Hundred and Ninety-fifth Session

Rome, 13-17 March 2023

FAO Oversight Advisory Committee - 2022 Annual Report

Queries on the substantive content of this document may be addressed to:

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EXECUTIVE SUMMARY
The Oversight Advisory Committee (OAC):

- welcomes the Director-General’s support of the work of the Committee and appreciates his continued cooperation with OAC Members and his availability at all meetings in 2022;
- welcomes the Director-General’s continued commitment to effectively communicating “tone at the top” and zero tolerance toward unethical practices;
- is pleased to confirm assurance of full independence of the Office of the Inspector General (OIG) in audit and investigation functions, and that resources for the Office for the year 2022 were deemed sufficient;
- concludes positively on the operations of OIG and its coordination with other oversight functions;
- takes note of progress in areas of internal control and risk management and in implementing the HR Action Plan;
- is pleased to confirm assurance of full independence of the Ethics Office and welcomes good collaboration and continued progress in the ethics and ombuds functions and is particularly pleased with the excellent collaboration and coordination among all units responsible for the management of wrongdoing and internal justice;
- is pleased with the professionalism of the team in the Regional Office for Africa (RAF) and acknowledges indication from RAF that the restructuring exercise was working effectively;
- takes note of FAO management’s progress in addressing oversight recommendations, but remains concerned with the large volume of outstanding audit recommendations;
- welcomes management’s comprehensive plan to modernize the operations and business activities at FAO, as informed by internal and external reviews.

GUIDANCE SOUGHT FROM THE FINANCE COMMITTEE
The Finance Committee is invited to take note of the FAO Oversight Advisory Committee’s Annual Report for 2022.

Draft Advice
The Finance Committee took note of FAO Oversight Advisory Committee’s Annual Report for 2022 and:

a) acknowledged the important role of the Committee in providing independent assurance and advice in the areas mandated under its Terms of Reference;

b) welcomed the Report, which included positive conclusions on the Organization’s oversight; appreciation for the operation of the Office of the Inspector General and the work carried out under the ethics and ombuds functions; as well as relevant advice in relation to FAO’s system of internal control, risk management and governance;

c) was pleased to note the Committee’s appreciation for the good collaboration and coordination among oversight units in charge of the management of wrongdoing and internal justice;

d) expressed satisfaction with the Committee’s advice in the areas under its mandate;

e) appreciated the progress in implementing the Committee’s recommendations and looked forward to a further status report from management at the next regular Session of the Finance Committee in November 2023.
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Introduction

1. The Oversight Advisory Committee (OAC) is pleased to provide its 2022 annual report. This report is structured following the Committee’s Terms of Reference as approved by the Council at its 170th Session in June 2022.\(^1\)

2. The report provides an overview of the Committee’s work, observations, advice and recommendations formulated during the reporting period, for consideration by the Director-General and the Finance Committee.

3. In view of continued limitations imposed by the pandemic, in 2022 the Committee held one virtual (February), one hybrid (June) and one in-person meeting (October).

4. The Committee appreciated the regular updates and information received, and the open and constructive discussions that ensued on developments related to the work of the Organization, as well as on matters affecting efficiency and effectiveness of key business activities. It particularly appreciated direct engagements with the Director-General and the Core Leadership team at each of its meetings.

5. The Committee acknowledges with thanks the cooperation and assistance received from the Director-General and Core Leadership team, the Assistant Director-General Regional Representative for Africa, the Legal Counsel, the Inspector General, the Ethics Officer and Ombudsperson, the Directors of Evaluation, Human Resources, Finance, Logistics Services, Project Support, Resource Mobilization and Private Sector Partnerships, Strategy, Programme and Budget, other FAO staff, and the External Auditor during its meetings in 2022. The Committee wishes to thank the OAC Secretariat for its support throughout 2022.

6. The composition of the Committee during 2022 is provided in Annex 1.

I. Work of the Oversight Advisory Committee in 2022

Functioning and responsibilities

7. In line with its Terms of Reference, Article 11, which provides for “Periodic Review of the Terms of Reference,” the Committee submitted minor editorial changes to its Terms of Reference to the Finance Committee at its 191st Session in May 2022 which were supported and subsequently approved by the FAO Council at its 170th Session in June 2022.\(^2\)

8. In relation to its methods of work, the OAC, inter alia:

   a) agreed for the future to hold two sessions with in-person modality and one session under virtual arrangements, as well as intersessional meetings for in-depth review of dedicated topics; and

   b) agreed the focus of future in-depth reviews would include developments in the Shared Services Centre, IT services, as well as the continuation of the series of briefings with regional and subregional offices.

9. As per best practice, the Committee held at each relevant meeting, private sessions with the Inspector General, the External Auditor, the Ethics Officer and the Ombudsperson.

10. The Committee continued to provide independent advice to the Director-General and the Finance Committee on the internal control arrangements, risk management processes, financial reporting and internal audit, investigation and ethics functions of the Organization, through comprehensive review of the work of the Office of the Inspector General (OIG), Ethics and Ombudsman Offices, other FAO oversight functions (Evaluation and External Audit), and management actions on OIG recommendations and investigation reports.

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\(^1\) CL 170/REP paragraph 29.c)

\(^2\) The Terms of Reference of the Oversight Advisory Committee are available at https://www.fao.org/about/oversight-advisory-committee/en/.
11. The Committee presented after each meeting letters to the Director-General and the Chairperson of the Finance Committee on the main outcomes of its discussions, and notes with appreciation that all FAO units concerned have provided detailed responses on action taken in relation to the OAC observations and recommendations.

2022 Workplan

12. The Committee is pleased to report that it has successfully discharged its duties in accordance with the Terms of Reference and fully achieved its workplan for 2022. At the time of writing this report, the OAC had not approved its workplan for 2023.

2022 Thematic reviews and ad hoc guidance

13. In 2022, in addition to standing items on its Agenda, the Committee provided ad hoc guidance on the following matters:

- Business process improvement and modernization to transformation of operations and logistics in FAO
- Data Protection Policy and progress in establishing the Data Protection Unit
- FAO Credit Union
- FAO’s partnership work, including with the private sector, and work with implementing partners
- Management of wrongdoing and internal justice
- Measures taken on the prevention of harassment, sexual harassment and sexual exploitation and abuse, including review of data on cases, disciplinary action, and functional locus for handling
- Procurement and vendor sanctioning activities
- Regional Office for Africa briefing on management of operations, oversight and internal controls measures
- Status of Enterprise Resource Planning (ERP) and 2022-25 ERP Roadmap

Delivery of FAO field programme

14. In July 2021, the Committee initiated a series of dedicated briefings with the regional offices. It received a briefing from the Regional and Subregional Offices for Latin America and the Caribbean in 2021, a briefing with the Regional Office for Africa (RAF) in 2022, and plans to receive a briefing from the Regional Office for the Near East and North Africa in 2023.

15. The Committee extends its thanks and appreciation for the thoroughness and quality and breadth of the briefing received by RAF. It highlighted the professionalism of the RAF team, noting that the restructuring exercise was bringing fruit to bear, while noting that an assessment of the impact of the UN development system repositioning was still premature.

Committee’s external and self assessments

16. In 2022, FAO’s senior management who regularly interact with the Committee completed a confidential assessment questionnaire to evaluate the Committee’s performance (external assessment). The OAC also carried out its 2022 yearly self-assessment review in line with best practice for oversight advisory committees in the UN system.

17. Focus areas of the external assessment comprised: how well the OAC addressed its responsibilities in accordance with its Terms of Reference; if the advice and recommendations formulated by OAC were considered relevant; and if the OAC communicates with senior management in an effective and constructive manner. The OAC is pleased to report that senior management’s average rating for the above topics was 4.4 on a scale from 1 (very little) to 5 (exceptionally well). Similarly, the average rating for the OAC’s self-assessment on the efficacy of its operations was 4.6.

18. The Committee notes that a mechanism for peer-reviewing the performance of the OAC is under piloting among the United Nations System Oversight Committees.
II. Accounting and financial reporting

Financial reporting

19. During 2021, the Committee received briefings on the Financial Statements and reporting, including the Organization’s liquidity position and cash-related expenditures; income from Trust Funds; investment strategy and portfolio management; continued compliance with the International Public Sector Accounting Standards (IPSAS), including accounting standards changes; improvements in administrative and financial systems; monitoring of financial controls in decentralized offices; and automatic bank reconciliation.

20. The Committee was pleased with the overall financial picture and positive cash situation outlook. It took note of the serious underfunding of past-service liabilities of the Organization and noted this was an issue which many UN entities are grappling with.

21. The Committee stressed the importance of the Shared Services Centre (SSC) to be fully enabled as a business processing centre.

Modernization of operations and business improvement

22. The Committee received a briefing on a comprehensive plan to modernize the operations and business activities at FAO, as informed by internal and external reviews. It appreciated the proposed plan, which it supported, and which it considered key to a future-ready FAO.

23. The Committee commended FAO on achieving considerable efficiency savings over the years, but noted that budget constraints over an extended period risk working against efficiency and effectiveness. In addition, it recommended that a fully-elaborated budget be prepared for the entire duration of the FAO’s Enterprise Resource Planning (ERP) roadmap project.

III. Oversight

External Audit (EAUD)

24. In 2022, the Committee continued to review the external audit long form report and their management letters including the recommendations made therein and was satisfied that there were no significant internal control issues.

25. It noted progress in the delivery of EAUD planned activities and welcomed full cooperation from FAO management. It took note of progress in implementing outstanding recommendations showing a slight increase in October 2022 compared to the previous reporting.

26. The Committee noted a number of rectifications in the Financial Statements had been requested by the External auditor, and accepted by management.

Office of Evaluation (OED)

27. The Committee had an introductory meeting with the new Director of Evaluation and received a preliminary overview of the plan for improvements in the Office in the coming years, which it will further discuss in 2023.

Management of wrongdoing and internal justice

28. The Committee received a joint briefing from the Legal Office, Human Resources, Inspector General, Ombudsman, Ethics Office, and the Office of Emergencies and Resilience on the management of wrongdoing and administration of internal justice at FAO. It was very pleased with the excellent coordination and collaboration among all units in this important area. The Committee recommended the importance of this work continued to be proactively conveyed through outreach and communication activities focusing on promoting FAO’s work on ethical behaviour, integrity and respect.
IV. Internal control and risk management

Internal control policies and risk management

29. The Committee took note of the progress made on FAO’s internal control and risk management function. It welcomed progress in updating FAO’s corporate risk log and recommended to maintain it as a living, rolling document with frequent updates.

30. The Committee congratulated FAO on the efforts made in raising awareness on risk management and creating the desired risk management culture. It stressed the need for FAO to formulate a risk appetite statement. Among the top risks, the Committee noted geopolitical changes, climate change, cyber attacks, harassment, sexual exploitation and abuse, and transitioning to fit-for-purpose business structures and processes to address current and emerging needs. In addition, it observed that the late implementation of outstanding audit recommendations should be considered by FAO as an area of risk.

Data Protection Policy

31. The Committee agreed to undertake an oversight role regarding the implementation of the Organization’s Data Protection Policy, as recommended by the 115th Session of the Committee on Constitutional and Legal Matters.

32. In this regard, it reviewed progress in establishing a new Data Protection Unit (DPU) and supported the proposed locus for the unit, as well as the proposed staffing structure. The Committee welcomed assurance that the DPU would work in close coordination with the Digitalization and Informatics Division (CSI) in minimizing the high cybersecurity risk related to data, and recommended special attention be paid to securing the protection of data of beneficiaries and implementing partners.

33. The Committee recommended that the plan for implementation of the Policy be adjusted through experience and organizational learning.

Human resources (HR) management

34. The Committee reviewed progress in implementing the Human Resources Strategic Action Plan. It welcomed a number of important initiatives in the learning area had been implemented, such as the mandatory training for personnel with important control functions, budget holder responsibilities and induction training for new FAO Representatives. It was likewise pleased to note that the recruitment and selection policy had been finalized.

35. The Committee recommended rationalizing the volume of categories of employment and contractual modalities for affiliate personnel in coordination with the UN Chief Executives Board (CEB) High-level Committee on Management (HLCM) and the International Civil Service Commission (ICSC) Working Group on Contractual Modalities. On affiliate personnel, the Committee also stressed the need to address the concerns voiced with the Ethics and Ombuds Office on perceived inequality of treatment as compared to regular staff.

36. The Committee suggested that some workforce planning activities could be streamlined by clarifying roles and responsibilities of the business units and the HR Division. It also recommended more proactive efforts be made in the areas of diversity, gender, inclusion, and equity agenda.

Procurement and vendor sanctioning

37. The Committee carried out an in-depth review of developments in the procurement function, noting this was an area of risk and concern across the entire UN system. It noted with concern that several FAO internal and external audits had identified areas for attention in procurement.

38. In this regard, it appreciated a number of initiatives for improvement were underway, in particular a strategic review of the function supported by external consultants. It also welcomed FAO’s adoption of sustainable procurement practices. The Committee will continue to monitor improvements in this area regularly.
39. The Committee also reviewed developments in the Vendor Sanction Committee (VSC) and was pleased to be informed on plans to improve a fast-track procurement process in emergencies and in large donor-funded projects, as well as on progress made in clearing the backlog of cases.

V. Ethics and Ombudsman Offices

40. The Committee welcomed progress in activities carried out during 2022 under the ethics and ombuds functions. It was pleased with the continued close collaboration between the two offices, especially on training and outreach activities, and commended the quality of the work of the two units. The Committee congratulated FAO on organizing the Ethics Days.

41. The Committee reviewed the draft Annual Disclosure Programme for the reporting year 2021, which it would further analyse at its first meeting in February 2023. It took note of improvements in FAO personnel’s understanding of ethical obligations.

42. The Committee reviewed the in-depth analysis of data received from both offices and discussed with senior management the results of such analysis, which indicated improvement was needed in relation to affiliate personnel’s perceptions of unequal treatment, as noted above.

43. In relation to the issues brought before the Ethics and Ombuds Officers, the Committee also noted the need for FAO managers to improve people management skills, and appreciated the Human Resources Division’s efforts in providing dedicated training.

VI. Effectiveness of internal audit and investigation functions

44. The OAC welcomed assurance of full independence in audit and investigation functions and freedom from any undue interference, as well as good collaboration with all senior management throughout 2022.

45. It was pleased to note that resources for the Office of the Inspector General (OIG) had been substantially increased and were sufficient for 2022, as well as with the Director-General’s continued commitment to ensuring adequate financial support to OIG as necessary. It noted, however, the investigation function would require additional funding as also evidenced through benchmarking against the broader investigation community.

46. The Committee appreciated senior management had provided additional funding to facilitate receipt of allegations on sexual harassment, sexual exploitation and abuse by phone in different languages. It was also pleased to note that all OIG vacant positions had been filled.

47. The Committee congratulated OIG on taking forward capping reports as a way to analyse and connect systemic issues, and recommended continuation of such approach. It took note of the good progress in implementing the OIG work plan and welcomed the quality of the activity reports received in 2022, as planned in the Strategy of the Office of the Inspector General 2021-25.

48. The Committee reiterated its concern over the very large number of open agreed recommendations in audit reports. It appreciated that OIG had identified, at its request, the ‘top ten’ risk areas arising from the audit reports and recommended measures be taken to incentivize management to close recommendations when no longer relevant, or when resources to implement them would not materialize.

49. In 2022, the Committee thoroughly reviewed: (i) 14 audit reports; (ii) quarterly OIG activity reports; (iii) OIG biennial workplan 2022-23; and (iv) the assurance mapping exercise.
Annex 1: Composition of the Committee in 2022

The Committee is composed of five members. The Committee’s composition in 2022 was as follows:

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<th>Oversight Advisory Committee 2022</th>
<th>Members</th>
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<tr>
<td>Mr Fayezul Choudhury</td>
<td>Member (since July 2019) and Chairperson (from July 2020)</td>
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<td>Ms Anjana Das¹</td>
<td>Member (since July 2019) and Vice-Chairperson (from July 2020)</td>
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<td>Mr Gianfranco Cariola</td>
<td>Member (since December 2017)</td>
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<td>Ms Malika Ait-Mohamed Parent</td>
<td>Member (since July 2020)</td>
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<td>Ms Hilary Wild</td>
<td>Member (since July 2020)</td>
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**Secretary _ex-officio_**

Ms. Beth Crawford
Director, Office of Strategy, Programme and Budget (OSP)

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³ Ms Das has informed the Director-General that she would not seek renewal for a second term as Member of the Oversight Advisory Committee due to her taking up other new initiatives that require her time and commitment (**cf. FC 191/11**). The 61st Meeting of the Oversight Advisory Committee in June 2022 was the last one for Ms Das as a Member.
### Annex 2: Status of implementation of Oversight Advisory Committee recommendations

|   | OAS 62 October 2022 | OAC: In relation to the management of wrongdoing and internal justice at FAO, suggested that this important work be more proactively conveyed through outreach and communication activities, including on the FAO home page and on the individual webpages of the units concerned through a uniform message promoting the work on ethical behaviour, integrity and respect for communication purposes.
FAO: The units responsible for the management of wrongdoing and internal justice note that all proposed actions recommended by the OAC are either already in progress or being planned. |
|---|---|---|
| 2 | OAC 59 October 2021 | OAC: In relation to the recommendations of the Audit Report on the Decentralized Offices’ Governance Structure and Capacity, observed that the current model and structure of country offices required thoughtful review to reflect the realities on the ground in consultation with FAO’s membership. It concluded that most findings in the audit report may be related to the adequacy of resource levels.
FAO: An extensive review of the structure of Regional, Subregional and Country Offices was carried out between 2020 and 2022 under DDG-Thomas’ guidance, with the objective of improving relevance, timeliness, cost-efficiency, technical quality, and effectiveness of the support provided to Members through Regional, Subregional and Country Offices:
   i) the regional offices’ new organigrammes were approved and their implementation completed in December 2022;
   ii) the restructuring of subregional offices is at an advanced stage, the rethinking of functions and structures was completed in December 2022 and new organigrammes prepared, that will be implemented in the first quarter of 2023.
The results of the analysis of the country office business model carried out in 2020-21 (Country Office Transformation, COT) are broadly aligned with the findings and recommendations of the Audit report, and highlight the need for adequacy, predictability, flexibility, and continuity of resources for the Decentralized Offices. The COT will be fully integrated in the ongoing transformation of regional structures. The need for adequacy, predictability, flexibility, and continuity of resources is at the core of the COT. Following internal adjustments of the business model, FAO will be in a position to advance in addressing more structural audit recommendations that require detailed analysis of Country Offices’ coverage and capacities, through engagement and wider consultation with the membership.
A new monitoring tool for improved management of Decentralized Offices COMMIT (Country Office Management and Monitoring Indicators Tool) was implemented for Country Offices data in October 2022. |
| 3 | OAC 62 October 2022 | OAC: In relation to the Audit of the medical insurance coverage for supernumeraries plans, recommended the uptake of governance improvements, in particular the creation of knowledge on contract management through training and development.
FAO: According to the OIG report, a qualitative leap and enhancement of medical insurance plan was made in the management of, and implementation of the new contract in 2021. The Organization continued to improve various internal control weaknesses in timecard management, sick leave management, and receivable reconciliation in the SSC. CSH Social Security made significant efforts to address these cross-cutting matters, both inside and outside the scope of CSH. In addition, CSH Social Security steered a large-scale medical insurance plan transition in 2021 and 2022, affecting more than 10,000 individuals. CSH also addressed a long overdue policy gap with updated FAO Manual Sections published in 2022. These operational and competing priorities were handled in a very tight timeframe with limited resources and technical capabilities. |
| 4 | OAC 62 October 2022 | OAC: Concerning the Audit of cash transfers, suggested to improve risk management to identify additional risks faced by partners and stressed the need to strengthen the implementation of risk management and controls in cash transfers.
FAO: PSS, in collaboration with OER, CSF and LEG, is pursuing the implementation of the agreed actions and confirms the need to further strengthen risk management in |
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<td>cash transfers. With regard to the signalled need to “identify additional risks faced by partners”, PSS would like to point out that cash transfers do not include the transfer of cash to or through partners, but solely direct cash transfers to individual beneficiaries (mostly in humanitarian emergency contexts) under MS 702. <strong>OAC</strong>: Suggested that OIG support its requests for increased funding with relevant benchmarking of the means available against a comparative review of the broader audit and investigation community. <strong>FAO</strong>: Completed. OIG launched in October 2022 a survey amongst the United Nations internal audit and investigation offices to benchmark their budgets and staffing against each other. Twenty-two UN entities responded (including FAO). The results were analysed using various ratios and were used to support OIG’s budget request for the 2024-25 biennium.</td>
<td>5. OAC 61 June 2022</td>
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<td>OAC: Noted with concern the more than 400 open agreed recommendations and invited to consider the value of drawing a top 10 recommendation list across all audit reports targeting the major institutional risks. <strong>FAO</strong>: Completed. OIG shared the results of this analysis with the OAC at its 62nd Meeting in October 2022.</td>
<td>6. OAC 61 June 2022</td>
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<td>OAC: Recommended continued attention by FAO on developments within the UN system concerning the provisions for a process and modalities for allegations of misconduct against a Director-General. <strong>FAO</strong>: As requested by the Finance Committee at its 171st Session, a further update on progress on this matter will be presented to its Spring 2023 Session (cf. CL 171/9).</td>
<td>7. OAC 55 July 2020</td>
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<td>OAC: Recommended the Ethics Office assume the responsibility for management of the gifts policy. <strong>FAO</strong>: The Ethics Office plans to submit a new Gifts Policy for internal review and consultation in mid-January, for further review by the Legal Office and finalization by March 2022.</td>
<td>8. OAC 55 July 2020</td>
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<td>OAC: Reiterated its concern over the number of issues raised with the Ethics and Ombuds Offices from affiliate personnel on perceived inequality of treatment. Recommended to rebalance the workforce through undertaking of medium- and long-term analyses of needs and funding, and suggested that some workforce planning activities could be streamlined by clarifying roles and responsibilities of the business units and the HR Division. Recommended the Organization invest in supporting employees with burnout mitigation and stress management, as well as more dedicated efforts to addressing racism and racial discrimination and disability in FAO’s policies. <strong>FAO</strong>: Ongoing. FAO continues to follow the work at the CEB/UN level regarding the review of contractual modalities, and will contribute as appropriate to relevant discussions of the International Civil Service Commission (ICSC). On the shorter-term, FAO is conducting a first review of the non-staff/affiliate workforce guidelines and procedures, with a view to streamline procedures and improve conditions of service where possible.</td>
<td>9. OAC 62 October 2022</td>
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<td>OAC: Was concerned that the majority of cases presented to OMB were systemic issues related to lack of respect and incivility and strongly recommended that FAO invest in training managers to acquire the skills needed to prevent such situations. It further recommended to include such training as mandatory within the first three years of appointment of employees in the managerial category. <strong>FAO</strong>: Completed. In response to feedback provided through the 2019-2020 Employee Satisfaction Survey (E2S) and through the subsequent corporate action plan, efforts were implemented over the past year to further promote an ethical, inclusive and respectful workplace through the implementation of a comprehensive suite of training, targeted to employees and managers at different levels (e.g. new FAO Briefing Programme launched in 2022). FAO offers a variety of training courses (e-learning / instructor-led) for managers aimed at promoting the importance of cultivating a respectful work environment and their role as people managers. In September 2022, the Organization continued to</td>
<td>10. OAC 61 June 2022</td>
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<td>invest in training managers by rolling out a new series of ‘Reflective Leadership Dialogues’ delivered to 120 managers at all levels. These facilitated group sessions included virtual workshops on ‘Fostering Psychological Safety’, ‘Unconscious Bias’, ‘Advancing Gender and Racial Equity and Inclusion’, and ‘Using Power to Empower and Include.’ FAO’s training suite includes a set of online mandatory training courses, with several ethics-related courses, that are assigned to new employees (including all managers) once on-boarded (completion required within the first 10 days of employment). Online training courses can also be assigned/re-assigned as mandatory by Heads of Offices / Team Leaders to their managers at any time through FAO’s Learning Management System (you@fao). Heads of Offices / Team Leaders can also request that managers enroll in/attend a specific training, which can be included and monitored in the Performance Evaluation and Management System (PEMS) development plan. Over the years, FAO has enforced mandatory corporate training for managers including awareness raising sessions on the Prevention of Sexual Harassment (2019/2020) and in 2021 a specific briefing session on prevention of sexual harassment in the Regional Office for Latin America and the Caribbean (RLC), targeted at all staff members at grade D1 and above and FAO Representatives (FAORs) in the region. These trainings supported the implementation of the “Guide for Managers: Prevention of, and Response to, Sexual Harassment in the Workplace” that was issued in 2018 and all participants were requested to complete FAO’s online training on ‘Sexual Harassment: The Role of Managers’. ‘Leading Ethically’ workshops have also been rolled out as mandatory for senior managers through the Ethics Office (2020/2021), and the ‘FAOR Briefing Programme’ (2022), required as mandatory for all new FAORs, included a special module on a respectful and healthy workplace organized with the purpose of providing practical advice on how to promote a respectful, harmonious and healthy working environment. To ensure an agile approach to mandatory training and a tailored response to evolving needs (at the individual, work unit and organization level), FAO recommends maintaining one set of mandatory courses for all employees (including managers) which is monitored and reported on at the corporate level, and further assigning mandatory training to managers as required. This training can be organized/assigned at the corporate level, directly by work units and/or by Heads of Offices / Team Leaders. Additionally, there are regular briefing sessions for senior managers on workplace conduct issues delivered by OIG and attended by the Director-General and all FAOR, D1 and above.</td>
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OAC: Agreed on the need to rationalize categories of employment and contractual modalities and suggested this be brought forward in coordination with other UN entities. FAO: Ongoing. FAO continues to follow the work at the CEB/UN level regarding the review of contractual modalities, and will contribute as appropriate to relevant discussions of the International Civil Service Commission (ICSC). On the shorter term, FAO is conducting a first review of the non-staff/affiliate workforce guidelines and procedures, with a view to streamline procedures and improve conditions of service where possible.  

OAC: Supported a suggestion to assigning HR specialists under the Organizational streams for dedicated advice. FAO: Completed. The CSH team has been realigned with an emphasis on efficiency and strategic delivery of business support and client service. A number of transactional functions related to the administration of affiliate personnel have been decentralized to the Shared Services Centre (SSC) as part of this process. At headquarters, a dedicated HR Analytics and Systems unit and a strategic Workforce Planning and Post Management unit were created, bringing together staff from different sections working on these topics to ensure synergies and specialization. The Talent Acquisition Unit is collaborating with staff working on processes related to (senior) recruitment, mobility, outreach and young professional programmes for a more streamlined and client-oriented approach. |

| 11. OAC 61 June 2022 OAC 59 October 2021 |  |
| 12. OAC 59 October 2021 |  |