

Proposed schedule of early action deliverables being undertaken by the Director-General

Row #	Recommendation (1)	Actionable Sub-component (2)	Lead Responsibility (IEE) (3)	Summary of Early Action deliverables and major dependencies (max 200 words) (4)	Planned Start Date (5)	Planned Finish Date (6)	In Maintenance Budget? (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 (10)
1	Programme Cycle - The									
2	Conference should meet in May or June so that the detailed programme of work can then be subsequently established. This will also enable to streamline the programming and budget process. (7.3)	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	Management	To streamline the programming and budget process, the IEE proposed to bring forward the period of the Conference regular sessions to May or June (Rec. 7.3). If this recommendation is to be implemented as from the next Conference session in 2009, some procedural and organizational arrangements, which might include changes to the Basic Texts, would need to be made in a timely manner. In preparation for such measures, the secretariat could, if so requested, carry out a review of the required arrangements for consideration by the Members.	When requested	Before 2008 Conference with intermediate deliverables as required	Fully		Additional	Preparatory
3	Audit - Address several systemic weaknesses to ensure the adequacy and independence of audit. (7.9)									
4		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)	Management	AUD have been charged with initiating the key corporate target of developing a comprehensive, integrated approach to managing the risks to the achievement of FAO's mission, goals and objectives. AUD's work will start with a consultant-led review of the main gaps in the range of FAO's policies and procedures for risk management, and in their application in practice. This review will lead to a prioritized, costed work-plan for the remaining work to be done, including the strategy for the eventual hand-over of this responsibility from AUD to a line unit.	1/1/08	31/12/08	Partially	100	Mgmt Resp	Preparatory
5		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)	Governing Bodies Management	The Audit Committee has been reconstituted entirely of external members as of 1/1/08. However the other parts of this sub-component are not early action deliverables. Estimated cost is a very rough estimate of the cost of bringing six external members (currently 2 in USA, 2 in Europe, 1 in Africa and 1 in Rome) to FAO HQ for four meetings a year.	1/1/08	1/1/08	No		Additional	Preparatory
6		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)	Governing Bodies	The Charter for the Office of the Inspector General will be revised to clarify the Inspector General's direct access to the Finance Committee. The revised Charter will be referred to the Finance Committee for information before issue. A draft revised Charter was submitted to the Director-General for review in December 2007, with a view to referring it to the Finance Committee in May 2008.	1/12/07	31/12/08	Fully		Mgmt Resp	Implementation
7		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)	Management	Internal concept paper prepared in December 2007, recommending the establishment of an ethics officer post, reporting directly to the Director-General.	30/6/08		No		Additional	Preparatory
8		Conduct an external peer review of FAO's internal audit function at least once every 5 years (7.9.H)	Management	An external peer review of the internal audit function was carried out in 2007 and will be carried out at least every five years as per the International Standards for the Professional Practice of Internal Auditing. This is a continuing activity.			Fully		Additional	Implementation
9	Evaluation - FAO's evaluation									
10	function should be made independent, continuing the line already set by the Governing Bodies in 2003. Institutional arrangements for this should be such as to ensure the responsiveness of the evaluation office to the needs of both the Governing Bodies and management. This would also enable easier integration of the evaluation functions of the three Rome-based agencies should this be agreed upon at a later date. To do so, enhance reporting to the Governing Bodies and engagement of Members. (7.10)	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.	Governing Bodies Management	Already the practice with review in the Evaluation Committee (internal) and Programme Committee.		Completed	Fully		Additional	Implementation
11	Evaluation - Fund core evaluation									
12	plans approved by Governing Bodies adequately (7.11)	Maintain leadership in requiring a mandatory contribution of 1% of each extra-budgetary contribution for evaluation purposes	Management	Policy approved by Council in 2007; consultations being carried out with donors but some do not accept mandatory contribution as yet. Procedures are in place for emergency funding but FAO systems also need to be modified to make provision automatic.	1/1/08	1/6/08			Mgmt Resp	Implementation

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13		Continue to assign highest priority to strategic, corporate level evaluation, and to ensure full evaluation of extra-budgetary programmes.	Management	Ongoing					Additional	Implementation
14	Conference - Reorient the role of the Conference to enable it to fulfil its role better and become more attractive for active ministerial participation. (4.7)									
15		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)	Governing Bodies	Same comment as for Rec. 7.3. above					Additional	Preparatory
16	Regional Conferences - Maintain and strengthen Regional Conferences on an experimental basis (subject to independent evaluation after 6 years) with the aim of reaching agreement for concerted regional or sub-regional action, contributing from a regional perspective to global governance issues and to defining priority areas for policy and normative work in the region (4.13)									
17		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)	Governing Bodies	If so requested, the Secretariat stands ready to assist the Conference Committee to prepare detailed proposals on the role of Regional Conferences for discussion and agreement by Nov 2008 Conference.	1/1/08	1/11/08	No	20	Additional	Preparatory
18		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)	Management	A process for agreeing the agenda of Regional Conferences, which includes consultations with regional groups, already exists. The responsibility for this would be passed on to Regional Offices with support, as needed, from headquarters.	1/1/08				Additional	Implementation
19		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)	Governing Bodies	If so requested, the Secretariat stands ready to support the Independent Chair of the Council to guide Preparatory of executive summaries, including priorities and costs, following the 2008 Regional Conferences, for presentation to the Conference Session 2009. Chairs of Regional Conferences, or their nominees, to be present at Council and Conference Sessions.	1/3/08		No		Additional	Implementation
20	Trust - Restore trust through progressive and successful achievement of a series of confidence-building measures. The enhanced role and functions of the Independent Chair of the Council will be of key importance in promoting and mobilizing this process. (4.2)									
21		The Director-General and the Secretariat should reach out to Membership through seminars and consultative groups (4.2.B)	Management	The Director-General will continue to informally and periodically hold: (i) consultations with groups of Permanent Representatives to exchange views on topics of mutual interest; (ii) meetings with Regional Groups prior to governing body sessions; (iii) interactive seminars on key issues of major interest to the membership (initiated in 2007, they will continue through 2008, with a first seminar scheduled to take place on 16 January). Technical presentations and briefings by senior staff to Permanent Representatives will also continue on a regular basis. A calendar of such informal seminars, consultations and briefings will be established yearly.	1/1/08	Continuing	No		Mgmt Resp	Implementation