

**Chair's Aide Mémoire – Ninth Meeting of CoC-IEE WG III**  
**Friday 16 May 2008, 14:30-17:30**  
Ramalingam Parasuram, Chair

- 1) **Root and Branch Review:** Members welcomed the presentation by Management and the representatives of Ernst and Young, the firm selected to carry out the review. Members sought a number of clarifications and noted the component activities and calendar including the major deliverables: the High-Level Business Model Design for the end of September 2008 and the Detailed Recommendations in early April 2009. Also noted:
  - a) The high level of engagement of FAO senior management and creation of a small unit with dedicated staff;
  - b) The organization of the review into work-streams of 7 functional areas with dedicated Ernst and Young's senior managers for each stream;
  - c) The intention to create an internal consultative process as a "sounding board" for the review, which Members noted should engage staff and the staff associations;
  - d) The need to ensure that the Root and Branch Review is coherent with the Immediate Plan of Action and Management Early Actions;
  - e) The need to consider the importance of a firm financial base for the Organization;
  - f) The need to consider the interface and synergies with other Organizations, especially of the UN system;
  - g) The desirability of consultation with the decentralized offices, which Management indicated will be achieved in part through systematic use of video conferences;
  - h) Management's view that the facilitation of culture change would complement and not overlap with the review;
  - i) Some elements of the review may be useful to but will not substitute for the future Enterprise Risk Management study.
- 2) Management recalled the Root and Branch Review was conceived in the IEE report as reporting to management, in order for management and the membership to further renewal. The review team will have full and free access to FAO staff and information, as was the case for the IEE, to conduct their work. There will be future opportunities for the working group to meet with the team as the review proceeds and receive inputs which will facilitate the finalisation of the CoC-IEE report to the Conference.
- 3) **Early Actions:** Management presented a summary table of the state of Early Actions for Working Group III, also stressing the 120 delegations just approved by the Director-General. Members welcomed the information and appreciated the data system for keeping up-to-date on progress. The Chair requested the working group receive a monthly report which could be sent to members as an email. Also:
- 4) Management recalled that many one time costs are not currently budgeted to initiate or implement the Early Actions.