

## Web Annex A

### Quantitative Progress of status of IPA actions as at 30 October 2011

1. This annex provides quantitative information on progress with implementation of the IPA programme as at end of October 2011. It provides information on the number of IPA actions completed in 2011 until end October and an estimate of the number of IPA actions that will complete by the end of December 2011.
2. It is recalled that the 2011 annual report will be provided to the Governing Bodies at the first session in 2012, and will include a full quantitative report indicating the number of IPA actions completed as at 31 December 2011. It will provide full details on an IPA action-by-action basis, as presented in the 2010 annual report (C 2011/7 and related Web Appendix III, Annex I). The 2011 annual report will also update members on the IPA risks and change management issues, and include a detailed financial report of the 2010-2011 biennium.
3. The integrated IPA programme comprises 272 actions of which 118 were completed by 31 December 2009, leaving 154 actions to be included in the 2010-11 IPA programme<sup>1</sup>. The Report to Conference in June 2011 indicated<sup>2</sup> that of the 154 open actions, 25 were completed in 2010 leaving 129 open actions at the beginning of 2011. 102 of the 129 open actions were on track for delivery by the anticipated completion date of which 74 were scheduled to complete prior to end 2011. The progress on the IPA as at 31 December 2010, as previously reported to Members, is summarized in Figure 1.

*Figure 1 – Cumulative Rating of IPA actions in terms of progress as at 31 December, 2010*

Category	Category description	
Completed 2009	118	Implementation of the IPA action has been completed
Completed 2010	25	Implementation of the IPA action has been completed
On track	102	Progress towards implementation of the IPA action is in accordance with the planned dates and impediments and risks are not expected to significantly affect progress
Minor delays	15	Progress towards implementation of the IPA action by the planned dates is in jeopardy, but action has been identified to overcome delays, impediments and risks
Major delays	0	Successful implementation of the IPA action by the planned dates is in serious jeopardy due to impediments or risks that are expected to significantly alter implementation
Other	12	Continuous activity, activity not implementable or other status
Total	272	

4. In this categorization of IPA action status, the categories of “Minor delay” and “Major delay” related to whether the planned completion dates were in “jeopardy” or “serious jeopardy”, rather than to the length of the anticipated delay from the planned completion date. Moreover, the “Other” category was introduced by Management in 2010 to cater for 12 IPA actions for which the project leader encountered problems in assigning a status to the action. This was because the action was of a “continuous” nature, because there was no consensus amongst Members, because the action was scheduled to complete “beyond 2013”, or because the action was proposed for deletion, subject to Members’ approval.

<sup>1</sup> See Annex III of Progress Report on IPA Implementation presented to the CoC-IEE in April 2010 at <http://www.fao.org/docrep/meeting/023/K7607e.pdf>

<sup>2</sup> C 2011/7, paragraphs 13-15, Web Appendix 3.

5. Following an external review<sup>3</sup> of FAO reform during 2011, including IPA status reporting, Management has considered the issue of categorization of IPA actions as well as the basis for assignment of statuses.
6. Accordingly, Management has developed a revised set of IPA statuses, as described in Figure 2, to improve the definition of “completed” IPA action and link “On track”, “Minor delay” and “Major delay” to the planned completion date. “Minor delay” relates to a revised completion date within six months of the planned completion date and “Major delay” relates to a delay of more than six months from the planned completion date.

Figure 2 – Revised IPA action statuses

Status	Description
Completed	The substance of the description of the IPA action has been implemented
On Track	The IPA action is on track to complete within the target date
Minor Delay	The IPA action will not complete by the target date and the delay is anticipated to be less than 6 months
Major Delay	The IPA action will not complete by the target date and the delay is anticipated to be more than 6 months

7. Management has also eliminated the “Other” category and requested project leaders to conform with the three time-related statuses. At the same time project leaders can add a qualifier and comments to supplement the status, which help to describe reasons for anticipated delays, as indicated in Figure 3.

Figure 3 – Qualifiers applied to IPA statuses

Status	Qualifier(s)
Completed	<ul style="list-style-type: none"> <li>Year of completion (2009, 2010, 2011)</li> <li>Ongoing costs in 2012-13</li> <li>Ongoing process of continuous improvement</li> </ul>
On Track	<ul style="list-style-type: none"> <li>Action is scheduled to complete post-2013</li> </ul>
Minor Delay	<ul style="list-style-type: none"> <li>Action is scheduled to complete post-2013</li> <li>No consensus between Member States</li> </ul>
Major Delay	<ul style="list-style-type: none"> <li>Action is scheduled to complete post-2013</li> <li>No consensus between Member States</li> </ul>

### Quantitative progress during 2011

8. During 2011, due to the critical importance of effective reform communications, Management introduced two new IPA actions – reform communications with staff and reform communications with members, increasing the total number of IPA actions from 272 to 274.
9. During 2011 further good progress has been achieved. Figure 4 indicates the status of the 274 IPA actions as at end of October 2011 (column E) comparing this situation with the status as at end of 2010 (column A).
10. Of the 274 IPA actions, 118 were completed in 2009, 25 in 2010 and 46 IPA actions have been completed as at end October 2011 bringing the number of completed IPA actions to 189.

<sup>3</sup> Review of the United States Government Accountability Office (GAO). Report (GAO-11-922) issued on 29 September 2011 and available at <http://www.gao.gov/products/GAO-11-922>

Figure 4 - IPA status summary as at end October 2011

	A	B	C	D	E
Status	As at 31/12/2010	Addition of 2 actions on Reform communications	Reclassification of "Other" category	Changes	As at 31/10/2011 (B + D)
Completed in 2009	118	118		-	118
Completed in 2010	25	25			25
Completed by 31/10/2011			2	46	46
On track	102	104	5	-31	73
Minor delays	15	15		-11	4
Major delays	0	0	3	6	6
Other	12	12	-12	-12	-
Proposed for deletion			2	2	2
<b>Total</b>	<b>272</b>	<b>274</b>	<b>0</b>	<b>0</b>	<b>274</b>

11. Of the 73 actions on track, a further 33 IPA actions are scheduled to complete by end-December 2011 bringing the anticipated number of completed IPA actions by end-December 2011 to 222 (81%). Of the 274 IPA actions, 52 (19%) are therefore scheduled to carry forward to 2012-13.

### IPA actions showing Major Delay status

12. Progress as at end October 2011 under the revised approach to IPA statuses indicates that 6 IPA actions are currently reporting as "Major delay". Management notes that 3 of these actions had been previously reported under the "Other" category. These actions are described in table 1 together with a brief explanation of the reason for the delay.

Table 1 – IPA actions indicating a "Major delay" (i.e. more than 6 months from target date reported to Conference in June 2011)

1. Project 1 – Governing Body Reform – Action 2.18 - <i>The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level.</i> Target date revised to <u>June 2013</u> (a Council session preceding the 38 <sup>th</sup> FAO Conference), as the action was not completed in 2011 because Council did not recommend a budget level to the 37 <sup>th</sup> Session of the Conference.
2. Project 1 – Governing Body Reform – Action 2.100, c) <i>The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.</i> Target date revised to <u>30 June 2013</u> . This action was not implemented in 2009 for lack of consensus among the membership and could be implemented in the next biennium, if so decided by Members. It could be considered by CCLM and Council in 2012, for final decision by Conference in 2013. This action was previously reported under the "Other" category (No consensus) in the report to 37 <sup>th</sup> FAO Conference.
3. Project 1 – Governing Body Reform – Action 4.4 - <i>any changes found desirable in the size and regional representation in the membership of the Council and propose with advice from the CCLM any necessary changes in the Basic Texts to the 2009 Session of the Conference.</i> Target date revised to <u>30 June 2013</u> . This action was not implemented in 2009 for lack of consensus among the membership. Resumed in 2010, negotiations continued in 2011, but consensus was not reached at the 37 <sup>th</sup> Session of the Conference. Matter to be kept under review in the next biennium with a view to present a revised proposal to the 38 <sup>th</sup> FAO Conference. This action was previously reported under the "Other" category (No consensus) in the report to 37 <sup>th</sup> FAO Conference.
4. Project 4 – Ethics – Action 3.36 - <i>Review of annual or biennial report of Ethics Committee by the Council on the basis of the findings and recommendations of the CCLM and Finance Committee.</i> Target date revised to <u>30 March 2013</u> . This action was originally scheduled to be implemented by December 2011 and was reported as "Minor Delay" in the report to 37 <sup>th</sup> FAO Conference. The Ethics Committee will start its activities at the beginning of 2012 and submit its first report to the Finance Committee in March 2013 after its Members are approved by the Council in November 2011.

5. Project 9 – Decentralization – Action 3.84 - *Clearly distinguishing between well established offices and any plans for additional new offices, rationalise coverage of country offices following results of review utilising agreed criteria, taking into account both existing and potential locations, efficiency, projected cost savings and cost/benefit analysis.....* Target date revised to 31 December 2013. Following discussions in the CoC-IEE, a Vision for the Structure and Functioning of the Decentralized Offices Network has been prepared and discussed by various governing bodies, lastly by the Joint Meeting of the Finance and Programme Committees at their October 2011 session. This action was reported under the “Other” category (No consensus) in the report to the 37<sup>th</sup> FAO Conference.
6. Project 26 – Mobility – Action 3.61 - *Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria.* Target date revised to 31 December 2011. The delay in finalizing the Corporate Mobility Policy has been as a result of extensive consultations with stakeholders, including staff representative bodies, due to divergent views on its more mandatory aspects. Progress is being made to meet the revised deadline.