

Early Action Item Implementation Status With Descriptions

26.08.2008

Working Group 1: FAO Vision and Programmes

For Working Group 1 there are 60 Early Action Items, 17 have been completed, 3 are on hold/cancelled, 40 are in progress and 0 have not been started yet.

(3.1) Strategy and Priorities

The three goals of Member Nations (overcoming hunger and malnutrition; agriculture as a contributor to economic and social development; sustainable management of the natural resource base for food and agriculture) should provide the ultimate goals in the logical framework hierarchy of means-to-ends analysis for FAO. (3.1)

Status: Progressing normally/On-going (Green)

(3.2) Technical Cooperation at Country and Regional Levels - Partner countries

To the extent possible concentrate on partner countries committed to working on a number of themes, both increasing the efficiency of FAO resource use and the probable of impacts to the benefit of the countries concerned. Such work will naturally coincide with the agreed National Medium-term Priority Framework (NMTPF) and should be aligned to the maximum possible within UN-system priorities as specified in the UNDAF. Give priority to the LDCs of Africa, especially as relates to overcoming hunger and malnutrition and pushing forward economic growth with job creation

Status: Progressing normally/On-going (Green)

(3.2) Technical Cooperation at Country and Regional Levels - National medium-term priority frameworks

The national medium-term priority frameworks should be further emphasized and strongly integrated into "Delivering as One", re-capturing their original intention of being a set of evolving national priorities on which FAO agrees to work with the country over the medium term. They would be developed through dialogue with the government, other members of the international community and, where appropriate, non-state actors. They should match the Organization's strengths and be driven by the FAO Representation, rather than by planning teams from headquarters or Regional Offices (3.2.A)

Status: Progressing normally/On-going (Green)

(3.2) Technical Cooperation at Country and Regional Levels - Regional and sub-regional technical support teams

Regional and sub-regional technical support teams should function as one, providing direct assistance to member countries with emphasis on the areas of the Organization's comparative advantage, including its normative strengths. The teams' work programme would be established with the countries of the sub-region they serve; Members of the teams would cease to report separately to different technical departments and divisions (3.2.B)

Status: Progressing normally/On-going (Green)

(3.2) Technical Cooperation at Country and Regional Levels - Technical Cooperation Programme (TCP)

The FAO Technical Cooperation Programme (TCP) should continue to be a priority demand led programme within the overall priorities of the Organization and approved national medium-term priority frameworks. Funds should be stabilised at their present proportion of the overall budget and the programme should not be treated as a reserve fund any more than any other technical programme of the Organization. Indicative amounts should be assigned on a regional basis with the countries in each region being made aware of those amounts. Restrictions on use of international expertise should be removed in the interests of flexibility. Approval authority should lie with the Regional Representative with no requirement for referral to headquarters. TCPs would specify the results being sought and the outcomes expected and would continue to be subject to ex post audits and evaluations. (3.2.C)

Status: Completed

(3.3) Knowledge Management - Strategic vision

Develop a strategic vision focused on specific areas of knowledge access, paying particular attention to:

- a) copyright issues and the needs of the poorest countries
- b) assessing the value of the materials and collaboration with search engine providers in simplifying the location of quality information
- c) availability of materials in languages other than English
- d) dialogue with other providers of technical cooperation (in the private sector as well).

Status: Progressing normally/On-going (Green)

Early Action Item Implementation Status With Descriptions

26.08.2008

(3.4) Advocacy and Communication - Guidelines for strategy

Status: Progressing normally/On-going (Green)

The Strategy should:

- Bring together FAO's resources for key campaign impact points
- Facilitate integrated communication of FAO's more detailed and technical policy messages by creating convergence around a limited number of central themes or goals of advocacy, which should, to the absolute maximum extent possible, coincide with the overall priority themes of the Organization.
- partner strongly with the Rome-based agencies for fundamental common messages, unifying World Food Day, TeleFood, and Ambassadors Programme around this common goal. (3.4.A) See also recommendations 5.4 and 5.10

(3.4) Advocacy and Communication - Decision on expansion to public

Status: On-Hold/Cancelled

Decide whether to pursue and expand advocacy to the general public in a way which is more closely integrated into FAO's overall public communication strategy or to drop it. If FAO was to expand its work in this area, a separate FAO foundation should be established, free from FAO procedures and entirely self supporting after two biennia. If it does not become fully established and self-supporting after these four years, the project should be terminated. (3.4.B)

(3.5) Basic Statistics and Data - Re-examination of needs

Status: Progressing normally/On-going (Green)

Re-examine the statistical needs for the 21st Century and how they can best be met. The re-examination should heavily involve users and, starting from information needs, consider if data output can be rationalised or there are new data or aggregation of data required.

(3.6) Information Systems and Publications - Hard copy publications

Status: Progressing normally/On-going (Green)

Make more hard copy publications available for the Least Developed Countries, in view of the continued difficulty with internet and computer access (3.6.A)

(3.6) Information Systems and Publications - Language policy

Status: Progressing normally/On-going (Green)

Further consider the modalities of implementing the language policy: agree on a budget for each language within which a panel of users should decide on the application of the funds for translation, in addition to translating meeting documents (3.6.B)

(3.7) Support to Investment

Status: Completed

If the Investment Centre is to continue to function, predicate this on the promulgation of a new and clear strategy for the Organization's role in supporting developing countries to determine their own priorities, approaches and plans for investment, including with respect to PRSPs. FAO's goal should be to build partnership between countries, IFIs and other donors for improved investment strategies and the related policy packages. (3.7)

(3.7) Support to Investment - New agreements with the IFIs

Status: Progressing normally/On-going (Green)

New agreements with the IFIs should be established if Investment Centre relationships with them are to continue and, in addition, long term extra-budgetary support should be sought to complement regular programme resources in providing direct assistance to countries

(3.7) Support to Investment - Integrated approaches

Status: Progressing normally/On-going (Green)

Apply integrated approaches that go beyond the Investment Centre and its current operating modalities. This would need to include priority attention to the longer term needs of countries, in particular with regard to economic, social and institutional policy and technical opportunities and limitations with respect to investment potential

(3.7) Support to Investment - IFAD

Status: Progressing normally/On-going (Green)

Act at the political level to build strong collaboration with IFAD, so as to provide technical and policy inputs to IFAD's work and the expertise and country presence need for IFAD to become a strategic partner to countries (3.7.A)

(3.7) Support to Investment - World Bank

Status: Progressing normally/On-going (Green)

As the World Bank's lending for agriculture continues to increase, link FAO's country-focused partnerships to the potential for Bank lending. (3.7.B)

Early Action Item Implementation Status With Descriptions

26.08.2008

(3.7) Support to Investment - African Development Bank	Status: Progressing normally/On-going (Green)
Forge an appropriate strategic relationship with the African Development Bank as it intends to expand its role considerably in African agriculture and rural development (3.7.B)	
(3.7) Support to Investment - Senior personnel	Status: Progressing normally/On-going (Green)
Recruit senior personnel with the requisite expertise to ensure capacity to provide quality inputs for investment in the emerging areas which create employment through value added and in upstream policy work related to investment and donor support. (3.7.C)	
(3.8) Support in Emergencies - Strategy for emergency functions	Status: Completed
Formulate and approve in the Governing Bodies an overall strategy to elucidate and gain a clear mandate for those emergency functions in which FAO is strong. The strategy should be dynamic and subject to regular discussion also in the Governing Bodies. There should be clear concentration on large emergencies where FAO can act in partnership with others and maximise on its comparative advantages.	
(3.8) Support in Emergencies - Plant pest emergency management	Status: Completed
Reinforce the continuation of FAO's capacity for plant pest emergency management (especially locusts) and strengthen standing capacity for livestock diseases	
(3.8) Support in Emergencies - FAO's role in emergencies	Status: Progressing normally/On-going (Green)
Examine systematically the roles FAO assumes in emergencies (from resource mobilization to planning, coordination and delivery) in order to assess their effectiveness and impact, while taking account of their full inter-dependence. Areas that require major improvements are operational procedures, contracting of human resources and the use of staff and consultants, prioritization on large emergencies, and information on beneficiaries, targeting and the use made of FAO outputs, and funding requests on differentiated assistance for sustainability.	
(3.10) Plant Production and IPM	Status: Completed
Develop a more meaningful programme on plant nutrition and small scale urban and peri-urban horticulture or, after a period, wind them down. (3.10)	
(3.10) Plant Production and IPM - Joint activities in AGPS and AGPC	Status: Completed
The activities of the Crops and Grassland Service and the Seeds and Plant Genetic Service should be merged to ensure greater synergies and more effective use of resources (3.10.A)	
(3.11.A) Livestock - Precondition focus	Status: Completed
As a precondition focus on: a) pro-poor sector policy and management b) animal health, addressing implications for the poor, the national economies of developing countries, and global risks to both the livestock sector and human health c) livestock and environment issues	
(3.11.B) Livestock - Withdrawal of livestock work in AGE	Status: Progressing normally/On-going (Green)
Withdraw FAO funding from most work on livestock of the Joint FAO/IAEA Division (AGE). If justified, establish a partnership outside the Joint Division for developing Elisa kits. See also 3.13 and 6.11.	
(3.13) Joint Work with IAEA	Status: Progressing normally/On-going (Green)
With the present budget constraints cease to resource this joint work (3.13)	

Early Action Item Implementation Status With Descriptions

26.08.2008

(3.13) Joint Work with IAEA - Synergy and partnerships

Status: Progressing normally/On-going (Green)

Where there are strong synergies, work may be taken up as partnerships under the respective FAO programmes. See also recommendations 3.11.B and 6.11.

(3.15) Fisheries - Strategy for fisheries

Status: Progressing normally/On-going (Green)

Develop a coherent strategy for fisheries work at the level of integrated policy and the related global data requirements. Fish from the water to the fork should play a greater role in livelihood development, creating employment beyond fishing boats in both farms and value added chains. FAO's role cannot be in the details of the technology, but in the systems, legislation and approaches which support this development, while safeguarding equity, health and the environment.

(3.16) Forestry - Committee on Forestry strategy

Status: Completed

Develop a strategy as agreed at the last session of the Committee on Forestry, in order to facilitate a more integrated inter-sectoral approach and place a continued but selective emphasis on partnerships. Work should be presented on a logical framework basis which corresponds to the three Strategic Framework goals and areas for concentration of resources within the overall programme priorities should be defined.

(3.17) Institutional Support to Agricultural Development - Agri-business development

Status: Progressing normally/On-going (Green)

Given FAO's recent attempts to work on a more integrated basis on agri-business development (and assuming resources availability) this programme should be further integrated and pursued for a 3-4 year period, after which a rigorous, independent evaluation should be conducted. As part of this further integration, seek at same time to ensure that the effort integrates with IFAD, ILO, UNIDO and ITC, with special attention to Africa and with a view to a substantial sector-wide joint program on agri-business. Concentrate on facilitating measures for employment and income generation, including financing, the tax regime, market access and standards (fair trade, organic, protection of workers especially children). If no clear strategy and no joint programme emerges and this is confirmed by the evaluation, work in this area should cease (3.17.C)

(3.18) Nutrition

Status: Progressing normally/On-going (Green)

Form a more systematic and differentiated assessment of the economic, food and nutrition policy support needs of FAO's developing member countries. Clarity on this would enable greater use of partnerships and better division of labour in all aspects of policy work, including with IFPRI and international commodity bodies (3.18)

(3.18) Nutrition - Nutrition as integral part of food policy

Status: Progressing normally/On-going (Green)

Pay increased attention to nutrition as an integral part of food, food security and food vulnerability policy, with more emphasis given to understanding the root causes of mal and under-nutrition: fully integrate nutrition work integrated into policy; discontinue activities in home gardening, now undertaken by many organizations; consider that nutrition education in schools and community nutrition can be better carried out by other organizations, in particular UNICEF; discontinue other work on food composition. (3.18.A)

(3.19) Gender Mainstreaming and Women's Empowerment - Priority to gender

Status: Completed

Assign priority to gender in the funds reserved for inter-disciplinary and facilitating action on the three goals of member countries (3.19.A)

(3.19) Gender Mainstreaming and Women's Empowerment - Gender focal points

Status: Progressing normally/On-going (Green)

Gender focal points should have selection criteria, clear terms of reference included in their job description and the necessary seniority (3.19.B)

(3.19) Gender Mainstreaming and Women's Empowerment - Staff training

Status: Progressing normally/On-going (Green)

Staff training in gender and women's empowerment should receive renewed priority with a particular priority to FAOR professionals and gender focal points (3.19.C)

(3.19) Gender Mainstreaming and Women's Empowerment - Partnerships

Status: Progressing normally/On-going (Green)

Explore possibilities for greater partnership with other organizations (3.19.D)

Early Action Item Implementation Status With Descriptions

26.08.2008

<p>(3.20) Environment and Natural Resources - Crop biodiversity</p> <p>Crop biodiversity and access to that should remain a priority. FAO's comparative strengths and the relative importance of work in domestic livestock biodiversity is less evident (3.20.D)</p>	<p>Status: Experiencing minor problems (Amber)</p>
<p>(3.20) Environment and Natural Resources - Partnerships with UNEP and GEF</p> <p>Partnerships with UNEP and the Global Environment Facility (GEF) can be advantageous in advancing FAO work in these areas.</p>	<p>Status: Serious problems being experienced (Red)</p>
<p>(3.21) Production Technologies, Transfer and Piloting - Pilot projects</p> <p>Use pilot projects only very selectively where they fill a genuine gap, where there is a strong expectation of policy makers following the results of the pilot, and where the preconditions are present for the eventual expansion of those elements of the pilot found valuable (3.21.B)</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(3.21) Production Technologies, Transfer and Piloting - Special Programme for Food Security</p> <p>Combine the Special Programme for Food Security into a wider major programme thrust of the Organization for increased production, employment and income generation in agriculture, taking into account the lessons that will be derived from evaluations of ongoing national and regional programmes for food security. Separate TeleFood projects should be discontinued and the resources obtained through continued TeleFood fundraising used to support the major theme areas. (3.21.C)</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(3.23) Policy and Strategy - Bringing together technical specialists</p> <p>Draw on FAO's potential strength in bringing together technical specialists, with economists and sociologists for the Organization's policy work (3.23.B)</p>	<p>Status: Completed</p>
<p>(3.23) Policy and Strategy - Approach to policy work</p> <p>Address the fragmented approach to policy work. Fisheries, forestry and livestock policy should rather continue to be handled separately, in order to preserve the close integration with their sectors (3.23.D)</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(3.23) Policy and Strategy - Nutrition in food policy</p> <p>Integrate nutrition into food policy work and give more attention to understanding the root causes of mal- and under-nutrition (3.23.E)</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(3.23) Policy and Strategy - FAORs - primary policy interface</p> <p>Recognize and equip FAORs as the primary policy interface at country level (3.23.G)</p>	<p>Status: On-Hold/Cancelled</p>
<p>(3.24) Capacity Building</p> <p>Develop a capacity building strategy, following an assessment of the needs and capacities of countries at different stages of development and in different parts of the world. It will recognize that capacity building outside government has not been an area of comparative strength for FAO (3.24)</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(5.1) Partnership Strategy - governance of agriculture - Corporate-wide partnership strategy</p> <p>Develop a corporate-wide partnership strategy to (i) build a stronger culture of partnership within FAO, making it a part of the way it does business rather than an after-thought, and (ii) foster a more strategic and less fragmented approach to initiating, implementing and assessing partnerships. The strategy will also want to take account of many of the general lessons learned in attempted development partnerships over the past several years</p>	<p>Status: Completed</p>

Early Action Item Implementation Status With Descriptions

26.08.2008

(5.2) Partnership Strategy - Governing Body processes	Include FAO partners in Governing Body processes to a greater extent, including in the development of agreements relevant to and required for the global governance role of FAO. (5.2)	Status: Completed
(5.3) Partnerships with the United Nations	Ensure that FAO partnerships, through collaborative arrangements, inter-agency coordination mechanisms and interaction with UN intergovernmental bodies, contribute to the accomplishment of the FAO mission and, in turn, contribute to that of the UN system as a whole (5.3)	Status: Completed
(5.4) Partnerships with the Rome-Based Agencies	Further develop collaboration with the three Rome-based agencies (5.4)	Status: Experiencing minor problems (Amber)
(5.4) Partnerships with the Rome-Based Agencies - Merging common services in Rome	The three Rome-based agencies should continue working together on merging common services in Rome, including, as soon as possible, IT and communications applications that could be operated under common ownership, such as library management system platform and, eventually, enterprise resource planning. (5.4.A). See also recommendation 8.19	Status: Progressing normally/On-going (Green)
(5.4) Partnerships with the Rome-Based Agencies - Strategic and programmatic partnerships	Undertake - with encouragement from the Governing - more ambitious efforts in strategic and programmatic partnerships (5.4.B)	Status: Completed
(5.4) Partnerships with the Rome-Based Agencies - Joint communications and advocacy strategy with WFP and IFAD	Build a joint communications and advocacy strategy with WFP and IFAD (details in recommendation 5.10) (5.4.C). See also recommendation 3.4.	Status: Completed
(5.6) Partnership with CGIAR	Develop a genuine coalition for agriculture, rural development, and knowledge availability and transfer in collaboration with CGIAR (5.6)	Status: Progressing normally/On-going (Green)
(5.8) Collaboration with CSO/NGOs	Develop collaboration with civil society and non-governmental organizations (5.8).	Status: Completed
(5.9) Collaboration with the Private Sector	Establish a clear corporate strategy and policy framework for working and partnering with the private sector, including particularly with small and medium enterprises (5.9)	Status: Experiencing minor problems (Amber)
(5.10) Advocacy and Communication	Develop a corporate strategy for communication and advocacy in partnership with key players in civil society, the private sector, the media and other counterpart organizations (5.10). See also recommendation 3.4.	Status: Completed
(7.1) Strategic Framework - All FAO Products	Develop a clearly-enunciated strategy covering the full range of FAO products to at least 2015, understood and endorsed by all its members and unequivocal in its stipulation of means-to-ends requirements. Existing programmes that do not fall within the Strategic Framework would be phased out, unless specifically approved by the Governing Bodies. (7.1)	Status: Progressing normally/On-going (Green)

Early Action Item Implementation Status With Descriptions

26.08.2008

(7.2) Strategic Framework - Priority Themes

Status: Experiencing minor problems (Amber)

Identify, in close interaction between Secretariat and Membership, a limited number of priority technical themes, each supporting one or more goals of member countries. The themes would be focused, they would integrate advocacy, normative work and technical cooperation, and they would have a life span of at least six years (3 biennia). New themes above the maximum would not be added without eliminating existing ones.
(7.2)

(7.6) Resources Mobilization

Status: Progressing normally/On-going (Green)

Put in place a coherent and dynamic resource mobilization strategy around the priority themes and the national medium-term priority frameworks (7.6)

(8.20A) Risk Assessment and Planning - Administrative coverage

Status: On-Hold/Cancelled

At a minimum, cover core human resources activities, payroll, building management, communications and key financial activities including field accounts

Early Action Item Implementation Status With Descriptions

26.08.2008

Working Group 2: Governance Reform

For Working Group 2 there are 14 Early Action Items, 3 have been completed, 2 are on hold/cancelled, 8 are in progress and 1 has not been started yet.

(4.2) Trust - DG Seminars **Status: Progressing normally/On-going (Green)**

The Director-General and the Secretariat should reach out to Membership through seminars and consultative groups (4.2.B)

(4.7) Conference Role - Conference Date **Status: Progressing normally/On-going (Green)**

Render more effective and efficient the role of the Conference in deciding the budget and overall priorities of the Organization by: changing the date of the Conference to May/June of the second year of each biennium and having the Conference decide budget levels and develop a more detailed programme of work allowing for consideration by the Council in October or November, allowing for major efficiency gains in the process and smooth implementation of an agreed programme of work. (4.7.C)

(4.13) Regional Conferences Role - Regional Conference Governance **Status: On-Hold/Cancelled**

They should become part of the governance of FAO and report, as do the technical committees, to the Conference on global and regional governance matters and to the Council on Programme and budgetary matters, including priorities at the regional level for use of extra-budgetary funds. (4.13.A)

(4.13) Regional Conferences Role - Regional Conference Agenda **Status: Not Yet Assessed/Not Yet Started**

The Regional Office, in close consultation with governments, should draw up a concrete and focused agenda for the Regional Conference, dealing with major regional issues. (4.13.B)

(4.13) Regional Conferences Role - Executive Summaries **Status: On-Hold/Cancelled**

Executive summaries containing policy recommendations from all the Regional Conferences, with clear indications of priorities and costs, should be prepared under the authority of the Independent Chairperson of the Council well in advance of the Conference and sent to members. The chairs of the Regional Conferences or their nominees should be present at the Council and Conference sessions where their reports are presented and be available to provide clarifications. (4.13.C)

(7.3) Programme Cycle - Secretariat proactivity **Status: Progressing normally/On-going (Green)**

The Secretariat (but not necessarily the DG) should be proactive in informally talking with key Governing Body members in order to build consensus. Working through the Programme Committee will be an important part of this process

(7.9) Audit - Organization-wide risk management framework **Status: Experiencing minor problems (Amber)**

Prepare an organization-wide risk management framework to inform the annual or biennial audit plan, including the selection of areas to be audited. Accord priority to the areas of highest corporate vulnerability. If the Office of the Inspector-General lacks capability, obtain it through contracts (7.9.A)

(7.9) Audit - Audit Committee **Status: Completed**

Reconstitute the Audit Committee entirely on the basis of independent external membership. The Committee should advise the Director-General but also report directly to the Governing Bodies. Membership on the committee should be jointly agreed by the Finance Committee and the Director-General. (7.9.B)

(7.9) Audit - Inspector-General Access to Finance Committee **Status: Progressing normally/On-going (Green)**

Consistent with the guidance of the JIU, current reporting procedures should be adjusted to afford the Inspector-General direct access to the Finance Committee (7.9.E)

Early Action Item Implementation Status With Descriptions

26.08.2008

(7.9)	Audit - Ethics Committee	Establish an ethics committee with a mandate for independent review of any ethical issues brought to its attention, including any resulting from internal audits. (7.9.G)	Status: Progressing normally/On-going (Green)
(7.9)	Audit - External Peer Review	Conduct an external peer review of FAO's internal audit function at least once every 5 years (7.9.H)	Status: Completed
(7.10)	Evaluation - Independency - Rolling multi-annual evaluation plans	The head of evaluation should prepare rolling multi-annual evaluation plans, maintaining the 'demand-led' principle to ensure that evaluation meets the immediate needs of the Governing Bodies and Management, while at the same time ensuring coverage of different areas of work and that no significant body of work escapes independent evaluation in the medium term and areas of greatest risk are evaluated. The plans would be reviewed and approved by the Governing Bodies after appropriate consultation, including with Management.	Status: Completed
(7.11)	Evaluation - Fund core plans - Mandatory contribution	Maintain leadership in requiring a mandatory contribution of 1% of each extra-budgetary contribution for evaluation purposes	Status: Serious problems being experienced (Red)
(7.11)	Evaluation - Fund core plans - Evaluation priorities	Continue to assign highest priority to strategic, corporate level evaluation, and to ensure full evaluation of extra-budgetary programmes.	Status: Progressing normally/On-going (Green)

Early Action Item Implementation Status With Descriptions

26.08.2008

Working Group 3: Reform of Systems, Culture and Organizational Restructuring

For Working Group 3 there are 43 Early Action Items, 11 has been completed, 6 are on hold/cancelled, 25 are in progress and 1 has not been started yet.

(6.2) Working Group on Culture Change

Status: Progressing normally/On-going (Green)

Constitute a special Working Group to lead development of and oversee an overall programme of culture change as part of the follow-up to implementation of the recommendations of the IEE (6.2). See also recommendation 8.1

(6.3) Cross-Departmental contact and knowledge map - Organizational directory on the intranet

Status: On-Hold/Cancelled

Show those responsible for critical technical work and divisional administration in an organizational directory on the intranet. This could be further extended by including the job titles of all employees in a division. (6.3.A)

(6.3) Cross-Departmental contact and knowledge map - Informal discussion groups

Status: On-Hold/Cancelled

Facilitate informal discussion groups by creating an easy mechanism for anyone in the FAO intranet to set up such groups (6.3.B)

(6.3) Cross-Departmental contact and knowledge map - Newsletter/ Website page

Status: Completed

Develop a well-written and strictly informal staff newsletter and website page with news about the Organization, staff, managers and other matters of interest (6.3.C)

(6.4) Early/Transparent Action

Status: Completed

Support early and transparent action on the fundamental changes described with immediate actions by the Director-General to signal his readiness to lead and engage in change and to present a more open and accessible image. (6.4)

(6.5) Good/Communicative Management Practice - Joint Management Development Centre

Status: Experiencing minor problems (Amber)

Expand the courses of the Joint Management Development Centre to include regular courses for senior management as well as lower levels

(6.5) Good/Communicative Management Practice - Human Resources

Status: Progressing normally/On-going (Green)

Involve the Human Resources function as a strategic partner in planning and executing management training, focused on the needs of specific individuals. This might include an increase in management training or coaching

(6.11) Technical Programme Departments - Agriculture Department - Joint FAO/IAEA Division

Status: Not Yet Assessed/Not Yet Started

Dissolve the current Joint FAO/IAEA Division or distribute it functionally as units in the areas of food safety, livestock and plant production. See also recommendations 3.13 and 3.11.B

(6.15) Dual Gradings and Ceilings - Division heads D1/D2s and Unit Heads P-5/D1

Status: Progressing normally/On-going (Green)

Apply dual grading: D1 and D2 for Division Heads and P5 and D1 Service and Unit Heads.

Early Action Item Implementation Status With Descriptions

26.08.2008

<p>(6.15) Dual Gradings and Ceilings - Ceilings for numbers of D1/D2s in each department Establish ceilings for the number of D1 and D2 positions for each department</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(6.16) Interdisciplinary - 5% budget to DDGs for interdisciplinary Assign a relatively small proportion of the regular Budget (e.g. 5%) roughly equally to the DDGs for Technical Work and Regional and Country Operations to be allocated as an incentive to cross-departmental and interdisciplinary work. This would help provide focus on delivery against the three goals of member countries and the five to six priority themes as discussed in chapter 7.</p>	<p>Status: On-Hold/Cancelled</p>
<p>(6.17) Technical Programme Departments - 10% budget allotment For the most part, continue assigning annual budget allotments to divisional heads, consistent with the principle of subsidiarity. Nevertheless, assign to the ADGs up to 10% of total allotment to each technical division for addressing unforeseen requirements, seizing new opportunities or furnishing incentives and rewards to Directors. These funds should be non-lapsing, with carryover from one fiscal biennium to the next to avoid any pressures to disburse unwisely at the end of a fiscal year.</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(7.5) Training - Resources - Results-based Management (RBM) Explore Results-Based Management (RBM) training efforts of benchmark agencies and others (including web-based training targeted at field staff), select an appropriate model and require all staff involved in programme planning and execution to become proficient.</p>	<p>Status: Experiencing minor problems (Amber)</p>
<p>(7.5) Training - Resources - Integrate RBM Integrate RBM concepts into policies and manuals as needed.</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(7.7) Project Servicing charges - Periodic Review of actual servicing costs Maintain the regular process for periodic review of actual servicing costs and adjustment of fees</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(8.1) Root-and-branch review on administration - External Agency Contract an external agency specialized in institutional analysis and reform to facilitate the review; the external agency should report either to the Deputy Director-General, to a re-vamped Office of Strategy, Resources and Planning in ODG or to the Reform Group, but specifically not to the proposed Corporate Support Services Department, as this could entail conflicts of interest.</p>	<p>Status: Completed</p>
<p>(8.1) Root-and-branch review on administration - Review The review should be guided by: a) giving substance to the Director-General's reform proposal to consolidate and integrate core administrative functions with a single policy perspective and one clear line of authority b) modernizing the Human Resources Management Division, making it less a process facilitator and more a strategic partner, building HR strategies and advising and supporting senior management c) maximizing streamlining and simplification of rules and procedures d) delegating of authority based on the principle of subsidiarity e) substantially shifting from ex ante to ex post controls f) providing incentives to encourage, recognize and reward initiative and performance at group and individual levels g) establishing client-focused administrative processes and support services</p>	<p>Status: Progressing normally/On-going (Green)</p>
<p>(8.1) Root-and-branch review on administration - Process The process should be fully consultative, engaging with staff and management, seeking views and guidance, and building ownership throughout the entire process.</p>	<p>Status: Progressing normally/On-going (Green)</p>

Early Action Item Implementation Status With Descriptions

26.08.2008

(8.2)	Align recruitment, staff development and promotion criteria - Age profiles	Status: Progressing normally/On-going (Green)
Pay attention to the age profile of FAO employees and ensure thereby a continuous renewal of the organization by recruiting younger employees		
(8.2)	Align recruitment, staff development and promotion criteria - Staff rotation	Status: Progressing normally/On-going (Green)
Rotate technical staff, both as a means to assure effective linkages between headquarters and the field and to catalyse staff competencies development. Take into account field and regional experience to be taken into account when selecting for senior positions		
(8.3)	Contracting modalities	Status: Progressing normally/On-going (Green)
Design contracting modalities to respond to the rapidly changing context in which FAO works: increase staffing flexibility to respond to shifts in technical competency requirements and geographic placements while also delivering the highest possible quality to FAO's clients cost-effectively. (8.3)		
(8.3)	Contracting modalities - Call down contracts	Status: Completed
Accelerate the move towards greater use of call down contracts, while maintaining a judicious balance between that modality and indeterminate staff in order to maintain continuity and corporate memory. Call-down contracts can be the basis for long-term relationships (8.3B)		
(8.4)	Recruitment - Professional selection	Status: Progressing normally/On-going (Green)
Assign the responsibility for selection of Professional and National Officer staff to ADGs		
(8.5)	Geographic and gender balance - ADG targets	Status: Progressing normally/On-going (Green)
ADGs or their equivalent should be required to meet general targets set on a broad regional basis (for geographical balance) and FAO's medium term target of 35% for gender balance		
(8.5)	Geographic and gender balance - Quarterly reporting	Status: Completed
Report quarterly to the DG on the situation in each Department, showing annual and cumulative progress.		
(8.5)	Geographic and gender balance - HR division initiatives	Status: Progressing normally/On-going (Green)
The Human Resources Management Division should develop a supply of suitable candidates, encouraging suitable junior recruits, conducting targeted recruitment missions and advertising		
(8.5)	Geographic and gender balance - Gender Plan of Action	Status: Progressing normally/On-going (Green)
The IEE welcomes the Human Resources Gender Plan of Action that is currently being prepared, particularly its emphasis on integrated approaches to recruitment and retention of female staff with policies such as work-life balance.		
(8.6)	Performance management - Performance appraisal system	Status: Experiencing minor problems (Amber)
Implement the new performance appraisal approach (which the IEE fully endorses) fully and as quickly as possible, rather than gradually, as it is central to RBM, while acknowledging that adjustments and additional support for supervisors may be required in the early phase (Rec.8.6.A)		
(8.6)	Performance management - FAORS - 2 way process	Status: Completed
For evaluating FAO Representatives, establish a two-way process on a peer group review principle, in which selected FAORs also evaluate their colleagues at HQs and in particular Division Directors who are tasked with providing services to them. (8.6.D)		

Early Action Item Implementation Status With Descriptions

26.08.2008

(8.8)	Training - Staff - Training resources	Increase overall resources for training (8.8.A)	Status: Completed
(8.8)	Training - Staff - Training balance	Improve balance in training between languages and basic office skills and others such as the development of RBM, technical and project support activities (including gender analysis), management of administrative and operational processes and management training to equip FAO managers with leadership skills and capabilities to respond flexibly to the new and changing circumstances facing FAO. (8.8.B)	Status: Progressing normally/On-going (Green)
(8.8)	Training - Staff - Central training allocations	Retain a central training allocation to address highest priority training needs corporately and strategically (8.8.C)	Status: Completed
(8.10)	Procurement - Travel	Authorize Division Directors to approve travel and simplify proof of purchase for self-purchased tickets (8.10.C)	Status: On-Hold/Cancelled
(8.10)	Procurement - Proof of travel	Controls on proof of travel should also be simplified (8.10.C)	Status: Experiencing minor problems (Amber)
(8.12)	IT Risk Management - Risk Assessment for Country/Liaison offices	Undertake a comprehensive risk assessment for the IT structure in Country Offices and Liaison Offices (8.12.A)	Status: On-Hold/Cancelled
(8.13)	Full integration of financial systems - Structured automated Management Reports	Develop a structured automated system for a series of management reports which meets the needs of the different levels of management and line users.	Status: Progressing normally/On-going (Green)
(8.13)	Full integration of financial systems - Permanent Representatives Website	Upgrade the FAO Permanent Representatives Website to the means by which management information of interest to the governance structure of the Organization is disseminated	Status: Progressing normally/On-going (Green)
(8.14)	Transition to IPSAS	Use the transition to International Public Sector Accounting Standards (IPSAS) to achieve significant efficiencies and improved effectiveness in financial accounting, financial management and decision support systems (8.14)	Status: Progressing normally/On-going (Green)
(8.15)	Financial Risk Management	Develop an institutionalized strategy for financial risk management (8.15)	Status: On-Hold/Cancelled
(8.17)	Rollover working funds between biennia	Introduce the possibility of rolling over a relatively small proportion of working funds between biennia in addition to TCP and capital and security accounts, both as a matter of good financial management and for smoothing income and expenditure. (8.17)	Status: Progressing normally/On-going (Green)

Early Action Item Implementation Status With Descriptions

26.08.2008

<p>(8.18) Fund under-funded after service liabilities - Under-funded long term after service liabilities</p>	<p>Continue funding all under-funded long term after service liabilities which are presently in the order of \$445 million. Take the opportunity presented by the changeover to IPSAS for opening possible channels for discourse between Member States and the Secretariat on alternative means for addressing this issue. (8.18.A)</p>	<p>Status: Completed</p>
<p>(8.18) Fund under-funded after service liabilities - Earmarking funds</p>	<p>Accelerate the provisioning and earmarking of funds to cover after-service liabilities. FAO deserves credit for being ahead of many other UN agencies on this. (8.18.B)</p>	<p>Status: Completed</p>
<p>(8.19) Collaboration of Rome-based UN agencies - Joint WFP/IFAD activities</p>	<p>Develop a policy framework for joint or coordinated FAO/WFP/IFAD activities, based on the concept of organizational neutrality and using the existing strengths of each agency. It should periodically be discussed in the appropriate Governing Bodies. (8.19A)</p>	<p>Status: Completed</p>