account of Governing Body deliberations having a bearing on the renewal process, in particular the guidance provided by the Council, the Finance and Programme Committees and the Committee on Constitutional and Legal Matters on issues related to the implementation of the IPA. Close interactions with them have been maintained and facilitated through the Chairperson of the CoC-IEE, also in his capacity as Independent Chairperson of the Council (ICC). Likewise, the CoC-IEE has drawn on, and was able to inform the work of the Regional Conferences held in 2010 with regard to the implications of the IPA at the regional level. Having attended the five Regional Conferences, the ICC has played a key coordination role in this respect.

4. In the course of the 2010-11 biennium, the Director-General and Management have continued to strongly support the work of the CoC-IEE, and FAO staff have further displayed their steady commitment to the renewal of the Organization. Additional initiatives have been taken to move forward IPA implementation, including the establishment of an IPA Programme Board to strengthen internal oversight and support executive decisions, assisted by a robust IPA Programme Management Unit.

5. In carrying out its monitoring function, the CoC-IEE reviewed key components of the IPA implementation, which are captured in substance in the present report. At the same time, a number of important underlying activities were considered in more depth by other Governing Bodies, and are also reflected accordingly. Hence, the following section provides an overview of IPA implementation, including the benefits realized and the management of risks, and also covers important cross-cutting dimensions such as culture change and communication. Section III aims at portraying, in a concise manner, the main developments in the process of change of the Organization over the reporting period, analyzed on a thematic basis. Finally, section IV outlines the way forward in terms of future steps in the renewal process under the IPA Programme for 2012-13, including Governing Body follow-up arrangements.

II. Overall IPA implementation

A. Quantitative progress

2010-11

6. At its meetings in 2010-11, the CoC-IEE received progress reports covering qualitative and quantitative aspects of IPA implementation. Quantitative progress achieved is shown in table 1, expressed with reference to the 2010-11 Programme, as at end 2010, and cumulatively providing a view of overall progress since 2009.

Table 1 - Progress in implementation of IPA actions

Rating	2010-11 Programme (as at end 2010)	
	Actions	
Completed	25	16%
Progress towards implementation is <i>on track</i> within planned dates	102	66%
Progress towards implementation shows <i>minor delays</i> , but remedial action has been identified	15	10%
Successful implementation by the planned dates is in serious jeopardy, with <i>major delays</i>	0	
Other	12	8%
Total 2010-11	154	100%

7. The CoC-IEE noted that, of the 154 IPA actions comprising the 2010-11 Programme, 25 (16%) were completed in 2010. While this was a lower rate of completion compared to 2009, it represented progress as forecasted, considering that many IPA actions were large and complex, and would be completed later in 2011 or continue into 2012-13.

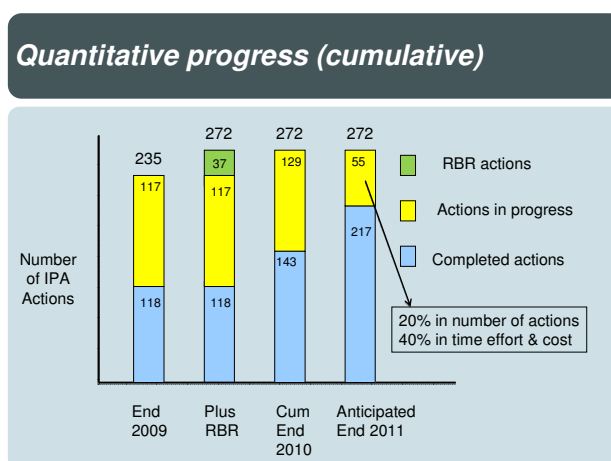
8. 102 (66%) actions were on track for delivery by the anticipated completion date. 15 (10%) actions were subject to minor delays, while no actions were subject to major delays. 12 (8%) actions were placed under the “other” category, comprising those of a “continuous” nature, for which Member consensus had not yet been reached, or were being placed “on hold” by Management.

9. Of the 102 actions on track for delivery, 74 were expected to be completed by end 2011, by which time 99 of the 154 actions of the 2010-11 Programme would have been completed.

Cumulative

10. Figure 1 illustrates cumulative progress with IPA implementation since 2009. In 2009, 118 of the original IPA actions were completed. In the fourth quarter, the original IPA, comprising 235 actions, was integrated with the 37 recommendations resulting from the Root and Branch Review, producing an integrated IPA Programme of 272 actions. The 25 actions completed in 2010, plus the 118 completed in 2009, gave an end 2010 aggregate of 143 actions completed.

11. Adding the further 74 actions anticipated to be completed by end 2011 provided the forecast of 217 (out of 272 actions) to be completed by end 2011. The 55 actions to be carried over to the 2012-13 biennium represented 20% in number of outstanding actions, although corresponding to 40% of the total workload in terms of outstanding effort, time and costs, as they were the largest and most complex IPA actions.

Figure 1 - Cumulative quantitative progress in IPA implementation

12. These quantitative indicators of how many IPA actions had been completed or were on track provided only a partial picture of progress owing to the wide variation in size, scope and complexity of individual actions. A full picture could only be provided by considering the overall cycle of the reform programme, progress in the cross-cutting areas essential to success as a whole, and the achievements and benefits realized in the major areas of the reform programme.

B. Cycle of the Reform Programme

13. The CoC-IEE noted the presentation made by Management by reference to the “J-Curve”, illustrating the impact of a major change programme on overall Organizational performance. Typically a short-term adverse impact was experienced in comparison with the expectations by stakeholders of immediate improvements in Organizational performance.

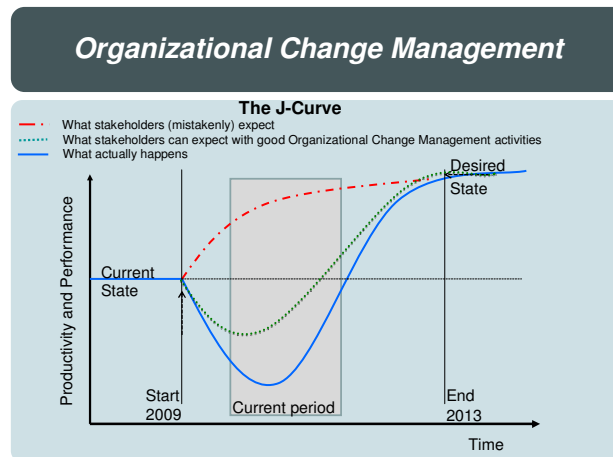
14. Within the IPA timeframe, the beginning of 2009 represented the start date, and the end of 2013 was the end date, while the shaded rectangle – current period – indicated where FAO was on the “J-curve” as at end 2010 - mid 2011, as shown in figure 2. Being the most comprehensive reform undertaken within the UN system, the FAO renewal process comprises a number of major initiatives which, in other organizations, might represent the entire reform agenda. Each of these initiatives has its own “J-curve”, with different start and end points, and different level of risks and benefits.

15. As noted by Members, examples of those initiatives included:

- the project to decentralise TCP, which had just emerged from the bottom dip of the disruption period and was beginning an upward slope;
- the International Public Sector Accounting Standards (IPSAS) project, which had not yet reached the potential period of disruption as it would materialise only after end-2012 when the new system should be brought live;
- the Results-based Management (RBM) project, which would start delivering its full benefits only after 1 or 2 biennia of full implementation – the time normally required for a complex results-based framework to be applied, monitored, assessed and reported on;
- the Common Procurement Team within the three Rome-based Agencies, which had no adverse impact and had already delivered some of its expected benefits in monetary terms;
- the action to increase telecommunication connectivity across the Organization, which had already allowed 56 Decentralised Offices (DOs) to have faster access to corporate applications and a wide

range of new-generation applications, such as videoconferencing and use of knowledge sharing and collaboration tools.

Figure 2 - Effects and challenges on Organizational performance of major change programmes



C. Cross-cutting areas of IPA implementation

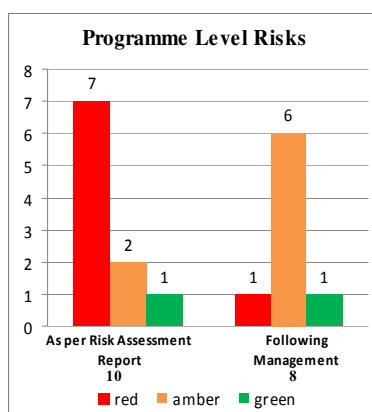
16. Besides showing the mismatch between initial stakeholders expectations and reality, the “J-curve” indicated the key challenges faced by the Organization. In order to achieve the tangible benefits that the IPA Programme had set out to attain, it was deemed important to shorten the period of disruption to the maximum extent possible, and to limit the short-term adverse impact on performance. In this regard, it was underlined that Organizational change management processes should cover five cross-cutting areas of priority attention: effective risk management; targeted communication; strengthened training; facilitated culture change; and a focus on benefits realization.

1. Effective risk management

17. During 2010, a major Risk Assessment (RA) review was undertaken. At programme level, it highlighted risks with internal governance of the IPA Programme. Immediate action was taken as a result. An IPA Programme Board (IPB) was established, comprising the two Deputy Directors-General and other senior managers, and chaired by the Deputy Director-General Operations. Meeting on a weekly basis to exercise general oversight, the IPB was able to prioritize the 2012-13 Programme with regard to the long-term sustainability of reforms, the quality of projects, financial discipline and alignment with the Organization’s capacity to deliver.

18. The CoC-IEE also took note of the additional measures introduced to improve governance effectiveness, which included assigning responsibility for programme management to a newly established Programme Management Unit (PMU), and for communications to the Office of Corporate Communications and External Relations. The impact of those measures on managing programme level risks is summarized in figure 3, showing a reduction in the number of risks and also a decrease in their criticality through a shift from higher (red) to lower (green) rated risks.

Figure 3 - Progress achieved on Programme level risks



19. The RA also highlighted risks at project level. Members noted that highest priority was given to addressing risks in those IPA projects upon which many other projects are dependent, as failures in these projects would have an adverse “knock-on” impact on many areas of the IPA Programme. Examples of such risks, and measures introduced to tackle them, are outlined in the following paragraphs.

20. The RA indicated three main areas upon which many other projects are dependent, namely: (i) the Oracle release 12 (R12) implementation; (ii) the initiative to increase telecommunications connectivity capacity across the Organization; and (iii) the capacity of Decentralized Offices, particularly country offices, to take on a greater role without additional resources and support.

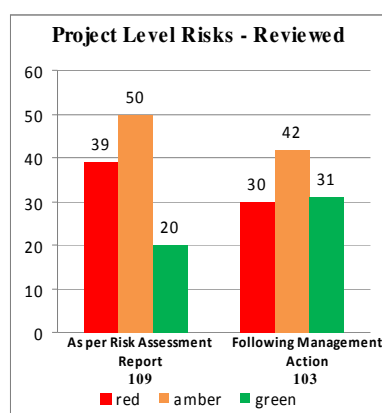
21. The main risk of the Oracle R12 action was that Business Units might not provide adequate testing and user acceptance support to the project in a period of many other change activities. The development of a synergistic approach towards the Oracle R12 and IPSAS projects had mitigated that risk, given the enhanced scope of the new project and the efficiencies deriving from this approach, particularly in the areas of testing and user acceptance, which would also reduce the risks through a more coherent management and internal governance approach.

22. The risks associated with increased telecommunications connectivity included ensuring adequate funding for the associated running costs, and efficient use of the FAO bandwidth. Funding requirements had been taken into account in the 2012-13 IPA Programme formulation and in the Programme of Work and Budget (PWB) preparation. Other risks were managed through measures such as registration and certification procedures to increase knowledge of business applications that use the network, and the implementation of bandwidth control and management measures.

23. As a number of IPA activities involved delegations from HQ to DOs of decisions and processes previously occurring at HQ, the decentralization process included risks of: insufficient capacity in DOs; moving away from effectively functioning as one towards a situation in which the five Regional Offices work independently of each other and HQ; technical officers in Regional and Subregional Offices becoming delinked from the global knowledge base of the Organization. These risks had been considered in formulating the *Vision on the Structure and Functioning of DOs network*, which recommended the delivery of “One FAO” services, and innovative use of extra-budgetary resources to link country office resources to project delivery.

24. It was noted that the measures introduced had resulted in a reduction in the number of risks affecting IPA implementation, and also a decrease in their criticality through a shift from higher (red) to lower (green) rated risks, as shown in figure 4. This was an ongoing process whereby risk logs would continue to be monitored by Project Leaders, with major risks being escalated to the IPB for consideration.

Figure 4 - Progress achieved on Project level risks



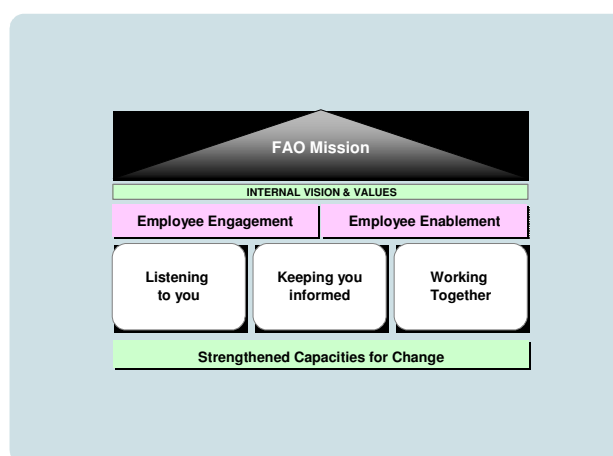
2. Targeted communication

25. It was acknowledged that targeted communication was critical to successful implementation of the IPA, and that FAO Members and employees as well as external audiences were all important in the reform communication effort.

26. It was noted that motivating employees to live and work with change – thus supporting their Organization at a critical moment in its history – required regular and comprehensible information about how FAO was changing and what was required of them. The objective was to ensure that employees are aligned behind the Organization's mission, Global Goals, Strategic Framework, vision and values, and the IPA reforms. To this end, listening to employees views and inputs and modelling communications channels and content accordingly was a key feature of communication with them.

27. As depicted in figure 5, the framework for employee communication included three main areas closely linked to Organizational culture change: (i) *Listening to you*, comprising activities designed to understand the changing knowledge, attitudes and readiness for change amongst employees; (ii) *Keeping you informed*, to reach employees with targeted communication; and (iii) *Working together*, to emphasize dialogue and joint problem-solving across the Organization to support lasting change.

Figure 5 - Communication and Engagement Framework



28. A major activity under *Listening to you* was the development of the Organization's first all-employee survey on FAO renewal, which was launched by the Director-General on 18 January 2011. The survey covered employees' knowledge of and attitudes towards FAO as a whole; working environment and relationships; understanding and support for the reform effort; and employee communication needs. The survey provided benchmarks for monitoring employee reactions and views on IPA changes in the coming years, and for improved staff communication. As the survey 'sponsor', the Deputy Director-General Operations was responsible for reporting and following up on the survey results with Management, Employees and Members. An action phase following the survey enabled capitalization of the results and insights provided, as these represented meaningful guidance on the knowledge, attitudes and willingness for change on the part of employees, and the most effective communication channels.

29. Activities undertaken under *Keeping you informed* included updating the FAO Renewal Intranet pages, with news articles and video interviews with IPA Project Leaders; coverage of renewal topics – e.g. performance and evaluation management system (PEMS), results-based management, decentralization, headquarters restructuring, culture change – in the online employee news magazine *FAO InTouch*; and the development of a format for live information sessions for staff on different renewal topics.

30. Under *Working together*, an annual staff day event was launched in 2010, bringing together all employees to learn more about one another's work. Further activities included: peer review workshops as part of the results-based planning exercises; capacity building workshops to support employees and managers in adopting the new PEMS; facilitated workshops with IPA Project Leaders to articulate key messages and benefits of projects; and targeted communication and engagement activities to inform and engage employees concerning forthcoming changes resulting from the IPSAS project.

31. Communication with Members continued in 2010 with regular newsletters providing updates on various IPA projects; posting of renewal-related documentation on the FAO Reform Internet pages and on the Permanent Representatives Website; and a number of informal briefings for Permanent Representatives to FAO.

3. Strengthened training and facilitated culture change

32. The CoC-IEE noted that, as mandated by the IPA, significant resources had been directed to activities related to staff development as fundamental to help managing change, which are described in section III.

33. Change Management Training was also an essential tool to provide managers with the skills to effectively manage the change process and facilitate culture change across the Organization.

34. Since the start of IPA implementation, FAO had embarked on a wide ranging process of Organizational culture change beginning with the establishment of a Culture Change Team (CCT) supported by an external facilitator. The CCT had raised awareness about culture change and carried out a series of employee engagement activities to encourage broad buy-in for change. This culminated in the launch of FAO's Internal Vision Statement in November 2009, and proposals for culture change in the areas of inclusive work environment, recognition and rewards, and career development. The participatory processes used to develop the Internal Vision Statement and culture change proposals had broken new ground within FAO, and the ripple effect was being felt across the Organization.

35. During 2010, activities continued along the same inclusive theme facilitated by a new CCT, and culture change elements featured prominently in many IPA related activities. This was evidenced through the increased use of participatory processes for work planning and decision making, larger numbers of facilitated events, greater levels of information and knowledge sharing, and renewed efforts to improve internal communications. Examples of this included the following:

- interactions between employees involved in preparing the biennial work-plans under the new results-based framework were supported by departmental/office workshops, meetings of strategy teams, and an intensive peer review process – a clear indicator of a shift in mentality towards greater inclusiveness, and a shared sense of responsibility and accountability for results amongst managers and employees, with individual PEMS agreements linked to unit work plans;
- locally driven change teams were established within both DOs and HQ. For example, a ‘guiding team’ had been established in the Economic and Social (ES) Department to focus not only on what staff did (Unit Results contributing to Organizational Results), but also how they would work together to achieve these results. ES had also customized its ‘ES Mission, Vision and Values’ statement to guide the contributions ES would make to FAO’s wider goals;
- a leadership workshop was called by the two Deputy Directors-General to identify strategic entry points for collaboration between the Technical Cooperation Department and the other technical departments. Outcomes included an agreed framework on coping with water scarcity and inputs to a Food Chain Crisis Management Framework. This was the first facilitated leadership workshop of its kind in FAO – another indicator of a shifting culture towards greater collaboration and multidisciplinary work;
- with the vast majority of emergency operations and rehabilitation employees based in DOs, FAO’s Emergency division took advantage of the improved IT infrastructure to establish an ‘action group’ comprised of DOs and HQ employees to jointly develop their new strategy for emergency operations;
- following the launch of FAO’s Internal Vision Statement, new web streaming technology had changed the way HQ events were organized, with DOs being included in Organization wide events wherever possible.

36. From a governance perspective, Members appreciated that a more inclusive culture was also emerging through the integration of Regional Conferences into the Governing Body structure, with their recommendations starting to influence decision-making on corporate strategic directions. For instance, in 2010 the Regional Conferences provided inputs on prioritization of the technical work of the Organization, the vision on the structure and functioning of DOs, and the proposed global Shared Service Centre.

37. Starting in January 2011, a framework for implementing culture change at FAO was being developed, emphasizing the need for complete alignment with and between all IPA projects; the full engagement of FAO leadership as sponsors of change; and the development of evidence-based indicators designed to measure progress towards the desired new Organizational culture at regular intervals.

38. It was recognized that, through these new mechanisms, concrete shifts in FAO’s culture were emerging. Members, Management and Employees had opportunities to contribute strategically, voice ideas, express opinions and influence change within their areas of responsibility, leading to more participatory decision-making processes at various levels, a more dynamic working environment, and a more effective Organization.

4. Focus on benefits realization

39. Noting that the success of the FAO renewal process cannot be measured only with the implementation of IPA actions, the CoC-IEE stressed the importance of identifying and achieving the key benefits the reforms would bring to FAO. This was actually carried out in 2010 based on an overarching statement of reform benefits indicating that FAO will:

- direct all actions towards clearly defined outcomes for a world free of hunger and contribute to improving living standards in a sustainable manner. It will achieve this through improved

governance to ensure clarity of member needs and improved internal management practices to deliver against those needs;

- ensure that all its resources, at all geographic locations, work in synergy and in productive partnership with external partners, to achieve the greatest impact;
- have a balanced and motivated workforce working in an enabling environment with the necessary knowledge and experience to deliver better against its mandate;
- benefit from support services that are client-oriented and streamlined and be able to provide timely and trusted financial and other resource information, in the most cost efficient manner¹.

40. This overarching statement had been linked to all the thematic areas, each with its own set of reform benefits. These had also been linked to the major IPA actions under each thematic area to ensure that implementation would deliver the overall FAO reform benefits².

41. It was recognized that the full benefits of the reform would only be realized upon successful implementation of the large and complex projects that comprise the IPA Programme. While it was still too early to assess the benefits, tangible examples were starting to emerge as IPA implementation progressed. These are reported by thematic area, together with key achievements, in the following section.

¹ CL 140/14, para 4.

² CL 140/14, paras 5-28 and Progress Report to CoC-IEE meeting of 20 October 2010, paras 32-46.

III. Key focus areas in the process of change

42. As called for in the “*way forward*” section of the 2009 CoC-IEE report to the Conference³, during the current biennium the overarching objective of FAO reform has continued to be that of transforming the Organization into one that manages for results, supported by the key areas of functioning as one, optimised management of human resources, and enhanced efficiency in the delivery of administrative services, with a programme of Governing Body reform underpinning these activities.

43. The IPA Programme was in effect organized under those thematic areas and the following subsections outline progress achieved in 2010 and early 2011 in each area. The funding situation and expected expenditures for the IPA Programme in the current biennium are also briefly presented. On all these aspects, greater detail is provided in Appendix 3, *Management report on IPA implementation in 2010-11*.

A. Managing for results

44. The target benefit in terms of Managing for Results is a clear and measurable impact of FAO’s products and services on beneficiaries. In order to accomplish this benefit, FAO’s work under all sources of funds must be systematically planned, implemented, measured and monitored using RBM principles, and a strategy to mobilize, allocate and manage resources from partners for agreed priorities. Whilst work is ongoing to fully implement the planning, prioritization and resource mobilization process, many benefits will materialize only after the results-based frameworks have been in place for the four-year period of the Medium Term Plan (MTP), allowing for monitoring and reporting on the agreed upon indicators of achievement.

1. Prioritization of the technical work of the Organization

Background

45. The IPA includes a series of actions on the priorities and programmes of the Organization. In line with these actions, the Conference in 2009 approved a set of changes to the Basic Texts, as well as a new results-based Strategic Framework 2010-19, MTP 2010-13 and PWB 2010-11, which help to focus and prioritize FAO’s work under an integrated budget covering assessed as well as estimated voluntary contributions. Under the new arrangements the Regional Conferences, Technical Committees and Programme Committee advise the Council on priority areas of technical work for use in preparation of the programme and budget documents of the Organization.

46. In 2009, the CoC-IEE reported that, although an initial attempt had been made in the MTP 2010-13 at expressing the substantive priorities of the Organization, it was recognized that prioritization was a long-term exercise dependant on adequate complementary guidance from the Technical Committees and Regional Conferences. Emphasis should be given to the prioritization of the technical work of the Organization, an ongoing exercise to be actively pursued throughout the first full cycle of results-based planning in 2010-11. The development of regional and subregional areas of priority action was foreseen for consideration by the Regional Conferences in 2010.⁴ This view was echoed by the Conference.⁵

³ C 2009/7, para 72.

⁴ C 2009/REP, Appendix D, paras 29 and 72 (first bullet).

⁵ C 2009/REP, para 120.

Timeline and process

47. The CoC-IEE and the Programme Committee considered the timeline and process in 2010-11 for preparation, approval and adjustment of the MTP 2010-13 (Reviewed) and PWB 2012-13. The timeline had five main phases with regard to prioritization:⁶

- advice on priorities provided by the Regional Conferences and Technical Committees to the Council via the Programme and Finance Committees from March to October 2010;
- guidance on priorities provided by the Programme and Finance Committees to Council and by the Council to the Secretariat during October and November 2010;
- preparation by the Secretariat of the MTP 2010-13 (Reviewed) and PWB 2012-13 from October 2010 to February 2011, reflecting guidance provided by Council on priorities, and translated into action at country, regional and global levels;
- Governing Body review of and decision on the MTP 2010-13 (Reviewed) and PWB 2012-13 during March-June 2011;
- any necessary adjustments to the PWB 2012-13 based on Conference decisions, prepared by the Secretariat during July-September 2011, with review by the Programme and Finance Committees and approval by Council in October-November 2011.

48. Members noted that improving prioritization was a long term process and that the priority-setting cycle in 2010-11 (for the 2012-13 biennium) was one of transition. They also underlined the importance of learning from experience so that a systematic and synchronized approach to prioritization would be in place for the subsequent biennium. The focus of the Programme Committee on improving the prioritization process was stressed.

49. Members also noted that it had not been possible to schedule some of the Regional Conference and Technical Committee meetings in 2010, in keeping with the approved cycle of Governing Body sessions under the reformed programming, budgeting and results-based monitoring system. Thus some inputs on priorities were provided very late in the process this biennium, causing the Programme Committee to hold an additional session in February 2011 to consider the inputs from the Regional Conference for the Near East and the Committee on Fisheries.

50. As recommended by the Programme Committee, the Independent Chairperson of Council worked with the Chairpersons of the Regional Conferences and the Technical Committees, as well as the Secretariat, to facilitate FAO's priority setting process and to prepare a suitable schedule of meetings for the next biennium, with a view to ensuring synergy among the Governing Bodies in priority setting.

Progress on prioritization

51. The Programme Committee considered the prioritization of the technical work of the Organization at two sessions in 2010, as well as through informal meetings with Strategy Team Leaders. It made a series of recommendations and requests on process measures to ensure that the Regional Conferences and Technical Committees provide structured advice to the Programme and Finance Committees and Council on priorities for the 2012-13 biennium,⁷ which were endorsed by Council.⁸ In doing so, the Council acknowledged that the priority-setting cycle for the 2012-13 biennium would be one of transition, and agreed with the aim to have a systematic and synchronized approach to prioritization in place for the subsequent biennium.

⁶ PC 103/4, para 21.

⁷ CL 139/4, paras 6-15.

⁸ CL 139/REP, paras 21-23.

52. The Programme Committee and Council considered the advice of the Regional Conferences and Technical Committees on priorities at their sessions in October and November-December 2010, and February and April 2011. They agreed that the preparation of the PWB 2012-13 and the related prioritization process should start from the results frameworks in the MTP 2010-13. The Council endorsed the Programme Committee's request that the Secretariat identify areas of programmatic emphasis and de-emphasis within and between Strategic Objectives and Organizational Results; formulate Regional Results as a means to reflect country, subregional and regional priorities and their contributions to Organizational Results; and strengthen the role of the Organization-wide Strategy Teams in preparing the PWB 2012-13, including presence during Programme Committee deliberations on priorities.⁹

53. At its special session in February 2011, the Programme Committee made additional recommendations to the Secretariat to further elaborate, in the PWB 2012-13, areas of commonality emerging from the recommendations and guidance on priorities received from the Regional Conferences, Technical Committees and Council; improve the presentation and implications of proposed areas of emphasis and de-emphasis within and between Organizational Results; and clearly show, through the regional results, the focus within Strategic Objectives related to guidance from the Regional Conferences. The Committee appreciated the interaction with the Strategy Teams.¹⁰

54. In considering priorities in the PWB 2012-13, the Programme Committee and Council... *[To be updated]*

Future steps

55. In establishing a coherent set of priorities for future biennia, the Programme Committee *[and Council – to be updated]* recommended that the Secretariat should:¹¹

- identify emerging issues to inform the review and refinement of the MTP for the 2014-17 period;
- address across the strategic objectives the coordination of cross-cutting issues to help drive priority setting;
- clarify the roles and collaboration of headquarters and decentralized offices in planning and implementing the technical Programme of Work and Budget in the context of the vision on decentralization;
- highlight the comparative advantage of FAO compared to other organizations;
- improve the quality and timeliness of documentation submitted to future sessions of the Regional Conferences and Technical Committees, so as to link recommendations with the Strategic Objectives or core functions of the Organization and to facilitate receiving more structured guidance on priorities in future planning cycles.

2. Resource Mobilization

56. In 2009, the CoC-IEE had noted that the integrated budget provided a more holistic view of resources at the disposal of the Organization, which was intended to improve governance, oversight and application to the agreed results frameworks, while also highlighting the important role of voluntary contributions. Although the uncertainty and earmarking of voluntary contributions could affect the achievement of planned results under the unified work programme, it was noted that the

⁹ CL 140/8, paras 5-12; CL 140/REP, para 11.

¹⁰ CL 141/4, paras 4-10.

¹¹ CL 140/REP, para. 11g); CL 141/4, para. 11.

mobilization and provision of voluntary contributions needed to be fully aligned with the Strategic Objectives.¹²

57. The CoC-IEE reported that a resource mobilization and management strategy (RMMS), comprising Impact Focus Areas, Country Programming Frameworks, and regional and subregional areas of priority action, would be implemented during the 2010-11 biennium with a view to ensuring that voluntary contributions focus on the agreed results frameworks and improve Governing Body monitoring and oversight.¹³ The RMMS was under development in consultation with the Joint Meeting of the Programme and Finance Committees. *[To update after the Joint Meeting on 23 March]*

58. The RMMS set out how FAO aims to mobilize resources from its partners, how it allocates these resources to agreed priorities, and how it manages and reports on their use. Its focus was on forging resource partnerships built on trust and mutual accountability, in order to achieve Members' Goals. The strategy's goal was to achieve higher and more predictable voluntary contributions that fully support the achievement of FAO's Organizational Results.

59. A broad consultation process was underway with HQ and DOs, Strategy Teams and partners throughout the Organization to develop the strategy in detail. Many concrete elements were being implemented already and others were being prepared. The progress outlined below was in line with the outcomes specified in the RMMS.

A consolidated, diversified and expanded base of FAO resource partnerships, with a focus on increasing the share of pooled and softly earmarked funding

60. 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. Well attended, 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. Participants requested that this innovative event continue in future biennia, while seeking to broaden participation beyond government officials to include private sector and civil society partners.

Wide awareness of and support for FAO's priority areas of work and related resource requirements, through a vibrant communications campaign

61. A resource mobilization website for FAO had been designed to familiarize the public and FAO's resource partners with the Organization's new approach. To strengthen communication outreach, the website showcased the seven IFAs, intended as a flexible and attractive means for FAO to orient partnering efforts towards priority groups of Organizational Results. The FAO resource mobilization and IFAs website was launched in May 2011.

A new Organization-wide culture and capacity for resource mobilization

62. A *Practical Guide to Resource Mobilization* had 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), had 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 the region. Specific web-based reports in the Field Programme and Monitoring Information System had also been developed to

¹² C 2009/REP, Appendix D, para. 25.

¹³ C 2009/REP, Appendix D, para 72 (first bullet).

provide the overview of and monitor the alignment of projects to the Strategic Framework and the PWB 2010-11. Subsequently, resource mobilization training would be rolled out through pilot countries and then mainstreamed into FAO's corporate training programme.

Resource planning and use effectively managed and reported to Governing Bodies

63. Other initiatives were underway to ensure that resources were appropriately aligned towards achieving the Organizational Results, adequately planned and managed, and duly reported to Governing Bodies. Operational and management rules and procedures, with improved tools, were being revised and put in place to lower transaction costs for FAO and partners. Effective monitoring and reporting that demonstrates results was being strengthened and integrated with the corporate mid-term and biennial assessment processes, alongside a policy setting, review and oversight mechanism for voluntary contributions. Application of the policy of full cost-recovery for activities funded by voluntary contributions, including cost efficiency measures, was also being actively pursued.

3. Enterprise Risk Management

64. In 2009, the CoC-IEE reported that a pilot enterprise risk management project would be completed, assessing FAO's current risk management structure/framework, identifying gaps and informing the development of an Organization-wide Enterprise Risk Management Framework (ERMF), which would contain the necessary elements to improve the Organization's risk management capabilities.

65. In October 2010 the Finance Committee considered the proposed ERMF and roadmap for its implementation.¹⁴ It commended the direction that the Secretariat was taking to embed ERM in RBM.¹⁵ A second progress report was presented to the Finance Committee in March 2011.¹⁶ *[To be updated]*

66. The ERMF should allow the proactive identification, prioritization, management and monitoring of the full range of risks to the Organization, whether strategic, financial, operational or reputational. The design of FAO's ERMF was underpinned by five principles: use of proven, but simple, ERM concepts and processes; focus of effort on areas that would add greatest value; minimization of any avoidable burden on business areas; integration into existing RBM processes, in particular strategic planning (Organizational Result formulation), operational work planning, project formulation, and monitoring and reporting; and phased approach to covering all material areas of the Organization's work.

67. The Framework was in effect being implemented through a phased approach, using pilots, to embed ERM in five areas of management: (i) the results-based framework of the MTP/PWB (Organizational Results); (ii) operational work planning (Unit Results); (iii) managing field projects; (iv) business improvement projects; and (v) a "fast problem response" functionality to facilitate the solution of urgent business problems. The ERM business plan was approved by the IPA Programme Board in January 2011 and the relevant IPA project was due to be completed by the end of 2011.

68. Under the chairmanship of the Deputy Director-General Operations, a Corporate Risk Committee had been established, with specific responsibilities to: oversee the development of ERM policy; ensure that the range of risks facing FAO is kept within acceptable limits; and monitor the overall health and effectiveness of FAO's risk processes, taking action where required.

¹⁴ FC 135/15.

¹⁵ CL 140/21, para 26.

¹⁶ FC 138/12.

69. The ERM project was expected to reach six milestones during 2011: (i) complete the generic ERM risk assessment process and begin to build risk assessment capacity across the Organization; (ii) identify enhancements required in the results-based frameworks, if any, to support the introduction of ERM; (iii) pilot the ERM element at Organizational Results level (for one Strategic Objective and one Functional Objective), then implement in others; (iv) pilot and establish the ERM element for operational work planning; (v) pilot ERM for selected field projects/programmes (one country programme, one emergency project) and one business improvement project, then implement in others; (vi) pilot the “fast problem response” service, and then implement across the Organization.

B. Functioning as One Organization

70. In this area, four main topics were addressed by the CoC-IEE over the course of the biennium: (i) the vision for the structure and functioning of the Decentralized Offices network; (ii) the HQ structure, including the review of the Office of the Director-General; (iii) partnerships; and (iv) delegation of authority to Decentralized Offices.

1. Vision for the structure and functioning of Decentralized Offices

[To update based on further progress made before completion of the report]

71. The CoC-IEE actively reviewed progress related to IPA action 3.84 towards “a medium to long-term vision related to the structure and functioning of the Decentralized Offices (DOs) network”. In view of this, the Conference had requested a wide consultation process involving relevant Governing Bodies, including the Regional Conferences (RCs). Hence, a document entitled *Towards a New Vision for the Decentralized Offices Network* was submitted by Management to the five RCs held in 2010. In general, the RCs appreciated the work done so far concerning decentralization. The RCs for Africa and the Near East endorsed the overall vision, including proposals on structure and functioning, as presented to them. With regard to country coverage through FAO Representations, the RCs highlighted the importance of FAO’s country presence and the need to further strengthen the technical capacity of DOs. Views on key aspects of structure emerging from the RCs were: (i) further strengthening of the DOs network, including enhanced capacities in Regional and Subregional Offices; (ii) adjustments in the co-located Regional and Subregional Offices set up in Santiago and Budapest¹⁷; and (iii) opening of new Country Offices.

72. In reviewing the outcomes of the RCs on this matter, the CoC-IEE reiterated the critical importance of enhancing FAO’s decentralized structure, while ensuring that the Organization functioned as one. The need for DOs to be equipped with an adequate number of staff, who should be provided with the necessary training, was also underlined. As to the rationalization of the DOs network, it was pointed out that FAO needed to provide good services to its Members, and cost reduction should not be the only objective in this regard. Moreover, Africa’s specific needs had to be kept in mind, and challenges in terms of infrastructure and travel limitations – for example making multiple accreditations difficult – should be taken into account. The Finance and Programme Committees and the Council also reviewed progress on decentralization in the course of the biennium.

73. Based on this continuing dialogue, Management offered a vision in relation to the DOs as follows:

FAO, functioning as one, with DOs an integral part of the Organization, is a world-wide provider of high quality policy advice, information, support for capacity development and technical services on food and agriculture.

74. A strategy for the implementation of this vision was developed, requiring action in four major areas: structure, staffing, operations and funding.

¹⁷ The recently completed independent evaluation of the Regional and Subregional Offices in the Near East had proposed the same for the Cairo office in Egypt.

Structure

75. FAO has a multi-tiered structure to serve Members and the international community at large, including HQ, Regional, Subregional and Country Offices, while also implementing specific programmes and projects in many locations at field level. However, there are significant differences among regions. For example, Africa benefits from the most comprehensive formula – Regional Office, four Subregional Offices and 41 Country Offices. In contrast, the Asia and Pacific region has only one Subregional Office, while Europe does not have fully-fledged Country Offices. Decisions on structure remain the prerogative of Members, while ensuring that all parts – HQ and DOs – function as one, and that assistance to Members can draw on the full range of technical expertise available in FAO and its Partners.

76. Aspects requiring further review by Management included fine tuning of FAO's Country Offices network with measures such as: cost-sharing agreements, in particular by middle-income countries; project-type, time-bound representational agreements; greater use of UN system country offices; and enhanced use of multiple accreditations, with concurrent strengthening of national staff, as necessary, in the relevant Country Offices. The practice of covering some countries by outposting/seconding technical officers from Regional or Subregional Offices (or Multidisciplinary Teams), or placing FAO Representatives (FAORs) against posts in Regional Offices (ROs) also merited review.

77. Options that could be considered, especially at future Regional Conferences, included:

- a structure of DOs that is suited to the specific needs of each region: e.g. exploring a structure with less layers between the country level – where the bulk of operational work is performed – and the main repository of global technical excellence in HQ divisions;
- further strengthening of the Subregional Offices/Multidisciplinary Teams (MDTs), which could be achieved by focusing the ROs work more strictly on regional policy and strategic issues.

Staffing

78. In order for the Organization to fulfill its mandate, it is essential that the DOs be staffed with experienced experts who are able to draw upon the full range of technical skills available in FAO itself, as well as in its Members and Partners. Important actions to ensure the highest quality of staff, such as improved training, mobility and rotation policies, were being introduced. A review of the competency framework for the Organization, including for heads of DOs, was being carried out, which would pave the way for improved competency-based recruitment and staff management. However, further options could be explored, including:

- greater flexibility in Regional and Subregional Offices with regard to overall staffing levels, as well as skill mix. These should be consistent with the priority setting process at country, subregional and regional levels. Options could include the introduction of “core” and “non-core” staff categories for the MDTs. Such practices, particularly the “assignment for limited durations” for non-core staff, had been introduced in some other UN system organizations;
- innovative ways to strengthen human resources in DOs, such as through national experts, young professionals, volunteers and South-South Cooperation experts. The Organization had also entered in agreements with Universities and Research Centers, and this modality had the potential of being further expanded.

Operations

79. Unity of purpose and practice across the entire Organization should be well served by the existence of an overall Strategic Framework and MTP which set out the goals and objectives to which all parts of FAO need to contribute. RBM principles and PEMS, extended to all parts of the Organization, should also play a key role. Other critical ongoing initiatives included changes in

planning and priority setting, widespread knowledge management and capacity development efforts, and improvements in ICT and information systems leading to fast and comprehensive interactions between DOs and HQ.

80. Some other areas to be further reviewed by Management included:

- better coordination, building on such enhancements as the monthly Operational Arm Meeting, chaired by the Deputy Director-General Operations;
- ensuring that priority setting at regional and subregional level takes full account of country plans;
- further improvements in ICT support and facilities in DOs;
- close integration of emergency and development programmes at country level: e.g. in the short-term, greater synergy between the teams implementing emergency operations and FAO Representations. Over the medium to longer term, the issue of leadership of all programmes in the country would need to be considered, while respecting due flexibility.

Funding

81. The greater decision-making, implementation and operational responsibilities given to the DOs resulted in overstretched resources. The risk that funds might be diverted from technical support to administration, management and oversight was particularly high in ROs which had taken over a substantial number of operational responsibilities and support services from HQ. In addition, at country level the preparation and launching of the Country Programming Frameworks (CPFs), particularly in the context of more joined-up UN system efforts, would need adequate backup of resources.

82. Options that Members and Management would need to jointly consider were:

- further integration of regular budget and extra-budgetary resources at DOs level which would allow for a better alignment of size, structure and staff composition with programme requirements;
- increased resources from extra-budgetary projects accruing to DOs, through improved project budgeting and financial arrangements to recover fully costs incurred at country level;
- mobilization of local resources by DOs in general, and country offices in particular, from donors, regional and subregional organizations, and the private sector.

2. Headquarters structure

83. The current structure at HQ, as reflected in the PWB 2010-11, has been in place since January 2010. Thus only one outstanding matter was addressed by the CoC-IEE in this area, namely the recommendations made by the consulting firm Ernst & Young (EY) as a result of its review of the Office of the Director-General (ODG).

84. The CoC-IEE noted that many of the recommendations made had already been implemented. The proposed Executive Leadership Team (ELT) was created in January 2010 and has met 27 times during that year.

85. Management had agreed that, by limiting the number of advisory committees, individual accountability for decision-making could be enhanced and processes could be streamlined. The review recommendations had therefore been implemented: six internal committees had been abolished and seven more had been restructured. The Human Resources Committee had been introduced, and the diminution of internal IT committees was at an advanced stage of implementation. The reduction of the involvement of Cabinet in administrative activities was also supported, as it would allow more time and resources to be devoted to strategic issues.

3. Partnerships

86. The CoC-IEE took note of the good progress made in fostering partnerships related to various IPA actions. In January 2011 an interim Organization-wide Strategy on Partnerships was approved by Management, subject to review after one year of implementation. Additionally, sector-specific strategies on partnerships were developed: (i) on enhancing FAO's collaboration within the UN system; (ii) on furthering FAO's collaboration with the other Rome-based Agencies; (iii) with non-governmental and civil society organizations; and (iv) with the private sector – for the latter two, updating previous sectoral strategies.

87. This conceptual effort was accompanied with an awareness drive through: information material on the guiding principles set out in the Organization-wide Strategy on Partnerships; and the launch of a partnerships website targeted at both staff and external audiences. Staff development initiatives (workshops, e-learning courses, etc.) to facilitate internalization of the strategies into work programmes were being piloted during 2011.

88. As regards interactions with the Rome-based Agencies, an assessment of collaboration was carried out in 2010 and would continue in 2011, while exploring new areas for collaboration. The Strategy on Collaboration within the UN system would take account of experience from the "Delivering as One" pilots, and the UN system's follow-up to the 2010 Millennium Development Goals Summit.

89. Concerning civil society organizations, the inception meeting of the global mechanism for civil society participation in the reform process of the Committee on World Food Security took place in October 2010, and funds were mobilized to allow the participation of some civil society organizations. Ongoing stocktaking of civil society collaboration should also cover the regional level.

90. In relation to cooperation with the private sector, institutional arrangements had been consolidated, including due diligence and risk management tools. The Partnerships Committee chaired by the Director-General had replaced the previous Private Sector Partnership Advisory Committee. In January 2011, a *modus operandi* was approved for the Sub-Committee to review financial and other agreements, in support of the main Partnerships Committee.

Common Procurement Team

91. Close cooperation among the Rome-based Agencies was pursued in the area of procurement. In 2010, as part of a pilot project, the Common Procurement Team (CPT) issued 18 tenders with an aggregate value of USD 23 million for the Organizations. 16 out of these 18 tenders were issued through an electronic system (In-Tend) which was adopted by each Agency to harmonize "e-tendering" tools. For the 13 contracts awarded by FAO, there was a potential saving of USD 900,000. By joining forces, FAO, WFP and IFAD benefited from favorable pricing due to aggregated volumes. Staff assigned by each Agency to this initiative worked together on FAO premises for regular periods each week to share best practices and achieve efficiency in the tender process.

92. Following the decision to renew the mandate of CPT in 2011, FAO agreed to continue to provide office space and infrastructure support. An assessment of the pilot initiative would include a client survey and a precise quantification of benefits. The pilot project was considered a valuable step towards broader integration, leading to joint work in other areas such as travel. The CPT would also prepare a forward-looking strategy and a work plan covering: harmonization of contractual documents and procedures; alignment of contract expiry dates; and development of key performance indicators with target levels.

Joint emergency relief operations and Joint Task Force on Haiti

93. Vigorous joint actions connected to emergencies had been undertaken, particularly in the aftermath of the devastating earthquake that hit Haiti in January 2010. An estimated two million people urgently required food assistance and some 600 000 had left the capital for rural areas. The impact of the disaster required immediate actions to be linked to medium- and long-term recovery plans. The Rome-based Agencies established a taskforce to support a Haitian-led food security programme. They worked closely together to support labour intensive interventions in watershed management, provide operational support to the Haiti Reconstruction Action Plan, and pursue advocacy for food security priorities. The programme also included longer term risk reduction and management as well as enhanced national policies and institutions.

94. Other joint emergency relief operations included, in December 2010, endorsement by the UN Inter-Agency Standing Committee of FAO and WFP as co-leaders of the Emergency Food Security Cluster to enhance country-level capacity to plan and implement proportionate and timely food security responses in humanitarian crisis situations. Strengthened food security clusters at country level help ensure that food assistance and agricultural livelihood-based programmes are linked as part of a coordinated response. FAO and WFP were already co-leading food security clusters in 17 countries, working together on joint consolidated appeals. FAO also had an active role in many of the "Purchase for Progress" (P4P) countries to allow for WFP leverage in new ways to develop agricultural markets, support smallholder engagement and create market outlets. More generally, partnership was a key feature of the work of more than 40 FAO emergency coordination units (e.g. in Iraq, Lebanon, West Bank and Gaza Strip, etc.).

4. Delegation of authority to Decentralized Offices

95. The CoC-IEE was advised of the progress made with regard to delegations of authority in relation to several IPA actions as illustrated below. The delegations linked to procurement are addressed together with other procurement related initiatives under sub-section E.

Technical Cooperation Programme (TCP)

96. As foreseen in the IPA, decentralization of the TCP approval process was fully implemented as of January 2010. As a result, DOs had responsibility, authority and accountability for the entire TCP project cycle, from identification of project ideas, through formulation and approval, to implementation. FAORs were responsible for national projects, Subregional Coordinators for subregional projects, and Regional Representatives (RRs) for regional projects. RRs had the added responsibility for regional TCP allocations. In view of such additional workload, staff and non-staff resources had been allocated to Regional and some Subregional Offices.

97. E-learning courses and face-to-face training were organized for staff in the DOs on the TCP criteria and the details of the new decentralized formulation and approval process at the end of 2009. Additional guidance has been provided through the issuance of a TCP Manual and other tools. The two main benefits expected from decentralization were: close interaction between counterparts and project formulators, leading to a better alignment with national priorities; and a reduction in the time lag between submissions of requests and approval of projects. While the time lag had been reduced from an average of 6 months to slightly less than 4 months, it was still early to evaluate the impact in terms of better alignment with national priorities.

Transfer of OSD responsibilities

98. The decentralization process entailed transfer of responsibilities related to the management of Country Offices to ROs and full responsibility of the latter for the preparation of Regional Conferences. This transfer from the Office of Support to Decentralization (OSD, ex-OCD) took place during the first quarter of 2010. While ROs were still in the process of filling all the positions involved

in managing the DOs network, good progress had been made and benefits were becoming apparent. ROs were made responsible for the planning and allocation of financial resources to Country Offices and for budget monitoring. This enabled ROs to have a better view at regional level of the various layers and improve the coherence of the DO network. The overall monitoring function of ROs was reinforced by the fact that they are also focal points for audit reports at country level. Being closer to Country Offices (normally in the same time zone), ROs could provide timely support to FAORs on day-to-day office management matters.

99. The organization of training activities, primarily at the regional level, made it possible to focus more effectively on regional issues. Training opportunities also facilitated sharing and discussing common concerns within the region. In addition, being responsible for supervision and performance assessment of FAORs, RRs had more direct contact with them to ensure that they were operating in line with corporate objectives. RRs were also made responsible for the appointment of National Professional Officers, thereby contributing to more timely recruitment in Country Offices.

C. Human resources

100. In view of the high importance accorded to Human Resources (HR) in the IPA, the CoC-IEE gave special attention to reviewing progress in this area, including as regards: the HR strategic framework; staff development and recruitment; the corporate competency framework; PEMS; and HR system support.

1. HR Strategic Framework

101. A comprehensive HR Strategic Framework and Action Plan was developed at the beginning of 2010, setting out the vision, strategic direction and goals for HR reforms, in line with the IPA related actions. The Strategic Framework and Action Plan and the delivery of the many HR initiatives they entail embody a key dimension of HR reforms, i.e. the transformation of HR management from a mainly transactional function to a more strategic, specialist business partner function.

2. Staff development

102. Significant steps were taken to enhance the skills and capabilities of FAO's workforce, with prime focus on the management cadre. The Management and Leadership Programme (MLP) was expanded to establish a comprehensive learning path and offer professional development opportunities for managers and staff across the Organization. Participation rates in the MLP courses continued to grow.

103. In 2010 the first Management and Leadership Newsletter was published, providing information about management practices, and the second Management and Effectiveness Forum was attended by approximately 350 participants, with the event entirely web-streamed. The pilot FAO Virtual Academy was also launched in 2010. Drawing on similar experiences of the UN system, the Virtual Academy used a blended approach to staff development and learning, targeting all staff, including those in DOs not able to participate in face-to-face programmes. An organization-wide launch should take place in 2011. Furthermore, additional learning programmes would support skills development of non-managerial staff in the Professional and General Service categories.

3. Recruitment

104. The Internship Programme and the Junior Professionals Programme (JPP) were implemented to help rejuvenating FAO's workforce by attracting younger professionals, particularly from non- and under-represented developing countries. An overwhelming response was received for the JPP, with over 3,000 applicants expressing interest, approximately 2,200 of whom were eligible to participate and about 100 of whom were interviewed. A first cohort of 18 JPs were placed in HQ units and 13 in the DOs.

105. Other measures implemented in 2010 to improve both geographic and gender representation included: (i) establishment of two- and four-year interim corporate targets for geographic and gender representation; (ii) new selection procedures whereby at least one qualified female candidate must be included in recruitment short-lists; (iii) prior consultation with senior management for nationals to be interviewed from over-represented countries or countries having reached the upper limit in the range for equitable representation; (iv) development of a strategic action plan on gender representation; and (v) new comprehensive database of institutions world-wide to ensure extensive dissemination of vacancies totarget groups, including professional women and nationals from non- and under-represented countries. A press campaign was undertaken in 60 non- and under-represented countries in October 2010 to draw attention to vacancies. In part as a result of these initiatives, the percentage of nationals from over-represented countries on professional posts included in the PWB has decreased from 44% in December 2008 to 22% in November 2010, and the percentage of professional women reached 33% in November 2010 (18% in 1994).

4. Competency framework

106. Being central to HR reform, the development of a corporate competency framework, while applying to the whole Organization, should support in particular revised competency profiles for RRs, Subregional Coordinators and FAORs, as called for in the IPA, providing a transparent, standardized foundation upon which HR systems and functions are based. The competencies would be mapped to all FAO positions and used across a range of HR functions, including job design, recruitment, performance management and learning and development to transform the way in which FAO recruits, advances and retains staff. Progress in this regard was well under way, with a planned full cycle of focus groups at HQ and in three regions during which staff would provide inputs about competencies relevant to FAO's work. Subsequently, a draft framework would be developed for validation in a second round of focus groups.

107. In 2010, new interim mobility guidelines were implemented to encourage staff from both the Professional and General Service categories to move to different offices or functions for a temporary or longer period of time, pending development of a comprehensive policy on staff mobility, which was being prepared through broad stakeholder consultations.

5. Performance evaluation

108. The new corporate competencies, once finalized and endorsed, should be incorporated in the enhanced Performance Evaluation Management Sytem, whose implementation was on track with roll-out of the full cycle completed in February 2011. In anticipation of this, extensive PEMS training was delivered to staff in the DOs. Training sessions included an introductory workshop and 'soft skills' courses, such as 'giving and receiving feedback' and 'manager as coach'. This should be complemented by a rewards and recognition framework, reflecting recommendations arising from a review that was being undertaken by the International Civil Service Commission.

6. HR system support

109. As called for by IPA action 3.72, upgrading of the Oracle system to improve data extraction and analysis in support of staff management was completed in 2010, with piloting of the new HR Management Information and Reporting (HRMIR) System. Consolidating data from a range of transactional systems into a single repository of HR information, this should improve reporting and facilitate access to accurate workforce information and statistics on a self-service basis. The HRMIR system also enables managers to access interactive dashboards from their workstation, with statistics on HR metrics such as gender and geographic representation and vacant positions in their units, which can be interrogated both from a point-in-time and trend perspective.

110. Two new functions – HR strategy and HR communications – had been established within the Human Resources Management Division, allowing the identification of links between the IPA initiatives in the HR sector, and ensuring effective communication with Governing Bodies, Management and Staff. In 2011 a career development function would also be set up in the Division to formulate policies and guidelines, and advise on talent management and career development best practice.

D. Enhanced administrative and management systems

111. The CoC-IEE noted that progress achieved under this vast area of the IPA Programme covered such key items as revision of the FAO Manual; upgrade of the IT network; procurement initiatives; the International Public Sector Accounting Standards; and modernization of records management.

1. Revision of FAO Manual

112. Stemming from a recommendation of the Root and Branch Review, revision of the FAO Administrative Manual was the subject of a dedicated IPA project planned to be completed in 2013. The end result should be a clear, accessible and easy-to-use Manual with high quality content for use by FAO employees worldwide in three languages – English, French and Spanish. The revised Manual should ensure that all employees in all locations understand and can comply with FAO's rules and regulations. The overhaul of the Manual was led by the Business Improvement Unit in the office of the Assistant Director-General of the Corporate Services, Human Resources and Finance Department, in collaboration with all stakeholders.

113. Activities in 2010 included: a document inventory; a more user-friendly interface for the existing Manual; a frequent-user survey; and benchmarking and contacts with other UN system organizations to take advantage of their experience in re-engineering administrative manuals. Activities were being coordinated with WFP, which shares parts of the FAO Manual. Consultation with policy-makers and users at all geographical levels would continue in 2011.

2. Upgrade of IT network

114. The upgrade of ICT infrastructure and information systems functional support for DOs, with due emphasis on improving performance and integration of the DOs network, was called for in IPA action 3.90. This entailed:

- improved network connectivity by upgrading corporate telecommunication links and Internet connections, providing faster access from DOs to corporate applications and a wide range of new-generation applications, such as videoconferencing and use of knowledge sharing and collaboration tools;
- availability of high definition video-conference facilities in Regional and Subregional Offices for more effective inter-office communications;
- a global ICT model to provide real-time multi-lingual support to FAO's decentralized sites;
- training for administrative officers in DOs on the effective use of administrative information systems.

115. Progress achieved in these areas in 2010 included corporate telecommunication link upgrades in 56 DOs, and high definition video-conference facilities in all Regional and Subregional Offices. Upgrades of corporate telecommunication links for the remaining 44 offices should be completed in 2011, so that all Country Offices should be able to use video-conference services. In this connection, it should be noted that the OEWG has explored options for greater use of modern technologies during and between sessions of the Governing Bodies, making recommendations in this regard to the 2011 session of the Conference.

116. Proposals for revised Information Technology governance arrangements were finalized in 2010 and should be implemented in 2011. A new Information Technology Strategy covering the period until 2019 was also developed, with a view to its introduction during 2011.

3. Procurement initiatives

117. Several milestones were achieved in consolidating the ongoing decentralization process of the procurement function, with many initiatives taking into account the growth of local procurement for emergency operations and the higher delegation of authority assigned to DOs. For example, the level of delegation of authority to FAORs for the procurement of goods and services was doubled, standing at USD 100,000. Increasing the level of delegated authority has improved the timeliness and effectiveness of the procurement process. Following the release of the relevant revised Manual Section, training sessions were conducted in 14 DOs, benefiting over 500 staff members. This was coupled with training sessions at HQ for all units involved in procurement activities.

118. As regards Letters of Agreement (LoAs), a new Manual Section, when fully implemented, would provide for the first time a clear accountability framework for the preparation, quality assurance, approval and management of LoAs – also in line with the culture change paradigm of moving away from merely applying rules and regulations to using judgment based on understanding the specific risk environments in which LoAs are utilized. The new Manual section would increase delegation of authority to DOs to the same level of that of procurement, and also provide a framework to allow for re-delegation.

119. The procurement unit was also working with the office of the Inspector General to finalize Guidelines on Collusion and Fraud in Procurement Operations. Additionally, it was finalizing Guidelines on Procurement Planning and Guidelines on Supply Market Analysis. These documents – and accompanying training missions – aimed to enhance the capacity of local staff to manage increasingly larger local procurement volumes. Three new international procurement officers would also be posted in countries where FAO undertakes significant amounts of procurement for emergency projects.

120. Besides giving due attention to realizing further price and process cost savings whenever possible, FAO's vendor management project would continue to improve the vendor base, taking account of poor performance reports submitted by DOs, and facilitating the use of the United Nations Global Market Place for the DOs procuring from local vendors. Likewise, attention was paid to transparency of the procurement function, e.g. by publishing information regarding procurement activities related to projects exceeding USD 100,000 funded by the European Union Food Facility and the Global Environment Facility.

4. International Public Sector Accounting Standards

121. The IPSAS Project continued to move ahead in accordance with plans to deliver IPSAS compliant systems in 2012 and IPSAS compliant financial statements by 2013. The Project aims to support financial decision-making through new or updated business processes, integrated systems, financial controls and comprehensive reporting, including a financial system for DOs to match an enormous increase in field-driven transactions resulting from decentralization and increased delegations. For example, disbursements made through DOs amounted to USD 551 million in 2010, i.e. 176% higher than in 2004.

122. The assessment stage had been completed, paving the way for a design and building phase of the identified solutions. This would be carried out in parallel with the upgrade of FAO's Enterprise Resource Planning (ERP) system to Oracle Release 12 (R12). The synergies between the two would allow the IPSAS project to exploit the significant functionality in R12, including in DOs. In October 2010, the Finance Committee supported this synergistic approach and noted the above deadlines.

However, the IPSAS Project was able to provide Organization-wide benefits in advance of the 2013 overall implementation date. In 2010, a new functionality was made available to DOs for easy access to financial data in corporate systems, and another new functionality was released to procurement staff at HQ to record receipts for goods delivered to the DOs.

5. Records Management modernization project

123. Stemming from a recommendation of the Root and Branch Review, Records Management was the subject of a project intended to modernize FAO's records and archives management policies, procedures, systems and support, so that better service can be provided at lower cost. Four aspects of records management were to be modernized via:

- new policies, to promote knowledge sharing while protecting privacy and confidentiality;
- new processes, to enhance finding of information while requiring less effort for filing;
- new technology, to replace the current system with better tools, including better search capabilities;
- new support arrangements, generating savings through more efficient deployment while creating a more "value-adding" role for registry staff.

124. The project should meet its objectives – both in terms of improved service and lower costs – within the agreed resources and timeframes. It would generate savings in excess of the required investment within the IPA period and lead to biennial savings of over USD 2 million thereafter. The project could also be seen as a good case of "applied culture change" in promoting changes in staff attitudes and behaviour, while seeking to revitalize an entire FAO occupational group. Finally, the project would also support knowledge sharing and improved teamwork, including better access to information from DOs.

E. Effective governance and oversight

125. As noted by the CoC-IEE, during the biennium developments on governance and oversight issues stemming from the IPA related mainly to: the Charter for the Office of Evaluation; the Ethics Committee; Multi-year Programmes of Work for Governing Bodies; Rules of Procedure for Governing Bodies; and procedures for addresses by candidates for the office of Director-General.

1. Charter for the Office of Evaluation

126. Conference Resolution 1/2008 called for the approval by the Council of a comprehensive evaluation policy in the form of a "Charter". It included specific items to be incorporated into the Charter, including appointment of the Director of Evaluation, measures for quality assurance, and the role of Governing Bodies in evaluation processes. It also established the principle that all evaluation reports, management responses and follow-up reports were public documents.

127. The draft Charter was reviewed at three sessions of the Programme Committee in 2008-09. However, the Council agreed in September-October 2009 that the Charter should not be finalized until the newly-appointed Director of Evaluation could participate in the process. In April 2010 the Programme Committee gave its final endorsement to the Charter, which was then approved by the Council in May 2010. As required by Resolution 1/2008, the Charter has been incorporated into the Basic Texts of the Organization.

2. Ethics Committee

128. In response to IPA action 3.34, proposed terms of reference and composition of the Ethics Committee were considered by the Finance Committee, Committee on Constitutional and Legal Matters (CCLM) and Council. In October 2009 the CCLM endorsed proposed terms of reference and membership of the Ethics Committee, on which the Finance Committee, in April 2010, made

observations and requested revisions thereof. Council in May 2010 requested that both Committees continue to review the matter.

129. Subsequently the CCLM, in September 2010, deferred consideration of the matter pending the conclusions of a related consultancy that was underway, and its review by the Finance Committee. In October 2010, the Finance Committee examined a revised proposal and recommended a few changes for further review by the CCLM. The Council in November-December 2010 welcomed the continuing efforts being made to prepare the terms of reference of the Ethics Committee and supported further review by the two Committees in March 2011.

130. In March 2011 the CCLM recommended further amendments to the terms of reference and membership of the Ethics Committee, proposing that it be established for a period of four years beginning in January 2012, during which its work would be reviewed by the relevant Governing Bodies with a view of future changes as necessary. *[To be updated]*

3. Multi-year Programmes of Work for Governing Bodies

131. IPA actions 2.70-72 called for the development of Multi-year Programmes of Work (MYPOWs) for the Governing Bodies, alongside reports of progress against them once every two years. So far MYPOWs of three Governing Bodies have been approved, while further achievements should materialize in the next biennium for the remaining MYPOWs. Importantly, the formulation of these novel instruments has been greatly facilitated through informal discussions among the Members.

132. The Programme Committee and the Finance Committee have approved their MYPOWs 2010-13, respectively in April and in October 2010, with subsequent endorsement of both instruments by Council in May and November-December 2010.

133. The Council approved its MYPOW 2010-13 in November-December 2010, with progress against it expected to be reported to the Conference in June-July 2011.

134. In September 2010, the CCLM discussed its MYPOW, observing that it does not have pre-determined, recurrent or standing items on its agendas, which could be reviewed in accordance with a preset programme of work. In November-December 2010 the Council concurred that the CCLM's MYPOW should take account of the distinctive features of the statutory functions of the Committee, noting that the CCLM intended to keep the matter under review at future sessions.

135. Concerning the Committee on World Food Security, as agreed at its October 2010 session, it should examine and approve its MYPOW at its forthcoming session in October 2011, for subsequent endorsement by Council in November 2011.

136. As to the four Technical Committees and five Regional Conferences – which all meet once every two years – they should be able to consider and adopt their MYPOWs for the period 2012-2015 when they meet in 2012 – as anticipated especially by the Committee on Forestry at its last session in October 2010 – following preparatory work carried out in 2011.

4. Rules of Procedure for Governing Bodies

137. Most of the amendments to the main Basic Texts – Constitution, General Rules of the Organization (GRO), Financial Regulations – necessary to implement the IPA have been adopted by the Conference in 2009. As a result of some of the amendments made, however, consequential changes to the Rules of Procedure of individual Governing Bodies were also needed. Thus revisions and additions to Rules of Procedure have been prepared during the current biennium, with guidance provided in this process by the CCLM and Council.

138. Since its establishment in 1958, the CCLM had operated effectively within the framework set forth by the Basic Texts, without developing its own Rules of Procedure. However, for reasons of consistency with other committees, the CCLM reviewed and adopted its Rules of Procedure in September 2010, which were then inserted in the Basic Texts.

139. As they became part of the Governing Body structure only in 2009, the Regional Conferences did not previously have their own Rules of Procedure. These have therefore been drafted and were discussed by the CCLM in September 2010, which formulated observations on the text put forward. Subsequently, in November-December 2010 the Council recommended that the proposed Rules of Procedure be further reviewed by the Regional Groups, taking into account the status of the Regional Conferences. Hence the proposed Rules of Procedure should be examined by the Regional Groups with a view to their consideration and adoption by the next Regional Conferences scheduled to take place in 2012.

140. In this connection, in March 2011 the CCLM discussed a possible amendment to the provision of the GRO regarding the preparation of the provisional agendas of the Regional Conferences. It agreed that this question was related to other matters regarding the status of the Regional Conferences still under discussion, and recommended that consultations with the Regional Groups be held during the second part of 2011 and early 2012 with a view to agreeing on proposals to be referred to the Regional Conferences in 2012.

141. As regards the Technical Committees, in May 2010 the Council acknowledged their authority to amend their own Rules of Procedure based on their specific functional requirements, while stressing the desirability of consistency among such Rules of Procedure. In this context, the Council invited in May 2010 the Committee on Commodity Problems, the Committee on Fisheries, the Committee on Forestry and the Committee on Agriculture to examine their Rules of Procedure. This matter was also partly addressed by the OEWG in the course of its deliberations on the working arrangements of the Technical Committees, and recommendations were formulated in this regard in its report to the 2011 Conference.

142. To date only the Committee of Forestry had approved changes to its Rules of Procedure in October 2010, which were included in the Basic Texts. The other Technical Committees could follow suit at their next sessions in 2012, as foreseen in particular by the Committee on Fisheries at its last session in January-February 2011.

5. Procedures for addresses by candidates for the office of Director-General

143. Upon recommendation made by the CCLM in April 2010, the Council approved in May 2010 the procedure to be followed for the addresses by candidates for the office of Director-General at the Council session of April 2011. A similar procedure was endorsed by Council for the presentation of such addresses at the Conference session of June-July 2011.

F. Funding and expenditures for the IPA Programme in the 2010-11 biennium

144. The CoC-IEE recalled that, in approving the IPA in 2008, the Conference had decided to establish a special Trust Fund to receive extra-budgetary resources for implementation of the IPA in 2009¹⁸. As at end 2010, of the confirmed pledges by Members to contribute a total of USD 9.01 million to the Trust Fund, a total of USD 9.0 million had been received, and at the end of 2009 there was an unspent balance of USD 3.08 million against the Trust Fund.

¹⁸ Conference Resolution 1/2008, para 3.

145. It was also recalled that funding for 2010-11 was incorporated in the PWB. Implementation of the IPA in 2010-11 was financed by the budgetary appropriations voted by the Conference for the PWB, as well as the unspent balance from the 2009 IPA Trust Fund carried forward to 2010¹⁹.

146. As at end 2010, the unspent balance of the Trust Fund of USD 3.08 million was fully expended, and the IPA expenditure (recorded expenditures and commitments) charged to the PWB totalled USD 15.98 million. Thus, the total expenditure on the IPA in 2010 was USD 19.06 million, as illustrated in table 2 providing expenditure at IPA project level.

147. It was anticipated to fully spend the net balance available under the budgetary appropriations on IPA activities in 2011. As confirmed at the 135th session of the Finance Committee in October 2010, all IPA-related funding in 2010-11 would be used exclusively for IPA activities, and unspent 2010-11 IPA funds, if any, would be carried over into 2012-13²⁰.

Table 2 - 2010 expenditure by IPA project

Project	2010-11 budget	2010 expenditure	Percentage
	PWB	PWB & TF	
1. Governing Body Reform	2.87	1.39	48%
2. Oversight	2.40	1.03	43%
3a. Reform of Programme, Budgeting & RBM	0.49	0.44	90%
3b. Publishing in all languages	0.38	0.20	53%
4. Resource mobilization and management	1.43	0.58	41%
5. Technical Cooperation Programme	-0.62	0.09	-15%
6. Decentralization	0.80	0.37	46%
7a. Headquarters structure	0.63	0.60	95%
8. Partnerships	1.38	0.52	38%
9. Reform of Administrative and Management Systems	2.89	2.16	75%
11b. Information Technology	10.40	3.92	38%
12. Enterprise Risk Management	0.70	0.12	17%
13. Culture change	2.30	0.47	20%
14. Human Resources	9.91	5.17	52%
15. IPA governing body follow-up	0.48	0.46	96%
16. IPA management follow-up	3.16	1.54	49%
Sub-Total (PWB)	39.60		
IPA Trust Fund balance	3.08		
Totals	42.68	19.06	45%

¹⁹ Conference Resolution 3/2009, para 2.

²⁰ CL 140/21, para. 29.

IV. The way forward

[To update based on developments leading to the 21 April meeting of the CoC-IEE]

A. The IPA programme in 2012-13

148. The CoC-IEE underscored that the IPA programme would be fully mainstreamed into the PWB 2012-13, by including proposed financial requirements in the net appropriation figures (broken down according to the budgetary chapters for Strategic and Functional Objectives and Capital Expenditure). This holistic presentation was important given the inter-relationship between the IPA and planned work in a number of areas, including information and communication technology, IPSAS and human resources.

149. It was noted that Management adopted a four-point policy for the prioritization and budgeting of IPA projects and activities for the biennium 2012-13, namely: (i) review of delivery capacity; (ii) sustainability of IPA projects; (iii) better integration of IPA activities with the regular programme of work; and (iv) avoidance of use of IPA resources for administrative positions.

150. The IPA budgetary requirements for 2012-13 were developed based on two main components: (i) recurrent costs and savings that are a result of IPA actions undertaken in 2010 and 2011; and (ii) investment costs and recurrent costs and savings that are required for actions to be initiated in 2012-13. Based on the above, the total estimated IPA programme costs in 2012-13 stood at USD 37.84 million, comprising investment costs of USD 16.61 million and net recurrent costs of USD 21.23 million (consisting of recurrent costs of USD 31.78 million and savings of USD 10.55 million).

151. The main activities of the 2012-13 IPA Programme were structured within the thematic areas of managing for results, functioning as one (decentralization and partnerships), human resources, reform of administrative and management systems, culture change, and effective governance.

152. It was noted that the PWB 2012-13 document (C 2011/3) provided detailed information on the planned IPA activities and financial estimates.

B. Governing Body follow-up arrangements

153. The CoC-IEE examined how governance follow-up for the IPA Programme could be organized in the course of 2012-13. In view of the full mainstreaming of the IPA in the PWB, the oversight functions on IPA implementation would henceforth be normally performed through the relevant Governing Bodies, without having recourse to special arrangements similar to those put in place by the Conference in 2008 and 2009.

154. More specifically:

- the Council would continue to monitor overall progress in implementation of the IPA in 2012-13 and submit a full report to the 38th Session of the Conference in 2013, receiving from Management progress reports on IPA implementation for review and guidance;
- the Finance Committee, Programme Committee, CCLM and, as needed, the Technical Committees and Regional Conferences would provide specific inputs to the Council according to their respective mandates;
- the Independent Chairperson of Council would, within his reinforced responsibilities, continue to play a proactive facilitating role.

155. Not entailing incremental costs, such arrangement would rely entirely on the existing inter-governmental structures, making maximum use of their specialized competencies, with further involvement of the Independent Chairperson of Council in line with the new status of the function.

156. This arrangement should be reflected in the Resolution on the IPA expected to be adopted by the Conference at its 2011 session.

Appendices

- Appendix 1 - Conference Resolution 4/2009 on the IPA
- Appendix 2 - Organizational Arrangements for the CoC-IEE in 2010-11 (Bureau Members, schedule of meetings)
- Appendix 3 - Management Report on IPA implementation in 2010-11.

Appendix 1**Resolution 4/2009 on the Immediate Plan of Action for FAO Renewal****THE CONFERENCE:**

Mindful of FAO's unique overall mandate for food and agriculture, **cognisant** of its vision of a world free of hunger and malnutrition where the food and agriculture sectors contribute to improving the living standards of all in an economically, socially and environmentally sustainable manner, and **aware** of the global goals set out by the Members to foster the achievement of this vision as formulated in the Organization's Strategic Framework 2010-19;

Recalling its Resolution 1/2008 whereby it approved the Immediate Plan of Action (IPA) for FAO Renewal for implementation over a three-year period from 2009 to 2011 – a vital pathway of Reform with Growth for a strengthened, efficient, effective and responsive Organization;

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 2009 in the framework of the IPA, and the remaining work to be undertaken for the implementation of the IPA;

Noting with appreciation that major progress has been achieved in implementing many IPA actions in the course of 2009, along with related recommendations from the Root and Branch Review of administrative processes;

Recognizing that FAO renewal will continue to entail considerable efforts to carry out large and complex IPA projects in 2010-11, and to ensure long-term integration of culture change in the overall reform of the Organization;

Acknowledging the spirit of collaboration and trust that has prevailed between the Membership and the Management of FAO in conducting the reform process as a joint endeavour, with full engagement and interactive participation of the Members, constant support of the Director-General, and committed involvement of the Staff across the Organization;

Cognisant of the need to ensure the sustainability of the reform process in the future years:

1. **Endorses** the Report of CoC-IEE on the Immediate Plan of Action for FAO Renewal as given in *Appendix D* of this Report.
2. **Decides** that the Council will continue to monitor the overall progress in implementation of the IPA and report to the Conference in 2011, receiving from Management, at its regular sessions, progress reports on IPA implementation for review and guidance. In performing this oversight function, the Council will also receive, as appropriate, specific inputs from the Programme Committee, the Finance Committee and the Committee on Constitutional and Legal Matters in their respective areas of mandate. In this context, the Independent Chairperson of the Council will play a proactive facilitating role.
3. **Decides** to establish, under Article VI of the FAO Constitution, a Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE) for the duration of 2010-11, to ensure continuity of oversight, guidance and follow-up for the implementation of the IPA, supporting the Council in its monitoring responsibility. To this end, the CoC-IEE will:
 - a) provide overall monitoring and follow-up of the implementation of the IPA by Management in 2010-11, as well as guidance for any required improvement in this regard, without prejudice to the statutory functions of the Council and its Committees;

- b) complete a report on the results of its work by April 2011 for presentation to the Conference in June 2011, formulating any recommendations stemming from the implementation of the IPA;
 - c) be open to full participation by all Members with speaking rights, conduct its work in all languages of the Organization, and collectively formulate its recommendations and decisions through consensus to the maximum extent possible;
 - d) hold up to three meetings per year at appropriate periods of time, taking into account related sessions of the Governing Bodies to ensure proper sequencing of complementary meetings, and which will not be held in parallel with major meetings of the Rome-based UN Organizations to allow the fullest participation of Members;
 - e) appoint a Bureau consisting of the Chairperson and the two Vice-Chairpersons of the CoC-IEE and one representative of Member Nations per region, which will address exclusively administrative and organizational matters, and be open to non-speaking observers from the Membership;
 - f) be proactively supported by Management, which will provide secretariat services and the required documents for its meetings.
4. **Decides** that the Independent Chairperson of the FAO Council will be the Chairperson of the CoC-IEE.
5. **Decides** to appoint as Vice-Chairpersons of the CoC-IEE:
- Ambassador Agnes van Ardenne-van der Hoeven (Netherlands); and
 - Ambassador Wilfred Joseph Ngirwa (United Republic of Tanzania).

(Adopted on 19 November 2009)

Appendix 2

**Organizational Arrangements for the CoC-IEE in 2010-11
(Bureau Members, Schedule of Meetings)**

Membership of the Bureau

Chairperson	
Mr Luc Guyau, Independent Chairperson of Council	
Vice-Chairpersons	
Ambassador Agnes van Ardenne-van der Hoeven (Netherlands)	
Ambassador Wilfred Joseph Ngirwa (Tanzania)	
Members	
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

2010	2011
8 April	23 February
23 June	30 March
20 October	21 April