

IPA actions completed in 2009

IPA Actions Completed

Annex I lists all the IPA completed actions in a table format in which activities are grouped exactly as presented within Conference Resolution 1/2008. The text box below the table includes information provided by each project leader, such as major achievements, impact on reform, ongoing work and planned activities for the first quarter of 2010.

FAO Strategic Objectives and the New Results-Based Framework – Action Matrix

Ref. N.	Action
1.1	Decide the application of the new Results-Based Framework
1.2	Decide the Vision and Global Goals of FAO
1.3	Decide in principle the Strategic Objectives, Functional Objectives and Core Functions
1.4	Adopt in principle the format for presentation of Strategic Objectives and Organizational Results
1.5	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing
1.7	Develop and adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model

Completed Items

Actions 1.1 to 1.4 and 1.7 were completed in 2009 with endorsement by Conference of the Strategic Framework 2010-19 and the associated MTP 2010-13 and PWB 2010-11.

Ongoing work

Seven Impact Focus Areas (IFAs) were endorsed by Conference in the MTP 2010-13 and are being elaborated as part of work planning and resource mobilization in 2011. Preparation of the next MTP and PWB will take place from April 2010 to March 2011 for consideration by the Programme and Finance Committees, Council and Conference during March-June 2011.

Plans for first quarter 2010

Elaboration of IFAs links to Organizational Results during work planning.

IPA actions completed in 2009

Governance Reform**Governance Priorities – Action Matrix**

Ref. N.	Action
2.1	Global policy coherence and regulatory frameworks: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora.

Completed Items

Through Resolution 7/2009, adopted by the Conference in November 2009, provision was made in the Basic Texts for the implementation of Action 2.1.

Ongoing work

Action 2.1 to be implemented during the biennium, together with Action 2.2, by the Technical Committees, the Regional Conferences and the FAO Conference, with the support of Management.

Plans for first quarter 2010

Chairpersons and Secretaries of the Technical Committees and the Regional Conferences to make sure that this matter is tabled for discussion at the various sessions in due time.

IPA actions completed in 2009

The Conference – Action Matrix

Ref. N.	Action
2.5	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council
2.7	Conference will meet in June of the second year of the biennium
2.8	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)
2.10	Formal plenary meetings will become more focused on issues of vital interest to members
2.13	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix

Completed Items

Action 2.5 was implemented during the 36th Session of Conference (November 2009), with the major theme discussed during the general debate in plenary meetings being *Improved preparedness for, and effective response to, food and agriculture threats and emergencies*.

In line with Action 2.7, the next Conference has been scheduled to take place from 25 June to 2 July 2011, as decided by the 2009 Conference, and as reflected in the Calendar of Governing Body sessions adopted by Council in November 2009.

As provided in Action 2.8, the 2009 Conference approved the Strategic Framework 2010-19, the Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11, which all had been considered and recommended by Council in 2009.

As foreseen in Action 2.13, all amendments to the Basic Texts required for these actions were adopted by Conference in November 2009, in particular through Resolutions 6/2009 and 7/2009.

Ongoing work

Implementation of actions 2.5 to 2.10 will continue in the current biennium, especially through the development of the MTP and PWB.

Plans for first quarter 2010

Preparatory work to carry out the above actions will be initiated in the second quarter of 2010.

IPA actions completed in 2009

The Council – Action Matrix	
Ref. N.	Action
	The Council functions will be clarified as necessary in the Basic Texts and will include:
2.14	the major role in deciding and advising on: work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference; monitoring and reporting performance against these measures; strategy, priorities and budget of the Organization; the overall programme of work; major organizational changes, not requiring Conference changes of Basic Texts; recommending the agenda of the Conference to the Conference;
2.15	i) monitor the implementation of governance decisions;
2.16	ii) exercise oversight, ensuring that: <ul style="list-style-type: none"> • the Organization operates within its financial and legal framework; • there is transparent, independent and professional audit and ethics oversight; • there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts; • there are functioning results-based budgeting and management systems; • policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose; • extra-budgetary resources are effectively contributing to the Organization's priority goals; and
2.21	The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that recommendations can be taken account of, including recommending the final agenda of the Conference to the Conference for its final approval.
2.23	The Council will no longer discuss global policy and regulatory issues, unless there is an urgent reason to do so (to be handled by the Technical Committees and the Conference)
2.24	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)
2.25	Introduce Basic Text changes for functions, reporting lines, etc.

Completed Items

The functions of the Council, as spelled out in Actions 2.14, 2.15, 2.16 and 2.23, were clarified by the 2009 Conference which, in accordance with Action 2.25, adopted the required Basic Text changes, in particular through Resolutions 5/2009, 6/2009, 8/2009 and 10/2009.

In line with Action 2.21, the Council met in September 2009, nearly two months prior to the November 2009 Conference, providing the required recommended inputs to it.

IPA actions completed in 2009

Changes in working methods and reporting lines have been introduced at the Council sessions in 2009, including more concise and focused statements by delegates, fewer and less lengthy meetings of the Drafting Committee, as well as shorter, decision-oriented reports, thereby achieving greater efficiency of the Council proceedings as called for by Action 2.24.

Ongoing work

Implementation of actions 2.14, 2.15, 2.16, 2.21, 2.23 and 2.24 will continue at Council sessions in the course of the current biennium.

Plans for first quarter 2010

Preparatory work to carry out the above actions will be initiated in the second quarter of 2010.

IPA actions completed in 2009

Independent Chairperson of the Council – Action Matrix

Ref N.	Action
2.26	Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO, eliminating any potential for conflict of roles with the managerial role of the Director-General and, including, in addition to chairing meetings of the Council:
2.27	a) serve as an honest broker in arriving at consensus between members on controversial issues;
2.28	b) liaise with the Chairs of the Programme and Finance Committees and CCLM on their work programmes and as appropriate with the chairs of Technical Committees and Regional Conferences, normally attending the Programme and Finance Committees and Regional Conferences;
2.29	c) as and when he/she considers it useful, the Independent Chairperson of the Council may call for consultative meetings with representatives of the Regional Groups on issues of an administrative and organizational nature for the preparation and conduct of a session;
2.30	d) liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the Regional Conferences;
2.31	e) ensure that the Council is kept abreast of developments in other fora of importance for FAO's mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the Rome based food and agriculture agencies;
2.33	f) The Basic Texts will also specify:
2.34	i) desirable qualifications (competencies) for the Independent Chairperson to be developed by the Conference Committee with advice of the CCLM and decided by the 2009 Conference ii) that the Independent Chairperson is required to be present in Rome for all sessions of the Council and will normally be expected to spend at least six to eight months of the year in Rome

Completed Items

Resolution 9/2009, adopted by the 2009 Conference, introduced new provisions in the Basic Texts to clarify the role and functions of the Independent Chairperson of the Council (ICC), as stipulated in this Action Matrix.

Ongoing work

In line with the above actions, the ICC is carrying out his responsibilities proactively, including through consultation with the Membership and with support from Management. To this end, informal meetings are regularly held between the ICC and the Chairpersons of the Regional Groups, as well as with senior managers of the Organization.

IPA actions completed in 2009

Plans for first quarter 2010

To ensure coordination and complementarity of the work of the CoC-IEE, the Council and the Committees, the ICC will be convening Coordination Meetings with the Vice-Chairpersons of the CoC-IEE and the Chairpersons of the Finance Committee, the Programme Committee and the Committee on Constitutional and Legal Matters, with the participation of the Secretaries of these Committees and other senior managers.

In accordance with Action 2.31, *Developments in other fora of importance for FAO's mandate* will be included in the agenda of the next Council session.

IPA actions completed in 2009

Programme and Finance Committees – Action Matrix

Ref N.	Action
2.35	Clarifications of functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including on clarification of functions:
2.42	Introduce changes in practice, including ways of working (see below)
2.43	Introduce Basic Text changes for functions of the Committees
2.44	Programme and Finance Committees membership, chairs and observers: - Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary technical qualifications, and:
2.45	i) chairs will be elected by the Council on the basis of their individual qualifications and will not occupy seats of their electoral groups or represent a region or country (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);
2.46	ii) the membership of the Committees will each be increased, <u>in addition to the Chair</u> , to twelve representatives with each region having a right to up to two representatives each for Africa, Asia, Latin America and the Caribbean, the Near East and Europe and one representative each for North America and the South West Pacific nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)

Completed Items

Resolution 6/2009, adopted by the 2009 Conference, provided the Basic Text amendments needed to clarify the functions, membership, election procedures and working methods of the Programme and Finance Committees.

The new Members of the Programme and Finance Committees were elected by Council in November 2009 under the revised rules of the Basic Texts.

In 2009, Programme and Finances Committees sessions, as well as their joint meetings, were open to non-speaking observers.

Ongoing work

Implementation of the above actions will continue at the various sessions of the Programme and Finances Committees in the course of the current biennium.

Plans for first quarter 2010

Preparatory work to carry out the above actions has been initiated.

IPA actions completed in 2009

Committee on Constitutional and Legal Matters (CCLM) – Action Matrix

Ref N.	Action
2.48	Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary legal qualifications;
2.49	The chair will be elected from amongst the CCLM members by the Council on the basis of his/her individual merit (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);
2.50	The Committee will have seven members, with each region having a right to one member nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)
2.51	The CCLM will be open to non-speaking observers

Completed Items

Resolution 6/2009, adopted by the 2009 Conference, provided the Basic Text amendments required for the CCLM membership, election procedures and chairperson's role.

The new Members of the CCLM were elected by Council in November 2009 under the revised rules of the Basic Texts.

In 2009, CCLM sessions were open to non-speaking observers.

Ongoing work

Implementation of the above actions will continue at the various CCLM sessions in the course of the current biennium.

Plans for first quarter 2010

Preparatory work to carry out the above actions, including the development of Rules of Procedure for the CCLM, has been initiated.

IPA actions completed in 2009

Regional Conferences – Action Matrix

Ref. N.	Action
2.55	Introduce Basic Text changes for functions, reporting lines, etc.

Completed Items

Amendments to the Basic Texts, adopted by the 2009 Conference through Resolutions 5/2009 and 6/2009, conferred a new role to the Regional Conferences as an integral part of the Organization's Governing Bodies, setting out functions, working methods and reporting lines to Council and Conference.

Ongoing work

The Regional Conferences will carry out their revised functions progressively as some of them will take place in the latter part of 2010, which may not allow timely provision to Council of inputs on programme priorities from the concerned regions.

Plans for first quarter 2010

Ensure that Regional Conference agendas include relevant IPA-related items.

IPA actions completed in 2009

Technical Committees – Action Matrix

Ref. N.	Action
2.56	The Committees will report to Council on FAO's budget, and the priorities and strategies for the programmes and directly to the FAO Conference on global policy and regulation becoming Committees of the Conference, and:
2.61	i) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;
2.62	ii) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;
2.63	iii) The Committee on World Food Security (CFS) will revitalise its role in monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.
2.64	Introduce changes in practice, including ways of working and reporting lines
2.65	Introduce Basic Text changes for functions, reporting lines, etc.

Completed Items

Amendments to the Basic Texts, adopted by the 2009 Conference through Resolutions 5/2009, 6/2009, 13/2009 and 14/2009, provided for new reporting lines to Council and Conference (Actions 2.56, 2.64 and 2.65).

COAG's session in 2009 included an item on *Livestock policy and institutional change for poverty reduction* (Action 2.61).

CCP's session in 2009 included one item on *Multilateral trade negotiations in the WTO* and another item on *Collaboration with the Common Fund for Commodities* (Action 2.62).

CFS's session in 2009 approved the CFS reform, which was subsequently adopted by the 2009 Conference through Resolutions 13/2009 and 14/2009 (Action 2.63).

Ongoing work

Implementation of the above actions will continue at the sessions of the Technical Committees in the course of the current biennium.

Plans for first quarter 2010

Initiate preparatory work to carry out the above actions, including the development of Rules of Procedure for CCP, COAG, COFI and COFO.

IPA actions completed in 2009

Further Actions to Improve the Effectiveness of FAO Governance – Action Matrix

Ref. N.	Action
2.73	The term Governing Bodies will be defined, preferably in the Basic Texts
2.75	In order to further transparency and communication the Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees on the: <ul style="list-style-type: none"> • Strategic Framework and Medium Term Plan priorities; • Priority goals which senior management has established for immediate progress; • Annual and biennial performance.
2.76	Costs of revising the Basic Texts for all Governing Bodies: Work to be carried out by Legal Office and CCLM for revisions of Basic Texts

Completed Items

In 2009 a definition of Governing Bodies was recommended by the CCLM, endorsed by Council and approved by Conference (Action 2.73).

During 2009, the Director-General regularly addressed Council and the Joint Meeting of the Programme and Finance Committees on issues related to the Strategic Framework, MTP and PWB (Action 2.75).

Proposed amendments to the Basic Texts for the implementation of the IPA have been discussed and recommended by the CCLM in the course of six sessions held in 2009 (Action 2.76).

Ongoing work

The Director-General should continue to interact with Council and the Joint Meeting of the Programme and Finance Committees on strategic issues and programme priorities in the current biennium.

As required, the CCLM will develop consequential amendments to the Basic Texts further required for IPA implementation.

Plans for first quarter 2010

Initiate preparatory work to carry out the above actions, including CCLM work on Basic Text changes.

IPA actions completed in 2009

*Evaluation, Audit and Organizational Learning***Evaluation - Action Matrix**

Ref. N.	Action
2.77	Establishment of evaluation as a separate and operationally independent office inside the FAO secretariat structure, reporting to the Director-General and to the Council through the Programme Committee.
2.79	Evaluation staffing: a) Recruitment of Evaluation Director at D2 level. A panel consisting of representatives of the Director-General and Governing Bodies, as well as evaluation specialists from other UN agencies will review the terms of reference and statement of qualifications for the post, and then participate in a panel to screen and select an appropriate candidate. The Director of evaluation will serve for a fixed term of four years with the possibility of renewal for a maximum of one further term, with no possibility for reappointment within FAO to another post or consultancy for at least one year;
2.80	b) All appointments for evaluation of staff and consultants will follow transparent and professional procedures with the first criteria being technical competence but also with attention to considerations of regional and gender balance. The Director of Evaluation will have the main responsibility for the appointment of evaluation staff and the responsibility for appointment of consultants in conformity with FAO procedures.
2.81	Quality assurance and continued strengthening of the evaluation function: a) Strengthening of existing independent peer review of major reports
2.82	b) Biennial review by a small group of independent peers for conformity of work to evaluation best-practice and standards – report to management and the Council together with the recommendations of the Programme Committee
2.89	f) Evaluation will be well coordinated within the UN system, taking account of the work of the Joint Inspection Unit (JIU) and the evaluation office will continue to work closely with the United Nations Evaluation Group (UNEG).

Completed Items

Director of Evaluation appointed effective 01.09.2009.

Ongoing work

Strengthening of independent peer review will be part of comprehensive new Guidelines for Evaluation in FAO, presently under preparation and to be finalized during 2010.

Plans for first quarter 2010

Continued preparation of new Guidelines.

IPA actions completed in 2009

Audit - Action Matrix

Ref. N.	Action
2.92	The Audit Committee: a) will be appointed by the Director-General and have a membership which is fully external agreed by the Council on the recommendation of the Director-General and Finance Committee;
2.93	b) present an annual report to the Council through the Finance Committee
2.94	The External Auditor will assume responsibility for audit of the immediate office of the Director-General in addition to the regular audits carried out by the Inspector-General

Completed Items

2.92 A fully external Audit Committee was established in 2008 and the Committee held three meetings in 2009

2.93 The 2008 report of the Audit Committee was presented to the Finance Committee in 2009

Ongoing work

2.92 and 2.93 – No ongoing work in relation to the IPA. The Audit Committee is maintaining its cycle of meetings and fulfilling its terms of reference. The 2009 annual report of the Audit Committee is under preparation by the Committee

Plans for first quarter 2010

2.92 and 2.93 – No plans in relation to the IPA. The next Audit Committee meeting is planned for March 18-19, 2010 and the 2009 annual report is expected to be finalized at that meeting.

Appointment and Term of office of the Director-General - Action Matrix

Ref. N.	Action
2.99	When the post of Director-General is due to become vacant it will be publicised, no less than 12 months before the closure of nominations, noting that all nominations remain fully the responsibility of Member Countries;
2.101	Change Basic Texts for period of office of the Director-General to four years with possibility of renewal for one further period of four years

IPA actions completed in 2009

Completed Items

Following the Council decision, in November 2009, to set 1 February 2010 to 31 January 2011 as the period in which nominations for the post of Director-General are receivable, in December 2009 an official notification of that period was sent to FAO's Members, reminding them that 37th Session of the Conference in 2011 will be called upon to appoint the Director-General for the period 1 January 2012 to 31 July 2015 (Action 2.99).

A change to a four-year term of office of the Director-General, with one possible single four-year renewal, was approved by the 2009 Conference through Resolution 5/2009 (action 2.101).

Ongoing work

Nominations received for the post of Director-General by the established deadline of 31 January 2011 will be circulated to Members one week thereafter by circular letter and through the Permanent Representatives Web site.

Plans for first quarter 2010

No further action is required until early February 2011.

IPA actions completed in 2009

***Reform of Systems, Programming & Budgeting
Culture Change and organizational Restructuring***

Reform of Programming, Budgeting and Results Based Monitoring- Action Matrix

Ref. N.	Action
3.1	Introduction of revised Programme and Budget Documentation consisting of the following sections, which may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009 for 2010-2011 biennium):
3.2	i) Strategic Framework with a 10-15 year time horizon reviewed every four years and including: <ul style="list-style-type: none"> • Analysis of the challenges facing food, agriculture and rural development and the dependent peoples, including consumers, • Strategic Vision, • The Goals of Member Nations, and Strategic Objectives for achievement with support from FAO by Member Countries and the international community, including indicative targets and indicators of achievement (some 8-12);
3.3	ii) Medium Term Plan with a four year time horizon and reviewed each biennium, including: <ul style="list-style-type: none"> • Strategic Objectives for achievement with support from FAO by Member Countries and the international community, as per the Strategic Framework, • Organizational Results framework (outcomes) – a maximum of some 80 inclusive of the core functions, contributing to the achievement of Strategic Objectives by Member Countries and the international community. Each Organizational Result will have specified achievement targets and indicators for verification, show FAO's contribution and indicate the budget from assessed contributions and estimated extra-budgetary resources (targets may be conditioned upon level of extra-budgetary resources) Gender will be fully integrated into the Strategic Framework and Medium Term Plan and will no longer have a separate Plan of Action, • Impact Focus Areas which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas, • Core Functions of FAO, and iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;

<p>Completed Items</p> <p>Actions 3.1 to 3.3 were completed in 2009 with endorsement by Conference of the Strategic Framework 2010-19 and the associated MTP 2010-13.</p> <p>Ongoing work</p> <p>Seven Impact Focus Areas (IFAs) were endorsed by Conference in the MTP 2010-13 and are being elaborated as part of work planning and resource mobilization in 2011. Preparation of</p>

IPA actions completed in 2009

the next MTP and PWB will take place from April 2010 to March 2011 for consideration by the Programme and Finance Committees, Council and Conference during March-June 2011.

Plans for first quarter 2010

Elaboration of IFAs links to Organizational Results during work planning.

IPA actions completed in 2009

Reform of Programming, Budgeting and Results Based Monitoring-Action Matrix

Ref. N.	Action
3.4	iv) Programme of Work and Budget , each covering a single biennium, with the budget divided between an administrative budget and a programme budget presented in a results based framework and providing: <ul style="list-style-type: none"> • Organizational Results framework (outcomes) as per the Medium Term Plan, including the organizational responsibility for each result; • Quantification of costs for all Organizational Results and all obligations • Calculation of cost increase and planned efficiency savings, • Provision for long-term liabilities, under-funded obligations and reserve funds • Draft Programme and Budget resolution.
3.5	v) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme development process.
3.10	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions

Completed Items

Action 3.4 was completed in 2009 with endorsement by Conference of the PWB 2010-11. Action 3.5 was completed in 2008 with adoption of Conference Resolution 1/2008. Action 3.10 was completed in 2009 with adoption of the various Conference Resolutions on implementation of the IPA.

Ongoing work

Preparation of the next MTP and PWB will take place from April 2010 to March 2011 for consideration by the Programme and Finance Committees, Council and Conference during March-June 2011, in line with the new Programme and Budget cycle.

Plans for first quarter 2010

No Comment

IPA actions completed in 2009

*Resource Mobilization and Management Strategy***Resource Mobilization and Management Strategy – Action Matrix**

Ref. N.	Action
3.13	a) review by the Council of the plans for, the application and results of extra-budgetary resources in an integrated framework on the basis of the findings and recommendations of the Programme and Finance Committees, ensuring that resources are mobilized to support the agreed priorities of the Organization;
3.16	d) keep under continuous review both efficiency measures and the cost of support services to extra-budgetarily funded work to ensure that there is no cross-subsidisation between the sources of funds.
3.18	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability, taking account of the Recommendations of the Finance Committee, including:
3.19	a) annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears and its implications for the Organization's liquidity;
3.20	b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;
3.21	c) continuation of the present responsible borrowing policy to smooth cash flow

Completed Items

Action 3.12 was completed with regards to the strategic planning side in 2009, with the endorsement by Conference of the MTP 2010-2013 and the Impact Focus Areas and the PWB 2010-11 that proposed the biennial programme of work funded in an integrated manner by assessed and voluntary contributions, under the new results-based framework. Actions 3.18, 3.19 3.20 and 3.21 are completed as recorded in previous reports. Reporting takes place as mandated.

Ongoing work

Action 3.13 will see a consultative process taking place with the members during the biennium on the definition of a resource allocation mechanism and the determination of the elements and format of reporting implementation of the PWB, to ensure voluntary contributions are mobilized in support to the agreed priorities of the Organization. Action 3.14 requires the development of an accountability framework for resource mobilization in decentralized offices, related training and systems support. Action 3.16 requires the presentation of a new draft support cost policy to the Finance Committee at its October 2010 session, and the identification of efficiency savings in line with the Budgetary Appropriation Conference Resolution CR/2009/3. That is currently being done in the context of work planning and will be implemented in the 2010-11 biennium.

Plans for first quarter 2010

Work planning to fully integrate voluntary contributions in the implementation monitoring framework of the Organization; Needs assessment of Decentralized offices with regards to resource mobilization; piloting resource mobilization approach through IFAs and SF with donors.

IPA actions completed in 2009

*The Technical Cooperation Programme***Technical Cooperation Programme – Action Matrix**

Ref. N.	Action
3.23	Indicative allocations to regions agreed as follows with review by the Council every four years in line with the Medium Term Planning cycle: Africa 40%; Asia and Pacific 24%; Latin America and Caribbean 18%; Europe 10%; Near East 8%. Developed countries are eligible for TCP but only on a full refund basis
3.24	TCP project cycle and TCP approval guidelines to be reviewed in 2009, reaffirming priority to Least Developed Countries; Low-Income Food-Deficit Countries; Small Island and Land-Locked Developing States, further clarifying existing Council approved guidelines and specifying:
3.25	a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;
3.26	b) specify minimum information required from countries for consideration of request;
3.27	c) clarify the project cycle – specifying the steps and responsibilities for clearances at each stage of the process, simplifying the number of steps, and with delegations to decentralized offices at the lowest level possible;
3.28	clearly specify timelines for each stage of the process so that managers can be held accountable;
3.29	There will not be universal criteria for the proportion of TCP funding to go to Regional and sub-regional projects, as this varies from region to region.

Completed Items

TCP projects are being managed in accordance with the decentralized model discussed and endorsed by the Governing Bodies and reflected in revised TCP guidelines issued in January 2010. Training of decentralized office staff took place during the last semester of 2009. The regional allocation of TCP resources has been implemented in the context of the PWB 2010/11.

Ongoing work

Under action point 3.22, the roll-out of the decentralized management of TCP is being closely monitored and supported from a downsized TCP Team at headquarters, through help desk function and support missions.

Plans for first quarter 2010

Posts in Regional Offices have been established to support the ADGs in the management of TCP allocations. Selection of P4 Officers for all Regional Offices except Asia and Pacific, for which post has been filled in January 2010, will be initiated in the first quarter and completed during the second quarter.

Certain previously headquarter-driven procedures are being streamlined to facilitate their implementation by decentralized offices. In the 1st quarter, attention is focused on the preparation of TCP budgets and information management related to the submission of requests, both of which are becoming FPMIS-based.

IPA actions completed in 2009

*Institutional Culture Change***Culture Change in the FAO Secretariat – Action Matrix**

Ref. N.	Action
3.30	Develop terms of reference, and appoint, an External Facilitator and change team
3.31	Development of Internal vision

Completed Items

The Culture change team appointed in 2008 played a catalyst role: guided by an external facilitator, it developed a baseline understanding of culture (current and desired), created a process for broad involvement and engagement of the staff, developed a communications and outreach strategy and face-to-face engagement with staff. It assembled a broad range of proposals for change which are under consideration by the various stakeholders in departments. It developed a new internal vision outlining the values, behaviours and actions expected of all staff working at FAO, and launched it in an event that brought together staff in all parts of the world through webcasting. It also reached out to the field and visited some decentralized offices to involve them in the process. It assisted with the creation of change teams in the field and developed a toolkit for organizational change to help guide staff through the process.

Ongoing work

The implementation of the vision is the main focus of the project this biennium.

Plans for first quarter 2010

Set up a new change team with different set of skills to address specific requirements of the reform process in its implementation phase. The new team will provide support to the IPA so that culture change is embedded in each project. It will reinforce outreach to the field, communication with staff, support the creation and development of change teams throughout the Organization, support and monitor the uptake of proposals made and ensure that people at all levels take ownership of change.

IPA actions completed in 2009

*Reform of Administrative and Management Systems***Reform of Administrative and Management Systems – Action Matrix**

Ref No.	Action
3.39	Streamlining of travel procedures;
3.41	Opening of temporary operational cash accounts in the field;
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.
3.44	Conduct of Root and Branch Review
3.45	Review by management, the Council and the Finance Committee of the Final Report
3.46	Development of follow-up action plan
3.47	Review by Governing Bodies of the Follow-up Action Plan
3.49	Agreement by Finance Committee on Terms of Reference for a comprehensive enterprise risk management study addressing all forms of risk, including but not limited to financial risk

Completed Items

In 2009, the Organization finalized the Root & Branch review which was then incorporated into the overall IPA plan and presented and approved by the Governing Bodies.

Other completed actions in 2009 include opening of temporary cash accounts in field locations streamlining of travel procedures. The latter comprised the following actions: introduction of electronic travel expense claims, and deployment of the travel system (Atlas) in all sub-regional offices as well as liaison office in Washington.

Regarding Enterprise Risk Assessment, AUD and Deloitte presented the results of its Enterprise Risk assessment (ERA) to the 128th Session of the Finance Committee during the week of 27-31 July 2009. The ERA recommended that the Organization move to an internally led approach which would be more sustainable and cost effective. This approach was endorsed by the Finance Committee.

Building on the ERA, AUD partnered with the founder and Chairman of the Institute of Risk Management (IRM) Operational Risk Special Interest Group to provide further advice to management on what internally-led approach would be best suited to the Organization. The ERM project team recommended an approach that uses FAO's existing operational processes, with some slight modifications, to embed ERM in a non-intrusive way, in particular grafting ERM onto the Logical Framework. This will allow a common language and approach to risk management to be adopted within the project cycle, and for the 2012-13 MTP/PWB formulation process, which is due to start in the 3rd or 4th quarter of 2010. In October/November 2009, the ERM project team and risk management consultant presented the new ERM approach to senior management, who generally supported the new approach.

IPA actions completed in 2009

Ongoing work

2010 will be a challenging year for the Organizational Units involved in the implementation of the initiatives under project 9: these initiatives are all listed in the Annex to the document, but the majority are linked to the procurement of FAO's goods and services, and they especially relate to a streamlining of procedures, making the procurement process more strategic, increasing the delegation of authority (related to decentralization project 6 as well) in non HQ locations, improving the management of vendors continuing the off-shoring process and establishing joint procurement at HQ with Rome based UN agencies.

A revised and simplified framework for the FAO manual will be put in place during the current biennium. Once the framework has been identified and agreed, all relevant information, including delegations of authority, will be incorporated into the new framework.

In addition other initiatives under project 9 include the registry reform, the streamlining of printing and distribution and further improvements to the travel services.

With regards to ERM, Senior Management is considering what unit within FAO will be assigned the responsibility for managing and implementing the ERM project as well as assigning a project manager.

Plans for first quarter 2010

In January 2010, the three Rome based agencies launched the Common Procurement Team, (CPT) for the joint tendering of commonly procured goods and services at their Rome headquarters locations. This initiative follows a series of collaborative efforts over the past several years but is more importantly, one of the important initiatives under IPA 9. Initially this will be a one year pilot and the results will be evaluated early next year. If successful it will become the standard process to procure goods, works and services common to the three Agencies at HQ. FAO is hosting the team and the FAO procurement guidelines (new MS 502) is being used and the team is drawing upon the best practices of all three Agencies and working towards harmonization and optimization.

Training in the new Manual section on procurement is being carried out to all regional and sub regional offices thus ensuring that the increased delegation of authority in procurement matters is aligned with the appropriate training to FAO Representatives and their staff as well as the Emergency coordinators.

Regarding ERM, the Organization will decide what unit within FAO will be responsible for leading the ERM in Project 12 and appoint an ERM Project manager. Once this is completed, the ERM project team, with the support of AUD, will finalize its ERM approach and implementation plan and begin implementing ERM in the 2nd quarter 2010.

IPA actions completed in 2009

*Human Resource Policies and Practices***Human Resource Policies and Practices - Action Matrix**

Ref. N.	Action
3.67	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance
3.68	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO
3.69	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure
3.73	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs
3.74	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants

Completed Items

One of the principal achievements in 2009 has been the formulation and subsequent endorsement of the corporate HR Strategic Framework, which established the vision and strategic objective of a revamped HR function within the Organization. The framework provided a mechanism of oversight of the key HR reform initiatives as well as served as a results-based plan of action of the spectrum of HR activities underpinning those initiatives. In this respect, the framework contributed to assisting the Finance Committee in enhancing its governance oversight of all aspects of HR policies, as called for in IPA action 3.74.

Another major achievement has been the endorsement of a revised policy on the use of retirees in line with the actions envisaged in the Immediate Plan of Action (3.68 & 3.69), aimed at simplifying the recruitment and rationalising the use of retirees as non-staff human resources. In conformity with the objective to promote FAO as a best practice employer, the revised policy seeks in particular to introduce a six-month gap between retirement date and hiring as a retiree, and avoid the use of retirees for the long-term gap filling of vacant posts so as to enable more effective succession planning.

Ongoing work

Several key initiatives had been launched in 2009 as part of the ambitious programme of reforming and modernising the HR function at FAO, which are ongoing and will continue to be implemented in 2010. These include notably the implementation of the Performance Evaluation Management System (PEMS), the establishment of an effective HR management information reporting (HR MIR) system, the development of new HR policies and the delivery of a suite of management development programmes.

In this regard, the progress attained in the aforementioned areas is noteworthy. PEMS (IPA action 3.70) was successfully piloted in 2009 with over 500 staff participating in the pilot phase and in 2010 is being rolled out to all staff across the Organization, with the requisite training being made widely-available in Headquarters and the decentralized offices. In addition, substantive work has been carried out to establish an HR management information reporting system (IPA action 3.72). The HR MIR project reached its third stage, which saw the consolidation of data from various different transactional systems with a view to creating

IPA actions completed in 2009

a single repository of HR information, and the creation of a prototype. Progress is now underway to adapt the corporate Business Intelligence platform to effectively support clients in extracting HR information through a self-service capability. In terms of HR policies, while new policies such as the use of retirees (referred to above) and flexible working arrangements were introduced in 2009, others were developed during the course of the past year and are envisaged to be implemented in 2010. These include policies on Internships, Junior Professionals Programme (aimed at rejuvenating the FAO workforce – IPA action 3.62) and on Mobility (IPA action 3.61). Furthermore, a comprehensive Management and Leadership programme was implemented comprising the joint Rome-based organisations' Management Development Centre (MDC), an Executive Coaching programme and Leadership Development curricula (in line with IPA action 3.60). In launching the new Programme, scholars from leading institutions shared their expertise with staff over a two-day period at a Management and Organizational Effectiveness Forum held in January 2010 at Headquarters and broadcast through web-streaming to decentralized offices (IPA actions 3.60 & 3.89).

Plans for first quarter 2010

The end of the first quarter of 2010 should mark the milestone for the delivery of or completion of the substantive segments of some of the ongoing initiatives cited in the preceding section, as indicated hereafter. We are on track for the completion of training on PEMS in decentralised offices as well as application of the first cycle of the system across the Organization, by April 2010. The new policies on Internships and the use of retirees will be promulgated across the Organization during the quarter. Equally, the endorsement of the guiding principles on mobility by the Organization's senior management will be complemented with the development of the related policy framework by April 2010, to be subjected thereafter to the established internal clearance process. The initial pilot release of the HR MIR and its dashboards is also envisaged to be undertaken by the end of this quarter of this year. Moreover, new HR processes are being launched in line with the recommendations by the Root & Branch Review (including communication, staffing etc) and the new iRecruitment module has been launched. Related HR positions, as recommended by the Root and Branch Review, have been advertised using the new iRecruitment module with closing date for applications in March 2010.

IPA actions completed in 2009

*Restructuring for Effectiveness and Efficiency***Decentralization - Action Matrix**

Ref. N.	Action
3.77	Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link
3.78	Transfer the primary reporting line for decentralised technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator
3.79	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)
3.80	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)
3.83	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region
3.85	Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices

Completed Items

The impact of completed actions under project 6 will significantly change the organization's decision making processes as Regional Representatives are now systematically involved. This will make the organization more aware of regional specificities. Together with the transfer of the primary reporting line of decentralized technical officers to the Head of the concerned Decentralized Offices, this will make FAO more responsive to evolving decentralized priorities.

Ongoing work

3.81 The formal transfer of OCD responsibilities for the oversight of the Country Office network is planned to be finished by 31 March. OSD will continue to support Regional Offices with assuming these responsibilities until the year end.

3.82 Delegated authority for procurement and Letters of Agreement have been revised and training is underway. Further delegations are under preparation.

3.84/3.90 Rationalization of country office coverage will continue to be reviewed by Governing Bodies but is expected to be contingent on outcome of the member's discussion of the medium to long-term vision on the structure and functioning of the decentralized offices network that will also be discussed by the forthcoming Regional Conferences.

3.86 A document was provided to the CoC-IEE in 2009 on the issue of Near East Regional coverage. The CoC-IEE subsequently requested the Near-East Regional Group to examine this issue.

3.87 Revised job profiles of FAO Reps, RRs and SRCs have been prepared and reflected in recent Vacancy Announcements. A further review of competencies will be undertaken by CSH and OSD.

IPA actions completed in 2009

3.88 Work on Benchmarking and Performance-based reporting has suffered a setback as the senior consultant, recruited to help build consensus on essential performance dimensions of Decentralized Offices and their monitoring fell gravely ill. Recruitment of a new consultant is ongoing.

3.89 A new training strategy is under preparation.

Plans for first quarter 2010

In the next quarter much of the emphasis of efforts will be on ensuring not only the formal but also the effective transfer of ex-OCD functions to Regional Offices. Secondly, considerable effort will be necessary to put the design of the benchmarking and performance-based reporting and monitoring system for decentralized offices back on track. CSA will continue its work on delegation of authority. Thirdly, much effort will also be devoted to preparing documentation for the 8 April CoC session and the forthcoming Regional Conferences on decentralization (though this is strictly speaking not falling under the action items of Project Six). Feedback from Senior Management, Coc-IEE and Regional Conferences is awaited before planning the next steps for the rationalization of country offices. Feed back from the Near East Regional Group and the outcome of the forthcoming Near East Regional Conference is awaited before taking any further steps with regard to RNE regional coverage. OSD and CSH will collaborate on further development of the training strategy for Decentralized Offices.

IPA actions completed in 2009

*Headquarters Structure***Headquarters Structure – Action Matrix**

Ref.N	Action
3.91	a) establish offices of: i) Strategy, Planning and Resource Management;
3.92	ii) Evaluation
3.93	ii) Legal and Ethics
3.94	b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;
3.96	d) delayering of D level posts (27 to be abolished for 2010-11 biennium)
3.97	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see Box 5 below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below
3.98	Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates <ul style="list-style-type: none"> • Technical Departments in light of Medium Term Plan • Operational functions in light of Medium Term Plan and the Root and Branch Review • Support Services, Administration and Human Resources in light of Root and Branch Review
3.99	Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11
3.100	Appoint Senior Executive Management Team including two DDGs

Completed Items

The Organization has completed the reorganization of the Headquarters structure at the divisional level, and to some extent at service and lower levels. There is still some work to be performed within some divisions with regard to organizing staffing into new team structures. With regard to the establishment of new offices, these have been completed for Strategy, Planning and Resource Management, for Evaluation and for Legal and Ethics. The delayering of 27 D level posts has been completed with solutions found for all incumbents.

Ongoing work

The new Headquarters structure is now operational, with some logistical issues being taken care of over the coming months. These include transfer of positions, office space issues, email and communications updates, notice boards and correspondence updates. In addition, some planning data needs to be updated in the organization's corporate systems. It is expected that adjustments will be made to internal divisional structures through out the biennium, especially in the light of lessons learned with pilot team structures in AGP and ES.

IPA actions completed in 2009

Plans for first quarter 2010

Following the review performed by Ernst & Young consultants which commenced in the fall of 2009, the Report on the Apex structure of the Organization should be released in early 2010. Based on the recommendations and actions to be endorsed therein, the Organization will develop an implementation plan.

IPA actions completed in 2009

*Partnerships***Partnerships – Action Matrix**

Ref. N.	Action
3.118	Establishment of focal point responsibilities for partnerships

Completed Items

Establishment of the Office of Corporate Communications and External Relations (OCE) responsible *inter alia* for promoting corporate partnerships, including fostering collaboration with the other Rome-based agencies, WFP and IFAD and the rest of the UN system, inter-governmental organizations, civil society and the private sector.

Four strategy notes on Partnerships with the United Nations system; Collaboration among the Rome-based Agencies; Partnerships with Civil Society and Non-Governmental Organizations; and Partnerships with the Private Sector approved by FAO Senior Management.

Joint strategy document entitled “*Directions for Collaboration among the Rome-Based Agencies*” endorsed by the Governing Bodies of all three agencies, FAO, IFAD and WFP. The joint document sets out five topical areas: 1) Analytical and policy support for governments and national development plans including rural development strategies; 2) The food crisis and implementation of the CFA; 3) Climate change and its links to natural resource management; 4) The MDG Africa Initiative – MDG Africa Thematic Group on Agriculture and Food Security; and 5) Transition from relief to development. To take these topical areas of joint collaboration forward, the agencies agreed to pilot three action plans: (i) develop a joint communication and advocacy platform; (ii) collaboration on early warning to develop a joint Information Systems for Food Security strategy; (iii) transition from relief to development. Senior Management consultative meeting held 4 November 2009 in which the Heads of the three agencies reaffirmed their commitment to work together and pledged to hold regular meetings on collaboration going forward.

FAO-WFP have undertaken a Joint Evaluation of Information Systems for Food Security (ISFS) in 2009 that has led to a series of recommendations for joint management response. On the basis of these recommendations, FAO and WFP are developing a joint strategy for ISFS based on their comparative advantages

Regional civil society consultation for the Asia and Pacific region was completed on 27 February 2010. OCE and the Regional Office for Asia and Pacific supported AsiaDHRRA, an Asian NGO, in the organization of the two-day consultation in Manila, from 23 to 25 February 2010. The event was attended by: 25 regional CSO/NGO representatives, the Asian Development Bank and FAO (Regional Office for Asia and Pacific and OCE representatives). Work on the establishment of a corporate database of private sector partners has been initiated in collaboration with informal inter-departmental private sector focal points.

IPA actions completed in 2009

Ongoing work

Finalization and dissemination of the guiding corporate principles on partnerships.

Communications materials being prepared to promote FAO's corporate approach to partnerships. This includes the development of a website on organization-wide partnerships, with sub-pages being developed on: partnerships with the UN system, including the Rome-based agencies; civil society; private sector as well as the production of brochures on FAO's partnerships. Web pages for the private sector and CSOs are being redesigned and updated.

Monitor progress on the action plans for collaboration among the Rome-based agencies.

CSO consultations in Latin America and the Caribbean and in Africa regions are currently underway.

Plans for first quarter 2010

Integrate the IPA programme for 2010-11 on partnerships into the work plan of OCE.

Communications materials being prepared to promote FAO's corporate approach to partnerships, including the development of a website and brochures.

Training programme on partnerships for senior managers in close collaboration with the FAO staff development group.

Monitor progress on the action plans for collaboration among the Rome-based agencies.

CSO consultations in Latin America and the Caribbean and in Africa regions will be conducted prior to the FAO regional conferences and expected to be completed by 30 May 2010.

Corporate database of private sector partners will be completed and uploaded during the second quarter of 2010. Revamped website will be completed during the second quarter of 2010.

IPA actions completed in 2009

*Follow-up Arrangements for Implementation
of the Immediate Plan of Action***Governing Body Follow-up - Action Matrix**

Ref N.	Action
4.2	<p>A time-bound Conference Committee will be established for the duration of 2009 under Article VI of the FAO Constitution to complete outstanding work within the Immediate Plan of Action (see below). It will present its report to the 36th Session of the FAO Conference in November 2009. This Committee will collectively decide the final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and with direct expert inputs to the Working Groups from the Programme and Finance Committees and the advice of the Council as appropriate. FAO management is expected to actively support the Committee and participate in its meetings and those of its Working Groups. The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees are:</p> <p>i) to recommend to the 36th session of the FAO Conference (2009):</p>
4.3	<ul style="list-style-type: none"> • the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management with a new integrated results-based framework. These recommendations will be developed by the Conference Committee and will be undertaken with the support of a Working Group of the Conference Committee and with direct expert inputs to the Working Group from the Programme and Finance Committees, the support of management and the advice of the Council as appropriate;
4.5	<ul style="list-style-type: none"> • further reforms of systems, culture change and organizational restructuring, including: <ul style="list-style-type: none"> ◆ Follow-up action to the final report of the Root and Branch Review (17 April 2009); ◆ Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework, ◆ Plans for increased effectiveness and streamlining of the decentralized offices; ◆ Plans for restructuring of headquarters; ◆ Detailed proposals for strengthened financial management; and ◆ Detailed proposals for strengthened Human Resource management.
4.6	<p>ii) to provide policy oversight and guidance of the process of revision of the Basic Texts in line with the changes provided for in the Immediate Plan of Action (and propose the necessary changes to the Conference Report). This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM) and review by the Council as appropriate.</p>

IPA actions completed in 2009

Completed Items

As called for by Actions 4.2 to 4.6, the CoC-IEE report to the 2009 Conference provided an overview of the Strategic Framework, the MTP 2010-13 and the PWB 2010-11 prepared in response to the IPA requirement for a new results-based framework. It also covered the field of governance reform, and presented achievements in the areas of reforms of systems, culture change and organizational restructuring.

The process of revision of the Basic Texts on governance matters was completed, with the exception of the issue of Council Membership.

Ongoing work

The 2009 Conference decided that an Open-Ended Working Group be established in the current biennium to recommend measures designed to increase the efficiency of the Governing Bodies, including representation.

Plans for first quarter 2010

Prepare for the establishment of the Open-Ended Working Group.

IPA actions completed in 2009

*Managerial Arrangements for IEE Follow-up Implementation***FAO Managerial Arrangements for IEE Follow-up Implementation – Action Matrix**

Ref N.	Action
4.7	Establish internal managerial arrangements including:
4.8	i) a reform support group;

Completed Items

In 2009 the IPA was organized into 16 projects. Each project was assigned a project leader. Project actions were sequenced and budgets were allotted from the IPA Trust Fund for each action. Good progress has been made in 2009 with completion of a large number of IPA actions.

Established IPA management team along with the Reform Support Group (RSG) and Senior Management Team (SMT) to provide support, guidance and oversight for the IPA

Ongoing work

Restructure the IPA RSG and SMT along with the terms of reference (TOR)

Change focus from planning to Implementation in 2010 by making project leaders accountable for delivery

Reviewing list of IPA project leaders and initiating changes as needed

Plans for first quarter 2010

Complete IPA budget allotments for all IPA projects

Assign/confirm new IPA project leaders as needed

Roll out new structure and terms of Reference for the RSG/SMT

Present and report to CoC-IEE and Finance Committee

Develop staff communications plan

Commence the risk management framework development