Chairs' Aide Mémoire - Joint Meeting of CoC-IEE WG I, WG II & WG III
Wednesday 3 September 2008, 09.30 – 17.30
Ramalingam Parasuram, Chair WG III, Vic Heard, Chair WG I,
and Lamya Al-Saqqaf & Natalie Feistritzer, Co-Chairs WG II

1) **Requirements for Governance Oversight Follow-up Arrangements:** Members agreed on a combination of use of the Governing Bodies and a time-bound Conference Committee for follow-up of the Special Session of Conference in November 2008. It was noted that this would maintain continuity with the CoC-IEE Follow-up process and also strengthen involvement of the continuing Governing Bodies through the Council and the Committees on Programme, Finance and Constitutional and Legal Matters. It would also be less costly than relying exclusively on the Council and its subsidiary bodies

2) Members agreed the Council will monitor the overall progress of implementation of the Immediate Plan of Action (IPA), a task which it will continue for its full life. The Council will report on this matter to the Conference in 2009 and during 2009 will also make these sections of its reports available to the Conference Committee. It will be supported in this by the Programme and Finance Committees and reports from the management.

3) The Conference Committee will continue to ensure wide ownership by Members and will be mandated to complete its work prior to the September session of the FAO Council in 2009 in order for its report to be available to the Conference in November in a timely way. The Conference Committee and the Working Groups will also benefit from expert inputs from the Programme and Finance Committees and 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.

4) The functions of the Committee, supported by its Working Groups, without prejudice to the statutory functions of the Council and its standing committees, are to:

    a) recommend to the 36th session of the FAO Conference (2009):
        i. the new Strategic Framework, Medium-Term Plan 2010-13 and the Programme of Work and Budget 2010-11 on new integrated results-based framework;
        ii. further reforms of systems, culture change and organizational restructuring, including follow-up action to the final report of the Root and Branch Review (17April 2009) and initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework;
        iii. Plans for increased effectiveness and streamlining of the decentralized offices, and
        iv. Detailed proposals for strengthened Human Resource management.

b) Provide policy oversight and guidance to the process of revision of the Basic Texts by the Legal Office and the Committee on Constitutional and Legal Matters (CCLM).

5) **Basic Text Changes at the 2008 Special Session of the Conference:** Members noted that as individual Basic Text changes could have implication for changes elsewhere in the Texts, it was probably not possible to introduce any changes in 2008. However, the CoC-IEE did need clear advice from the CCLM prior to the 2008 Conference as to whether any aspect of the implementation of the Immediate Plan of Action during 2009 could be hampered, pending Basic Text Changes at the 2009 Conference. With respect to the Basic Texts Members also noted that a clear definition was required of the term "Governing Bodies".

6) **Management Institutional Arrangements for Follow-up:** Members noted Management arrangements were the responsibility of management and the role of members in this respect was advisory.

7) In the discussion Members suggested that Management consider a streamlining of its proposed arrangements, so that groups working on various topics (such as the Change team or aspects of Follow-up to the Root and Branch Review) all reported to the Reform Support Group, which should be chaired at a suitably senior level. The Reform Support Group could bring major issues to the Senior Management Meeting.

8) Members also welcomed Managements agreement that it would be useful to consider having a full time senior coordinator to assist in all elements of the reform working through the Reform Group.

9) **Preliminary Schedule of Costs and Savings:** Members welcomed Management's presentation of preliminary estimates (Annex 1), providing comparisons between the IEE estimates and the Immediate Plan of Action (IPA). However, they emphasized that the figures required more details on the basis for the calculations and the source and application of savings. The desirability of "repackaging" the presentation was emphasised in order to very clearly indicate the recurrent savings, which would be a return on investment.

10) Management was asked to produce a reworked paper providing a more elaborated breakdown of the costs and savings by year, including the basis of calculation and the detailed figures for insertion in the IPA.

11) On behalf of the joint Working Groups, the Chair of the CoC-IEE requested the Finance and Programme Committees to review this paper and advise the CoC-IEE in order that it could take account of any observations in October through the Addendum it would be producing to its report (which would also deal with Follow-up to the Root and Branch Review).

12) **Schedule for Implementation of the Immediate Plan of Action** (see Annex 2)**:** Members found the schedule useful, providing a clear summary and sequence of actions for ready comparison to the full IPA. There was a need to examine the sequencing to ensure that expectation for the number and scope of actions to be undertaken in 2009 was realistic.

13) Some Members identified individual items which they considered should be further discussed in the Working Groups before finalisation.

14) **Status Report on Management Early Actions:** Management provided Members with a detailed overview of the status its Early Actions. As there was not time to review this in detail, it will be further examined at a subsequent session, probably in October once the IPA has been completed for consideration by the Conference.

Annex 1: Preliminary Schedule of Costs and Savings

Joint Meeting of Working Groups I, II and III Wednesday 3 September 2008

1.   This document reports on the estimated investment (one-time) and recurrent costs and savings for the implementation of the CoC-IEE Immediate Plan of Action (IPA), based on the information available to date.

I. IEE Costings and Preliminary IPA Schedule

2.   Before providing a more detailed overview of the estimated costs of the IPA, it may be useful to recall the tentative figures originally presented by the IEE in its report (C2007/7A.1). The IEE figures summarized in Table 1 below are the net average one-time and recurrent costs which were shown in Table 1.2 and Annex I of the IEE report, with some re-grouping in line with the Immediate Plan of Action sections.[1]

Table 1

Comparison of IEE and IPA costs (in USD millions)		
	IEE (average)	
	Investment	**Biennial Recurrent**
Governance Reform	0.4	15.4
Systems, Programme, Culture and Organizational Restructuring	14.1	7.1
Redeployment and separation costs	52.5	
Management and oversight of the IAP	2.0	
Total Average Investment and Recurrent Cost per IEE	**69.0**	**22.5**

3.   The original tentative costs developed by the IEE and the precosts for the IPA are not fully comparable with the costs for the IPA summarized in this paper. This is mainly due to a few large items which are either:
      a) costed on a different basis (for example, redeployment and separation costs, which in the case of the IEE include costs for decentralized restructuring), or
      b) not included in the IPA (for example, maintaining TCP at a certain level) or
      c) for which estimates are not yet available in the IPA (potential costs and savings resulting from the Root and Branch review).

4.   Table 2, therefore, adjusts the IEE costs for such items, so as to make a subsequent comparison of tentative costs and savings estimates of the IEE and the IAP more meaningful.

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[1] The figures do not include the funding of After-Service Liability Costs, which is subject to separate discussion. The estimate for this item in the IEE report is USD 39.7 million.

Table 2

(All figures in USD millions) IEE Tentative Costs adjusted for comparison purposes	IEE (average)	
	Investment	**Biennial recurrent**
Total investment and recurrent costs per IEE	**69.0**	**22.5**
Adjustments pertaining to systems, programme, culture and organizational restructuring		
Remove costing of funds required to maintain TCP at present proportion of overall budget		(15.5)
Remove savings stemming from Root and Branch review		10.4
Remove savings stemming from increased self-funding of conventions and other statutory bodies		4.7
Adjustments pertaining to redeployment and separation costs		
Remove costs associated with the decentralized structure	(12.5)	
Adjusted total investment and recurrent costs per IEE	***56.5***	***22.1***

5.   Table 3 compares the adjusted investment and recurrent costs estimated by the IEE with the corresponding estimates by management in light of assumptions deriving from the deliberations of the Working Groups and contributions from management during the past months.

- It may be noted that the estimates for total investment costs are approximately USD 29 million higher in the IEE figures than in the comparable IPA estimates (USD 56.5 million versus USD 27.9 million respectively). This is mainly as a result of higher redeployment and separation costs assumed by the IEE.
- The estimated recurrent biennial costs are approximately USD 11 million higher in the IPA than the average IEE estimate (USD 33.5 million versus USD 22.1 million). This is mainly as a result of the establishment of a staff redeployment fund, and for items in the category *Systems, Programme, Culture and Organizational Restructuring*, as described further below.

Table 3

Comparison of IEE costs (*adjusted*) and IPA costs (in USD millions)	IEE (average)		IPA	
	Investment	**Biennial Recurrent**	**Investment**	**Biennial Recurrent**
Governance Reform	0.4	15.4	0.5	9.2
Systems, Programme, Culture and Org Restructuring	14.1	6.7	13.0	19.3
Redeployment and separation costs	40.0		12.4	5.0
Management and oversight of the IAP	2.0		2.0	
Total	**56.5**	**22.1**	**27.9**	**33.5**

II. Further detail on preliminary schedule of costs and savings

6.   Annex I provides a more detailed overview of the estimated costs and savings (one-time investment and recurrent) which would arise from the implementation of the IPA in 2009 and in 2010-11. The one-time investment and recurrent costs are summarized in Table 4 below. The estimates reflect incremental requirements and savings taking the approved PWB 2008-09 as the starting point.

7.   It should be highlighted that, although many of the actions necessitate substantial staff time involvement, this preliminary schedule does not attempt to cost and reflect this time commitment, with the exception of backfilling for the Culture Change Team and the cost of management and oversight of the IPA (see further below). The cost of the Root and Branch review undertaken by Ernst and Young (USD 2.2 million) plus backstopping by FAO counterparts for the first 4 months of 2009 (US$ 0.2 million) is included in the IPA figures.

Table4

Preliminary schedule of costs and savings of the IPA (in USD millions)				
	2009		**2010-2011**	
	Investment	**Recurrent**	**Investment**	**Recurrent**
Governance Reform				
Evaluation, Audit and Org Learning				4.8
Governance Priorities	0.2	1.4	0.3	4.4
Total Governance Reform	*0.2*	*1.4*	*0.3*	*9.2*
Systems, Prog., Culture and Org Restructuring				
Technical Cooperation Programme	0.5		0.1	(0.9)
Institutional Culture Change	1.3			
Root and Branch Review	2.4			
Rotation Policy				8.8
Young Professionals programme				2.0
Decentralization (including IT upgrading)	0.7	1.0	1.0	4.0
Other	4.7	1.8	2.3	5.4
Total Systems, Prog., Culture and Org Restr.	*9.6*	*2.8*	*3.4*	*19.3*
Savings from HQ delayering				(17.4)
Reinvestment to strengthen technical progs				17.4
Redeployment and Separation Costs			12.4	5.0
Management and oversight of the IPA	1.0		1.0	
Grand Total	**10.8**	**4.2**	**17.1**	**33.5**

8.   As shown in Table 4 and in the Annex, total investment and recurrent biennial costs foreseen in 2009 amount to USD 15.0 million. A further USD 17.1 million in investment costs is foreseen in 2010-2011, and final resulting recurrent biennial costs are expected to be in the range of USD 33.5 million. To fully fund investment (USD 10.8 million) and recurrent (USD 4.2 million) costs in 2009, it is envisaged that extra-budgetary resources will be needed. For 2010-11, a comprehensive proposal will be included in the context of the PWB 2010-11.

9.   Some further detail on costs by category is provided below.

Governance Reform

10.   Whereas investment costs are minimal in this category, recurrent costs are estimated at a minimum of USD 9.2 million per biennium.

11.   Approximately half of the costs result from the recommendation to increase the evaluation budget to 0.8%-1.0% of the total Regular Programme budget. The remaining increase is due to changes in practice and ways of working of the Governing Bodies. In this regard, it should be stressed that the costings presented are based on the *minimum* number of meetings to be held each biennium, as identified in the IPA. The costs would be higher if additional or longer sessions took place.

12.   Among the Governing Bodies, the largest increase is foreseen under the **Council**. The costs are based on five 4-day sessions and four 2-day meetings after each Programme and Finance Committee session per biennium. The costs also include translation of verbatim records into five languages so that they are available in all six FAO languages.

13.   The incremental recurrent costs for the **Programme and Finance Committees** are minimal as the assumptions are based on the same number of days as currently budgeted (four 5-day sessions per Committee per biennium). An increase in membership of two Members per Committee and additional interpretation requirements based on silent observers is included.

14.   The increase under the **Regional Conferences** is for travel costs to present the Regional Conference Report to the Council and Conference. No increase for strengthening the Regular Programme budgets of the Regional Conferences is currently foreseen, as was originally included in the IEE costings.

Reform of Systems, Programme & Budgeting, Culture Change and Organizational Restructuring

15.   The items with significant investment and/or recurrent costs in this category are described below. As regards the **Root and Branch review**, it is recalled that the Terms of Reference seek, for April 2009, a time-bound target for substantial administrative efficiency and productivity improvements. They also request, for submission in April 2009, a quantification of savings that may be obtained through improved delivery systems as well as the identification of one-time and on-going costs (including backfilling costs) and savings arising from implementing the detailed recommendations with an indication of the break even point. Accordingly, the costs and savings that may result from the implementation of the recommendations stemming from the Root and Branch Review cannot yet be estimated and are therefore not included in the tables.

16.   Under the **Technical Cooperation Programme**, recurrent savings would arise from the abolition of posts at headquarters which would be partially offset by new posts in the Regional Offices (savings of USD 0.9 million).

17.   The one-time costs for **institutional culture change** include an external facilitator and travel, but also include partial backfilling for internal staff on the Culture Change team given the importance of releasing these staff members from their normal duties (US$ 1.3 million).

18.   Under Human Resource Policies and Practices:
- Implementing the **rotation policy** is expected to incur recurrent costs of USD 8.8 million per biennium, assuming 400 potential posts for rotation and a cycle of five years (i.e. 80 rotations per year).
- The establishment of approximately 40 P-1 posts under the **Young Professionals programme** is assumed, with 30 posts handled through regradings within the current structure (incremental cost is USD 2 million per biennium).
- Dual gradings of D1/D2 posts could result in savings of approximately USD 1 million per biennium.
- Rationalising the use of **retirees** is expected to result in a loss of efficiency savings currently realized under this category. Although the substitution rate with more expensive forms of Human Resources cannot be fully anticipated or calculated, a biennial estimate of USD 2 million is included.

19.   Under the **Decentralization** category, rationalizing the coverage of country offices would require approval by the governing bodies and any savings arising are expected to be reinvested in the decentralised structures. The net saving is therefore shown as net zero in the table. Savings per office when converting to multiple accreditation are estimated at USD 0.3 million.

20.   Under this category is also included the cost of **upgrading the IT infrastructure** of the decentralized office network (investment of USD 1.4 million and recurrent cost of USD 3.4 million), which is a necessary pre-requisite for the effective functioning of these offices and the transfer of additional responsibilities.

Delayering and Reinvestment, Redeployment and Separation, and Management and Oversight of the IPA

21.   Management aims to implement a **delayering** proposal at the Director-level, which would be in the same order of magnitude as the IEE proposals. A reduction of 13 D-level posts has already been proposed in 2008/9 in the context of efficiency savings, while further delayering opportunities (27 posts) will be pursued in 2010-11 by introducing a new streamlined management model at divisional level. In line with the recommendations of the IEE, the expected biennial savings (USD 17.4 million) would be **reinvested** to strengthen technical programmes.

22.   The largest investment costs are for estimated headquarters **redeployment and separation costs** (USD 12.4 million). These figures are still very tentative, as accurate estimates will depend on the final structure at headquarters as well as redeployment opportunities for affected staff members. The figures take into account management's delayering proposal at headquarters but does not yet include a figure for possible restructuring in the FAO Representations. Furthermore, USD 5 million is included under recurrent costs in this category, to enable the establishment of a staff redeployment fund.

23.   Finally, the **management and oversight** of the implementation of the IPA by Senior Management has an estimated cost of USD 2 million. The costing is based on the expected time commitments of the Director-General's Representatives on the CoC-IEE and its Working Groups, the senior representatives from each Department /Office on the Reform Group, consultations with the Joint Advisory Committee on FAO Reform (JAC/FAR) and Senior Management Meetings, including more effective participation of decentralized offices.

III. Conclusion

24.   Preliminary cost estimates for the implementation of the IPA are approximately USD 27.9 million in investment costs and USD 33.5 million in recurrent biennial costs. The requirements for 2009 are estimated at USD 15.0 million. Extra-budgetary resources would be needed to fully fund such requirements in 2009, while for 2010-11, a comprehensive proposal will be included in the context of the PWB 2010-11. The cost and saving estimates are still subject to considerable adjustment, such as the potential costs and savings stemming from the implementation of the recommendations of the Root and Branch review, which are not yet included. Estimates could also change once activities are further underway and/or if assumptions behind the costings change.

Preliminary schedule of costs and savings of the Immediate Plan of Action (USD millions)

			2009			2010-11 biennial		2009-11 Investment Total
			Investment	Recurrent	Total	Investment	Recurrent[2]	
Governance Reform	Governance Priorities - Action Matrix		-	-	-		-	**-**
	The Conference – Action Matrix		-	0.2	0.2	-	0.4	**-**
	The Council – Action Matrix		-	1.0	1.0	-	3.3	**-**
	Programme and Finance Committees – Action Matrix		-	0.1	0.1	-	0.1	**-**
	Committee on Constitutional and Legal Matters (CCLM) – Action Matrix		-	-	-		-	**-**
	Regional Conferences – Action Matrix		-	-	-		0.3	**-**
	Technical Committees – Action Matrix		-	0.1	0.1		0.1	**-**
	Statutory Bodies, Conventions, Treaties, Codex, etc. – Action Matrix		0.1	-	0.1	0.2	-	**0.3**
	The Revision of Basic Texts (costs)		0.1	0.1	0.2	0.1	0.2	**0.2**
	Evaluation, Audit and Organizational Learning - Action Matrix		-	-	-		4.8	**-**
	Appointment and Term of Office of the Director-General - Action Matrix		-	-	-		-	**-**
Governance Reform Total			**0.2**	**1.4**	**1.6**	**0.3**	**9.2**	**0.5**
Systems, Programme, Culture and Organizational Restructuring	Reform of Programming, Budgeting and Results Based Monitoring – Action Matrix	Revised Programme and Budget Doc	0.2	-	0.2		-	**0.2**
		Revised Implementation Performance monitoring	0.1	-	0.1	0.2	-	**0.3**
		Resource Mobilization and Management Strategy – Action Matrix	0.7	-	0.7		0.7	**0.7**
	Reform of Programming, Budgeting and Results Based Monitoring – Action Matrix Total		1.0	-	1.0	0.2	0.7	**1.2**
	Technical Cooperation Programme – Action Matrix		0.5		0.5	0.1	(0.9)	**0.7**
	Institutional Culture Change		1.3	-	1.3		-	**1.3**
	Ethics		0.2		0.2	-	0.7	**0.2**
	Reform of Administrative and Management Systems – Action Matrix	Reform of Administrative and Management Systems – Action Matrix				-		**-**
		Root and Branch Review	2.4	-	2.4		-	**2.4**
		Enterprise Risk Management Framework	1.0	-	1.0	1.4	-	**2.4**
	Reform of Administrative and Management Systems – Action Matrix Total		3.4	-	3.4	1.4	-	**4.8**
	Publishing in all Languages of the Organization - Action Matrix		0.2		0.2	-	0.1	**0.2**
	Human Resource Policies and Practices - Action Matrix	Increasing staff training	1.2	0.9	2.1		1.8	**1.2**
		Rotation Policy	-		-		8.8	**-**

[2] To continue in subsequent biennia.

Note: all figures are rounded to one decimal.

Preliminary schedule of costs and savings of the Immediate Plan of Action (USD millions)

		2009			2010-11 biennial		2009-11 Investment Total
		Investment	Recurrent	Total	Investment	Recurrent²	
	Young Professionals programme				-	2.0	**-**
	Wider publication of FAO vacancies	-	0.1	0.1		0.2	**-**
	Competency profiles	-	0.1	0.1		0.2	**-**
	Recruitment of consultants		0.2	0.2		0.4	**-**
	Dual gradings D1/D2		(0.5)	(0.5)		(1.0)	**-**
	Upgrade Oracle for staff management	0.6		0.6	0.6		**1.2**
	Human Resource Policies and Practices - Action Matrix	-	-	-		-	**-**
	Rationalise use of FAO retirees		1.0	1.0		2.0	**-**
	Policy for geographical and gender representation	0.1	0.1	0.2		0.1	**0.1**
Human Resource Policies and Practices - Action Matrix Total		1.9	1.9	3.8	0.6	14.5	**2.5**
	Decentralization - Action Matrix	-	-	-		-	**-**
	Redefine decentralized job descriptions, etc	0.1		0.1			**0.1**
Decentralization - Action Matrix	Upgrading IT Communications Infrastructure in Decentralized Offices	0.5	0.7	1.2	0.9	3.4	**1.4**
	Performance based monitoring for Decentralized Offices	0.1	0.3	0.4	0.1	0.6	**0.2**
Decentralization - Action Matrix Total		0.7	1.0	1.7	1.0	4.0	**1.7**
	Partnership - Action Matrix	0.3	-	0.3	0.1	0.3	**0.5**
Systems, Programme, Culture and Organizational Restructuring Total		**9.6**	**2.8**	**12.4**	**3.4**	**19.3**	**13.0**
Delayering and Reinvestment	Savings from HQ delayering					(17.4)	**-**
	Reinvestment of delayering savings to strengthen technical programmes					17.4	**-**
Delayering and Reinvestment Total		**-**	**-**	**-**		**-**	**-**
Redeployment and separation costs		-		-	12.4	5.0	**12.4**
Management and oversight of the IPA		1.0		1.0	1.0		**2.0**
Grand Total		**10.8**	**4.2**	**15.0**	**17.1**	**33.5**	**27.9**

Annex 2:

Schedule for Implementation of FAO Immediate Plan of Action 2008 - 2011

ID	Task Name
1	New FAO Vision and Programme Priorities (Introduction of)
2	Strategic Framework
3	Medium-Term Plan
4	Programme of Work and Budget
5	Governance Reform
6	The Conference
7	Each session of the Conference will have one major theme agreed by the Conference
8	Conference will meet in June of the second year of the biennium
9	Conference will decide Priorities, Strategy and Budget on the basis of a Council recommendation
10	There will be a reduction in formal plenary meetings and more side events
11	Basic Text changes for functions
12	The Council
13	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution
14	The Council will meet more flexibly on the request of members and for variable lengths of session as appropriate to the agenda
15	The Council Report will consist of resolutions, decisions and recommendations
16	The Council will no longer discuss global policy and regulatory issues
17	The Council membership will be revised as follows: change in representation to be decided; term of membership will become two years
18	The Independent Chairperson of the Council: Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO
19	Changes of practice, including ways of working and reporting lines will be introduced for the Council
20	Introduce Basic text changes for functions, reporting lines
21	Programme and Finance Committees
22	Clarifications of functions and ways of working will be introduced immediately
23	Programme Committee functions will emphasise programme priorities, strategy and budget
24	Finance Committee will cover all aspects of administration, services and human resources as well as finance
25	The Committees will meet more flexibly on the request of the Council and members and for variable lengths of session as appropriate to the agenda
26	The two Committees will hold more joint meetings
27	They will be required to make clear recommendations and give more attention to policies, strategies and priorities
28	The Finance Committee will no longer be required to review the WFP Strategy
29	Introduce changes in practice, including ways of working
30	Introduce Basic text changes for functions of the committees
31	Programme and Finance Committees Membership, chairs and observers
32	chairs will be elected by the Council on the basis of their individual qualifications

Legend:
Task | Milestone | External Tasks
Split | Summary | External Milestone
Progress | Project Summary | Deadline

Project: Schedule for Implementation of
Date: Thu 28/08/08

Page 1

12

Schedule for Implementation of FAO Immediate Plan of Action 2008 - 2011

ID	Task Name	2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
33	the membership of the Committees will each be increased																
34	committees, including joint meetings will be open to non-speaking observers																
35	Committee on Constitutional and Legal Matters (CCLM)																
36	The CCLM will be open to non-speaking observers																
37	Regional Conferences - Changes in lines of reporting, functions and ways of working																
38	Introduce changes in practice																
39	Introduce Basic text changes for functions, reporting lines																
40	Technical Committees and Ministerial Meetings																
41	The Committees will report to Council on FAO's budget, and the priorities and strategies																
42	Introduce changes in practice, including ways of working and reporting lines																
43	Introduce Basic Text changes for functions, reporting lines																
44	Basic Text Change to specify that the Conference or Council may call a Ministerial meeting																
45	Statutory Bodies, Conventions, Treaties, Codex, etc.																
46	Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC. Bring issues to the Governing Bodies through relevant Technical Committee																
47	Undertake a review to enable FAO to establish bodies with a high degree of self-governance and financing																
48	Further Actions to Improve the Effectiveness of FAO Governance																
49	The Council and all other Governing Bodies will prepare a multiyear programme of work of at least four years duration																
50	Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees																
51	Staff from permanent representations to FAO will only be recruited to posts and consultancies following normal FAO procedures																
52	Evaluation, Audit and Organizational Learning																
53	Establishment of evaluation as a separate office																
54	Evaluation Budget: The evaluation Regular Programme budget will be increased																
55	Evaluation Director and staff appointments procedures																
56	Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter"																
57	The provisions for evaluation as approved in the Charter reflected in the Basic Texts																
58	In line with current policy the work of the Inspector-General's office will be extended to major organizational risk areas																
59	The Audit Committee will have a membership which is fully external agreed by the Council on the recommendation of the Finance Committee																
60	The Audit Committee will present an annual report to the Council through the Finance Committee																
61	The External Auditor will assume responsibility for audit of the immediate office of the Director-General																
62	Appointment and Term of Office of the Director-General																
63	Introduce procedure and Basic Text changes to strengthen opportunity for the FAO Membership to appraise candidates																
64	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																

Project: Schedule for Implementation of
Date: Thu 28/08/08

Task		Milestone ◆	External Tasks
Split	....	Summary	External Milestone ◆
Progress		Project Summary	Deadline ⇩

Page 2

13

ID	Task Name	2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
65	Reform of Systems, Programming & Budgeting, Culture Change and Organizational Restructuring																
66	Reform of Programming, Budgeting and Results Based Monitoring																
67	Introduction of new Programming and Budgeting Governing Body cycle																
68	Council to meet 2 months before the Conference																
69	New Governing Body Cycle of meetings																
70	Introduction of a Revised Implementation Performance RBM monitoring system																
71	Monitoring System																
72	Report to the Governing Bodies																
73	Introduce necessary Basic text changes for Programme and Budget cycle including the timing of Governing Body sessions																
74	Introduce provisions for roll-over of up to five percent of the assessed budget, between biennia																
75	Resource Mobilization and Management Strategy																
76	Integrate into the programming and budgeting process extra-budgetary resources, including the definition of Impact Focus Areas																
77	First review by the Council of the plans for, the application and results of extra-budgetary resources																
78	Put in place a management structure for extra-budgetary resources and assessed contributions																
79	Carry out review of treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution																
80	Present report to Council and to the parties to the agreement																
81	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability																
82	First annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears																
83	Begin prominent reporting on the FAO website of the situations of timely payments																
84	Technical Cooperation Programme																
85	TCP resources to be allocated to regions under the authority of Regional Representatives																
86	Council review of TCP criteria for project approvals																
87	Institutional Culture Change																
88	Appointment of External Facilitator and change team																
89	Development of Internal vision																
90	Start of implementation of the vision																
91	Ethics																
92	Appointment of an Ethics Officer, functioning of the office, and training of staff																
93	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee																
94	Appointment and initiation of work by Ethics Committee																
95	Review of annual or biennial report of Ethics Committee																
96	Reform of Administrative and Management Systems																

Project: Schedule for Implementation of Date: Thu 28/08/08	Task		Milestone	◆	External Tasks	
	Split	....	Summary		External Milestone	◆
	Progress	▬▬▬	Project Summary		Deadline	⇩

Page 3

15

ID	Task Name	2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
97	Management Early Actions																
98	Delegations of authority from the Office of the Director-General for human resource actions																
99	Introduction of dual grading of posts for all categories																
100	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices																
101	Streamlining of travel procedures																
102	Local procurement for emergencies																
103	Opening of temporary operational cash accounts in the field																
104	Deployment of a field version of oracle adapted to FAORs' needs																
105	Basic Text changes to facilitate delegation of authority																
106	Follow-up to the Root and Branch Review																
107	Conduct of Root and Branch Review																
108	Review by management and the Governing Bodies of the Interim Report and design of major administrative organizational changes																
109	Review by management and the Governing Bodies of the Final Report																
110	Development of follow-up action plan to final report																
111	Review by Governing Bodies of the Follow-up Action Plan																
112	Initiate implementation of action plan																
113	Enterprise Risk Management Framework																
114	Agreement by Finance and Programme Committees and Council on Terms of Reference for a comprehensive enterprise risk management study																
115	Undertake external contract for the study																
116	Review by management and the Governing Bodies of the Final Report																
117	Development of follow-up action plan																
118	Review by Governing Bodies of the Follow-up action plan																
119	Initiate Implementation of Enterprise Risk Management Plan																
120	Publishing in all Languages of the Organization																
121	A budget provided for each FAO language																
122	Establish separate mirror websites to the FAO website from 2010-11 biennium for Arabic and Chinese																
123	A study of how to ensure quality and timely translation at reduced costs																
124	Human Resource Policies and Practices																
125	Introduce a package for increasing staff training, including in management																
126	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria																
127	Establish a joined-up and consistent system for the recruitment and development of young professionals																
128	Further decentralise and delegate decision making																

Project: Schedule for Implementation o
Date: Thu 28/08/08

Task		Milestone	◆	External Tasks	
Split		Summary		External Milestone	◆
Progress		Project Summary		Deadline	⇩

16

Schedule for Implementation of FAO Immediate Plan of Action 2008 - 2011

ID	Task Name
129	Initiate wider publication of FAO vacancies
130	Initiate procedures for full transparency in the selection and recruitment of all senior staff and FAORs
131	Revise competency profiles for Regional Representatives
132	Introduce transparency and competitive policies for recruitment of consultants
133	Rationalise the use of FAO retirees, who will not be used for long-term gap filling in vacant posts as a cost saving measure
134	Introduce an objective staff appraisal system
135	Introduce dual grading for P5/D1 and D1/D2 posts
136	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management
137	Establish a staff redeployment fund initially with extra-budgetary resources and subsequently replenished as a proportion of staff costs
138	Begin enhanced governance oversight of human resource policies through the Finance Committee
139	Governing Body action and action by management to secure changes at the UN Common System level
140	Develop proposals for common system change
141	Agree in Governing Bodies present to UN
142	Decentralization
143	Start organization of Senior Management Meetings so that ADG/Regional Representatives can be present via video link
144	Start provision of separate administrative and technical budget information for Decentralized Offices
145	Transfer the primary reporting line for technical officers in the regional offices to the Regional Representatives
146	Start full involvement of ADG/Regional Representatives in programming and budgeting
147	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)
148	Transfer primary responsibility for all aspects of FAORs to the Regional Representatives (ADGs)
149	Revise all delegated authorities to decentralized offices and control procedures
150	Discontinue all administrative responsibilities with sub-regional offices
151	Rationalise coverage of country offices utilising agreed criteria
152	undertake review
153	initiate rationalisation
154	Redefine composition of sub-regional and regional office staffing in line with priority needs
155	redefine composition
156	introduce changes
157	Clarify country coverage of Near East Regional Office
158	Introduce redefined job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures
159	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices
160	Strengthen staff training
161	Headquarters Structure (subject to further discussion by Working Groups on 9 September)

Legend:

Task	Milestone ◆	External Tasks
Split	Summary	External Milestone ◆
Progress	Project Summary	Deadline ⇩

Project: Schedule for Implementation o
Date: Thu 28/08/08

Page 5

17

Schedule for Implementation of FAO Immediate Plan of Action 2008 - 2011

ID	Task Name	2008				2009				2010				2011			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
162	Reorganize overall departmental structure and establish offices of Strategy, Planning and Resource Management, Evaluation, etc... and transfer OCD functions to Regional Offices																
163	Undertake internal technical department restructuring																
164	Reorganize senior management responsibilities, including for strategic objectives and core functions																
165	Reorganize administrative and support functions																
166	Review reorganization with a view to further consolidation and delayering																
167	Partnership																
168	Finalise guiding corporate principles on partnerships																
169	Stocktaking of partnerships																
170	Preparation of a short-term agenda of initiatives																
171	Further pursue partnership with the Rome based UN agencies																
172	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy																
173	Establishment of focal point responsibilities for partnerships																
174	Oversight and Follow-up and Implementation Arrangements																
175	Follow-up by the Governing Bodies																
176	Establishment of Governance Oversight and Follow-up arrangements																
177	Initial Oversight and Follow-up by Governing Bodies																
178	overall monitoring and follow-up of the implementation of the Immediate Plan of Action (progress in the Governing Bodies and implementation by management)																
179	the completion of development of the full Strategic Framework, Medium-Term Plan and Programme of Work																
180	revision of the Basic Texts of FAO																
181	Management Implementation Arrangements																

Project: Schedule for Implementation o Date: Thu 28/08/08	Task		Milestone	◆	External Tasks		
	Split	....	Summary		External Milestone	◆	
	Progress		Project Summary		Deadline	⇩	

Page 6