

Integrated IPA 2010/11 Programme

Integrated IPA 2010-2011 Programme		Planned start date	Planned end date	2010 Budget Allotted
GRAND TOTAL				21.98
1. Governing Body Reform - Ali Mekouar				1.96
Governance Priorities				0.00
2.2	As appropriate take into consideration policy issues and instruments relating to food and agriculture being developed in other fora than FAO and provide recommendations to those for a	01.06.2010	02.07.2011	0.00
2.3	See also below - for roles of the various Governing Bodies	01.06.2010	02.07.2011	0.00
2.4	Executive governance: Strengthen roles and coverage of Governing Bodies (see below)	01.03.2010	02.07.2011	0.00
The Conference				0.00
2.6	Conference will give more attention to global policy issues and international frameworks (including treaties, conventions and regulations), normally acting on recommendations of the Technical Committees & Regional Conferences and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)	01.06.2010	02.07.2011	0.00
2.9	The Conference report will concentrate on conclusions and decisions, which may be defined in drafting committees and 'friends of the Chair' as appropriate. The verbatim will provide the detail of interventions and will be published in all FAO	01.04.2011	02.07.2011	0.00
2.11	Side events will be developed to provide a forum for informal interchange on development of issues	01.02.2011	02.07.2011	0.00
2.12	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	01.06.2010	02.07.2011	0.00
The Council				0.95
2.17	iv) monitor the performance of management against established performance targets	11.04.2011	25.11.2011	0.00
2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution	11.04.2011	02.07.2011	0.00
2.19	The Council will meet more flexibly and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) - Section C Chart 1 Programme and Budget planning and review cycle:	17.05.2010	25.11.2011	0.40
2.20	i) There will be a short meeting (minimum two days) after each session of the Programme and Finance Committees.	03.05.2010	31.10.2011	0.30

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2.22	The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	17.05.2010	25.11.2011	0.25
Independent Chairperson of the Council				0.00
2.32	f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.	02.01.2010	31.12.2011	0.00
Programme and Finance Committees				0.06
2.36	i) Programme Committee functions will emphasise programme priorities, strategy, budget and evaluation and will also include: consideration of field and decentralized work; priorities for the Organization to address in developing global policy coherence and regulation; and partnership and coordination with other organizations for technical work;	01.02.2010	14.10.2011	0.00
2.37	ii) Finance Committee will cover all aspects of administration, services and human resources as well as finance, including the policies and budget for these areas of work - becoming a Finance and Administration Committee;	01.02.2010	14.10.2011	0.00
2.38	iii) The Committees will meet more flexibly and for variable lengths of session as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1) - (minimum number of sessions normally four per biennium);	01.02.2010	14.10.2011	0.00
2.39	iv) The two Committees will hold more joint meetings. The discussion will be in joint session, whenever there is overlap in the discussion, or the two Committees contribution will have a strong complementarity;	01.02.2010	14.10.2011	0.00
2.40	v) The Committees will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council	01.02.2010	14.10.2011	0.00
2.41	vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.	01.06.2010	31.12.2010	0.00
2.47	Committees, including joint meetings will be open to non-speaking observers.	12.04.2010	14.10.2011	0.06
Regional Conferences				0.40
2.52	Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including changing the status of the Regional Conferences to Committees of the FAO Conference:	01.02.2010	02.07.2011	0.40

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2.53	a) Functions will include: i) Develop issues for regional policy coherence & regional perspective on global policy issues & regulation - presenting its report to the FAO Conference; ii) Review and advise on the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council through the Programme and Finance Committees	01.02.2010	02.07.2011	0.00
2.54	b) Ways of working - Regional Conferences will: i) be convened normally once in every biennium on the decision of the Members of FAO from the regional and with full consultation among members on agendas, formats, dates & duration and need for the Conference; ii) appoint a rapporteur; iii) the Chair and rapporteur will remain in office between sessions and the Chair, or if not available the rapporteur, will present the Regional Conference report to the FAO Council and Conference (with consideration also by the Programme and Finance Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process; iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture;	01.02.2010	02.07.2011	0.00
Technical Committees				0.00
2.57	a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;	14.06.2010	31.12.2011	0.00
2.58	b) Ways of working - Technical Committees will: i) meet more flexibly as to duration and frequency, according to needs, normally once in each biennium. They will address priority emerging issues and may be convened especially for this purpose:	14.06.2010	04.02.2011	0.00
2.59	ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration	14.06.2010	31.12.2011	0.00
2.60	iii) More use will be made of parallel sessions and side events, taking care that countries with small delegations can participate (informal sessions will include NGOs and the private sector including representation from developing countries);	14.06.2010	04.02.2011	0.00
Ministerial meetings				0.05
2.66	Basic Text Change to specify that the Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility.	17.05.2010	25.11.2011	0.05
2.67	The Ministerial meeting reports will normally be considered directly by the Conference.	17.05.2010	25.11.2011	0.00
Statutory Bodies, Conventions, Treaties, Codex, etc.				0.050

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2.68	Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) may bring issues to the attention of the Council and Conference through relevant the Technical Committee (Basic Text Change)	17.05.2010	25.11.2011	0.000
2.69	Undertake a review with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it.	01.06.2010	31.12.2011	0.050
Further Actions to Improve the Effectiveness of FAO Governance				0.45
2.70	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	04.01.2010	25.11.2011	0.00
2.71	a) prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council and/or Conference (in accordance with their respective reporting lines);	04.01.2010	25.11.2011	0.05
2.72	b) prepare a report of their progress against the Programme of Work once every two years also for review by the Council and/or Conference.	04.01.2010	25.11.2011	0.00
2.74	The Conference will assess the workings of the governance reforms, including the role and functioning of the Regional Conferences with an independent review as an input to this process.	04.01.2010	02.07.2011	0.40
Appointment and Term of Office of the Director-General				0.00
2.95	Introduce procedures and Basic Text changes to strengthen opportunity for the FAO membership to appraise candidates for the post of Director-General prior to the election, including:	15.02.2010	03.12.2010	0.00
2.96	a) Candidates for the post of the Director-General will address the Conference at which the election will be held. Members will have the opportunity to put questions to candidates (expenses of candidates will be covered from the FAO budget);	25.06.2011	02.07.2011	0.00
2.97	b) Candidates for the post of the Director-General will address a session of the FAO Council not less than 60 days prior to the Conference at which the election will be held. At that session both Members and observers to the Council will have the opportunity to put questions to candidates (the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made - expenses of candidates will be covered from the FAO Budget);	11.04.2011	15.04.2011	0.00
2.98	c) Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session;	01.02.2010	31.01.2011	0.00

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2.100	e) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.	N/A	N/A	0.00
2. Oversight - Antonio Tavares				1.10
Evaluation				0.55
2.78	<p>Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the PWB approval process, allocated in full to the evaluation office. Using the 2008-09 base, the requirement would be USD 3.2 million. In the draft PWB it had been proposed to go half-way to this amount in 2010-11. To reduce the implementation risk in the first biennium, the final draft PWB funds only one third of the increase, USD 1.1 million in 2010-11. The balance would be funded in the PWB 2012-13.</p> <p>Comment: The Resolution 1/2008 description for IPA action 2.78 was changed by PBE in Oct 09 from - Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8-1.0% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the PWB approval process, allocated in full to the evaluation office. All contributions of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.</p>	01.01.2010	31.12.2011	0.55
2.83	c) Independent Evaluation of the evaluation function every six years - report to management and the Council together with the recommendations of the Programme Committee			0.00
2.84	Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter", including the above, and a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;	01.10.2008	21.11.2010	0.00
2.85	b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;	01.10.2008	21.11.2010	0.00
2.86	c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;	01.10.2008	31.12.2010	0.00
2.87	d) all evaluation reports, management responses and follow-up reports will continue to be public documents, fully available to all FAO Members. Efforts to discuss and bring the reports to the attention of all concerned Governing Body members will also be further strengthened through consultative groups and workshops on individual evaluations;	01.10.2008	31.12.2010	0.00
2.88	e) the evaluation office will have an institutionalised advisory role to management on results based management and programming and budgeting, reinforcing the feed-back and learning loop;	01.10.2008	31.12.2010	0.00

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2.90	g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	01.10.2008	21.11.2010	0.00
Audit				0.15
2.91	In line with current policy, the work of the Inspector-General's office will be extended to cover all major organizational risk areas, making use of external expertise as necessary	01.01.2010	31.12.2011	0.15
Ethics				0.40
3.33	Appointment of an Ethics Officer, functioning of the office, and training of staff	01.01.2010	31.12.2011	0.40
3.34	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	19.02.2009	30.06.2010	0.00
3.35	Appointment and initiation of work by Ethics Committee	01.12.2009	30.06.2010	0.00
3.36	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	01.04.2009	30.06.2010	0.00
3.36a	Appointment of Ombudsman	01.01.2011	31.12.2011	0.00
3. Reform of Programming, budgeting and Results Based Monitoring - Boyd Haight				0.60
FAO Strategic Objectives and the New Results-Based Framework				0.20
1.6	Develop results-based monitoring system	01.04.2009	31.12.2010	0.20
1.8	First report on organizational performance based on new results-based system for 2010-11 biennium (in 2012)	01.12.2011	30.6.2012	0.00
Reform of Programming, budgeting and Results Based Monitoring				0.00
3.6	Introduction of a Revised Implementation Performance Results Based Management monitoring system and report: Each report will cover the previous biennium and report on delivery, and targets and indicators of results as well as efficiency indicators for the functional objectives. This report will replace the current Programme Implementation Report.	01.04.2009	31.12.2011	0.00
7.1	Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)	N/A	N/A	0.00

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3.7	Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing). The date of the FAO Conference will move to June, starting from 2011, with a corresponding shift in the dates of all other meetings (the Council will meet in September 2009 in order to prepare the Conference - in line with the new cycle). The following full cycle will be introduced starting 2010 (for budgetary provision for meetings - see B Governance Reform):	01.04.2009	31.12.2011	0.00
3.8	i) Year 1 of the biennium (with at least two meetings of the Council): <ul style="list-style-type: none"> • the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and • priorities and results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium; • The Regional Conferences will with respect to their Regions, review and make recommendations on: • FAO performance in contributing to results against performance indicators, including any pertinent evaluations; • priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and • policy issues for the region to be considered at global level or through additional action at regional level. • The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on: • the performance implementation report for the previous biennium, including performance against indicators; • major evaluations; • budgetary and implementation performance in the second half of the year; • any necessary adjustments in the agreed Programme of Work and Budget; • approve in advance requested reallocations between Chapters. 	01.01.2010	31.12.2011	0.00

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3.9	ii) Year 2 of the biennium (with at least two and probably three main meetings of the Council):• Throughout the year the Programme and Finance Committees and the Council will review and make decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested reallocations between Chapters;• January - March: the Programme and Finance Committees and the Council will review the proposed Medium Term Plan and Programme of Work and Budget and in every second biennium, the Strategic Framework;• January –March: - not as part of the Governing Body cycle of meetings - an informal meeting will be held of interested members and other potential sources of extra-budgetary funds and partnership, to exchange information on extra-budgetary funding requirements, especially in relation to Impact Focus Areas;• March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level;• June: The Conference will approve the Results Framework and budgetary aspects including the budget level; and• September – November: the Programme and Finance Committees and the Council will if necessary consider and approve any changes in the Results Framework and budgetary allocations following the Conference decision on the budget level.	01.01.2011	31.12.2011	0.00
3.10	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions	N/A	N/A	0.00
3.11	In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions.	01.10.2008	30.6.2011	0.00
Design new Planning and Budgeting Model				0.20
7.2	Design the new Planning and Budgeting Model, define the new structure of PWB, outline the new standard streamlined logical framework for "Projects" budgets and the requirements for the standardized new reporting system.	23.11.2009	31.12.2011	0.20
Publishing in all Languages of the Organization				0.20
3.55	A budget will be set aside for technical publishing (paper and web) in each FAO language. A panel of users of technical documentation in each language will decide on the application of funds for translation (this is in addition to the existing budget for main meeting documentation)	01.01.2010	30.06.2010	0.00
3.56	Increased hard copies of technical documentation will be made available to Least Developed Countries with decisions on priorities for documents taken by the same panels	01.01.2010	31.12.2010	0.00
3.57	Separate mirror websites to the FAO website will be developed for Arabic and Chinese	01.01.2010	31.12.2010	0.20

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Interdisciplinarity				0.00
6.2	5% budget to DDGs for interdisciplinary work	N/A	N/A	0.00
4. Resource Mobilization and Management - Mina Dowlatchahi				0.717
Resource Mobilization and Management Strategy				0.717
3.12	To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognising that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:	N/A	N/A	0.359
3.14	b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, management and coordination of resource mobilization, including donor relations on policy, , in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the decentralized offices and operations units in their liaison with donors;	01.01.2010	31.12.2011	0.358
3.15	c) vigorously pursue new partnerships, including with the private foundations;	N/A	N/A	0.00
3.17	Review treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution with a view to their developing a greater degree of self-funding from their members (see also 2.69). Present report to Council and reports to the parties to the agreements.	N/A	N/A	0.00
5. Technical Cooperation Programme - Yuriko Shoji				0.28
Technical Cooperation Programme				0.28
3.22	TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies and 3% for inter-regional projects	01.01.10	31.12.10	0.28
6. Decentralization - Daud Khan				0.60
Decentralization				0.60
3.76	The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action	30.09.2009	31.12.2009	0.00

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3.81	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc.	01.01.2009	31.03.2010	0.40
3.82	Revise all delegated authorities to decentralized offices and control procedures (see also above)	31.10.2009	30.06.2010	0.00
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. Implementation of the results of the review will ensure that at a minimum the structural deficit is eliminated in the Country representation (FAORs) through alternative forms of country presence, with further reductions desirable to free up resources for the improved functioning of the decentralized offices. Criteria to be applied: a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3); b) commitment to the National Medium-Term Priority Frameworks as they are developed with FAO; c) size and poverty levels of agriculturally dependent population; d) priority to Least Developed Countries; e) potential for agriculture in economic growth; f) ease of servicing from another country; g) potential for shared or fully joint representations with the UN system, particularly with other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	01.01.2009	31.12.2010	0.00
3.86	Clarify coverage of Near East Regional Office	16.04.2009	31.03.2010	0.00
3.87	Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)	01.07.2009	31.12.2010	0.00
3.88	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices	01.01.2010	31.12.2010	0.20
3.95	Transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations	01.01.2009	31.03.2010	0.00
7a. Headquarters Structure - Tony Alonzi				0.075
Headquarters Structure				0.075

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3.101	Introduce new Headquarters Organizational Structure	1.10.2009	21.12.2010	0.075
3.102	Reorganize senior management responsibilities, including for strategic objectives and core functions	N/A	N/A	0.00
3.103	Review reorganization with a view to further improvements (in 2012)	01.04.2011	01.07.2011	0.00
7b. Internal Governance - Jim Butler				0.00
Internal Committees				0.00
7.5	Review the roles of internal committees and reduce their number. Accomplished as part of the activities of the work-streams. Stage 2 reinforces this recommendation.	N/A	N/A	0.00
8. Partnerships - Mariam Ahmed				0.59
Partnerships				0.59
3.104	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	01.09.2009	31.05.2010	0.00
3.105	a) not an end in themselves but a means for greater effectiveness in supporting international governance of agriculture and agricultural development, pursuing the objectives and priorities of the Strategic Framework of the Organization. The desirability of a partnership thus depends on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners;	N/A	N/A	0.00
3.106	b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and	N/A	N/A	0.00
3.107	c) generally built-up from ongoing collaboration.	N/A	N/A	0.00
3.108	The nature of FAO's role will vary according to the different partnerships it engages in and the Organization may take a leadership role or act as facilitator in some, and be a participant in others. FAO must at all times preserve its neutral and impartial role and act in a transparent manner, avoiding partnerships where significant conflict of interest is of concern. Comment: Actions 3.105 to 3.108 are criteria and qualifications on which to base the Guiding Principles stated in 3.104 and are not actions per se	N/A	N/A	0.00
3.109	Stocktaking of partnerships including the potential for greater partnership with the private sector. Undertake assessment and launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with: <ul style="list-style-type: none"> the private sector civil society organizations 	01.01.2010	31.12.2011	0.21

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3.110	Preparation of a short-term agenda of initiatives (12 months) that will generate outcomes and outputs and preparation of a medium-term action plan in line with the Medium Term Plan (4 years), including development and implementation of a training programme	01.01.2010	31.12.2010	0.30
3.111	Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:	01.01.2010	31.12.2010	0.00
3.112	a) areas of technical programme interface and overlap both in normative and development work;	01.01.2010	31.12.2010	0.00
3.113	b) shared administration and services (taking note of the findings of the Root and Branch Review);	01.01.2010	31.12.2010	0.00
3.114	c) joint oversight functions, including evaluation.	01.01.2010	31.12.2010	0.00
3.115	Regular joint meetings of the management of the three organizations will take place with the membership to review progress	01.01.2010	31.12.2010	0.00
3.116	Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees	01.01.2010	31.12.2010	0.00
3.117	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	01.09.2010	31.12.2010	0.08
Joint Work with IAEA				0
6.4	Joint FAO/IAEA Division	N/A	N/A	0
6.5	Synergy and partnerships	N/A	N/A	0
9. Reform of administrative and management systems - Theresa Panuccio				2.250
Procurement				0.50
3.38	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;	01.01.2010	01.01.2011	0.05
3.40	Local procurement for emergencies;	01.01.2010	01.06.2011	0.00
7.6	New procurement model for managing the initial phases of purchasing actions	01.01.2010	31.12.2011	0.20
7.7	Develop the registered vendors management towards an active suppliers management (partnership principles)	01.06.2009	2.2.2010	0.25
7.8	Empowerment of regional and local officers in managing local procurement	01.03.2010	31.12.2010	0.00
Administrative Service Model				0.200

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7.9	Transfer of transactional activities to the SSC	01.09.2009	2.2.2011	0.200
7.10	Align the objectives of the support functions with the strategic objectives of the organization, defining key efficiency targets and service level agreements - SLAs (commitment model). Converted into one of the Value Drivers to promote the reform	N/A	N/A	0.00
Rome-based agencies - Joint procurement initiative				0.250
7.14	Operational model for the implementation of partnerships in procurement actions with other UN agencies	01.09.2009	31.12.2011	0.000
7.15	Other activities of the Joint procurement initiative - Travel	01.01.2010	31.12.2011	0.25
Registry				1.20
7.16	Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources	01.10.2009	31.12.2012	1.20
Printing and Publishing in all languages of the Organization				0.10
7.17	Proposal for a new Printing & Distribution department, including External Printing , Internal Printing and Distribution. Change of the printing and distribution procedure	01.01.2010	30.06.2011	0.100
Follow-up to the Root and Branch Review				0.00
3.48	Implementation of Action Plan			0.00
Translation				0.00
3.58	Following the findings of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs	01.01.2010	31.12.2010	0.00
7.18	Change Translation Service Model. Enhance Terminology & Roster Management.	01.03.2010	30.11.2010	0.00
7.19	Change Translation Service Model. Translation service to be funded by Regular Programme	01.03.2010	30.11.2010	0.00
7.20	Review the Translation Service Model.	01.03.2010	30.11.2010	0.00
10. FAO Manual - Beth Crawford				0.00
FAO Manual				0.00
7.22	Carry out a major overhaul of the FAO Manual, reviewing and publishing a simplified framework, so that staff in all locations can understand-and comply with FAO rules and regulations. Comment: The E & Y Stage1 recommendation description for RBR action 7.22 was - Rationalize the set of policies and procedures of the FAO organization (manual) and has been modified as stated above	01.01.2010	31.12.2011	0.00

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7.23	Create a Business Improvement Unit, including streamlining and process improvement, overhaul of the FAO Manual (see above), and other business improvement initiatives. Comment: The E & Y Stage1 recommendation description for RBR action 7.23 was - A Regulatory Unit should be established and has been modified as stated above	01.01.2010	31.12.2011	0.00
Basic Text change to facilitate delegation of authority				0.00
3.43	Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions.	N/A	N/A	0.00
11a. IPSAS - Nick Nelson				0.00
IPSAS				0.00
3.42	To Implement new or updated processes to support the recording, accounting, control and reporting of financial transactions at Decentralized Offices. Processes include the policy, procedures and system developments which collectively address the business requirements to support financial transaction processing at Decentralized Offices Comment: The Field Accounting System (FAS) replacement project, which has been integrated into the IPSAS project, will support the needs of the Decentralized Offices as regards the recording, accounting and reporting of financial transactions. FAS funding requirements in the PWB 2010-11 are part of the IPSAS project within the Chapter 8 proposals (Organizational Result 805). The Resolution 1/2008 description for IPA action 3.42 was - Development and deployment of a field version of oracle adapted to FAORs' needs. Note: some early actions will be completed by the time of the Special Session of the Conference; other major items which will incur costs beyond the Conference are reflected below (e.g. Root and Branch review and performance management) and has been modified as stated above	N/A	N/A	0.00
7.24	Implementation of IPSAS as key initiative for the finance division and FAO as a whole Comment: The estimated IPSAS project cost of USD 13.9 million is not part of IPA cost estimates. The IPSAS project cost for 2008-09 is included in Chapter 8 provisions, while funding proposals for the remaining costs are included in Chapter 8 of the draft PWB 2010-11.	N/A	N/A	0.00
11b. Information Technology - Yasuko Hanaoka				4.750
3.90	Upgrade of ICT infrastructure and Information Systems Functional Support for Decentralized Offices Comment: The Resolution 1/2008 description for IPA action 3.90 was - Deployment of support systems (including training and upgrade of IT information systems) and has been modified as stated above	1.7.2009	31.12.2011	1.90

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7.0	Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes	1.2.2010	31.12.2011	0.05
7.4	IT responsibilities and functions should be consolidated in one CIO	23.11.2009	31.12.2011	0.00
7.11	Review reduction of multifunctional printers	01.01.2010	30.11.2010	0.00
7.12	Increase the range of support services and software development delivered from KCT offshore centre in Bangkok	23.11.2009	31.12.2011	0.00
7.13	The CIO Division must fund and implement a proper induction and maintenance-training program for the decentralized ITO/ITSO staff, and this must include periodic visits to Headquarters so that the decentralized CIO Division staff build and maintain relationships with colleagues to supplement formal systems for information flow and problem solving.	1.3.2010	31.12.2011	0.00
7.25	Enhance Oracle ERP related functionalities to meet IPA requirements Comment: The E & Y Stage1 recommendation description for RBR action 7.25 was - Upgrade Oracle for staff Management and IT infrastructure in DOs and has been modified as stated above	1.4.2010	31.10.2011	1.175
7.26	Design of the Management Information System	23.11.2009	31.12.2011	1.625
12. Enterprise risk management - Boyd Haight				0.50
Enterprise Risk Management Framework				0.50
3.50	Develop a project structure to implement an internally led organization-wide Enterprise Risk Management (ERM) e.g. organize a project team and its TOR, obtain necessary training and external guidance as needed, prepare a work plan, etc. Comment: The Resolution 1/2008 description for IPA action 3.50 was - Issue of external contract for the study and has been modified as stated above	01.04.2010	30.06.2010	0.30
3.51	Design an appropriate ERM model to develop a customized ERM framework for the organization, with the support of external risk management consultants. The ERM framework should include key components that address the objectives, strategy, organization, risk processes, monitoring and reporting. Comment: The Resolution 1/2008 description for IPA action 3.51 was - Review by management and the Council and Finance Committee of the Final Report and has been modified as stated above	01.04.2010	30.06.2010	0.00
3.52	Initiate a pilot to test the ERM framework before a large-scale implementation. Comment: The Resolution 1/2008 description for IPA action 3.52 was - Development of follow-up action plan and has been modified as stated above	01.07.2010	31.03.2011	0.00

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3.53	Based on the results of the pilot, develop a comprehensive plan to fully implement ERM across the Organization. Comment: The Resolution 1/2008 description for IPA action 3.53 was - Review by Council and the Finance Committee of the Follow-up action plan and has been modified as stated above	01.01.2011	30.06.2011	0.00
3.54	Full Implementation of Enterprise Risk Management Structure and systems (Institutionalize ERM)	01.07.2011	31.12.2011	0.20
13. Culture Change - Jim Butler				1.15
Institutional Culture Change				1.15
3.32	Implementation of the vision	23.11.2009	31.12.2011	1.15
14. Human Resources - Tony Alonzi				5.675
Human Resource Policies and Practices				4.66
3.37	Management Early Actions summary including: Delegations of authority from the Office of the Director-General for human resource actions;	01.01.2009	30.06.2011	0.00
3.59	Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries	01.04.2010	31.12.2011	0.15
3.60	Introduce a package for increasing staff training, including in management	23.11.2009	31.12.2011	1.00
3.89	Strengthen staff training	01.06.2009	31.12.2011	0.00
3.61	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	23.11.2009	31.12.2010	1.40
3.62	Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme	23.11.2009	31.12.2011	0.66
3.63	Decentralise and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management	01.01.2010	31.12.2011	0.00
3.64	Wider publication of FAO vacancies	01.01.2010	31.12.2011	0.10
3.65	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	01.01.2010	30.04.2010	0.00
3.66	Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	01.05.2010	30.09.2010	0.05
3.70	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	23.11.2009	31.12.2010	0.70

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3.71	Introduce dual grading for P5/D1 and D1/D2 posts	23.11.2009	31.12.2011	0.00
3.72	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing	23.11.2009	30.04.2011	0.60
3.75	Governing Body action and action by management to secure changes at the UN Common System level a) develop proposals for Common System change b) present changes to UN	01.01.2010	31.12.2011	0.00
HR Role				1.02
7.27	Define a new role for the HR Function and review the HR competency framework and accountability framework	01.01.2010	31.12.2011	1.015
15. IPA - Governing body follow-up - Ali Mekouar				0.150
Governing body follow-up				0.15
4.1	The Council will monitor the progress of implementation of the Immediate Plan of Action, and report to the Conference at its 36th Session (2009) and its 37th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	01.01.2009	31.12.2011	0.00
4.4	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;	01.01.2009	31.12.2011	0.00
4.6a	Hold up to three CoC-IEE meetings per year in 2010-11	01.01.2010	31.12.2011	0.15
16. IPA Management follow-up - David Benfield				1.58
FAO Managerial Arrangements for IEE				1.58
4.9	ii) specialist working groups, including for the Root and Branch Review and the Change Team drawn from all parts and levels of the Organization (decentralised and centralised)	01.01.2010	31.12.2011	1.58