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COMMISSION ON PHYTOSANITARY MEASURES

Ninth Session

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Other Business: IPPC Secretariat Enhancement Evaluation - Terms of Reference as Developed by Small Working Group held at CPM-9

Agenda item 20 (discussed under Agenda 10.2.3)

Prepared by the CPM-9 Working Group

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IPPC SECRETARIAT ENHANCEMENT EVALUATION

TERMS OF REFERENCE

AS DEVELOPED BY THE SMALL WORKING GROUP HELD AT CPM 9

3 April 2014

I. BACKGROUND

The successful and efficient operation and organization of the Secretariat of the International Plant Protection Convention (IPPC) is fundamental to the achievement of the IPPC objectives and Commission on Phytosanitary Measures (CPM) work program. Efforts should be taken to ensure that the Secretariat's capacity and success continue into the future. Because of the ever dynamic, changing environment, organizations periodically review their procedures and systems in order to adapt and continue functioning effectively and efficiently. This is as vital for the IPPC as for any other private or public organization.

Many organizations have adopted a philosophy and process of "continuous improvement" as a means to continually evolve and maintain their organizational health, performance, and effectiveness. Such an approach is in the interests of both the IPPC Secretariat and Contracting Parties. Accordingly, it is proposed that an external consultant be engaged to conduct a review of the Secretariat procedures, structures and systems and to provide recommendations for enhancing the Secretariat capacity to achieve the CPM's strategic goals and meet Contracting Parties' expectations in the years ahead. The following are terms of reference (TORs) to guide this review.

II. PURPOSE

Undertake an analysis which identifies existing strengths in the Secretariat's structure and operations, current constraints to performance and delivery of services, and recommendations for enhancing the Secretariat's capacity to facilitate, coordinate, support, and advance the CPM's strategic goals and annual work program, taking particular account of the focus on implementation, communication and partnerships.

III. SCOPE OF EVALUATION

- Review the existing organizational structure of the Secretariat and its relationships within the FAO, CPM, CPM Bureau, IPPC subsidiary bodies, and other multilateral bodies.
- Consider the findings of previous evaluations of the IPPC and progress made since those evaluations.
- Conduct a benchmarking exercise based on the review of and comparison with relevant multilateral, regional or national organizations (include Secretariats of the two sister international standard setting bodies, Codex and OIE and the CBD).
- Consult with Contracting Parties on perceived strengths, constraints, and possible initiatives for the Secretariat.
- Examine current hiring and staffing practices, including their merits, drawbacks, and constraints in terms of building and sustaining a strong professional Secretariat staff in relation to its support of the IPPC and CPM.

- Review current mechanisms and process used by the Secretariat to manage performance relative to the requirements of the convention and ensure accountability on the Secretariat and assess its effectiveness.
- Examine whether the current Secretariat structure, practices, relationships, team-working and processes, as well as resources made available, are fit for the purpose of effectively and efficiently delivering on current goals and priorities of the IPPC.
- Identify successful Secretariat organizational structures, procedures and practices that are critical to the IPPC to facilitate the cooperative approach needed for the implementation of the IPPC and its ISPMs.
- Identify business processes that must be maintained and areas where enhancements and or new initiatives could be considered.
- Prepare a report that presents findings and recommendations should be delivered to CPM, CPM Bureau and relevant FAO management.

IV. FUNDING

Additional funding (that is, not coming from existing regular programme budget/funds) will be necessary to undertake this review. Some contracting Parties have offered dedicated funding for this evaluation and others may be in a position to also contribute. Funding may also be available through existing trust funds.

V. EVALUATION PROCESS

As the host organisation, the FAO, through its Office of Evaluation, would be commissioned to manage the enhancement evaluation. The Bureau will assist the FAO Office of Evaluation in its work by representing the CPM and its contracting parties. The external consultants should have the following skills and experience.

- Expert in organizational design and reviews.
- Expert in management performance review.
- Expert in business improvement processes.
- Experience with international multilateral organizations.
- Experience in assessing organizational performance.
- Knowledge of Secretariat-type organizations or staffing arrangements.
- Ability to understand the FAO processes and staff regulations.
- Familiar with the IPPC and CPM structures and goals.

VI. TIMETABLE

To optimise the opportunities associated with the implementation of the IPPC and its ISPMs, the draft of this evaluation should be available for consideration at the next SPG meeting (October 2014) and the Bureau, with the objective that the final report and recommendations to be presented at CPM-10 (2015).