COUNCIL

Hundred and Thirty-seventh Session
Rome, 28 September – 2 October 2009
2009 Progress Report on the Implementation of the Immediate Plan of Action

I. EXECUTIVE SUMMARY

Introduction

1.   The IPA is an extremely ambitious plan for far-reaching change throughout the Organization, and the blueprint for the most comprehensive reform process that any UN organization has undergone to date.

2.   The purpose of this paper is to provide a report on progress made in 2009 on implementing the Immediate Plan of Action (IPA) mandated by Resolution 1/2008 of the 35th (Special) Session of the FAO Conference.

3.   The report provides a synoptic view of progress made across the year, projecting the situation at 2009 year-end. It also reflects on achievements made in 2009, and outlines a way forward in light of the changing nature of FAO reform as we move into the next biennium.

Background

4.   Members agreed an Immediate Plan of Action (IPA) as a basis for FAO renewal in response to the recommendations of the Independent External Evaluation (IEE) and established a Conference Committee for the Follow-up to the IEE (CoC-IEE) as an oversight body.

5.   The IPA is an interrelated set of 235 actions with numerous dependencies that require an integrated approach. Linking these actions is an overarching objective to transform FAO to manage for results, whereby FAO clearly articulates members' objectives, delivers measurable results with clear impact, functions as one organization in all of its work, optimises the use of human resources, is efficient in the delivery of services and holds itself accountable to members on the results achieved. The results-based management framework and related actions constitute the core of FAO reform and its main priority.

6.   To commit to change, focus on results, and make rapid progress in addressing the many IPA actions, management grouped all actions into 14 projects, grouped these 14 projects into 5 thematic clusters to provide a link between the projects and the FAO mandate and ensure integration across projects, and appointed senior subject matter specialists as project leaders.

7.   Some IPA actions require analysis and policy consideration by management and a cross-Departmental Reform Support Group (RSG) was established to review policy papers prior to consideration by the Senior Management Team for the IPA (SMT-IPA. This is the policy making group for IPA matters led by the Deputy Director-General, and working under the general guidance of the Director-General.

II. PROGRESS

8.   Management has made good progress implementing the IPA actions with 53 IPA actions (representing 23% by number of the original 235 IPA actions) completed as at 31 August 2009 and 132 actions or 56% of the total of all IPA actions (see figure 1) projected for completion by end 2009.

9.   IPA actions that have been completed span a wide range of initiatives – many straightforward, but others time consuming and complex, for example the results-based planning documentation (Strategic Framework, MTP and PWB) and the Root and Branch Review. Actual and expected completion details for each action mandated by Resolution 1/2008 may be found at Annex 1 which reproduces the Conference-endorsed action matrices from document C 2008/4. This positive progress is testament to dedication by the Secretariat and Membership towards the goals of FAO Reform.

Figure 1 - IPA Actions Status (1/2008 Resolution)
Total Actions 235
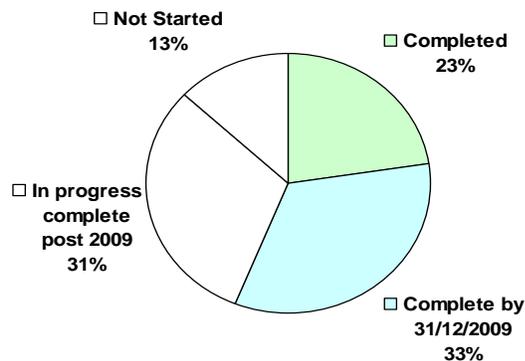
III. ACHIEVEMENTS

10.   In addition to consideration of the number of IPA actions completed, it is appropriate to consider the substantive elements of these actions, as these represent the achievements made in 2009 towards FAO reform.

11.   As indicated in paragraph 5 above, the overarching objective of FAO reform is to transform the Organization into one that manages for results. This requires successful completion of two

elements – the clear articulation of member objectives and, within this context, the delivery of measurable results with clear impact.

12.   FAO has taken major steps forward in this regard in 2009. Members and management have formulated a new results framework that comprises the FAO vision, the three Global Goals of members and associated eleven Strategic Objectives, and the means of action through application of two Functional Objectives and eight Core Functions. The Medium Term Plan 2010-13 and PWB 2010-11 have been developed based on this results framework for consideration by the 36th FAO Conference in November 2009, and have integrated resources from assessed and estimated voluntary contributions. This represents a clear application of the results framework into a tangible deliverable and is a major 2009 reform result (C 2009/15).

13.   An essential element of delivering measurable results is the ability of the Organization to function as one, and this is the second key area of focus. Functioning as One has many dimensions - staff at Headquarters and in decentralized offices, management and members, and FAO and other partner organizations. Its overriding interpretation is functioning as one *team* with clarity and agreement to contribute to the strategic objectives of the Organization. In this context, a stronger role has been given to Regional Offices in decision-making. Regional Representatives (RRs) have become regular participants, through videoconferencing, of the Senior Management Meetings and other important corporate policy meetings and are contributing to a better balance between global, regional, subregional and country concerns. RRs in consultation with other decentralized offices have played a lead role in preparing budget proposals for their offices, as well as for the region in general, for the 2010-11 biennium. As of 1 January 2010, RRs will also have full budget and programme responsibility for technical officers in the region. They will also progressively oversee the technical and substantive work of the FAO Representations. The Subregional Offices have also seen a major change in the role and functions and the subregional Multidisciplinary Teams (in which FAO Representatives and the Subregional Technical Officers work together) and are emerging as a strong and effective team.

14.   The IPA for FAO renewal calls for the establishment of an incentive-based rotation policy at headquarters and between headquarters and the decentralized offices. Two complementary draft HR policies have been developed to support this objective. The first, a draft policy on intra-organizational staff mobility, seeks to promote the movement of staff between different functions and/or duty stations for a period in excess of one year. It is envisaged to implement this proposed policy in a phased approach, with a target of 50 managed moves per annum during the 2010-11 biennium. The second policy, a draft policy on mission or temporary duty status, advocates the mobility of staff on assignments which do not exceed eleven months. Both of these policies aim to support career development, enhance cooperation between different functions and office of FAO and develop a more flexible, mobile and versatile workforce. Their implementation will contribute significantly to promoting the mobility of FAO staff and consequently to the exchange of knowledge and experience of staff at all locations. The formal internal consultation process on both policies commenced in August 2009 and is presently on-going.

15.   A comprehensive restructuring of the Headquarters Structure was initiated in 2009 for completion in 2012, building on the principles provided in the IPA. During 2009, the Office of Evaluation was established following the appointment of the Director of Evaluation. Changes have been prepared to the reporting lines of FAORs to clarify and improve the relationship between Country Offices and the respective Regions, and staff in decentralized offices have been trained to take on responsibility for the TCP in 2010.

16.   In terms of governance reform, a significant achievement was the endorsement of the numerous amendments to the FAO Basic Texts needed for the implementation of the IPA, through the Committee on Constitutional and Legal Matters, the CoC-IEE and the Council, for

final adoption by the Conference in 2009.

17.   A very welcome additional outcome of the numerous CoC-IEE meetings has been a strengthening of the relationship between management and members. The numerous meetings, formal and informal, have led to a greater understanding of the respective concerns, constraints and aspirations and to a productive and constructive working environment. This achievement is considered of equal value to the progress made in implementation of the IPA projects because trust and good working relationships underpin FAO reform. Indeed, the reform process has brought forward a greater degree of understanding between members and management and a greater commitment to, and joint ownership of, the Organization's future strategic direction.

18.   With regard to enhancing FAO's partnerships, the note on an Organization-wide Strategy on Partnerships was fully endorsed by the joint meeting of the CoC-IEE Working Groups I and III on 16 May 2008 and work on developing the strategy has been initiated in 2009. The document "Directions for Collaboration among Rome-based Agencies" jointly developed by FAO, WFP and IFAD was approved by the Heads of the three agencies and was discussed at the FAO Joint Meeting of the Programme Committee and the Finance Committee on 29 July 2009. The document will also be submitted to IFAD's Executive Board in September 2009 and WFP's Executive Board in November 2009.

19.   A major factor in functioning as one in a results-based environment is to optimise the use of our human resources.   In this regard the Human Resources Management Strategy and Policy Framework has been developed and the Performance Evaluation and Management System (PEMS) Pilot, involving over 500 staff, was launched in 2009. PEMS provides the essential accountability link between the Strategic Framework, Organizational results, unit results and individual staff performance and, as such, it is an essential element of the results framework.

20.   The Culture Change team has been engaged in wide scale staff engagement at Headquarters and in decentralized offices, consulting more than 1,000 persons throughout the Organization using various participatory techniques. In 2009 it has produced solid achievements in the development of a vision statement and proposals for career development, rewards and recognition and for fostering an inclusive work environment. Furthermore, an Ethics Officer was appointed.

21.   In terms of management competencies, the tri-Agency Management Development Centre has been revamped to stress the Managerial Competencies assessed through PEMS, and staff development courses have been delivered to support Results-Based Management.

22.   Achievements in support of the working environment and demographic rebalancing have also been achieved in 2009. Flexible working arrangements for staff were introduced in 2009, and plans developed for the further recruitment and development of young professionals (Internship and Junior Professionals Programme). At the other end of the age-spectrum, policies for the rationalized use of retirees have been introduced.

23.   A fourth area of achievement is efficiency in the delivery of technical, management and administrative services. As a result of the delayering exercise one third of the Organizations Director level positions have been abolished, delivering substantial savings that have been redirected towards FAO's technical programmes, and providing a flatter and less hierarchical management structure.

24.   The delayering exercise is associated with proposed changes in the ways in which technical and management work is carried out, and one example of these proposed changes is in the Economic and Social Development Department (ES). ES is piloting a model by which services would be eliminated and divisions would set up result-oriented task teams in order to deliver

specific organizational results.

25.   In terms of administrative efficiencies, the Root and Branch Review was completed in 2009. The resulting recommendations set the scene for major administrative changes in 2010, and these were added to the original list of 235 IPA actions to form an Integrated IPA of 270 actions. This Integrated IPA is detailed at Annex 2, together with the 2010-11 estimated costs for each action.

IV. 2009 COSTS

26.   Throughout 2009, management has paid attention to the cost estimates for IPA implementation, with a view to reducing them where possible. Initial work was focussed on refining estimates of effort required, and creative mechanisms were applied to reduce the external funding requirements for 2009 by re-costing staff backfilling costs by funding only actually incurred external costs, rescheduling some activities to 2010, and funding from alternative sources. The impact of the above was a reduction of the IPA Trust Fund requirement to USD 14.27 million[1].

27.   A decision was made to identify certain IPA actions which underpin all the reform effort and "earmark" funds for those, and then "sequence" a number of other IPA actions which could be selectively launched in 2009 as funds became available. The costs of IPA actions earmarked and sequenced for 2009 were estimated at USD 9.83[2] million.

28.   Trust Fund pledges as at 2 September 2009 total USD 8.3 million, out of which contributions received amount to USD 5 million. The extent of earmarked and sequenced projects for which approval has been given to commit expenditure is indicated in figure 2.

29.   Management has made an assumption that the funding required to support all earmarked and sequenced IPA actions totalling USD 9.83[2] million will be received in 2009. The funding for non-earmarked or sequenced projects was included in the 2010-11 IPA programme.

Figure 2 - Sequencing of IPA actions for 2009 (USD millions)

Project	2009 Costs	Sequence	Approved
13. Culture Change	0.90	Earmarked	Yes
15. Governing body follow-up	1.30	Earmarked	Yes
16. Management follow-up	0.60	Earmarked	Yes
14. HR – PEMS & PEMS training	2.40	1	Yes
6. Decentralization	1.20	2	Yes
14. HR – MIS	0.50	3	
RBR – MIS design	0.30	3	
12. Enterprise risk mgt – contract	0.50	4	
8. Partnerships	0.16	5	
14. HR – other mgt. training	1.60	6	
RBR - new role for HR function	0.37	7	
Total earmarked/sequenced actions	9.83	(USD 10.51 million including PSC)	

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[1] USD 15.27 million including 7% Project Support Cost (PSC)

[2] USD 10.51 million including 7% Project Support Cost (PSC)

V. CHALLENGES FOR 2010-11

30.   In 2010-11, the FAO Reform effort will include some very large and challenging actions that will impact upon FAO employees at all locations. These will introduce new ways of managing (e.g. results based management, enterprise risk management, new planning and implementation monitoring model), new work processes (many changes to administrative processes), new administrative services (registry improvements, printing, procurement), new HR policies (staff rotation, junior professionals) and new evaluation systems and processes (PEMS).

31.   Implementation of these large and complex initiatives will necessarily be in parallel with the execution of an integrated programme of work under a substantially overhauled organizational structure, and in conjunction with other ongoing FAO initiatives, such as IPSAS[3]. This adds to the risk of intricate interdependencies and competition for management and staff time associated with IPA implementation. Management has taken remedial actions when reducing the IPA programme for 2010-11 from USD 59.8 million to USD 38.6 million to extend timeframes and delay start dates of some of these parallel projects in order to mitigate these risks.

32.   The four themes into which IPA actions predominantly fall in 2010-11 will be:

- Managing for Results, in which the Organization will develop Monitoring and Reporting systems to provide key performance information to members, prepare a new planning and budgeting model, risk management, and standardized reporting system. A *whole organization* rollout of the staff appraisal system (PEMS) will be undertaken in 2010-11 to complete the "accountability link" between FAO Strategic Objectives and individual staff performance.

- Functioning as One, in which the Organization will invest in the essential infrastructure to enable staff in our decentralized offices to be able to use the same corporate tools and facilities as their colleagues in headquarters. The Organization will also double the number of staff rotating between headquarters and the decentralized offices to ensure a full flow of knowledge and expertise between the offices, and enrich the experiences and knowledge of our staff.

- HR Reform in which the Organization will reinforce its human resources management through the delivery of an integrated, cohesive and results-oriented HR Management Strategy and Policy Framework. It is envisaged that the six main initiatives embodied in this Framework (performance evaluation, management/leadership training, management information reporting, innovative HR policies, support to restructuring and streamlining initiatives) will be fully implemented during the course of the 2010-11 biennium and will thus constitute the principal pillars of the HR reform at FAO.

- Administrative Reform, in which a number of initiatives recommended by the Root and Branch Review will be implemented. These range from the review and further automation of the registry function, the new printing and distribution unit, travel services, and a wide range of procurement related improvements, including setting up a Rome-based agency procurement unit to deal with the joint procurement for Headquarters goods and services of the three Rome-based agencies.

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[3] Funded through the Capital Expenditure Facility

VI. WAY FORWARD

Good progress has been made in 2009 with completion of a large number of IPA actions. Improved relationships and greater understanding between management and members has been instrumental in moving FAO reform forward throughout the year. 2010 should see further completion of IPA actions, some of which will be complex and will have a significant impact on staff. The shift to a more operational focus of the activities will require the introduction of changes to the support mechanisms to maintain their effectiveness including an alignment of accountability with the results-based framework. Management will resort to the use of external expertise where the necessary skills do not reside in the house. Support mechanisms will have a strong emphasis on communication, both internal and external. The open dialogue between management and members will be maintained, both formally and informally.

The implementation of this reform programme throughout the next biennium will provide a solid foundation for an institutionalized process to continually improve the Organization's efficiency and effectiveness.

Annex 1 – IPA Activities, Progress in 2009

The purpose of this annex is to provide a synoptic view of progress on the IPA activities made during 2009. The tables in which activities are grouped are exactly those of Conference Resolution 1/2008.
(http://www.fao.org/fileadmin/user_upload/IEE/Resolution_IPAEnglish.pdf).

Each activity is shown with its status according to the following legend:

Status Legend

C – Completed as at 31/8/2009[4]
C09 – In progress expected to be completed in 2009[5]
IP – In progress expected to be completed post 2009
NS – Not Started as at 31/8/2009

The size and complexity of the actions is very variable, but considering only the *numbers* of actions, the progress made during 2009 is as follows:

Status Summary
C   = 53 (23%)
C09 = 79 (33%)
IP   = 72 (31%)
NS   = 31 (13%)
TOTAL = 235

It will be noted that 132 actions (56%) are expected to complete within 2009. A significant number of the "C09"-status actions are where the deliverable is incorporated in the draft Programme of Work and Budget which will be considered by Conference in November 2009, i.e. action by the Secretariat is complete.

Since this Annex is based upon the IPA as adopted in 2008, it does not include those actions which result from the Root and Branch Review, only the actions to conduct the Root and Branch Review and develop the follow-up plan. As previously reported, the follow-up actions are included in the Integrated IPA, which is detailed in Annex 2. The Integrated IPA, containing 270 actions, will form the basis of reporting in 2010-2011.

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[4] In some cases, this designates that Secretariat action is complete but Governing Body confirmation is required, e.g. Proposal to change the calendar for Governing Body meetings.

[5] Some of the items that fall under this status are where Secretariat action is in progress and the resulting proposal will be considered by Governing Body meetings before the end of 2009.

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

Actions			Start-End Year	Status	Comments
Ref. N.	Ref. IEE Rec	Action			
1.1	7.5	Decide the application of the new Results-Based Framework	2008	C	
1.2	7.1	Decide the Vision and Global Goals of FAO	2008	C	
1.3	7.1	Decide in principle the Strategic Objectives, Functional Objectives and Core Functions	2008	C	
1.4	7.1	Adopt in principle the format for presentation of Strategic Objectives and Organizational Results	2008	C	
1.5	7.2	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing	2008-2009	C09	
1.6	7.5	Develop the results-based monitoring system	2009	IP	
1.7	7.1	Develop and adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	2009	C09	
1.8	7.5	First report on organizational performance based on new results-based system for 2010-11 biennium	2012	NS	

Governance Reform

Governance Priorities – Action Matrix

Ref. N.	Ref. IEE Rec	Action	Start-End Year	Status (Refer Legend)	Comments
		Actions			
2.1	4.4 & 4.5	**Global policy coherence and regulatory frameworks:** Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora.	2009 - continuing	C09	
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	2010-11 biennium continuing	IP	
2.3		See also below – for roles of the various Governing Bodies		IP	
2.4		**Executive governance:** Strengthen roles and coverage of Governing Bodies (see below)		IP	

The Conference – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.5	4.7a	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council	2009 - continuing	C	
2.6	4.7a	Conference will give more attention to global policy issues and international frameworks (including treaties, conventions and regulations), normally acting on recommendations of the Technical Committees & Regional Conferences and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)	2009 - continuing	IP	
2.7	4.7c & 7.3	Conference will meet in June of the second year of the biennium	2011 - continuing	C	
2.8	4.7c	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)	2009 - continuing	C09	
2.9	4.15c	The Conference report will concentrate on conclusions and decisions, which may be defined in drafting committees and "friends of the Chair" as appropriate. The verbatim will provide the detail of interventions and will be published in all FAO languages.	2009 - continuing	IP	
2.10	4.7a	Formal plenary meetings will become more focused on issues of vital interest to members	2009- continuing	C09	
2.11		Side events will be developed to provide a forum for informal interchange on development of issues	2009 - continuing	IP	
2.12	4.15	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	2008 - continuing	IP	
2.13	4.15	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	2009	C09	

The Council – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref IEE Rec	Action			
	4.8	The Council functions will be clarified as necessary in the Basic Texts and will include:	Decision 2008		
2.14		i) the major role in deciding and advising on: • work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference; • monitoring and reporting performance against these measures; • strategy, priorities and budget of the Organization; • the overall programme of work; • major organizational changes, not requiring Conference changes of Basic Texts; • recommending the agenda of the Conference to the Conference;	Implementation 2009 onwards	C09	
2.15		ii) monitor the implementation of governance decisions;		C09	
2.16		iii) exercise oversight, ensuring that: • the Organization operates within its financial and legal framework; • there is transparent, independent and professional audit and ethics oversight; • there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts; • there are functioning results-based budgeting and management systems; • policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose; • extra-budgetary resources are effectively contributing to the Organization's priority goals; and		C09	
2.17		iv) monitor the performance of management against established performance targets.		NS	
2.18		The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	2009 - continuing	C09	
2.19	4.8	The Council will meet more flexibly and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) - Section C Chart 1 Programme and Budget planning and review cycle:	2010 - continuing	NS	
2.20		i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance Committees.		NS	
2.21		ii) The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that recommendations can be taken account of, including recommending the final agenda of the Conference to the Conference for its final approval.		NS	
2.22		The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	2009 - continuing	C	

2.23	4.8	The Council will no longer discuss global policy and regulatory issues, unless there is an urgent reason to do so (to be handled by the Technical Committees and the Conference)	2009 - continuing	C	
2.24	4.15	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	2009 onwards	C	
2.25	4.15	Introduce Basic Text changes for functions, reporting lines, etc.	2009	C09	

Independent Chairperson of the Council – Action Matrix

		Actions	Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
2.26	4.10a	Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO, eliminating any potential for conflict of roles with the managerial role of the Director-General and, including, in addition to chairing meetings of the Council:	2009	C09	
2.27		a) serve as an honest broker in arriving at consensus between members on controversial issues;		C	
2.28		b) liaise with the Chairs of the Programme and Finance Committees and CCLM on their work programmes and as appropriate with the chairs of Technical Committees and Regional Conferences, normally attending the Programme and Finance Committees and Regional Conferences;		C	
2.29		c) as and when he/she considers it useful, the Independent Chairperson of the Council may call for consultative meetings with representatives of the Regional Groups on issues of an administrative and organizational nature for the preparation and conduct of a session;		C	
2.30		d) liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the Regional Conferences;		C	
2.31		e) ensure that the Council is kept abreast of developments in other fora of importance for FAO's mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the Rome based food and agriculture agencies;		C	
2.32		f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.		IP	
2.33		g) The Basic Texts will also specify:		C09	

| 2.34 | | i) desirable qualifications (competencies) for the Independent Chairperson to be developed by the Conference Committee with advice of the CCLM and decided by the 2009 Conference
ii) that the Independent Chairperson is required to be present in Rome for all sessions of the Council and will normally be expected to spend at least six to eight months of the year in Rome | | C09 | |

Programme and Finance Committees – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
2.35	4.9 & 4.17	**Clarifications of functions and ways of working** will be introduced immediately in practice and followed-up by Basic Text changes, including on clarification of functions:	2009 – continuing	C	
2.36		i) Programme Committee functions will emphasise programme priorities, strategy, budget and evaluation and will also include: consideration of field and decentralized work; priorities for the Organization to address in developing global policy coherence and regulation; and partnership and coordination with other organizations for technical work;		IP	
2.37		ii) Finance Committee will cover all aspects of administration, services and human resources as well as finance, including the policies and budget for these areas of work – becoming a Finance and Administration Committee;		IP	
2.38		iii) The Committees will meet more flexibly and for variable lengths of session as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1) - (minimum number of sessions normally four per biennium);		IP	
2.39		iv) The two Committees will hold more joint meetings. The discussion will be in joint session, whenever there is overlap in the discussion, or the two Committees contribution will have a strong complementarity;		IP	
2.40		v) The Committees will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council; and		IP	
2.41		vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.		IP	
2.42	4.15	Introduce changes in practice, including ways of working (see below)	2009	C	
2.43	4.15	Introduce Basic Text changes for functions of the Committees	2009-2011	C09	
2.44	4.9 & 4.17	**Programme and Finance Committees membership, chairs and observers:** - Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary technical qualifications, and:	2009 - continuing	C09	
2.45		i) chairs will be elected by the Council on the basis of their individual qualifications and will not occupy seats of their electoral groups or represent a region or country (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);		C09	

Programme and Finance Committees – Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
2.46		ii) the membership of the Committees will each be increased, <u>in addition to the Chair</u>, to twelve representatives with each region having a right to up to two representatives each for Africa, Asia, Latin America and the Caribbean, the Near East and Europe and one representative each for North America and the South West Pacific nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)		C09	
2.47		iii) Committees, including joint meetings will be open to non-speaking observers.		C	

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
2.48		Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary legal qualifications;	2009 - continuing	C09	
2.49		The chair will be elected from amongst the CCLM members by the Council on the basis of his/her individual merit (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);		C09	
2.50		The Committee will have seven members, with each region having a right to one member nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)		C09	
2.51		The CCLM will be open to non-speaking observers	2009 - continuing	C	

Regional Conferences – Action Matrix

		Actions	Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.52	4.13	Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including changing the status of the Regional Conferences to Committees of the FAO Conference:	2008 - continuing	IP	
2.53		a) Functions will include: i) Develop issues for regional policy coherence & regional perspective on global policy issues & regulation – presenting its report to the FAO Conference ii) Review and advise on the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council through the Programme and Finance Committees		IP	
2.54		b) Ways of working – Regional Conferences will: i) be convened normally once in every biennium on the decision of the Members of FAO from the region and with full consultation among members on agendas, formats, dates & duration and need for the Conference; ii) appoint a rapporteur; iii) the Chair and rapporteur will remain in office between sessions and the Chair, or if not available the rapporteur, will present the Regional Conference report to the FAO Council and Conference (with consideration also by the Programme and Finance Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process; iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture; v) papers for Regional Conferences will be focused with actionable recommendations.		IP	
2.55		Introduce Basic Text changes for functions, reporting lines, etc.	2009	C09	

Technical Committees – Action Matrix

		Actions	Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.56	4.11	The Committees will report to Council on FAO's budget, and the priorities and strategies for the programmes and directly to the FAO Conference on global policy and regulation becoming Committees of the Conference, and:	2009 - continuing	C	
2.57		a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;		IP	
2.58		b) Ways of working –Technical Committees will: i) meet more flexibly as to duration and frequency, according to needs, normally once in each biennium. They will address priority emerging issues and may be convened especially for this purpose;		IP	
2.59		ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration		IP	
2.60		iii) More use will be made of parallel sessions and side events, taking care that countries with small delegations can participate (informal sessions will include NGOs and the private sector including representation from developing countries);		IP	
2.61		iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;		C	
2.62		v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;		C	
2.63		vi) The Committee on World Food Security (CFS) will revitalise its role in monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.		C	
2.64		Introduce changes in practice, including ways of working and reporting lines	2009	C	
2.65		Introduce Basic Text changes for functions, reporting lines, etc.	2009 - continuing	C09	

Ministerial Meetings – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.66	4.12	Basic Text Change to specify that the Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility.	2009	C09	
2.67		The Ministerial meeting reports will normally be considered directly by the Conference.	2009 onwards	IP	

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.68	4.11g	Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) may bring issues to the attention of the Council and Conference through relevant the Technical Committee (Basic Text Change)	2009 - continuing	C09	
2.69	4.6	Undertake a review with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it.	2009-10	IP	

Further Actions to Improve the Effectiveness of FAO Governance – Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.70	4.4a	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	2009 - continuing -	IP	
2.71		a) prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council and/or Conference (in accordance with their respective reporting lines);		IP	
2.72		b) prepare a report of their progress against the Programme of Work once every two years also for review by the Council and/or Conference.		IP	
2.73		The term Governing Bodies will be defined, preferably in the Basic Texts	2009	C09	
2.74	4.1c	The Conference will assess the workings of the governance reforms, including the role and functioning of the Regional Conferences with an independent review as an input to this process.	Biennial with target for completion by 2015	IP	
2.75	8.6b	In order to further transparency and communication the Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees on the: • Strategic Framework and Medium Term Plan priorities; • Priority goals which senior management has established for immediate progress; • annual and biennial performance.	2009 - continuing	C	
2.76		Costs of revising the Basic Texts for all Governing Bodies: Work to be carried out by Legal Office and CCLM for revisions of Basic Texts	2009	C09	

Evaluation, Audit and Organizational Learning

Evaluation - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Evaluation					
Ref. N.	Ref. IEE Rec	Action			
2.77	7.10a	**Establishment of evaluation as a separate and operationally independent office** inside the FAO secretariat structure, reporting to the Director-General and to the Council through the Programme Committee.	Jan 2009	C09	
2.78	7.11	**Evaluation Budget:** The evaluation Regular Programme budget will be increased to 0.8-1.0% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the Programme of Work and Budget approval process, allocated in full to the evaluation office. All contributors of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.	2010 - 2013	IP	Partial increase for the biennum 2010-2011 with completion expected in 2012-13
2.79	7.10d	**Evaluation staffing:** a) Recruitment of Evaluation Director at D2 level. A panel consisting of representatives of the Director-General and Governing Bodies, as well as evaluation specialists from other UN agencies will review the terms of reference and statement of qualifications for the post, and then participate in a panel to screen and select an appropriate candidate. The Director of evaluation will serve for a fixed term of four years with the possibility of renewal for a maximum of one further term, with no possibility for reappointment within FAO to another post or consultancy for at least one year;	2009	C09	a) Director of Evaluation appointed September 2009
2.80		b) All appointments for evaluation of staff and consultants will follow transparent and professional procedures with the first criteria being technical competence but also with attention to considerations of regional and gender balance. The Director of Evaluation will have the main responsibility for the appointment of evaluation staff and the responsibility for appointment of consultants in conformity with FAO procedures.		C09	

Actions			Start-End Year	Status (Refer Legend)	Comments
Evaluation					
Ref. N.	Ref. IEE Rec	Action			
2.81	7.10b	**Quality assurance and continued strengthening of the evaluation function:** a) Strengthening of existing independent peer review of major reports	2009 first peer review 2010	C09	Systematic Peer Reviews of major Evaluation Reports
2.82		b) Biennial review by a small group of independent peers for conformity of work to evaluation best-practice and standards – report to management and the Council together with the recommendations of the Programme Committee		NS	

Evaluation - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.83	7.10b	c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	2013 first evaluation	NS	
2.84	7.10c	**Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter"**, <u>including the above</u>, and a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;	2009	C09	
2.85		b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;		C09	
2.86		c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;		C09	
2.87		d) all evaluation reports, management responses and follow-up reports will continue to be public documents, fully available to all FAO Members. Efforts to discuss and bring the reports to the attention of all concerned Governing Body members will also be further strengthened through consultative groups and workshops on individual evaluations;		C09	

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.88		e) the evaluation office will have an institutionalised advisory role to management on results based management and programming and budgeting, reinforcing the feed-back and learning loop;		NS	The role of Evaluation vis-à-vis the new RBM model still needs to be defined. Auto-evaluation function wil no longer be part of the Independent Evaluation Office.
2.89		f) evaluation will be well coordinated within the UN system, taking account of the work of the Joint Inspection Unit (JIU) and the evaluation office will continue to work closely with the United Nations Evaluation Group (UNEG).		C09	
2.90	7.10c	g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	2009	C09	Draft Charter cosidered at the June CCLM (see report CL 136)

Audit - Action Matrix (Page 25)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.91	7.9a	In line with current policy, the work of the Inspector-General's office will be extended to cover all major organizational risk areas, making use of external expertise as necessary	2008 - onwards	IP	Each biennium the Office of the Inspector General prepares a Risk-Based Audit plan that includes all key organizational risks. The Office's work is organized according to the plan.
2.92	7.9b	The Audit Committee: a) will be appointed by the Director-General and have a membership which is fully external agreed by the Council on the recommendation of the Director-General and Finance Committee;	2009 - onwards	IP	Effective 2008, the Audit Committee is composed of fully external members. All new members will be submitted to the Council on the recommendation of the Director-General and Finance Committee.
2.93		b) present an annual report to the Council through the Finance Committee		IP	On 30 July 2009 the Audit Committee's Chairperson presented the 2008 Annual Activity Report (FC 128/18) to the Finance Committee. The report will now be presented to the Council in September 2009.
2.94	7.9f	The External Auditor will assume responsibility for audit of the immediate office of the Director-General in addition to the regular audits carried out by the Inspector-General	2008 - onwards	IP	

Appointment and Term of office of the Director-General - Action Matrix					
	Actions		Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.95	4.20	Introduce procedures and Basic Text changes to strengthen opportunity for the FAO membership to appraise candidates for the post of Director-General prior to the election, including:	2009 - onwards	IP	
2.96		a) Candidates for the post of the Director-General will address the Conference at which the election will be held. Members will have the opportunity to put questions to candidates (expenses of candidates will be covered from the FAO Budget);		IP	
2.97		b) Candidates for the post of the Director-General will address a session of the FAO Council not less than 60 days prior to the Conference at which the election will be held. At that session both Members and observers to the Council will have the opportunity to put questions to candidates (the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made - expenses of candidates will be covered from the FAO Budget);		IP	

Appointment and Term of office of the Director-General - Action Matrix (continued)

	Actions		Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.98		c) Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session;		IP	
2.99		d) When the post of Director-General is due to become vacant it will be publicised, no less than 12 months before the closure of nominations, noting that all nominations remain fully the responsibility of Member Countries;		IP	
2.100		e) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.	2009	C09	
2.101	4.20	Change Basic Texts for period of office of the Director-General to four years with possibility of renewal for one further period of four years	2009	C09	

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

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.1	7.1, 7.2 & 3.19	**Introduction of revised Programme and Budget Documentation** consisting of the following sections, which may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009 for 2010-2011 biennium):	2009 – continuing – first full cycle 2010-2011	C09	
3.2		i) **Strategic Framework** with a 10-15 year time horizon reviewed every four years and including: • Analysis of the challenges facing food, agriculture and rural development and the dependent peoples, including consumers, • Strategic Vision, • The Goals of Member Nations, and Strategic Objectives for achievement with support from FAO by Member Countries and the international community, including indicative targets and indicators of achievement (some 8-12);		C09	Document C 2009/3
3.3		ii) **Medium Term Plan** with a four year time horizon and reviewed each biennium, including: • Strategic Objectives for achievement with support from FAO by Member Countries and the international community, as per the Strategic Framework, • Organizational Results framework (outcomes) – a maximum of some 80 inclusive of the core functions, contributing to the achievement of Strategic Objectives by Member Countries and the international community. Each Organizational Result will have specified achievement targets and indicators for verification, show FAO's contribution and indicate the budget from assessed contributions and estimated extra-budgetary resources (targets may be conditioned upon level of extra-budgetary resources) Gender will be fully integrated into the Strategic Framework and Medium Term Plan and will no longer have a separate Plan of Action, • Impact Focus Areas which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas, • Core Functions of FAO, and iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;		C09	Document C 2009/15

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.4		iv) **Programme of Work and Budget,** each covering a single biennium, with the budget divided between an administrative budget and a programme budget presented in a results based framework and providing: • Organizational Results framework (outcomes) as per the Medium Term Plan, including the organizational responsibility for each result; • Quantification of costs for all Organizational Results and all obligations • Calculation of cost increase and planned efficiency savings, • Provision for long-term liabilities, under-funded obligations and reserve funds • Draft Programme and Budget resolution.		C09	Document C 2009/15
3.5		v) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme development process.		C	
3.6	7.5	**Introduction of a Revised Implementation Performance Results Based Management monitoring system and report:** Each report will cover the previous biennium and report on delivery, and targets and indicators of results as well as efficiency indicators for the functional objectives. This report will replace the current Programme Implementation Report.	First report 2012 and then each biennium	IP	
3.7	7.3	**Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing).** The **date of the FAO Conference will move to June**, starting from 2011, with a corresponding shift in the dates of all other meetings (the Council will meet in September 2009 in order to prepare the Conference – in line with the new cycle). The following full cycle will be introduced **starting 2010** (for budgetary provision for meetings – see B Governance Reform):	Decision 2009 First full cycle 2010-11 and then continuing for subsequent biennia	IP	
3.8		i) <u>Year 1 of the biennium</u> (with at least two meetings of the Council): • the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and ♦ priorities ad results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium;		NS	

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			

		• The Regional Conferences will with respect to their Regions, review and make recommendations on:
		  ♦ FAO performance in contributing to results against performance indicators, including any pertinent evaluations;
		  ♦ priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and
		  ♦ policy issues for the region to be considered at global level or through additional action at regional level.
		• The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on:
		  ♦ the performance implementation report for the previous biennium, including performance against indicators;
		  ♦ major evaluations;
		  ♦ budgetary and implementation performance in the second half of the year;
		  ♦ any necessary adjustments in the agreed Programme of Work and Budget;
		• approve in advance requested reallocations between Chapters.			

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		• The Regional Conferences will with respect to their Regions, review and make recommendations on: ♦ FAO performance in contributing to results against performance indicators, including any pertinent evaluations; ♦ priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and ♦ policy issues for the region to be considered at global level or through additional action at regional level. • The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on: ♦ the performance implementation report for the previous biennium, including performance against indicators; ♦ major evaluations; ♦ budgetary and implementation performance in the second half of the year; ♦ any necessary adjustments in the agreed Programme of Work and Budget; • approve in advance requested reallocations between Chapters.			
3.9		ii) <u>Year 2 of the biennium</u> (with at least two and probably three main meetings of the Council): • <u>Throughout the year </u>the Programme and Finance Committees and the Council will review and make decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested reallocations between Chapters; • January - March: the Programme and Finance Committees and the Council will review the proposed Medium Term Plan and Programme of Work and Budget and in every second biennium, the Strategic Framework; • January –March: - not as part of the Governing Body cycle of meetings - an informal meeting will be held of interested members and other potential sources of extra-budgetary funds and partnership, to exchange information on extra-budgetary funding requirements, especially in relation to Impact Focus Areas; • March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level; • June: The Conference will approve the Results Framework and budgetary aspects including the budget level; and • September – November: the Programme and Finance Committees and the Council will if necessary consider and approve any changes in the Results Framework and budgetary allocations following the Conference decision on the budget level.		NS	

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		• The Regional Conferences will with respect to their Regions, review and make recommendations on: ♦ FAO performance in contributing to results against performance indicators, including any pertinent evaluations; ♦ priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and ♦ policy issues for the region to be considered at global level or through additional action at regional level. • The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on: ♦ the performance implementation report for the previous biennium, including performance against indicators; ♦ major evaluations; ♦ budgetary and implementation performance in the second half of the year; ♦ any necessary adjustments in the agreed Programme of Work and Budget; • approve in advance requested reallocations between Chapters.			
3.10	7.3	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions	2009	C09	
3.11	8.17	In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions.	2009	IP	

Resource Mobilization and Management Strategy

Resource Mobilization and Management Strategy – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.1 2	7.6	To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognising that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:	Decision 2009 and then continuing	C09	Document C 2009/15
3.1 3		a) review by the Council of the plans for, the application and results of extra-budgetary resources in an integrated framework on the basis of the findings and recommendations of the Programme and Finance Committees, ensuring that resources are mobilized to support the agreed priorities of the Organization;		C09	
3.1 4		b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, management and coordination of resource mobilization, including donor relations on policy, in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the decentralized offices and operations units in their liaison with donors;		IP	
3.1 5		c) vigorously pursue new partnerships, including with the private foundations;		IP	
3.1 6		d) keep under continuous review both efficiency measures and the cost of support services to extra-budgetarily funded work to ensure that there is no cross-subsidisation between the sources of funds.		C	Ongoing activity
3.1 7	4.6	Review treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution with a view to their developing a greater degree of self-funding from their members (see also 2.69). Present report to Council and reports to the parties to the agreements.	2010-2012	NS	

Resource Mobilization and Management Strategy – Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.18	8.16	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability, taking account of the Recommendations of the Finance Committee, including:	2008 decision and applied continuo usly starting 2009	C09	
3.19		a) annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears and its implications for the Organization's liquidity;		C	
3.20		b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;		C	
3.21		c) continuation of the present responsible borrowing policy to smooth cash flow		C	

The Technical Cooperation Programme

Technical Cooperation Programme – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.22	3.2c & 7.8	TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies and 3% for inter-regional projects.	2008 Decision	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
3.23		Indicative allocations to regions agreed as follows with review by the Council every four years in line with the Medium Term Planning cycle: Africa 40%; Asia and Pacific 24%; Latin America and Caribbean 18%; Europe 10%; Near East 8%. Developed countries are eligible for TCP but only on a full refund basis	Full implementation from 2010-11 biennium onwards	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
3.24	3.2c & 7.8	TCP project cycle and TCP approval guidelines to be reviewed in 2009, reaffirming priority to Least Developed Countries; Low-Income Food-Deficit Countries; Small Island and Land-Locked Developing States, further clarifying existing Council approved guidelines and specifying:	2009 or 2010	C	Endorsed by Council in June 2009, refer PC 101/4
3.25		a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;		C	
3.26		b) specify minimum information required from countries for consideration of request;		C	
3.27		c) clarify the project cycle – specifying the steps and responsibilities for clearances at each stage of the process, simplifying the number of steps, and with delegations to decentralized offices at the lowest level possible;		C	
3.28		d) clearly specify timelines for each stage of the process so that managers can be held accountable;		C	
3.29		There will not be universal criteria for the proportion of TCP funding to go to Regional and sub-regional projects, as this varies from region to region.			

Institutional Culture Change

Culture Change in the FAO Secretariat – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.30	6.2	Develop terms of reference, and appoint, an External Facilitator and change team	2008-09	C	
3.31	6.1 & 6.2	Development of Internal vision	2008-09	C	To be formally launched FAO-wide before the end of 2009
3.32	6.1 & 6.2	Implementation of the vision	2009 onwards	IP	Three proposals, containing 35 actions, have been developed to support implementation of the vision

Ethics – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.33	7.9g	Appointment of an Ethics Officer, functioning of the office, and training of staff	2009	C09	Ethics Officer submission to Professional Staff Selection Committee in August. It is expected that the Ethics Officer shall be fully operational before the end of the year.
3.34	7.9g	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	2009	IP	Consideration of FC 128/2 was deferred by Finance Committee to 2010 pending consideration by CCLM in September 2009. A proposal was made that the matter be addressed in the broader UN context in light of General Assembly resolution 63/250. The CCLM will consider the document at the end of September.
3.35	7.9g	Appointment and initiation of work by Ethics Committee	2009	NS	
3.36	7.9g	Review of annual or biennial report of Ethics Committee by the Council on the basis of the findings and recommendations of the CCLM and Finance Committee	2010 onwards	NS	

Reform of Administrative and Management Systems

Reform of Administrative and Management Systems – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref No.	Ref. IEE Rec	Action			
Management Early Actions summary including:					
3.37	8.4 8.3 &	Delegations of authority from the Office of the Director-General for human resource actions;	2008-2009	C09	
3.38	8.1 0 8.1 0	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;		IP	
3.39	8.1 0	Streamlining of travel procedures;		IP	First phase streamlining completed in 2008, review second phase in 2010
3.40		Local procurement for emergencies;		NS	
3.41	8.1 0	Opening of temporary operational cash accounts in the field;		C	
3.42		Development and deployment of a field version of oracle adapted to FAORs' needs. Note: some early actions will be completed by the time of the Special Session of the Conference; other major items which will incur costs beyond the Conference are reflected below (e.g. Root and Branch review and performance management).		IP	
Basic Text change to facilitate delegation of authority					
3.43	8.1	Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions.	2009	C09	
Follow-up to the Root and Branch Review:					
3.44	8.1	Conduct of Root and Branch Review	2008-09	C	Actions resulting from RBR agreed by management included in the integrated IPA (See Annex 2)
3.45		Review by management, the Council and the Finance Committee of the Final Report	2009	C	
3.46		Development of follow-up action plan	2009	C	
3.47		Review by Governing Bodies of the Follow-up Action Plan	2009	C09	
3.48		Implementation of Action Plan	2010 onwards	IP	

Shared Services with Rome Based UN Agencies (see Partnerships below)						
Enterprise Risk Management Framework						
3.49	8.1 5	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	2009	C	AUD presented TORs for an external contract to complete an ERM study to the Finance Committee (FC 126/4) in May 2009. The Finance Committee deferred consideration on the matter to its July session, in order that the TORs could contain more details and reflect the results of the review of FAO's current risk management structure, which was being undertaken jointly by Deloitte and AUD On 30 July 2009, in lieu of submitting revised TORs for a Study, AUD and Deloitte presented the results of their assessment (FC 128/8) to the Finance Committee. Deloitte and AUD recommended that the current consultant-led approach to implementing an organization-wide ERM under the IPA should be replaced with an internally- driven approach which would be likely to cost less than the $2.5 million for the project under the current IPA. The Finance Committee endorsed the proposal and asked that it be kept apprised of any developments in implementing ERM. Consequently, the present activity plan for project 12-ERM will be revised to reflect the new approach	

3.50		Issue of external contract for the study	2009-2010	NS	This activity is no longer applicable because the current IPA Activity Plan for the ERM Project will be revised to reflect the new approach recommeded by Deloitte and AUD and endorsed by the Finance Committee and senior management.
3.51		Review by management and the Council and Finance Committee of the Final Report	2010	NS	See comment for 3.50
3.52		Development of follow-up action plan	2010	NS	See comment for 3.50
3.53		Review by Council and the Finance Committee of the Follow-up action plan	2010	NS	See comment for 3.50
3.54		Full Implementation of Enterprise Risk Management Structure and systems	2011 - onwards	NS	See comment for 3.50

Publishing in all Languages of the Organization – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.55	3.6	A budget will be set aside for technical publishing (paper and web) in each FAO language. A panel of users of technical documentation in each language will decide on the application of funds for translation (this is in addition to the existing budget for main meeting documentation)	2010 onwards	NS	
3.56	3.6	Increased hard copies of technical documentation will be made available to Least Developed Countries with decisions on priorities for documents taken by the same panels	2010 onwards	NS	
3.57		Separate mirror websites to the FAO website will be developed for Arabic and Chinese	2010 onwards	NS	
3.58		Following the findings of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs	2010 onwards	NS	

Human Resource Policies and Practices

Human Resource Policies and Practices - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.59	8.5	Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries	2009 - continuing	C09	
3.60	8.8	Introduce a package for increasing staff training, including in management	2009 - continuing	C09	
3.61	8.2	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	2009 - continuing	C09	
3.62	8.2	Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme	2010 - continuing	C09	
3.63	8.4	Decentralise and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management	2008 - continuing	C09	

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.64	8.4	Wider publication of FAO vacancies	2009 - continuing	NS	
3.65	8.4	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	2009 - continuing	C09	

Human Resource Policies and Practices - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.66	8.4	Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	2009 - continuing	NS	
3.67	8.3	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance	2009	C09	
3.68	8.3	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO	2009	C09	
3.69	8.3	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure	2009	C09	
3.70	8.7	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	2009	IP	
3.71	6.15 & 8.3	Introduce dual grading for P5/D1 and D1/D2 posts	2009	C09	
3.72	8.2	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing	2010	IP	This action has started in 2009, which was earlier than forecast by 1/C2008
3.73	8.3c	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs	2009	C09	
3.74	4.8e	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants	2009	C09	
3.75	8.3d	Governing Body action and action by management to secure changes at the UN Common System level a) develop proposals for Common System change b) present changes to UN	2010- 2011	NS	

Restructuring for Effectiveness and Efficiency

Decentralization - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.76		The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action	2009 - onwards	NS	
3.77		Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link	2008 - onwards	C	
3.78	6.20	Transfer the primary reporting line for decentralised technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator	2009 onwards	C09	
3.79	6.19	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)	2009 onwards	C	See also Action 3.8, which covers the interaction with Regional Conferences, whose status is "NS" because their sessions are not planned until 2010
3.80	6.20	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)	2010 onwards	C09	
3.81	6.20	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc.	2009 onwards	IP	
3.82	6.19	Revise all delegated authorities to decentralized offices and control procedures (see also above)	2009 – completion 2011	IP	
3.83	6.21	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region	2009 – completion 2010	C	

Decentralization - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.84	6.22	Clearly distinguishing between well established offices and any plans for additional new offices, rationalise coverage of country offices following results of review utilising agreed criteria, taking into account both existing and potential locations, efficiency, projected cost savings and cost/benefit analysis. Implementation of the results of the review will ensure that at a minimum the structural deficit is eliminated in the Country representation (FAORs) through alternative forms of country presence, with further reductions desirable to free up resources for the improved functioning of the decentralized offices. Criteria to be applied: a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3); b) commitment to the National Medium-Term Priority Frameworks as they are developed with FAO; c) size and poverty levels of agriculturally dependent population; d) priority to Least Developed Countries; e) potential for agriculture in economic growth; f) ease of servicing from another country; g) potential for shared or fully joint representations with the UN system, particularly with the other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	2009-12 (with Council annual review and overall review in 2012)	IP	Structural budgetary deficit eliminated by provisional measures during 2010-11. Regional groups are considering this issue based on analysis provided by Secretariat.
3.85	6.20 & 6.21	Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices	2009-12	IP	Initial round of skills mix reviewed in the context of the PWB 2010-11. Further review will continue in the light of available extra-budgetary resources.
3.86		Clarify coverage of Near East Regional Office	2010	IP	This issue is being considered by the Near East Regional Group
3.87	8.4	Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)	2009	IP	
3.88	8.6	Introduce benchmarks and a performance-	2010	IP	

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		based reporting and monitoring system for decentralized offices			
3.89	8.8	Strengthen staff training (see also 3.60)	2009	IP	
3.90		Deployment of support systems (including training and upgrade of IT information systems)	2009	IP	

Headquarters Structure

Headquarters Structure – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref.N.	Ref. IEE Rec	Action			
3.91	6.7 & 6.15	a) establish offices of:	2009	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
		i) Strategy, Planning and Resource Management;			
3.92		ii) Evaluation;		IP	
3.93		iii) Legal and Ethics		IP	
3.94		b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;	2009	IP	
3.95		c) transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations;	2010 -11	IP	
3.96		d) delayering of D level posts (27 to be abolished for 2010-11 biennium)	2010 - 11	IP	
3.97	6.6 6.7 & 6.8	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see Box 5 below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below	2010-11	IP	
3.98		Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates • Technical Departments in light of Medium Term Plan • Operational functions in light of Medium Term Plan and the Root and Branch Review • Support Services, Administration and Human Resources in light of Root and Branch Review	2009	IP	
3.99		Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11	2009	C09	
3.100		Appoint Senior Executive Management Team including two DDGs	2010	IP	
3.101		Implement new Headquarters structure	2010-11	IP	
3.102		Reorganize senior management responsibilities, including for strategic objectives and core functions	2009-10	IP	
3.103		Review reorganization with a view to further improvements	2012	NS	

Partnerships

Partnerships – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.104	5.1	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	2008-2009	C09	
3.105		a) not an end in themselves but a means for greater effectiveness in supporting international governance of agriculture and agricultural development, pursuing the objectives and priorities of the Strategic Framework of the Organization. The desirability of a partnership thus depends on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners;		C09	
3.106		b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and		C09	
3.107		c) generally built-up from ongoing collaboration.		C09	
3.108		The nature of FAO's role will vary according to the different partnerships it engages in and the Organization may take a leadership role or act as facilitator in some, and be a participant in others. FAO must at all times preserve its neutral and impartial role and act in a transparent manner, avoiding partnerships where significant conflict of interest is of concern		C09	
3.109	5.1	Stocktaking of partnerships including the potential for greater partnership with the private sector. Undertake assessment and launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with: ➢ the United Nations system, with emphasis on partnership at country level; ➢ CGIAR and OIE; ➢ International Atomic Energy Agency; ➢ the private sector; ➢ civil society organizations	2009-2010	IP	
3.110	5.1	Preparation of a short-term agenda of initiatives (12 months) that will generate outcomes and outputs and preparation of a medium-term action plan in line with the Medium Term Plan (4 years), including development and implementation of a training programme	2009	NS	

Partnerships – Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.111	5.4	Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:	2009 - ongoing	C09	
3.112		a) areas of technical programme interface and overlap both in normative and development work;		C09	
3.113		b) shared administration and services (taking note of the findings of the Root and Branch Review);		C09	
3.114		c) joint oversight functions, including evaluation.		NS	
3.115		Regular joint meetings of the management of the three organizations will take place with the membership to review progress	2010 ongoing	C	
3.116		Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees	2009 - ongoing	C09	
3.117	5.1	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	2009- 10	NS	
3.118	5.1	Establishment of focal point responsibilities for partnerships	2009- 10	C09	

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

Governing Body Follow-up - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
4.1		**The Council** will monitor the progress of implementation of the Immediate Plan of Action. and report to the Conference at its 36th Session (2009) and its 37th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	2009-11	C	
4.2		A time-bound **Conference Committee** will be established for the duration of 2009 under Article VI of the FAO Constitution to complete outstanding work within the Immediate Plan of Action (see below). It will present its report to the 36th Session of the FAO Conference in November 2009. This Committee will collectively decide the final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and with direct expert inputs to the Working Groups from the Programme and Finance Committees and the advice of the Council as appropriate. FAO management is expected to actively support the Committee and participate in its meetings and those of its Working Groups. The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees are: i) to recommend to the 36th session of the FAO Conference (2009):	2008-09	C	
4.3		• the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management with a new integrated results-based framework. These recommendations will be developed by the Conference Committee and will be undertaken with the support of a Working Group of the Conference Committee and with direct expert inputs to the Working Group from the Programme and Finance Committees, the support of management and the advice of the Council as appropriate;		C	
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;		C	

Governing Body Follow-up - Action Matrix (continued)

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
4.5		• further reforms of systems, culture change and organizational restructuring, including: ♦ Follow-up action to the final report of the Root and Branch Review (17 April 2009); ♦ Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework, ♦ Plans for increased effectiveness and streamlining of the decentralized offices; ♦ Plans for restructuring of headquarters; ♦ Detailed proposals for strengthened financial management; and ♦ Detailed proposals for strengthened Human Resource management.		C	
4.6		ii) to provide policy oversight and guidance of the process of revision of the Basic Texts in line with the changes provided for in the Immediate Plan of Action (and propose the necessary changes to the Conference Report). This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM) and review by the Council as appropriate.		C	

Managerial Arrangements for IEE Follow-up Implementation

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

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
4.7		Establish internal managerial arrangements including:	2008-11	C	
4.8		i) a reform support group;		C	
4.9		ii) specialist working groups, including for the Root and Branch Review and the Change Team drawn from all parts and levels of the Organization (decentralised and centralised)		IP	

Annex 2 – Integrated IPA (2009 – 2011)

The purpose of this annex is to provide a financial snapshot and a detailed action listing of the Integrated IPA, that is, it includes both the IPA actions as endorsed by Conference Resolution 1/2008 and the recommendations arising from the Root and Branch Review, integrated as one package.

The Integrated IPA is grouped into projects and each action is designated a reference number. The Root and Branch recommendations start with a number 7. In a few cases, the action description has changed from the text of Conference Resolution 1/2008 as analysis has proceeded: in such cases, the new action description is shown in the table and the former action description is recorded as a "comment".

The Integrated IPA, containing 270 actions, will form the basis for reporting from now onwards.

Each action is shown with its status according to the following legend:

Status Legend

C – Completed as at 31/8/2009[6]

C09 – In progress expected to be completed in 2009[7]

IP – In progress expected to be completed post 2009

NS – Not Started as at 31/8/2009

Considering only the numbers of actions, the overall progress made is as follows:

Status Summary

C   = 58 (22%)

C09   = 81 (30%)

IP   = 92 (34%)

NS   = 39 (14%)

Total = 270

It will be noted that out of the total 270 actions, 139 actions (52%) are expected to complete within 2009. As noted in Section 2 of the report, in general the actions which will be progressed within 2010-2011 are larger and more complex than those whose completion is expected within 2009, so this ratio understates the extent of work remaining.

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[6] In some cases, this designates that Secretariat action is complete but Governing Body confirmation is required, e.g. Proposal to change the calendar for Governing Body meetings.

[7] Some of the items that fall under this status are where Secretariat action is in progress and the resulting proposal will be considered by Governing Body meetings before the end of 2009.

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
		TOTALS		19.52	13.13	9.81	-3.85	38.61
1	Governing Body Reform - Ali Mekouar			2.16	0.60	1.06	0.00	3.82
	Governance Priorities			0	0	0	0	
	2.1	Global policy coherence and regulatory frameworks: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora.	C09	0	0	0	0	
	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	IP	0	0	0	0	
	2.3	See also below - for roles of the various Governing Bodies	IP	0	0	0	0	
	2.4	Executive governance: Strengthen roles and coverage of Governing Bodies (see below)	IP	0	0	0	0	
	The Conference			0	0	0	0	
	2.5	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council	C	0	0	0	0	
	2.6	Conference will give more attention to global policy issues and international frameworks (including treaties, conventions and regulations), normally acting on recommendations of the Technical Committees & Regional Conferences and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)	IP	0	0	0	0	
	2.7	Conference will meet in June of the second year of the biennium	C	0	0	0	0	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				
			Net App.	Inv.	Rec.	Sav.	Total
2.8	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)	C09	0	0	0	0	
2.9	The Conference report will concentrate on conclusions and decisions, which may be defined in drafting committees and 'friends of the Chair' as appropriate. The verbatim will provide the detail of interventions and will be published in all FAO	IP	0	0	0	0	
2.10	Formal plenary meetings will become more focused on issues of vital interest to members	C09	0	0	0	0	
2.11	Side events will be developed to provide a forum for informal interchange on development of issues	IP	0	0	0	0	
2.12	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	IP	0	0	0	0	
2.13	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	C09	0	0	0	0	
The Council			**1.2**	**0**	**0.7**	**0**	
2.14	The Council functions will be clarified as necessary in the Basic Texts and will include:	C09	0	0	0	0	
	i) the major role in deciding and advising on: • work-planning and performance measures for the Council itself • work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference; • monitoring and reporting performance against these measures; • strategy, priorities and budget of the Organization; • the overall programme of work; • major organizational changes, not requiring Conference changes of Basic		0	0	0	0	

		Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				
				Net App.	Inv.	Rec.	Sav.	Total
		Texts; • recommending the agenda of the Conference to the Conference;						
	2.15	ii) monitor the implementation of governance decisions;	C09	0	0	0	0	
	2.16	iii) exercise oversight, ensuring that: • the Organization operates within its financial and legal framework; • there is transparent, independent and professional audit and; • there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts; • there are functioning results-based budgeting and management systems; • policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose; • extra-budgetary resources are effectively contributing to the Organization's priority goals; and	C09	0	0	0	0	
	2.17	iv) monitor the performance of management against established performance targets	NS	0	0	0	0	
	2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution	C09	0	0	0	0	
	2.19	The Council will meet more flexibly and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) - Section C Chart 1 Programme and Budget planning and review cycle:	NS	0.4	0	0.4	0	
	2.20	i) There will be a short meeting (minimum two days) after each session of the Programme and Finance Committees.	NS	0.3	0	0.3	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				
				Net App.	Inv.	Rec.	Sav.	Total
	2.21	The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that recommendations can be taken account of, including recommending the final agenda of the Conference to the Conference for its final approval.	NS	0	0	0	0	
	2.22	The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	C	0.5	0	0	0	
	2.23	The Council will no longer discuss global policy and regulatory issues, unless there is an urgent reason to do so (to be handled by the Technical Committees and the Conference)	C	0	0	0	0	
	2.24	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	C	0	0	0	0	
	2.25	Introduce Basic text changes for functions, reporting lines, etc.	C09	0	0	0	0	
Independent Chairperson of the Council				**0**	**0**	**0**	**0**	
	2.26	Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO, eliminating any potential for conflict of roles with the managerial role of the Director-General and, including, in addition to chairing meetings of the Council:	C09	0	0	0	0	
	2.27	a) serve as an honest broker in arriving at consensus between members on controversial issues;	C	0	0	0	0	
	2.28	b) liaise with the Chairs of the Programme and Finance Committees and CCLM on their work programmes and as appropriate with the chairs of Technical Committees and Regional Conferences, normally attending the Programme and Finance Committees and Regional Conferences;	C	0	0	0	0	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				
			Net App.	Inv.	Rec.	Sav.	Total
2.29	c) as and when he/she considers it useful, the Independent Chairperson of the Council may call for consultative meetings with representatives of the Regional Groups on issues of an administrative and organizational nature for the preparation and conduct of a session;	C	0	0	0	0	
2.30	d) liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the Regional Conferences;	C	0	0	0	0	
2.31	e) ensure that the Council is kept abreast of developments in other fora of importance for FAO's mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the Rome based food and agriculture agencies;	C	0	0	0	0	
2.32	f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.	IP	0	0	0	0	
2.33	g) The Basic Texts will also specify:	C09	0	0	0	0	
2.34	i) desirable qualifications (competencies) for the Independent Chairperson to be developed by the Conference Committee with advice of the CCLM and decided by the 2009 Conference ii) that the Independent Chairperson is required to be present in Rome for all sessions of the Council and will normally be expected to spend at least six to eight months of the year in Rome	C09	0	0	0	0	
Programme and Finance Committees			**0.06**	**0**	**0.06**	**0**	
2.35	Clarifications of functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including on clarification of functions:	C	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				
				Net App.	Inv.	Rec.	Sav.	Total
	2.36	i) Programme Committee functions will emphasise programme priorities, strategy, budget and evaluation and will also include: consideration of field and decentralized work; priorities for the Organization to address in developing global policy coherence and regulation; and partnership and coordination with other organizations for technical work;	IP	0	0	0	0	
	2.37	ii) Finance Committee will cover all aspects of administration, services and human resources as well as finance, including the policies and budget for these areas of work - becoming a Finance and Administration Committee;	IP	0	0	0	0	
	2.38	iii) The Committees will meet more flexibly and for variable lengths of session as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1) - (minimum number of sessions normally four per biennium);	IP	0	0	0	0	
	2.39	iv) The two Committees will hold more joint meetings. The discussion will be in joint session, whenever there is overlap in the discussion, or the two Committees contribution will have a strong complementarity;	IP	0	0	0	0	
	2.40	v) The Committees will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council	IP	0	0	0	0	
	2.41	vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.	IP	0	0	0	0	
	2.42	Introduce changes in practice, including ways of working (see below)	C	0	0	0	0	
	2.43	Introduce Basic Text changes for functions of the Committees	C09	0	0	0	0	
	2.44	Programme and Finance Committees membership, chairs and observers: - Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with	C09	0.06	0	0.06	0	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				
			Net App.	Inv.	Rec.	Sav.	Total
	the necessary technical qualifications, and:						
2.45	i) chairs will be elected by the Council on the basis of their individual qualifications and will not occupy seats of their electoral groups or represent a region or country (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);	C09	0	0	0	0	
2.46	ii) the membership of the Committees will each be increased, in addition to the Chair, to twelve representatives with each region having a right to up to two representatives each for Africa, Asia, Latin America and the Caribbean, the Near East and Europe and one representative each for North America and the South West Pacific nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)	C09	0	0	0	0	
2.47	iii) Committees, including joint meetings will be open to non-speaking observers.	C	0	0	0	0	
Committee on Constitutional and Legal Matters (CCLM)			**0**	**0**	**0**	**0**	
2.48	Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary legal qualifications;	C09	0	0	0	0	
2.49	The chair will be elected from amongst the CCLM members by the Council on the basis of his/her individual merit (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee until such time as a	C09	0	0	0	0	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				
			Net App.	Inv.	Rec.	Sav.	Total
	replacement can be elected by the Council);						
2.50	The Committee will have seven members, with each region having a right to one member nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)	C09	0	0	0	0	
2.51	The CCLM will be open to non-speaking observers	C	0	0	0	0	
Regional Conferences			**0.2**	**0**	**0.2**	**0**	
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:	IP	0.2	0	0.2	0	
2.53	a) Functions will include:	IP	0	0	0	0	
	i) Develop issues for regional policy coherence & regional perspective on global policy issues & regulation - presenting its report to the FAO Conference;		0	0	0	0	
	ii) Review and advise on the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council through the Programme and Finance Committees						
2.54	b) Ways of working - Regional Conferences will:	IP	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				
				Net App.	Inv.	Rec.	Sav.	Total
		i) be convened normally once in every biennium on the decision of the Members of FAO from the regional and with full consultation among members on agendas, formats, dates & duration and need for the Conference;		0	0	0	0	
		ii) appoint a rapporteur;						
		iii) the Chair and rapporteur will remain in office between sessions and the Chair, or if not available the rapporteur, will present the Regional Conference report to the FAO Council and Conference (with consideration also by the Programme and Finance Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process;						
		iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture;						
		v) papers for Regional Conferences will be focused with actionable recommendations.						
	2.55	Introduce Basic Text changes for functions, reporting lines, etc.	C09	0	0	0	0	
	Technical Committees			**0**	**0**	**0**	**0**	
	2.56	The Committees will report to Council on FAO's budget, and the priorities and strategies for the programmes and directly to the FAO Conference on global policy and regulation becoming Committees of the Conference, and:	C	0	0	0	0	
	2.57	a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;	IP	0	0	0	0	
	2.58	b) Ways of working - Technical Committees will: i) meet more flexibly as to duration and frequency, according to needs, normally once in each biennium. They will address priority emerging issues and may be convened especially for this purpose:	IP	0	0	0	0	
	2.59	ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration	IP	0	0	0	0	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				
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2.60	iii) More use will be made of parallel sessions and side events, taking care that countries with small delegations can participate (informal sessions will include NGOs and the private sector including representation from developing countries);	IP	0	0	0	0	
2.61	iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;	C	0	0	0	0	
2.62	v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;	C	0	0	0	0	
2.63	vi) The Committee on World Food Security (CFS) will revitalise its role in monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.	C	0	0	0	0	
2.64	Introduce changes in practice, including ways of working and reporting lines	C	0	0	0	0	
2.65	Introduce Basic Text changes for functions, reporting lines, etc.	C09	0	0	0	0	
Ministerial meetings			**0.05**	**0**	**0.05**	**0**	
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.	C09	0.05	0	0.05	0	
2.67	The Ministerial meeting reports will normally be considered directly by the Conference.	IP	0	0	0	0	
Statutory Bodies, Conventions, Treaties, Codex, etc.			**0.15**	**0.15**	**0**	**0**	
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)	C09	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
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	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.	IP	0.15	0.15	0	0	
	Further Actions to Improve the Effectiveness of FAO Governance			**0.45**	**0.45**	**0**	**0**	
	2.70	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	IP	0	0	0	0	
	2.71	a) prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council and/or Conference (in accordance with their respective reporting lines);	IP	0	0	0	0	
	2.72	b) prepare a report of their progress against the Programme of Work once every two years also for review by the Council and/or Conference.	IP	0	0	0	0	
	2.73	The term Governing Bodies will be defined, preferably in the Basic Texts	C09	0	0	0	0	
	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.	IP	0.4	0.4	0	0	
	2.75	In order to further transparency and communication the Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees on the: • Strategic Framework and Medium Term Plan priorities; • Priority goals which senior management has established for immediate progress; • annual and biennial performance.	C		0	0	0	
	2.76	Costs of revising the Basic Texts for all Governing Bodies: Work to be carried out by Legal Office and CCLM for revisions of Basic Texts	C09	0.05	0.05	0	0	
	Appointment and Term of Office of the			**0.05**	**0**	**0.05**	**0**	

	Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				
				Net App.	Inv.	Rec.	Sav.	Total
	Director-General							
	2.95	Introduce procedures and Basic Text changes to strengthen opportunity for the FAO membership to appraise candidates for the post of Director-General prior to the election, including:	IP	0.05	0	0.05	0	
	2.96	a) Candidates for the post of the Director-General will address the Conference at which the election will be held. Members will have the opportunity to put questions to candidates (expenses of candidates will be covered from the FAO budget);	IP	0	0	0	0	
	2.97	b) Candidates for the post of the Director-General will address a session of the FAO Council not less than 60 days prior to the Conference at which the election will be held. At that session both Members and observers to the Council will have the opportunity to put questions to candidates (the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made - expenses of candidates will be covered from the FAO Budget);	IP	0	0	0	0	
	2.98	c) Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session;	IP	0	0	0	0	
	2.99	d) When the post of Director-General is due to become vacant it will be publicised, no less than 12 months before the closure of nominations, noting that all nominations remain fully the responsibility of Member Countries;	IP	0	0	0	0	
	2.100	e) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.	C09	0	0	0	0	
	2.101	Change Basic Texts for period of office of the Director-General to four years with possibility of renewal for one further period of four years	C09	0	0	0	0	
2	**Oversight - Amalia LoFaso**			**1.1**	**0**	**0.3**	**0**	**1.4**
	Evaluation			**1.1**	**0**	**0**	**0**	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				
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	2.77	Establishment of evaluation as a separate and operationally independent office inside the FAO secretariat structure, reporting to the Director-General and to the Council through the Programme Committee.	C09	0	0	0	0	
	2.78	An allocation for evaluation will be included in all extra-budgetary supported activities. In addition to the existing Emergency Evaluation Trust funds, another Trust Fund Pool account will be established to receive the evaluation funds for technical cooperation for development projects, including programme support to normative work. Large projects of technical cooperation for development (including those financed through Unilateral Trust Funds) will have a separate independent evaluation at least once in their lifetime. The criteria for separate evaluation and the levels of allocation in project budgets for evaluation will be in accordance with published guidelines that may be reviewed periodically by the governing bodies.	IP	1.1	0	0	0	
	2.79	Evaluation Staffing: a) Recruitment of Evaluation Director at D2 level. A panel consisting of representatives of the Director-General and Governing Bodies, as well as evaluation specialists from other UN agencies will review the terms of reference and statement of qualifications for the post, and then participate in a panel to screen and select an appropriate candidate. The Director of evaluation will serve for a fixed term of four years with the possibility of renewal for a maximum of one further term, with no possibility for reappointment within FAO to another post or consultancy for at least one year;	C09	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				
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	2.80	b) All appointments for evaluation of staff and consultants will follow transparent and professional procedures with the first criteria being technical competence but also with attention to considerations of regional and gender balance. The Director of Evaluation will have the main responsibility for the appointment of evaluation staff and the responsibility for appointment of consultants in conformity with FAO procedures.	C09	0	0	0	0	
	2.81	Quality assurance and continued strengthening of the evaluation function:	C09	0	0	0	0	
		a) Strengthening of existing independent peer review of major reports		0	0	0	0	
	2.82	b) Biennial review by a small group of independent peers for conformity of work to evaluation best-practice and standards - report to management and the Council together with the recommendations of the Programme Committee	NS	0	0	0	0	
	2.83	c) Independent Evaluation of the evaluation function every six years - report to management and the Council together with the recommendations of the Programme Committee	NS	0	0	0	0	
	2.84	Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter", including the above, and a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;	C09	0	0	0	0	
	2.85	b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;	C09	0	0	0	0	
	2.86	c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;	C09	0	0	0	0	

		Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				Total
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	2.87	d) all evaluation reports, management responses and follow-up reports will continue to be public documents, fully available to all FAO Members. Efforts to discuss and bring the reports to the attention of all concerned Governing Body members will also be further strengthened through consultative groups and workshops on individual evaluations;	C09	0	0	0	0	
	2.88	e) the evaluation office will have an institutionalised advisory role to management on results based management and programming and budgeting, reinforcing the feed-back and learning loop;	NS	0	0	0	0	
	2.89	f) evaluation will be well coordinated within the UN system, taking account of the work of the Joint Inspection Unit (JIU) and the evaluation office will continue to work closely with the United Nations Evaluation Group (UNEG).	C09	0	0	0	0	
	2.90	g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	C09	0	0	0	0	
	Audit			**0**	**0**	**0.3**	**0**	
	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	IP	0	0	0.3	0	
	2.92	The Audit Committee: a) will be appointed by the Director-General and have a membership which is fully external agreed by the Council on the recommendation of the Director-General and Finance Committee	IP	0	0	0	0	
	2.93	b) present an annual report to the Council through the Finance Committee	IP	0	0	0	0	
	2.94	The External Auditor will assume responsibility for audit of the immediate office of the Director-General in addition to the regular audits carried out by the Inspector-General	IP	0	0	0	0	
3	**Reform of Programming, budgeting and Results Based Monitoring - Boyd Haight**			**0.7**	**0.2**	**0.1**	**0**	**1**
	FAO Strategic Objectives and the New Results-Based Framework			**0.2**	**0**	**0**	**0**	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
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	1.1	Decide the application of the new Results-Based Framework	C	0	0	0	0	
	1.2	Decide Vision and Global Goals	C	0	0	0	0	
	1.3	Decide in principle Strategic Objectives, Functional Objectives and Core Functions	C	0	0	0	0	
	1.4	Adopt in principle the format for the presentation of Strategic Objectives and Organizational Results	C	0	0	0	0	
	1.5	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing	C09	0	0	0	0	
	1.6	Develop results-based monitoring system	IP	0.2	0	0	0	
	1.7	Develop the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	C09	0	0	0	0	
	1.8	First report on organizational performance based on new results-based system for 2010-11 biennium (in 2012)	NS	0	0	0	0	
Reform of Programming, Budgeting and Results Based Monitoring				**0**	**0**	**0**	**0**	
	3.1	Introduction of revised Programme and Budget Documentation consisting of the following sections, which may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009 for 2010-2011 biennium):	C09	0	0	0	0	
	3.2	i) Strategic Framework with a 10-15 year time horizon reviewed every four years and including: - Analysis of the challenges facing food, agriculture and rural development and the dependent people, including consumers; • Strategic Vision, • The Goals of Member Nations, and Strategic Objectives for achievement with support from FAO by Member Countries and the international community, including indicative targets and indicators of achievement (some 8-12);	C09	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				
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	3.3	ii) Medium Term Plan with a four year time horizon and reviewed each biennium, including: Strategic Objectives for achievement with support from FAO by member Countries and the international community, as per the Strategic Framework,	C09	0	0	0	0	
		• Organizational Results framework (outcomes) – a maximum of some 80 inclusive of the core functions, contributing to the achievement of Strategic Objectives by Member Countries and the international community. Each Organizational Result will have specified achievement targets and indicators for verification, show FAO's contribution and indicate the budget from assessed contributions and estimated extra-budgetary resources (targets may be conditioned upon level of extra-budgetary resources) Gender will be fully integrated into the Strategic Framework and Medium Term Plan and will no longer have a separate Plan of Action,						
		• Impact Focus Areas which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas,						
		• Core Functions of FAO, and						
		iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;						

		Integrated IPA	**Action Status**	**2010/11 Cost & Savings USD Millions**				
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	3.4	iv) Programme of Work and Budget, each covering a single biennium, with the budget divided between an administrative budget and a programme budget presented in a results based framework and providing: • Organizational Results framework (outcomes) as per the Medium Term Plan, including the organizational responsibility for each result; • Quantification of costs for all Organizational Results and all obligations • Calculation of cost increase and planned efficiency savings, • Provision for long-term liabilities, under-funded obligations and reserve funds • Draft Programme and Budget resolution.	C09	0	0	0	0	
	3.5	v) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme development process.	C	0	0	0	0	
	3.6	Introduction of a Revised Implementation Performance Results Based Management monitoring system and report: Each report will cover the previous biennium and report on delivery, and targets and indicators of results as well as efficiency indicators for the functional objectives. This report will replace the current Programme Implementation Report.	IP	0	0	0	0	
	7.1	Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)	IP	0	0	0	0	
	3.7	Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing). The date of the FAO Conference will move to June, starting from 2011, with a corresponding shift in the dates of all other meetings (the Council will meet in September 2009 in order to prepare the Converence - in line with the new cycle). The following full cycle will be introduced starting 2010 (for	IP	0	0	0	0	

	Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				
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	budgetary provision for meetings - see B Governance Reform):						
3.8	i) Year 1 of the biennium (with at least two meetings of the Council): • the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: FAO performance in contributing to results against performance indicatores, including any pertinent evaluations, and • priorities ad results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium; • The Regional Conferences will with respect to their Regions, review and make recommendations on: • FAO performance in contributing to results against performance indicators, including any pertinent evaluations; • priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and • policy issues for the region to be considered at global level or through additional action at regional level. • The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on: • the performance implementation report for the previous biennium, including performance against indicators; • major evaluations; • budgetary and implementation performance in the second half of the year; • any necessary adjustments in the	NS	0	0	0	0	

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agreed Programme of Work and Budget; • approve in advance requested reallocations between Chapters.						

	Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				Total
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3.9	ii) Year 2 of the biennium (with at least two and probably three main meetings of the Council): • Throughout the year the Programme and Finance Committees and the Council will review and make decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested reallocations between Chapters; • January - March: the Programme and Finance Committees and the Council will review the proposed Medium Term Plan and Programme of Work and Budget and in every second biennium, the Strategic Framework; • January –March: - not as part of the Governing Body cycle of meetings - an informal meeting will be held of interested members and other potential sources of extra-budgetary funds and partnership, to exchange information on extra-budgetary funding requirements, especially in relation to Impact Focus Areas; • March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level; • June: The Conference will approve the Results Framework and budgetary aspects including the budget level; and • September – November: the Programme and Finance Committees and the Council will if necessary consider and approve any changes in the Results Framework and budgetary allocations following the Conference decision on the budget level.	NS	0	0	0	0	
3.10	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions	C09	0	0	0	0	
3.11	In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions.	IP	0	0	0	0	

		Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				
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		Design new Planning and Budgeting Model		**0.5**	**0**	**0**	**0**	
	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.	IP	0.5	0	0	0	
		Publishing in all Languages of the Organization		**0**	**0.2**	**0.1**	**0**	
	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	NS	0	0	0	0	
	3.57	Separate mirror websites to the FAO website will be developed for Arabic and Chinese	NS	0	0.2	0.1	0	
		Comment: Action items 3.56 and 3.57 were moved from Project 9 to Project 3						
		Interdisciplinarity		**0**	**0**	**0**	**0**	
	6.2	5% budget to DDGs for interdisciplinary work	IP	0	0	0	0	
4		**Resource Mobilization and Management - Mina Dowlatchahi**		**0**	**0.7**	**0.7**	**0**	**1.4**
		Resource Mobilization and Management Strategy		**0**	**0.7**	**0.7**	**0**	
	3.12	To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognising that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:	C09	0	0.35	0.35	0	
	3.13	a) review by the Council of the plans for, the application and results of extra-budgetary resources in an integrated framework on the basis of the findings and recommendations of the Programme and Finance Committees, ensuring that resources are mobilized to support the agreed priorities of the Organization;	C09	0	0	0	0	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				Total
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3.14	b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, management and coordination of resource mobilization, including donor relations on policy, , in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the decentralized offices and operations units in their liaison with donors;	IP	0	0.35	0.35	0	
3.15	c) vigorously pursue new partnerships, including with the private foundations;	IP	0	0	0	0	
3.16	d) keep under continuous review both efficiency measures and the cost of support services to extra-budgetarily funded work to ensure that there is no cross-subsidisation between the sources of funds.	C	0	0	0	0	
3.17	Review treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution with a view to their developing a greater degree of self-funding from their members (see also 2.69). Present report to Council and reports to the partieis to the agreements.	NS	0	0	0	0	
3.18	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability, taking account of the Recommendations of the Finance Committee, including:	C09	0	0	0	0	
3.19	a) annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears and its implications for the Organization's liquidity;	C	0	0	0	0	
3.20	b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;	C	0	0	0	0	
3.21	c) continuation of the present responsible borrowing policy to smooth cash flow	C	0	0	0	0	

	Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				
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5	**Technical Cooperation Programme - Yuriko Shoji**		**-0.62**	**0**	**0**	**0**	**-0.62**
	Technical Cooperation Programme		-0.62	0	0	0	
	3.22	TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies and 3% for inter-regional projects	C09	-0.62	0	0	0	
	3.23	Indicative allocations to regions agreed as follows with review by the Council every four years in line with the Medium Term Planning cycle: Africa 40%; Asia and Pacific 24%; Latin America and Caribbean 18%; Europe 10%; Near East 8%. Developed countries are eligible for TCP but only ona full refund basis	C09	0	0	0	0	
	3.24	TCP project cycle and TCP approval guidelines to be reviewed in 2009, reaffirming priority to Least Developed Countries; Low-Income Food-Deficit Countries; Small Island and Land-Locked Developing States, further clarifying existing Council approved guidelines and specifying:	C	0	0	0	0	
	3.25	a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;	C	0	0	0	0	
	3.26	b) specify minimum information required from countries for consideration of request;	C	0	0	0	0	
	3.27	c) clarify the project cycle - specifying the steps and responsibilities for clearances at each stage of the process, simplifying the number of steps, and with delegations to decentralized offices at the lowest level possible;	C	0	0	0	0	
	3.28	d) clearly specify timelines for each stage of the process so that managers can be held accountable;	C	0	0	0	0	
	3.29	There will not be universal criteria for the proportion of TCP funding to go to Regional and sub-regional projects, as this varies from region to region.	C	0	0	0	0	
6	**Decentralization - Daud Khan**		**4.6**	**0**	**0**	**0**	**4.6**

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Decentralization			**4.6**	**0**	**0**	**0**	
3.76	The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action	NS	0	0	0	0	
3.77	Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link	C	0	0	0	0	
3.78	Transfer the primary reporting line for decentralised technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator	C09	0	0	0	0	
3.79	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)	C	0	0	0	0	
3.80	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)	C09	0	0	0	0	
3.81	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc.	IP	0	0	0	0	
3.82	Revise all delegated authorities to decentralized offices and control procedures (see also above)	IP	0	0	0	0	
3.83	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region	C	0	0	0	0	

		Action Status	2010/11 Cost & Savings USD Millions				
Integrated IPA			**Net App.**	**Inv.**	**Rec.**	**Sav.**	**Total**
3.84	Clearly distinguishing between well established offices and any plans for additional new offices, rationalise coverage of country offices following results of review utilising agreed criteria, taking into account both existing and potential locations, efficiency, projected cost savings and cost/benefit analysis. Implementation of the results of the review will ensure that at a minimum the structural deficit is eliminated in the Country representation (FAORs) through alternative forms of country presence, with further reductions desirable to free up resources for the improved functioning of the decentralized offices. Criteria to be applied: a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3); b) commitment to the National Medium-Term Priority Frameworks as they are developed with FAO; c) size and poverty levels of agriculturally dependent population; d) priority to Least Developed Countries; e) potential for agriculture in economic growth; f) ease of servicing from another country; g) potential for shared or fully joint representations with the UN system, particularly with other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	IP	0	0	0	0	
3.85	Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices	IP	0	0	0	0	
3.86	Clarify coverage of Near East Regional Office	IP	0	0	0	0	

		Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				
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	3.87	Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)	IP	0	0	0	0	
	3.88	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices	IP	0.4	0	0	0	
	3.90	Upgrade of ICT infrastructure and Information Systems Functional Support for Decentralized Offices	IP	4.2	0	0	0	
		Comment: The Resolution 1/2008 description for IPA action 3.90 was - Deployment of support systems (including training and upgrade of IT information systems) and has been modified as stated in the action column						
	3.95	Transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations	IP	0	0	0	0	
7a	**Headquarters Structure - Jim Butler**			**0.25**	**0**	**0**	**0**	**0.25**
	Headquarters Structure			**0.25**	**0**	**0**	**0**	
	3.91	a) establish offices of: i) Strategy, Planning and Resource Management;	C09	0	0	0	0	
	3.92	ii) Evaluation;	IP	0	0	0	0	
	3.93	iii) Legal and Ethics	IP	0	0	0	0	
	3.94	b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;	IP	0	0	0	0	
	3.96	e) delayering of D level posts (27 to be abolished for 2010-11 biennium)	IP	0	0	0	0	
	3.97	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below:	IP	0.1	0	0	0	
	3.98	Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates • Technical Departments in light of Medium Term Plan	IP	0	0	0	0	

		Integrated IPA	Action Status	2010/11 Cost & Savings USD Millions				
				Net App.	Inv.	Rec.	Sav.	Total
		• Operational functions in light of Medium Term Plan and the Root and Branch Review						
		Support Services, Administration and Human Resources in light of Root and Branch Review						
	3.99	Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11	C09	0	0	0	0	
	3.100	Appoint Senior Executive Management Team including two DDGs	IP	0	0	0	0	
	3.101	Introduce new Headquarters Organizational Structure	IP	0.15	0	0	0	
	3.102	Reorganize senior management responsibilities, including for strategic objectives and core functions	IP	0	0	0	0	
	3.103	Review reorganization with a view to further improvements (in 2012)	NS	0	0	0	0	
	Role of ODG				0	0	0	
	7.3	Re-define the role of the ODG with regard to administrative activities. Not performed because the management invited to focus on Corporate Services, but remains in scope and it is highly recommended to the management.	IP	0	0	0	0	
	CIO				0	0	0	
	7.4	IT responsibilities and functions should be consolidated in one CIO	IP	0	0	0	0	
7b	**Internal Governance - Jim Butler**			**0**	**0**	**0.1**	**-0.5**	**-0.37**
	Internal Committees			**0**	**0**	**0**	**0**	
	7.5	Review the roles of internal committees and reduce their number. Accomplished as part of the activities of the work-streams. Stage 2 reinforces this recommendation.	IP	0	0	0	0	
	IT Governance			**0**	**0**	**0.1**	**-0.47**	
	7.0	Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes	IP	0	0	0.1	-0.47	
8	**Partnerships - Mariam Ahmed**			**0**	**0.18**	**1**	**0**	**1.18**
	Partnerships			**0**	**0.18**	**1**	**0**	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				
				Net App.	Inv.	Rec.	Sav.	Total
	3.104	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	C09	0	0	0	0	
	3.105	a) not an end in themselves but a means for greater effectiveness in supporting international governance of agriculture and agricultural development, pursuing the objectives and priorities of the Strategic Framework of the Organization. The desirability of a partnership thus depends on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners;	C09	0	0	0	0	
	3.106	b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and	C09	0	0	0	0	
	3.107	c) generally built-up from ongoing collaboration.	C09	0	0	0	0	
	3.108	The nature of FAO's role will vary according to the different partnerships it engages in and the Organization may take a leadership role or act as facilitator in some, and be a participant in others. FAO must at all times preserve its neutral and impartial role and act in a transparent manner, avoiding partnerships where significant conflict of interest is of concern	C09	0	0	0	0	
		Comment: Actions 3.105 to 3.108 are criteria and qualifications on which to base the Guiding Principles stated in 3.104 and are not actions per se						
	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	IP	0	0	0.26	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
	3.110	Preparation of a short-term agenda of initiatives (12 months) that will generate outcomes and outputs and preparation of a medium-term action plan in line with the Medium Term Plan (4 years), including development and implementation of a training programme	NS	0	0	0.34	0	
	3.111	Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:	C09	0	0	0	0	
	3.112	a) areas of technical programme interface and overlap both in normative and development work;	C09	0	0	0	0	
	3.113	b) shared administration and services (taking note of the findings of the Root and Branch Review);	C09	0	0	0	0	
	3.114	c) joint oversight functions, including evaluation.	NS	0	0	0	0	
	3.115	Regular joint meetings of the management of the three organizations will take place with the membership to review progress	C	0	0	0	0	
	3.116	Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees	C09	0	0	0	0	
	3.117	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	NS	0	0.18	0.4	0	
	3.118	Establishment of focal point responsibilities for partnerships	C09	0	0	0	0	
	Joint Work with IAEA			**0**	**0**	**0**	**0**	
	6.4	Joint FAO/IAEA Division	IP	0	0	0	0	
	6.5	Synergy and partnerships	IP	0	0	0	0	
9	**Reform of administrative and management systems - Theresa Panuccio**			**0**	**2.99**	**1.51**	**-3.4**	**1.12**
	Reform of Administrative and Management Systems			**0**	**0.55**	**0.85**	**-0.36**	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
	3.38	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;	IP	0	0	0	0	
	3.40	Local procurement for emergencies;	NS	0	0	0	0	
	3.41	Opening of temporary operational cash accounts in the field;	C	0	0	0	0	
	7.6	New procurement model for managing the initial phases of purchasing actions	IP	0	0	0.3	0	
	7.7	Develop the registered vendors management towards an active suppliers management (partnership principles)	IP	0	0.4	0.3	0	
	7.8	Empowerment of regional and local officers in managing local procurement	NS	0	0	0	0	
	7.9	Transfer of transactional activities to the SSC	IP	0	0.15	0.25	-0.17	
	7.10	Align the objectives of the support functions with the strategic objectives of the organization, defining key efficiency targets and service level agreements - SLAs (commitment model). Converted into one of the Value Drivers to promote the reform	IP	0	0	0	0	
	7.11	Review reduction of multifunctional printers	IP	0	0	0	-0.19	
	7.12	Increase the range of support services and software development delivered from KCT offshore centre in Bangkok	NS	0	0	0	0	
	7.13	The CIO Division must fund and implement a proper induction and maintenance-training program for the decentralized ITO/ITSO staff, and this must include periodic visits to Headquarters so that the decentralized CIO Division staff build and maintain relationships with colleagues to supplement formal systems for information flow and problem solving.	NS	0	0	0	0	
Rome-based agencies - Joint procurement initiative				**0**	**0**	**0.5**	**-1.77**	
	7.14	Operational model for the implementation of partnerships in procurement actions with other UN agencies	IP	0	0	0	-1.17	
	7.15	Other activities of the Joint procurement initiative - Travel	NS	0	0	0.5	-0.6	
Registry				**0**	**2.4**	**0**	**-0.8**	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				
			Net App.	Inv.	Rec.	Sav.	Total
7.16	Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources	IP	0	2.4	0	-0.8	
	Follow-up to the Root and Branch Review		**0**	**0**	**0**	**0**	
3.44	Conduct of Root and Branch Review	C	0	0	0	0	
3.45	Review by management, the Council and the Finance Committee of the Final Report	C	0	0	0	0	
3.46	Development of follow-up action plan	C	0	0	0	0	
3.47	Review by Governing Bodies of the Follow-up Action Plan	C09	0	0	0	0	
3.48	Implementation of Action Plan	IP	0	0	0	0	
	Publishing in all Languages of the Organization		**0**	**0**	**0**	**0**	
3.55	A budget will be set aside for technical publishing (paper and web) in each FAO language. A panel of users of technical documentation in each language will decide on the application of funds for translation (this is in addition to the existing budget for main meeting documentation)	NS	0	0	0	0	
3.58	Following the findings of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs	NS	0	0	0	0	
	Printing/Translation		**0**	**0.04**	**0.16**	**-0.45**	
7.17	Proposal for a new Printing & Distribution department, including External Printing , Internal Printing and Distribution. Change of the printing and distribution procedure	C09	0	0.04	0.16	-0.45	
7.18	Change Translation Service Model. Enhance Terminology & Roster Management.	NS	0	0	0	0	
7.19	Change Translation Service Model. Translation service to be funded by Regular Programme	NS	0	0	0	0	
7.20	Review the Translation Service Model.	IP	0	0	0	0	
	Comment: Item undergoing internal review						
	Travel		**0**	**0**	**0**	**0**	
7.21	Review of the travel approval process	C	0	0	0	0	

10		**FAO Manual - Lucy Elliott**		**0**	**0**	**0**	**0**	**0**
	7.22	Carry out a major overhaul of the FAO Manual, reviewing and publishing a simplified framework, so that staff in all locations can understand-and comply with FAO rules and regulations.	NS	0	0	0	0	
		Comment: The E & Y Stage1 recommendation description for RBR action 7.22 was - Rationalize the set of policies and procedures of the FAO organization (manual) and has been modified as stated in action column						
	7.23	Create a Business Improvement Unit, including streamlining and process improvement, overhaul of the FAO Manual (see above), and other business improvement initiatives.	IP	0	0	0	0	
		Comment: The E & Y Stage1 recommendation description for RBR action 7.23 was - A Regulatory Unit should be established and has been modified as stated in action column						
		Basic Text change to facilitate delegation of authority		**0**	**0**	**0**	**0**	
	3.43	Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions.	C09	0	0	0	0	
		Comment: This action was reassigned to Project 10 from originally Project 9						
11a		**IPSAS - Nick Nelson**		**0**	**0**	**0**	**0**	**0**
	3.42	To Implement new or updated processes to support the recording, accounting, control and reporting of financial transactions at Decentralized Offices. Processes include the policy, procedures and system developments which collectively address the business requirements to support financial transaction processing at Decentralized Offices	IP	0	0	0	0	
		Comment: The Field Accounting System (FAS) replacement project, which has been integrated into the IPSAS project, will support the needs of the Decentralized Offices as regards the recording, accounting and reporting of financial transactions. FAS funding requirements in the PWB 2010-11 are part of the IPSAS project within the Chapter 8 proposals (Organizational Result 805). The Resolution 1/2008 description for IPA action 3.42 was - Development and deployment of a field version of oracle adapted to FAORs' needs. Note: some early actions will be completed by the time of the Special Session of the Conference; other major items which will incur costs beyond the Conference are reflected below (e.g. Root and Branch review and performance management) and has been modified as stated in the action column						
	7.24	Implementation of IPSAS as key initiative for the finance division and FAO as a	IP	0	0	0	0	

		whole						
		Comment: The estimated IPSAS project cost of USD 13.9 million is not part of IPA cost estimates. The IPSAS project cost for 2008-09 is included in Chapter 8 provisions, while funding proposals for the remaining costs are included in Chapter 8 of the draft PWB 2010-11.						
11b	**Oracle - Yasuko Hanaoka**			**1.625**	**3.85**	**0.125**	**0**	**5.6**
	7.25	Enhance Oracle ERP related functionalities to meet IPA requirements	NS	0	2.225	0.125	0	
		Comment: The E & Y Stage1 recommendation description for RBR action 7.25 was - Upgrade Oracle for staff Management and IT infrastructure in DOs and has been modified as stated in action column						
	7.26	Design of the Management Information System	IP	1.625	1.625	0	0	
12	**Enterprise risk management - Amalia LoFaso**			**0**	**0.9**	**0.4**	**0**	**1.3**
	Enterprise Risk Management Framework			**0**	**0.9**	**0.4**	**0**	
	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	C	0	0	0	0	
		Comment: AUD presented TORs for an external contract to complete a comprehensive enterprise risk management study to the FC (FC 126/4) 11 May 2009. The FC deferred the matter because it believed the TOR were not sufficiently detailed. The FC also wanted to first review the results from the Enterprise Risk Assessment (ERA) that Deloitte and AUD were completing on the Organization's current risk management structure before further considering the matter. On 30 July 2009, in lieu of submitting revised TORs for a study, Deloitte presented the results of the ERA to the FC (FC 128/8). Deloitte recommended that the current consultant led approach to implementing an organization-wide ERM under the IPA Reform Plan be replaced with an internally driven approach which would likely entail lower costs than the $2.5 million project proposed under the current IPA Plan. The FC endorsed the proposal and asked that it be kept apprised of any developments in implementing the ERM. Consequently, the present activity plan for Project 12 will be revised to reflect the new approach						
	3.50	Develop a project structure to implement an internally led organization-wide Enterprise Risk Management (ERM) e.g.organize a project team and its TOR, obtain necessary training and external guidance as needed, prepare a work plan, etc.	NS	0	0.5	0	0	
		Comment: The Resolution 1/2008 description for IPA action 3.50 was - Issue of external contract for the study and has been modified as stated in the action column under item 3.49.						
	3.51	Design an appropriate ERM model to develop a customized ERM framework for the organization, with the support of external risk management consultants. The ERM framework should include key components that address the objectives, strategy, organization, risk processes, monitoring and reporting.	NS	0	0	0	0	
		Comment: The Resolution 1/2008 description for IPA action 3.51 was - Review by management and the Council and Finance Committee of the Final Report and has been modified as stated in the action column under item 3.49.						

	3.52	Initiate a pilot to test the ERM framework before a large-scale implementation.	NS	0	0	0	0	
		Comment: The Resolution 1/2008 description for IPA action 3.52 was - Development of follow-up action plan and has been modified as stated in the action column under item 3.49.						
	3.53	Based on the results of the pilot, develop a comprehensive plan to fully implement ERM across the Organization.	NS	0	0	0	0	
		Comment: The Resolution 1/2008 description for IPA action 3.53 was - Review by Council and the Finance Committee of the Follow-up action plan and has been modified as stated in the action column under item 3.49.						
	3.54	Full Implementation of Enterprise Risk Management Structure and systems (Institutionalize ERM)	NS	0	0.4	0.4	0	
13	**Culture Change - Egle DeAngelis**			**1.95**	**1.15**	**0**	**0**	**3.1**
	Institutional Culture Change			**1.15**	**1.15**	**0**	**0**	
	3.30	Develop terms of reference, and appoint, an External Facilitator and change team	C	0	0	0	0	
	3.31	Development of Internal vision	C	0	0	0	0	
	3.32	Implementation of the vision	IP	1.15	1.15	0	0	
	Ethics			**0.8**	**0**	**0**	**0**	
	3.33	Appointment of an Ethics Officer, functioning of the office, and training of staff	C09	0.8	0	0	0	
	3.34	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	IP	0	0	0	0	
	3.35	Appointment and initiation of work by Ethics Committee	NS	0	0	0	0	
	3.36	Review of annual or biennial report of Ethics Committee by the Council on the basis of the findings and recommendations of the CCLM and Finance Committee	NS	0	0	0	0	
14	**Human Resources - Tony Alonzi**			**6.178**	**0.98**	**4.51**	**0**	**11.668**
	Human Resource Policies and Practices			**4.2**	**0.98**	**4.51**	**0**	
	3.37	Management Early Actions summary including: Delegations of authority from the Office of the Director-General for human resource actions;	C09	0	0	0	0	
		Comment: Action 3.37 was moved from Project 9 to Project 14						
	3.59	Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries	C09	0	0.08	0.21	0	

3.60	Introduce a package for increasing staff training, including in management	C09	0	0	1.8	0	
3.89	Strengthen staff training	IP	0	0	0	0	
	Comment: Action 3.89 was moved from Project 6 to Project 14						
3.61	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	C09	2.8	0	0	0	
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	C09	0	0	2	0	
3.63	Decentralise and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management	C09	0	0	0	0	
3.64	Wider publication of FAO vacancies	NS	0	0	0.3	0	
3.65	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	C09	0	0	0	0	
3.66	Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	NS	0	0.1	0	0	
3.67	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance	C09	0	0	0.2	0	
3.68	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO	C09	0	0	0	0	
3.69	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure	C09	0	0	0	0	
3.70	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	IP	1.4	0	0	0	
3.71	Introduce dual grading for P5/D1 and D1/D2 posts	C09	0	0	0	0	
3.72	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing	IP	0	0.8	0	0	
	Comment: This action has started in 2009, which was earlier than forecast by CR 1/2008						

	3.73	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs	C09	0	0	0	0	
	3.74	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants	C09	0	0	0	0	
	3.75	Governing Body action and action by management to secure changes at the UN Common System level	NS	0	0	0	0	
		a) develop proposals for Common System change		0	0	0	0	
		b) present changes to UN		0	0	0	0	
	HR Role			**1.978**	**0**	**0**	**0**	
	7.27	Define a new role for the HR Function and review the HR competency framework and accountability framework	IP	1.978	0	0	0	
15	**IPA - Governing body follow-up**			**0**	**0**	**0**	**0**	**0**
	Follow-up Arrangements Implementation of the IPA			**0**	**0**	**0**	**0**	
	4.0	Follow-up Arrangements for Implementation of the Immediate Plan of Action	C	0	0	0	0	
	Governing body follow-up			**0**	**0**	**0**	**0**	
	4.1	The Council will monitor the progress of implementation of the Immediate Plan of Action. and report to the Conference at its 36th Session (2009) and its 37th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	C	0	0	0	0	

	4.2	A time-bound **Conference Committee** will be established for the duration of 2009 under Article VI of the FAO Constitution to complete outstanding work within the Immediate Plan of Action (see below). It will present its report to the 36th Session of the FAO Conference in November 2009. This Committee will collectively decide the final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and with direct expert inputs to the Working Groups from the Programme and Finance Committees and the advice of the Council as appropriate. FAO management is expected to actively support the Committee and participate in its meetings and those of its Working Groups. The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees are: i) to recommend to the 36th session of the FAO Conference (2009):	C	0	0	0	0	
	4.3	• the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management with a new integrated results-based framework. These recommendations will be developed by the Conference Committee and will be undertaken with the support of a Working Group of the Conference Committee and with direct expert inputs to the Working Group from the Programme and Finance Committees, the support of management and the advice of the Council as appropriate;	C		0	0	0	
	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;	C	0	0	0	0	

	4.5	• further reforms of systems, culture change and organizational restructuring, including: • Follow-up action to the final report of the Root and Branch Review (17 April 2009); • Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework, • Plans for increased effectiveness and streamlining of the decentralized offices; • Plans for restructuring of headquarters; • Detailed proposals for strengthened financial management; and • Detailed proposals for strengthened Human Resource management.	C	0	0	0	0	
	4.6	ii) to provide policy oversight and guidance of the process of revision of the Basic Texts in line with the changes provided for in the Immediate Plan of Action (and propose the necessary changes to the Conference Report). This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM) and review by the Council as appropriate.	C	0	0	0	0	
	Funding 2009 Implementation Follow-up				**0**	**0**	**0**	
	4.10	Establish Trust Fund and costs of 2009 implementation	C	0	0	0	0	
	4.11	Contribute to trust fund	IP	0	0	0	0	
16	**IPA Management follow-up**			**1.58**	**1.58**	**0**	**0**	**3.16**
	FAO Managerial Arrangements for IEE Follow-up Implementation			**1.58**	**1.58**	**0**	**0**	
	4.7	Establish internal managerial arrangements including:	C	0	0	0	0	
	4.8	i) a reform support group;	C	0	0	0	0	
	4.9	ii) specialist working groups, including for the Root and Branch Review and the Change Team drawn from all parts and levels of the Organization (decentralised and centralised)	IP	1.58	1.58	0	0	
	7.28	Selection and prioritization of on-going initiatives	C	0	0	0	0	