

Annex 1 – IPA Activities, Progress in 2009

The purpose of this annex is to provide a synoptic view of progress on the IPA activities made during 2009. The tables in which activities are grouped are exactly those of Conference Resolution 1/2008.

(http://www.fao.org/fileadmin/user_upload/IEE/Resolution_IPAEnglish.pdf).

Each activity is shown with its status according to the following legend:

Status Legend

C – Completed as at 31/8/2009¹

C09 – In progress expected to be completed in 2009²

IP – In progress expected to be completed post 2009

NS – Not Started as at 31/8/2009

The size and complexity of the actions is very variable, but considering only the *numbers* of actions, the progress made during 2009 is as follows:

Status Summary

C = 53 (23%)

C09 = 79 (33%)

IP = 72 (31%)

NS = 31 (13%)

TOTAL = 235

It will be noted that 132 actions (56%) are expected to complete within 2009. A significant number of the “C09”-status actions are where the deliverable is incorporated in the draft Programme of Work and Budget which will be considered by Conference in November 2009, i.e. action by the Secretariat is complete.

Since this Annex is based upon the IPA as adopted in 2008, it does not include those actions which result from the Root and Branch Review, only the actions to conduct the Root and Branch Review and develop the follow-up plan. As previously reported, the follow-up actions are included in the Integrated IPA, which is detailed in Annex 2. The Integrated IPA, containing 270 actions, will form the basis of reporting in 2010-2011.

¹ In some cases, this designates that Secretariat action is complete but Governing Body confirmation is required, e.g. Proposal to change the calendar for Governing Body meetings.

² Some of the items that fall under this status are where Secretariat action is in progress and the resulting proposal will be considered by Governing Body meetings before the end of 2009.

FAO Strategic Objectives and the New Results-Based Framework – Action Matrix					
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Actions			Start-End Year	Status	Comments
Ref. N.	Ref. IEE Rec	Action			
1.1	7.5	Decide the application of the new Results-Based Framework	2008	C	
1.2	7.1	Decide the Vision and Global Goals of FAO	2008	C	
1.3	7.1	Decide in principle the Strategic Objectives, Functional Objectives and Core Functions	2008	C	
1.4	7.1	Adopt in principle the format for presentation of Strategic Objectives and Organizational Results	2008	C	
1.5	7.2	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing	2008-2009	C09	
1.6	7.5	Develop the results-based monitoring system	2009	IP	
1.7	7.1	Develop and adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	2009	C09	
1.8	7.5	First report on organizational performance based on new results-based system for 2010-11 biennium	2012	NS	

Governance Reform

Governance Priorities – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.1	4.4 & 4.5	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.	2009 - continuing	C09	
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 fora	2010-11 biennium continuing	IP	
2.3		See also below – for roles of the various Governing Bodies		IP	
2.4		Executive governance: Strengthen roles and coverage of Governing Bodies (see below)		IP	

The Conference – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.5	4.7a	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council	2009 - continuing	C	
2.6	4.7a	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)	2009 - continuing	IP	
2.7	4.7c & 7.3	Conference will meet in June of the second year of the biennium	2011 - continuing	C	
2.8	4.7c	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)	2009 - continuing	C09	
2.9	4.15c	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 languages.	2009 - continuing	IP	
2.10	4.7a	Formal plenary meetings will become more focused on issues of vital interest to members	2009- continuing	C09	
2.11		Side events will be developed to provide a forum for informal interchange on development of issues	2009 - continuing	IP	
2.12	4.15	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	2008 - continuing	IP	
2.13	4.15	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	2009	C09	

The Council – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref IEE Rec	Action			
	4.8	The Council functions will be clarified as necessary in the Basic Texts and will include:	Decision 2008		
2.14		i) the major role in deciding and advising on: <ul style="list-style-type: none"> 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; 	Implementation 2009 onwards	C09	
2.15		ii) monitor the implementation of governance decisions;		C09	
2.16		iii) 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 		C09	
2.17		iv) monitor the performance of management against established performance targets.		NS	
2.18		The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	2009 - continuing	C09	
2.19	4.8	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:	2010 - continuing	NS	
2.20		i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance Committees.		NS	
2.21		ii) 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.		NS	
2.22		The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	2009 - continuing	C	
2.23	4.8	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)	2009 - continuing	C	
2.24	4.15	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	2009 onwards	C	
2.25	4.15	Introduce Basic Text changes for functions, reporting lines, etc.	2009	C09	

Independent Chairperson of the Council – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
2.26	4.10a	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:	2009	C09	
2.27		a) serve as an honest broker in arriving at consensus between members on controversial issues;		C	
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;		C	
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;		C	
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;		C	
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;		C	
2.32		f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.		IP	
2.33		g) The Basic Texts will also specify:		C09	
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		C09	
		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		C09	

Programme and Finance Committees – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
2.35	4.9 & 4.17	<p>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:</p> <p>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;</p> <p>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;</p> <p>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);</p> <p>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;</p> <p>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; and</p> <p>vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.</p>	2009 – continuing	C	
2.36				IP	
2.37				IP	
2.38				IP	
2.39				IP	
2.40				IP	
2.41				IP	
2.42	4.15	Introduce changes in practice, including ways of working (see below)	2009	C	
2.43	4.15	Introduce Basic Text changes for functions of the Committees	2009-2011	C09	
2.44	4.9 & 4.17	<p>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:</p> <p>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);</p>	2009 - continuing	C09	
2.45				C09	

Programme and Finance Committees – Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
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)		C09	
2.47		iii) Committees, including joint meetings will be open to non-speaking observers.		C	

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	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;	2009 - continuing	C09	
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);	C09			
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)	C09			
2.51		The CCLM will be open to non-speaking observers	2009 - continuing	C	

Regional Conferences – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.52	4.13	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:	2008 - continuing	IP	
2.53		a) Functions will include: <ul style="list-style-type: none"> 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 		IP	
2.54		b) Ways of working – Regional Conferences will: <ul style="list-style-type: none"> i) be convened normally once in every biennium on the decision of the Members of FAO from the region 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; v) papers for Regional Conferences will be focused with actionable recommendations. 		IP	
2.55		Introduce Basic Text changes for functions, reporting lines, etc.	2009	C09	

Technical Committees – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.56	4.11	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:	2009 - continuing	C	
2.57	a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;	IP			
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;	IP			
2.59	ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration	IP			
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);	IP			
2.61	iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;	C			
2.62	v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;	C			
2.63	vi) 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.	C			
2.64	Introduce changes in practice, including ways of working and reporting lines	2009	C		
2.65	Introduce Basic Text changes for functions, reporting lines, etc.	2009 - continuing	C09		

Ministerial Meetings – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.66	4.12	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.	2009	C09	
2.67		The Ministerial meeting reports will normally be considered directly by the Conference.	2009 onwards	IP	

Statutory Bodies, Conventions, Treaties, Codex, etc. – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.68	4.11g	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)	2009 - continuing	C09	
2.69	4.6	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.	2009-10	IP	

Further Actions to Improve the Effectiveness of FAO Governance – Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.70	4.4a	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	2009 - continuing -	IP	
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);		IP	
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.		IP	
2.73		The term Governing Bodies will be defined, preferably in the Basic Texts	2009	C09	
2.74	4.1c	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.	Biennial with target for completion by 2015	IP	
2.75	8.6b	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. 	2009 - continuing	C	
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	2009	C09	

Evaluation, Audit and Organizational Learning

Evaluation - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Evaluation					
Ref. N.	Ref. IEE Rec	Action			
2.77	7.10a	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.	Jan 2009	C09	
2.78	7.11	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 Programme of Work and Budget approval process, allocated in full to the evaluation office. <u>All contributors of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.</u>	2010 - 2013	IP	Partial increase for the biennium 2010-2011 with completion expected in 2012-13
2.79	7.10d	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;	2009	C09	a) Director of Evaluation appointed September 2009
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.		C09	
2.81	7.10b	Quality assurance and continued strengthening of the evaluation function: a) Strengthening of existing independent peer review of major reports	2009 first peer review 2010	C09	Systematic Peer Reviews of major Evaluation 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		NS	

Evaluation - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.83	7.10b	c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	2013 first evaluation	NS	
2.84	7.10c	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; b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee; c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee; 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; 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; 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).	2009	C09	The role of Evaluation vis-à-vis the new RBM model still needs to be defined. Auto-evaluation function will no longer be part of the Independent Evaluation Office. Draft Charter considered at the June CCLM (see report CL 136)
2.85				C09	
2.86				C09	
2.87				C09	
2.88				NS	
2.89				C09	
2.90	7.10c		g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	2009	

Audit - Action Matrix (Page 25)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.91	7.9a	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	2008 - onwards	IP	Each biennium the Office of the Inspector General prepares a Risk-Based Audit plan that includes all key organizational risks. The Office's work is organized according to the plan.
2.92	7.9b	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;	2009 - onwards	IP	Effective 2008, the Audit Committee is composed of fully external members. All new members will be submitted to 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		IP	On 30 July 2009 the Audit Committee's Chairperson presented the 2008 Annual Activity Report (FC 128/18) to the Finance Committee. The report will now be presented to the Council in September 2009.
2.94	7.9f	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	2008 - onwards	IP	

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.95	4.20	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:	2009 - onwards	IP	
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);		IP	
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);		IP	

Appointment and Term of office of the Director-General - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
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;		IP	
2.99		d) 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;		IP	
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.	2009	C09	
2.101	4.20	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	2009	C09	

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

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.1	7.1, 7.2 & 3.19	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):	2009 – continuing – first full cycle 2010-2011	C09	
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);	C09		Document C 2009/3	
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;	C09		Document C 2009/15	

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	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. 		C09	Document C 2009/15
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.		C	
3.6	7.5	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.	First report 2012 and then each biennium	IP	
3.7	7.3		Decision 2009 First full cycle 2010-11 and then continuing for subsequent biennia	IP	
3.8			i) <u>Year 1 of the biennium</u> (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 <ul style="list-style-type: none"> ◆ priorities and results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium; 	NS	

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		<ul style="list-style-type: none"> • The Regional Conferences will with respect to their Regions, review and make recommendations on: <ul style="list-style-type: none"> ◆ 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: <ul style="list-style-type: none"> ◆ 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. 			
3.9		<p>ii) <u>Year 2 of the biennium</u> (with at least two and probably three main meetings of the Council):</p> <ul style="list-style-type: none"> • <u>Throughout the year</u> 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. 		NS	
3.10	7.3	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions	2009	C09	
3.11	8.17	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.	2009	IP	

Resource Mobilization and Management Strategy

Resource Mobilization and Management Strategy – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.12	7.6	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:	Decision 2009 and then continuing	C09	Document C 2009/15
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;		C09	
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;		IP	
3.15		c) vigorously pursue new partnerships, including with the private foundations;		IP	
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.		C	Ongoing activity
3.17	4.6	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.	2010-2012	NS	

Resource Mobilization and Management Strategy – Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.18	8.16	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:	2008 decision and applied continuously starting 2009	C09	
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;		C	
3.20		b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;		C	
3.21		c) continuation of the present responsible borrowing policy to smooth cash flow		C	

The Technical Cooperation Programme

Technical Cooperation Programme – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.22	3.2c & 7.8	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.	2008 Decision	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
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	Full implementation from 2010-11 biennium onwards	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
3.24	3.2c & 7.8	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:	2009 or 2010	C	Endorsed by Council in June 2009, refer PC 101/4
3.25		a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;		C	
3.26		b) specify minimum information required from countries for consideration of request;		C	
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;		C	
3.28		d) clearly specify timelines for each stage of the process so that managers can be held accountable;		C	
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.			

Institutional Culture Change

Culture Change in the FAO Secretariat – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.30	6.2	Develop terms of reference, and appoint, an External Facilitator and change team	2008-09	C	
3.31	6.1 & 6.2	Development of Internal vision	2008-09	C	To be formally launched FAO-wide before the end of 2009
3.32	6.1 & 6.2	Implementation of the vision	2009 onwards	IP	Three proposals, containing 35 actions, have been developed to support implementation of the vision

Ethics – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.33	7.9g	Appointment of an Ethics Officer, functioning of the office, and training of staff	2009	C09	Ethics Officer submission to Professional Staff Selection Committee in August. It is expected that the Ethics Officer shall be fully operational before the end of the year.
3.34	7.9g	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	2009	IP	Consideration of FC 128/2 was deferred by Finance Committee to 2010 pending consideration by CCLM in September 2009. A proposal was made that the matter be addressed in the broader UN context in light of General Assembly resolution 63/250. The CCLM will consider the document at the end of September.
3.35	7.9g	Appointment and initiation of work by Ethics Committee	2009	NS	
3.36	7.9g	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	2010 onwards	NS	

Reform of Administrative and Management Systems

Reform of Administrative and Management Systems – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref No.	Ref. IEE Rec	Action			
Management Early Actions summary including:					
3.37	8.4 8.3 &	Delegations of authority from the Office of the Director-General for human resource actions;	2008-2009	C09	First phase streamlining completed in 2008, review second phase in 2010
3.38	8.10 8.10	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;		IP	
3.39	8.10	Streamlining of travel procedures;		IP	
3.40		Local procurement for emergencies;		NS	
3.41	8.10	Opening of temporary operational cash accounts in the field;		C	
3.42		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).		IP	
Basic Text change to facilitate delegation of authority					
3.43	8.1	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.	2009	C09	
Follow-up to the Root and Branch Review:					
3.44	8.1	Conduct of Root and Branch Review	2008-09	C	Actions resulting from RBR agreed by management included in the integrated IPA (See Annex 2)
3.45		Review by management, the Council and the Finance Committee of the Final Report	2009	C	
3.46		Development of follow-up action plan	2009	C	
3.47		Review by Governing Bodies of the Follow-up Action Plan	2009	C09	
3.48		Implementation of Action Plan	2010 onwards	IP	
Shared Services with Rome Based UN Agencies (see Partnerships below)					

Enterprise Risk Management Framework					
3.49	8.15	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	2009	C	AUD presented TORs for an external contract to complete an ERM study to the Finance Committee (FC 126/4) in May 2009. The Finance Committee deferred consideration on the matter to its July session, in order that the TORs could contain more details and reflect the results of the review of FAO's current risk management structure, which was being undertaken jointly by Deloitte and AUD. On 30 July 2009, in lieu of submitting revised TORs for a Study, AUD and Deloitte presented the results of their assessment (FC 128/8) to the Finance Committee. Deloitte and AUD recommended that the current consultant-led approach to implementing an organization-wide ERM under the IPA should be replaced with an internally-driven approach which would be likely to cost less than the \$2.5 million for the project under the current IPA. The Finance Committee endorsed the proposal and asked that it be kept apprised of any developments in implementing ERM. Consequently, the present activity plan for project 12-ERM will be revised to reflect the new approach
3.50		Issue of external contract for the study	2009-2010	NS	This activity is no longer applicable because the current IPA Activity Plan for the ERM Project will be revised to reflect the new approach recommended by Deloitte and AUD and endorsed by the Finance Committee and senior management.
3.51		Review by management and the Council and Finance Committee of the Final Report	2010	NS	See comment for 3.50
3.52		Development of follow-up action plan	2010	NS	See comment for 3.50
3.53		Review by Council and the Finance Committee of the Follow-up action plan	2010	NS	See comment for 3.50
3.54		Full Implementation of Enterprise Risk Management Structure and systems	2011 - onwards	NS	See comment for 3.50

Publishing in all Languages of the Organization – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.55	3.6	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)	2010 onwards	NS	
3.56	3.6	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	2010 onwards	NS	
3.57		Separate mirror websites to the FAO website will be developed for Arabic and Chinese	2010 onwards	NS	
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	2010 onwards	NS	

Human Resource Policies and Practices

Human Resource Policies and Practices - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.59	8.5	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	2009 - continuing	C09	
3.60	8.8	Introduce a package for increasing staff training, including in management	2009 - continuing	C09	
3.61	8.2	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	2009 - continuing	C09	
3.62	8.2	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	2010 - continuing	C09	
3.63	8.4	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	2008 - continuing	C09	
3.64	8.4	Wider publication of FAO vacancies	2009 - continuing	NS	
3.65	8.4	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	2009 - continuing	C09	

Human Resource Policies and Practices - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.66	8.4	Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	2009 - continuing	NS	
3.67	8.3	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance	2009	C09	
3.68	8.3	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO	2009	C09	
3.69	8.3	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure	2009	C09	
3.70	8.7	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	2009	IP	
3.71	6.15 & 8.3	Introduce dual grading for P5/D1 and D1/D2 posts	2009	C09	
3.72	8.2	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	2010	IP	This action has started in 2009, which was earlier than forecast by 1/C2008
3.73	8.3c	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs	2009	C09	
3.74	4.8e	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants	2009	C09	
3.75	8.3d	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	2010-2011	NS	

Restructuring for Effectiveness and Efficiency

Decentralization - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
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	2009 - onwards	NS	
3.77		Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link	2008 - onwards	C	
3.78	6.20	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	2009 onwards	C09	
3.79	6.19	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)	2009 onwards	C	See also Action 3.8, which covers the interaction with Regional Conferences, whose status is "NS" because their sessions are not planned until 2010
3.80	6.20	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)	2010 onwards	C09	
3.81	6.20	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.	2009 onwards	IP	
3.82	6.19	Revise all delegated authorities to decentralized offices and control procedures (see also above)	2009 – completion 2011	IP	
3.83	6.21	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region	2009 – completion 2010	C	

Decentralization - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.84	6.22	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 the other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	2009-12 (with Council annual review and overall review in 2012)	IP	Structural budgetary deficit eliminated by provisional measures during 2010-11. Regional groups are considering this issue based on analysis provided by Secretariat.
3.85	6.20 & 6.21	Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices	2009-12	IP	Initial round of skills mix reviewed in the context of the PWB 2010-11. Further review will continue in the light of available extra-budgetary resources.
3.86		Clarify coverage of Near East Regional Office	2010	IP	This issue is being considered by the Near East Regional Group
3.87	8.4	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)	2009	IP	
3.88	8.6	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices	2010	IP	
3.89	8.8	Strengthen staff training (see also 3.60)	2009	IP	
3.90		Deployment of support systems (including training and upgrade of IT information systems)	2009	IP	

Headquarters Structure

Headquarters Structure – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref.N.	Ref. IEE Rec	Action			
3.91	6.7 & 6.15	a) establish offices of:	2009	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
		i) Strategy, Planning and Resource Management;			
3.92		ii) Evaluation;		IP	
3.93		iii) Legal and Ethics		IP	
3.94		b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;	2009	IP	
3.95		c) transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations;	2010 -11	IP	
3.96		d) delayering of D level posts (27 to be abolished for 2010-11 biennium)	2010 - 11	IP	
3.97	6.6 & 6.7 & 6.8	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	2010-11	IP	
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 	2009	IP	
3.99		Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11	2009	C09	
3.100		Appoint Senior Executive Management Team including two DDGs	2010	IP	
3.101		Implement new Headquarters structure	2010-11	IP	
3.102		Reorganize senior management responsibilities, including for strategic objectives and core functions	2009-10	IP	
3.103		Review reorganization with a view to further improvements	2012	NS	

Partnerships

Partnerships – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.104	5.1	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	2008-2009	C09	
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;	C09			
3.106	b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and	C09			
3.107	c) generally built-up from ongoing collaboration.	C09			
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	C09			
3.109	5.1	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 United Nations system, with emphasis on partnership at country level; ➤ CGIAR and OIE; ➤ International Atomic Energy Agency; ➤ the private sector; ➤ civil society organizations 	2009-2010	IP	
3.110	5.1	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	2009	NS	

Partnerships – Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.111	5.4	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:	2009 - ongoing	C09	
3.112		a) areas of technical programme interface and overlap both in normative and development work;		C09	
3.113		b) shared administration and services (taking note of the findings of the Root and Branch Review);		C09	
3.114		c) joint oversight functions, including evaluation.		NS	
3.115		Regular joint meetings of the management of the three organizations will take place with the membership to review progress	2010 ongoing	C	
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	2009 - ongoing	C09	
3.117	5.1	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	2009- 10	NS	
3.118	5.1	Establishment of focal point responsibilities for partnerships	2009- 10	C09	

Follow-up Arrangements for Implementation of the Immediate Plan of Action

Governing Body Follow-up - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
4.1		The Council will monitor the progress of implementation of the Immediate Plan of Action. and report to the Conference at its 36 th Session (2009) and its 37 th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	2009-11	C	
4.2		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 36 th 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: i) to recommend to the 36 th session of the FAO Conference (2009):	2008-09	C	
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; 		C	
4.4		<ul style="list-style-type: none"> • 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; 		C	

Governing Body Follow-up - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
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. 		C	
4.6		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.		C	

Managerial Arrangements for IEE Follow-up Implementation

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
4.7		Establish internal managerial arrangements including:	2008-11	C	
4.8		i) a reform support group;		C	
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)		IP	