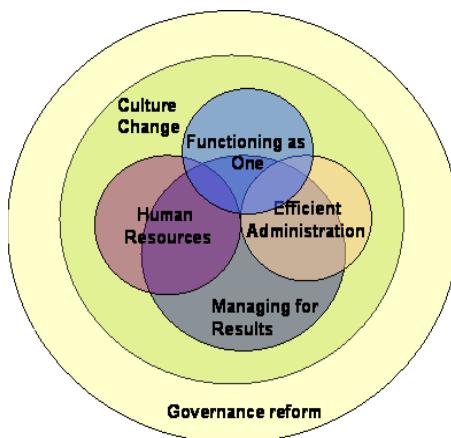


Introduction

1. This report provides information on progress with implementation of the Immediate Plan of Action (IPA) during 2010 and until April 2011 in order to assist Members in their oversight and monitoring responsibilities. The Executive Summary to this report comprises Appendix 3 of the CoC-IEE Report to the 2011 Conference and can be found at <http://www.fao.org/docrep/meeting/022/mb134E.pdf>.
2. During 2010, Members have requested a balanced approach between quantitative and qualitative information, covering a longer time period, in order to understand if the FAO reform is on track¹. This Management report on IPA implementation provides the requested balanced approach of qualitative and quantitative information, for 2010, and in cumulative terms for the entire period of IPA implementation.
3. The overarching objective of the FAO reform for the 2010-11 biennium is to transform the Organization into one that manages for results, supported by the key areas of functioning as one, human resources reform, and reform of administrative and management systems. These activities are underpinned by a programme of culture change and governance reform and oversight. Figure 1 below depicts the six key areas of FAO reform.

Figure 1 – Schematic of elements of FAO Reform



4. The information provided in this report is structured around these six thematic areas that are shaping the reformed FAO. The report comprises six sections and four annexes.
5. The first section **Quantitative Progress** highlights the quantitative IPA progress as at 31 December 2010, indicating the number of actions completed in 2010, actions on track to complete by the scheduled date, actions indicating minor delays, and actions indicating major delays. Actions completed in 2009 are added to those completed in 2010 to provide a cumulative view of progress in terms of completion of individual IPA actions.
6. However, the quantitative indicators of how many IPA actions have been completed in 2010 provide only a rough indication of progress due to the wide variation in scope, complexity and timelines of IPA actions. Some IPA actions are relatively easy and

¹ CL 140/REP, para 74.

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quick to complete, whereas others require major investments of financial and human resources and are extremely complex and difficult to implement. Members may recall at the end of 2009 the statistic that FAO Management had completed approximately 50% of the IPA actions, but was only 20% of the way through the IPA workload, and this comment was based on the wide variation between IPA actions.

7. To provide a more qualitative assessment of progress, the second section ***Key Achievements*** describes the key achievement in terms of the planned milestones achieved by the major projects to date.
8. Whilst the above two sections provide a full description of IPA progress, the third section ***Reform Benefits*** highlights the progress made to date towards achievement of the benefits of the IPA. This section responds to the question of whether FAO is on track, not simply to implement the IPA actions, but more importantly to reap the tangible benefits that the IPA sets out to achieve.
9. A major change programme such as the IPA carries with it significant risks and the fourth section ***Risk Assessment*** describes the progress made by Management to address the issues raised in the Risk Assessment exercise conducted in late 2010.
10. Key to achieving successful and sustainable change is effective communications and the fifth section ***Communication and Engagement*** provides information on staff communication in support of IPA, and updates Members on the status of the employee survey undertaken in January – February 2011.
11. The IPA programme is a five-year programme covering 2009 through 2013. Successful delivery of the IPA requires substantive progress within a framework of good financial monitoring, and the sixth section ***IPA Funding*** provides a project by project summary of the 2010 expenditure against the Programme of Work and Budget (PWB) 2010-11 and the IPA Trust Fund. This section also provides information on the proposed 2012-13 IPA Programme and the details are described in the PWB 2012-13 document.²
12. The four annexes are:
 - Annex I – Quantitative progress and Comprehensive analysis of status of IPA actions as at 31 December 2010;
 - Annex II – Breakdown of IPA risks at project level;
 - Annex III – IPA Trust Fund;
 - Annex IV – 2012-13 IPA Programme.

² C 2011/3 Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13, Section II.A Implementation of the Immediate Plan of Action.

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Section I – Quantitative Progress

13. The IPA programme for 2010-11 contains 154 IPA actions³. In terms of quantitative progress, Project leaders were requested to rate the progress as at 31 December, 2010 of each IPA activity (see figure 2) as either completed or, using a green-amber-red rating, to describe the progress being made. In undertaking this analysis a further category of “other” was added. A detailed analysis of status at the individual IPA action level appears in Annex I.

Figure 2 – Rating of 2010-11 IPA actions in terms of progress as at 31 December, 2010

Category	Actions		Category description
Completed	25	16%	Implementation of the IPA action has been completed
On track	102	66%	Progress towards implementation of the IPA action is in accordance with the planned dates and impediments and risks are not expected to significantly affect progress
Minor delays	15	10%	Progress towards implementation of the IPA action by the planned dates is in jeopardy but action has been identified to overcome delays, impediments and risks
Major delays	0		Successful implementation of the IPA action by the planned dates is in serious jeopardy due to impediments or risks that are expected to significantly alter implementation
Other	12	8%	Continuous activity, activity not implementable or other status
Total	154	100%	

14. Of the 154 IPA actions comprising the 2010-11 programme 25 (16%) were completed in 2010. This represented progress as anticipated, because many of the IPA actions in the 2010-11 programme are large, complex projects, and many actions indicated completion dates either later in 2011, or continuing into the biennium 2012-13, and forming a part of the IPA programme for the next biennium.

15. Project leaders reported that 102 (66%) of all IPA actions were on track for delivery by the anticipated completion date of which 74 are reporting to complete prior to end 2011. Adding this to the 16% completion rate generates a total of 82% of all IPA actions that were either completed in 2010, or are on track.

16. While no Project leaders indicated major delays to delivery of their IPA actions, 15 (10%) of all IPA actions reported minor delays to the anticipated completion date. The most relevant IPA actions included in this category relate to the Ethics Committee, the International Public Sector Accounting Standards (IPSAS) and Oracle release12 implementation (R12), and the Enterprise Risk Management (ERM) project.

17. The Terms of Reference (TOR) and composition of the Ethics Committee were discussed at the 135th session of the Finance Committee that requested that the issue be referred to the Committee on Constitutional and Legal Matters (CCLM) for subsequent review by the Finance Committee. The revised TOR of the Ethics Committee were presented for review to the Committee on Constitutional and Legal Matters (CCLM 92/3 rev.1) in March 2011. At the 138th session of the Finance Committee, held in March

³ See Annex III of Progress Report on IPA implementation presented to the CoC-IEE on 8 April 2010.

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2011, the Committee endorsed, with a minor amendment, the revised TOR and composition of the Ethics Committee as reviewed by the CCLM, including the proposal that the Ethics Committee be established for a period of four years beginning in January 2012.⁴ Overall, this process has caused a minor delay on IPA actions 3.34, 3.35 and 3.36.

18. At its 135th session, the Finance Committee “*supported the synergistic approach to upgrade to Oracle R12 in parallel with the IPSAS Project, so as to deliver IPSAS compliant systems in 2012 and allow for preparation of IPSAS compliant financial statements for the year 2013*”⁵. At its 138th session, the Finance Committee supported the high priority given to the synergistic R12/IPSAS Project in the PWB 2012-13 proposals.⁶ The adopted synergistic approach implies a minor delay on IPSAS and the R12 projects as well as on those closely linked to their completion. This is reflected in Annex I showing minor delays on IPA actions 3.42, 7.24, 7.25, 7.2 and 7.7.
19. IPA actions 3.51 and 3.52 show a minor delay on the ERM project, where further consultations are required to finalise the ERM business case, causing an expected three months delay in completing action 3.51, and where the pilot to test the ERM framework (action 3.52) has been extended by a quarter through September 2011.

“Other” category

20. The quantitative analysis was performed by requesting Project Leaders to evaluate progress in implementation for each action against planned start and end dates. While reviewing responses, Management realised that a further category was required in order to report on actions which do not fall under a timeline of implementation for various reasons. This additional category accounted for 12 IPA actions (8% of all responses), which are detailed below by sub-category.
 - Action 2.22 “*The Council Report will consist of conclusions, decisions and recommendations*”;
 - Action 7.1 “*Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)*”;
 - Action 6.2 “*5% budget to DDGs for interdisciplinary work*”;
 - Action 3.15 “*c) vigorously pursue new partnerships, including with the private foundations*; and
 - Action 3.76; “*The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action*”.
21. Five actions were considered to be of a “continuous” nature rather than having a specific start and end date:
 - Action 2.22 “*The Council Report will consist of conclusions, decisions and recommendations*”;
 - Action 7.1 “*Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)*”;
 - Action 6.2 “*5% budget to DDGs for interdisciplinary work*”;
 - Action 3.15 “*c) vigorously pursue new partnerships, including with the private foundations*; and
 - Action 3.76; “*The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action*”.
22. Three actions were not implemented because there was no consensus amongst Members;

⁴ CL 141/9, para 58.

⁵ CL 140/21, para 45.

⁶ CL 141/9, para 52.

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- Action 2.100 “*The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009*”.
- Action 4.4 “*any changes found desirable in the size and regional representation in the membership of the Council and propose with advice from the CCLM any necessary changes in the Basic Texts to the 2009 Session of the Conference*”. The issue has recently been resumed and negotiations are underway amongst Members.
- Action 3.84 “*Clearly distinguishing between well established offices and any plans for additional new offices, rationalise coverage of country offices ...*”. Discussion of this item has evolved, and a Vision for the Structure and Functioning of the Decentralized Offices Network has been prepared for consideration by the Governing Bodies.

23. Two actions have been scheduled as “beyond 2013” by Management:

- Action 3.11 “*In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions*” has been put on hold pending the IPSAS implementation, which will allow for the required accurate evaluation of options available;
- Action 2.78 “*Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8% of the total Regular Programme Budget (over two biennia)*”. One third of this increased target was achieved in 2010-11 and Management proposed not to increase the evaluation budget further in 2012-13, but to delay further increases until future biennia. The Joint Meeting of the Programme and Finance Committees in March 2011 reaffirmed the IPA target for the Evaluation budget of 0.8 percent of the net appropriation and proposed 0.7 percent for 2012-13, an increase of approximately USD 1 million over the Evaluation budget proposed by Management in the PWB 2012-13. This was endorsed by Council in April 2011⁷.

24. Two actions are proposed for deletion subject to Members approval:

- Action 3.71 called for introduction of dual grading for the P5/D1 and D1/D2 posts, a notion which is not feasible under the UN Common System;
- Action 3.48 “*Implementation of Action Plan*”. This is under the heading of Follow-up to Root and Branch Review (RBR) and, following issuance of the RBR, this generic action is not required as all RBR actions have been integrated in the IPA programme.

Cumulative assessment

25. In order to gain an insight into overall progress with IPA implementation after two years, the actions completed in 2009 (118) were added to those completed in 2010 (25) to obtain an overall view (see figure 3). Of the total 272 IPA actions, the 12 actions that fall into the “other” category were excluded providing a total of 260 actions. Of these actions 143 (55%) have been completed, 102 (39%) are on track, 15 (6%) are indicating minor delays, and no actions are indicating major delays. An updated status of all IPA actions is attached as Annex I.

⁷ CL 141/REP, para. 7-b

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Figure3 – Rating of all IPA actions in terms of progress during 2009 and 2010

Category	Actions		Category description
Completed	143	55%	Implementation of the IPA action has been completed
On track	102	39%	Progress towards implementation of the IPA action is in accordance with the planned dates and impediments and risks are not expected to significantly affect progress
Minor delays	15	6%	Progress towards implementation of the IPA action by the planned dates is in jeopardy but action has been identified to overcome delays, impediments and risks
Major delays	0		Successful implementation of the IPA action by the planned dates is in serious jeopardy due to impediments or risks that are expected to significantly alter implementation
Other	12		Excluded
Total (excluding other)	260	100%	

Section II – Key IPA Achievements

26. This section of the report highlights, by thematic area, the key achievements in 2010 and until April 2011 and is followed by Section III which is related to the benefits of Reform.

Managing for Results

27. Managing for Results is the overarching reform objective and good progress has been achieved in 2010-11. Organizational activity is centered on results-based planning and monitoring, and priority-setting. On the planning side, all organizational units have completed their 2010-11 operational work plans as a basis for implementation, monitoring and reporting, and the monitoring and reporting framework was completed. A pilot of country office work planning was initiated. The October 2010 session of the Joint Meeting of the Programme and Finance Committees (JMPFC) endorsed the three main elements of the monitoring and reporting framework, and Management prepared the first-ever Mid-term Review Synthesis Report for 2010, which was considered by the Programme and Finance Committees in March 2011. The Council in April 2011 “welcomed the Mid-Term Review Synthesis Report and endorsed the recommendations for improving the structure and format of the future reports”⁸. It also “requested the Secretariat to take account of lessons learned with the first Mid-Term Review (MTR) process so as to improve the format and content of the next Mid-Term Review Synthesis Report”⁹.

28. Management also supported discussion on prioritization of the technical work of the Organization by the Programme Committee and Council, which endorsed a series of process measures to ensure that the Regional Conferences and Technical Committees provide structured advice on priorities. As a result, the Independent Chairperson of Council was able to advise the five Regional Conferences on how to provide clear recommendations on areas of regional priority action. Management also prepared

⁸ CL 141/REP, para 10.

⁹ CL 141/REP, para 16.

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supporting documentation on priorities for all Technical Committees held during 2010. On the basis of the guidance received throughout 2010 and early 2011, Management prepared the MTP 2010-13 (*Reviewed*) / PWB 2012-13, which was considered by the Programme and Finance Committees and Council in March-April 2011, in preparation for the June-July 2011 Conference.

29. Some progress was achieved on prioritization of technical work in 2010-11. Given the new governing arrangements and the newly established results-based framework, Management and Members agreed that the priority-setting cycle in 2010-11 (for the 2012-13 biennium) was one of transition. There was also agreement on underlining the importance of learning from experience so that a systematic and synchronized approach to prioritization would be in place for the subsequent biennium. The Council in April 2011 “recognized that the process of setting priorities remained a work in progress, and requested that further improvements be implemented for the next planning cycle, including more information on resource shifts within and between Strategic and Functional Objectives”¹⁰.
30. The Resource Mobilization project is developing the corporate Resource Mobilization and Management Strategy (RMMS), whereby assessed contributions would be supplemented by voluntary contributions to support agreed priorities and Organizational Results within the framework of the Strategic Objectives with the aim of achieving higher and more predictable voluntary contributions.
31. The outline of the RMMS was presented by Management in different Governing Bodies sessions. The October 2010 Joint Meeting acknowledged the progress achieved in developing the strategy in its five elements of a) managing the integrated budget; b) Impact Focus Areas (IFAs); c) National Medium Term Priority Frameworks; d) consultation with partners; and e) communications strategy. The March 2011 Joint Meeting expressed appreciation for the corporate nature of the Strategy, the emphasis on partnership and the realistic approach to targeting resources, and the approach to communications through IFAs as one resource mobilization tool. It noted that the Strategy was firmly linked to the results-based frameworks and core functions in the Medium Term Plan, with focus given to meeting priorities at country level through the Country Programming Framework. The Council¹¹ in April 2011 welcomed the outline of the RMMS.
32. The Enterprise Risk Management (ERM) project aims at providing a framework that allows for the proactive identification, prioritization, management and monitoring of the full range of risks to the Organization, whether strategic, financial, operational or reputational. The Finance Committee in October 2010 considered the proposed ERM framework and roadmap for its implementation. It commended the direction that the Secretariat was taking to embed ERM in Results-Based Management, which was echoed by the Council¹². A second progress report was presented to the Finance Committee in March 2011, which was satisfied that the ERM framework would cover all risks to the achievement of FAO’s objectives.¹³

¹⁰ CL 141/REP, para 10.

¹¹ CL 141/REP, para 9.

¹² FC 135/13; CL 140/21, para 46; CL 140/REP, para 25.

¹³ FC 138/12; CL 141/9, paras 53 and 54.

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33. Under the chairmanship of the Deputy Director-General Operations, a Corporate Risk Committee has been established, with specific responsibilities to: oversee the development of ERM policy; ensure that the range of risks facing FAO is kept within acceptable limits; and monitor the overall health and effectiveness of FAO's risk processes, taking action where required.

Functioning as One

34. The Office of Support to Decentralization (OSD) and concerned Regional Offices successfully completed in 2010 the transfer of primary responsibility for supervising technical and substantive aspects of FAO Representatives to the Regional Assistant Directors-General, marking significant strengthening of the coordinating role of the Regional Offices.

35. Work is ongoing on two items related to revised competency profiles for the heads of Decentralized Offices (3.87) and to Benchmarking and Performance based reporting for Decentralized Offices (3.88); while two other items – related to country coverage (3.84) and the coverage of the Near East Regional Office (3.86) are still under review by Members. The main changes resulting from these IPA actions are:

- Greater involvement of Regional Offices in decision-making, programming and budgeting for the Organization. The Regional Representatives have become regular participants, through videoconferencing, in Senior Management Meetings and other corporate policy meetings and are contributing to a better balance between global, regional, subregional and country concerns.
- The transfer of primary reporting lines for technical officers in the regions and the subregions to the heads of these offices, while at the same time promoting an effective dialogue between the technical officers and relevant Departments and Divisions at headquarters.
- The transfer of primary reporting lines of FAO Representatives, along with budget holder authority for the FAOR network, to the Assistant Directors-General/Regional Representatives. The formal transfer occurred in early 2010 and the Regional Representatives are progressively taking on their new responsibilities *vis-à-vis* the country offices.
- Administrative streamlining to support improved functioning of Decentralized Offices (DOs) with substantially greater authority delegated to country offices, ranging from increased authority levels for procurement of goods and services to major streamlining for the identification, selection and recruitment of national personnel in all DOs;
- Progressive adjustment of the skills mix, and training for, technical staff in Regional and Subregional Offices in accordance with evolving (sub)regional needs and priorities.
- Upgraded ICT infrastructure and systems in DOs to enable them to use the same corporate tools and facilities as headquarters on the global network.

36. The changes implemented in the context of the IPA actions related to decentralization are leading to:

- A stronger role for country, subregional and regional priorities in setting the Organization's work programme.

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- Staff in DOs are more integrated with the rest of the Organization. The implementation of the Organization's staff rotation policy will further enhance the integration of staff at headquarters and DOs.
- The increased levels of delegated authority that are allowing DOs to take actions more speedily in response to emerging conditions at country, subregional and regional level.

37. The revision of delegation authorities to DOs for procurement activities relating to emergencies was also completed in 2010 as part of a larger successful initiative to revamp Manual Section 502 (Procurement of goods, works and services). The delegation process has been carried out taking into account the growth of local procurement for emergency operations and the higher delegation of authority assigned to DOs. For example, the level of delegation of authority to FAORs for the procurement of goods and services has been doubled, standing now at USD 100,000. Increasing the level of delegated authority has improved the timeliness and effectiveness of the procurement process. The delegation process has been successfully supported by training missions to 14 DOs in which several hundreds of staff have been trained and by training sessions at HQ for all units involved in procurement activities. Local procurement officers have also been recruited and three new international procurement officers will be posted in countries where FAO undertakes significant amounts of procurement for emergency projects.

38. In the context of the decentralization of the management of the Technical Cooperation Programme (TCP), TC Department has proceeded with the recruitment of Regional TCP Officers in close consultation with the Regional Offices and has trained staff at HQ and in DOs and clarified the process for obtaining technical support and clearance of TCP projects. As a result of this, DOs now have responsibility, authority and accountability for the entire TCP project cycle, from identification of project ideas, through formulation and approval, to implementation. FAORs are responsible for national projects, Subregional Coordinators for subregional projects, and Regional Representatives (RRs) for regional projects. RRs have also been assigned the added responsibility for regional TCP allocations.

39. Extensive training efforts have been undertaken to support the processes described above. E-learning courses and face-to-face training were organized for staff in the DOs on the TCP criteria and the details of the new decentralized formulation and approval process. Additional guidance has been provided through the issuance of a TCP Manual and other tools.

40. One of the IPA actions that has occupied much attention is related to the coverage of the country office network (IPA 3.84). During 2009, the Secretariat provided an analysis of the application of the various criteria included in IPA 3.84, but Members could not reach a consensus. In this context, the CoC-IEE requested, and the 2009 Conference agreed, that a medium to long-term vision related to the structure and functioning of the decentralized offices network be developed for review by the Governing Bodies, taking into account the views of the 2010 Regional Conferences. A final version of the "Vision" that took into consideration the input of the Regional Conferences was presented to the CoC-IEE at its meeting on 23 February and 30 March 2011, as well as to the Joint Meeting of the Programme and Finance Committees on 23 March.

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41. The vision, presented by management, was that

“FAO, functioning as one, with DOs an integral part of the Organization, is a worldwide provider of high quality policy advice, information, support for capacity development and technical services on food and agriculture”.

The strategy proposed to achieve this was through:

“A strong and responsive country-office-centered network that provides timely and effective support to Members by drawing on the technical expertise in subregional, regional and headquarters (HQ) units, as well as from partners and Members themselves”.

The document clarified that implementation of this vision and strategy would require action in four major areas: structure, staffing, operations and funding.

42. The CoC-IEE discussed this document at its meetings in 2011 as did the Council at its 141st session held in April 2011¹⁴ and have provided further guidance on next steps what are subject to confirmation by Conference

43. In the areas of emergency programmes, the Rome-based Agencies (RBAs) have made headway in working closely on the global food security cluster. A successful example is the Joint Task Force on Haiti and joint emergency relief operation and medium and long term programme on rehabilitation. The RBAs worked closely together to support labour intensive interventions in watershed management, provide operational support to the Haiti Reconstruction Action Plan, and pursue advocacy for food security priorities.

44. Following a thorough consultative process, an interim Organization-wide Strategy on Partnerships was approved in January 2011. This has been complemented by the development of sector-specific strategies on partnerships on the following areas: (i) enhancing FAO's collaboration within the UN system; (ii) furthering FAO's collaboration with the other Rome-based Agencies; (iii) with non-governmental and civil society organizations; and (iv) with the private sector. This latter strategy, in particular, was appreciated by the Council in April 2011¹⁵.

Human Resources Reform

45. Many of the key IPA achievements for 2010 are in the Human Resources area where significant achievements have been made within the context of the “HR Strategic Framework and Action Plan”. This establishes the strategic objective and vision for the HR function and serves as a plan of action for IPA implementation.

46. One of the most significant achievements relates to the successful introduction of the new Performance Evaluation Management System (PEMS) across the whole Organization. During 2010, virtually all staff across the Organization were trained on PEMS, and have participated in the three stages of the 2010 PEMS cycle ending on 18 February 2011 with the “year-end appraisal” phase. For the 2011 cycle, some 3,000 staff have finalized the 2011 Performance Planning Phase of the PEMS process. The

¹⁴ CL141/REP, paras 33-35; Report of the CoC-IEE to the Conference C2011/7, paras 84 and 85.

¹⁵ CL 141/REP, para 9.

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Performance Planning phase entails staff and supervisors meeting, discussing and agreeing upon the work plan for the coming year. This is then documented in a PEMS Agreement that comprises three sections: work plan, competencies, and developmental objectives. The Mid-Year Review is a time for staff and supervisor to exchange feedback and review progress made toward achieving expected objectives and competencies defined in the PEMS Agreement. Recognition of success, and challenges and constraints are discussed. The Year-End Review provides an opportunity for disclosure of feedback and recognition of work undertaken and to discuss strengths as well as identify areas for improvement. This comprises a 360 degree process whereby feedback is received from multiple sources on objectives and competencies. Staff carryout a self- evaluation and supervisors complete the final evaluation. All of these stages are captured in an on-line PEMS component of the corporate Oracle system which was successfully launched on time in early 2010, making the whole staff evaluation process virtually paperless, linked to each staff member's HR record, and enabling much improved reporting and analysis of results.

47. Management is treating 2010 and 2011 as a two year pilot roll-out of the full PEMS cycle to all staff members. The analysis of the findings resulting from these pilots will be complemented by a rewards and recognition framework, being planned to reflect recommendations expected from the International Civil Service Commission, which will review and benchmark mechanisms in use across all UN organizations in its Summer 2011 session, as well as a framework to deal with issues of performance below the required satisfactory levels of output and proficiency. The results of the analysis will be used to enhance PEMS prior to its full implementation and use for administrative purposes in 2012.
48. While a comprehensive mobility policy is being finalized¹⁶, interim guidelines were instituted and issued in December 2010 across the Organization to foster and promote voluntary mobility. To that effect, a Compendium of positions available for mobility assignments was established, along with a Roster of staff members interested in such assignments. A Mobility Co-coordinator is undertaking consultations with all stakeholders to ensure proper matching of staff profiles with the positions available. To-date, over 40 positions in the Professional category and 25 in the General Service category are included in the Mobility Compendium, and 40 staff members have expressed their interest in being considered for a mobility assignment, including one D-1, 14 Professionals and 25 General Service staff members.
49. The Junior Professional Programme (JPP)¹⁷ was developed following extensive consultation, endorsed in May 2010 and implemented in June 2010. This has resulted in over 3,000 applications and some 80 expressions of interest from across the Organization to host Junior Professionals. Following the major tasks of screening applications and matching candidates to host areas based on the criteria established for

¹⁶ This process has taken longer than expected given the very protracted consultative processes required.

¹⁷ Junior Professionals are selected on the basis of clearly defined criteria, which require *inter alia* candidates to be 32 years of age or younger as at 31 December 2010, hold an advanced university degree (Master's, Ph.D., or equivalent) in a field relevant to the work of FAO, have preferably at least one year of experience in a field relevant to the work of FAO and possess a working knowledge of one of FAO's official languages (English, French, Spanish, Arabic, Russian, or Chinese) and a limited knowledge of another. Their selection is reviewed by the Professional Staff Selection Committee, which assesses the candidates' technical knowledge as well as analytical, writing, planning and organising, and presentation skills.

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the JPP programme, the selection process has been completed and the first cohort of 18 JPs will join FAO in mid 2011, of whom 5 are being assigned to HQ and 13 to DOs.

50. Significant progress has also been made in finalizing the draft of the Human Resources Strategic Action Plan on gender balance, revised to the newly approved UN target of 50% in late 2010. It proposes a suite of measures to increase the percentage of women in professional and higher level positions within FAO. Also, departmental/office geographic and gender targets for 2011 have been issued in a corporate effort to meet the overall Medium Term Plan targets.
51. As a result of the initiatives described above, the percentage of nationals from over-represented countries on professional posts included in the PWB has decreased from 38% in December 2004 to 25% in March 2011. During the same period, the proportion of women in professional, director and senior management positions increased from 27% in 2004 to 34% in March 2011. By March 2011, the MTP targets as at 31 December 2011 for the percentage of women in the Professional, Director and above categories of 36% and 18%, respectively for PWB positions, has been achieved.
52. In addition, specific measures have been taken to reduce the Organization's recruitment timeframes. These measures have included (i) the reduction in the posting time of external vacancy announcements from two to one month; (ii) the temporary increase in the membership of the Professional Staff Selection Committee (PSSC) and the appointment of four Alternate Chairpersons, which has made it possible to hold an increased number of PSSC meetings; (iii) the establishment of the Recruitment Support Team, composed of over 20 consultants and retirees who can provide their services to recruiting managers in screening applications, organizing interviews and preparing PSSC submissions; (iv) the introduction of a simplified, streamlined PSSC form; (v) the introduction of a target time frame of four months following VA closure for recruiting units to make a submission to the PSSC.
53. Staff Development activities have continued throughout the year, with particular reference to the two highly attended Management and Organizational Effectiveness Forums and the continued expansion of participation in the Management Development Centre, the inter-agency centre aimed at helping managers identify their strengths and areas where they can continue to develop their managerial skills. Over 100 managers have participated in MDC courses since its launch.
54. In terms of internal HR governance, a senior-level Human Resources Committee (HRC) was established to ensure that the Organization is appropriately investing in, mobilizing and empowering its human capital in support of the effective delivery of its defined programmes, goals and strategies.
55. In terms of providing quality HR information to managers, the on-line HR management information system pilot was released to managers and users of HR data at HQ and in DOs. The system consolidates data from a range of different transactional systems into a single repository of HR information in order to improve reporting and facilitate senior management access to accurate workforce information and statistics on a self-service basis. The web-based tool was piloted during a three month period, during which a broad range of feedback and enhancement suggestions were gathered thus enabling significant improvements to be made in both system utility for users and in increased

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focus and precision in core areas of HR data analysis, prior to its release to end users in October 2010.

56. The project on Headquarters restructuring has also marked good progress as many of the recommendations made on this area have been implemented. The proposed Executive Leadership Team (ELT) was created in January 2010 and has met 27 times during 2010. The Human Resources Committee has been introduced, six internal committees have been abolished and seven more have been restructured and the diminution of internal IT committees stands at an advanced stage of implementation.

Reform of Administrative and Management systems

57. Management is adopting a synergistic approach with the Oracle release 12 implementation project so that the IPSAS project will benefit from the enhanced functionalities available under the latest version release from Oracle. The October 2010 session of the Finance Committee supported the synergistic approach noting that IPSAS compliant systems would be delivered in 2012 and the first set of IPSAS compliant financial statements would now be prepared for the year ending 31 December 2013¹⁸. The user requirements phase was completed in 2010, and the overall design phase is now commencing. The extent of field disbursements has increased rapidly in recent years (USD 581 million in 2010, i.e. 190% higher than in 2004) and, as a part of the IPSAS project, a new field model has been developed which will replace outdated systems in DOs.
58. Information Technology achievements during the year include major network capacity upgrades in 56 Country Offices (COs) striving towards enabling DOs to have improved access to corporate systems and tools. High-definition video conference facilities have also been made available in 2010 to all Regional and Sub-Regional Offices to improve inter-office communications and video conference facilities are now available in over 50 countries.
59. Proposals for revised Information Technology Governance arrangements were finalized in 2010 and will be reviewed and implemented in early 2011. A new Information Technology Strategy covering the period until 2019 was also developed in 2010, and this will also be reviewed and introduced during 2011. The registry management project, is proceeding as planned and has developed a detailed business case to streamline records management, recruited the project team and initiated the process technology redesign and policy reformulation.
60. A relevant achievement in this area was the establishment by FAO, WFP and IFAD of the Common Procurement Team (CPT), for all HQ based procurements, for which a Charter was signed by the three Agencies in June 2010. During 2010 the CPT issued 18 tenders with an aggregate value of USD 23 million. 16 out of these 18 tenders were issued through an electronic system (In-Tend) which was adopted by each Agency to harmonize “e-tendering” tools.
61. The RBAs decided to renew the mandate of CPT in 2011, and Management considers the pilot project a valuable step towards achieving synergies and savings as well as

¹⁸ FC 135/12.

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broader integration, leading to similar results and joint work in other areas such as travel.

Culture Change

62. Work in this area in 2009 developed FAO's Internal Vision together with supporting change proposals, and this broke new ground in FAO. During 2010 culture change elements featured prominently in many IPA related activities. This was evidenced through the increased use of participatory processes for work planning and decision making, larger numbers of facilitated events, greater levels of information and knowledge sharing, and renewed efforts to improve internal communications. Examples of this included the following:
 - the Staff Day held on 20 April enabled more than 500 employees to gather together in HQ and be joined by many others from Bangkok, Budapest, Accra, Cairo and Ankara via video-link;
 - interactions between employees involved in preparing the biennial work-plans under the new results-based framework were supported by departmental/office workshops, meetings of strategy teams, and an intensive peer review process – a clear indicator of a shift in mentality towards greater inclusiveness, and shared sense of responsibility and accountability for results amongst managers and employees;
 - a leadership workshop was called by the two Deputy Directors-General to identify strategic entry points for collaboration between the Technical Cooperation Department and the other technical departments. This was the first facilitated leadership workshop of its kind in FAO – another indicator of a shifting culture towards greater collaboration and multidisciplinary work;
 - locally driven change teams were established within both DOs and HQ. For example, a 'guiding team' has been established in the Economic and Social (ES) Department to focus not only on what staff did (Unit Results contributing to Organizational Results), but also how they would work together to achieve these results. ES has also customized its 'ES Mission, Vision and Values' statement to guide the contributions ES would make to FAO's wider goals;
 - following the launch of FAO's Internal Vision Statement, new web streaming technology have changed the way HQ events were organized, with DOs being included in Organization wide events wherever possible.
63. The examples provided above highlight also the significant progress achieved in addressing the five specific recommendations of the Independent External Evaluation (IEE) of FAO on culture change¹⁹.
64. Starting in January 2011, a framework for implementing culture change at FAO has been developed, emphasizing the need for complete alignment with and between all IPA projects; the full engagement of FAO leadership as sponsors of change; and the development of evidence-based indicators designed to measure progress towards the desired new Organizational culture at regular intervals.

¹⁹ C 2007/7A.1, paras 939-947.

Governance Reform and Oversight

65. One of the major achievements in this area relates to the inclusion of Regional Conferences as an integral part of the Governing Bodies of FAO. Other achievements include the articulation and adoption of Multi-Year Programmes of Works for the Programme Committee, Finance Committee and Council.
66. With regards to oversight, Governing Body sessions have considered during the year several of the evaluation reports provided as a result of the increased IPA budget available to the Evaluation function. In addition, the Office of the Inspector General has started implementing the 2010-11 Risk Based Audit Plan, and the Ethics Officer has initiated her mandate within the Organization. The Finance Committee and CCLM have reviewed and approved at their March 2011 sessions the Terms of Reference and composition of the Ethics Committee. These were then endorsed by Council in April²⁰.

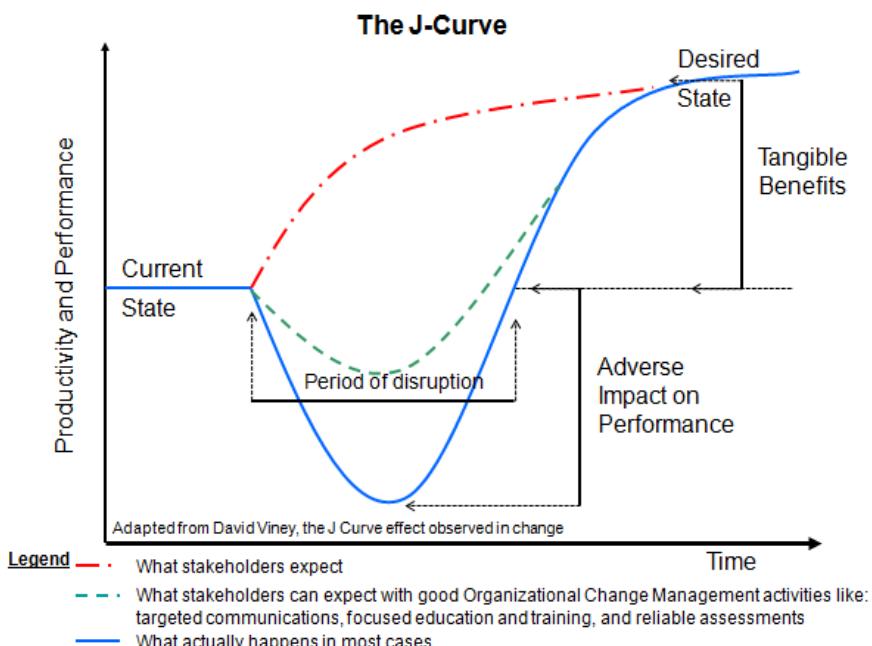
²⁰ CL 141/REP, paras 16 and 24.

Section III – Reform Benefits

67. 2010 marks the second year of the five-year programme to implement the IPA. The 2009 annual progress report to the CoC-IEE clearly indicated that “... *the IPA programme that remains to be completed includes many large and complex projects that will be time consuming and challenging to implement*”²¹.

68. In the Management presentation to CoC-IEE on 23 June 2010, the overall change management process and associated challenges were described to Members. Figure 4 below indicates the typical cycle of change as it relates to overall Organizational performance. Whilst the impact on Organizational performance of major change programmes is exaggerated for effect, the short-term adverse impact, compared with stakeholder expectations of immediate improvements in Organizational performance, is one of the main reasons why so many major change programmes fail to maintain the support of their sponsors.

Figure 4 – Effects and challenges on Organizational performance of major change programmes



69. The FAO renewal process comprises a number of major initiatives, each of which has its own “J-curve”, with different start and end points, and different level of risks and benefits. The lines shown in the figure above embody a “composite” picture of J-curves for each major IPA action. Examples of these actions include:

- the project to decentralise TCP, which had just emerged from the bottom dip of the disruption period and was beginning an upward slope;
- the IPSAS project, which had not yet reached the potential period of disruption as it would materialise only after end-2012 when the new system should be brought live;
- the RBM project, which would start delivering its full benefits only after 1 or 2 biennia of full implementation – the time normally required for a complex results-based framework to be applied, monitored, assessed and reported on;

²¹ Progress Report presented to the 8 April 2010 meeting of the CoC-IEE, para 42.

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- the Common Procurement Team within the three RBAs, which had no adverse impact and had already delivered some of its expected benefits in monetary terms;
- the action to increase telecommunication connectivity across the Organization, which had already allowed 56 DOs to have faster access to corporate applications and a wide range of new-generation applications, such as videoconferencing and use of knowledge sharing and collaboration tools.

70. The key challenge is to minimize the period of disruption, reduce the short-term adverse impact on performance, and ensure that the Organization does not simply complete all of the IPA activities, but achieves the tangible benefits that the IPA programme sets out to achieve (see figure 4). At the 20 October 2010 meeting of the CoC-IEE Management presented the areas of tangible benefits²² that were recognized to be achievable from IPA implementation.

71. Results are presented by reference to the major IPA actions that have delivered or will deliver tangible benefits. The complementarity and integration of several IPA actions implies that benefits may be achieved under more than one thematic area, and this is highlighted, when applicable, in the related paragraphs. In presenting this analysis, Management stresses the 5 year time-framework of IPA implementation and the consideration that many of the benefits can only be achieved upon successful completion of the large, complex projects referred to above. It is organized by thematic area, and covers benefits realization, not only in 2010, but from the beginning of the reform process.

Managing for Results – focusing on Member needs through results-based programming, monitoring, reporting and resource mobilization

72. The target benefit for Managing for Results is a clear and measurable impact of FAO's products and services on beneficiaries. In order to achieve benefits, FAO's work under all sources of funds must be systematically planned, implemented, measured and monitored using results-based management principles, including the linking of staff plans to Organizational Results.

73. Whilst work is ongoing to fully implement the planning and prioritization process under the Medium Term Plan 2010-13, many expected benefits under this thematic area will materialize only after the results-based frameworks have been in place for the four-year period of the Medium Term Plan, allowing for monitoring and reporting on the agreed upon indicators of achievement.

74. Towards achievement of this overall benefit, the completion of Organization wide work plans in 2010 has provided a concrete base for improved monitoring and reporting, thus enabling better management of Organizational results-based activities. The basis for improved Member direction relating to priorities of the Organization was provided through guidance from the Technical Committees and Regional Conferences including greater emphasis on Regional priorities.

²² Benefits analysis included in paras 32-46 of the Progress Report presented to the 20 October 2010 meeting of the CoC-IEE, and graphically summarized in Annex I of CL140/14.

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75. The corporate Resource mobilization and management strategy is the first step in improving the mobilization of FAO resources from its partners, allocating these resources to agreed priorities, and reporting on their use.

Functioning as One – by aligning structures, roles and responsibilities to the results framework

76. The target benefit of Functioning as One is that all the resources of the Organization at all geographic locations work in synergy and complementarity to achieve Organizational Results while assuring that those results make an optimal contribution to Members' priorities at (sub) regional and country levels. Synergies are also achieved with external partner organizations, based on comparative advantage.

77. One of the benefits achieved to date is the increased regional participation in the decision making process of the Organization through the strengthened role of Regional Conferences. Together with the progressive introduction of country and (sub) regional priority frameworks, this will lead to improved focus as well as a better balance and synergy between global, regional, sub-regional and country concerns.

78. With reference to delegations to DOs, Regional Offices (ROs) have been made responsible for the planning and allocation of financial resources to Country Offices and for budget monitoring. This has enabled ROs to have a better view at regional level of the various layers and improve the coherence of the DO network. The overall monitoring function of ROs has been reinforced by the fact that they are also focal points for audit reports at country level. Being closer to Country Offices (normally in the same time zone), ROs are now able to provide timely support to FAORs on day-to-day office management matters.

79. The decentralization/delegation process has made considerable gains in the area of procurement through i) more capacity building and ii) by making procurement more strategic. The first result was reached through extensive training on the new MS 502, soon to be followed by further training on new policy documents *Guidelines on Collusion and Fraud in Procurement*, *Procurement Planning Brief* and *Guidelines on Supply Market Analysis*, designed to enhance the capacity of local staff to manage increasingly larger local procurement volumes. The need for a more strategic approach to procurement has been fulfilled by developing a data-capture initiative designed to report on procurement data and action in DOs. This information will be used to analyze procurement activities in the field and support more strategic thinking on procurement. To achieve greater strategic and operational results the number of framework and long-term agreements to realize price and process cost savings has been increased.

80. On TCP, the two main benefits expected from decentralization were: close interaction between counterparts and project formulators, leading to a better alignment with national priorities; and a reduction in the time lag between submissions of requests and approval of projects. While the time lag has been reduced from an average of 6 months to slightly less than 4 months, it is still early to evaluate the impact in terms of better alignment with national priorities.

81. The assessment of collaboration among the Rome-based Agencies has been carried out successfully in 2010 and will continue during 2011. Through the IPA action for

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improving ICT telecommunications facilities, DOs are now benefiting from faster and more reliable access to a wide range of FAO applications as well as enhanced knowledge sharing capabilities by having access, amongst others, to the business intelligence tools already developed.

82. At a managerial level Regional Representatives have become regular participants, through videoconferencing, of the Senior Management Meetings and other important corporate policy meetings.

Human Resources Reform – optimizing human resources through HR policy, practice and culture change

83. The target benefit for Human Resources is to ensure an enabled, effective and motivated workforce better able to deliver FAO's mandate. Achieving benefits under this area entails that the Human Resources composition must be balanced in its demographics, nationality and gender, and its knowledge and experience must be broadened and targeted to achieve agreed organizational results.
84. The introduction of PEMS supports the objective of improving accountability and performance across FAO as it allows managers and staff to account for results and the achievement of performance standards defined in the competency framework. PEMS implementation represents a concrete change in the way the Organization works because, it focuses not only on the objectives of their daily work, but by formally including a developmental plan in the process, it underscores the focus on staff growth and continuous learning. Emphasizing the importance of giving and receiving feedback as well as regular communication between staff and supervisor is an essential part of management best practice.
85. The introduction of PEMS also already strengthens links between the work plans and performance of individuals and overall FAO Organizational results, and fosters a better understanding of managers and their staff of the relevance of individual contributions to the work of the Organization. This creates an “accountability link” between Organizational results and individual staff performance – an irreversible process and a significant benefit impacting also the managing for results thematic area.
86. Although not yet achieved, the preparatory work is now complete on improved demographic *Composition*, through the work undertaken on the Junior Professional Programme, with an expected benefit of rejuvenation of FAO workforce by recruiting younger professionals from non- and under-represented developing countries and with priority to addressing gender imbalances.
87. The new HR management information system was completed and made available to managers and HR practitioners at headquarters and in decentralized offices. A major benefit of the HRMIR system is that it provides for the the dissemination of timely, accurate HR information and its associated analyses on a self-service basis from a single repository of accurate HR data. At the corporate level, the system provides instruments by which the Organization can constantly monitor its progress towards strategic HR objectives and plan effectively for the alignment of its staff and non staff human resources capabilities with its corporate strategy.

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88. The benefits of improved *Knowledge and Experience* progressively increases in resources allocated to staff training, especially management training. This will be reinforced by completing work on the competency framework, improving recruitment procedures, introducing robust performance management processes and systems, and in increased staff mobility between different offices and functions of FAO.

Reform of Administrative and Management Systems – to ensure efficient use of Member contributions

89. The target benefit of the *Reform of administrative and management systems* is to ensure better delivery of FAO technical services through client-oriented and streamlined administrative processes, improved value and relevance of financial and other resource information, and innovative administrative service delivery options.

90. This thematic area brings together the highest number of “*large and complex projects*”. The associated projects are well under way, and efficiency benefits will begin to be delivered in a significant manner during 2012 and 2013. Benefits already achieved under this thematic area include the successful tendering of contracts under the Common Procurement Team, yielding standardisation and harmonization across the Rome-based agencies, thereby impacting also the Functioning as One thematic area. In addition, CPT activities in this area have generated efficiency savings. For the 13 contracts awarded by FAO, potential savings of USD 900,000 have been estimated and these will be precisely quantified through the assessment of the pilot initiative that management is undertaking in 2011. Furthermore, improved focus on streamlined and customer-focused administrative services is provided by the Business Improvement Unit recently established in the CS Department.

91. The Records Management Modernization Project is on track to meet its objectives within the resources and timeframes provided. The feasibility of achieving the IPA savings target has been confirmed through reduction of registry posts, which have been agreed in principle with the involved departments/offices, through natural attrition assisted by agreed terminations. The project will also deliver significantly improved records management service and can be seen as a case study in “*applied culture change*.” The project promotes – and depends on – changes in staff attitudes and behaviour. It revitalizes an entire FAO occupational group. Finally, it promotes learning, knowledge sharing and improved teamwork, including better access to information from decentralized offices.

Culture Change – fundamental to the successful reform of FAO

92. Culture Change (CC) is another area where the target Organizational benefit of “*creating an enabling, inclusive work environment which allows the Organization to better deliver on its mandate and optimizes the talents of its employees*”²³ is an ongoing process with tangible benefits realization being towards the end of the IPA implementation.

93. Culture change, is creating the conditions for change evidenced through the proliferation of local culture change teams and a significant increase in departmental and cross-departmental knowledge sharing. Through these new mechanisms, employees have

²³ CL 140/14, para 23.

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opportunities to voice ideas, opinions and influence change in their locality leading to a more participatory and dynamic working environment.

Governance Reform and Oversight to improve articulation of Member needs

94. In order to be fully successful, the process of reforming FAO must be underpinned by a strengthened governance, where the target benefit of *Governance reform* is inclusive, open and trusting system of Member governance which will ensure that *Internal governance* provides a more effective oversight, including learning and accountability through evaluation, to enhance overall performance and improve management of resources.
95. In terms of progress towards this target benefit, in 2010 the Regional Conferences have exercised their new responsibilities by providing inputs on prioritization of the technical work of the Organization, the vision on the structure and functioning of the DOs, and on the proposal for a global Shared Service Centre. Benefits have also been achieved in a more open and transparent governance process that has been achieved through the presence of silent observers at sessions of the Finance and Programme Committees and CCLM.

Section IV – Risk Assessment

96. A major element of ensuring successful change management is to recognize and act upon the risks inherent in such a programme. As illustrated at figure 4, a comprehensive Organizational Change Management process can reduce the adverse performance impact of a major reform, and effective risk management is part of that process. Management has presented to the October 2010²⁴ and February 2011 CoC-IEE meetings the results of the external Risk Assessment (RA) review²⁵ of the IPA programme concluded in late September 2010. This was commissioned to identify the risks associated with this major change programme and to identify mitigating measures.

97. The outcome of the review has been included in the 2010 Annual Activity Report of the Office of the Inspector General (AUD) submitted to the 138th Session of the Finance Committee. Whilst the risk assessment has signalled “*major gaps in management control over the reform process*”, the report of the Inspector General indicates that²⁶ “*Managers identified, in AUD’s views, robust solutions to prevent these threats from materialising*”, and concludes that “*Management has responded positively and quickly to the recommendations identified in this report*”. The Finance Committee “*welcomed the management response in this regard*”²⁷.

98. The RA rated risks in terms of the projected impact should the risk occur, and the likelihood of the risk happening. Risks were color coded from red to green based on a combination of these factors. Table 1 below provides a summary breakdown of the risks highlighted in the RA report, where IPA risks were identified at programme and project level and also in terms of dependencies between IPA projects or towards other FAO functions.

Table 1 – Number of Risks within the IPA Programme in RA report.

	Red	Amber	Green	Totals
Programme level	7	2	1	10
Project Level	49	112	46	207
Totals	56	114	47	217
<i>Plus</i>				
Dependencies	27	37	4	68

99. This section describes the approach taken and progress made by Management since October 2010 to address the issues raised in the RA report. These actions were anticipated in the October 2010 report to the CoC-IEE, where Management committed to report back on its review of project risks and management actions undertaken.

Approach Adopted

100. In order to prioritize work Management focused attention on areas indicating the most serious risks to the successful completion of IPA implementation, especially on risks rated as “red”, in the following sequence:

²⁴ Paras 47-53 of the Progress Report presented to the CoC-IEE meeting on 20 October 2010 (http://typo3.fao.org/fileadmin/user_upload/iee/ipa_progress_rep_cociee3_20oct2010_e.pdf).

²⁵ The Executive Summary was attached as an Annex to the October 2010 CoC-IEE progress report accessible at: http://typo3.fao.org/fileadmin/user_upload/IEE/CoC_IEE3_IPAAnnexes_20Oct2010_E.pdf.

²⁶ FC 138/17, paras 55-57.

²⁷ CL 141/9, para 73.

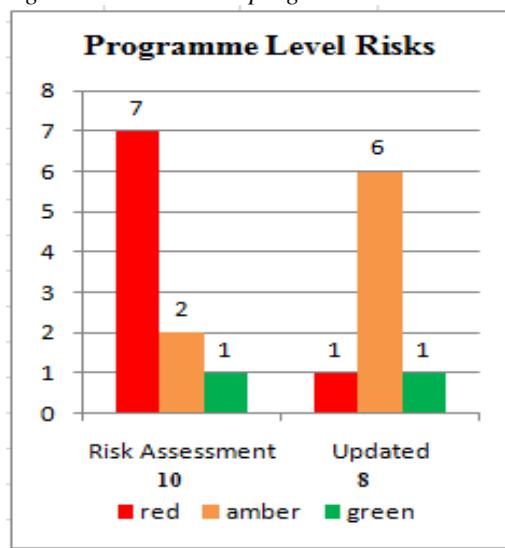
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- Programme level risks;
- Project level risks in those projects upon which many other projects were dependent (because any failures in these projects would have an adverse “knock-on” impact on many areas of the IPA programme);
- Project level risks for projects indicating a high number of risks rated as “red”;
- Other project risks (this being part of an ongoing process of risk logs maintenance).

Programme level risks

101. Seven red risks were reported at Programme level relating to: (i) effective IPA governance, (ii) adequate management processes through the establishment of a Programme Management Unit (PMU), (iii) adequate staffing of the PMU, (iv) improved staff communication and engagement programme, (v) clear presentation of IPA implementation strategy, (vi) ensuring adequate programme management standards, and (vii) the risk of chronic overloading of managers with IPA responsibilities.
102. As reported to the November 2010 Session of the Council²⁸, the Director-General took immediate action on these red risks in order to improve internal IPA Programme governance effectiveness. These measures include establishing the IPA Programme Board (IPB), assigning responsibility for programme management to the newly established PMU, and assigning responsibility for IPA communications to the Office of Corporate Communications and External Relations.
103. These mitigating actions have addressed risks (i) to (iv). Risks (v) to (vii) are being addressed by the IPB that has initiated a review of the current aggregation of IPA actions into 16 projects to determine whether a further breakdown would be more appropriate. This will provide a basis for improved application of project standards, and project management workloads. The impact of the actions described above on managing programme level risks is summarized in figure 6 below.

Figure 6 – Programme Level risks: progress achieved since the RA report



²⁸ CL 140/14, paras 35-37.

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Project level risks for those projects with many dependencies

104. The Risk Assessment report indicated three main areas upon which many other projects are dependent and which therefore have a wide and cross-cutting impact across IPA implementation. These are the Oracle release 12 (R12) implementation (IPA action 7.25), the initiative to increase telecoms connectivity capacity across the Organization (IPA action 3.90), and the capacity of DOs, particularly country offices, to take on a greater role without additional resources and support.
105. The successful delivery, on time, of the Oracle R12 activity (Action 7.25) is key to all other ERP-dependent projects, including IPSAS (action 7.24), the new Field Accounting System (Action 3.42), the new planning and budgeting model (Action 7.2) the procurement active suppliers management initiative (Action 7.7) and the new Travel system (Action 7.15).
106. The main red risk associated to the Oracle R12 action related to Business Units not providing adequate testing and user acceptance support to the project in a period of many other change activities.
107. The development of a synergistic approach towards the Oracle R12 and IPSAS projects²⁹ has mitigated the above reported risk given the significantly enhanced scope of the new project and the synergies and efficiencies that will derive from this approach in the testing and user acceptance support phases, during which Management also intends to make greater use of automated testing tools. The new approach will also reduce overall level of risks through a more coherent management and internal governance approach.
108. The IPA activity to increase telecommunications connectivity capacity (Action 3.90) is also key to the successful delivery of a number of IPA activities including IPSAS (action 7.24), the new Field Accounting System (Action 3.42), the new planning and budgeting model (Action 7.2) the procurement active suppliers management initiative (Action 7.7) the new Travel system (Action 7.15) and a number of other decentralization related activities that will require prompt availability, and effective and efficient use, of telecommunications connectivity.
109. The action to increase telecommunications connectivity had 4 red risks at the RA. One has subsequently been closed and other risks included ensuring adequate funding for the associated increased running costs, that business procedures are not defined and applications are not configured in a way to use efficiently the FAO bandwidth and that allocation and use of the bandwidth resource is used inappropriately. Management has taken funding requirements into due consideration in the 2012-13 IPA programme formulation and in the overall PWB preparation and is managing other risks through measures such as registration and certification procedures to increase knowledge of business applications that use the network and the implementation of bandwidth control and management measures.
110. A number of IPA activities involve delegations from HQ to DOs of decisions and processes previously taken in HQ. These activities, occurring across the IPA programme

²⁹ The synergistic approach was presented to the October 2010 session of the Finance Committee (FC 135/12).

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and supporting overall decentralization, are dependent not only on increased connectivity capacity as indicated above, but also on adequate staffing and resource levels in DOs. Risks identified for the decentralization process include risks of insufficient capacity in DOs, and that FAO moves away from effectively functioning as One towards a situation in which the five Regions work independently of each other and headquarters; and that technical officers in the Regional and Subregional offices become delinked from the global knowledge base of the Organization.

111. These risks have been considered in formulating the “*Vision on the Structure and Functioning of DOs network*”, which recommends the delivery of “One FAO” services and the innovative use of extra-budgetary resources to link Country Offices resources to project delivery.

Project level risks for project with high number of red rated risks

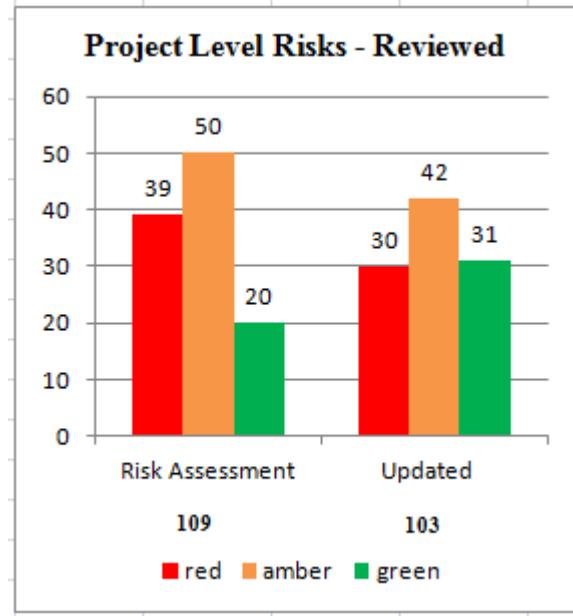
112. Following the review of projects indicating high dependency, Management has also reviewed projects with the highest number of red rated risks. Projects reviewed include the Information Technology project (11b), IPSAS (11a), Culture Change (13) and TCP (5), which together comprise approximately 50% of all single project risks. During this phase the PMU has reviewed a total of 39 red and 50 amber rated risks.
113. The Information Technology project, excluding actions related to Oracle R12 and improved telecommunication facilities described above, indicated 4 red risks. Of these, 2 relating to the finalization of the IT Governance have been closed thanks to the actions put in place by Management since the RA date. Remaining risks mainly relate to CIO capacity to absorb the significant workload resulting from IPA implementation and ensuring the provision of clear business requirements by client units.
114. Management has put in place several mitigating measures to address these risks, including prioritization of IT activities, backfilling efforts, engaging stakeholders in further cycle of requirements specification to ensure mutual understanding of timing requirements and through governance measures at project and CIO divisional level.
115. As a result of the RA, the IPSAS project indicated 3 red risks which include ensuring adequate resources throughout the project’s life. The IPSAS team intends to manage this risk through a recruitment roster that will help meeting project’s staffing requirements.
116. At the time of the RA the CC project was at a point at which the initial CC team had completed its mandate and was in the process of being replaced with a new team. Also there was a change in leadership with the departure of the Deputy Director-General, Knowledge and appointment of the Assistant-Director-General, ES. These factors resulted in 9 red risks being identified for CC, all significantly linked to the finalization of the new CC implementation plan. Once endorsed, the plan will play a significant role towards reducing most of project’s red risks.
117. During the RA the TCP project identified 3 red and 6 amber rated risks. These included an uncertainty on where the authority and responsibility for technical clearance lie and that TCP requests are approved without meeting the 10 required approval criteria. The first risk has been managed through issuance of clear guidelines and training of technical department Focal Points on their role in the TCP approval process. These measures have

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reduced the criticality of the risk, now decreased to amber. The second is being managed through training efforts on the interpretation and application of the TCP criteria and by measures such as the TCP Peer Review mechanism. The TCP team also reviewed its assessment of amber rated risks with the downgrading of 5 risks to green.

118. As a result of discussions with Project leaders and the mitigating measures introduced by them and Management, the number of risks when compared to the RA has reduced and the criticality of risks has also reduced noted by the change in profile of red, amber and green rated risks as indicated at figure 7.

Figure 7 – Project Level risks: progress achieved since the RA report



119. In summary, Management has addressed this continuous process by focusing initial attention on areas of high priority and high impact over the successful implementation of the IPA programme. Annex II provides detail of risks at a project-by-project level, comparing the number of risks highlighted in the RA report with the number of risks after this review.
120. During 2011, the PMU will continue monitoring IPA project risks in an ongoing process whereby all risk logs will be reviewed and eventual red risks requiring decisions beyond the mandate of Project Leaders will be escalated to the IPB for consideration. The PMU will also continue the review of the most significant dependencies affecting the IPA programme with a view to arrive to a corporate view, and get a more focused understanding, of dependencies in order to identify the key “critical paths” for successful completion of the IPA.

Section V – Communication and Engagement

121. Employee communication and engagement is a major component of Organizational Change Management for the IPA. During 2010 the Organization has developed a communication programme based on the new results-based management framework for FAO to support employee alignment with a reformed FAO.
122. The objectives of the communication programme are to explain the purpose of reform to all employees, paint a picture of what a reformed FAO will look like, set out a step-by-step plan on what needs to happen to achieve this and enable each person to identify their role in contributing to a renewed FAO which depicted in Figure 8 below.

Figure 8 – Communication and Engagement Framework



123. As reported to the CoC-IEE³⁰, the programme is divided into three main areas: (i) *Listening to you*, comprising activities designed to understand the changing knowledge, attitudes and readiness for change amongst employees; (ii) *Keeping you informed*, to reach employees with targeted communication, rather than passive information placed on a website; and (iii) *Working together*, to emphasize dialogue and joint problem-solving across the Organization as a mean for lasting organizational change.
124. A fundamental activity of the first element of the programme *Listening to you* is the launch of FAOs first all employee survey on FAO Renewal which has been developed in 2010 through consultation between key IPA project areas, especially HR and CC.
125. The survey was launched by the Director-General on 18 January 2011 and provides internal and external benchmarks for monitoring IPA progress over the coming years, as part of a result-based framework. The survey provider, Hay Group, administered the survey to ensure independence and complete confidentiality to respondents. It was open to all employees and made available in all FAO languages. The topics covered included employees understanding and support for Renewal and the extent to which employees feel impacted by and are benefiting from Renewal. The survey also assessed employee communication needs during times of change and employee opinions about the organization overall.

³⁰ Progress report to the 20 October 2010 meeting of the CoC-IEE, paras 54-56.

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126. A very high participation was obtained, with more than 4,700 (or 77%) staff and consultants responding. This represents a good cross-section of the Organization and reflects employees' genuine interest and participation in Renewal.

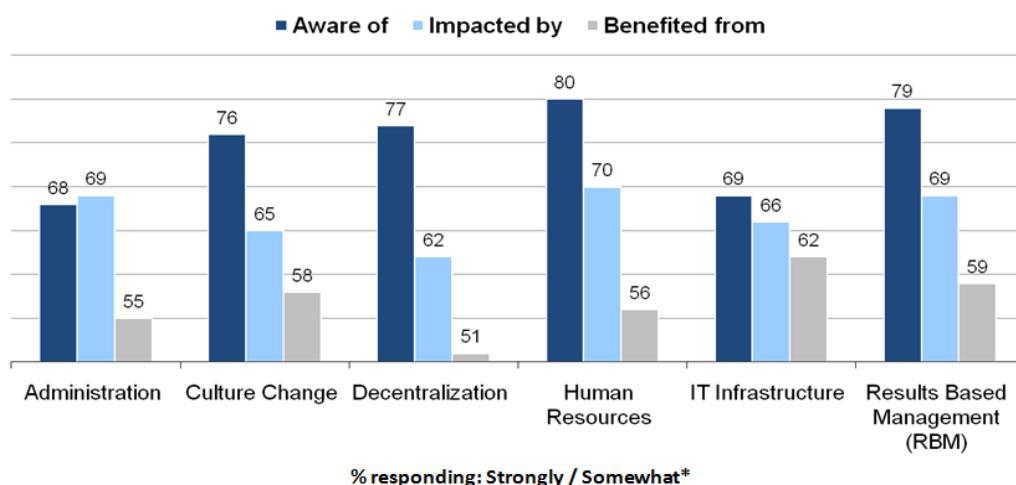
127. In April 2011, Management received the 'high-level' results and has shared these with employees. The 'high-level' results indicate that FAO is in line with other organizations in both the private and 'not-for profit' sectors though it aspires to become a 'high performing' organization. Significant progress can be seen since the IEE survey in 2006, particularly around Management commitment to reform, and employees have indicated that they see 'evidence of culture change around them' though there is still work to be done.

128. FAO Renewal is part way through and already employees are beginning to be aware of, be impacted by, and see the benefits of, the major IPA actions (see figure 1). The greatest benefits experienced by employees so far are improvements to the IT Infrastructure, the new results based management framework and culture change. However, there is an urgent need to improve communication about FAO Renewal, especially in DOs and preferably through face-to-face interactions, and some employees are unclear what the outcomes of Renewal will be.

Figure 9 – Progress of Renewal

HayGroup®

Progress of Renewal



129. Results indicate that 88% of FAO employees "believe the process of Reform in FAO is necessary" and that there is a strong appetite for change, but for more than half of employees the pace of change in FAO is too slow. Also, the results reported that approximately 3 in 4 are positive that renewal will "help FAO deliver better results and service to FAO members" and "help FAO become a better place to work".

130. The results reveal that FAO has healthy levels of engagement and enablement which are in line with external norms. 83% of employees are 'proud to work for FAO' and 73% would 'recommend FAO to others as a place to work'. Employees are well matched to their jobs, with 78% agreeing that their job provides them with interesting and

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challenging work. However, only 54% agree there are no barriers to them doing their job well.

131. The current phase (May-July 2011) considers the survey results in more detail and aims at identifying and committing to key actions for improvement going forward. Implementation of the actions will then commence with a strong focus on communicating and engaging with employees to deliver desired change.
132. As the survey “sponsor”, the Deputy Director-General of Operations has been charged with the responsibility for ensuring that the results are reported back to Management, Employees and Members. Progress and results will be communicated to employees so that there is a clear ‘line of sight’ between improvements occurring in the work place and their roots in management having proactively ‘listened to employees’. In future progress reports to the Governing Bodies, Management will provide more details on the survey results and related follow-up measures.
133. Communication activities supporting the implementation of IPA projects under the theme of (iii) *Working together* include: launch of an annual staff day event in April 2010, bringing employees across the Organization together to learn more about one another’s work; timely and clear information on HQ restructuring and FAO’s new organigramme; facilitated peer review workshops as part of the results-based planning exercises; targeted communications within the Finance Division and relevant counterparts in the DOs to inform and engage employees concerning forthcoming system changes resulting from IPSAS compliance; capacity building workshops to support employees and managers adopt the new PEMS; facilitated workshop with IPA leaders to articulate the key messages as well as benefits of IPA projects.
134. Communication with Members continued in 2010 with monthly Members updates, interviews with some Members to ascertain information and communication needs particularly in relation to communicating progress on FAO Renewal to Capitals.

Section VI – IPA Funding

135. In approving the IPA in 2008, the Conference decided to establish a special Trust Fund to receive extra-budgetary resources for implementation of the IPA in 2009. As at end 2010, of the confirmed pledges by Members to contribute a total of USD 9.01 million to the Trust Fund, a total of USD 9.0 million in contributions had been received, as detailed in Annex III. At the end of 2009 there was an unspent balance of USD 3.08 million against the Trust Fund.
136. Funding for 2010-11 was treated under the PWB³¹. Implementation of the IPA in 2010-11 is financed under the budgetary appropriations voted by the Conference³² for the PWB, as well as the unspent balance from the 2009 IPA Trust Fund carried forward to 2010.
137. As at end December 2010, the IPA expenditure (recorded expenditures and commitments) charged to the PWB funds totaled USD 15.98 million. In addition, the

³¹ Conference Resolution 1/2008, para 3.

³² Conference Resolution 3/2009, para 2.

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unspent balance of the Trust Fund of USD 3.08 million was fully expended. Thus, the total expenditure on the IPA in 2010 was USD 19.06 million (Table 2).

138. The net balance of funding available under the budgetary appropriations for 2011 is therefore USD 23.62 million (USD 39.6 million less USD 15.98 million). It is anticipated to fully spend this on IPA activities in 2011. As at end first quarter, the 2011 IPA expenditure is on track. As confirmed at 135th session of Finance Committee all IPA-related funding in 2010-11 would be used exclusively for IPA activities, and unspent 2010-11 IPA funds, if any, would be carried-over into 2012-13.
139. Management will continue to provide regular reports on expenditure and commitments against the IPA project budgets at future Governing Body meetings.

Table 2 –Total 2010 IPA Expenditure

2010 IPA Expenditure (USD Millions)	Total Expenditure as at 31/12/10	Utilization of Trust Fund as at 31/12/10	Total
1. Governing Body Reform	1.39		1.39
2. Oversight	1.03		1.03
3a. Reform of programme budgeting & RBM	0.24	0.2	0.44
3b. Publishing in all languages	0.20		0.20
4. Resource mobilization and management	0.58		0.58
5. Technical Cooperation Programme	0.09		0.09
6. Decentralization	0.37		0.37
7a. Headquarters structure	0.60		0.60
8. Partnerships	0.49	0.03	0.52
9. Reform of Administrative and Management Systems	2.16		2.16
11b. Information Technology	3.88	0.04	3.92
12. Enterprise Risk Management	0.12		0.12
13. Culture change	0.47		0.47
14. Human resources	2.66	2.51	5.17
15. IPA governing body follow-up	0.16	0.30	0.46
16. IPA management follow-up	1.54		1.54
Total	15.98	3.08	19.06

140. The 2012-13 IPA programme is fully detailed in the PWB 2012-13 document³³, which explains how the 2012-13 estimates were developed and provides a description of the proposed 2012-13 IPA programme. Annex IV provides a full thematic/project listing of the 2012-13 IPA programme, including those IPA actions for which funding is not requested in 2012-13.
141. Oversight – (action 2.78) – Evaluation budget – The IPA target for Evaluation was to increase the evaluation budget to 0.8% of the Regular Programme Budget over two biennia. One third of this increased target was achieved in 2010-11 and Management proposed not to increase the evaluation budget further in 2012-13, but to delay further increases until future biennia.

³³ C 2011/3 Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13, Section II.A Implementation of the Immediate Plan of Action.

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142. The Joint Meeting of the Programme and Finance Committees in March 2011 reaffirmed the IPA target for the Evaluation budget of 0.8 percent of the net appropriation and proposed 0.7 percent for 2012-13, an increase of approximately USD 1 million over the Evaluation budget proposed by Management in the PWB 2012-13. This was endorsed by Council in April 2011³⁴.

³⁴ CL 141/REP, para. 7-b.

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Legend		Summary	
Implementation of the IPA action has been completed in 2009		Completed 2009	118 IPA actions
Implementation of the IPA action has been completed in 2010		Completed 2010	25 actions (16 %)
Progress towards implementation of the IPA action is in accordance with the planned dates and impediments and risks are not expected to significantly affect progress		On Track	102 actions (66 %)
Progress towards implementation of the IPA action by the planned dates is in jeopardy but action has been identified to overcome delays, impediments and risks		Minor Delays	15 actions (10 %)
Successful implementation of the IPA action by the planned dates is in serious jeopardy due to impediments or risks that are expected to significantly alter implementation		Major Delays	0 actions (0 %)
Continuous activity, activity not implementable or other status		Other	12 actions (8 %)

	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
1 Governing Body Reform					
Governance Priorities					
2.1	Global policy coherence and regulatory frameworks: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora.			Completed 2009	
2.2	As appropriate take into consideration policy issues and instruments relating to food and agriculture being developed in other fora than FAO and provide recommendations to those fora	01.06.2010	02.07.2011	On Track	
2.3	See also below – for roles of the various Governing Bodies	01.06.2010	02.07.2011	On Track	
2.4	Executive governance: Strengthen roles and coverage of Governing Bodies (see below)	01.03.2010	02.07.2011	On Track	
The Conference					
2.5	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council			Completed 2009	
2.6	Conference will give more attention to global policy issues and international frameworks (including treaties, conventions and regulations), normally acting on recommendations of the Technical Committees & Regional Conferences	01.06.2010	02.07.2011	On Track	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
	and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)			On Track	
2.7	Conference will meet in June of the second year of the biennium			Completed 2009	
2.8	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)			Completed 2009	
2.9	The Conference report will concentrate on conclusions and decisions, which may be defined in drafting committees and 'friends of the Chair' as appropriate. The verbatim will provide the detail of interventions and will be published in all FAO	01.04.2011	02.07.2011	On Track	
2.10	Formal plenary meetings will become more focused on issues of vital interest to Members			Completed 2009	
2.11	Side events will be developed to provide a forum for informal interchange on development of issues	01.02.2011	02.07.2011	On Track	
2.12	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	01.06.2010	02.07.2011	On Track	
2.13	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. As detailed in the Action Matrix			Completed 2009	
The Council					
2.14	The Council functions will be clarified as necessary in the Basic Texts and will include: i) the major role in deciding and advising on: • work-planning and performance measures for the Council itself • work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference; • monitoring and reporting performance against these measures; • strategy, priorities and budget of the Organization; • the overall programme of work; • major organizational changes, not requiring Conference changes of Basic Texts; • recommending the agenda of the Conference to the Conference;			Completed 2009	
2.15	ii) monitor the implementation of governance decisions;			Completed 2009	
2.16	iii) exercise oversight, ensuring that: • the Organization operates within its financial and legal framework;			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
	<ul style="list-style-type: none"> • there is transparent, independent and professional audit and; • there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts; • there are functioning results-based budgeting and management systems; • policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose; • extra-budgetary resources are effectively contributing to the Organization's priority goals; and 				
2.17	iv) monitor the performance of management against established performance targets	11.04.2011	25.11.2011	On Track	
2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution	11.04.2011	02.07.2011	On Track	
2.19	The Council will meet more flexibly and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) – Section C Chart 1 Programme and Budget planning and review cycle:	17.05.2010	25.11.2011	On Track	
2.20	i) There will be additional short sessions or informal meetings.	03.05.2010	31.10.2011	On Track	
2.21	The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that recommendations can be taken account of, including recommending the final agenda of the Conference to the Conference for its final approval.			Completed 2009	
2.22	The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	17.05.2010	25.11.2011	Continuous	Ongoing improvements to Council reports
2.23	The Council will no longer discuss global policy and regulatory issues, unless there is an urgent reason to do so (to be handled by the Technical Committees and the Conference)			Completed 2009	
2.24	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)			Completed 2009	
2.25	Introduce Basic text changes for functions, reporting lines, etc.			Completed 2009	
Independent Chairperson of the Council					
2.26	Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO, eliminating any potential for conflict of roles with the managerial role of the Director-General and, including, in addition to chairing meetings of the Council:			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
2.27	a) serve as an honest broker in arriving at consensus between Members on controversial issues;			Completed 2009	
2.28	b) liaise with the Chairs of the Programme and Finance Committees and CCLM on their work programmes and as appropriate with the chairs of Technical Committees and Regional Conferences, normally attending the Programme and Finance Committees and Regional Conferences;			Completed 2009	
2.29	c) as and when he/she considers it useful, the Independent Chairperson of the Council may call for consultative meetings with representatives of the Regional Groups on issues of an administrative and organizational nature for the preparation and conduct of a session;			Completed 2009	
2.30	d) liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the Regional Conferences;			Completed 2009	
2.31	e) ensure that the Council is kept abreast of developments in other fora of importance for FAO's mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the Rome based food and agriculture agencies;			Completed 2009	
2.32	f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.	02.01.2010	31.12.2011	On Track	
2.33	g) The Basic Texts will also specify:			Completed 2009	
2.34	i) desirable qualifications (competencies) for the Independent Chairperson to be developed by the Conference Committee with advice of the CCLM and decided by the 2009 Conference ii) that the Independent Chairperson is required to be present in Rome for all sessions of the Council and will normally be expected to spend at least six to eight months of the year in Rome			Completed 2009	
Programme and Finance Committees					
2.35	Clarifications of functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including on clarification of functions:			Completed 2009	
2.36	i) Programme Committee functions will emphasise programme priorities, strategy, budget and evaluation and will also include: consideration of field and decentralized work; priorities for the Organization to address in developing global policy coherence and regulation; and partnership and coordination with other organizations for technical work;	01.02.2010	14.10.2011	On Track	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
2.37	ii) Finance Committee will cover all aspects of administration, services and human resources as well as finance, including the policies and budget for these areas of work – becoming a Finance and Administration Committee;	01.02.2010	14.10.2011	On Track	
2.38	iii) The Committees will meet more flexibly and for variable lengths of session as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1) – (minimum number of sessions normally four per biennium);	01.02.2010	14.10.2011	On Track	
2.39	iv) The two Committees will hold more joint meetings. The discussion will be in joint session, whenever there is overlap in the discussion, or the two Committees contribution will have a strong complementarity;	01.02.2010	14.10.2011	On Track	
2.40	v) The Committees will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council	01.02.2010	14.10.2011	On Track	
2.41	vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.	01.06.2010	15.04.2011	On Track	
2.42	Introduce changes in practice, including ways of working (see below)			Completed 2009	
2.43	Introduce Basic Text changes for functions of the Committees			Completed 2009	
2.44	Programme and Finance Committees membership, chairs and observers: - Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary technical qualifications, and:			Completed 2009	
2.45	i) chairs will be elected by the Council on the basis of their individual qualifications and will not occupy seats of their electoral groups or represent a region or country (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);			Completed 2009	
2.46	ii) the membership of the Committees will each be increased, in addition to the Chair, to twelve representatives with each region having a right to up to two representatives each for Africa, Asia, Latin America and the Caribbean, the Near East and Europe and one representative each for North America and the South West Pacific nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
2.47	iii) Committees, including joint meetings will be open to non-speaking observers.	12.04.2010	14.10.2011	Completed 2010	
	Committee on Constitutional and Legal Matters (CCLM)				
2.48	Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary legal qualifications;			Completed 2009	
2.49	The chair will be elected from amongst the CCLM members by the Council on the basis of his/her individual merit (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee until such time as a replacement can be elected by the Council);			Completed 2009	
2.50	The Committee will have seven members, with each region having a right to one member nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)			Completed 2009	
2.51	The CCLM will be open to non-speaking observers			Completed 2009	
	Regional Conferences				
2.52	Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including changing the status of the Regional Conferences to Committees of the FAO Conference:	01.02.2010	30.06.2012	On Track	
2.53	a) Functions will include: i) Develop issues for regional policy coherence & regional perspective on global policy issues & regulation – presenting its report to the FAO Conference; ii) Review and advise on the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council through the Programme and Finance Committees	01.02.2010	02.07.2011	On Track	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
2.54	b) Ways of working – Regional Conferences will: i) be convened normally once in every biennium on the decision of the Members of FAO from the regional and with full consultation among Members on agendas, formats, dates & duration and need for the Conference; ii) appoint a rapporteur; iii) the Chair and rapporteur will remain in office between sessions and the Chair, or if not available the rapporteur, will present the Regional Conference report to the FAO Council and Conference (with consideration also by the Programme and Finance Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process; iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture;	01.02.2010	02.07.2011	On Track	
2.55	Introduce Basic Text changes for functions, reporting lines, etc.			Completed 2009	
Technical Committees					
2.56	The Committees will report to Council on FAO's budget, and the priorities and strategies for the programmes and directly to the FAO Conference on global policy and regulation becoming Committees of the Conference, and:			Completed 2009	
2.57	a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;	14.06.2010	31.12.2011	On Track	
2.58	b) Ways of working – Technical Committees will: i) meet more flexibly as to duration and frequency, according to needs, normally once in each biennium. They will address priority emerging issues and may be convened especially for this purpose;	14.06.2010	04.02.2011	On Track	
2.59	ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration	14.06.2010	31.12.2011	On Track	
2.60	iii) More use will be made of parallel sessions and side events, taking care that countries with small delegations can participate (informal sessions will include NGOs and the private sector including representation from developing countries);	14.06.2010	04.02.2011	On Track	
2.61	iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;			Completed 2009	
2.62	v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;			Completed 2009	
2.63	vi) The Committee on World Food Security (CFS) will revitalise its role in monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
2.64	Introduce changes in practice, including ways of working and reporting lines			Completed 2009	
2.65	Introduce Basic Text changes for functions, reporting lines, etc.			Completed 2009	
Ministerial meetings					
2.66	Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility.	17.05.2010	25.11.2011	On Track	
2.67	The Ministerial meeting reports will normally be considered directly by the Conference.	17.05.2010	25.11.2011	On Track	
Statutory Bodies, Conventions, Treaties, Codex, etc.					
2.68	Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) may bring issues to the attention of the Council and Conference through relevant the Technical Committee (Basic Text Change)	17.05.2010	25.11.2011	On Track	
2.69	Undertake a review with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it.	01.06.2010	31.12.2013	On Track	
Further Actions to Improve the Effectiveness of FAO Governance					
2.70	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	04.01.2010	30.06.2013	On Track	
2.71	a) prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council and/or Conference (in accordance with their respective reporting lines);	04.01.2010	30.06.2013	On Track	
2.72	b) prepare a report of their progress against the Programme of Work once every two years also for review by the Council and/or Conference.	04.01.2010	30.06.2013	On Track	
2.73	The term Governing Bodies will be defined, preferably in the Basic Texts			Completed 2009	
2.74	The Conference will assess the workings of the governance reforms, including the role and functioning of the Regional Conferences with an independent review as an input to this process.	04.01.2010	30.06.2013	On Track	
2.75	In order to further transparency and communication the Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees on the: • Strategic Framework and Medium Term Plan priorities; • Priority goals which senior management has established for immediate			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
	progress; • annual and biennial performance.				
2.76	Costs of revising the Basic Texts for all Governing Bodies: Work to be carried out by Legal Office and CCLM for revisions of Basic Texts			Completed 2009	
Appointment and Term of Office of the Director-General					
2.95	Introduce procedures and Basic Text changes to strengthen opportunity for the FAO membership to appraise candidates for the post of Director-General prior to the election, including:	15.02.2010	02.07.2011	On Track	
2.96	a) Candidates for the post of the Director-General will address the Conference at which the election will be held. Members will have the opportunity to put questions to candidates (expenses of candidates will be covered from the FAO budget);	25.06.2011	02.07.2011	On Track	
2.97	b) Candidates for the post of the Director-General will address a session of the FAO Council not less than 60 days prior to the Conference at which the election will be held. At that session both Members and observers to the Council will have the opportunity to put questions to candidates (the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made – expenses of candidates will be covered from the FAO Budget);	11.04.2011	15.04.2011	On Track	
2.98	c) Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session;	01.02.2010	31.01.2011	On Track	
2.99	d) When the post of Director-General is due to become vacant it will be publicised, no less than 12 months before the closure of nominations, noting that all nominations remain fully the responsibility of Member Countries;			Completed 2009	
2.100	e) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.	N/A	N/A	No consensus	Action not implemented in 2009 for lack of consensus among the Membership. Could be implemented in the next biennium if so decided by Members.
2.101	Change Basic Texts for period of office of the Director-General to four years with possibility of renewal for one further period of four years			Completed 2009	
2. Oversight					
Evaluation					
2.77	Establishment of evaluation as a separate and operationally independent office inside the FAO secretariat structure, reporting to the Director-General and to the Council through the Programme Committee.			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
2.78	Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the PWB approval process, allocated in full to the evaluation office. Using the 2008-09 base, the requirement would be USD 3.2 million. In the draft PWB it had been proposed to go half-way to this amount in 2010-11. To reduce the implementation risk in the first biennium, the final draft PWB funds only one third of the increase, USD 1.1 million in 2010-11. The balance would be funded in the PWB 2012-13.	01.01.2010	31.12.2013	Beyond 2013	One third of this increased target was achieved in 2010-11 and Management proposed not to increase the evaluation budget further in 2012-13, but to delay further increases until future biennia. The Joint Meeting of the Programme and Finance Committees in March 2011 reaffirmed the IPA target for the Evaluation budget of 0.8 percent of the net appropriation and proposed 0.7 percent for 2012-13, an increase of approximately USD 1 million over the Evaluation budget proposed by Management in the PWB 2012-13
2.79	Evaluation Staffing: a) Recruitment of Evaluation Director at D2 level. A panel consisting of representatives of the Director-General and Governing Bodies, as well as evaluation specialists from other UN agencies will review the terms of reference and statement of qualifications for the post, and then participate in a panel to screen and select an appropriate candidate. The Director of evaluation will serve for a fixed term of four years with the possibility of renewal for a maximum of one further term, with no possibility for reappointment within FAO to another post or consultancy for at least one year;			Completed 2009	
2.80	b) All appointments for evaluation of staff and consultants will follow transparent and professional procedures with the first criteria being technical competence but also with attention to considerations of regional and gender balance. The Director of Evaluation will have the main responsibility for the appointment of evaluation staff and the responsibility for appointment of consultants in conformity with FAO procedures.			Completed 2009	
2.81	Quality assurance and continued strengthening of the evaluation function: a) Strengthening of existing independent peer review of major reports			Completed 2009	
2.82	b) Biennial review by a small group of independent peers for conformity of work to evaluation best-practice and standards – report to management and the Council together with the recommendations of the Programme Committee			Completed 2009	
2.83	c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	01.01.2016	01.01.2016	On Track	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
2.84	Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter", including the above, and a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;	01.10.2008	31.05.2010	Completed 2010	
2.85	b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;	01.10.2008	31.05.2010	Completed 2010	
2.86	c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;	01.10.2008	31.05.2010	Completed 2010	
2.87	d) all evaluation reports, management responses and follow-up reports will continue to be public documents, fully available to all FAO Members. Efforts to discuss and bring the reports to the attention of all concerned Governing Body members will also be further strengthened through consultative groups and workshops on individual evaluations;	01.10.2008	31.05.2010	Completed 2010	
2.88	e) the evaluation office will have an institutionalised advisory role to management on results based management and programming and budgeting, reinforcing the feed-back and learning loop;	01.10.2008	31.05.2010	Completed 2010	
2.89	f) evaluation will be well coordinated within the UN system, taking account of the work of the Joint Inspection Unit (JIU) and the evaluation office will continue to work closely with the United Nations Evaluation Group (UNEG).			Completed 2009	
2.90	g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	01.10.2008	31.05.2010	Completed 2010	
Audit					
2.91	In line with current policy, the work of the Inspector-General's office will be extended to cover all major organizational risk areas, making use of external expertise as necessary	01.01.2010	31.12.2011	On Track	
2.92	The Audit Committee: a) will be appointed by the Director-General and have a membership which is fully external agreed by the Council on the recommendation of the Director-General and Finance Committee			Completed 2009	
2.93	b) present an annual report to the Council through the Finance Committee			Completed 2009	
2.94	The External Auditor will assume responsibility for audit of the immediate office of the Director-General in addition to the regular audits carried out by the Inspector-General			Completed 2009	
Ethics					
3.33	Appointment of an Ethics Officer, functioning of the office, and training of staff	01.01.2010	31.12.2013	On Track	

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3.34	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	19.02.2009	31.10.2010	Minor Delays	During its fall 2010 session, the FC further reviewed, but did not approve, the Terms of Reference and membership of the Ethics Committee. The FC requested for its review which should also be referred to the CCLM. The FC agreed with the proposals for the implementation of the Financial Disclosure Programme.
3.35	Appointment and initiation of work by Ethics Committee	01.01.2011	31.12.2011	Minor Delays	Linked to 3.34 above
3.36	Review of annual or biennial report of Ethics Committee by the Council on the basis of the findings and recommendations of the CCLM and Finance Committee	01.01.2011	31.12.2011	Minor Delays	Linked to 3.34 above
3.36a	Appointment of Ombudsman	01.01.2011	31.12.2011	On Track	
3A. Reform of Programming, budgeting and Results Based Monitoring					
FAO Strategic Objectives and the New Results-Based Framework					
1.1	Decide the application of the new Results-Based Framework			Completed 2009	
1.2	Decide Vision and Global Goals			Completed 2009	
1.3	Decide in principle Strategic Objectives, Functional Objectives and Core Functions			Completed 2009	
1.4	Adopt in principle the format for the presentation of Strategic Objectives and Organizational Results			Completed 2009	
1.5	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing			Completed 2009	
1.6	Develop results-based monitoring system	01.04.2009	31.12.2011	On Track	
1.7	Develop the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model			Completed 2009	
1.8	First report on organizational performance based on new results-based system for 2010-11 biennium	01.12.2011	30.6.2012	On Track	Due to start on 1/12/2011
Reform of Programming, budgeting and Results Based Monitoring					
3.1	Introduction of revised Programme and Budget Documentation consisting of the following sections, which may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009 for 2010-2011 biennium):			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
3.2	i) Strategic Framework with a 10-15 year time horizon reviewed every four years and including: - Analysis of the challenges facing food, agriculture and rural development and the dependent people, including consumers; • Strategic Vision • The Goals of Member Nations, and • Strategic Objectives for achievement with support from FAO by Member Countries and the international community, including indicative targets and indicators of achievement (some 8-12);			Completed 2009	
3.3	ii) Medium Term Plan with a four year time horizon and reviewed each biennium, including: • Strategic Objectives for achievement with support from FAO by Member Countries and the international community, as per the Strategic Framework, • Organizational Results framework (outcomes) – a maximum of some 80 inclusive of the core functions, contributing to the achievement of Strategic Objectives by Member Countries and the international community. Each Organizational Result will have specified achievement targets and indicators for verification, show FAO's contribution and indicate the budget from assessed contributions and estimated extra-budgetary resources (targets may be conditioned upon level of extra-budgetary resources) Gender will be fully integrated into the Strategic Framework and Medium Term Plan and will no longer have a separate Plan of Action • Impact Focus Areas which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas • Core Functions of FAO, and iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;			Completed 2009	
3.4	iv) Programme of Work and Budget, each covering a single biennium, with the budget divided between an administrative budget and a programme budget presented in a results based framework and providing: Organizational Results framework (outcomes) as per the Medium Term Plan, including the organizational responsibility for each result; • Quantification of costs for all Organizational Results and all obligations • Calculation of cost increase and planned efficiency savings, • Provision for long-term liabilities, under-funded obligations and reserve funds • Draft Programme and Budget resolution.			Completed 2009	
3.5	v) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
	development process.				
3.6	Introduction of a Revised Implementation Performance Results Based Management monitoring system and report: Each report will cover the previous biennium and report on delivery, and targets and indicators of results as well as efficiency indicators for the functional objectives. This report will replace the current Programme Implementation Report.	01.04.2009	31.12.2011	On Track	
7.1	Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)	N/A	N/A	Continuous	
3.7	Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing). The date of the FAO Conference will move to June, starting from 2011, with a corresponding shift in the dates of all other meetings (the Council will meet in September 2009 in order to prepare the Conference – in line with the new cycle). The following full cycle will be introduced starting 2010 (for budgetary provision for meetings – see B Governance Reform):	01.04.2009	31.12.2011	On Track	
3.8	i) Year 1 of the biennium (with at least two meetings of the Council): <ul style="list-style-type: none"> • the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and • priorities and results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium; • The Regional Conferences will with respect to their Regions, review and make recommendations on: • FAO performance in contributing to results against performance indicators, including any pertinent evaluations; • priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and • policy issues for the region to be considered at global level or through additional action at regional level. • The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on: • the performance implementation report for the previous biennium, including performance against indicators; • major evaluations; • budgetary and implementation performance in the second half of the year; • any necessary adjustments in the agreed Programme of Work and Budget; • approve in advance requested reallocations between Chapters. 	01.01.2010	31.12.2011	On Track	

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3.9	<p>ii) Year 2 of the biennium (with at least two and probably three main meetings of the Council):</p> <ul style="list-style-type: none"> Throughout the year the Programme and Finance Committees and the Council will review and make decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested reallocations between Chapters; January – March: the Programme and Finance Committees and the Council will review the proposed Medium Term Plan and Programme of Work and Budget and in every second biennium, the Strategic Framework; January – March: - not as part of the Governing Body cycle of meetings – an informal meeting will be held of interested members and other potential sources of extra-budgetary funds and partnership, to exchange information on extra-budgetary funding requirements, especially in relation to Impact Focus Areas; March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level; June: The Conference will approve the Results Framework and budgetary aspects including the budget level; and September – November: the Programme and Finance Committees and the Council will if necessary consider and approve any changes in the Results Framework and budgetary allocations following the Conference decision on the budget level. 	01.01.2011	31.12.2011	On Track	
3.10	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions			Completed 2009	
3.11	In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions.	01.10.2008	31.12.2013	Beyond 2013	Action on hold pending implementation of IPSAS and review of options.
Design new Planning and Budgeting Model					
7.2	Design the new Planning and Budgeting Model, define the new structure of PWB, outline the new standard streamlined logical framework for “Projects” budgets and the requirements for the standardized new reporting system.	23.11.2009	31.12.2013	Minor Delays	Depends on implementation of IPSAS and Oracle R12
Interdisciplinarity					
6.2	5% budget to DDGs for interdisciplinary work	N/A	N/A	Continuous	
3B. Publishing in all Languages					

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Publishing in all Languages of the Organization					
3.55	A budget will be set aside for technical publishing (paper and web) in each FAO language. A panel of users of technical documentation in each language will decide on the application of funds for translation (this is in addition to the existing budget for main meeting documentation)	01.01.2010	31.12.2011	On Track	
3.56	Increased hard copies of technical documentation will be made available to Least Developed Countries with decisions on priorities for documents taken by the same panels	01.01.2010	31.12.2011	On Track	
3.57	Separate mirror websites to the FAO website will be developed for Arabic and Chinese	01.01.2010	31.12.2011	On Track	
4. Resource Mobilization and Management					
Resource Mobilization and Management Strategy					
3.12	To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognising that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:	01.01.2010	31.12.2011	On Track	Support to integration of projects into the new FAO planning model; collaboration between OSP and TC on RM strategy developmentUpgrade FPMIS and improve the integration of the voluntary contributions project data into the programme of work and budget and work planning processes by aligning with PIRES and other FAO systemsDevelop a resource allocation mechanism for internal FAO use which increases the transparency of where resource partners place their resources and how FAO chooses to allocate un-earmarked funds
3.13	a) review by the Council of the plans for, the application and results of extra-budgetary resources in an integrated framework on the basis of the findings and recommendations of the Programme and Finance Committees, ensuring that resources are mobilized to support the agreed priorities of the Organization;			Completed 2009	

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3.14	b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, management and coordination of resource mobilization, including donor relations on policy, , in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the DOs and operations units in their liaison with donors;	01.01.2010	31.12.2011	On Track	RM Capacity Assessment Report; RM Reference Materials; RM Practical Guide; RM Training; Curriculum; RM Roles and Responsibilities; RM Guiding Principles; Resource partner mapping tools (ADAM, Resource Partner Matrix); IFA Communication Strategy; RMMS outline document; Development of Resource Allocation Mechanism; RM Intranet Platform; RM Corporate Website; Informal Meeting of Interested Members and other Sources of Voluntary Funds and Partnerships 1 st March 2011
3.15	c) vigorously pursue new partnerships, including with the private foundations;	N/A	N/A	Continuous	
3.16	d) keep under continuous review both efficiency measures and the cost of support services to extra-budgetarily funded work to ensure that there is no cross-subsidisation between the sources of funds.			Completed 2009	
3.17	Review treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution with a view to their developing a greater degree of self-funding from their members (see also 2.69). Present report to Council and reports to the parties to the agreements.	1/1/2010	31/12/2011	On Track	First report will be presented to Finance Committee in October 2011
3.18	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability, taking account of the Recommendations of the Finance Committee, including:			Completed 2009	
3.19	a) annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears and its implications for the Organization's liquidity;			Completed 2009	
3.20	b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;			Completed 2009	
3.21	c) continuation of the present responsible borrowing policy to smooth cash flow			Completed 2009	
5. Technical Cooperation Programme					
Technical Cooperation Programme					
3.22	TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies	01.01.10	31.12.11	On Track	

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	and 3% for inter-regional projects			Green	
3.23	Indicative allocations to regions agreed as follows with review by the Council every four years in line with the Medium Term Planning cycle: Africa 40%; Asia and Pacific 24%; Latin America and Caribbean 18%; Europe 10%; Near East 8%. Developed countries are eligible for TCP but only on a full refund basis			Completed 2009	
3.24	TCP project cycle and TCP approval guidelines to be reviewed in 2009, reaffirming priority to Least Developed Countries; Low-Income Food-Deficit Countries; Small Island and Land-Locked Developing States, further clarifying existing Council approved guidelines and specifying:			Completed 2009	
3.25	a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;			Completed 2009	
3.26	b) specify minimum information required from countries for consideration of request;			Completed 2009	
3.27	c) clarify the project cycle – specifying the steps and responsibilities for clearances at each stage of the process, simplifying the number of steps, and with delegations to DOs at the lowest level possible;			Completed 2009	
3.28	d) clearly specify timelines for each stage of the process so that managers can be held accountable;			Completed 2009	
3.29	There will not be universal criteria for the proportion of TCP funding to go to Regional and sub-regional projects, as this varies from region to region.			Completed 2009	
6. Decentralization					
Decentralization					
3.76	The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action	30.09.2009	31.12.2013	Continuous	Joint Meeting of the PC/FC reviewed progress on decentralization in October 2010. Further discussions are planned at the PC/FC in March 2011 and the Council in April 2011.
3.77	Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link			Completed 2009	
3.78	Transfer the primary reporting line for decentralized technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator			Completed 2009	
3.79	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)			Completed 2009	

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3.80	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)			Completed 2009	
3.81	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc.	01.01.2009	31.03.2010	Completed 2010	
3.82	Revise all delegated authorities to DOs and control procedures (see also above)	31.10.2009	31.12.2013	Completed 2010	Authorities related to procurement, recruitment, etc. Have been delegated to DOs.
3.83	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region			Completed 2009	
3.84	Clearly distinguishing between well established offices and any plans for additional new offices, rationalise coverage of country offices following results of review utilising agreed criteria, taking into account both existing and potential locations, efficiency, projected cost savings and cost/benefit analysis. Implementation of the results of the review will ensure that at a minimum the structural deficit is eliminated in the Country representation (FAORs) through alternative forms of country presence, with further reductions desirable to free up resources for the improved functioning of the DOs. Criteria to be applied:a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3);b) commitment to the National Medium-Term Priority Frameworks as they are developed with FAO;c) size and poverty levels of agriculturally dependent population;d) priority to Least Developed Countries;e) potential for agriculture in economic growth;f) ease of servicing from another country;g) potential for shared or fully joint representations with the UN system, particularly with other Rome-based agencies, and other regional organizations as appropriate; andh) willingness of governments to cover costs of FAO presence.	01.01.2009	31.12.2010	No consensus	Following discussions in the CoC, a Vision for the Structure and Functioning of the Decentralized Offices Network is being prepared. The item has evolved into a dialogue among Members
3.85	Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices			Completed 2009	

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3.86	Clarify coverage of Near East Regional Office	16.04.2009	31.03.2010	Completed 2010	The requested information was provided to the CoC-IEE on 17 April 2009 with supplementary information provided to the Regional Group in May 2009. The CoC-IEE indicated that it might address this issue again in the future. This issue has also been raised by the Evaluation of FAO's Regional and Sub-regional Offices in the Near East which will be reviewed by the Programme Committee in March 2011.
3.87	Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)	01.07.2009	31.12.2011	On Track	Revised job profiles of FAO Reps, RRs and SRCs prepared and reflected in recent Vacancy Announcements. Work on competencies is ongoing.
3.88	Introduce benchmarks and a performance-based reporting and monitoring system for DOs	01.01.2010	31.12.2013	On Track	A concept note for a benchmarking system for DOs that will enable performance-based reporting and monitoring submitted for Senior Management review.
3.95	Transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations	01.01.2009	31.12.2013	Completed 2010	
7a. Headquarters Structure					
Headquarters Structure					
3.91	a) establish offices of: i) Strategy, Planning and Resource Management;			Completed 2009	
3.92	ii) Evaluation;			Completed 2009	
3.93	iii) Legal and Ethics			Completed 2009	
3.94	b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;			Completed 2009	
3.96	e) delayering of D level posts (27 to be abolished for 2010-11 biennium)			Completed 2009	
3.97	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below:			Completed 2009	

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3.98	Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates <ul style="list-style-type: none"> · Technical Departments in light of Medium Term Plan · Operational functions in light of Medium Term Plan and the Root and Branch Review · Support Services, Administration and Human Resources in light of Root and Branch Review 			Completed 2009	
3.99	Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11			Completed 2009	
3.100	Appoint Senior Executive Management Team including two DDGs			Completed 2009	
3.101	Introduce new Headquarters Organizational Structure	1.10.2009	21.12.2010	Completed 2010	The new Organizational structure has been implemented, together with associated administrative actions.
3.102	Reorganize senior management responsibilities, including for strategic objectives and core functions	01.07.2009	31.03.2010	Completed 2010	Revised responsibilities have been assigned in line with the revised organizational structure.
3.103	Review reorganization with a view to further improvements	01.07.2010	01.07.2011	On track	Monitoring of new team based structures within pilot departments/divisions is ongoing and will be assessed throughout 2011.
Role of ODG					
7.3	Re-define the role of the ODG with regard to administrative activities.	1.1.2009	31.12.2011	On track	Ernst & Young review completed in 2010 and follow up action is being undertaken
7b. Internal Governance					
Internal Committees					
7.5	Review the roles of internal committees and reduce their number. Accomplished as part of the activities of the work-streams. Stage 2 reinforces this recommendation.	1.1.2010	31.12.2011	On track	22 out of 27 Internal Committees reviewed
8. Partnerships					
Partnerships					
3.104	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	01.09.2009	31.12.2011	On track	

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3.105	a) not an end in themselves but a means for greater effectiveness in supporting international governance of agriculture and agricultural development, pursuing the objectives and priorities of the Strategic Framework of the Organization. The desirability of a partnership thus depends on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners;	01.09.2009	31.12.2011	On track	These actions provide descriptions or criteria guiding the finalization and implementation of the strategy on Partnership
3.106	b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and	01.09.2009	31.12.2011	On track	
3.107	c) generally built-up from ongoing collaboration.	01.09.2009	31.12.2011	On track	
3.108	The nature of FAO's role will vary according to the different partnerships it engages in and the Organization may take a leadership role or act as facilitator in some, and be a participant in others. FAO must at all times preserve its neutral and impartial role and act in a transparent manner, avoiding partnerships where significant conflict of interest is of concern	01.09.2009	31.12.2011	On track	
3.109	Operationalization and implementation of renewed strategy for partnerships with civil society and the strategy for partnerships with the private sector. Undertake assessment and stocktaking of partnerships, including the potential for greater partnership with civil society and the private sector. Launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with the private sector and civil society organizations.	01.01.2010	31.12.2013	On track	Civil Society Strategy in full draft in internal clearance process. Private Sector Strategy in draft for further revision
3.110	Operationalization and implementation of corporate partnership strategies in line with FAO's Strategic Framework. Further strengthening collaboration within the UN system, including among the Rome-based UN agencies. Development and implementation of training activities for all corporate partnerships. Preparation and dissemination of communication materials.	01.01.2010	31.12.2013	On track	
3.111	Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:	01.01.2010	31.12.2013	On track	
3.112	a) areas of technical programme interface and overlap both in normative and development work;	01.01.2010	31.12.2013	On track	
3.113	b) shared administration and services (taking note of the findings of the Root and Branch Review);	01.01.2010	31.12.2013	On track	
3.114	c) joint oversight functions, including evaluation.	01.01.2010	31.12.2013	On track	

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3.115	Regular joint meetings of the management of the three Organizations will take place with the membership to review progress	01.01.2010	31.12.2013	On track	
3.116	Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees	01.01.2010	31.12.2013	On track	
3.117	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	01.09.2010	31.12.2013	On track	Due to the late clearance of the corporate partnership strategy, establishment of a monitoring mechanism has been postponed, however this is not envisaged to have significant impact on the implementation and rollout of the action within the timeline.
3.118	Establishment of focal point responsibilities for partnerships			Completed 2009	
Joint Work with IAEA					
6.4	Joint FAO/IAEA Division	N/A	N/A	Completed 2010	
6.5	Synergy and partnerships	N/A	N/A	Completed 2010	
9. Reform of administrative and management systems					
Procurement					
3.38	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the DOs;	01.01.2010	31.12.2011	On track	Proposing revision to Letters of Agreement.
3.40	Local procurement for emergencies;	01.01.2010	01.06.2011	Completed 2010	Created specific provisions governing procurement for emergency implementation and emergency situations within the MS 502. Recruitment of additional procurement officers to increase procurement capacity in the field has been completed
3.41	Opening of temporary operational cash accounts in the field;			Completed 2009	
7.6	New procurement model for managing the initial phases of purchasing actions	01.01.2010	31.12.2011	On track	Finalizing guidelines on market analysis and drafting procurement planning guidelines. CSAP is also finalizing Guidelines on Collusion in

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
					Procurement.
7.7	Develop the registered vendors management towards an active suppliers management (partnership principles)	01.06.2009	01.06.2011	Minor Delays	This IPA action is dependent on completion of Oracle system upgrade.
7.8	Empowerment of regional and local officers in managing local procurement	01.03.2010	31.12.2012	On track	Finalization of recruitment of additional international procurement officers is on target. Training on revised MS 502 and Advanced Procurement Issues for the field has been substantially completed. CSAP is developing a plan to mainstream capacity development in field offices.
Administrative Service Model					
7.9	Transfer of transactional activities to the SSC	01.09.2009	02.02.2011	On track	This is on track and the closure of the Rome nucleus of the SSC was completed and the new Chief of the SSC in Budapest was appointed in November 2010
7.10	Align the objectives of the support functions with the strategic objectives of the Organization, defining key efficiency targets and service level agreements - SLAs (commitment model). Converted into one of the Value Drivers to promote the reform	15.09.2010	31.12.2012	On track	Creation of inventory of CS Services to be covered by SLAs is on target with a total of 90 services identified. 28 SLAs have been signed off and are ready for implementation. Performance reporting is currently being carried out for 23 SLAs .
Rome-based agencies - Joint procurement initiative					
7.14	Operational model for the implementation of partnerships in procurement actions with other UN agencies	01.09.2009	31.12.2011	On track	
7.15	Other activities of the Joint procurement initiative - Travel	01.01.2010	31.12.2013	Minor Delays	The progress of this initiative is dependant on the availability of full funding for the Travel System Replacement project in 2011. Funding for the project is expected to be approved in early 2011
Registry					

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
7.16	Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources	01.10.2009	31.12.2012	On Track	A comprehensive project checkpoint was conducted in December 2010 which indicated that, while some risk factors remain, completion within planned end date remains feasible. The first six months of 2011 is the critical period.
Printing and Publishing in all languages of the Organization					
7.17	Proposal for a new Printing & Distribution department, including External Printing , Internal Printing and Distribution. Change of the printing and distribution procedure	01.01.2010	30.06.2011	On Track	New systems for certification of files and mailing system being completed, will be deployed during the first quarter of 2011. Policy for stock reduction to be implemented by February
Follow-up to the Root and Branch Review					
3.44	Conduct of Root and Branch Review			Completed 2009	
3.45	Review by management, the Council and the Finance Committee of the Final Report			Completed 2009	
3.46	Development of follow-up action plan			Completed 2009	
3.47	Review by Governing Bodies of the Follow-up Action Plan			Completed 2009	
3.48	Implementation of Action Plan			Proposed for deletion	The Root and Branch review recommendations are reflected throughout the IPA programme and will be implemented as a series of IPA actions, not under one "umbrella" action
Translation					
3.58	Following the findings of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs	01.01.2010	31.12.2010	Completed 2010	The FC (at its 135th Sessions) and the Council (140th Session) endorsed the proposed measures for improvements of language services and new funding modalities, to be implemented in 2012-13.
7.18	Change Translation Service Model. Enhance Terminology & Roster Management.	01.03.2010	30.11.2010	Completed 2010	
7.19	Change Translation Service Model. Translation service to be funded by	01.03.2010	30.11.2010	Completed	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
	Regular Programme			2010	
7.20	Review the Translation Service Model.	01.03.2010	30.11.2010	Completed 2010	
Travel					
7.21	Review of the travel approval process			Completed 2009	
10. FAO Manual					
FAO Manual					
7.22	Carry out a major overhaul of the FAO Manual, reviewing and publishing a simplified framework, so that staff in all locations can understand-and comply with FAO rules and regulations.	01.01.2010	31.12.2013	Minor Delays	The end-date of the project has been modified, in order to achieve the desired outcome and impact, through new style and content. The previous interim deadline was to implement a technical framework by the end of 2011 and this is on track. In 2012-13 the project will work on the simplification of the manual in order to make it easy for employees to understand and comply with administrative policies and regulations
7.23	Create a Business Improvement Unit, including streamlining and process improvement, overhaul of the FAO Manual (see above), and other business improvement initiatives.	01.01.2010	31.12.2011	Completed 2010	The BIU has been created and further recruitment is ongoing. Streamlining and process improvement activities are being carried out and some improvements have already been completed successfully.
Basic Text change to facilitate delegation of authority					
3.43	Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions.			Completed 2009	
11a IPSAS					
IPSAS					

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
3.42	To Implement new or updated processes to support the recording, accounting, control and reporting of financial transactions at DOs. Processes include the policy, procedures and system developments which collectively address the business requirements to support financial transaction processing at DOs	1.1.2007	31.12.2013	Minor Delays	IPSAS will now be implemented with the Oracle R12 upgrade as part of a synergistic ERP update program. IPSAS compliant systems will be developed during 2012 with IPSAS compliant official accounts to be prepared for the calendar year 2013. The implementation of IPSAS and the new/updated procedures and systems which support it are now dependent on the timeline of the overall ERP update program. The synergistic R12/IPSAS Project will require the highest priority in Capex funding for the biennia 2012-13.
7.24	Implementation of IPSAS as key initiative for the finance division and FAO as a whole	1.5.2009	31.12.2013	Minor Delays	
11b	Information Technology				
	Information Technology				
3.90	Upgrade of ICT infrastructure and Information Systems Functional Support for DOs	1.7.2009	31.12.2013	On Track	
7.0	Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes	1.2.2010	31.12.2013	Minor Delays	There have been delays in 2010 in finalizing the new IT Governance proposal in order to include also Knowledge Management Governance in an integrated and holistic approach. However, the final proposal developed through organizational consultation is ready and its approval is anticipated in early 2011.
7.4	IT responsibilities and functions should be consolidated in one CIO	23.11.2009	31.12.2011	On Track	
7.11	Review reduction of multifunctional printers	01.01.2010	31.12.2011	On Track	
7.12	Increase the range of support services and software development delivered from CIO offshore centre in Bangkok	23.11.2009	31.12.2011	On Track	
7.13	The CIO Division must fund and implement a proper induction and maintenance-training program for the decentralized ITO/ITSO staff, and this must include periodic visits to Headquarters so that the decentralized CIO Division staff build and maintain relationships with colleagues to supplement formal systems for information flow and problem solving.	01.01.2011	31.12.2012	On Track	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
7.25	Enhance Oracle ERP related functionalities to meet IPA requirements	01.10.2010	31.12.2012	Minor Delays	This action is now linked to the Organization's overall IPSAS/ERP upgrade programme of work and is now dependent on the successful completion of this initiative. Some delays in finalizing the integrated programme of work have impacted the action timeline. Mitigating actions have been identified, to allow for delivery as per defined scope and timeline.
7.26	Design of the Management Information System	23.11.2009	31.12.2013	On Track	
12. Enterprise risk management					
Enterprise Risk Management Framework					
3.49	Agreement by Finance Committee on Terms of Reference for a comprehensive enterprise risk management study addressing all forms of risk, including but not limited to financial risk			Completed 2009	
3.50	Develop a project structure to implement an internally led organization-wide Enterprise Risk Management (ERM) e.g. organize a project team and its TOR, obtain necessary training and external guidance as needed, prepare a work plan, etc.	01.04.2010	30.09.2010	Completed 2010	
3.51	Design an appropriate ERM model to develop a customized ERM framework for the Organization, with the support of external risk management consultants. The ERM framework should include key components that address the objectives, strategy, organization, risk processes, monitoring and reporting.	01.04.2010	31.12.2010	Minor Delays	ERM framework reviewed by Finance Committee in October 2010, elaborated in business case and work plan. Minor delay (due date end March 2011) to allow for further consultations on finalizing the business case.
3.52	Initiate a pilot to test the ERM framework before a large-scale implementation.	01.07.2010	30.06.2011	Minor Delays	As per work plan, pilots will extend through September 2011
3.53	Based on the results of the pilot, develop a comprehensive plan to fully implement ERM across the Organization.	01.01.2011	30.09.2011	On Track	
3.54	Full Implementation of Enterprise Risk Management Structure and systems (Institutionalize ERM)	01.07.2011	31.12.2013	On Track	Start in last quarter of 2011
13. Culture Change					
Institutional Culture Change					
3.30	Develop terms of reference, and appoint, an External Facilitator and change team			Completed 2009	
3.31	Development of Internal vision			Completed 2009	

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
3.32	Implementation of the vision	23.11.2009	31.12.2013	On Track	
14. Human Resources					
	Human Resource Policies and Practices				
3.37	Management Early Actions summary including: Delegations of authority from the Office of the Director-General for human resource actions;	01.01.2009	31.12.2010	Completed 2010	Completed - new series of delegations effective 1/1/2011 (ref App D MS 119)
3.59	Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries	01.04.2010	31.12.2011	On track	Work is well advanced on the setting of targets and monitoring mechanisms. Revised guidelines to support geographic and gender representations have also been introduced in the course of 2010. Policies to be prepared to formalize these and introduce new mechanisms in support of the corporate targets in 2011. HR Strategic Gender Action Plan reviewed by the HRC and the SRB and the revised version sent for further internal consultations in December 2010. Database of institutes to target non- and under-represented and female candidates launched in October 2010. JPP programme, which emphasises recruitment of non- and under-represented female candidates from developing countries, was launched in 2010.

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
3.60	Introduce a package for increasing staff training, including in management	23.11.2009	31.12.2011	On track	The Management & Leadership Programme (MLP) development programme is on track. The vendors for the P3-D2 programmes were selected; programmes are being designed for piloting and delivery in 2011. Furthermore, complementary programmes continue to be supported including the Management Development Centre and executive coaching. In addition, negotiations and conflict management programmes will be introduced. The managerial newsletter, Cedar, is published every 2 months. The MLP is working closely with the Competency Framework project (IPA 3.66) to ensure that the required competencies are incorporated in the P3-D2 programmes. In addition, MLP is working with PEMS (IPA 3.70) to ensure that the new programmes and Executive Coaches address performance management consistently.
3.89	Strengthen staff training	01.06.2009	31.12.2011	On track	As above. In addition, RBM training and PEMS training delivered across the Organization. New training programmes, including GS training programmes are being developed within available resources.
3.61	Establish an incentive based rotation policy in HQ and between HQ and the DOs with clear criteria	23.11.2009	31.12.2010	Minor Delays	Some delays experienced due to need for further internal consultations due to divergent views within the Organization. In the meantime, interim guidelines issued in December 2010 to foster voluntary mobility. Monitoring and support mechanisms are in place in CSH. Inter-departmental Task Force will review proposal for longer term

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
					corporate policy on mobility, taking into account the views of the HRC.
3.62	Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme	23.11.2009	31.12.2011	On track	Internship and JPP Policies and servicing put in place. First batch of JPPs to be recruited within first quarter of 2011. Host areas for first cohort of 18 JPPs have been identified. JPP prescreening of >2500 candidates completed in 2010; interviews and submissions to PSSC are in progress.
3.63	Decentralize and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management	01.01.2010	31.12.2010	Completed 2010	Completed - new series of delegations effective 1/1/2011 (ref App D MS 119)
3.64	Wider publication of FAO vacancies	01.01.2010	31.12.2011	On track	Good progress made: (i) A database for wider publication of vacancies has been launched; technical improvements being progressively analyzed and implemented. Distribution of printed VAs will be discontinued during the first quarter of 2011. (ii) A press campaign was conducted in non- and under-represented countries to draw attention to the VAs issued in the framework of the recruitment action plan. Further activities will include contacts with press and recruiting agents.
3.65	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	01.01.2010	30.04.2010	Completed 2010	Procedures are published on the FAO web.

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
3.66	Revise competency profiles for all job families including Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	01.05.2010	30.09.2011	On track	A detailed project plan has been developed for the FAO competency framework project, which aims to establish competencies for all FAO staff, including these categories of field staff. Expert consultancy firm with UN experience in this area has been engaged to assist with the development of the framework. Phases I and II of the project are on track for completion by September 2011.
3.67	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance			Completed 2009	
3.68	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO			Completed 2009	
3.69	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure			Completed 2009	
3.70	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	23.11.2009	31.12.2011	On track	The Performance Evaluation and Management System (PEMS) project is on track, with roll-out of the full 2010 cycle of the system to staff due to be completed in February 2011, which includes the year-end review phase. In conjunction, the 2011 PEMS cycle will commence in January with the planning phase. Ongoing training activities are being conducted as part of the learning process of PEMS. In 2009/2010, training on all three phases of the PEMS process was delivered to staff members in FAO. In addition, staff members have also received "soft skills" training on 'Giving and Receiving Feedback' and 'Manager as a Coach'. The 2011 PEMS training programme will focus on equipping staff and managers with the essential skills to

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
					participate in and benefit more effectively from the PEMS process.
3.71	Introduce dual grading for P5/D1 and D1/D2 posts	23.11.2009	31.12.2010	Proposed for deletion	Dual grading is a notion which is not accepted by the UN Common system. CSH has indicated on repeated occasions that this reference should be deleted.
3.72	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing	23.11.2009	30.04.2011	On track	Phase I of the HRMIR has been completed - the pilot was successful and access to HRMIR has been granted to senior managers in departments and regional offices, who can now access HR reports directly from their workstations. Phase II of the project, covering the development of more sophisticated and comprehensive HR reporting, will be integrated into the overall corporate MIS project.
3.73	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs			Completed 2009	
3.74	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants			Completed 2009	
3.75	Governing Body action and action by management to secure changes at the UN Common System level a) develop proposals for Common System change b) present changes to UN	01.01.2010	31.12.2013	Minor Delays	First priority has been given to HR developments within the Organization, with a view to launching several new initiatives during the 2010/11 biennium. While influencing HR developments within the UN Common System has been ongoing through the usual HR Network and ICSC fora, a more significant impact will require a much larger dedication of time and resources in this area, which are currently not available to be released from the delivery of the internal HR programme.
HR Role					

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	Integrated IPA Action	Planned start date	Planned end date	Status of Progress	Comments
7.27	Define a new role for the HR Function and review the HR competency framework and accountability framework	01.01.2010	31.12.2011	On track	New functions are established and staff/non-staff resources are in place for HR Communications, HR Strategy, Staffing, and Policy. Career Development function is being established. Related selection processes are in progress.
15. IPA - Governing body follow-up					
	Follow-up Arrangements Implementation of IPA				
4.0	Follow-up Arrangements for Implementation of the Immediate Plan of Action			Completed 2009	
	Governing body follow-up				
4.1	The Council will monitor the progress of implementation of the Immediate Plan of Action and report to the Conference at its 36 th Session (2009) and its 37 th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	01.01.2009	31.12.2011	On Track	
4.2	A time-bound Conference Committee will be established for the duration of 2009 under Article VI of the FAO Constitution to complete outstanding work within the Immediate Plan of Action (see below). It will present its report to the 36th Session of the FAO Conference in November 2009. This Committee will collectively decide the final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and with direct expert inputs to the Working Groups from the Programme and Finance Committees and the advice of the Council as appropriate. FAO management is expected to actively support the Committee and participate in its meetings and those of its Working Groups. The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees are: i) to recommend to the 36th session of the FAO Conference (2009):			Completed 2009	
4.3	• the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management with a new integrated results-based framework. These recommendations will be developed by the Conference Committee and will be undertaken with the support of a Working Group of the Conference Committee and with direct expert inputs to the Working Group from the Programme and Finance Committees, the support of management and the advice of the Council as appropriate;			Completed 2009	

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4.4	<ul style="list-style-type: none"> any changes found desirable in the size and regional representation in the membership of the Council and propose with advice from the CCLM any necessary changes in the Basic Texts to the 2009 Session of the Conference; 			No consensus	Action not implemented in 2009 for lack of consensus among the Membership. Resumed in 2010, negotiations are under way for possible conclusion by the 2011 Conference.
4.5	<ul style="list-style-type: none"> further reforms of systems, culture change and organizational restructuring, including: <ul style="list-style-type: none"> Follow-up action to the final report of the Root and Branch Review (17 April 2009); Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework, Plans for increased effectiveness and streamlining of the DOs; Plans for restructuring of headquarters; Detailed proposals for strengthened financial management; and Detailed proposals for strengthened Human Resource management. 			Completed 2009	
4.6	<ul style="list-style-type: none"> ii) to provide policy oversight and guidance of the process of revision of the Basic Texts in line with the changes provided for in the Immediate Plan of Action (and propose the necessary changes to the Conference Report). This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM) and review by the Council as appropriate. 			Completed 2009	
4.6a	Hold up to three CoC-IEE meetings per year in 2010-11	01.01.2010	31.12.2011	On Track	
Funding 2009 Implementation Follow-up					
4.10	Establish Trust Fund and costs of 2009 implementation			Completed 2009	
4.11	Contribute to trust fund			Completed 2009	
16. IPA Management follow-up					
FAO Managerial Arrangements for IEE					
4.7	Establish internal managerial arrangements including:			Completed 2009	
4.8	i) a reform support group;			Completed 2009	
4.9	ii) specialist working groups, including for the Root and Branch Review and the Change Team drawn from all parts and levels of the Organization (decentralized and centralized)	01.01.2010	31.12.2011	On Track	
7.28	Selection and prioritization of on-going initiatives			Completed 2009	

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Annex II – Breakdown of IPA risks at project level

Risk Assessment					Updated (following review by Management)				
	Green	Amber	Red	Total		Green	Amber	Red	Total
Programme level Risks	1	2	7	10		1	6	1	8
Project Risks Reviewed									
IPA Project	Green	Amber	Red	Total		Green	Amber	Red	Total
4) Resource Mobilization	1	6	3	10		1	6	3	10
5) Technical Cooperation Programme - TCP	0	6	3	9		5	2	1	8
6) Decentralization	1	3	2	6		4	0	2	6
9c) Reform of Admin - Translation & Printing	1	2	5	8		2	3	3	8
11a) IPSAS/FAS	2	6	3	11		2	5	2	9
11b) Information Technology	5	9	9	23		7	7	6	20
13) Culture Change	2	2	9	13		2	3	8	13
14a) HR - PEMS	2	3	1	6		2	3	1	6
14b) HR -Competency Framework	1	3	0	4		1	3	0	4
14c) HR - Mobility	1	8	4	13		1	8	4	13
14d) HR-other HR Actions	4	2	0	6		4	2	0	6
Total Project risks reviewed	20	50	39	109		31	42	30	103
Project Risks not yet Reviewed									
1) FAO support to Governing Body reform	3	4	0	7		3	4	0	7
2a) Oversight - AUD	0	0	2	2		0	0	2	2
2b) Oversight - Evaluation	2	2	1	5		2	2	1	5
3a) Programming, budgeting, and RBM	4	9	0	13		4	9	0	13
3b) Publishing	1	3	2	6		1	3	2	6
7a) Headquarters Structure	1	5	1	7		1	5	1	7
7b) Internal Governance	2	5	0	7		2	5	0	7
8) Partnerships	1	4	2	7		1	4	2	7
9a) Reform of Admin - Procurement	3	5	1	9		3	5	1	9
9b) Reform of Admin - Travel	2	2	1	5		2	2	1	5
9d) Reform of Admin - Registry Reform	3	8	0	11		3	8	0	11
10) FAO Manual	3	11	0	14		3	11	0	14
12) Enterprise Risk Management	1	4	0	5		1	4	0	5
Total project level risks not yet reviewed	26	62	10	98		26	62	10	98
Total Project Risks	Green	Amber	Red	Total		Green	Amber	Red	Total
	46	112	49	207		57	104	40	201

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Annex III – IPA Trust Fund

Contributions (USD) to IPA Trust Fund as at 23 December 2010			
Country	Type of Pledge	Amount pledged	Amount received
Austria	MOU signed 12/12/08	65,933	65,933
Australia	MOU signed on 7/04/09	111,900	111,900
Brazil	C 35 statement	100,000	100,000
Belgium	MOU signed 26/03/09	250,000	250,000
Cameroon	MoU signed 9/11/09	23,579	23,579
Chile	MOU signed 23/09/09	15,000	15,000
China	Council declaration 18/05/2010	200,000	200,000
Cyprus	Contribution	9,186	9,186
Estonia	MOU signed 31/12/08	4,000	4,000
EC	Agreement signed 6/08/09	1,388,889	1,380,814
Ecuador	Spa Version MOU sent 8/09/09		3,202
Egypt	LET/Noori/06/08/09MOU sent 14/08	20,273	20,273
Finland	MOU signed 26/05/09	557,880	557,880
France	Let/ADG-AFD/17/02/09	900,000	900,000
Gabon	C 35 statement		
Germany	MOU signed 5/12/08	906,736	906,736
Greece	C 35 statement+ transfer US\$ 4,757	91,095	91,095
Indonesia		24,705	24,705
Italy	NV received 11/02/09	1,200,000	1,200,000
Ireland	Let/ODG/29/12/08	142,638	142,638
Japan	C 35 statement		
Kenya	Payment on 27/08/09	1,616	1,616
Lithuania	MOU prepared 22/10/09	5,000	5,000
Mauritius	MOU signed 26/08/09	5,000	5,000
Mozambique	N V received 22/01/09	1,680	1,680
Netherlands	MOU signed 19/06/09	400,000	400,000
Nigeria	MOU signed 04/06/09	25,000	25,000
New Zealand	MOU signed 16/02/09	70,000	70,000
Slovakia	Contribution	44,000	44,000
South Africa	C 35 statementPayment 9/04/2010	144,777	144,777
Spain	LET/DG/28/09/09	650,888	650,888
Sweden	MOU signed 4/09/09	164,090	164,090
Switzerland	2 MOUs signed 28/01/09	301,434	301,434
Thailand	MOU signed 16/09/09	50,000	50,000
Turkey	Contribution received 17/11/09	60,000	60,000
United Rep.of Tanzania	MOU signed 25/03/09	19,975	19,975
United Kingdom	MOU signed 22/09/09	541,480	541,480
United States	Let Glover/Nelson 24/08/09	500,000	500,000
Vietnam	NV received 08/05/09 MOU sent 21/05	5,000	
Zambia	Payment on 16/09/09	10,000	10,000
Transfer IEE Trust Fund		774	774
TOTAL	36 PLEDGES	9,012,528	9,002,655

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Annex IV - 2012-13 IPA Programme

	2012-13 IPA Programme USD millions	Investment Costs	Recurrent		Total
			Costs	Savings	
	Thematic Areas - Projects and Actions				
Total IPA Programme		16.61	31.78	-10.55	37.84
Managing for Results		1.40	2.14		3.54
<i>Project 3a- Reform of programming, budgeting and results based management</i>	1.40				1.40
Action 1.8 - First report on organizational performance based on new results-based system for 2010-11 biennium (in 2012)					
Action 3.11 - In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions.					
Action 7.2 – Design the new Planning and Budgeting Model, define the new structure of PWB, outline the new standard streamlined logical framework for "Projects" budgets and the requirements for the standardized new reporting system.	1.40				1.40
Action 6.2 - 5% budget to DDGs for interdisciplinary work					
<i>Project 4- Resource mobilization and management</i>			1.34		1.34
Action 3.12 – To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognizing that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:		0.32			0.32
Action 3.14 –b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, management and coordination of resource mobilization, including donor relations on policy, , in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the decentralized offices and operations units in their liaison with donors		1.02			1.02
<i>Project 12- Enterprise Risk Management</i>			0.80		0.80
Action 3.54– Full Implementation of Enterprise Risk Management Structure and systems (Institutionalize ERM)		0.80			0.80
Human Resources		1.90	14.50	-1.12	15.28
<i>Project 14 – Human Resources</i>	1.90	14.50	-1.12		15.28
Action 3.59 – Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries		0.28			0.28
Action 3.60 – Introduce a package for increasing staff training, including in management		1.60			1.60
Action 3.61 – Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria		2.80			2.80
Action 3.62 – Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme		5.30			5.30
Action 3.64 – Wider publication of FAO vacancies		0.40			0.40
Action 3.66 – Revise competency profiles for all job families including Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	1.90				1.90
Action 3.70 – Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria		1.40			1.40
Action 3.75 – Governing Body action and action by management to secure changes at the UN Common System level					
a) develop proposals for Common System change					
b) present changes to UN					
Action 7.27 – Define a new role for the HR Function and review the HR competency framework and accountability framework		2.72	-1.12		1.60

Web Appendix 3 - Full Management Report on IPA Implementation in 2010-11

Annex IV - 2012-13 IPA Programme

	2012-13 IPA Programme USD millions	Investment Costs	Recurrent		Total
			Costs	Savings	
Culture Change		2.30			2.30
<i>Project 13 – Culture Change</i>	2.30				2.30
Action 3.32 – Implementation of the vision	2.30				2.30
Functioning as One Organization	1.14	1.72			2.86
<i>Project 5 – Technical Cooperation Programme</i>					
Action 3.22 – TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies and 3% for inter-regional projects					
<i>Project 6- Decentralization</i>	0.74				0.74
Action 3.76 - The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action					
Action 3.81 – Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc.					
Action 3.82 – Revise all delegated authorities to decentralized offices and control procedures (see also above)					
Action 3.88 – Introduce benchmarks and performance-based reporting and monitoring system for decentralized offices	0.74				0.74
Action 3.95 – Transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations					
<i>Project 8- Partnerships</i>	0.40	1.72			2.12
Action 3.109 – Operationalization and implementation of renewed strategy for partnerships with civil society and the strategy for partnerships with the private sector. Undertake assessment and stocktaking of partnerships, including the potential for greater partnership with civil society and the private sector. Launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with the private sector and civil society organizations.	0.40	1.20			1.60
Action 3.110 – Operationalization and implementation of corporate partnership strategies in line with FAO's Strategic Framework. Further strengthening collaboration within the UN system, including among the Rome-based UN agencies. Development and implementation of training activities for all corporate partnerships. Preparation and dissemination of communication materials.		0.48			0.48
Action 3.111 – Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:					
Action 3.112 – a) Areas of technical programme interface and overlap both in normative and development work					
Action 3.113 - b) shared administration and services (taking note of the findings of the Root and Branch Review)					
Action 3.114 - c) joint oversight functions, including evaluation.					
Action 3.115 - Regular joint meetings of the management of the three organizations will take place with the membership to review progress					
Action 3.116 - Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees					
Action 3.117 – Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy		0.04			0.04

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Annex IV - 2012-13 IPA Programme

	2012-13 IPA Programme USD millions	Investment Costs	Recurrent		Total
			Costs	Savings	
Enhanced Administrative and Management Systems	6.49	7.78	-9.43	4.84	
<i>Project 3b - Publishing in all languages</i>					
Action 3.57 – Separate mirror websites to the FAO website will be developed for Arabic and Chinese					
<i>Project 9- Reform of Administrative and Management Systems</i>	2.33	2.18	-8.29	-3.78	
Action 3.48 – Implementation of Action Plan					
Action 7.6 – New procurement model for managing the initial phases of purchasing actions	0.33	1.40	-0.03	1.70	
Action 7.7 – Develop the registered vendors management towards an active suppliers management (partnership principles)					
Action 7.8 – Empowerment of local and regional officers in managing local procurement	0.90		-0.01	0.89	
Action 7.9 – Transfer of activities to SSC			-0.27	-0.27	
Action 7.10 - Align the objectives of the support functions with the strategic objectives of the organization, defining key efficiency targets and service level agreements - SLAs (commitment model). Converted into one of the Value Drivers to promote the reform.					
Action 7.14 – Operational model for the implementation of partnerships in procurement actions with other UN agencies	0.10	0.30	-2.95	-2.55	
Action 7.15 – Joint procurement initiative - Travel		0.30	-1.97	-1.67	
Action 7.16 – Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources	1.00		-2.46	-1.46	
Action 7.17 – Proposal for a new Printing & Distribution department, including External Printing , Internal Printing and Distribution. Change of the printing and distribution procedure		0.18	-0.60	-0.42	
<i>Project 11a - IPSAS</i>				-2.28	
Action 3.42 – To Implement new or updated processes to support the recording, accounting, control and reporting of financial transactions at Decentralized Offices. Processes include the policy, procedures and system developments which collectively address the business requirements to support financial transaction processing at Decentralized Offices.					
Action 7.24 – Implementation of IPSAS as key initiative for the finance division and FAO as a whole					
<i>Project 11b- Information Technology</i>	4.16	5.60	-1.14	8.62	
Action 3.90 – Upgrade of ICT infrastructure and Information Systems Functional Support for Decentralized Offices		5.00		5.00	
Action 7.0 – Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes		0.36	-0.76	-0.40	
Action 7.11 – Review reduction of multifunctional printers			-0.38	-0.38	
Action 7.13 – The CIO Division must fund and implement a proper induction and maintenance-training program for the decentralized ITO/ITSO staff, and this must include periodic visits to Headquarters so that the decentralized CIO Division staff build and maintain relationships with colleagues to supplement formal systems for information flow and problem solving.		0.24		0.24	
Action 7.25 – Enhance Oracle ERP related functionalities to meet IPA requirements	3.16			3.16	
Action 7.26 – Design of Management Information System	1.00			1.00	

Web Appendix 3 - Full Management Report on IPA Implementation in 2010-11

Annex IV - 2012-13 IPA Programme

	2012-13 IPA Programme USD millions	Investment Costs	Recurrent		Total
			Costs	Savings	
Effective Governance and Oversight		0.20	5.64		5.84
<i>Project 1- Governing Body Reform</i>		0.20	2.32		2.52
Action 2.19 – The Council will meet more flexibly and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) - Section C Chart 1 Programme and Budget planning and review cycle:			0.50		0.50
Action 2.20 – i) There will be additional short sessions or informal meetings.			0.40		0.40
Action 2.22 – The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)					
Action 2.32 – f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.			0.50		0.50
Action 2.47 – iii) Committees, including joint meetings will be open to non-speaking observers.			0.12		0.12
Action 2.52 – Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including changing the status of the Regional Conferences to Committees of the FAO Conference:			0.40		0.40
Action 2.57 – a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;			0.30		0.30
Action 2.66 – Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility.			0.10		0.10
Action 2.69 – Undertake a review with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it.					
Action 2.70 - The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:					
Action 2.71 - a) prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council and/or Conference (in accordance with their respective reporting lines);					
Action 2.72- b) prepare a report of their progress against the Programme of Work once every two years also for review by the Council and/or Conference.					
Action 2.74 – The Conference will assess the workings of the governance reforms, including the role and functioning of the Regional Conferences with an independent review as an input to this process.	0.20				0.20
Action 2.95 –Introduce procedures and Basic Text changes to strengthen opportunity for the FAO membership to appraise candidates for the post of Director-General prior to the election, including:					
Action 2.100 – e) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.					
<i>Project 2- Oversight</i>			3.32		3.32
Action 2.78 – Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the PWB approval process, allocated in full to the evaluation office. Using the 2008-09 base, the requirement would be USD 3.2 million. In the draft PWB it had been proposed to go half-way to this amount in 2010-11. To reduce the implementation risk in the first biennium, the final draft PWB funds only one third of the increase, USD 1.1 million in 2010-11. The balance would be funded in the PWB 2012-13.			1.10		1.10
Action 2.91 – In line with current policy, the work of the Inspector-General's office will be extended to cover all major organizational risk areas, making use of external expertise as necessary			0.30		0.30
Action 3.33 – Appointment of an Ethics Officer, functioning of the office, and training of staff			0.96		0.96
Action 3.36a – Appointment of Ombudsman			0.96		0.96

Web Appendix 3 - Full Management Report on IPA Implementation in 2010-11

Annex IV - 2012-13 IPA Programme

	2012-13 IPA Programme USD millions	Investment Costs	Recurrent		Total
			Costs	Savings	
<i>Project 7b – Internal Governance</i>					
Action 7.5 – Review the roles of internal committees and reduce their number. Accomplished as part of the activities of the work-streams. Stage 2 reinforces this recommendation.					
<i>Project 10 – FAO Manual</i>					
Action 7.22 – Carry out a major overhaul of the FAO Manual, reviewing and publishing a simplified framework, so that staff in all locations can understand-and comply with FAO rules and regulations.					
Action 7.23 – Create a Business Improvement Unit, including streamlining and process improvement, overhaul of the FAO Manual (see above), and other business improvement initiatives.					
Management support	3.18				3.18
<i>Project 16 – IPA Programme Management</i>	2.35				2.35
Action 4.9 – IPA Programme and Project support unit	2.35				2.35
<i>Project 17 – IPA Communications</i>	0.83				0.83
Action 4.9a - IPA employee communications	0.72				0.72
Action 4.9b - IPA member communications	0.11				0.11