

**Working Group 1: FAO Vision and Programmes**  
**Proposed schedule of early action deliverables being undertaken by the Director-General**

**Draft 11.1.2008**

Row #	Recommendation (1)	Actionable Sub-component (2)	Lead Responsibility (IEE) (3)	Summary of Early Action deliverables and major dependencies (4)	Planned Start Date (5)	Planned Finish Date (6)	In Maintenance Budget? (Fully; partially; no) (7)	Estimated one-time extra-budgetary requirement US\$ '000 (8)	Early Action (in management response; additional indication; none) (9)	If Early Action, whether for implementation or as preparatory action (10)
1	<b>Strategic Framework</b> - 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)		Governing Bodies Management	Preliminary draft Strategic Framework and elements of a Medium Term Plan, based on guidance from the CoC-IEE and its Working Groups, and in consultation with partner organizations and staff, to include: <ul style="list-style-type: none"> <li>• overarching goals;</li> <li>• systematic criteria for priority setting and their application to technical areas of work (e.g. priority themes, programme priorities, regional and country strategies)</li> <li>• stipulation of means to ends requirements, closely linked to an integrated resources mobilization strategy</li> <li>• revised programme model</li> <li>• contributions through partnerships</li> </ul> Preparation of these deliverables is dependent on timely guidance from the CoC-IEE and its Working Groups, in particular concerning goals and priorities, and elements of strategies for Strategic Framework.	1/1/08	31/8/08	Partially	1,000	Mgmt Resp	Preparatory
2	<b>Strategic Framework</b> - 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)		Governing Bodies Management	See 7.1 above					Mgmt Resp	Preparatory
3	<b>Strategy and Priorities</b> - 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)		Governing Bodies Management	See 7.1 above					Mgmt Resp	Preparatory
4	<b>Resources Mobilization</b> - Put in place a coherent and dynamic resource mobilization strategy around the priority themes and the national medium-term priority frameworks (7.6)		Governing Bodies Management	An overall resource mobilization strategy and plan for implementation, bringing together Regular Programme and extra-budgetary resources in support of agreed priority themes (recommendation 6.7). Its preparation and implementation will require concerted action from various areas of the Organization dealing with resource mobilization. Policy dialogue with donors will focus on priority themes and NMTPFs, and means to encourage and further delegate resource mobilization to decentralized managers will be included. The overall thrust of the strategy will depend upon the definition of priorities in the FAO Strategic Framework exercise.	1/1/08	81/8/08	Fully		Mgmt Resp	Preparatory
5	<b>Partnership Strategy</b> - Enlarge FAO's vision to permit the Organization to influence the governance of agriculture in the 21st century by strengthening partnerships and alliances based on comparative advantage and the search for greater effectiveness and efficiency. (5.1)									
6		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	Management	Preparatory work will entail the development of principles of FAO's engagement with its partners, the scope of the corporate partnership strategy and a draft action plan for implementation. The preparatory work will also focus on taking stock of FAO's existing partnerships and collaborative arrangements, reviewing lessons learned, and analysing factors that contribute to successful partnerships. The exercise will involve the assessment of information from both Headquarters and the field and will be based on the recommendations of the Evaluation of Partnerships and Alliances (2005). The preparatory work will form the basis to develop a new corporate partnership strategy that may envisage fundamental changes to the way in which the FAO Secretariat and Governing Bodies operate and their external relationships.	15/1/08	30/6/08	No	55	Mgmt Resp	Preparatory

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7	<b>Partnership Strategy</b> - 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)			Covered under recommendation 5.1					Additional	Preparatory
8	<b>Knowledge Management</b> - Facilitate knowledge sharing and play a policy role in seeking to balance interests between knowledge generation, often in the private domain, and knowledge availability, in the public domain, especially for the least developed countries. (3.3)									
9		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).	Governing Bodies Management	A Corporate Knowledge Management Strategy, including an operational plan. The strategy and operational plan will be developed based on needs assessment as determined within the organization but also with Members and external partners. Focus groups and workshops will be held as appropriate. The operational plan will also be initiated based on available funds, both from the RP and well as extra-budgetary.  Funding: likely contribution from SIDA (also for Capacity Building).	1/1/08	31/10/08	Partially	250	Mgmt Resp	Implementation
10	<b>Advocacy and Communication</b> - Build a truly corporate strategy for communication and advocacy, shaped through a more collegial process and endorsed by the Governing Bodies (3.4)									
11		The Strategy should: a) Bring together FAO's resources for key campaign impact points b) 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. c) 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	Governing Bodies Management	The FAO Corporate Communication Policy and Strategy will be revised and updated on the lines indicated; a joint advocacy strategy focusing on World Food Day will be developed jointly with IFAD and WFP	1/2/08	31/8/08	No	25	Mgmt Resp	Implementation
12		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)	Governing Bodies Management	Research will be conducted on the feasibility of establishing an independent foundation to handle fund-raising from the general public, in case the decision is taken to continue with this activity.	1/2/08	31/4/08	No	7	Additional	Preparatory
13	<b>Capacity Building</b> - 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)		Management	Two major deliverables: 1) An assessment of the needs and capacities in (up to 10) countries at different stages of development and in different parts of the world, to identify constraints and challenges faced, in consultation with governments, universities, civil society, the private sector, and donors. 2) Development of a draft corporate capacity building strategy and operational plan, drawing on the needs assessment and internal consultations, taking into account FAO's political, structural and financial capacities, and building on the contributions of key partners (e.g. CGIAR). The strategy will highlight areas in which FAO has a comparative advantage, and will cover policy, institutional and individual aspects of CB.	1/1/08	1/11/08	Partially		Mgmt Resp	Implementation

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14	<b>Collaboration with CSO/NGOs</b> - Develop collaboration with civil society and non-governmental organizations (5.8).		Management	Preparatory work on FAO's collaboration with the civil society sector will contribute to the development of a draft corporate partnership strategy that covers major elements of FAO's collaboration with civil society, including the development of : 1. a CSO database, 2. a stocktaking of existing partnerships and arrangements, 3. a mechanism to share information and best practices among FAO staff at both Headquarters and the Decentralized Offices, 4. identification of collaboration with key CSOs in thematic areas and field-oriented activities, 5. advocacy on policy and project proposals and cross-cutting issues, 6. a review of lessons learned and an analysis of best practices.	1/1/08	1/5/08	No	40	Mgmt Resp	Preparatory
15	<b>Collaboration with the Private Sector</b> - 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)			Preparatory work on FAO's collaboration with the private sector will contribute to the development of a draft corporate partnership strategy covering the major elements of FAO's collaboration with the private sector that will consist of similar activities undertaken for CSOs. (see rec 5.8).	15/1/08	30/5/08	No	25	Additional	Preparatory
16	<b>Advocacy and Communication</b> - 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.			A common advocacy strategy focusing on World Food Day will be developed in consultation with WFP and IFAD	1/2/08	31/3/08	Fully		Mgmt Resp	Implementation
17	<b>Risk Assessment and Planning</b> - Develop a stand-by business continuity plan as part of risk assessment and planning, (8.20A)								Mgmt Resp	
18		At a minimum, cover core human resources activities, payroll, building management, communications and key financial activities including field accounts	Management							
19	<b>Basic Statistics and Data</b> - Give considerably greater priority to the provision of basic data and statistics. (3.5)									
20		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.	Management	A basis for reinvigorating FAOSTAT through an Interdepartmental Working Group and a comprehensive independent evaluation of the totality of FAO's work in statistics, with a special focus on FAOSTAT. The evaluation will consider the relevance and usefulness of statistics work across the different divisions involved in statistical work. It will examine FAO's ability to serve the interests of users in its member countries through provision of statistical information, as well as its work in capacity building and institutional strengthening in statistics. The evaluation report will be presented to the Programme Committee in September 2008.	1/2/08	30/9/08	Partially		Mgmt Resp	Preparatory
21	<b>Information Systems and Publications</b> -									
22	Resource information systems adequately, as maintaining and strengthening them is fundamental to the performance of the Organization (3.6)	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)	Management	Originating technical units will be requested to specifically identify additional recipients in Least Developed Countries for each publication.	1/1/08	31/12/08	No		Mgmt Resp	Implementation
23		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)	Management	Study to evaluate available options for a more systematic approach for language management on the web, including a corporate content management system, a multilingual database of translated text for frequently used text and labels, web-friendly extensions of AGROVOC, etc.	1/1/08	31/12/08	Partially		Mgmt Resp	Implementation
24	<b>Support to Investment</b> - 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)		Governing Bodies Management	The formulation of an FAO strategy to support investment, focusing on ways of facilitating the mobilisation of increased resources for agriculture. Work started in November 2007 and will involve wide-ranging consultations with all stakeholders within FAO, at the country and regional level, with IFIs and bilateral donors, foundations, selected UN agencies, NGOs/CSOs and the private sector. The strategy will adopt a long-term vision and a medium term operational perspective with costed options, looking ahead to the next 5-10 years. The overall thrust of the strategy will depend upon the definition of priorities in the FAO Strategic Framework exercise and the priority given to supporting investment in the sector.	15/11/07	15/7/08	No	250	Mgmt Resp	Preparatory
25		New agreements with the IFIs should be established if Investment Centre	Management	The strategy will re-examine the scope, content and modalities of the Cooperative Agreements with the IFIs, in particular strengthening the	15/1/08	15/7/08			Mgmt Resp	Preparatory

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		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		links with IFAD and ADB, and make specific proposals for re-defining the agreements. It will also make proposals for mobilising extra-budgetary funding for both project and programme preparation work and for country level capacity building in investment planning. The implementation of any proposed changes will depend upon the willingness of the IFIs to substantially re-negotiate the Cooperative Agreements and the conclusions of the strategy regarding cost-sharing arrangements and, the allocation of sufficient resources for cost-sharing.						
26		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	Management	The strategy will explore ways of strengthening the link between FAO's technical capacity and the operational work of the Investment Centre with the IFIs, in particular the World Bank. Specific proposals will be made to enhance Investment Centre engagement with the WB on upstream investment policy work and on Country Assistance Strategies. This will include complementing operational work in project and programme preparation in specific countries with capacity-building support in investment planning. The proposals will depend upon analysis of the scope of capacity-building demanded in different types of country in different regions, the reformulation of Cooperative Agreements, and the availability of RP resources for this task.	15/1/08	15/7/08			Mgmt Resp	Preparatory
27		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)	Management	The partnership between FAO and IFAD through Investment Centre support to IFAD's investment operations has grown strongly since the IEE was prepared. The strategy will explore ways of strengthening this partnership and will make specific proposals. The implementation of proposals will depend upon conclusions of the strategy regarding cost-sharing arrangements and the allocation of sufficient resources for cost-sharing.	15/1/08	15/7/08			Mgmt Resp	Preparatory
28		As the World Bank's lending for agriculture continues to increase, link FAO's country-focussed partnerships to the potential for Bank lending. (3.7.B)	Management	The strategy will explore ways of delivering an integrated approach to investment support at country level. This will include specific proposals for capacity-building for investment planning at country level covering economic, social and institutional policy analysis and modalities for aid effectiveness and managing external assistance. These proposals will depend upon WB agreement in selecting focus countries and on RP funding for capacity-building activities.	15/1/08	15/7/08			Mgmt Resp	Preparatory
29		Forge an appropriate 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)	Management	The Investment Centre has had an active Cooperative Agreement with ADB for more than 25 years. The strategy will make specific proposals for strengthening this partnership especially in the context of CAADP implementation. They will also aim to enhance Investment Centre engagement with ADB on upstream investment policy work and on ADB Country Strategy Programmes. This will include complementing operational work in project and programme preparation in specific countries with capacity-building support in investment planning. These proposals will depend upon ADB agreement in selecting focus countries and on RP funding for capacity-building activities.	15/1/08	15/7/08			Mgmt Resp	Preparatory
30		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)	Management	Thematic groups in the formulation of the strategy will identify new areas of work including value chains, upstream policy advice, infrastructure, aid effectiveness and public financial management. Proposals will include specific recommendations on Investment Centre staff skills mix, recruitment priorities and training, and on the use of consultants. The proposals will depend upon changes in HRM policies to allow more flexibility in staff recruitment, the recruitment of consultants and payment of competitive, market fee rates, and biennial programming to facilitate use of FAO technical staff.	15/1/08	15/7/08			Mgmt Resp	Preparatory

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31	<b>Support in Emergencies</b> - Assign high priority to FAO's work in emergencies. (3.8)									
32		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.	Governing Bodies Management	The formulation of a strategy focusing on ways of harnessing FAO's real and potential comparative strengths in protection and sustainable recovery of food security and agriculture based livelihoods. The work will be guided by a core group of staff. FAO stakeholders including donors and UN and NGO partners will be consulted and the findings validated through a stakeholder reference group, consultations with Permanent Representatives, and staff meetings. A long term vision and a medium term operational perspective will be adopted, looking ahead 5-10 years, considering achievements, recommendations from evaluations, conditioning trends (in conflicts, disasters and transboundary pests and diseases; in funding allocations; in capacities of governments and implementing agencies), and relevant technical capacities in FAO. The overall thrust of the strategy will depend upon the FAO Strategic Framework exercise.	15/1/08	30/7/08	No	100	Mgmt Resp	Preparatory
33		Reinforce the continuation of FAO's capacity for plant pest emergency management (especially locusts) and strengthen standing capacity for livestock diseases	Governing Bodies Management	The findings of a comprehensive series of reviews and evaluations of FAO's work and capacity for plant pest emergency management and transboundary animal disease prevention and management led to a number of changes that are either being implemented or planned. In 2007 the Programme Committee approved the recommendations of the evaluation of the last Desert Locust Campaign. Also in 2007, the organizational structure for Emergency Coordination of Transboundary Animal Diseases (ECTAD) was reviewed and is being reorganized in 2008 to ensure timely and quality delivery. The actions being taken are consistent with the IEE recommendation.	15/1/08	30/7/08	Fully		Mgmt Resp	Preparatory
34		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.	Governing Bodies Management	Following a request by the Council in 2007, PBEE is organizing an evaluation of FAO's operational capacity in emergencies from design to M&E. Issues to be addressed include risk management, managerial systems, human resource management and capacity, contractual arrangements, procurement, accounting, payments, financial reporting, partnership, adequacy of control systems, and costing and funding of operational support. A final report and management response presented to the Programme Committee in September 2008. Dependencies: Findings of the comprehensive root and branch review on all aspects of the Organization's human and financial resource management and administration (recommendation 8.1).	15/1/08	30/9/08	No	250	Mgmt Resp	Preparatory
35	<b>Plant Production and IPM</b> - 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)									
36		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)	Governing Bodies Management	AGP has designed an enhanced and fully integrated programme on plant production and protection. The early action will be to implement changes through de-layering, by empowering flexible working teams so that the Division can respond with coherent early action and better link technical assistance to policy and strategy options.	7/1/08	12/2/08	Fully		Additional	Implementation
37	<b>Livestock</b> - A significant increase in resources is justified and livestock deserves focus in a separate small Department (3.11.A).									
38		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	Governing Bodies Management	AGA will take early action to reconfigure the livestock programme with a focus on the priority issues recommended by the IEE. This enables the Livestock Programme to address rapidly evolving external drivers such as booming demand, climate change, increasing resource scarcity, the globalizing food economy, accelerating biodiversity loss, growing dichotomy between large-scale and smallholder producers, heightened biological risk emergence and mounting institutional failures.	Immediate	Immediate	Fully		Additional	Implementation
39	<b>Institutional Support to Agricultural Development</b> - Develop overall policies that assign priority to institutional relationships which maximise the strengths of the public, private and NGO sectors, the application of new media as appropriate and strong partnering. (3.17)									
40		Given FAO's recent attempts to work on a more integrated basis on agribusiness development (and assuming resources availability) this programme should be further integrated and pursued for a 3-4 year period, after which a rigorous, independent	Management	This recommendation emphasizes better internal and external integration of work on agribusiness development. Early action will be taken to achieve "further integration" as follows: (1) an internal consultation process will spell out core competencies in agribusiness across the Organization, clarify the comparative advantage of each contributing area, and specify global public goods that can be delivered - a summary report will be produced (21 January to 21	21/1/08	1/8/08	Fully		Mgmt Resp	Implementation

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		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)		March); (2) following the Global Agro-industries Forum (8-11 April) an inter-agency technical workshop will be convened to begin to develop "a sector-wide joint program on agri-business" – the workshop will identify the commitment to the joint program by individual agencies and document a schedule for development and implementation of the program [28 April-1 August].						
41	<b>Nutrition</b> - 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)									
42		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)	Management	Early actions will be: (1) review the level of integration of nutrition policy in food and agriculture policy work within AG as well as other Departments (ES, FI, FO) with a view to strengthen the integration at both HQ and field levels (national, sub-regional, regional); (2) raise awareness of recently produced tools and materials that emphasize better understanding of the root causes of mal and undernutrition; (3) cease promoting home gardening and provide links to NGOs active in this work through AGN general work on diet diversity and prevention of micronutrient deficiency; (4) commission a review of UN work on nutrition education in schools to ascertain FAO's comparative advantage; (5) discontinue nutrition work at community level and focus on institutional capacity building; (6) discontinue country-level work on food composition, but continue leadership of INFOODS, capacity building, and related scientific advice.	15/1/08	15/5/08	Partially	20	Additional	Preparatory
43	<b>Gender Mainstreaming and Women's Empowerment</b> - Fully integrate the Gender Plan of Action into FAO's programme cycle and report on it specifically as part of that cycle (3.19)									
44		Assign priority to gender in the funds reserved for inter-disciplinary and facilitating action on the three goals of member countries (3.19.A)	Governing Bodies Management	Covered under PE 5BS02 Support to Multi-disciplinary Action.	1.1.08	31.3.08	Fully		Mgmt Resp	Implementation
45		Gender focal points should have selection criteria, clear terms of reference included in their job description and the necessary seniority (3.19.B)	Management	Selection criteria and terms of reference for all focal points.	1/1/08	31/12/08	Fully		Mgmt Resp	Implementation
46		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)	Management	In-depth training of selected FAORs and officers from regional and sub-regional offices; Periodic meetings with selected FAORs to support gender mainstreaming at regional and sub-regional levels; Training for Divisional and Gender Focal Points (GFPs); Tailor-made divisional training; Training on gender-sensitive monitoring and evaluation for the implementation of specific outputs in Programme Entities.	1/4/08	Ongoing	No	320	Mgmt Resp	Implementation
47		Explore possibilities for greater partnership with other organizations. (3.19.D)	Management	Partnerships with other UN organisations, development banks and international NGOs.	1/1/08	31/12/08	Fully		Additional	Implementation
48	<b>Environment and Natural Resources</b> - Accord clear priority to climate change issues. Inter-unit cooperation, external partnership and definition of roles are especially critical (3.20)			See actionable sub-components						
49		Provide policy and legislative assistance and capacity building with relation to international agreements of both FAO and others (3.20.C)	Management	Following the call by the thirty-fourth session of the FAO Conference for a series of expert meetings on climate change and bioenergy, to be held between January and March 2008 and two stakeholder consultations aimed at civil society organizations and the private sector, to be held in February and March 2008. The expert meetings and stakeholder consultations will be followed by a High-Level Conference on World Food Security and the Challenges of Climate Change and Bioenergy to take place 3 - 5 June 2008. The High-Level Conference will be informed by work undertaken and findings which emerge from the expert meetings and stakeholder consultations.	1/12/07	31/8/08	Partially	2000	Additional	Implementation

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50		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)	Governing Bodies Management	<p>As foreseen in the Multi-year Programme of Work (MYPOW) of the CGRFA:</p> <ul style="list-style-type: none"> <li>- preparation of the draft up-dated State of the World's Plant Genetic Resources for Food and Agriculture and presentation to the Commission's next Session;</li> <li>- preparation of a proposed plan for the process of up-dating the rolling Global Plan for Action for consideration by the Commission at its next Session;</li> <li>- preparation of analyses and background documentation on access and benefit-sharing (ABS) for biodiversity for food and agriculture and holding of consultations with Members, relevant stakeholders and user communities.</li> </ul> <p>The FAO Conference, at its 34th Session, welcomed and endorsed the CGRFA's MYPOW (FAO Conference Resolution 12/2007). With regard to livestock biodiversity, the FAO Conference welcomed the successful outcome of the Interlaken International Technical Conference on Animal Genetic Resources for Food and Agriculture as a major contribution of FAO to the overall international framework on agricultural biodiversity; the FAO Conference requested the CGRFA to oversee and assess the implementation of the Global Plan of Action for Animal Genetic Resources adopted by the Interlaken Conference, and to report back at the 2009 session of the FAO Conference on steps taken as a follow-up.</p>	1/2/08	1/10/08	Partially	400	Mgmt Resp	Implementation
51		Partnerships with UNEP and the Global Environment Facility (GEF) can be advantageous in advancing FAO work in these areas.	Management	<p>(1) Establishment of a programming facility in NRC to ensure the coordination of FAO's long-term programming and associated resource mobilisation related to environment and natural resources issues, incl. climate change and bioenergy, with special reference to GEF. Will require a core group of dedicated staff in NRC with direct linkages to relevant staff in other technical units for implementation.</p> <p>(2) Strengthening of NR capacity on biodiversity for food and agriculture, in particular by integrating, into a functional unit, CGRFA/ NRDC activities, and the facilitation and oversight of cooperation between FAO and other international governmental and non-governmental bodies dealing with the conservation and sustainable use of biodiversity, in particular with the Convention on Biological Diversity. This integration will deliver: improved cooperation with UNEP/CBD; improved cooperation between departments; improved cooperation and coordination with the Secretariat of the International Treaty on Plant Genetic Resources; enhanced the role of food security in biodiversity forums; improved provision of policy and legislative assistance and capacity building on biodiversity for food and agriculture.</p>	1/2/08	1/11/08	No	250	Additional	Implementation
52	<b>Production Technologies, Transfer and Piloting -</b>									
53	Emphasize the significant comparative advantage in the implications of technology for policy and reduce attention to technology development, transfer and piloting in favour of policy support and capacity building. Concentrate on facilitating access to knowledge on production technologies (3.21)	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)	Management	The national SPFS initiated since 1994 focused on pilot activities to draw lessons and set the stage for large scale programmes. 105 countries participated. Pilot SPFS projects have fulfilled their role and are under going a transition to national programmes for food security (NPFS) in over 40 countries with FAO formulation assistance while many countries have integrated SPFS outputs into other national agricultural sector activities. All SPFS pilot projects will be closed in 2008. Impact case studies are being undertaken in selected countries and finalized during 2008.	1/1/08	1/12/08	Fully		Additional	Implementation

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54		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)	Governing Bodies Management	Pilot SPFS are being transformed into National Programmes for Food Security (NPFS) based on balanced twin track approach to ensure physical and economic access to food. Deliverables: 1. National/Regional Programmes for Food Security (NPFS/RPFS) developed into wider programme thrust of the Organization. 2. A number of additional broad-based NPFS/RPFS formulated, reviewed and approved by the end of 2008. 3. On-going evaluation and monitoring procedure within NPFS established for reporting to the Committee on World Food Security (CFS) with FAO/TCOS coordinating support. 4. TeleFood field projects integrated into on-going nationally implemented initiatives to ensure technical and monitoring support. Dependencies: Item 1 is subject to Governing Bodies approval. Items 2 and 3 will require extrabudgetary support as RP allocation will not be sufficient to cover all costs of activities planned for 2008.	1/1/08	1/12/08	Partially	500	Additional	Preparatory
55	<b>Policy and Strategy</b> - Bring together the Organization's capacities in securing livelihoods and increasing economic and social well-being to follow through on the continuum created by its advocacy to the policy development (3.23)									
56		Draw on FAO's potential strength in bringing together technical specialists, with economists and sociologists for the Organization's policy work (3.23.B)	Management	Building on past and ongoing efforts, initiate preparation of a strategy to address fragmentation of policy work in the Organization, including mechanisms (thematic areas, funding modalities) as well as linking policy analysis work and country policy assistance.	1/1/08	31/8/08	Fully		Additional	Preparatory
57		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)	Management	See above (3.23B)					Additional	Preparatory
58		Integrate nutrition into food policy work and give more attention to understanding the root causes of mal- and under-nutrition (3.23.E)	Management	See above (3.23B)					Additional	Preparatory
59		Recognize and equip FAORs as the primary policy interface at country level (3.23.G)	Management	Implementation of intensive policy training programme for FAORs (based on pilot exercise done in 2007).	1/1/07	31/12/08	No	400	Additional	Implementation
60	<b>Joint Work with IAEA</b> - With the present budget constraints cease to resource this joint work (3.13)		Governing Bodies Management	FAO Director-General wrote to IAEA Director-General providing required 12 months notice to wind up the Joint Division, and forge a new cooperative arrangement, providing flexibility for decision-making by Members on this recommendation and any resulting implementation.	29/11/07	31/11/08	Fully		Additional	Preparatory
61		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.	Governing Bodies Management	Intensified collaboration on areas having strong synergies with the normative work of FAO. A pilot programme covering these topics will receive special emphasis to strengthen connections with the respective FAO programmes.	15/1/08	31/12/08	Partially		Additional	Preparatory
62	<b>Fisheries</b> - There is room for adjustments but Fisheries should be given greater priority in the allocation of resources. Securing this will require enlightened decision-making from the Governing Bodies, where many government representatives are not directly from the fisheries sector. (3.15)									
63		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.	Governing Bodies Management	FAO has been engaged in the development of a comprehensive strategy for fisheries and aquaculture since 2005, through a major strategic planning exercise. After a first phase at the departmental level, followed by a second phase at the divisional level (2005-2006), complemented by additional work and reflection on specific groups of issues (2006-2007), the process should be completed and finalized by the end of 2008, with the synthesis and integration of the results of the overall exercise. These results should be presented to COFI in 2009 for further guidance as well as discussion on the means to put the strategy into practice.	2005	31/3/09	Fully		Mgmt Resp	Preparatory



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64	<b>Forestry</b> - Place somewhat greater emphasis on forestry in the overall resource allocation. (3.16)									
65		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.	Governing Bodies Management	As requested by COFO 2007 and recommended by the IEE, FAO has launched a consultative process to define its strategic priorities in forestry. First, FAO staff were invited to identify areas of comparative advantage for the organization, emerging needs of the members and the impact of the 1999 FAO strategy in forestry. A discussion paper on the preliminary elements of a forestry strategy for FAO was then prepared. It is being circulated to heads of national forestry organizations for consideration at the six Regional Forestry Commissions meetings in 2008 and is open for public comment through the FAO web site. During 2008, a draft strategy will then be formulated and refined based upon inputs. Discussions with member organizations of the Collaborative Partnership on Forests and other key partners will further strengthen external collaboration. The various sources of input will provide a solid foundation for preparation of a draft FAO strategy on forests that would be shared with members for comment, amendment and eventual endorsement at COFO 2009.	1/12/07	31/3/09	Fully		Mgmt Resp	Preparatory
66	<b>Livestock</b> - Make every effort to continue to forge partnerships, although FAO's own work in these areas should not be held back pending the willingness of others to partner (3.11.B)									
67		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.	Governing Bodies Management	See Rec. 3.13 Joint Work with IAEA, above.					Additional	Preparatory
68	<b>Partnerships with the United Nations</b> - 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)			A draft plan for UN partnerships will be prepared based on the existing mapping of United Nations system collaboration. FAO will continue to play an important role in the UNDG advisory group, contributing to the review of inter-agency mechanisms responsible for policy formulation in the context of the UN reform process. The plan will also explore the scope for further joint activities and collaborative arrangements with other UN system partners.	15/1/08	30/6/08	Partially		Additional	Preparatory
69	<b>Partnerships with the Rome-Based Agencies</b> - Further develop collaboration with the three Rome-based agencies (5.4)			A joint strategic document will be prepared contributing to the development of the broader partnership strategy for FAO. The first draft of the partnership strategy for the Rome-based agencies will include a report of the IICC to be prepared by May 1, 2008.	15/1/08	1/5/08	No	25	Mgmt Resp	Preparatory
70		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	Governing Bodies Management	UNC: A progress report on the work of the Inter-Institution Coordination Committee (IICC) to be prepared by the end of May 2008. The findings of the progress report will include inputs on administrative and communication activities and will feed into the development of the strategic policy paper on collaboration with the Rome-based agencies.  KC: Within the IS/ICT arena, a number of activities are being studied to assess the feasibility and cost-effectiveness of joint action with other Rome-based agencies including: mutual use of other agency's site for off-site data backup, linked on-net telephony, common-system procurements of various consultancy and telecommunications services; joint switchboard operation. Regarding common library systems, study to be conducted to better integrate the library services and systems of the three Rome-based UN agencies into one virtual library.	1/1/08	1/12/09	Partially	300	Mgmt Resp	Implementation
71		Undertake – with encouragement from the Governing– more ambitious efforts in strategic and programmatic partnerships (5.4.B)	Governing Bodies Management	Draft elements for a strategic policy paper on Rome-based agencies' cooperation will be developed with WFP and IFAD over the first half of 2008. Major dependencies: include the preparatory work of all departments of IFAD and WFP management as well as the endorsement of the Governing Bodies on strategic areas for collaboration.	15/1/08	1/5/08	No		Mgmt Resp	Preparatory
72		Build a joint communications and advocacy strategy with WFP and IFAD (details in recommendation 5.10) (5.4.C). See also recommendation 3.4.	Management	As a first step in the development of a joint communication strategy, a joint webpage on Rome-based collaboration that would be updated regularly by the Agencies will be developed. A joint communications and advocacy strategy will be developed, considering other channels for communication and delivery of key policy messages by the Rome-based agencies.	15/1/08	1/5/08	No	16	Mgmt Resp	Implementation

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73	<b>Partnership with the CGIAR</b> - Develop a genuine coalition for agriculture, rural development, and knowledge availability and transfer in collaboration with CGIAR (5.6)		Management	Follow-up to the High Level FAO-CGIAR meeting held in 2007. Priority areas identified for joint action: genetic resources, climate change, policy, capacity building and support to NPFS. Other areas will be considered at a later stage. Preparatory work on the forming of a coalition through increased contacts and collaboration with the CGIAR.	1/2/08	1/12/08	Partially	50	Mgmt Resp	Preparatory
74	<b>Technical Cooperation at Country and Regional Levels</b> - Form partnerships in the context of the priority action themes with selected developing countries and donors for concentrated attention to progress in particular work areas. (3.2)									
75		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	Management	Increased attention/priority will be given to preparation of NMTPFs for LDCs in Africa in collaboration with Governments. Updating, preparation of guidelines, capacity building, monitoring and coordination will be undertaken in this context. Dependencies: Availability of resources, financial and human especially at field level	15/1/08	Continuing	Partially	500	Mgmt Resp	Implementation
76		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)	Management	In the eight pilot countries where there has been a "Delivering as One" exercise, NMTPFs have been prepared under the leadership of the FAOR and with the active participation of government and non government actors and development partners, and integrated into the common process. This will be continued in the context of UNDAF2009. Training and preparation for joint programming will also be undertaken.		Continuing	Partially	200	Additional	Implementation
77		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)	Management	1) Priority Frameworks for FAORs and SROs and the related work programmes for subregional MDTs prepared and agreed with key stakeholders; 2) Corporate technical groups, including relevant staff at headquarters and in decentralized offices, created to facilitate internal knowledge exchange, optimize mobility of technical staff, promote learning of best practices proposed by partners and provide technical backstopping to activities, including normative activities, at country level; 3) The new Circular on Responsibilities and Relationships implemented 4) Discussions on further decentralization, including bringing the technical staff in ROs under the management of the RR, but maintaining guidance from the relevant technical division, will be initiated.	1/1/08	31/12/08	Fully		Mgmt Resp	Implementation

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78		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 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. <b>Approval authority should lie with the Regional Representative with no requirement for referral to headquarters.</b> 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)	Governing Bodies Management	The management response commits to the decentralization of TCP approvals to national, subregional and regional levels. Deliverables: 1/ undertake a risk analysis and identify viable options for decentralizing TCP approvals. 2/ Following management decision, prepare an implementation plan to include: a) preparation of simplified procedures and analytical tools for use by the offices that would assume selected TCOT responsibilities; and b) development and implementation by end 2008 of a training programme for decentralized offices. 3/ By May 2008, review possibilities and options for allocating TCP appropriation on a regional or country basis, assess the capacities of regional, subregional and country offices to assume selected functions and develop tools for ex-post control. Dependencies: the capacity of the regional, subregional and country offices to assess and formulate TCP projects needs to be ensured. The Governing Bodies will have to agree on the criteria for indicative allocation by region or country.	1/1/08	31/12/08	Fully		Mgmt Resp	Preparatory