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### Detailed Achievements and Major Activities in the current reporting period July – September 2010

Annex I compares “Planned activities for the period April to June” as indicated in the progress report presented to the CoC-IEE on 8 April with actual achievements for the same period. The information in this table has been supplied directly by Project Leaders.

#### **Project 1. Governing Body Reform**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
In September CCLM should review and adopt its Rules of Procedure and recommend draft Rules of Procedure for Regional Conferences. CCLM should also review and approve its Multi-year Programme of Work 2010-13, and review the <i>Note on the Methods of Work of the Council</i> and recommend its adoption by Council.	In September CCLM: (i) approved its Rules of Procedure; (ii) recommended that the draft Rules of Procedure for Regional Conferences be further considered by the Regional Groups and Regional Conferences, and that any adjustments thereto be referred back to CCLM for review prior to adoption; (iii) decided to postpone consideration of the <i>Note on the Methods of Work of the Council</i> ; (iv) decided to keep under review its Multi-year Programme of Work.
<b>2- Most relevant achievement(s) in current reporting period</b>	
Adoption by CCLM of its Rules of Procedure.	

#### **Project 2. Oversight**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
2.78 1- Finalization of preparatory phase for Evaluation of FAO's cooperation with Brazil. 2- Preparatory phase of Evaluation of FAO's role and work on Gender and Development. 3- Evaluation of FAO's role and work on land tenure: preliminary assessment of evaluation.	1- Finalized preparatory phase report and ToR; run Impact Evaluation in the forestry sector; recruited evaluation team and organized evaluation mission. 2- Completed corporate information systems analysis and information gathering from all FAO units, including decentralized offices; coordination with Gender Audit; preparation of draft ToR and identification of team members. 3- Preliminary analysis of FAO's portfolio in the area of land tenure.
2.91 Audit assignments extended to cover all major organizational work areas under the 2010 component of the 2010-2011 audit work program to be underway. Specific activities for current reporting period are to complete a risk assessment of the IPA reform and provide advisory services to the IPA reform as appropriate (e.g. ERM)	Report on the results of the IPA risk assessment issued to RSG leadership and senior management. Advisory work to assist OSP with the first phase of the ERM project initiated.
3.33 - Ethics Officer (EO) will host third meeting of network of Ethics Officers of Specialized Agencies and UN Ethics Committee in June.	Hosted 3 <sup>rd</sup> Meeting of the Network of EOs and UN Ethics Committee; Workshop material completed and delivered to RAF (Accra) and ESW

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Training material will be reviewed by EO in collaboration with CSH. Ernst & Young being hired to review Financial Disclosure process and Terms of Reference of EO, CSHL, Ombudsperson and AUD. EO will start visits to Regional Offices to raise awareness on ethics issues of management and staff in the field.	in Headquarters. Coordination with CSH to develop e-learning for FAO staff. Briefings completed with FAO management (D-1 and above) at Headquarters. Workshop with Ernst & Young and concerned FAO Divisions. Roles and activities were discussed. E&Y summarizing conclusions on Ethics Committee and Financial Disclosure and assisting the EO in work planning
<b>2- Most relevant achievement(s) in current reporting period</b>	
2.91 The Director General concurred with the coverage in the Risk Based Audit Plan. As of September 2010, AUD initiated and/or completed 75% of the reviews and audit activities scheduled for 2010. Risk Assessment of IPA completed Some Q3 planned completions of initiated assignments will shift to Q4 due to continuing auditor vacancies, now expected to be filled in Q4 rather than Q3 as originally expected. Proposal to Ethics Committee and Financial Disclosure being finalized for action of the Finance Committee.	

***Project 3a. Reform of Programming, Budgeting and Results Based Monitoring***

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Finalize accountability framework based on final round of consultations. Design of monitoring and reporting system and design of country-level pilot. Finalize implementation monitoring guidelines. Arrange for support to staff training. Initiate design phase of implementation monitoring and reporting system. Initiate Country Offices work planning pilot.	Further feedback on the accountability framework received from the Strategy Team Leaders. Framework revised to align with the roles and responsibilities identified in the country office work planning guidelines. Second draft of the implementation monitoring guidelines produced and reviewed, and consultation with stakeholders initiated. Proposed content and format for each of the two main Governing Body implementation reports – the Mid-Term Review and the Programme Implementation Report – prepared for consideration by the October Joint Meeting of the Programme and Finance Committees. Revised 2010 allotments issued incorporating further efficiency gains and one-time savings. Country-level work planning pilot concept note and guidelines finalized and pilot countries selected – development of related training materials commenced. Development of an e-learning module on RBM completed, jointly with WFP.
Issue Multidisciplinary Fund (MDF) and Innovation Fund award allotments against work plans and monitor progress. Further empower	MDF and Innovation Fund unit results created in PIRES and allotments issued, with regular monitoring and reporting.

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Strategy Teams for implementation, monitoring and reporting. Support discussions on prioritization at CCP, COAG and APRC. Prepare synthesis document on outcome of discussion on priorities at Regional Conferences and Technical Committees for consideration by Programme Committee. Initiate preparation of PWB 2012-13.	Documents on technical and regional priorities prepared and Director OSP supported the discussions. A synthesis document summarizing the discussion of priorities at the Regional Conferences and Technical Committees prepared for consideration by the October session of the Programme Committee. Initiated preparations of PWB 2012-13 policy framework and process, and prepared guidance note for the formulation of regional results.
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
Management response to the Strategic Evaluation of FAO Country Programming, which focuses on implementation through several IPA projects.	
<b>3- Most relevant achievement(s) in current reporting period</b>	
Finalization of the concept note and work planning guidelines for the country office work planning pilot. Development of annotated outline for the two main Governing Body implementation reports. Inputs into the Management Response to the Evaluation of FAO Country Programming. Re-issuance of the 2010 allotments based on work plans and establishment of a policy framework for on-going modifications to work plans and allotments. Preparation of a synthesis document on the outcome of the discussion of priorities by the Regional Conferences and Technical Committees for consideration by the October session of the Programme Committee. Finalization of e-learning module on results-based management in collaboration with WFP, and development of RBM communication materials.	

**Project 3b. Publishing in all Languages of the Organization**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
1. Provide guidance to technical document originators in defining distribution lists to ensure increased hard copies of technical documents to LDCs. Guidance on request to be provided on an ongoing basis.	1. Guidance provided
2. Development of integrated planning system for information products within calendar 2010. The integrated system is slated for completion within calendar 2010. A proposal for re-conceptualization of Special Allocation for Implementation of Language Policy is under development and will be submitted to the DDG-Knowledge within the third quarter	2. Development of integrated planning system ongoing,

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September 2010.</b>	<b>Achievements in period July to September</b>
3. Development of a plan to include available language management tools at key points in the FAO website, and extensively evaluate them for their ability to improve access to FAOs information in the additional languages.	3. Planning and initial evaluation mostly complete
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
1. a. Special campaign to increase the number of official FAO Depository Libraries in LDCs initiated in July 2010	

***Project 4. Resource Mobilization and Management***

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Start up of development of communication strategy around the IFAs. Prepare first draft accountability framework for resource mobilization. Results of Needs Assessment and development of first set of draft guidelines on resource mobilization. Development of proposal on format of meeting scheduled in first quarter of 2011 to exchange information on extra-budgetary voluntary funding requirements. Conduct study and develop draft revised Cost Recovery Policy and draft guidelines for presentation to Finance Committee in October.	Concept note and roadmap for the development of the IFA communication strategy formulated and internal consultations are scheduled to begin in September 2010. Resource mobilization (RM) capacity assessment survey of Headquarters Departments and Decentralized Offices completed in June 2010 – summary results are presented in the Report to the Joint Meeting. Draft responsibility and accountability framework produced. First draft of Resource Mobilization guide for Decentralized Offices finalized and circulated for review. Prepared proposal on format of informal meeting of interested Members and other potential sources of voluntary funds and partnerships. Developed further study on support cost recovery and proposals for improved cost recovery are being considered.
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
The RM survey stirred significant interest in the forthcoming RM Guide and associated training, and there were greater numbers of volunteers than expected that joined the RM Guide and training review group.	
<b>3- Most relevant achievement(s) in current reporting period</b>	
Major achievements relate to the undertaking of the Resource Mobilization Capacity Assessment Survey in May-June 2010, where staff members were invited to assess their knowledge and experience of resource mobilization, explore the challenges encountered, express views on roles and responsibilities and comment on the specific training that they might require. Also, the preparation of the draft corporate responsibility	

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
and accountability framework for resource mobilization constitutes another important achievement, together with the proposal on the format of the meeting scheduled in the first quarter of 2011 to be discussed in the Joint Meeting of the Programme and Finance Committee.	

**Project 5. Technical Cooperation Programme**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Finalization and release of new modules in FPMIS. Updating of TCP website. Promotion of further training of emergency staff in the field. Selection, training and deployment of TCP officers to Regional Offices. Continue training of TCE HQ staff and TCP Focal Points from Technical Divisions	Modules in FPMIS finalized and last system errors being corrected and finalised instructions on their use. Roll-out of the modules delayed due to delays in selection of TCP officers in Regional Offices and thus reduced capacity to support the roll-out. The TCP website has been up-dated. TCP Officers selected in REU, RLC and RNE. Training of TCP officers could not take place where not yet selected or deployed. No opportunities for further training of TCE staff at HQ or in the field. One briefing held for TCP Focal points of technical departments.
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
Draft revised guidelines on the provision of technical support and clearance to TCP project formulation. Given the delay in selection and deployment of TCP officers in Regional Offices, more time than foreseen has been required to train short term staff assigned there. HQ staff has had to spend a significant amount of time to support the decentralization.	
<b>3- Most relevant achievement(s) in current reporting period</b>	
Significant effort made to clarify the process for obtaining technical support and clearance of TCP projects in the decentralized environment. This work which requires consultation with the technical departments and regional/subregional offices is on-going. Elaboration of FPMIS-based TCP management modules has been a time consuming endeavour but is expected to lead to smoother and more consistent information management. The roll-out does, however, require the presence of the TCP officers to backstop the process.	

**Project 6: Decentralization**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Recruitment of staff in Regional Offices. Continued backup support and training for Regional Offices on management of Country Offices. Preparation of concept note on benchmarking	3.81 Recruitment of staff in Regional Offices ongoing. OSD is assisting with selection and training. 3.82 . The Circular on Responsibilities and Relationships is being revised with a view to further improving

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
	coordination and coherence in the context of the transfer of supervisory responsibilities for technical officers and FAO Reps to Regional Offices. 3.87 Revised job profiles of FAO Reps, RRs and SRCs prepared and reflected in recent Vacancy Announcements. 3.88 A concept note for a benchmarking system for decentralized offices that will enable performance-based reporting and monitoring submitted for Senior Management review. 3.89 New training strategy under preparation.
<b>2- Most relevant achievement(s) in current reporting period</b>	
3.88 Consultations have been completed with other UN agencies, Headquarters' stakeholders and selected staff in Decentralized Offices (DOs) about benchmarking of the performance of DOs. A preliminary proposal was presented for review by Senior Management.	

**Project 7a. Headquarters Structure**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Major planned activity for June-September will be finalization of implementation of HQ restructuring changes	Implementation of the new HQ structure completed in August
<b>2- Most relevant achievement(s) in current reporting period</b>	
Implementation of the new HQ structure completed in August 2010 and now operational. New structure will enable production of reports adequately reflecting new acronyms and structure. Further information provided in HQ Restructuring paper, tabled at the October 2010 CoC-IEE meeting.	

**Project 8. Partnerships**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Dissemination to all units of guiding principles on partnerships.	Dissemination of guiding principles will commence following final clearance by Senior Management of the Organization-wide Strategy on Partnerships, expected in October 2010. Revision of guiding principles for civil society and private sector strategy in progress.
All partnership strategies finalized. Launch of website on corporate partnerships and dissemination	Strategy and agenda for action for partnerships with the UN system revised and submitted for necessary consultations. Monitoring of progress on collaboration

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
of other information materials.	with the Rome-based agencies ongoing. Website for FAO partnerships developed. Information brochures finalized.
Finalization of guiding principles for partnerships with private sector. Involvement of FAO staff and Members in finalizing strategy for partnerships with private sector.	<u>Private Sector Strategy</u> –A first draft of the Private Sector (PS) Strategy completed and circulated for comments and feedback. Revision of the principles and guidelines for collaboration with PS initiated and a preliminary draft outline has been circulated for comments. Stocktaking of PS partnerships also initiated. PS website has been revamped and integrated within the new website for FAO partnerships. The roadmap to promote a new PS approach within FAO consolidated.
Update FAO's Policy and Strategy for Cooperation with Civil Society and Non Governmental Organizations.	An internal team formed to review, update and draft the revision of FAO's Strategy on Partnerships with CSOs/NGOs. First comprehensive draft of the revised strategy (including guiding principles) currently under internal review. Ongoing Activities: Joint two-year workplan for FAO Regional Offices to institutionalize civil society consultation mechanisms; revamp of CSO/NGO website and integration within the new website for FAO corporate partnerships; guidelines for staff to be drafted; Preliminary review of possible procedural revisions required to reflect the new strategic approach.
Renewal of civil society consultative mechanisms at regional level in Africa, Asia and Pacific, Europe, and Latin America and the Caribbean, including establishment of ad hoc CSO committees as interlocutors for Regional Offices.	Advisory civil society groups formed in 3 regions (AP, LAC, and EU). Expected support to the multi-stakeholder event and Civil Society Forum for the Near East Regional Conference to be held in December 2010 in consultation with Regional Office and stakeholders. These activities are complementing the Spanish Project support to the Civil Society Forum in Africa, Asia and the Pacific and Latin America and the Caribbean regions, with funds mobilized to complement IPA activities.
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
Building on the good results from the Asia& Pacific Regional Consultations, additional support was requested from the RO for aligning CS consultation organized in July by the Asian Development Bank to the revised principles.	
<b>3- Most relevant achievement(s) in current reporting period</b>	
The strategy and agenda for action for partnerships with the UN system revised and submitted for the necessary consultations. Civil society draft	



**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
strategy finalized and presented to Management. Draft private sector strategy finalized and circulated for comments and revisions. Elements for Guidelines for partnerships with the private sector finalized and presented to private sector focal points of FAO. Website for FAO partnerships developed. First Partnership Committee meeting held on 18 September 2010.	

**Project 9. Reform of Administrative and Management Systems**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
3.38 <u>Ongoing Procurement Training in HQ and field (target approximately 140 staff)</u> . Develop parameters for a system of letters of agreement (LoA) data capture/information management. Incorporate comments and feedback into revised MS 507 on LoAs. Obtain approvals of final version. Launch revised MS by end of third quarter 2010. Establish LoA unit in CSAP.	Training target met, with approximately 110 staff trained from the field and 30 staff trained in HQ. Initial parameters for LoA data capture identified on the new manual section on procurement. Feedback on MS 507 received and being incorporated into updated document. Recruitment for LoA Officer closed, shortlist of candidates identified for interview. Launch of revised MS now foreseen for 1 <sup>st</sup> quarter 2011.
7.6 <i>A plan for strategic procurement in FAO emergency operations</i> . Prepare draft Guidelines for FAO field staff in charge of procurement on collusion and how to prevent it. Develop and review business requirements related to procurement for new FAS Replacement System.	Initial draft of document on collusion prepared and shared with AUD. Identified two posts for out-posted international Procurement officers. Several procurement missions undertaken to support procurement in the field including to Haiti, Pakistan, Burkina Faso, Cambodia, Sri Lanka. Procurement officer post established (not IPA funded) in Bangladesh and VA prepared. Worked closely with FAS Replacement team to finalize draft on business requirements for Local Purchase Orders.
7.17 Consultancy for tools will be completed and specification for purchasing of new software will be submitted to Procurement Committee. Analysis of new Mailing system completed.	Test version of software for pdf certification installed and development of Mailing system in progress
7.18-7.19-7.20 Study on language services and new funding model drafted...	Study completed and document ready for FC discussion at October 2010 session.
Ref. 7.7 The goal of vendor management project is to adopt strategies to improve and streamline all phases of the vendor management business processes in the procurement division at FAO. It is an ongoing	Alignment of the UNCCS Code with the FAO Item Category codes completed. Clean-up exercise: 9,500 potential vendors contacted for re-registration and 4,500 vendors in Oracle vendor database

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
project with milestones foreseen throughout 2010 and relating to its phase 1 tasks – Cleanup, integrate, and standardize vendor database. .	inactivated – procedures created to identify duplicate vendors. Policies and procedures for vendor performance created and questionnaire along with the workflow process updated. Prepared procedures for evaluation / assessment / approval of vendors to be followed by procurement staff. Finalized specification for UNGM and In-Tend integration. Worked with IFAD, WFP and WIPO on integration specifications. Hired and trained a team of interns to process re-registrations and new registration from the UNGM. Documented active vendor management, UNGM registration and vendor inactivation processes for the ability to off-shore these tasks to the SSC.
Registry (Ref: 7.16) <ul style="list-style-type: none"> <li>• Project Initiation Document (PID) completed and reviewed with Project Board.</li> <li>• Recruitment of project team completed.</li> </ul>	Project Initiation Document (PID), including detailed business case, completed and reviewed with Project Board. Recruitment of project team completed. Engagement with registry staff initiated. Policy reformulation initiated. Process and technology redesign initiated.
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
3.38. Unplanned event includes the significantly increased workload due to the emergency situation in Pakistan and the requirement for two procurement missions to Pakistan.	
<b>3- Most relevant achievement(s) in current reporting period (2 paragraphs, please)</b>	
7.16. A compelling and achievable business case formulated for the registry management project, whose purpose is to modernize policies, procedures, systems and support so <i>that better service</i> is provided at <i>lower cost</i> .	

**Project 10. FAO Manual**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Meet with stakeholders, including functional owners of manual sections and users, to document main needs and issues. Launch tender and solicit proposals for a simplified framework. For current manual ensure all translated manual sections are published and standardize and improve formatting.	Moved forward on staffing activities to create Project team. Held preliminary meetings with stakeholders to gather main needs and issues (activity still ongoing). Revision of website for current manual with improved navigation and more user-friendly look and format. Creation of a Manual Project website for internal collaboration and external

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
	communication activities. Revised and streamlined procedure for the maintenance of the current FAO Manual.
<b>2- Most relevant achievement(s) in current reporting period</b>	
<p>The revision of the current manual website with improved navigation and formatting addresses some of the concerns put forward by users and is also a very useful trial that allows us to show staff we are moving forward and to get feedback and views for the new Manual. The revised and streamlined procedure for the maintenance of the current FAO Manual will facilitate the ongoing activities of regular maintenance of the current FAO Manual and defines clearly the responsibilities for technical content versus quality control, translation and dissemination responsibilities. The creation of a Manual Project website has two main objectives: to serve as internal collaboration tool among the team and the people involved in the Project and for external communication activities such as progress reports on the Project activities.</p>	

***Project 11a. IPSAS***

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
Complete remaining user requirements and gap analyses. Start functional specifications and design specifications.	Completed key user requirements and gap analyses. Started functional specifications and design specifications.
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
Input into R12 working group. Training on R12 platform. Changed key ERP platform assumption.	
<b>3- Most relevant achievement(s) in current reporting period</b>	
<p>Roll-out of Field Budgetholder Reports to DOs using the new Business Intelligence tools. The new service, an early deliverable of the IPSAS project, enables timely and efficient receipt of Budget Holder data from Data Warehouse and the production of reports for managers and others. It is set up to be able to provide strategic information in response to requests from DOs for data on individual office situations and it can then be used in decision making and solution building to address the needs for individual DOs. The Reports are a new way to receive this data in a convenient and user-friendly manner.</p>	

***Project 11b. Information Technology***

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
3.90 – Phase 3 of network capacity upgrade will be completed, resulting	3.90 – Network capacity was upgraded in <u>13</u> FAORs. Upgrades for

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
in upgrading of at least 10 additional countries. Definition of future corporate application requirements will continue. Upgrades for Ghana, Barbados, Turkey and Tunisia to facilitate HD Video Conferencing will be completed. Testing in RAP will recommence when recent disturbances abate. Discussions with regional staff and managers will commence on establishment of regional hubs for global ICT support structure.	Ghana, Barbados, Turkey and Tunisia to facilitate HD VC completed. Definition of future corporate application requirements continues together with testing of upgrade solutions. Testing of upgrade of solution in RAP commenced. As for the Global Support Model, the setting up of “ICT regional hubs” is progressing with the identification of IT non-staff human resources for ICT hubs in RAP and RLC. Vacancy announcements have been issued to fill the CIO out-posted P4 ICT Officers to be stationed in each of REU, RAF, and RNE
7.0 – Submission and review of new IT Governance proposal to Senior Management for approval. Revision of proposal based on Senior Management review and development of implementation plan and details.	New IT Governance proposal ready for submission to Senior Management for discussion and ELT for approval.
7.25 – Initiation of the Oracle R12 upgrade project.	Decision in principle for a new synergistic approach to the Oracle upgrade project in the context of an overall ERP program of work (e.g. IPSAS) taken with paper produced for the Finance Committee. Initial scope of new project has been defined, with its finalization pending a business driven review of the overall work plan. A high-level assessment of the impact of the Oracle R12 upgrade undertaken and results submitted to management for consideration. Formal project initiation (including setup of project structure) to be commenced.
7.26 – Initiate overall project execution as per approved Project Initiation Document and coalesce within overall project work all work streams that already commenced (i.e. DW report migration and Procurement BI Prototype migration). Execute plan for migration of existing Data Warehouse and other Discoverer reports to new Business Intelligence Platform. Commence migration of prototype Procurement BI solution to corporate BI platform. Continue working with business units in defining necessary data governance structure and data management processes	Project Initiation Document (PID) shared with stakeholders, finalized and approved with project management structure been established – key milestone. Developed a plan for the migration of existing reporting tools, including the current procurement BI prototype and existing data warehouse reports. Work begun on the migration of the procurement prototype to the corporate BI platform. Key financial reports for field offices developed and released to majority of field offices in close cooperation with CSF.

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
required for the Integrated Management Information System.	
<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>	
7.25 – CS/CIO management commissioned a working group and agreed upon a synergistic approach to the ERP upgrade. Report produced, submitted and approach endorsed by management.	
<b>3- Most relevant achievement(s) in current reporting period</b>	
7.0 – Completion of new IT Governance Proposal based on review and consultation meetings with Inter-Departmental Working Group, OEK and Office of the DDG Operations and the initiation of development of implementation plan.; 7. 25: Decisions on an expanded Oracle upgrade project have been made on the basis of detailed study. 7.26: Work proceeding as plan on migration of various systems. Key financial reports have been made available to majority of decentralized offices facilitating operations.	

***Project 12. Enterprise Risk Management***

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
<ol style="list-style-type: none"> <li>At least one meeting of Project Board.</li> <li>Recruitment of required project resources completed and detailed workplan defined.</li> <li>Initial consultations with potential pilot programmes completed.</li> <li>Requirements for ERM “toolkit(s),” briefing materials and educational tools identified and work begun, coordinated with work under Project 3.</li> </ol>	<ol style="list-style-type: none"> <li>Discussions with Office of Inspector-General and other stakeholders on options for project governance. 2 - a) Project resource recruited and additional advisory support provided. b) Business case and work plan drafted and discussed by stakeholders.</li> <li>Initial consultations with potential pilot programmes initiated.</li> <li>Definition of requirements for ERM “toolkit(s),” briefing materials and educational tools underway. Established contacts with other UN agencies (UNDP, UNICEF) on ERM for purposes of consultation</li> </ol>
<b>2- Most relevant achievement(s) in current reporting period</b>	
<b><i>Resources mobilized and significant project activities under way.</i></b>	
The project elaborated a business case (statement of benefits, objective, scope, governance, resource requirements, work plan) for ERM integrated with FAO’s results-based management approach, based on a survey of best practice in UN organizations, experience with the IPA risk assessment, expert advice, consultations with internal stakeholders, and senior management guidance. The business case will be considered by the 135 <sup>th</sup> Session of the Finance Committee in October 2010.	

### Detailed Achievements and Major Activities in the current reporting period July – September 2010

#### Project 13. Culture Change

1- Planned activities & milestones for July to September	Achievements in period July to September
Team building exercise and capacity development. Develop an action plan for implementing new internal vision of FAO. Planning for outreach to Decentralized Offices. Organization of knowledge sharing forum between departmental change teams and other change agents. Change management programme developed to build capacity for change throughout leaders and managers	Team building and capacity development workshop took place in July, as well as a forum for departmental change teams to discuss their experience also with the Culture Change project team. Key Milestones: Successful Launch of Culture Change Support Team; Terms of Reference of the team finalized in consultation with JAC/FAR. First Draft of the team's Action Plan and Supported formation of SFS local culture change team
	<b>2- Un-planned significant event(s) / achievement(s) in period July to September</b>
	Change of Project Leader due to the departure of Jim Butler and Team Coordination role became vacant. Mr. Hafez Ghanem appointed project leader.
<b>3- Most relevant achievement(s) in current reporting period (2 paragraphs, please)</b>	
New team settled in, team building taken place and an initial action plan devised to be developed into a full-fledged work plan. Team's new management structure also in place. Establishment of 4 working groups covering different thematic working areas of the project. Briefings held with colleagues in some of the decentralized offices, and initial work towards the establishment of new local change teams.	

#### Project 14. Human Resources

1- Planned activities & milestones for July to September	Achievements in period July to September
Ongoing activities, milestones and tasks as established by corporate HR Strategic Framework referred to in previous progress reports to CoC-IEE and Finance Committee, specifically with respect to preparation of HR policies / plans (mobility and gender) and, systems (HR reporting and training).	Pilot release of dashboards and reports in the HR Management Information Reporting (HRMIR) project; Submission of mobility policy to HRC for review and endorsement; 2 <sup>nd</sup> Management and Organizational Effectiveness Forum held in September.
<b>2- Most relevant achievement(s) in current reporting period</b>	
Pilot release of dashboards and reports as part of the HR Management Information and Reporting (HRMIR) project; mobility policy drafted for review and endorsement. A second well-attended Management and Organizational Effectiveness Forum held in September in HQ as a key component of the Management and Leadership Programme. Implementation of the Performance Evaluation and Management System (PEMS)	

**Detailed Achievements and Major Activities in the current reporting period July – September 2010**

continues to progress effectively with 96% of FAO staff having received related training. Departments and offices have been identified to host the first cohort of Junior Professionals and over 2000 applications have been received in response to outreach efforts to the Programme. The screening of these applications was initiated in September with a view to ensuring selection of the first cohort by November 2010 and its commencement by January 2011.

**Project 15. Governing Body Follow-Up**

<b>1- Planned activities &amp; milestones for July to September</b>	<b>Achievements in period July to September</b>
(Actions 4.4 and 4.6). OEWG should hold two meetings in July and in September to examine measures designed to increase efficiency of Governing Bodies.	The OEWG met twice, in July and September, discussing the issue of Council membership and reviewing the following measures designed to increase efficiency of Governing Bodies: (i) governance issues and working arrangements of Technical Committees; (ii) arrangements to improve the methods of work of Council; (iii) preparation for, conduct of and reporting on, meetings of Council and Committees, including timeliness and accuracy of documentation; and (iv) modern technologies for Governing Body sessions and inter-sessional work. The Bureau of the CoC-IEE met in September and agreed a draft schedule of CoC-IEE meetings in 2011.
<b>2- Most relevant achievement(s) in current reporting period</b>	
Some measures designed to increase efficiency of Governing Bodies considered and recommended by the OEWG. Draft schedule of CoC-IEE meetings in 2011 reviewed and agreed by the CoC-IEE Bureau.	

**Detailed Progress Report – Next Reporting Period****Next Reporting Period - October to December 2010**

Annex II represents the second part of the detailed progress report and provides summaries of forecasts for the next reporting period October to December. The information provided by Project Leaders anticipates planned activities and, where applicable, milestones and risks.

**Project 1. Governing Body Reform**

<b>1- Planned activities for October to December</b>
APRC and NERC should consider the vision for the structure and functioning of Decentralized Offices as well as areas of priority actions for the two regions in the next biennium (IPA actions 2.52 to 2.54); Committee on Forestry should review policy issues and developments relevant to forestry (IPA actions 2.2 to 2.4) and should also consider its Rules of Procedure and ways of working as well as priorities and results for the MTP and PWB (IPA actions 2.57 to 2.60); Committee on World Food Security should consider the Global strategic framework for food security and nutrition (IPA action 2.63); Finance Committee should review and adopt its Multi-year Programme of Work (MYPOW); Programme Committee should undertake preliminary review of Statutory Bodies (IPA actions 2.68 and 2.69); Council should review and possibly adopt its own MYPOW, and should endorse the Finance Committee MYPOW (IPA actions 2.70 and 2.71).
<b>2- Most significant planned achievements during period October to December</b>
Adoption of the MYPOW for the Finance Committee and Council; Adoption of the <i>Note on the Methods of Work of the Council</i>
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Key Milestones:</b> Adoption of the Finance Committee and Council MYPOW

**Project 2. Oversight**

<b>1- Planned activities for October to December</b>
2.78 Evaluation of FAO's cooperation with Brazil - Carry out multi-disciplinary evaluation mission in Brazil; circulate the final draft report for comments and suggestions; present the final draft report to stakeholders in Brazil; finalize the report. Evaluation of FAO's role and work on Gender and Development. - Finalize evaluation ToR; recruit team members; start evaluation work in FAO HQ, in coordination with Gender Audit. Evaluation of FAO's role and work on land tenure and access to land. Further progress in the evaluability assessment of FAO's work on land tenure and evaluation planning.
2.91 Continue advisory work to assist with the first phase of the ERM project. Based on the results of the risk assessment of the IPA reform, as appropriate update the RBAP.
3.33 Contact Sify in collaboration with UNDP, OEK and CSH to share costs for the development of e-learning. Continue conducting workshops in HQ and Sub-Regional Offices for Africa. Prepare annual report to the Director-General by the end of 2010. Collaborate with CIO and a consultant to develop the Ethic Officer website. Attend meeting of the Network of Ethics Officers of the UN in Washington, December 2010.



## Detailed Progress Report – Next Reporting Period

3.34 Composition of the Ethics Committee to be reviewed by the Finance Committee in October based on advice from Ernst & Young.
<b>2- Most significant planned achievements during period October to December</b>
Update of 2011 component of RBAP, based on results of IPA risk assessment and support to ERM project as well as other sources of information, completed and submitted to Audit Committee and Director General for review.
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> 2.91 Security situation in some countries defers planned country reviews. Lack of staffing/slow recruiting process. Significant additional requests for reviews are received from management requires deferral of other planned assignments
<b>Key Milestones:</b> 2.91 Milestones of 60% of all decentralized locations planned and 75% of audit assignments in original plan in progress or completed (see Section 2 above) would not be met if: a) recruitment delays in Q3-4 are significantly longer than originally estimated when plan was completed early 2010, and b) AUD receives significant requests in Q3-4 for additional reviews that require more than the 550 hours allocated in the RBAP budget.

***Project 3a. Reform of Programming, Budgeting and Results Based Monitoring***

<b>1- Planned activities for October to December</b>
Support Programme Committee, as well as COFO, CFS and NERC discussions on prioritization for the PWB 2012-13. Issue PWB 2012-13 guidance and undertake planning process by HQ and DOs. Finalize implementation monitoring and reporting guidelines, and issue guidance and provide support to divisions. Begin preparation of the mid-term review. Launch and support to the country office work planning pilot. Finalize and issue accountability framework.
<b>2- Most significant planned achievements during period October to December</b>
Pre-session documents on priorities and in-session Reports of COFO, CFS, NERC and the Programme Committee on prioritization for the PWB 2012-13. Policy framework and corporate guidance on the PWB preparation process. Issuance of results-based implementation monitoring guidelines and roll-out of process and system. Initiation of the country office work planning pilot process and system, and support to the preparation of the pilot country office work plans. Finalization and issuance of the accountability framework.
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> 1. The ability and capacity of managers and staff to change their ways of working. Mitigating measures are tuning expectations to capacity, taking an iterative and learn by-doing approach, and communications at all levels. 2. The willingness of managers and staff to work across disciplines and the pace of reform of decentralization. Mitigating measures are staff training and communications. 3. The preparation of documentation that facilitates governing body deliberations and interactions in a timely manner. Mitigating measures include a clear, agreed but flexible roadmap.
<b>Key Milestones:</b> Launch of the country office work planning pilot and the implementation monitoring and reporting processes. Receipt of advice

**Detailed Progress Report – Next Reporting Period**

on priorities from the Programme Committee, COFO, CFS and NERC on priorities to be taken into consideration in the preparation of the PWB 2012-13. Launch of the preparation and support arrangements for the PWB 2012-13.

**Project 3b. Publishing in all Languages of the Organization**

<b>1- Planned activities for October to December</b>
1. a. Ongoing guidance to originating units in increase of copies to LDCs. 1.b. Completion of special campaign to increase FAO official Depository Libraries in LDCs. 1.c. Special distribution of 5 copies of selected publications to all LDCs. 2.a. Completion of development of integrated planning system for information products. 2.b. Development of proposal for re-conceptualization of Special Allocation for Implementation of Language Policy and submission to the DDG-Knowledge. 3. Inclusion of language tools in key FAO systems that mediate access to FAO's information, evaluation of the result, promotion of results of the project.
<b>2- Most significant planned achievements during period October to December</b>
3. Improved access to major areas of FAOs published information on the web through the use of automated translations of searches and search results.
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> 3. Availability of human language expertise in a busy quarter for the organization.

**Project 4. Resource Mobilization and Management**

<b>1- Planned activities for October to December</b>
Finalise set of RM Guidelines, reference materials and tools for identifying innovative resource partnerships as well as initiate construction of a corporate web-based knowledge repository and information exchange platform on resource mobilisation. Pilot draft training materials and curriculum on RM with decentralized Office representatives. Further develop and begin implementation of IFAs communication strategy. Initiate organization-wide consultation on the corporate responsibility and accountability framework for resource mobilization (including HQ and DOs). Initiate development of the corporate work plan monitoring and assessment system for the current biennium which includes both assessed and voluntary contributions. Communicate RM initiatives/results (within IPA project 4) to FAO members through special issue of "an RM Members Update" Newsletter and paper to Joint Meeting of Programme and Finance Committees
<b>2- Most significant planned achievements during period October to December</b>
Release and circulation of various guidelines, reference materials and tools to support staff and managers at HQ Department and DOs to effectively engage in voluntary resource mobilization activities. A roadmap for the finalization of the FAO RM strategy by the end of 2011
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> Lengthy time period to introduce novel RM measures.

## Detailed Progress Report – Next Reporting Period

**Key Milestones:** Release of framework on Roles and Responsibilities for RM; piloting of the RM training curriculum; design of corporate web-based knowledge repository.

**Project 5. Technical Cooperation Programme**

<b>1- Planned activities for October to December</b>
Training of the TCP Officers of the Regional Offices as required; Launch of Vacancy announcement for the TCP Officer post in RAF; Backstop the roll-out of the FPMIS-based management modules
<b>2- Most significant planned achievements during period October to December</b>
Deployment of TCP Officers to RLC, REU and RNE
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> Delayed release of selected TCP Officer for RNE from current duties. Unexpected constraints related to the use by decentralized offices of the FPMIS-Based modules. Limited capacity of the TCP Team at HQ to compensate for the absence of TCP staff in the Regional Offices.

**Project 6: Decentralization**

<b>1- Planned activities for October to December</b>
Further work and necessary streamlining/facilitation of administrative delegations, the DO training strategy and benchmarking will continue.
Evaluations on Capacity Development in Africa and on Country Programming will be discussed by the Programme Committee. Depending on the response of the Programme Committee and/or Council, further work on Responsibilities and Relationships may be necessary to support the implementation, at decentralized level, of the recommendations of these evaluations.
<b>2- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> Guidance from Regional Conferences and other Governing Bodies on the vision for decentralization and on the network of country offices. Feedback from the Near East Regional Group and the outcome of the forthcoming Near East Regional Conference is awaited before taking further steps with regard to RNE regional coverage.
<b>Key Milestones:</b> Final approval of the decentralised offices benchmarking proposals.

**Project 7a. Headquarters Structure**

<b>1- Planned activities for October to December</b>
The major planned activity for October-December 2010 will be a job design exercise with AGP to finalize and complete team models
<b>2- Most relevant Risks and Key Milestones for period October to December</b>

**Detailed Progress Report – Next Reporting Period**

**Key Milestones:** Key milestones are those reported in the HR Strategic Framework and Action Plan as presented for the 135<sup>th</sup> session of the Finance Committee

**Project 8. Partnerships****1- Planned activities for October to December**

Disseminate information material on guiding principles of corporate partnerships. Initiate implementation of the agenda for action of the corporate partnerships strategy. Undertake consultations with Headquarters and Decentralized Offices on the revised strategy on partnerships with the UN system. Assess collaboration with the Rome-based agencies, in particular for the pilot action plans and to identify further areas of collaboration. Launch of the FAO partnerships website. Private Sector Forum to take place at IFAD in October 2010. A multi-stakeholder Event is being jointly organized by the Office for Corporate Communications and External Relations (OCE), CFS Secretariat, RAP and APRC Secretariat at the NERC December Conference in Sudan as well as a Civil Society Forum organized jointly by OCE, AGN, CFS Secretariat and RAP together with key regional CSO networks.

**2- Most significant planned achievements during period October to December**

Launch of the FAO partnerships website. Finalization of the strategy on partnerships with the UN system. Initiate implementation of the agenda for action of the corporate partnerships strategy, including dissemination of the guiding principles. Consolidation of consultation mechanism in AP region. Dissemination of principles and work plans for civil society and private sector partnerships. Finalization of elements for the due diligence process connected to Private Sector strategy. Elements for Private Sector business plan to be finalized.

**3- Most relevant Risks and Key Milestones for period October to December**

**Most Relevant Risks:** Timely completion and obtaining of necessary clearances for all partnerships strategies. Corporate buy-in for the guiding principles and buy-in for approaches proposed under the Partnership strategy to facilitate and enhance engagement in corporate partnerships (e.g. internal policies and procedures for collaborative arrangements).

**Key Milestones:** All partnership strategies finalized. Dissemination to all units of the guiding principles on partnerships. Launch of the FAO partnerships website.

**Project 9. Reform of Administrative and Management Systems****1- Planned activities for October to December**

3.38 Ongoing Procurement Training in HQ and field. At least 2 more 5 day training sessions in the field (1 in French and one in Spanish). Finalize development of parameters for a system of letters of agreement (LoA) data capture/information management. Incorporate comments and feedback into revised MS 507 on LoAs. Submit for approval final version of revised MS 507. Finalize recruitment of LoA Officer and Clerk for LoA unit in CSAP.

**Detailed Progress Report – Next Reporting Period**

<p><i>Ref. 7.7 <u>Develop the registered vendors management towards an active suppliers management (partnership principles)</u></i></p> <p>For the remainder of 2010 it is planned to improve the Vendor Selection process by capturing solicitation methods and tender response types and incorporate these into vendor reports used at during vendor selection process. For the major item categories pre-qualification templates are being created to be used at the time of tendering. And finally a review of the current vendor performance reports to better improve the process and associated information is also underway. Milestones for October December reporting period are as follows: Vendor management policies and procedures - Oct 2010; Clean vendor data in Oracle database - Dec 2010; Implement &amp; promote pre-qualification - Dec 2010 ; Vendor Selection - Dec 2010; Vendor Performance (Short Term Solution) - Dec 2010.</p>
<p>7.6 <i>A plan for strategic procurement in FAO emergency operations.</i> Finalize and publish / disseminate guidelines for FAO field staff in charge of procurement on collusion and how to prevent it. Continue to support FAS Replacement team in the development and review business requirements related to procurement for new FAS Replacement System. Finalize recruitment of Procurement Officers for out-posted positions in Pakistan and Haiti for greater empowerment and increased local capacity. Establish checklists for Purchase Order creation and issuance and contractual templates to support capacity in HQ and field.</p>
<p>7.14 For 2010 the Tender Plan of the Common Procurement team foresaw 12 tenders with an aggregate value of \$25 million to be executed during 2010 which potentially yields a target of \$750k savings at 3% for all 3 RBAs. While on schedule as far as number of tenders launched, several tenders of large value are now underway and will be awarded in the November-December timeframe, with effect in 2011. Projected savings do not take into account staff costs for the Pilot year which are foreseen as an investment in the sustainability of the CPT and support costs (e.g. office space and ICT infrastructure) which FAO has agreed to provide for the duration of the Pilot. The CPT is in the process of compiling its Workplan for 2011 based on the matrix of projected contract end-dates for the three RBAs in the next 1-2 years with a view towards synchronizing the contract cycles of the three RBAs. Once this planning is complete, anticipated tender volume will be known and savings targets for that period can be established.</p>
<p>7.16: Proposals for new support model completed. Draft policy reformulation completed. Process and technology redesign proposals completed.</p>
<p>7.17 Submission to the Procurement Committee of request for purchasing the new software for certification of pdf files. Development of new Mailing system.</p>
<p>7.18-7.19-7.20 New proposed funding model for language services to be discussed during the Finance Committee Session (25-29 October). If endorsed, start planning for implementation of the new funding model in PWB 2012-13</p>
<p><b>2- Most relevant Risks and Key Milestones for period October to December</b></p>
<p><b>Most Relevant Risks:</b> 7.16 Continued issues related to resource availability for technology. 7.18-7.19-7.20 Programs contingent on outcome of Finance Committee deliberations in October</p>

## Detailed Progress Report – Next Reporting Period

**Project 10. FAO Manual**

<b>1- Planned activities for October to December</b>
Creation and communication of a FAO Manual project vision. Development of a communication strategy for the FAO Manual Project. Consultations with content owners and users at large to get a broader view of the user's needs during design and development. Start designing the new framework based on user input.
<b>2- Most significant planned achievements during period October to December</b>
Implement communication strategy; Gather user requirements; Identify suitable frameworks for further discussion and review.
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> Content owners and other stakeholders give insufficient priority to the new FAO Manual, delaying delivery.
<b>Key Milestones:</b> October - completion of Vision and benefits statement; November - gathering of user requirements; December - Identification of framework proposals

**Project 11a. IPSAS**

<b>1- Planned activities for October to December</b>
Complete remaining user requirements and gap analyses. Continue functional specifications and design specifications. Re-planning for R12 and new IPSAS/FAS and Oracle release 12 Program Management Structure. Start early deliverables. R12 Training.
<b>2- Most significant planned achievements during period October to December</b>
Implement CSAP Receiving pilot.
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> New dependency on R12 Upgrade Project and related program structure to manage synergetic development of IPSAS/FAS and Oracle release 12 will necessitate reviewing of assumptions, scope and processes; Access to user/stakeholder resources may be limited affecting completion of URDs. Project Team resources may not be available when required
<b>Key Milestones:</b> CSAP Receiving pilot.

**Project 11b. Information Technology**

<b>1- Planned activities for October to December</b>
3.90 – Phase 4 of network capacity upgrade completed, resulting in upgrading of at least 7 additional countries. Initiation of testing of new Class of Service and Regional WAN architecture model. Continue definition and testing of future corporate application requirements. Start of planning to upgrade Internet links. Upgrades for Thailand, Samoa and Ethiopia to facilitate HD VC completed. Recruitment of CIO out-posted ICTO positions for the CIO hubs in REU, RNE and RAF should be completed together with the identification of non-staff human resources.

**Detailed Progress Report – Next Reporting Period**

7.0 Finalization of the proposal, completion of development of implementation plan and implementation of the new IT Governance Structure / procedures to follow Senior Management Discussion and ELT approval. 7. 25 Designation of project manager for R12 upgrade component; Preparation of project initiation document with re-definition of scope and new plan to take into account the new project timeline as part of the synergistic approach; Submission of project documentation of relevant board for approval; Initiation of recruitment for all project resources (functional and technical). Process to be completed by end of reporting period. 7.26 Continuation of work for migration of existing reporting tools. Work will concentrate on the procurement BI prototype, data warehouse reports and the MIR system. Recruitment of business analysts to facilitate the identification and confirmation of BI requirements in cooperation with Business Units and contribute to the design of the MIS framework.
<b>2- Most significant planned achievements during period October to December</b>
7.0 Implementation of the new IT Governance Structure and procedures. 7.25 Initiation of the Oracle eBS R12 upgrade project.
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> 7.0 Any delays in the approval process of the new proposal. 7.25 The major risk associated with this action is the available resource capacity, especially from business units, which could severely impact the successful completion of this action. 7.26 Overall lack of ownership and executive sponsorship for a corporate integrated Management Information System remains a major risk. Without this committed ownership at the corporate level, the MIS development will produce results at the business unit level based on specialized requirements but this “silo” approach will not produced the expected benefits to the Organization at the management and strategic levels. Availability of resources is another major risk. Recruitment for the technical component of this action is proceeding as planned but these resources need to be complemented by functional specialists from business units with knowledge of the Organization’s processes and requirements. There is intense competition for the time of such resources by various initiatives as part of FAO reform during 2010/11 and beyond.
<b>Key Milestones:</b> 7.0 Implementation of the new IT Governance Structure and procedures. 7. 25 Initiation of project (1 <sup>st</sup> week of October 2010). Completion of project initiation and planning activities (31 December 2010).

**Project 12. Enterprise Risk Management**

<b>1- Planned activities for October to December</b>
Development of preliminary ERM framework and business case for FAO. Presentation of business case on ERM to Finance Committee. Continued “Due diligence” follow-up on ERM with other international organizations. Consultations within FAO (particularly but not limited to operational activities) to obtain detailed baseline on current risk management practices. Analysis of key issues (e.g. reconciliation with FAO project log-frame approach, reconciliation with FAO internal control framework, COSO and ISO 31000, etc.).
<b>2- Most significant planned achievements during period October to December</b>
Endorsement by Finance Committee of proposed ERM approach.

## Detailed Progress Report – Next Reporting Period

<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> 1. The ERM methods adopted are overly complex or bureaucratic resulting in their not being used or potentially damaging FAO. 2. The ERM programme repeats errors of other UN programmes and so fails to deliver real improvement in management practices including: a) Being overly ambitious b) Lacks management buy-in c) Adopting a “big bang” approach d) Fails to integrate with existing processes e) Is audit led
<b>Key Milestones:</b> 1. Endorsement by Finance Committee of proposed ERM approach in October. 2. Initiate a pilot to test the ERM framework before the large-scale implementation. Note: the Resolution 1/2008 description for IPA action has been modified and is now under IPA Action 3.52 as opposed to 3.49. 3. Design an appropriate ERM model to develop a customized ERM framework for the organization, with dedicated FAO staff along with the support of external risk management consultants. The ERM framework will include key components that address the objectives, strategy, organization, risk processes, monitoring and reporting.

**Project 13. Culture Change**

<b>1- Planned activities for October to December</b>
Finalize the Culture Change Support Team workplans through December 2011. Develop a change management awareness programme for senior managers. Provide advice and assistance to Local Change teams in both HQ and decentralized offices. Engage with all staff on culture change-related issues. Monitor progress of proposals made by the first culture change team. Finalize and implement communication strategy.
<b>2- Most significant planned achievements during period October to December</b>
Finalized Workplans; Finalized Change Management awareness-raising Programme; Report on progress of outstanding proposals of first culture change team
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Most Relevant Risks:</b> Work plan of Culture Change Support Team is complementary to work of JAC/FAR as fully supported by CSH. Sufficient time available from the team; Not achieving a critical mass level of interest in culture change by staff at all levels in the organization.

**Project 14. Human Resources**

<b>1- Planned activities for October to December</b>
Ongoing activities, milestones and tasks as established by corporate HR Strategic Framework referred to in previous progress reports to CoC-IEE and Finance Committee.
<b>2- Most significant planned achievements during period October to December</b>
Additional HR data established in the HRMIR Data Warehouse. Year-end training delivered for PEMS. Further development of the FAO Competency Framework, through extensive stakeholder consultation and focus groups. Piloting of the FAO Virtual Academy. Release of tender



**Detailed Progress Report – Next Reporting Period**

documentation for the Advanced Management and Leadership Programme (AMLPP). Development of a framework for partnership between the HR Division and internal client areas under the umbrella of HR Reform.
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Key Milestones:</b> Key milestones are those reported in the HR Strategic Framework and Action Plan as presented for the 135 <sup>th</sup> session of the Finance Committee.

***Project 15. Governing Body Follow-Up***

<b>1- Planned activities for October to December</b>
At its third meeting in October, the CoC-IEE should discuss and/or provide guidance on the following issues: (i) progress in IPA implementation; (ii) HQs structure; (iii) vision for the structure and functioning of Decentralized Offices; and be informed on resource mobilization and Multi-year Programmes of Work for Governing Bodies.
<b>2- Most significant planned achievements during period October to December</b>
Progress in IPA implementation closely monitored by the CoC-IEE
<b>3- Most relevant Risks and Key Milestones for period October to December</b>
<b>Key Milestones:</b> Guidance provided by third meeting of the CoC-IEE in October

## Detailed Progress Report – Glossary of IPA Actions Referred to in Annex I and II

Prjct N.	Act. N.	Description
1	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.
“	2.4	Executive governance: Strengthen roles and coverage of Governing Bodies
“	2.52	Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including changing the status of the Regional Conferences to Committees of the FAO Conference
“	2.54	Ways of working of Regional Conferences
“	2.57	Technical Committee - Chairs will remain in office between sessions and provide their reports to the Council and Conference
“	2.60	Technical Committee - More use will be made of parallel sessions and side events, taking care that countries with small delegations can participate
“	2.63	The Committee on World Food Security (CFS) will revitalize its role in monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.
“	2.68	Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) may bring issues to the attention of the Council and Conference through relevant the Technical Committee (Basic Text Change)
“	2.69	Undertake a review with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it
“	2.70	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each
“	2.71	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)
2	2.78	Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the PWB approval process, allocated in full to the evaluation office.
“	2.91	In line with current policy, the work of the Inspector-General's office will be extended to cover all major organizational risk areas, making use of external expertise as necessary
“	3.33	Appointment of an Ethics Officer, functioning of the office, and training of staff.
“	3.34	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee
6	3.81	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in

## Detailed Progress Report – Glossary of IPA Actions Referred to in Annex I and II

Prjct N.	Act. N.	Description
		the office responsible for operations will handle overall coordination, liaison between regions, etc
<b>6</b>	3.82	Revise all delegated authorities to decentralized offices and control procedures (see also above)
“	3.87	Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs
“	3.88	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices
“	3.89	Strengthen staff training
<b>9</b>	3.38	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices
“	7.6	New procurement model for managing the initial phases of purchasing actions
“	7.7	Develop the registered vendors management towards an active suppliers management (partnership principles)
“	7.14	Operational model for the implementation of partnerships in procurement actions with other UN agencies
“	7.16	Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources
“	7.17	Proposal for a new Printing & Distribution department, including External Printing, Internal Printing and Distribution. Change of the printing and distribution procedure
“	7.18	Change Translation Service Model. Enhance Terminology & Roster Management
“	7.19	Change Translation Service Model. Translation service to be funded by Regular Programme
“	7.20	Review the Translation Service Model
<b>11b)</b>	3.90	Upgrade of ICT infrastructure and Information Systems Functional Support for Decentralized Offices
“	7.0	Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes
“	7.25	Enhance Oracle ERP related functionalities to meet IPA requirements
“	7.26	Design of the Management Information System
<b>12</b>	3.49	Agreement by Finance Committee on Terms of Reference for a comprehensive enterprise risk management study addressing all forms of risk, including but not limited to financial risk.
	3.52	Initiate a pilot to test the ERM framework before a large-scale implementation.
<b>15</b>	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;
“	4.6	Hold up to three CoC-IEE meetings per year in 2010-11

**Annex III**

**IPA Risk Assessment**

**Report of Findings**

**Executive summary**

Mark Russell  
28 September 2010

### Annex III

#### Executive summary

1. The IPA is a highly ambitious and inter-dependent programme of organizational change. Its scale and complexity are unprecedented in the UN, and would only be seen in the private sector following a corporate acquisition.
2. During its first two years the IPA has delivered high profile results in areas such as Governance reform and RBM, Human Resources, Delegation and Decentralization, and Culture Change.
3. In view of the magnitude of the rollout of the reform and of the IPA work ahead, management has recognized the need to undertake a major and systematic risk assessment to facilitate timely adjustments to the execution of the IPA by:
  - identifying and addressing any current threats to the IPA implementation, and
  - equipping IPA Project Leaders to manage their risks in the future.
4. The risk assessment, while not questioning the merits, need or rationale of the reform, has revealed gaps in the management control of the IPA which prevent FAO from achieving the aspirations of the reform, and damage FAO's normal operations in the execution of the PWB.
5. During the risk assessment, robust solutions, in line with good practice and based on a detailed assessment of programme and project threats, have been defined to close these gaps, by improving programme and project governance and management (including dependency management). The Organization also needs to focus on the benefits it intends to achieve from each project and, more importantly, from the IPA programme as a whole.
6. If these solutions are not implemented, FAO will face the threats that IPA projects will fail to make real improvements to FAO, IPA projects will be delayed, and unintended side-effects of the IPA will disrupt FAO's normal administrative and technical operations.
7. The proposed actions to address these threats are:
  1. Strengthen IPA programme-level governance (including an IPA Programme Board)
  2. Establish an IPA programme management function. This will support more effective project management of IPA projects (standards, training, monitoring) and the production of a coherent implementation strategy for each project (with standard contents, specified on page 8)
  3. Control and monitor IPA inter-dependencies through the programme management function
  4. Produce an aggregate implementation strategy at the programme level, and
  5. Ensure more effective and more dedicated IPA project-management to better control and monitor the project risks identified during the Risk Assessment.

### Annex III

These proposals represent standard practice for a programme of this scale and complexity.

8. Assuming that the programme management function and project teams are adequately staffed, the proposals should not be onerous to implement; for example, in my experience, a project implementation strategy (sometimes known as a “project initiation document” [PID]) normally takes a project manager between two days and one week to write.
9. It would not be surprising if this more rigorous level of management control raises the need to revisit some expectations of the likely costs, timescales, or benefits of the IPA.

#### i) Background to the IPA risk assessment

10. The IPA risk assessment was commissioned by management as a consultancy assignment lead by the Office of the Inspector General, who engaged an external risk specialist, Mark Russell, to facilitate the exercise. Initial fact finding interviews were held with a wide range of FAO senior management, departmental management, and representatives of the decentralized offices.
11. Each IPA Project leader and their staff followed a structured and rigorous self-assessment process, facilitated by the consultant, to build a risk log of the top 10 to 20 risks of their project. This was done for the 25 elements of the IPA:

#	IPA Managed Elements or Projects
0	Programme level risk
1	FAO support to governing body reform
(2)	<i>Oversight</i>
2a	• AUD
2b	• Evaluation
3a	Programming, budgeting, and RBM
3b	Publishing
4	Resource mobilization & mgnt
5	Technical cooperation programme
6	Decentralisation
7a	Headquarters structure
7b	Internal governance
8	Partnerships

#	IPA Managed Elements or Projects
(9)	<i>Reform of admin. &amp; management systems</i>
9a	• Procurement
9b	• Travel
9c	• Translation & printing
9d	• Registry reform
10	FAO manual
11a	IPSAS (& FAS replacement)
11b	Information Technology
12	Enterprise Risk Mgmt framework
13	Culture change
(14)	<i>Human Resources</i>
14a	• PEMS
14b	• Competency Framework
14c	• Mobility
14d	• Other HR actions

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12. Each risk assessment had three main steps:

**a) Identify significant risks**

Project teams identified their risks by exploring five questions:

- What is the purpose of our project, in terms of benefits and outcomes?
- What future changes might be an obstacle to us?
- What past events highlight problems we might face?
- What do our stakeholders expect? and
- Who and what do we depend on to satisfy our stakeholders?

**b) Rate the risks**

They then rated their risks in terms of impact and likelihood:

- What impact would the risk have, in terms of senior management or Member acceptability (the higher of the two), if it happened in a severe way?

Low:	Not noticeable
Medium low:	Noticeable
Medium high:	Prompting active concern
High:	Unacceptable
- How likely is the risk to happen to a significant degree?

Low:	Highly unlikely
Medium low:	Some possibility
Medium high:	Significant possibility
High:	Highly likely

**c) Define actions to control the risks.**

Lastly, they considered what to do to get their risks under control, documenting the actions needed to manage the risks down to an acceptable level of exposure.

13. When the risk assessments for all the IPA elements were complete, the Chair of the Reform Support Group confirmed the programme level risks and actions to control them.

**ii) Summary of proposed solutions to the main IPA threats**

14. This section sets out the top level findings of the risk assessment:

- Substantive risks that relate to individual IPA projects
- Inter-dependencies between IPA projects
- Making the IPA a more effective programme.

## Annex III

**Substantive risks that relate to individual IPA projects**

15. The following table gives a flavor of the nature of the over 250 risks identified at the project level by highlighting some of the threats identified by project leaders:

IPA projects	Examples of implementation threats to be managed
<b>3a: Programming, Budgeting, and RBM</b>	Change fatigue across FAO due to resource burden of the IPA.
	Processes for managing for results are overly-complex.
	Systems do not provide the information needed.
	Working across organizational boundaries is impeded.
<b>4: Resource Mobilization and Management</b>	The key role of “Impact Focus Areas” is found confusing.
	Lost resource mobilization (RM) opportunities due to time-lag in implementing changes to RM.
	Inadequate staff resources committed to deliver project results.
	Country level offices under-capacity to fulfil RM responsibilities.
<b>5: Technical Cooperation Programme</b>	Technical clearance authority unclear.
	Poor communication of TCP changes.
	Project approval time not reduced.
	TCP proposal quality is poor.
<b>6: Decentralization</b>	Global technical knowledge base residing in the decentralized offices is degraded.
	Less ability for HQ technical departments to act as centres of global technical expertise.
	Reduced organizational coherence because Regions become isolated from HQ and each other.
	Cross-organizational processes such as the application of technical norms and standards become disconnected.
<b>9c: Translation and Printing</b>	Communication and reputation loss due to delivery of poor quality language services by the Language Services unit.
	Communication and reputation loss because of poor quality translations by departments.
	Loss of efficiency due to out of date printing and distribution technologies.
	Inadequate long-term funding for printing and distribution.



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IPA projects	Examples of implementation threats to be managed
<b>11a: IPSAS and FAS Replacement</b>	Lack of FAO business resources within the organization to support IPSAS-compliant processes (HQ and DCOs).
	Delays due to lack of resources or loss of personnel for specific deliverables within the project.
	Lack of dependency management between IPSAS/FAS replacement project and other IPA projects.
	Project delay due to decision to upgrade to Oracle release 12.
<b>11b: Information Technology</b>	Insufficient IT staff capacity during and after IPA.
	Unclear or late business requirements.
	Insufficient funding for connectivity.
	Insufficient business resources for testing.
<b>13: Culture Change</b>	No clear statement of deliverables and benefits.
	No measurable indicators of success.
	Lack of focus, spreading efforts too thinly.
	Lack of effective senior sponsorship.

16. During the risk assessment Project Leaders and their teams worked to define solutions to the threats they face; the challenge is now to act on these solutions. Below are some examples of actions raised against specific project-level risks:

Project 3a: Programming, Budgeting, and RBM

*Risk 10: That managers and staff find the processes which form the cycle of managing for results overly complex and/or requiring an unrealistic commitment of time, obstructing mainstreaming and undermining the benefits to FAO. Actions:*

- Undertake further management and staff training to achieve the behavioural changes needed.
- Lobby for these management and staff behaviours to be included in the PEMS assessment.
- Evaluate further ways to challenge the design of processes to ensure maximum simplicity.

Project 4: Resource Mobilization and Management

*Risk 13: That insufficient staff resources are committed to Resource Mobilisation across the organisation to deliver the results expected. Actions:*

- Develop clear roles and responsibilities for Resource Mobilisation, including business roles. Communicate these, with support material.
- Train those in Resource Mobilisation roles to build capacity.
- Negotiate with HR to ensure that Resource Mobilisation responsibilities are recognised within PEMS and added to role profiles.

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#### Project 5: Technical Cooperation Programme

*Risk 3: That the recent changes to the TCP programme are not communicated effectively to Members by the Secretariat, leading Members to continue perceiving the TCP as overly complex and ineffective and to prompt them to continue requesting additional changes and reform to improve effectiveness. Actions:*

- Communicate the TCP changes and their effect to Members (mainly to Programme and Finance Committees), providing evidence of improvement.
- Streamline the reporting requirements on the TCP in consultation with the Members (Programme and Finance Committees).
- Explain the inevitable disruption following a change in process to Members (mainly Programme and Finance Committees) so that they reserve judgement on effectiveness until the new process has been assimilated.

#### Project 11a: IPSAS and FAS Replacement

*Risk 3: That new processes are implemented in decentralised offices by the IPSAS/FAS project in advance of building the necessary capacity in the DCOs to absorb the additional workload, causing disruption to normal activities, causing a delay to the compliance date or the qualification of the accounts, so damaging FAO's reputation. Action:*

- Devise a conceptual model using service centres to reduce the additional workload on the DCOs.
- Design the IPSAS business processes to rely on service centres.

#### **Inter-dependencies between IPA projects**

17. Another fundamental challenge of the IPA is the high level of inter-dependency between its parts; these dependencies, however, are generally not well understood.
18. Project Teams referred to 31 inter-project dependencies in their risk logs and 41 dependencies between IPA projects and FAO functions; in general, Project Leaders noted these dependencies because they were concerned that they might fail.
19. The dependencies most often referred to were:
  - the Oracle release 12 implementation (Information Technology)
  - the initiative to increase connectivity capacity across FAO (Information Technology), and
  - the decentralized offices' capacity to absorb further responsibilities without a breakdown of control.
20. The implication of dependencies is that if one part of the programme is delayed or fails, there will be a domino-effect impact on other parts; for example, a significant delay to the Information Technology project would delay much of the IPA.

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21. Understanding dependencies means that project plans will be more realistic and management attention and resources can be focused on the key points of vulnerability of the programme.
22. As an immediate priority Management must ensure that significant dependencies are brought under control by carrying out a comprehensive IPA dependency analysis.

#### **Making the IPA a more effective programme**

23. The IPA is a large and complex programme of simultaneous and inter-dependent change.
24. The scale of IPA work inevitably strains the capacity of the IPA project teams, who in many cases are making insufficient use of project management methods and whose project leaders and staff have, in most cases, been assigned without backfilling their normal duties and are therefore significantly overworked.
25. This staffing situation may have had a high impact on some of the risks identified at the project level, and this underscores the need to allocate additional project or backfilling resources.
26. Another root cause of many IPA risks is the lack of strong project or programme management.
27. The IPA is not structured or managed as a coherent programme. Some programme-wide processes are in place, including a regular informal management discussion forum involving key actors, and periodic formal meetings of the Senior Management Team for IPA implementation, as well as formal discussion fora covering the biennial budgeting cycle, and the production of progress reports for Members (by the Core Team of the Reform Support Group).
28. Nevertheless, these processes have proved inadequate and the IPA implementation would benefit from the establishment of more effective IPA programme-level governance (including an IPA Programme Board).
29. The Core Team has not been given programme management responsibilities; it currently acts as a support function for Project Leaders; it would need additional staff with programme management experience were it to take on these responsibilities.
30. A defined programme management function within the Reform Support Unit will enable more effective project management (standards, training, monitoring) and the production of coherent implementation strategies for each IPA project. Through the strengthened programme management function, day-to-day control and the monitoring of IPA inter-dependencies, should improve.

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31. The following tables (pages 8-10) set out, in four sections, the proposals to address programme and project management to make the IPA a coherent and well managed programme:

- Clarity and effectiveness of the implementation strategy
- Strength of visible executive leadership
- ‘Hardware’: organizational structure, policies, standards and formal processes
- ‘Software’: human factors of culture, mindset and skills.

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*IPA challenges and proposed solutions*

LEVEL	IPA CHALLENGES	PROGRAMME-LEVEL SOLUTIONS	PROJECT-LEVEL SOLUTIONS
<b>Implementation Strategy (clarity and effectiveness)</b>	<ul style="list-style-type: none"> <li>An implementation strategy, presented in a clear and compelling way:               <ul style="list-style-type: none"> <li>How FAO will change (before &amp; after states)</li> <li>What the measurable benefits are and how they map to FAO's Mission, Goals, and Strategic Objectives</li> <li>Dependencies and constraints</li> <li>How the change to FAO will happen (project plan)</li> <li>Business area impact assessment</li> <li>Cost, effort, and timescale (to implement and to operate).</li> </ul> </li> </ul>	Expand the IPA project list to reflect all the managed units of work (e.g. splitting IT into Oracle, Connectivity, Governance and MIS).	
		Define a standard implementation strategy format for IPA managed units (including the changes to be made to FAO, benefits, dependencies, impacts, lifetime workplan and both project and business resources).	
			Produce an implementation strategy for each project (managed unit) in the standard format.
		Challenge each project plan to ensure that adequate resources have been allocated (both specialist and generalist), including business area staff time.	
		Construct a programme-wide analysis of all significant IPA and non-IPA dependencies.	
		Build an aggregate programme plan from individual IPA project plans.	
		Apply dependencies and constraints to the programme plan; communicate any conflicts to the project level.	
			Modify the project plan to accommodate dependencies and constraints.
			Construct a project business area impact assessment, consulting with impacted areas of FAO.
		Construct a consolidated business area impact assessment; negotiate with impacted areas.	
		Produce an aggregate IPA implementation strategy based on those of individual IPA projects.	
		Secure Director-General's approval of the aggregate implementation strategy via the Programme Board.	
		Present the IPA implementation strategy to Members; negotiate any changes to timescales, resources and scope to secure agreement; then publish internally.	

## Annex III

LEVEL	IPA CHALLENGES	PROGRAMME-LEVEL SOLUTIONS	PROJECT-LEVEL SOLUTIONS
<b>Executive leadership (strength and visibility)</b>	<ul style="list-style-type: none"> <li>• Visibility of senior executive commitment to intended IPA benefits.</li> </ul>	Develop IPA Programme communication and engagement material, summarizing the implementation strategy and emphasizing the active executive promotion of IPA benefits.	Develop brief communication material, summarizing the project implementation strategy, emphasizing the active senior executive promotion of project benefits.
		Run an IPA Programme communications campaign to make the implementation strategy and the level of executive commitment clear to management and staff.	Communicate with project stakeholders to make the level of executive commitment clear.
		Ensure that the IPA executive sponsor updates all staff on achievements and challenges each month.	
<b>Hardware (organizational structure, policies, standards, etc.)</b>	<ul style="list-style-type: none"> <li>• Strength of governance of IPA.</li> <li>• Delegation of authority for centralized IPA decision-making.</li> <li>• Formal authority of Project Leaders.</li> <li>• A full reporting line of each IPA Project to the IPA Programme, as well as the functional reporting line to the Head of the Project Leader's department.</li> <li>• Management processes to coordinate and direct the IPA as a coherent programme (including dependencies, critical path management, non-project team human resource implications, etc.).</li> <li>• Project management standards being in place and project management principles being applied.</li> <li>• Mechanism to ensure the alignment of Member expectations and staff expectations to the realities of the programme.</li> </ul>	Establish an IPA programme management function.	
		Re-design IPA Programme governance to ensure the appropriate delegation of decision-making authority to IPA governance bodies, including a Programme Board.	
		Secure Director-General's authorization of governance body TORs.	
		Define an IPA project governance standard, including a standard for Project Board TORs, approved by the Programme Board; ensure that projects follow this.	Establish project governance according to the standard, securing IPA Programme Board approval of the project board TORs.
		Communicate governance arrangements across FAO.	
		Full reporting lines between IPA projects and the IPA Programme in addition to functional reporting lines.	
		Set basic IPA programme-wide project management standards, authorized by the Programme Board (including standards for design documents, their review and authorization).	Implement IPA project management standards for the remainder of the project (including monthly progress reporting to the Programme management function).
		Monitor the effectiveness of project management practices and their compliance with the standards.	
		Establish a programme reporting cycle (monthly by project to the programme management function) to manage Member and internal expectations.	
		Establish a risk log update and reporting cycle; Challenge risk logs to ensure completeness, realism of scoring and the effective closure of actions.	Maintain the project risk log; close defined actions.
			Establish on-going project communications to ensure that staff and Member expectations are managed.
		Establish effective cross-IPA coordination processes including dependency and constraint management.	Use new cross-IPA coordination processes to manage dependencies and cross-project constraints.

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LEVEL	IPA CHALLENGES	PROGRAMME-LEVEL SOLUTIONS	PROJECT-LEVEL SOLUTIONS
<b>Software (culture, mindset, skills)</b>	<ul style="list-style-type: none"> <li>• Subservience of the IPA programme to its projects.</li> <li>• The need for a day-to-day programme management function, staffed with the skills, knowledge and experience required to fulfill this role.</li> <li>• Avoidance of overworking project staff (facilitating backfilling of staff).</li> <li>• Deployment of strong project management skills.</li> <li>• Building of positive project team morale.</li> <li>• Prevention of the over-burdening of areas impacted by the IPA.</li> <li>• Effectiveness of design (avoidance of “learning by doing” where possible), adequate technical skills and strong focus on benefits and intended outcomes.</li> <li>• Prevention of implementation ahead of building capacity.</li> <li>• Overcoming of silo mentality.</li> </ul>	Ensure that sufficient staff of the required skills, knowledge and experience are assigned to the programme management function.	<i>(The management solutions listed above will also resolve many of the project-level ‘Software’ issues).</i> Ensure that sufficient staff of the required skills, knowledge and experience are assigned to the project.
		Develop and deliver basic training in IPA project management standards.	Ensure relevant project staff complete project management standards training.
		Hold regular Project Leader teambuilding meetings to instill an appropriate IPA programme culture and to address common issues.	Bring the project team together regularly to instill an appropriate IPA programme culture, including the focus on intended outcomes and measurable benefits.

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#### iii) Managing IPA Risks Going Forward

32. The project risk logs will be kept up to date on two cycles:

- Project Leaders will send an update of their risk logs to the programme management function as an attachment to the existing periodic progress reporting; this will show the current status of each risk and of each planned action.
- The programme management function will facilitate a four-monthly meeting with each Project Leader to challenge and validate the content, ratings, and actions of each risk log. A possible implementation of this four-monthly process would be:
  - During December (to report early in January)
  - During April (to report early in May)
  - During August (to report early in September).

33. The programme management function will also provide the IPA Programme Board with a four-monthly assessment of the significant threats to the IPA and of the effectiveness of actions being taken to control them, highlighting issues requiring management action.

#### iv) Conclusions

34. FAO Management has taken the important step of requesting an IPA risk assessment to identify and address any current threats to the IPA implementation, and to equip IPA Project Leaders to manage their risks in the future.

35. The risk assessment has revealed gaps in the management control of the IPA which prevent FAO from achieving the aspirations of the reform, and damage FAO's normal operations in the execution of the PWB.

36. The proposed actions to address these threats are:

1. Strengthen IPA programme-level governance (including an IPA Programme Board)
2. Establish an IPA programme management function. This will support more effective project management of IPA projects (standards, training, monitoring) and the production of a coherent implementation strategy for each project (with standard contents, specified on page 6)
3. Control and monitor IPA inter-dependencies through the programme management function
4. Produce an aggregate implementation strategy at the programme level, and
5. Ensure more effective and more dedicated IPA project-management to better control and monitor the project risks identified during the Risk Assessment.



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37. It would not be surprising if this more rigorous level of management control raises the need to revisit some expectations of the likely costs, timescales, or benefits of the IPA.
38. The challenge is now to complete these actions quickly and effectively.

## Trust Fund Contributions

Contributions (USD) to IPA Trust Fund as at 17 September 2010				
Country	Type of Pledge	Amount pledged	Amount received	Extension for 2010
Austria	MOU signed 12/12/08	65,933	65,933	
Australia	MOU signed on 7/04/09	111,900	111,900	OK
Brazil	C 35 statement	100,000	100,000	
Belgium	MOU signed 26/03/09	250,000	250,000	OK
Cameroon	MoU signed 9/11/09	23,579	23,579	
Chile	MOU signed 23/09/09	15,000	15,000	OK
China	Council declaration 18/05/2010	200,000		
Cyprus	Contribution	9,186	9,186	
Estonia	MOU signed 31/12/08	4,000	4,000	
EC	Agreement signed 6/08/09	1,388,889	1,380,814	OK
Ecuador	Spa Version MOU sent 8/09/09		3,202	OK
Egypt	LET/Noori/06/08/09MOU sent 14/08	20,273	20,273	OK
Finland	MOU signed 26/05/09	557,880	557,880	OK
France	Let/ADG-AFD/17/02/09	900,000	900,000	OK
Gabon	C 35 statement			
Germany	MOU signed 5/12/08	906,736	906,736	
Greece	C 35 statement+ transfer US\$ 4,757	91,095	91,095	
Indonesia		24,705	24,705	OK
Italy	NV received 11/02/09	1,200,000	1,200,000	OK
Ireland	Let/ODG/29/12/08	142,638	142,638	
Japan	C 35 statement			
Kenya	Payment on 27/08/09	1,616	1,616	
Lithuania	MOU prepared 22/10/09	5,000	5,000	
Mauritius	MOU signed 26/08/09	5,000	5,000	OK
Mozambique	N V received 22/01/09	1,680	1,680	
Netherlands	MOU signed 19/06/09	400,000	400,000	OK
Nigeria	MOU signed 04/06/09	25,000	25,000	
New Zealand	MOU signed 16/02/09	70,000	70,000	OK
Slovakia	Contribution	44,000	44,000	
South Africa	C 35 statementPayment 9/04/2010	144,777	144,777	OK
Spain	LET/DG/28/09/09	650,888	650,888	OK
Sweden	MOU signed 4/09/09	164,090	164,090	OK
Switzerland	2 MOUs signed28/01/09	301,434	301,434	OK
Thailand	MOU signed 16/09/09	50,000	50,000	OK
Turkey	Contribution received 17/11/09	60,000	60,000	OK
United Rep.of Tanzania	MOU signed 25/03/09	19,975	19,975	OK
United Kingdom	MOU signed 22/09/09	541,480	541,480	OK
United States	Let Glover/Nelson 24/08/09	500,000	500,000	
Vietnam	NV received 08/05/09 MOU sent 21/05	5,000		
Zambia	Payment on 16/09/09	10,000	10,000	
Transfer IEE Trust Fund		774	774	
<b>TOTAL</b>	<b>36 PLEDGES</b>	<b>9,012,528</b>	<b>8,802,655</b>	

*Major variations - 2010/11 IPA Programme Budget Revisions.*

Integrated IPA		2010-11 Budget Totals USD Millions				2010-11 Revised Budget Totals USD Millions				Difference
		Investment	Recurrent Costs	Savings	Total 2010/2011	Investment	Recurrent Costs	Savings	Total 2010/2011	
<b>1. Governing Body Reform – Ali Mekouar</b>										
2.20	i) There will be a short meeting (minimum 2 days) after each session of the Programme and Finance Committees	0.00	0.60	0.00	0.60	0.00	0.40	0.00	0.40	-0.20
2.22	The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages	0.00	0.50	0.00	0.50	0.00	0.15	0.00	0.15	-0.35
<b>Ministerial meetings</b>										
2.66	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	0.00	0.10	0.00	0.10	0.00	0.05	0.00	0.05	-0.05
<b>Further Actions to Improve the Effectiveness of FAO Governance</b>										
2.74	The Conference will assess the workings of the governance reforms, including the role and functioning of the Regional Conferences with an independent review as an input to this process	0.80	0.00	0.00	0.80	0.60	0.00	0.00	0.60	-0.20
<b>3A. Reform of Programming, Budgeting and Results-Based Monitoring – Boyd Haight</b>										
<b>FAO Strategic Objectives and the New Results-Based Framework</b>										
1.6	Develop results-based monitoring system	0.20	0.00	0.00	0.20	0.49	0.00	0.00	0.49	0.29
<b>Design new Planning and Budgeting Model</b>										
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	0.50	0.00	0.00	0.50	0.00	0.00	0.00	0.00	-0.50
<b>3B. Publishing in all Languages – Steve Dembner</b>										
<b>Publishing in all Languages of the Organization</b>										
3.56	Increased hard copies of technical documentation will be made available to least developed countries with decisions on priorities for documents taken by the same panels	0.00	0.00	0.00	0.00	0.08	0.00	0.00	0.08	0.08
<b>8. Partnerships – Mariam Ahmed</b>										
<b>Partnerships</b>										
3.109	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 private sector - civil society organizations	0.02	0.40	0.00	0.42	0.06	0.67	0.00	0.73	0.31
<b>9. Reform of administrative and management systems – Theresa Panuccio</b>										
<b>Procurement</b>										
7.6	New Procurement model for managing the initial phases of purchasing actions	0.20	0.20	0.00	0.40	0.40	0.90	0.00	1.30	0.90

*Major variations - 2010/11 IPA Programme Budget Revisions.*

Integrated IPA		2010-11 Budget Totals USD Millions				2010-11 Revised Budget Totals USD Millions				Difference
		Investment	Recurrent Costs	Savings	Total 2010/2011	Investment	Recurrent Costs	Savings	Total 2010/2011	
7.7	Develop the registered vendors management towards an active suppliers management (partnership principles)	0.20	0.30	0.00	0.50	0.20	0.20	0.00	0.40	-0.10
7.8	Empowerment of regional and local officers in managing local procurement	0.42	0.00	0.00	0.42	0.84	0.00	0.00	0.84	0.42
<b>Administrative Service Model</b>										
7.9	Transfer of transactional activities to the SSC	0.15	0.25	-0.17	0.23	0.15	0.20	-0.17	0.18	-0.05
<b>11B. Information Technology – Yasuko Hanaoka</b>										
3.90	Upgrade of ICT infrastructure and Information Systems Functional Support for Decentralized Offices	1.00	3.20	0.00	4.20	0.73	4.42	0.00	5.15	0.95
7.13	The CIO Division must fund and implement a proper induction and maintenance training programme for the decentralized ITO/ITSO staff and this must include periodic visits to HQ so that the decentralized CIO Division staff build and maintain relationships with colleagues to supplement formal systems for information flow and problem solving	0.00	0.00	0.00	0.00	0.00	0.12	0.00	0.12	0.12
<b>12. Enterprise Risk Management – Boyd Haight</b>										
<b>Enterprise Risk Management Framework</b>										
3.50	Develop a project structure to implement an internally-led organization-wide Enterprise Risk Management (ERM) eg organize a project team and its TOR, obtain necessary training and external guidance as needed, prepare a work plan, etc	0.50	0.00	0.00	0.50	0.30	0.00	0.00	0.30	-0.20
3.54	Full implementation of Enterprise Risk Management structure and systems (institutionalize ERM)	0.40	0.40	0.00	0.80	0.00	0.40	0.00	0.40	-0.40
<b>14. Human Resources – Tony Alonzi</b>										
<b>Human Resources Policies and Practices</b>										
3.61	Establish an incentive-based rotation policy in HQ and between HQ and the decentralized offices, with clear criteria	0.00	2.80	0.00	2.80	0.00	1.65	0.00	1.65	-1.15
3.62	Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the Intern Programme	0.00	2.00	0.00	2.00	0.00	2.28	0.00	2.28	0.28
<b>HR Role</b>										
7.27	Define a new role for the HR function and review the HR competency framework and accountability	0.27	2.27	-0.56	1.98	0.16	1.88	-0.56	1.48	-0.50
<b>15. IPA – Governing body follow-up – Ali Mekouar</b>										
<b>Governing body follow-up</b>										
4.6a	Hold-up to three CoC-IEE meetings per year in 2010-11	0.16	0.00	0.00	0.16	0.48	0.00	0.00	0.48	0.32
<b>Total</b>										<b>0.00</b>