Check List of Progress in Addressing the IEE Recommendations
(periodically updated)

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
Overarching Recommendations								
1.1	Formulate and adopt a 3-4 year Immediate Action Plan (IAP) based on the Report recommendations. (Rec. 1.1)			X		X		Finalisation September 2008
		Management Early Actions integral to IAP	X					Monthly report on progress to Working Group III
1.2	Following the broad discussion and agreement on the way forward at the November 2007 Council and Conference, the Council should establish a joint working group with management to develop the Immediate Action Plan and start-up actions for implementation. (Rec. 1.2)				X	X		CoC-IEE process
Cluster 1: Strategy – Strategic Framework, Medium-Term Plan and Programme of Work and Budget								
2.1	**Strategic Framework & Strategic Objectives**: Develop a clearly-enunciated strategy covering the full range of FAO products to at least 2015, understood and endorsed by all its members and unequivocal in its stipulation of means-to-ends requirements. Existing programmes that do not fall with the Strategic Framework would be phased out, unless specifically approved by the Governing Bodies. (Rec. 7.1)	**Para 15: three Goals of Member Nations**		X				Agreed in principle
		Paras 15-20: Hierarchy of FAO Objectives contributing to a means-end relationship & Priority themes (impact focus areas		X				Present status: Programme Model Structure agreed in principle; Special Session of the Conference: Revised Programme Model & elements of strategic framework and MTP; Conference 2009: Full programme documentation for Conference 2009; application biennium 2010-2011
		• Documents	X					
		Draft Content of the Strategic Objectives				X		WG I 15 June

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.1 bis	(**Priority themes:** IEE report Rec. 7.1)	**Paras 19 & 20: Priority Themes** Function to provide focus within Strategic Objectives, bringing together groups of Results Act as "flagships" for communication and advocacy • Often but not always on cross-cutting topics • Limited in number • Limited in duration in line with the Medium-Term Plan (4 years), though open to renewal and modification		X		X		Part of revised Programme Model (see above) The term "Impact Focus Areas" replaces "Priority Themes"
		Content of Priority Themes				X		WG I
2.1 bis	(**Overall priorities:** IEE report Rec. 3.1 & 3.2)	**Para 21: Overall Priorities** • Priority reaffirmed for crops, fisheries, forestry and livestock, and food and nutrition policy • High priority to policy support and capacity building • Livestock requires specific attention given its relative importance • Emphasis on Basic data and statistics; Environment and natural resources management; and Emergencies and rehabilitation • Considered integral to FAO's programme: Knowledge management; Gender mainstreaming and women's empowerment			X	X		WG I – little progress to date
2.2	**Strategy and priorities:** The three goals of Members Nations should provide the ultimate goals of the in the logical framework hierarchy of means-to-ends analysis for FAO. (Rec. 3.1)	**Para 15: Goals of the Member Nations**		X				Revision WG I
2.3	**Resources Mobilization:** Put in			X				Pending WG I

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
	place a coherent and dynamic resource mobilization strategy around the priority themes and the national medium-term priority frameworks. (Rec. 7.6)	Meeting of donors and members early biennium Year 2 to consider Extra-budgetary needs in relation to other resources (Para 25a)iii))		X				
		FAO Foundation to consider over time but not as an immediate priority		X				Not an immediate priority
		Parties should increasingly directly fund conventions, agreements treaties and similar instruments (Para 30)		X				
2.4	**Partnership Strategy:** Enlarge FAO's vision to permit the Organization to influence the governance of agriculture in the 21st century by strengthening partnerships and alliances based on comparative advantage and the search for greater effectiveness and efficiency. (Rec. 5.1)	**Paras 38-39: Partnerships** General agreement with IEE recommendations on the importance of partnerships to achieve FAO's mandate as well as efficiency and effectiveness in normative and operational work. It is not an end in itself, rather a mode of work to increase effectiveness, impact and avoid duplication. Specifically emphasizing:	X					Incorporation in SF/MTP
2.5	**Partnership Strategy:** Include FAO partners in Governing Body processes to a greater extent, including in the development of agreements relevant to and required for the global governance role of FAO. (Rec. 5.2)	• collaboration with Rome-base agencies and the overall UN family • partnerships at regional and country levels, emphasizing collaboration with UN and regional organizations at country level • private sector	X					As above
2.6	**Knowledge Management:** Facilitate knowledge sharing and play a policy role in seeking to balance interests between knowledge generation, often in the private domain, and knowledge availability, in the public domain, especially for the least developed countries. (Rec. 3.3)	**Paras 22-24: Consideration of strategies**		X				Inclusion in SF/MTP

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.7	**Advocacy and Communication:** Build a truly corporate strategy for communication and advocacy, shaped through a more collegial process and endorsed by the Governing Bodies. (Rec. 3.4)	**Paras 22-24: Consideration of Strategies** Agreement that this is a priority area for Members		X				Inclusion in SF/MTP
		Establish consolidated coordination office for communications, intergovernmental and inter-agency affairs		X				Pending HQ structure
2.8	**Capacity Building:** Develop a capacity building strategy, following an assessment of the needs and capacities of countries at different stages of development and in different parts of the world. It will recognize that capacity building outside government has not been an area of comparative strength for FAO. (Rec. 3.24)	**Paras 22-24: Overall priorities and Strategies** Agreement that this is a high priority for Members		X				Inclusion in SF/MTP
2.9	**Collaboration with CSO/NGOs:** Develop collaboration with civil society and nongovernmental organizations. (Rec. 5.8)	**Refer to 2.4 (Partnerships Strategy)**		X				Inclusion in SF/MTP
2.10	**Collaboration with the Private Sector:** Establish a clear corporate strategy and policy framework for working and partnering with the private sector, including particularly with small and medium enterprises. (Rec. 5.9)	**Paras 38-39: Partnerships with private sector**				X		Present status: No real decisions, partially rejected
2.11	**Advocacy and Communication:** Develop a corporate strategy for communication and advocacy in partnership with key players in civil society, the private sector, the media and other counterpart organizations (Rec. 3.4 & 5.10)	**Paras 22-24: Consideration of strategies** Agreed in principle		X		X		Inclusion in SF/MTP

N°	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.12	**Risk Assessment and Planning:** Develop a stand-by business continuity plan as part of risk assessment and planning. (Rec. 8.20A)	**Paras 40-41: Culture Change, including Approach to Risk** May form part of risk assessment and management study	X			X		Risk assessment and management study planned for 2009/10
2.13	**Basic Statistics and Data:** Give considerably greater priority to the provision of basic data and statistics. (Rec. 3.5)	**Paras 22-24: Consideration of Strategies** Agreed upon as a priority area		X		X		Inclusion in SF/MTP
2.14	**Information Systems and Publications:** Resource information systems adequately, as maintaining and strengthening them is fundamental to the performance of the Organization. (Rec. 3.6)	**(Cross-cutting, related to all technical areas and to Knowledge Management (refer to 2.6))** Basic to FAO's effective delivery of information on a demand-driven basis, readily accessible in different media and languages		X		X		See 2.6; also related to partnerships given the need to reach out through media and in national languages
2.15	**Support to Investment:** the Investment Centre is to continue to function, predicate this on the promulgation of a new and clear strategy for the Organization's role supporting developing countries to determine their own priorities, approaches and plans for investment, including with respect to PRSPs. FAO's goal should be to build partnership between countries, IFIs and other donors for improved investment strategies and the related policy packages. (Rec. 3.7)	• **Paras 22-24: Consideration of Strategies**			X	X		Inclusion in SF/MTP
2.16	**Support in Emergencies:** Assign high priority to FAO's work in emergencies. (Rec. 3.8)	**Paras 21-24: Overall priorities and Strategies** Agreed as an area of high priority		X		X		Inclusion in SF/MTP

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.17	**Overall Technical Work:** Rebalance the distribution of resources with increases in the proportions to forestry and fisheries and a significant increase in the proportion of resources for livestock. (Rec. 3.9)	**In reference to Para 21: Overall priorities**)				X		WG I Inclusion in SF/MTP
2.18	**(Crops Sector Strategy) (See also 2.18 bis, 2.24, 2.27, 2.28 & 2.29)**				X	X		Inclusion in SF/MTP
2.18 bis	**Plant Production and IPM:** Develop a more meaningful programme on plant nutrition and small scale urban and peri-urban horticulture or, after a period, wind them down. (Rec. 3.10)	**Para 24: Consideration of strategies** Importance of stimulating crop production.				X	X	WG I Inclusion in SF/MTP
2.19	**Livestock:** A significant increase in resources is justified and livestock deserves focus in a separate small Department (Rec. 3.11.A).	**Paras 22-24: Overall priorities and Strategies** Agreement to heightened emphasis on area for many Members but without creation of a new department			X	X		WG I Inclusion in SF/MTP
2.20	**Institutional Support to Agricultural Development:** Develop overall policies that assign priority to institutional relationships which maximise the strengths of the public, private and NGO sectors, the application of new media as appropriate and strong partnering. (Rec. 3.17)	**Para 23: Consideration of strategies** Members noted the importance of this area but noted the decline of FAO's overall comparative advantage.		X		X		WG I Inclusion in SF/MTP
2.21	**Nutrition:** Form a more systematic and differentiated assessment of the economic, food and nutrition policy support needs of FAO's developing member countries. Clarity on this would enable greater use of partnerships and better division of labour in all aspects of policy work, including with IFPRI and international commodity bodies (Rec. 3.18)	**Para 21: Overall priorities** Members reaffirmed priority of addressing policy for food and nutrition.		X		x		WG I Inclusion in SF/MTP

Nᵒ	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.22	**Gender Mainstreaming and Women's Empowerment:** Fully integrate the Gender Plan of Action into FAO's programme cycle and report on it specifically as part of that cycle. (Rec. 3.19)	**Paras 21-24: Overall priorities and strategies** Agreed	X			x		WG I Inclusion in SF/MTP
2.23	**Environment and Natural Resources:** Accord clear priority to climate change issues. Inter-unit cooperation, external partnership and definition of roles are especially critical. (Rec. 3.20)	**Paras 22-24: Consideration of Strategies** Agreed		X		x		WG I Inclusion in SF/MTP
2.24	**Production Technologies, Transfer and Piloting:** Emphasize the significant comparative advantage in the implications of technology for policy and reduce attention to technology development, transfer and piloting in favour of policy support and capacity building. Concentrate on facilitating access to knowledge on production technologies. (Rec. 3.21)	**Paras 21-23: Overall priorities and strategies –** Members not agreed on FAO's role in technology dissemination				x		WG I Inclusion in SF/MTP
2.25	**Legal Services:** In view of the reduced resources and the apparent lack of priority from Members, concentrate legal support to member countries in those areas of clear strength in relation to international agreements (3.22)	**Para 23: Consideration of strategies**				x		WG I Inclusion in SF/MTP
2.26	**Policy and Strategy:** Bring together the Organization's capacities in securing livelihoods and increasing economic and social well-being to follow through on the continuum created by its advocacy to the policy development (Rec. 3.23)	• **Paras 21-24: Overall priorities and Strategies** One of FAO's most important areas of work		X		X		WG I Inclusion in SF/MTP

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.27	**Lands and Soils:** Assign greater priority to lands and soils. (Rec. 3.12)	**Para 23: Consideration of strategies**		X		X		WG I Inclusion in SF/MTP
2.28	**Joint Work with IAEA:** With the present budget constraints cease to resource this joint work (Rec. 3.13)	**Para 24: Consideration of strategies**				X		WG I Inclusion in SF/MTP
2.29	**Water and Irrigation:** Re-align resources, secure new ones, and apply a different, longer-strategic approach which would enable FAO to contribute to integrated policies and programmes which bring together engineering, tenure, economics, management and legislation. (Rec. 3.14)	**Para 23: Consideration of strategies**				X		WG I Inclusion in SF/MTP
2.30	**Fisheries:** There is room for adjustments but Fisheries should be given greater priority in the allocation of resources. Securing this will require enlightened decision-making from the Governing Bodies, where many government representatives are not directly from the fisheries sector. (Rec. 3.15)	**Paras 22-23: Overall priorities and strategies** Agreed upon as a priority area; FAO has a clear comparative advantage in this area		X				WG I Inclusion in SF/MTP
2.31	**Forestry:** Place somewhat greater emphasis on forestry in the overall resource allocation. (Rec. 3.16)	**Paras 22-23: Overall priorities and strategies** Agreed upon as a priority area; FAO has an important role to play on the relations between forestry and agriculture		X				WG I Inclusion in SF/MTP
2.32	**Livestock:** Make every effort to continue to forge partnerships, although FAO's own work in these areas should not be held back pending the willingness of others to partner (3.11.B)	**Paras 22-23: Overall priorities and strategies**		X				WG I Inclusion in SF/MTP but specific action requested on partnerships

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.33	**Partnerships with the United Nations:** Ensure that FAO partnerships – through collaborative arrangements, inter-agency coordination mechanisms and interaction with UN intergovernmental bodies – contribute to the accomplishment of the FAO mission and, in turn, contribute to that of the UN system as a whole. (Rec. 5.3)	**Para 38: Partnerships** Agreed as basic to the success of FAO's work		X				WG I Inclusion in SF/MTP
2.34	**Partnerships with the Rome-Based Agencies:** Further develop collaboration with the three Rome-based agencies. (Rec. 5.4)	**Para 38: Partnerships**		X		X WFP strategy		WG I Inclusion in SF/MTP
2.35	**Partnership with the WB and IFIs:** Partnerships with the World Bank and the IFIs are examined in Chapter 3 and recommendations are also made there (Rec. 5.5)	(See 2.4 & 2.15)		X		X		WG I Inclusion in SF/MTP
2.36	**Partnership with the CGIAR:** Develop a genuine coalition for agriculture, rural development, and knowledge availability and transfer in collaboration with CGIAR (Rec. 5.6)	(See 2.4)		X				(See 2.4, as component of overall partnerships strategy)
2.37	**Partnership with OIE:** Examine potential for a closer relationship with the OIE, including collaboration on global governance requirements in animal health and a possible merger of the secretariat managements (not the governance structures) (Rec. 5.7)	(See 2.4, 2.5 & 2.33)		X				(See 2.4, 2.5 & 2.33) – concrete action requested

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
2.38	**Technical Cooperation at Country and Regional Levels**: Form partnerships in the context of the priority action themes with selected developing countries and donors for concentrated attention to progress in particular work areas. (Rec. 3.2)	**Para 19: Priority themes**				X		WG I Inclusion in SF/MTP
2.39	**TCP:** Define regional allocations and apply indicative working allocation criteria based on country need and track record in effectiveness of resource utilisation, while maintaining a demand-driven TCP (Rec. 7.8)	**Addendum Chair's Report**		X				
Cluster 2: Governance								
3.1	**General Governance:** Put many of the recommendations into immediate effect on an interim basis, pending changes in Basic Texts where required, for example changes to reporting lines for technical committees and role of the Independent Chairperson of the Council should be implemented immediately. If this is not done, the whole process of reform will be jeopardized; but this should not be misread as indicating all rules should be suspended; rather that new working practices should be immediately adopted. (Rec. 4.1.A)	General agreement to move forward pragmatically on those changes agreed such as changes in reporting lines of Regional Conferences		X				

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
3.2	**General Governance:** The process of governance reform should be conducted under the leadership of the Independent Chairperson of the Council and as part of the Immediate Action Plan recommended in this report (Rec. 4.1.B, see also 1.1 and 1.2)	**Para 63: Independent Chairperson of the Council**			X			
3.3	**General Governance:** After six years there should be a comprehensive review of progress on governance reforms and their effectiveness, including the possibility of initiating a further round of reforms, grounded at that point in a much improved climate of trust. These measures could include, inter alia, the consideration of replacing the Council with an Executive Board, open to official observers. It could also absorb the functions of the Programme and Finance Committee. (Rec. 4.1.C)						X	
3.4	**Global Policy Coherence:** Prioritize those areas, among all international issues that arise, where FAO is going to be proactive in developing global consensus (Rec. 4.4)	**Paras 52-53: Global Governance for Food and Agriculture:**		X				SF/MTP
3.5	**Global Policy Coherence:** On behalf of FAO's constituency, review international agreements being drafted elsewhere in order to influence the decision-making fora (Rec. 4.5)	**Paras 52-53: Global Governance for Food and Agriculture:**	X					

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
3.6	Undertake a review to enable FAO to establish bodies with a high degree of self-governance and financing, while remaining within the framework of FAO (this could entail adopting an alternative to Article XIV). (Rec. 4.6)	**Para 30: Resource Mobilization**		X				
3.7	**Participation:** Enhance broad participation in governance processes .(Rec. 4.19)	**Para 60: Technical Committees – also FAO Conference**	X					
3.8	**Functional Architecture:** Clearly specify the respective functions of governance and management in the Basic Texts. (Rec. 4.3, see also 4.1)						X	Present text considered adequate
3.9	**Election of Director General:** Professionalize the present Director-General appointment procedures in line with emerging best practice. (Rec. 4.20)	**Para 64: Director-General** Post should be widely publicised and advertised					X	
		Candidates should address Council & Conference – prior to election		X				
		Change of formulae of term length to four years plus possible renewal for four years				X		
		Performance appraisals of the Director-General				X	X	WG II Further discussion of whether should give achievement report to Council
3.10	**Programme Cycle:** The Conference should meet in May or June so that the detailed programme of work can then be subsequently established. This will also enable to streamline the programming and budget process. (Rec. 7.3)	**Para 25: Programme and Budget Structure**	X					
3.11	**Audit:** Address several systemic weaknesses to ensure the adequacy and independence of audit. (Rec. 7.9)	**Para 51: Audit**		X				WG II & III possible further discussion of role of External Auditor

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
3.12	**Evaluation:** FAO's evaluation function should be made independent, continuing the line already set by the Governing Bodies in 2003. Institutional arrangements for this should be such as to ensure the responsiveness of the evaluation office to the needs of both the Governing Bodies and management. This would also enable easier integration of the evaluation functions of the three Rome-based agencies should this be agreed upon at a later date. To do so, enhance reporting to the Governing Bodies and engagement of Members. (Rec. 7.10)	• **Paras 49-50: Evaluation** Agreed new arrangements			X			
3.13	**Evaluation:** Fund core evaluation plans approved by Governing Bodies adequately. (Rec. 7.11)	**Para 49: Evaluation**	X					
3.14	**Conference:** Reorient the role of the Conference to enable it to fulfil its role better and become more attractive for active ministerial participation. (Rec. 4.7)	Revisions of format agreed		X				
3.15	**Council:** In the first phase of reform, the Council should emerge as the executive arm of the Governing Bodies. Thus, global governance discussions and decisions will take place in the FAO Conference and technical committees and the Council will oversee the work programme of the organization. Costly overlaps in discussions between the Programme and Finance Committees, the Council and Conference will be reduced. (Rec. 4.8)	**Paras 25, 54-55: Programme and Budget Structure & Functions Council**		X				

13

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
3.15 bis	**Council (cont)**	Detailed, finalised budget and programme (PWB) approved in Council session subsequent to Conference before new biennium		X				
		Options for Council size and composition under consideration				X		
		Observers may continue to speak at Council; IEE proposal to change standing practice rejected					X	
3.16	**Council Committees:** Programme and Finance Committees will provide the main support to the Council's work. (Rec. 4.9)	**Paras 56-57: Programme and Finance Committees** • Continue as separate Committees with more joint meetings • Committees open to non-speaking observers • **Also Para 62:** Clear cut recommendations from Programme and Finance Committees on policy, strategic and prioritisation issues to the Council • Committees to make clear recommendations to Council on matter before them as a requirement in the Basic Texts, with more attention to policies, strategies and priorities		X				
3.17	**Enhanced leadership and management role in governance of the Independent Chairperson of the Council:** The ICC should work to strengthen the functioning of the Governing Bodies both in their global governance and internal oversight roles, in full respect of the clear delineation of lines of responsibility between FAO management and the Governing Bodies. As a result, the functions of the Independent Chair, leading governance to exercise its	**Para 63: Independent Chairperson of the Council** Play a greater facilitation role to empower Council in governance and oversight • Insure no overlapping executive role with the Director-General • Defined role specified in the Basic Texts Continue to be elected by membership at Conference			X	X		
		Could chair the joint meetings of the Programme and Finance Committees and attend the committees			X			Would attend Committees but not Chair the joint meetings

Nᵒ	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
	political authority in fixing clear strategic directions, and that of the Director General, leading the work of the Secretariat in line with the decisions of the governing bodies, will complement each other and provide coherence and synergies for the benefit of the organization. He/she would seek to exercise leadership in and act as a strong catalyst towards building understanding and trust across the membership. (Rec. 4.10.A)							
3.18	**Enhanced leadership and management role in governance of the Independent Chairperson of the Council:** Establish a small, completely independent Governance Secretariat, with sole allegiance to the Governing Bodies, to assist the Independent Chairperson of the Council. (Rec. 4.10.B)	**Para 63: Independent Chairperson of the Council**				X		Limited secretariat support could be provided to be effective • extent of support needed to be determined • cost implications need to be considered
3.19	**Technical Committees:** Technical Committees of the Council should be less focused on the functioning of FAO Secretariat and become main fora for consideration of legislative and technical matters for recommending to the Governing Bodies policies and programmes that FAO should follow. (Rec. 4.11)	**Para 60: Technical Committees**		X				

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
3.20	**Ministerial Conferences should be convened** on subjects of global importance that could benefit from the existence of international agreements, arrangements, and codes of conduct or other means of concerted international cooperation. (Rec. 4.12)	**Para 61: Ministerial meetings**	X					
3.21	**Regional Conferences:** Maintain and strengthen Regional Conferences on an experimental basis (subject to independent evaluation after 6 years) with the aim of reaching agreement for concerted regional or sub-regional action, contributing from a regional perspective to global governance issues and to defining priority areas for policy and normative work in the region. (Rec. 4.13)	**Paras 58-59, 25 & 62: Regional Conferences**		X				
3.22	**Composition of regional groupings:** Review regional groupings. (Rec. 4.18)	The working group declined to open review of this question.					X	
3.23	**Trust:** Restore trust through progressive and successful achievement of a series of confidence-building measures. The enhanced role and functions of the Independent Chair of the Council will be of key importance in promoting and mobilizing this process. (Rec. 4.2)	Views differed on whether this was of overall concern & members did not agree any specific actions					X	

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
3.24	**A performance contract for governance:** The Governing Bodies should establish a medium-term performance contract for themselves on what they intend to deliver, a set of priorities for governance, an indicative timetable and possibly efficiency targets, thus providing a framework for Members to judge the Organization's Governing Bodies covering the global governance agenda and the executive governance of FAO. (Rec. 4.14)	Agreement on a work programme for the Governing Bodies			X			
3.25	**Best Practices in Governance:** Incorporate internationally accepted best practice procedures such as ownership, effectiveness, transparency, coherence and accountability. This will require a pro-active role for the ICC. (Rec. 4.15)	**Recommendation not specific**			X			
3.26	**Consensus:** Conference should revert to voting if very few members are blocking decisions. (Rec. 4.16)	Agreed that this is the existing situation			X			

17

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
3.27	**Selection of the Chairs:** Retain the concept of rotation and regional balance among member states as important criteria in selecting the Chairs of all committees and the members of the Programme and Finance Committees. Equally important criteria is the question of competence and experience in economic, social and technical matters pertaining to the various fields of the Organization's activities as well as experience in administrative and financial matters. (These requirements are already indicated in the Basic Texts) (Rec. 4.17)	**Paras 56-57: Programme and Finance Committees**			x			
3.28	**Finance:** Match member country demands that FAO demonstrate high and transparent standards of accountability by similar standards for Members' own accountability. In addition to demonstrating clearly the financial costs of arrears and late payments, this recommendation would establish a much more accurate baseline picture of FAO regular budget finances. (Rec. 8.16)	**Para 31: Arrears and late payments**					X	Further discussion in Finance Committee
3.29	**Technical Cooperation Programme (TCP)**			X				
Cluster 3: Institutional culture change and reform of administrative and management systems								
4.1	Undertake a comprehensive root-and-branch review on all aspects of the Organization's human and financial resources management and administration. (Rec. 8.1)	**Paras 43-44: Root and Branch Review**	X					Present Status: : Ernst and Young working on review; first report in September

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
4.2	Align recruitment, staff development and promotion criteria into a single and more coherent human resources policy framework. (Rec. 8.2)	**Paras 45-46: Human Resource Policies and Practices**	X					
4.3	**Contracting Modalities:** Design contracting modalities to respond to the rapidly changing context in which FAO works: increase staffing flexibility to respond to shifts in technical competency requirements and geographic placements while also delivering the highest possible quality to FAO's clients cost effectively. (Rec. 8.3)				X			Also covered by Root and Branch Review
4.4	**Geographic and Gender Balance:** Achieve geographic balance and gender balance under Director-General's overall responsibility, but within a more inclusive framework of delegated responsibilities. (Rec. 8.5)	**Paras 45-46: Human Resource Polcies and Practices**	X					
4.5	**Performance Management:** Improve performance management. (Rec. 8.6)	**Paras 45-46: Human Resource Policies and Practices**	X					
4.6	**Staff Incentives:** Introduce a range of staff incentives for exceptional performance, linked to the stronger performance appraisal system indicated above. (Rec. 8.7)	**Paras 45-46: Human Resource Policies and Practices**			X			
4.7	**Training:** Re-direct and strengthen staff training. (Rec. 8.8)	**Paras 45-46: Human Resource Policies and Practices**	X					
4.8	**Training:** Direct training resources to building staff skills in identifying and monitoring outcomes and results, and developing baselines for related indicators. Rec. (7.5)	**Paras 45-46: Human Resource Policies and Practices**	X					

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
4.9	**Technical Programme Departments:** Empower Programme ADGs. (Rec. 6.17)	• **Para 44-45: Administration, Support Services, Human Resources and Finance**	X					
4.10	The key management layer for headquarters delegations should be Division Directors. (Rec. 6.18)	.	X					
4.11	**Recruitment:** Establish clear responsibility levels for recruitment. (Rec. 8.4)	**Paras 45-46: Human Resource Policies and Practices**	X					
4.12	**Inter-disciplinarity:** Build incentives for interdisciplinarity and focus on global goals and priority themes. (Rec. 6.16)		X					
4.13	**Project Servicing Charges:** Proceed with the actions already under way to ensure that project servicing charges are regularly fixed at a level, which adequately covers real, "incremental variable" costs of FAO administration and, in light of the growing size of EB programme, move towards recovering a portion for fixed and (semi) fixed costs. (Rec. 7.7)		X					
4.14	**Administration:** Improve administration processes. (Rec. 8.9)	**Para 44: under Root and Branch Review**	X					
4.15	**Procurement:** Improve procurement and related services. (Rec. 8.10)	**Para 44: Root and Branch Review**	X					
4.16	**Collaboration with the Rome-based UN agencies:** Through the recently created Inter-Institution Coordination Committee (IICC) pursue opportunities for further joint or coordinated activities with WFP and IFAD. (Rec. 8.19)	**Paras 38-39:** Importance of collaboration with the Rome-based agencies, partnering in technical programmes, services and areas of advocacy and country representation		X				

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
4.17	**Other interim administrative action:** Establish the Commissary and Credit Union as fully financially independent operations. (Rec. 8.20B)						X	
4.18	Pursue full integration of the supporting systems for strategic and financial management needs more vigorously so as to address strategic and programme accountability processes with financial management and financial reporting requirements. (Rec. 8.13)	**Root and Branch Review**		X				
4.19	Use the transition to International Public Sector Accounting Standards (IPSAS) to achieve significant efficiencies and improved effectiveness in financial accounting, financial management and decision support systems. (Rec. 8.14)	**Root and Branch Review**		x				
4.20	Develop an institutionalized strategy for financial risk management. (Rec. 8.15)		X					Study planned for 2009 requires extra-budgetary funding
4.21	Introduce the possibility of rolling over a relatively small proportion of working funds between biennia in addition to TCP and capital and security accounts, both as a matter of good financial management and for smoothing income and expenditure. (Rec. 8.17)			X				
4.22	Adopt additional financial measures for funding under-funded after service liabilities, and reduce liabilities to retirees. (Rec. 8.18)							Referred to Finance Committee
4.23	Improve Information Technology risk management. (Rec. 8.12)			X				Management actio

21

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
4.24	Management should lead in rallying the high staff commitment around a much clearer vision of how FAO will work towards its mission with clearly articulated objectives with measurable indicators. (Rec. 6.1 see also 7.1)	**Paras 40-42: Culture Change**	X					Present Status: Management initiating culture change as part of immediate actions
4.25	Constitute a special Working Group to lead development of and oversee an overall programme of culture change as part of the follow-up of the IEE recommendations. (Rec. 6.2, see also 8.1)	**Paras 40-42: Culture Change**	X					Present Status: Management initiating culture change as part of immediate actions
		Appointment of an Ethics Officer and establishment of an Ethics Committee	X					Present Status: Management in process of appointing an Ethics Officer; subsequent creation of an Ethics Committee in 2008-2009
4.26	Encourage cross-departmental contact and take steps towards creating a map of where knowledge lies. (Rec. 6.3)				x			No map –but series of measures for inter-departmental work
4.27	Support early and transparent action on the fundamental changes described with immediate actions by the Director-General to signal his readiness to lead and engage in change and to present a more open and accessible image. (Rec. 6.4)			x				Recommendation very general
4.27	Accelerate development of a leadership cadre who consistently model good management practice, including "open door" styles to increase informal, direct communication; the giving and receiving of feed-back; regular staff meetings to inform them of developments and solicit their ideas, and periodic retreats. (Rec. 6.5)	(Under Culture Change, see 4.25)						

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
Cluster 4: Structure								
5.1	**Senior Management:** Select three Deputy Directors-General on the basis of competency, profile and competition. The designation of two additional Deputy Directors-General will allow for major rationalization and consolidation of divisions and units, with significant cost savings through elimination of two Departments and a significant reduction on Divisions and Services. (Rec. 6.6)	**Paras 36-37: Headquarters Organizational Structure**				X		WG III Present Status: Organizational structure still under discussion for HQ – Decentralized largely agreed
5.2	**Senior Management and Office of the Director-General:** Establish a top management team, led by the Director-General, able to focus on the corporate agenda and empowered to make collective decisions. (Rec. 6.7)	**Paras 36-37: Headquarters Organizational Structure**		X				WG III Present Status: Organizational structure still under discussion for HQ – Decentralized largely agreed
5.3	**Strategy, Programme and Budget Centre:** Establish a new Strategy, Programme and Budget Centre based on PBE (Rec. 7.4)	**Para 36: Headquarters Organizational Structure** Establishment of a Consolidated Office of Strategy, Resources and Planning to integrate overall strategy development, programme planning, budget and resource mobilization		X				
5.4	**Corporate Support Services Department:** Establish a CSSD. (Rec. 6.14, see also 6.7)	**Para 36: Headquarters Organizational Structure**		X		X		
5.5	**Technical Programme Departments:** De-layering and combining units in the Technical Programme Departments. (Rec. 6.8)	Organizational structure under discussion				X		

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
5.6	**Technical Programme Departments:** The Economic and Social Development Department should become the development policy analysis centre of FAO, exercising a much greater and more central role in FAO's knowledge management, under an ADG, who would function de facto in the role of Chief Development Policy Officer. (Rec. 6.9)	Organizational structure under discussion				X		
5.7	**Technical Programme Departments:** Restructure the Forestry and Fisheries and Aquaculture Departments. (Rec. 6.10)	Organizational structure under discussion				X		
5.8	**Technical Programme Departments:** Restructure the Agriculture Department. (Rec. 6.11)	Organizational structure under discussion				X		
5.9	**Technical Programme Departments:** Create a separate Livestock Department, given the growing importance of this area and FAO's comparative advantage. (Rec. 6.12)						X	
5.10	**Regional and Country Operations and Coordination of Field Offices Department:** Unify all major aspects of FAO field operations, and strengthen reporting and support relationships between headquarters and the field by creating a Regional and Country Operations and Coordination of Decentralized Offices Department. (Rec. 6.13)	Agreement in principle		X		X		

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
5.11	**Dual Gradings and Ceilings:** Afford much needed flexibility to departmental ADGs to adjust positions to needs, while at the same time preventing any risk of upward position rift. (Rec. 6.15)	**Paras 36-37: Headquarters Organizational Structure**		X				
5.12	**Information Technology:** Establish a Chief Information Technology Officer, and consolidate all IT functions into an Information and Communication Technology Division. (Rec. 8.11)	**• Para 47: Information Technology**		x				
5.13	**Decentralization:** Restore balance between HQ and the field, including a radical change in the institutional structure, business model and decision-making processes of FAO, in order to re-position the institution and provide it with efficient and effective link to countries and regions. Moreover, no further net transfers of resources from headquarters to the field should occur until resource adequacy has been assured. (Rec. 6.19)	**Paras 33-34: Decentralization**	X					Present Status: Management review of FAOR coverage for incorporation in the Immediate Plan of Action
5.14	**Regional Offices:** Establish new and clear roles for Regional Offices (ROs) maintaining their number and location. Streamline their functions and focus them more on analysis and policy advice, with greater autonomy and decision making powers. (Rec. 6.20)	**Para 33: Decentralization**	X					
5.15	**Sub-regional Offices**: Transform the Sub-regional Offices (SROs) into the technical support arm of FAO in the respective regions. (Rec. 6.21)	**Paras 33-36: Decentralization**	X					

Nº	Recommendations (order following the IEE "Summary of Recommendations by Cluster" in table at end IEE Report)	Area addressed by Paragraph of the Chair's Progress Report and Addendum, May 2008	Status					Pending Decision and Projected Date for Decision/Action
			Agreed	Agreed in Principle	Partially Agreed or Modified	Awaiting (further) Discussion	Rejected	
5.16	**Country Offices:** Establish quite new foundations for the presence, structure, functions and staffing of FAO Country Offices, including benchmarks such as cost efficiency norms, for opening and closing such offices. (Rec. 6.22)		X					