

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 31/8/2009¹

C09 – In progress expected to be completed in 2009²

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.

¹ 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.

² 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	
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	

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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: <ul style="list-style-type: none"> • 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 Texts; • recommending the agenda of the Conference to the Conference; 		0	0	0	0		
2.15	ii) monitor the implementation of governance decisions;	C09	0	0	0	0		
2.16	iii) exercise oversight, ensuring that: <ul style="list-style-type: none"> • 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 	C09	0	0	0	0		

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		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						
	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	
	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	

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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		
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		

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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		
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		

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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 the necessary technical qualifications, and:	C09	0.06	0	0.06	0		
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		

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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	0	0	0	0		
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; 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		0	0	0	0		
2.54	b) Ways of working - Regional Conferences will:	IP	0	0	0	0		

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		<p>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;</p> <p>ii) appoint a rapporteur;</p> <p>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;</p> <p>iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture;</p> <p>v) papers for Regional Conferences will be focused with actionable recommendations.</p>		0	0	0	0	
	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	
	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	

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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		
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		

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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: <ul style="list-style-type: none"> • 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 Director-General				0.05	0	0.05	0	
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		

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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		
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	IP	1.1	0	0	0		

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		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.						
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	
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	

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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		
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		

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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		
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		

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3.2	<p>i) Strategic Framework with a 10-15 year time horizon reviewed every four years and including:</p> <ul style="list-style-type: none"> - 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		
3.3	<p>ii) Medium Term Plan with a four year time horizon and reviewed each biennium, including:</p> <p>Strategic Objectives for achievement with support from FAO by member Countries and the international community, as per the Strategic Framework,</p> <ul style="list-style-type: none"> • 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 <p>iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;</p>	C09	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
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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: <ul style="list-style-type: none"> • 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 Convergence - in line with the new cycle). The following full cycle will be introduced starting 2010 (for budgetary provision for meetings - see B Governance Reform):	IP	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.8	<p>i) Year 1 of the biennium (with at least two meetings of the Council):</p> <ul style="list-style-type: none"> • the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: <ul style="list-style-type: none"> FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and priorities and 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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. 	NS	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.9	ii) Year 2 of the biennium (with at least two and probably three main meetings of the Council): <ul style="list-style-type: none"> • 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		
Design new Planning and Budgeting Model				0.5	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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
				Net App.	Inv.	Rec.	Sav.	
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 parties 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		
5	Technical Cooperation Programme - Yuriko Shoji		-0.62	0	0	0	-0.62	

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				Total
			Net App.	Inv.	Rec.	Sav.	
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 on a 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
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	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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		
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		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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) layering 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 <ul style="list-style-type: none"> • 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		IP	0	0	0	0	
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	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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		
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		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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: <ul style="list-style-type: none"> the private sector civil society organizations 	IP	0	0	0.26	0		
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		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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		
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	NS	0	0	0	0		

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				Total
			Net App.	Inv.	Rec.	Sav.	
	CIO Division staff build and maintain relationships with colleagues to supplement formal systems for information flow and problem solving.						
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	
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	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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 whole	IP	0	0	0	0		
	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	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 36 th Session (2009) and its 37 th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	C	0	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 36 th 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	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	0	

4.4	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> further reforms of systems, culture change and organizational restructuring, including: <ul style="list-style-type: none"> 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	