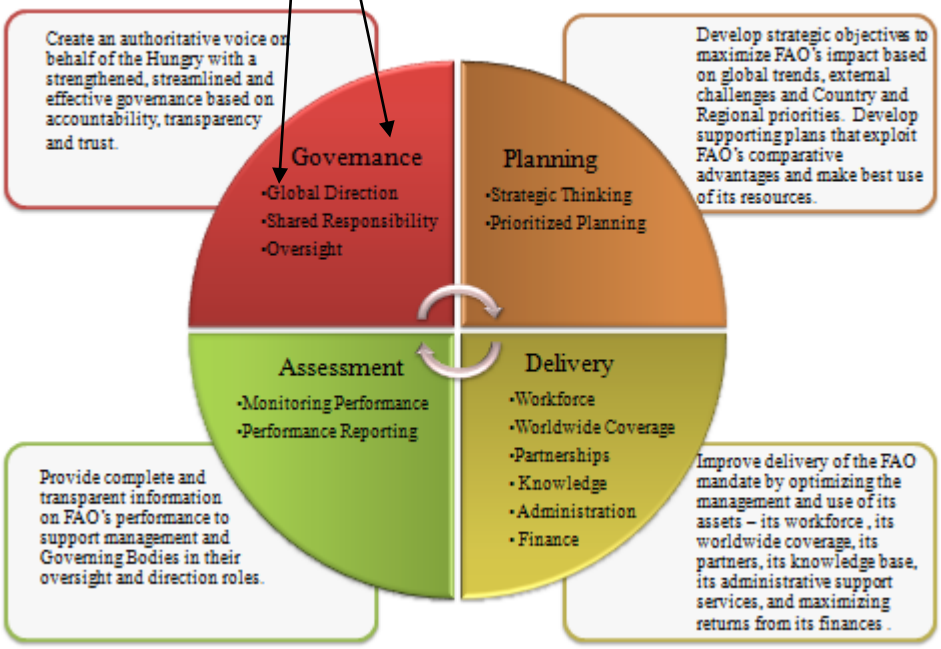
Annex VIII - IPA Benefits Information in original IPA sequence/format

1. This web annex describes and categorizes the benefits that have been identified as arising from implementation of the IPA. The column headings appear below:

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
A	B	C	D	E	F	G	H

- **Column A** contains the IPA Action number that generates the benefit
- **Column B** contains the corresponding IEE recommendation(s), as appropriate
- **Column C** contains a brief description of the IPA action that generates the benefit
- **Column D** contains the description of the benefit
- **Column E** contains the Quadrant of the benefits framework that the benefit impacts (e.g. Governance)
- **Column F** contains the Area of the benefits framework that the benefit impacts (e.g. Global Direction)



- **Column G** indicates the **Category** of benefit:
  - CLEARER PURPOSE: the benefit provides greater clarity about what is to be achieved;
  - STRONGER SUPPORT: the benefit strengthens the supporting structures for delivery;
  - IMPROVED DELIVERY: the benefit directly improves delivery.

- **Column H** indicates the **Type** of benefit:
  - INPUT: the benefit relates to the provision of inputs;
  - OUTPUT: the benefit relates to the delivery of outputs;
  - OUTCOME: the benefit relates to the achievement of positive outcomes.

2. Category and Type (Columns G and H) are to be read together. For example, entries of "Clearer Purpose" and "Outcome" would imply that the benefit enables FAO to be clearer regarding the intended outcome of its work.

FAO Strategic Objectives and the New Results-Based Framework – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
1.1	7.5	Decide the application of the new Results-Based Framework	FAO directs its work more effectively towards achieving the outcomes that Members want	Assessment	Performance reporting	Clearer purpose	Outcome
1.2	7.1	Decide the Vision and Global Goals of FAO	FAO is clear regarding the outcomes that Members want	Planning	Strategic thinking	Clearer purpose	Outcome
1.3	7.1	Decide in principle the Strategic Objectives, Functional Objectives and Core Functions	FAO is more effective in planning its work with clearly defined objectives and functions	Planning	Strategic thinking	Clearer purpose	Outcome
			FAO directs its work more effectively towards achieving the outcomes that Members want	Planning	Strategic thinking	Clearer purpose	Outcome
1.4	7.1	Adopt in principle the format for presentation of Strategic Objectives and Organizational Results	FAO is clear regarding its overall objectives and the results it intends to deliver	Planning	Strategic thinking	Clearer purpose	Outcome
1.5	7.2	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing	FAO secures additional financial resources	Planning	Prioritized planning	Stronger support	Input
1.6	7.5	Develop the results-based monitoring system	Management and Members are more effective in monitoring FAO's performance	Assessment	Monitoring performance	Stronger support	Input
1.7	7.1	Develop and adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	FAO plans its work more effectively towards achieving its intended outcomes	Planning	Prioritized planning	Clearer purpose	Outcome
1.8	7.5	First report on organizational performance based on new results-based system for 2010-11 biennium	FAO is able to demonstrate and report its performance more effectively	Assessment	Performance reporting	Stronger support	Output

Governance Reform

Governance Priorities – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.1	4.4 & 4.5	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.	Greater policy coherence and regulatory framework with respect to the global food and agriculture situation	Governance	Global direction	Clearer purpose	Outcome
			FAO Governing Bodies are more effectively focused on topics with direct incidence and impact on Global Governance in Food and Agriculture	Governance	Global direction	Clearer purpose	Outcome
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	Enhanced policy coherence amongst multilateral Organizations	Governance	Global direction	Stronger support	Outcome
			FAO leverages other fora more effectively to achieve its policy agenda	Governance	Global direction	Stronger support	Outcome
2.3		See also below – for roles of the various Governing Bodies	Not applicable – action is an introduction to IPA actions relating to roles of each FAO Governing Body				
2.4		**Executive governance:** Strengthen roles and coverage of Governing Bodies (see below)	Not applicable – action is an introduction to IPA actions relating to roles of each FAO Governing Body				

The Conference – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.5	4.7a	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council	Conference is more successful at establishing consensus on the strategic direction of FAO	Planning	Strategic thinking	Stronger support	Outcome
2.6	4.7a	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 and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)	FAO's policy agenda is more effective at a global level	Governance	Global direction	Stronger support	Outcome
			FAO's policy agenda is more effective at a global level	Governance	Oversight	Stronger support	Outcome
2.7	4.7c & 7.3	Conference will meet in June of the second year of the biennium	Better timing of Governing Bodies meetings and increased effectiveness of FAO's Programme Cycle	Governance	Oversight	Stronger support	Output
2.8	4.7c	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)	Conference is more effective in setting the priorities, strategy and budget of the organization	Governance	Global direction	Clearer purpose	Outcome
2.9	4.15c	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 languages.	FAO Governance is more transparent	Governance	Shared responsibility	Clearer purpose	Outcome
2.10	4.7a	Formal plenary meetings will become more focused on issues of vital interest to members	Conference is more successful at establishing consensus on the strategic direction of FAO	Governance	Global direction	Clearer purpose	Outcome
			Conference is more effectively focused on Global Governance in Food and Agriculture	Governance	Global direction	Clearer purpose	Outcome
2.11		Side events will be developed to provide a forum for informal interchange on development of issues	Workings of the FAO Conference are more efficient in seeking consensus	Governance	Global direction	Stronger support	Outcome
2.12	4.15	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	Greater clarity on individual committee responsibilities and increased effectiveness in their working practices	Governance	Oversight	Stronger support	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.13	4.15	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	Greater clarity on individual committee responsibilities	Governance	Oversight	Stronger support	Outcome
2.14	4.8	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 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;	Greater clarity on individual committee responsibilities and functions	Governance	Oversight	Clearer purpose	Outcome
			The FAO Council has a more dynamic role in the development of FAO's programme and budget and an increased monitoring function over the implementation of governance decisions	Governance	Oversight	Stronger support	Output
2.15		ii) monitor the implementation of governance decisions;	FAO Council has a more focused monitoring function over implementation of governance decisions	Governance	Oversight	Stronger support	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.16	4.8	iii) exercise oversight, ensuring that: • the Organization operates within its financial and legal framework; • there is transparent, independent and professional audit and ethics oversight; • 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	FAO Council is more focused and effective in its oversight function	Governance	Oversight	Stronger support	Outcome
2.17		iv) monitor the performance of management against established performance targets.	Management and Members are more effective in monitoring the way forward in achieving the agreed Organizational impact	Governance	Oversight	Improved delivery	Outcome
2.18		The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level N.B. The benefits will only be delivered when Council recommends a Programme and Budget Resolution to Conference	The FAO Council has a more dynamic role in the development of FAO's programme and budget	Governance	Shared responsibility	Clearer purpose	Output
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:	FAO Council is more effective at supporting the organization in achieving its intended outcomes	Governance	Oversight	Clearer purpose	Output
2.20		i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance Committees. NEW- i) There will be additional short sessions or informal meetings.	Improved dialogue and understanding between Members and management as a result of regular informal briefings	Governance	Shared responsibility	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.21	4.8	ii) 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.	Better timing of Governing Bodies meetings and increased effectiveness of FAO's Programme Cycle	Governance	Oversight	Stronger support	Output
2.22		The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	FAO Governance is more transparent	Governance	Shared responsibility	Stronger support	Output
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)	Greater clarity on individual committee responsibilities and functions	Governance	Oversight	Stronger support	Outcome
2.24	4.15	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	Greater clarity on individual committee responsibilities and functions	Governance	Oversight	Stronger support	Outcome
2.25	4.15	Introduce Basic Text changes for functions, reporting lines, etc.	Greater clarity on individual committee responsibilities and functions	Governance	Oversight	Stronger support	Outcome

Independent Chairperson of the Council – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.26	4.10a	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:	FAO Council is more effective at supporting the organization in achieving its intended outcomes	Governance	Shared responsibility	Stronger support	Outcome
2.27		a) serve as an honest broker in arriving at consensus between members on controversial issues;	Stronger consensus in deciding the objectives and priorities of the organization	Governance	Shared responsibility	Clearer purpose	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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;	FAO Council is more effective at supporting the organization in achieving its intended outcomes	Governance	Shared responsibility	Stronger support	Outcome
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;	FAO addresses regional priorities more effectively	Governance	Shared responsibility	Clearer purpose	Outcome
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;	Enhancing trust and unity of purpose in the relationship between Members and management	Governance	Shared responsibility	Stronger support	Outcome
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;	FAO Council leverages effectively off other fora and off the governing bodies of other agencies to better achieve FAO's intended outcomes	Governance	Strategic thinking	Stronger support	Outcome
2.32		f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.	FAO Governance is more effective at supporting the organization in achieving its intended outcomes	Governance	Shared responsibility	Clearer purpose	Output
2.33		g) The Basic Texts will also specify:	Not applicable – action is an introduction to IPA action 2.34 below				
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	The person chosen as Independent Chairperson of the Council has the competencies needed to make FAO governance more effective	Governance	Oversight	Stronger support	Outcome

Programme and Finance Committees – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.35	4.9 & 4.17	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:	Greater clarity on individual committee responsibilities	Governance	Oversight	Clearer purpose	Output
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;	The Programme Committee is more effective in supporting FAO in achieving its intended outcomes	Governance	Oversight	Clearer purpose	Outcome
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;	The Finance Committee is more effective in supporting FAO in achieving its intended outcomes	Governance	Oversight	Clearer purpose	Outcome
2.38		iii) TThe 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);	Better timing of Governing Bodies meetings and increased effectiveness of FAO's Programme Cycle	Governance	Oversight	Stronger support	Output
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;	The Programme and Finance Committees are more effective in supporting FAO in achieving its intended outcomes	Governance	Oversight	Clearer purpose	Outcome
			The Programme and Finance Committees work together to discuss key policy matters	Governance	Shared responsibility	Clearer purpose	Outcome
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; and	The Programme and Finance Committees make FAO's intended outcomes and priorities clearer	Governance	Global direction	Clearer purpose	Outcome
2.41		vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.	Greater clarity on individual committee responsibilities and scope	Governance	Oversight	Clearer purpose	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.42	4.15	Introduce changes in practice, including ways of working (see below)	Not applicable – action is an introduction to IPA actions that follow				
2.43	4.15	Introduce Basic Text changes for functions of the Committees	Not applicable – action is an introduction to IPA actions that follow				
2.44	4.9 & 4.17	**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:	The Programme and Finance Committees are more effective in their Governance role	Governance	Oversight	Stronger support	Outcome
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);	Improved Composition and efficiency of Governing Bodies	Governance	Oversight	Stronger support	Output
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)	Improved Composition of Governing Bodies	Governance	Oversight	Stronger support	Input
2.47		iii) Committees, including joint meetings will be open to non-speaking observers	More transparent oversight: Committees open to observers	Governance	Shared responsibility	Stronger support	Output

Committee on Constitutional and Legal Matters (CCLM) – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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;	Improved Composition and efficiency of Governing Bodies	Governance	Oversight	Stronger support	Outcome
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);	The CCLM is more effective at supporting FAO in achieving its intended outcomes	Governance	Oversight	Stronger support	Outcome
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)	The CCLM is more effective at supporting FAO in achieving its intended outcomes	Governance	Oversight	Stronger support	Outcome
2.51		The CCLM will be open to non-speaking observers	More transparent oversight: Committee open to observers	Governance	Shared responsibility	Stronger support	Outcome

Regional Conferences – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.52	4.13	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:	Regional priorities are an integral part of the strategic thinking process towards determining FAO's strategic objectives	Governance	Global direction	Clearer purpose	Output
			Regional Conferences have an improved input to the Programme of Work and Budget	Planning	Strategic thinking	Clearer purpose	Output
			The Regional Conferences are more effective at supporting FAO in achieving its intended outcomes	Planning	Strategic thinking	Clearer purpose	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
			Country and Regional priorities contribute to the development of FAO strategic objectives	Planning	Strategic thinking	Clearer purpose	Outcome
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	Regional and Country priorities are an integral part of the strategic thinking process towards determining FAO's strategic objectives	Planning	Strategic thinking	Clearer purpose	Outcome
			The Regional Conferences are more effective at supporting FAO in achieving its intended outcomes	Governance	Oversight	Clearer purpose	Outcome
			Regional priorities are more effectively addressed by FAO	Planning	Strategic thinking	Clearer purpose	Outcome
			Greater clarity on individual committee responsibilities	Governance	Oversight	Stronger support	Outcome
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 region 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; v) papers for Regional Conferences will be focused with actionable recommendations.	The Regional Conferences are more effective at supporting FAO in achieving its intended outcomes	Governance	Global direction	Clearer purpose	Outcome
			Better timing of Governing Bodies meetings and increase effectiveness and efficiency of FAO's Programme Cycle	Governance	Oversight	Clearer purpose	Outcome
			Improved inter-session coordination	Governance	Shared responsibility	Stronger support	Output
			Regional and Country priorities are an integral part of the strategic thinking process towards determining FAO's strategic objectives	Planning	Strategic thinking	Clearer purpose	Outcome
2.55		Introduce Basic Text changes for functions, reporting lines, etc.	Improved Governing Body reporting lines The Regional Conferences are more effective at	Governance	Oversight	Clearer purpose	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
			supporting FAO in achieving its intended outcomes				
			Greater clarity on individual committee responsibilities	Governance	Oversight	Clearer purpose	Output

Technical Committees – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.56	4.11	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:	The Technical Committees are more effective at supporting FAO in achieving its intended outcomes	Governance	Global direction	Clearer purpose	Outcome
			Greater clarity on individual committee responsibilities	Governance	Oversight	Clearer purpose	Outcome
			The Technical Committees are more effective at supporting FAO in achieving its intended outcomes	Planning	Strategic thinking	Clearer purpose	Outcome
2.57		a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;	The Technical Committees are more effective at supporting FAO in achieving its intended outcomes	Goverance	Global direction	Stronger support	Outcome
			The Technical Committees are more effective at supporting FAO in achieving its intended outcomes	Planning	Strategic thinking	Clearer purpose	Outcome
			Improved inter-session coordination	Governance	Shared responsibility	Stronger support	Output
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;	Better timing of Governing Bodies meetings and increase effectiveness and efficiency of FAO's Programme Cycle	Governance	Oversight	Clearer purpose	Outcome
2.59		ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration	Improved inter-session coordination	Governance	Shared responsibility	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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);	The Technical Committees are more effective at supporting FAO in achieving its intended outcomes	Governance	Global direction	Clearer purpose	Outcome
2.61		iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;	The COAG is more effective at supporting FAO in achieving its intended outcomes in relation to livestock	Governance	Global direction	Clearer purpose	Outcome
2.62		v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;	CCP leverages other fora more effectively to achieve FAO's policy agenda	Governance	Global direction	Stronger support	Outcome
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.	FAO Governing Bodies are more effectively focused on topics with direct incidence and impact on Global Governance in Food and Agriculture	Governance	Global direction	Stronger support	Outcome
			CFS leverages other fora more effectively to achieve FAO's policy agenda	Planning	Strategic thinking	Stronger support	Outcome
			CFS leverages other fora more effectively to achieve FAO's policy agenda	Delivery	Partnership	Clearer purpose	Output
2.64		Introduce changes in practice, including ways of working and reporting lines	Improved Governing Body reporting lines	Governance	Oversight	Stronger support	Output
2.65		Introduce Basic Text changes for functions, reporting lines, etc.	Improved Governing Body reporting lines	Governance	Oversight	Stronger support	Output
			Greater clarity on individual committee responsibilities	Governance	Oversight	Clearer purpose	Output

Ministerial Meetings – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.66	4.12	Basic Text Change to specify that the Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility.	Ministerial meetings are more effective at supporting FAO in achieving its intended outcomes by raising political support on issues of strategic relevance to FAO	Governance	Global direction	Stronger support	Outcome
2.67		The Ministerial meeting reports will normally be considered directly by the Conference.	Ministerial meetings are more effective at supporting FAO in achieving its intended outcomes	Governance	Global direction	Stronger support	Outcome

Statutory Bodies, Conventions, Treaties, Codex, etc. – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.68	4.11g	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)	Conferences of parties to treaties, conventions and agreements are more effective at supporting FAO in achieving its intended outcomes	Governance	Oversight	Stronger support	Outcome
2.69	4.6	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.	Additional resources are mobilized to fund Conferences of parties to treaties, conventions and agreements	Governance	Oversight	Improved delivery	Output
2.68	4.11g	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)	Conferences of parties to treaties, conventions and agreements are more effective at supporting FAO in achieving its intended outcomes	Governance	Oversight	Stronger support	Outcome

Further Actions to Improve the Effectiveness of FAO Governance – Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.70	4.4a	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	Not applicable – action is an introduction to IPA actions that follow				
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);	FAO Governance is more effective at supporting the organization in achieving its intended outcomes	Governance	Shared responsibility	Clearer purpose	Output
			Improved work-planning by all Governing Bodies	Governance	Oversight	Stronger support	Output
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.	FAO Governance is more effective at supporting the organization in achieving its intended outcomes	Governance	Shared responsibility	Clearer purpose	Output
2.73		The term Governing Bodies will be defined, preferably in the Basic Texts	Not applicable – action relates to definition fo terms				
2.74	4.1c	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. NB. This benefit will not be delivered until the review has taken place	FAO Governance continues to seek ways to become more effective at supporting the organization in achieving its intended outcomes	Governance	Oversight	Stronger support	Output
2.75	8.6b	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 progress; • annual and biennial performance.	FAO reporting is more transparent	Governance	Shared responsibility	Clearer purpose	Output
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	Not applicable – action is an allocation of responsibility				

Evaluation - Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.77	7.10a	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.	The credibility and independence of the Office of Evaluation and of the FAO Evaluation function are strengthened	Assessment	Performance reporting	Stronger support	Outcome
2.78	7.11	Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8-1.0% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the Programme of Work and Budget approval process, allocated in full to the evaluation office. All contributors of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.	The coverage of FAO's work, delivery and outcomes through evaluation, in number of topics and depth of analysis, is increased	Assessment	Performance reporting	Stronger support	Outcome
2.79	7.10d	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;	The credibility and independence of the Office of Evaluation and of the FAO Evaluation function are strengthened	Assessment	Performance reporting	Stronger support	Outcome
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.	The quality, credibility and usefulness of FAO evaluation reports are enhanced	Assessment	Performance reporting	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.81	7.10b	Quality assurance and continued strengthening of the evaluation function: a) Strengthening of existing independent peer review of major reports	The credibility of the Office of Evaluation and of the FAO Evaluation function are strengthened	Assessment	Performance reporting	Stronger support	Outcome
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	The credibility of the Office of Evaluation and of the FAO Evaluation function are strengthened	Assessment	Performance reporting	Stronger support	Outcome
2.83	7.10b	c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee NB. This benefit will not be delivered until the evaluation has taken place	The credibility of the Office of Evaluation and of the FAO Evaluation function are strengthened	Assessment	Performance reporting	Stronger support	Outcome
2.84	7.10c	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;	FAO operates in a more transparent way	Assessment	Performance reporting	Stronger support	Outcome
2.85		b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;	The relevance of the work of the Office of Evaluation and alignment with strategic objectives is improved	Assessment	Performance reporting	Stronger support	Outcome
2.86		c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;	The credibility of the Office of Evaluation and of the FAO Evaluation function are strengthened	Assessment	Performance reporting	Stronger support	Outcome
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;	FAO operates in a more transparent way	Governance	Shared responsibility	Stronger support	Outcome
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;	The credibility of the Office of Evaluation and of the FAO Evaluation function are strengthened	Assessment	Performance reporting	Stronger support	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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).	Improved partnership in evaluation work with other UN agencies	Delivery	Partnerships	Stronger support	Output
2.90	7.10c	g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	FAO operates in a more transparent way	Governance	Shared responsibility	Stronger support	Outcome

Audit- Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.91	7.9a	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	Management is more effective in monitoring the way forward in achieving the agreed Organizational impact	Assessment	Monitoring performance	Stronger support	Outcome
			Improved risk-driven monitoring and assessment of the Organizational performance	Assessment	Monitoring performance	Stronger support	Outcome
2.92	7.9b	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;	Increased effectiveness and stakeholder confidence in FAO's system of independent oversight	Assessment	Performance reporting	Stronger support	Outcome
			The Audit Committee is more effective at supporting FAO in achieving its intended outcomes	Assessment	Monitoring performance	Stronger support	Outcome
2.93		b) present an annual report to the Council through the Finance Committee	FAO governance is more effective at supporting FAO in achieving its intended outcomes	Assessment	Performance reporting	Stronger support	Outcome
2.94	7.9f	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	Increased effectiveness and stakeholder confidence in FAO's system of independent and transparent oversight	Assessment	Performance reporting	Stronger support	Outcome

Appointment and Term of office of the Director-General - Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
2.95	4.20	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	D-G appointment procedure matched to emerging best practices	Governance	Shared responsibility	Improved delivery	Outcome
			The Organization Is managed by a DG well-qualified at enabling the organization to achieve its intended outcomes	Delivery	Workforce	Improved delivery	Outcome
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);	D-G appointment procedure matched to emerging best practices	Governance	Oversight	Stronger support	Outcome
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);	D-G appointment procedure matched to emerging best practices	Governance	Oversight	Stronger support	Outcome
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;	D-G appointment procedure matched to emerging best practices	Governance	Oversight	Stronger support	Outcome
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;	D-G appointment procedure matched to emerging best practices	Governance	Oversight	Stronger support	Outcome
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. NB. This benefit will not be delivered until the action has been completed	D-G appointment procedure matched to emerging best practices	Governance	Oversight	Stronger support	Outcome

2.101	4.20	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	D-G appointment procedure matched to emerging best practices	Governance	Oversight	Stronger support	Outcome

Reform of Systems, Programming & Budgeting
Culture Change and organizational Restructuring

Reform of Programming, Budgeting and Results Based Monitoring- Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.1	7.1, 7.2 & 3.19	**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):	FAO's Programme and Budget are more easily understood by Members and Donors (FAO is more transparent)	Planning	Prioritized planning	Clearer purpose	Output
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 peoples, 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);	FAO has limited, focused priorities and is more effective at achieving target outcomes that contribute to meeting Members' objectives	Planning	Strategic thinking	Clearer purpose	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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 ii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;	FAO has limited, focused priorities and is more effective at achieving target outcomes that contribute to meeting Members' objectives	Planning	Prioritized planning	Clearer purpose	Outcome
3.4		iii) **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.	The programme of work is more effective at targeting outputs that contribute to achieving FAO's intended outcomes	Planning	Prioritized planning	Clearer purpose	Outcome
3.5		iv) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme development process.	FAO's Programme and Budget are more easily understood by Members and Donors	Planning	Prioritized planning	Clearer purpose	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.6	7.5	**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.	FAO is able to demonstrate and report its performance more effectively, gaining Member confidence	Assessment	Performance reporting	Stronger support	Outcome
3.7	7.3	**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):	Better timing of Governing Bodies meetings and increase effectiveness and efficiency of FAO's Programme Cycle	Governance	Oversight	Clearer purpose	Input
			FAO Governance is more effective at supporting the Organization in achieving FAO's intended outcomes	Planning	Prioritized planning	Clearer purpose	Input
3.8		i) <u>Year 1 of the biennium</u> (with at least two meetings of the Council): • 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 ad 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	Better timing of Governing Bodies meetings and increase effectiveness and efficiency of FAO's Programme Cycle	Governance	Oversight	Clearer purpose	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
			FAO Governance is more effective at adjusting the programme of work to enable the organization to achieve its intended outcomes	Planning	Prioritized planning	Clearer purpose	Input
3.9		i) Year 2 of the biennium (with at least two and probably three main meetings of the Council): • 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.	More effective alignment of resources towards meeting Member expectations, following budget decisions	Governance	Oversight	Clearer purpose	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.10	7.3	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions	FAO Governance is more effective at adjusting the programme of work to enable the organization to achieve its intended outcomes	Governance	Oversight	Clearer purpose	Outcome
3.11	8.17	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.	Not applicable – action not implemented				

Resource Mobilization and Management Strategy

Resource Mobilization and Management Strategy – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.12	7.6	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:	FAO has a more coherent policy on planning of financial resources	Planning	Prioritized Planning	Stronger support	Input
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;	There is a better alignment between extra-budgetary resources and FAO's priorities	Planning	Prioritized Planning	Clearer purpose	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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;	Improved availability and more effective use of financial resources	Delivery	Finance	Stronger support	Input
3.15		c) vigorously pursue new partnerships, including with the private foundations;	FAO has more predictable levels of voluntary contributions	Delivery	Finance	Improved delivery	Input
			FAO has higher and more predictable levels of voluntary contributions	Delivery	Partnerships	Improved delivery	Input
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.	FAO is more efficient in managing its extra-budgetarily funded work	Delivery	Finance	Stronger support	Input
3.17	4.6	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.	Additional resources are mobilized to fund Conferences of parties to treaties, conventions and agreements	Delivery	Partnerships	Stronger support	Input
3.18	8.16	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:	FAO has improved cash flow management and reduced cost of borrowing	Delivery	Finance	Stronger support	Input
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;	FAO has improved cash flow management and reduced cost of borrowing	Delivery	Finance	Stronger support	Input
3.20		b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;	FAO has improved cash flow management and reduced cost of borrowing	Delivery	Finance	Stronger support	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.21		c) continuation of the present responsible borrowing policy to smooth cash flow	FAO has higher and more predictable levels of voluntary contributions	Delivery	Finance	Stronger support	Input

The Technical Cooperation Programme

Technical Cooperation Programme – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.22	3.2c & 7.8	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.	Improved efficiency in TCP project approvals (more timely response to countries)	Delivery	Worldwide coverage	Improved delivery	Input
			Cost savings in TCP management	Delivery	Finance	Improved delivery	Input
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	A better alignment of TCP projects with regional and country priorities	Delivery	Worldwide coverage	Clearer purpose	Output
3.24	3.2c & 7.8	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:	There is a better alignment of TCP projects with FAO's strategic objectives	Delivery	Worldwide coverage	Clearer purpose	Outcome
3.25		a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;	There is a better alignment of TCP projects with FAO's strategic objectives and regional and country priorities identified in NMTPF/CPF	Delivery	Worldwide coverage	Clearer purpose	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.26		b) specify minimum information required from countries for consideration of request;	TCP project approvals are more efficient	Delivery	Worldwide coverage	Stronger support	Output
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 decentralized offices at the lowest level possible;	TCP project approvals and implementation are more effective and efficient	Delivery	Worldwide coverage	Stronger support	Output
			TCP resources are used more strategically, including through an integrated response to countries needs	Delivery	Worldwide coverage	Stronger support	Output
3.28		d) clearly specify timelines for each stage of the process so that managers can be held accountable;	TCP project approvals are more effectively managed	Delivery	Worldwide coverage	Stronger support	Output
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.	TCP resources are used more strategically, including through an integrated response to countries needs	Delivery	Worldwide coverage	Stronger support	Output

Institutional Culture Change

Culture Change in the FAO Secretariat – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.30	6.2	Develop terms of reference, and appoint, an External Facilitator and change team	Not applicable – action relates to set-up activities				
3.31	6.1 & 6.2	Development of Internal vision	FAO staff have stated their undertanding of an improved FAO working environment and their contribution towards achieving the Organization goals	Delivery	Workforce	Stronger support	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.32	6.1 & 6.2	Implementation of the vision NB. This benefit will not be delivered until the Internal Vision has been fully introduced	FAO staff work in an enabled environment that fully supports their development and contribution towards achieving the Organization goals	Delivery	Workforce	Stronger support	Outcome

Ethics – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.33	7.9g	Appointment of an Ethics Officer, functioning of the office, and training of staff	Enables the promotion of high standards of ethical conduct and improved employee morale and productivity at FAO	Delivery	Workforce	Stronger support	Input
			FAO staff and management comply better with the organization's ethical standards	Delivery	Workforce	Stronger support	Input
3.34		Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	FAO's culture of accountability is strengthened	Governance	Oversight	Stronger support	Output
3.35		Appointment and initiation of work by Ethics Committee	FAO staff and management comply better with the organization's ethical standards	Governance	Oversight	Stronger support	Output
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	FAO staff and management comply better with the organization's ethical standards	Governance	Oversight	Stronger support	Output

Reform of Administrative and Management Systems

Reform of Administrative and Management Systems - Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.37	8.4 8.3	Delegations of authority from the Office of the Director-General for human resource actions	More effective management of recruitment process	Delivery	Workforce	Improved delivery	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.38	8.10	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;	Country offices are able to implement projects in a more timely and efficient fashion, with less delay in the procurement of goods and services	Delivery	Worldwide coverage	Improved delivery	Input
3.39	8.10	Streamlining of travel procedures	Reduction in FAO operational costs as a result of advance booking leading to reduction in travel costs	Delivery	Finance	Improved delivery	Input
			Reduction in FAO operational costs as a result of the use of restricted fares leading to reduction in travel costs	Delivery	Finance	Improved delivery	Input
3.40		Local procurement for emergencies;	The speed and efficiency of emergency response at country level is increased	Delivery	Worldwide coverage	Stronger support	Output
3.41	8.19	Opening of temporary operational cash accounts in the field	The speed and efficiency of project implementation at country level is increased	Delivery	Worldwide coverage	Stronger support	Input
3.42		Development and deployment of a field version of oracle adapted to FAORs' needs. NB. These benefist will not be delivered until the field version of Oracle (GRMS) is fully deployed in mid 2013	DOs are provided with improved tools to carry out the functions delegated to them and with timely, complete accurate data to be able to monitor field operations more effectively and make more efficient use of resources	Delivery	Worldwide coverage	Stronger support	Output
			Common corporate administration system rolled out to all DOs supporting financial, HR, travel and procurement processes	Delivery	Worldwide coverage	Stronger support	Output
			A uniform corporate resource management system providing accurate and timely financial reporting based on activity from all offices of FAO	Assessment	Monitoring preformance	Stronger support	Output
			Reduced need for standalone administrative systems thereby reducing the cost of supporting defragmented administrative systems	Delivery	Finance	Improved delivery	Input
			Common administrative procedures enabling FAO to operates in a more integrated way across geographic locations	Delivery	Worldwide coverage	Stronger support	Input
			A single source of administrative information for the Organization at all locations	Delivery	Administration	Improved delivery	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.43	8.1	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.	FAO's culture of accountability for delivering outputs is strengthened	Delivery	Worldwide coverage	Clearer purpose	Outcome
3.44	8.1	Conduct of Root and Branch Review	FAO's administrative services are more closely aligned to Organizational requirements, and are delivered with greater efficiency	Delivery	Administration	Improved delivery	Output
3.45		Review by management, the Council and the Finance Committee of the Final Report					
3.46		Development of follow-up action plan					
3.47		Review by Governing Bodies of the Follow-up Action Plan					
3.48		Implementation of Action Plan					
3.49	8.15	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	FAO's culture of accountability for delivering outputs is strengthened by focusing management attention on risks to its business processes	Delivery	Administration	Stronger support	Output
3.50		Issue of external contract for the study					
3.51		Review by management and the Council and Finance Committee of the Final Report					
3.52		Development of follow-up action plan					
3.53		Review by Council and the Finance Committee of the Follow-up action plan					
3.54		Full Implementation of Enterprise Risk Management Structure and systems NB. These benefits will not be delivered until full implementation of ERM at the end of 2013	FAO's performance is managed more effectively	Assessment	Monitoring performance	Stronger support	Outcome
			Staff and management risks competence levels increase	Delivery	Workforce	Stronger support	Output
			FAO is able to demonstrate and report its performance more effectively	Assessment	Performance reporting	Stronger support	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
			FAO is better protected from major failures that would otherwise damage reputation and disrupt the achievement of intended results	Assessment	Performance reporting	Stronger support	Outcome
			FAO secures existing financial resources and attract new ones, by meeting the donor funding criterion of effective risk management	Planning	Prioritized planning	Stronger support	Input
			FAO's culture of accountability for delivering outputs is strengthened by focusing management attention on business processes that need to be improved	Delivery	Administration	Stronger support	Output

Publishing in all Languages of the Organization – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.55	3.6	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) NB. This benefit will not be delivered until full implementation of the action in 2013	FAO technical documents make a greater contribution to achieving FAO's intended outcomes	Delivery	Knowledge	Improved delivery	Output
3.56	3.6	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	Improved access to FAO technical publications for the least developed countries	Delivery	Knowledge	Improved delivery	Output
3.57		Separate mirror websites to the FAO website will be developed for Arabic and Chinese NEW: Develop the option of providing automated gist translation online, available through a central service for both searches and content, and examine the role of multilingual thesauri. NB. This benefit will not be delivered until quality testing of machine translation is completed in 2013	Incorporation of automated translation software into the technical data repository infrastructure to be made available to web data publishers.	Delivery	Knowledge	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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	The quality and timeliness of translation is improved	Delivery	Administration	Clearer purpose	Input

Human Resource Policies and Practices

Human Resource Policies and Practices - Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.59	8.5	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	An improved balance of the FAO workforce in terms of demographics, nationality and gender in line with organizational and recruitment objectives.	Delivery	Workforce	Improved delivery	Input
3.60	8.8	Introduce a package for increasing staff training, including in management	The competence of FAO staff and management is raised	Delivery	Workforce	Improved delivery	Input
			The development of a management and leadership cadre, equipped to drive change, deliver results and make a lasting inpact in FAO.	Delivery	Workforce	Improved delivery	Input
3.61	8.2	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria NB. These benefits will not be delivered until the rotation policy is issued in 2013	A skilled workforce with broader experience and knowledge of different areas of FAO and greater opportunities for professional development and career growth.	Delivery	Worldwide coverage	Improved delivery	Input
			Better experienced staff as a result of rotation between HQ and DOs	Delivery	Workforce	Improved delivery	Input
3.62	8.2	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	n improved balance of the FAO workforce in terms of demographics, nationality and gender in line with organizational and recruitment objectives.	Delivery	Workforce	Improved delivery	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.63	8.4	Decentralise 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	More efficient and effective recruitment to act more quickly and effectively to secure required human resources	Delivery	Workforce	Improved delivery	Input
3.64	8.4	Wider publication of FAO vacancies	FAO is better able to secure staff and managers who match its needs	Delivery	Workforce	Improved delivery	Input
3.65	8.4	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	Improved transparency and efficiency in the recruitment of senior staff on the basis of technical skills, managerial competencies and merit.	Delivery	Workforce	Improved delivery	Input
			FAO operates in a more transparent way in securing key staff, increasing the trust that stakeholders have in the organization	Governance	Shared responsibility	Stronger support	Output
3.66	8.4	Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support NEW - Revise competency profiles for all job families including Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support N.B. The benefits will be delivered when the competency framework is completed in 2013	The alignment between skills and experience and the needs of the organization is improved resulting in a talented workforce with the skills and competencies required of each position reflected in job profiles and used in selection and reassignment decisions.	Delivery	Workforce	Improved delivery	Input
			Further reduction in the time required for staff recruitment	Delivery	Workforce	Improved delivery	Output
3.67	8.3	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance	Increased quality of services from consultants, with better gender and geographical balance in line with organizational and recruitment objectives.	Delivery	Workforce	Improved delivery	Input
3.68	8.3	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO	Recruitment based on effective needs of the Organization with a reduction in the average age of employees by recruiting new staff to fill vacant posts rather than retaining retirees and/or using consultants on a long-term basis.	Delivery	Workforce	Improved delivery	Input
3.69	8.3	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure	Recruitment based on effective needs of the Organization with a rejuvenated and more motivated work force	Delivery	Workforce	Improved delivery	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.70	8.7	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	Staff and management competence levels increase with career development more closely linked to individual assessments and overall performance	Assessment	Monitoring Performance	Stronger support	Output
			Greater understanding by staff of their individual contribution to the Organization and their accountability for results	Delivery	Workforce	Stronger support	Output
			FAO's culture of accountability for achieving intended outcomes is strengthened by an objective appraisal system setting out individual acountability for results.	Delivery	Workforce	Stronger support	Output
3.71	6.15 & 8.3	Introduce dual grading for P5/D1 and D1/D2 posts N.B. The potential benefit of more flexible grading structures can be determined following more work on this topic by Director OHR in 2013	More flexible grading structures	Delivery	Workforce	Stronger support	Input
3.72	8.2	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	Improved HR information for better delivery	Delivery	Administration	Stronger support	Input
3.73	8.3c	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs	Not applicable – action relates to funding modalities				
3.74	4.8e	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants	Improved governance oversight of human resources policies	Governance	Oversight	Direct	Inputs
3.75	8.3d	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	HR policy changes at UN level that support FAO in delivering its Strategic Objectives	Delivery	Workforce	Stronger support	Input

Decentralization - Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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	Greater clarity on individual committee responsibilities	Governance	Oversight	Clearer purpose	Output
3.77		Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link	ADG-RRs contribute fully to corporate policy making	Delivery	Workforce	Stronger support	Output
			Regional perspectives fully considered in FAO decision making	Delivery	Worldwide coverage	Stronger support	Output
3.78	6.20	Transfer the primary reporting line for decentralised technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator	FAO responds more effectively to regional priorities	Delivery	Worldwide coverage	Improved delivery	Output
3.79	6.19	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)	FAO's programming is both bottom-up and top- down and built and prioritized on global, (sub)regional and national priorities	Planning	Prioritized planning	Clearer purpose	Outcome
			Increased integration of regional concerns in the decision making process leading to an improved response of FAO to the needs of member countries and better use / distribution of resources	Delivery	Worldwide coverage	Improved delivery	Output
3.80	6.20	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)	Regional Offices are able to develop more coherent regional technical frameworks, also used as building blocks for the development of the Programme of Work and Budget	Delivery	Worldwide coverage	Improved delivery	Output
3.81	6.20	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting	FAO responds more effectively to regional priorities	Delivery	Worldwide coverage	Improved delivery	Outcome
			Regional Offices develop more	Delivery	Worldwide	Clearer	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
		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.	coherent regional technical frameworks		coverage	purpose	
3.82	6.19	Revise all delegated authorities to decentralized offices and control procedures (see also above)	Country offices are able to implement projects in a more timely and efficient fashion, with less delay in the procurement of goods and services and a reduction in transaction costs	Delivery	Worldwide coverage	Improved delivery	Output
3.83	6.21	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region	FAO provides more effective technical support to countries	Delivery	Worldwide coverage	Stronger support	Output
3.84	6.22	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 decentralized offices. 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 the other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	Not applicable – action not implemented as foreseen				
3.85	6.20	Adjust composition of sub-regional and regional office staffing in	FAO leverages its country level	Delivery	Worldwide	Stronger	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
	& 6.21	line with priority needs, reviewed in light of the UN system offices	resources more effectively to deliver its priorities		coverage	support	
3.86		Clarify coverage of Near East Regional Office	FAO capacity to deleiver at Regional Office level is strengthened.	Delivery	Worldwide coverage	Improved delivery	Output
3.87	8.4	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)	Improved transparency and efficiency in the recruitment of senior staff on the basis of technical skills, managerial competencies and merit.	Delivery	Workforce	Improved delivery	Input
			FAO is better able to secure, develop, and retain the human resources it needs	Delivery	Workforce	Improved delivery	Input
			FAO is better able to secure, develop, and retain a talented workforce with the skills and competencies required of each position reflected in job profiles and used in selection and reassignment decisions.	Delivery	Workforce	Improved delivery	Input
3.88	8.6	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices N.B. This benefit has not yet been delivered, and will be delivered when the benchmarks and performance reporting system is complete in 2013	Management and Members are more effective in monitoring the way forward in achieving the agreed Organizational impact	Assessment	Performance reporting	Stronger support	Output
3.89	8.8	Strengthen staff training (see also 3.60)	A more skilled workforce, equipped and better trained to more effectively fulfil FAO's mandate	Delivery	Workforce	Improved delivery	Input
3.90		Deployment of support systems (including training and upgrade of IT information systems)	FAO operates in a more integrated way across geographic locations because Decentralized offices have enhanced knowledge sharing capabilities	Delivery	Knowledge	Stronger support	Output
			Decentralized offices have more effective access to a wider range of FAO applications	Delivery	Administration	Stronger support	Output
			Inter-office collaboration improves between HQ and DOs as well as	Delivery	Worldwide coverage	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
			amongst DOs.in particular through the use of Videoconferencing systems				
			Inter-office collaboration improves between HQ and DOs as well as amongst DOs.	Delivery	Workforce	Improved delivery	Input

Headquarters Structure

Headquarters Structure – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.91	6.7 & 6.15	a) establish offices of: Strategy, Planning and Resource Management;	FAO's culture of accountability is strengthened	Delivery	Workforce	Stronger support	Output
3.92		i) Evaluation	FAO is more effective in monitoring and reporting on its intended outcomes	Assessment	Monitoring performance	Stronger support	Outcome
			FAO is more effective in monitoring and reporting on its intended outcomes	Assessment	Performance reporting	Stronger support	Outcome
3.93		ii) Legal and Ethics	FAO's culture of accountability is strengthened	Delivery	Workforce	Stronger support	Input
3.94		b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;	FAO leverages external support more effectively to achieve its purpose	Delivery	Partnerships	Stronger support	Output
3.95		c) transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations;	FAO responds more effectively to regional and country needs	Delivery	Worldwide coverage	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.96		d) delayering of D level posts (27 to be abolished for 2010-11 biennium)	Reduction in FAO operational costs - streamlining of senior staff within the organization resulting in a reduction in hierarchy leading to improved workflows, swifter clearance mechanisms, reduced staffing costs and greater individual accountability for results	Delivery	Finance	Improved delivery	Input
			Simplified hierarchy and improved teamwork	Delivery	Workforce	Stronger support	Output
3.97	6.6 6.7 & 6.8	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see Box 5 below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below	FAO's culture of accountability for achieving intended outcomes is strengthened	Delivery	Workforce	Stronger support	Outcome
3.98		Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates • 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	FAO's culture of accountability for achieving intended outcomes is strengthened	Delivery	Workforce	Stronger support	Outcome
3.99		Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11	Greater clarity on individual committee responsibilities	Governance	Oversight	Clearer purpose	Output
3.100		Appoint Senior Executive Management Team including two DDGs	FAO's culture of accountability for achieving intended outcomes is strengthened	Delivery	Workforce	Stronger support	Outcome
3.101		Implement new Headquarters structure	An organizational structure aligned with the strategic goals of the organization to strengthen delivery of outputs and ensure achievement of outcomes.	Delivery	Workforce	Stronger support	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.102		Reorganize senior management responsibilities, including for strategic objectives and core functions	FAO's culture of accountability for achieving intended outcomes is strengthened	Delivery	Workforce	Stronger support	Outcome
3.103		Review reorganization with a view to further improvements	An organizational structure aligned with the strategic goals of the organization to strengthen delivery of outputs and ensure achievement of outcomes.	Delivery	Workforce	Stronger support	Outcome

Partnerships

Partnerships – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.104	5.1	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	Strengthened partnerships planning and delivery	Delivery	Partnerships	Stronger support	Output
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;	FAO leverages partnerships with civil society and the private sector more effectively to achieve its intended outcomes	Delivery	Partnerships	Stronger support	Output
3.106		b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and					
3.107		c) generally built-up from ongoing collaboration.					

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
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	FAO leverages partnerships more effectively to achieve its intended outcomes	Delivery	Partnerships	Stronger support	Output
3.109	5.1	Stocktaking of partnerships including the potential for greater partnership with the private sector. Undertake assessment and launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with: ➢ the United Nations system, with emphasis on partnership at country level; ➢ CGIAR and OIE; ➢ International Atomic Energy Agency; ➢ the private sector; ➢ civil society organizations NEW - Mainstream, operationalization and implementation of renewed strategy for partnerships with civil society and the FAO strategy for partnerships with the private sector, including capacity building targeted to all FAO staff. 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.	FAO leverages partnerships more effectively to achieve its intended outcomes	Delivery	Partnerships	Improved delivery	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.110	5.1	Preparation of a short-term agenda of initiatives (12 months) that will generate outcomes and outputs and preparation of a medium-term action plan in line with the Medium Term Plan (4 years), including development and implementation of a training programme NEW - 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.	FAO leverages partnerships more effectively to achieve its intended outcomes	Delivery	Partnerships	Stronger support	Output
3.111 3.112	5.4	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: a) areas of technical programme interface and overlap both in normative and development work;	Improved collaboration between the Rome based agencies leading to efficiency gains and increased effectiveness	Delivery	Partnerships	Stronger support	Output
3.113		b) shared administration and services (taking note of the findings of the Root and Branch Review);	FAO reduces its cost of administration	Delivery	Finance	Improved delivery	Inputs
3.114		c) joint oversight functions, including evaluation.	Improved collaboration between the Rome based agencies leading to efficiency gains and increased effectiveness	Delivery	Partnerships	Stronger support	Output
3.115		Regular joint meetings of the management of the three organizations will take place with the membership to review progress	Management of the Rome-based UN agencies monitor effectiveness of existing collaboration and pursue new opportunities	Assessment	Monitoring performance	Stronger support	Output
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	Membership fully informed on progress with partnerships with the Rome-based UN agencies	Assessment	Performance reporting	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
3.117 3.118	5.1	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy Establishment of focal point responsibilities for partnerships	Improved ability to monitor effectiveness of existing collaboration and pursue new opportunities	Assessment	Monitoring performance	Stronger support	Output

Follow-up Arrangements for Implementation of the Immediate Plan of Action

Governing Body Follow-up - Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
4.1		**The Council** will monitor the progress of implementation of the Immediate Plan of Action. and report to the Conference at its 36th Session (2009) and its 37th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	Progress of reform monitored and effective oversight provided	Governance	Oversight	Stronger support	Output
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):	Enhanced trust, unity of purpose and facilitating continuity in the relationship between Members and between Members and management	Governance	Shared responsibility	Stronger support	Output
4.3		• the new Strategic Framework, Medium Term Plan 2010-13 and the	Greater clarity on	Governance	Oversight	Clearer	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
		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;	individual committee responsibilities			purpose	
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;	Not appropriate – action not implemented				
4.5		• further reforms of systems, culture change and organizational restructuring, including: ♦ 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 decentralized offices; ♦ Plans for restructuring of headquarters; ♦ Detailed proposals for strengthened financial management; and ♦ Detailed proposals for strengthened Human Resource management.	Greater clarity on individual committee responsibilities	Governance	Oversight	Clearer purpose	Output
4.6		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.					

Managerial Arrangements for IEE Follow-up Implementation

FAO Managerial Arrangements for IEE Follow-up Implementation – Action Matrix

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
4.7		Establish internal managerial arrangements including:	Not applicable – action is an introduction to actions 4.8 and 4.9				
4.8		i) a reform support group;	Overview and monitoring of FAO reform provided by senior staff from across the Organization	Assessment	Monitoring performance	Stronger support	Output
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 (decentralised and centralised)	*Inputs and perspectives from across the Organization contributing to the FAO reform*	Delivery	Worldwide coverage	Stronger support	Output
4.10		Establish Trust Fund and costs of 2009 implementation	*Not applicable –action for funding purposes of the IPA programme*				
4.11		Contribute to trust fund	*Not applicable –action for funding purposes of the IPA programme*				

Addition of DG's Early Actions

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
6.2		5% budget to DDGs for interdisciplinary work	Not applicable – action not implemented as foreseen				
6.4		Joint FAO/IAEA Division					
6.5		Synergy and partnership					

Addition of 4 new action items

ACTIONS			*BENEFITS*				
Ref. N.	*Ref. IEE*		*STATEMENT*	*QUADRANT*	*AREA*	*CATEGORY*	*TYPE*
3.36a		*Appointment of Ombudsman* *N.B. This benefit has not yet been delivered, and will be delivered when the Ombudsman is appointed in 2013*	*Improved employee morale and promotion of high standards of ethical conduct*	Delivery	Workforce	Stronger support	Output
4.6a		*Hold up to three CoC-IEE meetings per year in 2010-11*	*Enhancing trust, unity of purpose and facilitating continuity in the relationship between Members and between Members and management*	Governance	Shared respnsibility	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	*Ref. IEE*		*STATEMENT*	*QUADRANT*	*AREA*	*CATEGORY*	*TYPE*
4.9a		*IPA employee communications*	*Improved open communication through Employee Survey*	Delivery	Workforce	Stronger support	Output
			Improved communications and collaboration as a result of Employee Survey Local Actions	Delivery	Workforce	Stronger support	Output
			Improved communications and learning time for all as a result of Employee Survey Corporate Actions	Delivery	Workforce	Stronger support	Output
			Improved dialogue by bringing together employees and senior managers from HQ and decentralized offices via informal briefings, morning coffee meetings, FAO in Touch	Delivery	Workforce	Stronger support	Output
			Better understanding of client needs as a result of CS Department survey	Delivery	Administration	Stronger support	Output
			Better understanding of client needs as a result of CIO division survey	Delivery	Administration	Stronger support	Output
4.9b		*IPA member communications*	*Members fully informed through the FAO renewal monthly newsletter*	Governance	Shared responsibility	Stronger support	Output
			Members fully informed through quarterly informal sessiions	Governance	Shared responsibility	Stronger support	Output

Root and Branch Review - Action Items

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
7.0		Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes	Improved employee morale and promotion of high standards of ethical conduct	Delivery	Workforce	Stronger support	Output
			FAO aligns its IT investment more closely to its strategic priorities	Planning	Prioritized planning	Stronger support	Outcome
			Improved monitoring and performance of IT investment	Assessment	Monitoring performance	Improved delivery	Output
			Reduced duplication and fragmentation of information systems	Delivery	Finance	Improved delivery	Input
7.1		Identify the areas of improvement and	FAO's culture of accountability for achieving intended	Planning	Prioritized	Clearer	Outcome

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
		define the actions for the enhancement of the Results-Based Management (RBM)	outcomes is strengthened		planning	purpose	
			FAO's reporting on performance against intended outcomes is strengthened	Assessment	Performance reporting	Improved delivery	Output
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. N.B. This benefit has not yet been delivered, and will be delivered when the new Planning and Budgeting Model is introduced	FAO is able to direct its work more effectively towards achieving its intended outcomes	Planning	Prioritized planning	Stronger support	Output
7.3		Re-define the role of the ODG with regard to administrative activities.	Improved speed and delagation in the processing of administrative actions	Delivery	Administration	Improved delivery	Input
7.4		IT responsibilities and functions should be consolidated in one CIO	IT services are provided in a more effective and efficient manner	Delivery	Administration	Improved delivery	Input
7.5		Review the roles of internal committees and reduce their number	The effectiveness of FAO's internal governance for monitoring and assessing performance is improved	Assessment	Monitoring performance	Stronger support	Outcome
7.6		New procurement model for managing the initial phases of purchasing actions	Reduced costs for headquarters procurement function	Delivery	Finance	Improved delivery	Input
			Greater capacity to respond to local emergencies	Delivery	Worldwide coverage	Stronger support	Outcome
			Improved emergency response and project implementation at country level because procurement processes modified to meet country office needs	Delivery	Administration	Stronger support	Output
7.7		Develop the registered vendors management towards an active suppliers management (partnership principles)	Improved management of potential suppliers leading to increased speed and efficiency of procurement	Delivery	Worldwide coverage	Stronger support	Input
7.8		Empowerment of regional and local officers in managing local procurement	The speed of emergency response at country level is increased	Delivery	Worldwide coverage	Improved delivery	Input
			Greater capacity to respond to local emergencies	Delivery	Worldwide coverage	Improved delivery	Input
			Reduced costs for headquarters procurement function	Delivery	Finance	Improved	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
						delivery	
			Decentralized staff better trained in procurement procedures	Delivery	Workforce	Stronger support	Input
7.9		Transfer of transactional activities to the SSC	Reduction in FAO operational costs through reduced costs of back-office processing functions	Delivery	Finance	Improved delivery	Input
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	FAO's administration better supports delivery of Organizational results through alignment of administrative services with the needs of internal customers	Delivery	Administration	Stronger support	Output
7.11		Review reduction of multifunctional printers	Reduction in FAO operational costs through re-negotiation of Xerox contract at HQ	Delivery	Finance	Improved delivery	Input
7.12		Increase the range of support services and software development delivered from KCT offshore centre in Bangkok	Reduction in FAO operational costs due to lower non-staff costs in Bangkok compared to Rome	Delivery	Finance	Improved delivery	Input
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.	DOs have more efficient and effective IT support services	Delivery	Worldwide coverage	Stronger support	Output
7.14		Operational model for the implementation of partnerships in procurement actions with other UN agencies	Reduction in FAO operational costs as a result of lower HQ costs for goods and contracts jointly procured.	Delivery	Finance	Improved delivery	Input
			FAO leverages partnerships with the Rome-based UN agencies more effectively to achieve its intended outcomes	Delivery	Partnerships	Stronger support	Output
7.15		Other activities of the Joint procurement initiative – Travel including Rome-based agency joint initiative	FAO leverages partnerships with the Rome-based UN agencies more effectively to achieve its intended outcomes	Delivery	Partnerships	Stronger support	Output
			Reduction in FAO operational costs as a result of new hotel programme reducing the amount of DSA costs paid	Delivery	Finance	Improved delivery	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
			to travelers				
7.16		Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources	Significantly reduced cost for information archiving and retrieval	Delivery	Finance	Improved delivery	Input
			Improved information sharing and flow of organizational knowledge	Delivery	Knowledge	Stronger support	Output
			Information sharing across geographical boundaries is improved	Delivery	Worldwide Coverage	Stronger support	Output
			FAO teamwork more effective as a result of Team-based digests of new information	Delivery	Workforce	Stronger support	Output

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
7.17		Proposal for a new Printing & Distribution department, including External Printing , Internal Printing and Distribution. Change of the printing and distribution procedure	FAO's publication costs are reduced	Delivery	Finance	Improved delivery	Input
7.18		Change Translation Service Model. Enhance Terminology & Roster Management.	The quality and timeliness of translation is improved	Delivery	Administration	Improved delivery	Input
7.19		Change Translation Service Model. Translation service to be funded by Regular Programme. N.B. This benefit has not yet been delivered, and will be delivered when the new Translation Service Model is introduced ín 2014.	The quality and timeliness of translation is improved	Delivery	Administration	Improved delivery	Input
7.20		Review the Translation Service Model.	The quality and timeliness of translation is improved	Delivery	Administration	Improved delivery	Input
7.21		Review of the travel approval process	The turnaround time of travel approvals is reduced	Delivery	Administration	Improved delivery	Input
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. N.B. These benefits have not yet been delivered, and will be delivered when the FAO Manual has been overhauled at the end of 2013	FAO staff are more aware of and comply more reliably with required ethical and legal standards	Delivery	Administration	Stronger support	Output
			FAO's culture of accountability for delivering outputs is strengthened	Delivery	Administration	Stronger support	Output
7.23		Create a Business Improvement Unit, including streamlining and process improvement, overhaul of the FAO Manual (see above), and other business improvement initiatives.	Streamlining of administrative processes	Delivery	Administration	Stronger support	Outcome
			Reduction in FAO operational costs	Delivery	Finance	Improved delivery	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
7.24		Implementation of IPSAS as key initiative for the finance division and FAO as a whole N.B. These benefits have not yet been delivered, and will be delivered when IPSAS statements are being produced – from 2014 onwards	FAO provides managers with more credible, timely and relevant financial information which better supports financial decision-making and planning	Assessment	Monitoring performance	Stronger support	Output
			FAO produces financial reports that meet internationally agreed standards thereby better informing management and members	Assessment	Reporting	Stronger support	Output
			Improved financial controls and management of the Organization's assets	Delivery	Finance	Improved delivery	Input
			FAO provides managers with more transparent reporting based on globally accepted standards	Assessment	Performance reporting	Stronger support	Output
			FAO provides more credible, timely and relevant information on performance	Assessment	Performance reporting	Stronger support	Output
			The organization meets the standards of financial transparency required by Members and Key Donors and is able to attract more financial resources due to improved donor confidence	Planning	Prioritized planning	Stronger support	Outcomes
7.25		Enhance Oracle ERP related functionalities to meet IPA requirements	More complete, accurate and timely financial and HR information	Assessment	Monitoring Performance	Stronger support	Output
			FAO's culture of accountability for delivering outputs is strengthened	Assessment	Monitoring Performance	Stronger support	Output
			Improved administrative processes through streamlining of consultant payments, HR servicing processes, travel approvals and procurement	Delivery	Administration	Improved delivery	Input
			Improved speed of payments as a result of greater use of Electronic Fund Transfers and other electronic payment methods	Delivery	Administration	Improved delivery	Input
			More timely processing as a result of electronic approval workflows replacing paper-based processes	Delivery	Administration	Improved delivery	Input
7.26		Design of the Management Information System	Better financial reporting to country offices	Delivery	Worldwide coverage	Improved delivery	Input
			Better information is available to support decision-making	Delivery	Administration	Improved	Input

ACTIONS			BENEFITS				
Ref. N.	Ref. IEE		STATEMENT	QUADRANT	AREA	CATEGORY	TYPE
			across FAO			delivery	
			Improved ability to monitor the overall performance of FAO and make appropriate decisions.	Assessment	Monitoring Performance	Improved delivery	Input
7.27		Define a new role for the HR Function and review the HR competency framework and accountability framework	FAO is better able to develop and retain the human resources it needs	Delivery	Workforce	Improved delivery	Input
7.28		Selection and prioritization of on-going initiatives	Not applicable – relates to mode of implementation				