**Priorities and sequencing for management action in implementing
the IPA subject to full availability of funds**

Introduction

1. At the meeting of the Conference Committee for IEE Follow-up (CoC-IEE) on 21 January 2009, Members appreciated the Management arrangements in place to implement the IPA and requested that Management provide documentation to the next meeting on 27 February containing a clear indication of priorities, sequencing, timelines and costs.

2. To support the complementarity of work between the CoC-IEE and Finance Committee, this paper describes IPA prioritization, sequencing and timelines. Management will provide detailed information on revised cost estimates to the Finance Committee for its meeting on 9/10 March.

Prioritization

3. The IEE report indicated that renewal of FAO will require implementation of a wide ranging package of inter-related actions. Thus the IPA has a very wide scope, and covers the introduction of changes in areas ranging from Governance reform, to the priorities and programmes of the Organization, and reform of systems, programming and budgeting, culture change and organizational restructuring. Reforms in other UN organizations have typically not included such a wide range of measures. Implementation of all IPA actions is necessary for FAO renewal, and the IPA represents a very ambitious, integrated set of actions to be fully implemented over the next three years.

4. Linking these interrelated actions is the overarching approach to managing for results, whereby FAO clearly articulates member needs, functions as one Organization in focusing its programmes and activities on meeting member needs, optimises the use of human resources, is efficient in the delivery of results, and reports back in a clear and precise manner to members on the effective results achieved.

5. Putting in place a culture of managing for results is a long term iterative process involving introduction of an integrated set of actions, including a new framework for results-based programming, monitoring, reporting and resource mobilization; the root and branch review; enterprise risk management; human resources policies and practices; decentralization; headquarters restructuring; partnerships; and governance reform (see figure 1).

Organization and Sequencing

6. Actions in these areas need to be implemented in an ordered and sequenced manner to deliver an effective outcome. Management has organized the IPA actions, together with the Root and Branch (Stage 1) recommendations into a series of 14 major Projects grouped by Themes to provide a structure for effective implementation, and a meaningful reporting arrangement. Management was also requested at the meeting on 21 January to provide a list of Project leaders and Thematic Group leaders, and the structure and names of leaders is attached at Annex 1.

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Figure 1
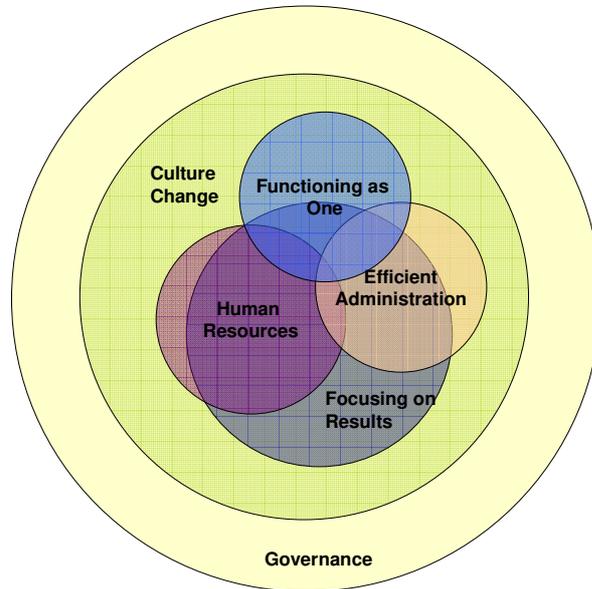
7. Management is in a position to move more rapidly on actions that can be implemented within the approved programme of work in 2009 and thus require no additional external cost. This represents over 50% of the total number of actions. In addition, of those actions that do have external costs, Management wishes to assign the highest priority to the urgent and essential actions to establish and operationalize our approach to "managing for results".

8. Annex 2 provides a Gantt Chart view of these actions with timelines. The planned dates for actions are those of the original IPA approved by Conference unless marked with an asterisk in which case the dates have been amended by the relevant Project Leader.

9. Actions that have no additional external cost in 2009 have a category "N" and are colour-coded in green, whilst those that have external costs in 2009 but form a part of the approach to "managing for results" have a category "R" and are colour-coded in blue.

10. Management will proceed during 2009 with all "no additional cost" actions and all actions with external costs that are part of "managing for results".

11. Actions that have external costs in 2009 and are not an essential component part of "managing for results" will be progressed as funding permits, and these actions have a category "O" and have been colour-coded in red. These comprise, inter-alia, recommendations arising from the Stage 1 report of the Root & Branch review, for which a delay is recommended until April 2009, because the more detailed Stage 2 recommendations are due in April, and these may supercede or modify the Stage 1 recommendations. The planned dates for these category O actions are subject to change, depending upon the availability of funds.

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12. The estimated costs in 2009 of proceeding with all actions linked to "managing for results" is in the region of USD 16 million, whilst the items for which implementation will await availability of funds have a total estimated cost in the region of USD 6 million.

13. This represents the first iteration of the IPA implementation plan, and changes will be made to this plan as implementation proceeds on a broader front, and greater account can be taken of the inter-dependencies amongst actions.

Progress

14. Management launched the "managing for results" related projects in December 2008, although full implementation is dependent on a sequence of IPA actions to be undertaken in 2009 and in 2010-11 as described below.

Actions completed in 2008

The Conference, in approving the IPA in November 2008 through Resolution 2008/1, took six substantive decisions that allow Management to move forward with the first steps in preparing the new results-based framework. It decided the application of the results-based framework (1.1), the vision and global goals (1.2), the in-principle strategic objectives, functional objectives and core functions (1.3), the format for the presentation of strategic objectives and organizational results (1.4), the requirement for Technical Committees to report directly to Conference on global policy and regulatory matters and to Council on programme and budgetary matters (2.56), the elimination of the Summary PWB (3.5), and in-principle apex of the structure of Headquarters Departments and the senior executive management (3.97).

Actions to be taken in 2009

The main actions being taken in 2009 relate to preparation of the revised programme and budget documentation (including Strategic Framework, Medium Term Plan and PWB), design and preparation of the results-based monitoring system, and roll-out of the staff appraisal system (PEMS). Besides the interdependencies of the these actions, they also depend on completion and uptake of related recommendations of the Root and Branch Review, initiation of staff training on Results Based Management, design and decision on the headquarters structure, and assignment of responsibilities and accountabilities at all locations.

Actions to be taken in 2010-11

The biennium 2010-11 will see the first full application of the new cycle of preparation and Governing Body decision making, and the results-based monitoring and reporting system. Actions started in 2009 relating to "managing for results", including responsibility and accountability, training, results-based monitoring, staff appraisal, Enterprise Risk Management and the follow-up to the Root and Branch review are interdependent and will continue to be implemented. The starting point will be dependent on the amount of progress made in 2009.

Deliverables

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15. Management will begin delivering IPA outputs in line with the agreed workplans of the CoC-IEE and other Governing Body meetings. These outputs include Basic Text changes (from February), Human Resources Management Strategy (March), Draft results matrices - Strategic Objectives (March-June), Organizational changes (March-June), Impact Focus Areas (April), Review of decentralized offices staffing, location and coverage (April-September), Root and Branch review - follow up to final report (May), Human Resources reforms (May), Charter of Office of Evaluation (May), and draft Strategic Framework – MTP 2010-13 and PWB 2010-11 (May-September).

Costs

16. Project leaders have revised original cost estimates "bottom-up" based on their assessment of probable incremental external costs. As a result the total estimated cost for IPA implementation is in the same order of magnitude as the original estimate, with a slightly reduced estimate for 2009 and a very similar estimated cost for 2010-11. These revised estimates will be presented in detail to the Finance Committee in March. The estimates will be subject to further modification, as more projects start and estimates are confirmed or modified. Management will report to members on a regular basis providing information on changes to estimates and comparisons between estimated and actual costs as projects complete.

Risks

17. Effective Implementation of the IPA as indicated above requires a full and timely availability of funding. However, the Organization is at the end of the second month of the period of implementation covered by voluntary contributions in 2009 and, of the USD 21.8 million funding level estimated at the time of development of the IPA, only USD 5.5 million has been pledged and, of this, USD 3 million has been received.

18. The Trust Fund situation will be discussed in greater detail by the Finance Committee in March, but the shortage of funding is beginning to cause problems because it would be unwise for Management to launch actions for which funding is not available. In addition, start-stop measures, which are the result of uncertainty regarding funding, introduce significant inefficiencies.

19. Management wishes to emphasize its commitment to renewal and to the full implementation of the IPA. It has established management arrangements, mobilized staff and prioritized the key IPA project and its dependencies.

20. For the March meeting of the CoC-IEE, Management will project future funding requirements during 2009, and highlight funding constraints to full implementation of the planned 2009 IPA actions.

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Annex 1 – Thematic Group leaders and Project leaders

<u>IPA</u>	<u>Thematic Groups</u>	<u>Projects</u>
IPA (200+ actions)	**1. Improved articulation of member needs through effective governance and oversight** Thematic group leader: Jean-François Pulvénis	**1. Governing Body reform** Project leader: Ali Mekouar
		2. Oversight Project leader: Jim Butler
	2. Focus on member needs through results based programming, monitoring, reporting & resource mobilization Thematic group leader: Jutta Krause	**3. Reform of programming, budgeting & results based management** Project leader: Boyd Haight
		4. Resource mobilization & management Project leaders: Mina Dowlatchai/Roberto Samanez
	3. Functioning as one organization by aligning our structures, roles and responsibilities to the results framework Thematic group leader: Shivaji Pandey	**5. Technical Cooperation Programme** Project leader: André Hupin
		6. Decentralization Project leaders: Daud Khan/ Deodoro Roca
		7. Headquarters structure Project leader: Jim Butler
		8. Partnerships Project leader: Mariam Ahmed
plus **Root & Branch Stage 1 actions**	**4. Efficient use of member contributions through reform of administrative and management systems** Thematic group leader: Fernanda Guerrieri	**9. Reform of administrative and management systems** Project leader: Theresa Panuccio
		10. FAO Manual Project leader: Serge Nakouzi
		11. IPSAS and Oracle Project leaders: Nick Nelson/Yasuko Hanaoka
		12. Enterprise Risk Management Project leaders: Jim Butler/ Amalia Lo Faso
plus **Outstanding D-G Early actions**	**5. Optimizing human resources through HR policy, practice and culture change** Thematic group leader: Laurent Thomas	**13. Culture Change** Project leaders: Liliane Kambrigi/Egle de Angelis
		14. Human Resources Project leader: Tony Alonzi

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			2009 · 2010 · 2011
Ref. N.	Cat.	Task Name	Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
		1. Improved articulation of member needs through effective governance and oversight;	
		1. Governing Body Reform	
		Governance Priorities	
2.1	N	*Systematically review global situation for greater policy coherence and study regulatory frameworks	
2.2	N	*Take into consideration policy issues and instruments relating to food and agriculture being developed in other fora than FAO and provide recommendations	
		The Conference	
2.5	N	*Each session of the Conference will usually have one major theme agreed by the Conference	
2.6	N	*Conference will give more attention to global policy issues in international frameworks	
2.7	N	*Conference will meet in June of the second year of the biennium	
2.8	N	*Conference will approve Priorities, Strategy and Budget on the basis of a Council recommendation	
2.9	N	*The Conference reports will concentrate on conclusions and decisions	
2.10	N	*Formal plenary meetings will become more focused	
2.11	N	*Side events will provide a forum for informal interchange	
2.12	R	*Changes introduced, including ways of working and reporting lines	
2.13	N	*Basic Text changes for functions	
		The Council	
2.14	N	*Council functions will be clarified	
2.18	N	*The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution	
2.19	N	*The Council will meet more flexibly and for variable lengths of session as appropriate to the agenda	
2.20	N	*i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance Committees.	
2.21	N	*ii) The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that	
		recommendations can be taken account of, including recommending final agenda of the Conference to the Conference for final approval	
2.22	N	*The Council Report will consist of conclusions, decisions and recommendations	
2.23	N	*The Council will no longer discuss global policy and regulatory issues	
2.24	N	*Changes of practice, including ways of working and reporting lines will be introduced for the Council	
2.25	N	*Introduce Basic text changes for functions, reporting lines	
	N	Independent Chairperson of the Council	
2.26	N	*Revise Basic Texts to specify his/her proactive facilitation role for the Governance of FAO	
	N	Programme and Finance Committees	
2.35	N	*Clarifications of functions and ways of working will be introduced immediately in practice	
2.36	N	*Programme Committee functions will emphasize programme priorities, strategy, budget and evaluation	
2.37	N	*Finance Committee will cover all aspects of administration, services and human resources as well as finance	
2.38	N	*The Committees will meet more flexibly and for variable lengths of session as appropriate to the agenda	
2.39	N	*The two Committees will hold more joint meetings	
2.40	N	*They will be required to make clear recommendations and give more attention to policies, strategies and priorities	

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Cat O - Colour Red = With costs in 2009 - Other

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			2009		2010		2011	
		Annex 2 - First iteration of IPA implementation Plan						Page 2
Ref. N.	Cat.	Task Name	Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4		
2.41	N	*The Finance Committee will agree and adopt criteria for WFP documentation to review*						
2.42	N	*Introduce changes in practice, including ways of working						
2.43	N	*Introduce Basic text changes for functions of the committees						
2.44	R	Programme and Finance Committees Membership, chairs and observers						
2.45		*Chairs will be elected by the Council on the basis of their individual qualifications						
2.46		*Membership of the Committees will each be increased						
2.47		*Committees, including joint meetings will be open to non-speaking observers						
	N	Committee on Constitutional and Legal Matters (CCLM)						
2.48	N	*Changes will be introduced to the basic text, including election of members						
2.49	N	*Chair selected amongst CCLM members by Council						
2.50	N	*Seven members, nominated by each region, confirmed by Council						
2.51	N	*The CCLM will be open to non-speaking observers						
	N	Regional Conferences - Changes in lines of reporting, functions and ways of working						
2.52	N	*Introduce changes in practice prior to Basic Text changes						
2.55	N	*Introduce Basic text changes for status, functions and reporting lines						
		Technical Committees						
2.56	N	*The Committees will begin reporting to Conference on global policy issues and to the Council on FAO's budget, and the priorities and strategies						
2.64	N	*Introduce Basic Text changes for functions, reporting lines, etc.						
2.65	N	*Introduce Basic Text changes for functions, reporting lines, etc.						
		Ministerial meetings						
2.66	R	*Basic Text change to specify that the Conference or Council may call a Ministerial meeting						
2.67	N	*Ministerial meeting reports normally considered directly by Conference						
		Statutory Bodies, Conventions, Treaties, Codex, etc.						
2.68	N	*Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC may bring issues to the Governing Bodies through relevant Technical Committee						
2.69	N	*Undertake a review to enable statutory bodies to exercise financial and administrative authority and mobilize additional funding						
		Further Actions to Improve the Effectiveness of FAO Governance						
2.71	R	*The Council and all other Governing Bodies will prepare a multiyear programme of work of at least four years duration						
		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);						
2.73	N	*Define term Governing Bodies, preferably in Basic Texts						
2.74	N	*Conference will assess the workings of the governance reform						
2.75	N	*Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees						
2.76	R	*Revision of the basic text for all governing bodies						
		Appointment and Term of Office of the Director-General						
2.95	N	*Introduce procedure and Basic Text changes to strengthen opportunity for the FAO Membership to appraise candidates						

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Ref. N.	Cat.	Task Name	2009		2010		2011	
			Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4		Q1 Q2 Q3 Q4	
2.100	N	*Develop desirable qualifications for the post of Director-General that Conference will consider for approval						
2.101	N	*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						
	N	2. Oversight						
		Evaluation						
2.77	N	*Establishment of evaluation as a separate office						
2.78	N	*Increase of Evaluation Regular Programme budget						
2.79	N	*Evaluation Director and staff appointments procedures						
2.81 & 2.82	N	*Quality assurance and continued strengthening of the evaluation function						
2.84	N	*Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter"						
2.90	N	*The provisions for evaluation as approved in the Charter reflected in the Basic Texts						
		Audit						
2.91	R	*Extend work of the Inspector-General's office to major organizational risk areas						
2.92	N	*The Audit Committee will have a membership which is fully external agreed by the Council on the recommendation of the Finance Committee						
2.93	N	*The Audit Committee will present an annual report to the Council through the Finance Committee						
2.94	N	The External Auditor will assume responsibility for audit of the immediate office of the Director-General						
		2. Focus on member needs through results-based programming, monitoring, reporting and resource mobilization;						
		3. Reform of Programming, budgeting and Results Based Monitoring						
		Priorities and Programmes of the Organization						
1.1	N	*Decide the application of the new Results-Based Framework						
1.2	N	* Decide Vision and Global Goals						
1.3	N	*Decide in principle Strategic Objectives, Functional Objectives and Core Functions						
1.4	N	* Adopt in principle the format for the presentation of Strategic Objectives and Organizational Results						
1.5	N	*Develop Impact Focus Areas						
1.6	R	*Develop results based monitoring system						
1.7	N	*Develop the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget						
1.8	N	*First report on organizational performance based on new results-based system for 2010-11 biennium (in 2012)						
		Reform of Programming, Budgeting and Results Based Monitoring						
3.1	R	*Introduction of revised Programme and Budget documentation						
3.6	N	Introduction of a Revised Implementation Performance RBM monitoring system						
		Monitoring System						
		First report on organizational performance for 2010-11 biennium to the Governing Bodies (in 2012)						
3.7	N	Introduction of a revised cycle of preparation and governing body decision making						

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Ref. N.	Cat.	Task Name	2009	2010	2011
			Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
		Council to meet 2 months before the Conference			
		New Governing Body Cycle of meetings			
3.10	N	Introduce necessary Basic text changes for Programme and Budget cycle including the timing of Governing Body sessions			
3.11	N	*Introduce provisions for roll-over of up to five percent of the assessed budget, between biennia			
		Publishing in all Languages of the Organization			
3.55	N	*A budget set aside for technical publishing in each FAO language			
3.56	N	*Increased hard copies technical documentation to least developed countries			
3.57	N	*Establish separate mirror websites to the FAO website for Arabic and Chinese			
3.58	N	Ensure quality and timely translation if possible at reduced costs			
5.31		11. Design the new Planning and Budgeting Model which will manage both Regular Program and Extra-Budgetary funds			
5.32	R	*Management focus on refinement of the draft elements of the Strategic Framework, Medium Term Plan and PWB 2010-2011			
		and streamlining of the planning process, including integration of voluntary contributions.			
5.33		12. Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)			
5.34	R	*Management focus on refinement of the draft elements of the Strategic Framework, Medium Term Plan and PWB 2010-2011			
		and streamlining of the planning process, including integration of voluntary contributions.			
6.1		6.16 Interdisciplinarity			
6.2	N	5% budget to DDGs for interdisciplinary work			
		4. Resource Mobilization and Management			
		Resource Mobilization and Management Strategy			
3.12	N	Integrate into the programming and budgeting process extra-budgetary resources, including the definition of Impact Focus Areas			
3.13	N	*First review by the Council of the plans for, the application and results of extra-budgetary resources			
3.14	N	*Put in place a management structure for extra-budgetary resources and assessed contributions			
3.17	N	*Carry out review of treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution and present report to Council and to the parties to the agreement			
3.18	N	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability			
3.19	N	*First annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears			
3.20	N	*Begin prominent reporting on the main FAO public website of the situations of timely payments			
		3. Functioning as one organization by aligning our structures, roles and responsibilities to the results framework;			
		5. Technical Cooperation Programme			
		Technical Cooperation Programme			
3.22	O	*TCP resources to be allocated to regions under the authority of Regional Representatives			
3.24	N	*Review of TCP project cycle and approval guidelines			
		6. Decentralization			
		Decentralization			

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Ref. N.	Cat.	Task Name	2009 Q3	Q4	2009 Q1	Q2	Q3	Q4	2010 Q1	Q2	Q3	Q4	2011 Q1	Q2	Q3	Q4
		Annex 2 - First iteration of IPA implementation Plan — Page 5														
3.76	N	Program and Finance Committees will support council in providing policy oversight														
3.77	N	*Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link														
3.78	N	*Transfer the primary reporting line for technical officers in the regional offices to the Regional Representatives														
3.79	N	Start full involvement of ADG/Regional Representatives in programming and budgeting														
3.80	N	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)														
3.81	N	Transfer primary responsibility for all aspects of supervising FAORs to the Regional Representatives (ADGs)														
3.82	N	Revise all delegated authorities to decentralized offices and control procedures														
3.83	N	Discontinue administrative responsibilities with sub-regional offices														
3.84	N	*Rationalise coverage of country offices utilising agreed criteria														
		undertake review														
		undertake rationalisation														
3.85	N	Adjust composition of sub-regional and regional office staffing in line with priority needs														
		redefine composition														
		introduce changes														
3.86	N	Clarify country coverage of Near East Regional Office														
3.87	R	Introduce redefined job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures														
3.88	R	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices														
3.89	N	*Strengthen staff training														
3.90	R	*Deploy support systems														
3.95	N	Transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations														
		7. Headquarters Structure														
		Headquarters Structure														
3.91, 3.92 & 3.93	N	*Establish offices of Strategy, Planning and Resource Management, Evaluation and unit responsible for ethics in Legal office														
3.94	N	*Examine most appropriate organizational functions and structure for corporate communications, partnership & interagency affairs														
3.96	N	*Delayering of D level posts														
3.98	R	*Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization														
3.99	N	*Conference approval of revised Headquarters structure in the PWB 2010-11														
3.100	N	*Appoint Senior Executive Management including two DDGs														
3.101	N	*Introduce new Headquarters Organizational structure														
3.102	N	*Reorganize senior management responsibilities, including for strategic objectives and core functions														
3.103	N	Review reorganization with a view to further improvements (in 2012)														
5.18		**7. Review the roles of internal committees and reduce their number**														
5.19	O	*Analysis of how to rationalize the current number of internal committees														
5.20	N	*Management will undertake in 2009 a review of internal committees and options for replacing these with greater empowerment														

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			2009		2010		2011	
		Annex 2 - First iteration of IPA implementation Plan					Page 6	
Ref. N.	Cat.	Task Name	Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4		
		of managers. Changes will be made to the terms of reference of impacted managers, as appropriate.						
5.35		13. Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures,						
		project management and development processes						
5.36	O	The necessary staffing actions to consolidate IT governance will be planned in 2009 as input to the PWB 2010-11.						
		8. Partnerships						
		Partnership						
3.104	N	*Finalise guiding corporate principles on partnerships						
3.108	N	* 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.						
3.109	R	*Stocktaking of partnerships						
3.110	R	*Preparation of a short-term agenda of initiatives						
3.111	N	*Further pursue partnership with the Rome based UN agencies						
3.116	N	*Progress and proposals reviewed by Council on recommendations of Programme and Finance Committees						
3.117	R	*Establishment of a monitoring mechanism to ensure feedback and iterative improvement of collaboration and of the FAO						
		partnership strategy						
3.118	N	*Establishment of focal point responsibilities for partnerships						
6.3		3.13 Joint Work with IAEA						
6.4	N	Joint FAO/IAEA Division						
6.5	N	Synergy and partnerships						
		4. Efficient use of member contributions through reform of administrative and						
		management systems;						
		9. Reform of Administrative and Management Systems						
		Reform of Administrative and Management Systems						
		Management Early Actions - Introduction of:						
3.37	N	*Delegations of authority from the Office of the Director-General for human resource actions						
3.38	N	*Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices						
3.39	N	*Streamlining of travel procedures						
3.40	N	*Local procurement for emergencies						
3.41	N	*Opening of temporary operational cash accounts in the field						
3.42	N	*Development and deployment of a field version of oracle adapted to FAORs' needs						
		Basic Text change to facilitate delegation of authority						
3.43	N	Basic Text Change to facilitate delegation of authority						
		Follow-up to the Root and Branch Review						
3.44	R	Conduct of Root and Branch Review						
3.45	N	*Review by management, Council and Finance Committee of the Final Report						

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Ref. N.	Cat.	Task Name	2009 Q3 Q4	2009 Q1 Q2 Q3 Q4	2010 Q1 Q2 Q3 Q4	2011 Q1 Q2 Q3 Q4
3.46	N	*Development of follow-up action plan				
3.47	N	*Review by Governing Bodies of the Follow-up Action Plan				
3.48	N	*Implementation of action plan				
5.4		2. 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).				
5.5	O	*Critical and integrated review of all objectives, definition of SLAs and of a dashboard				
5.6	N	*Management to be guided by the outcome of the RBR Stage 2 report in April 2009, and will undertake needs assessment and introduction of formal Service Level Agreements, periodic client satisfaction surveys, and internal client feedback mechanisms.				
5.13		5. Re-define the role of the ODG with regard to administrative activities				
5.14	R	*The role of ODG will be integrated as part of the development of organizational changes leading to the PWB 2010-11.				
5.21		8. Transfer of low value added/transactional activities to the SSC and consider an assessment of the current governance				
5.22	O	*Assessment of the current model				
5.23	N	*Completion of the transition to the SSC following assessment				
5.24	N	*Management will undertake a review of governance arrangements for the SSC in 2009, and continue with the transfer of procurement related activities, holding back on further transfers until the Stage 2 report is available.				
5.47		18. Identify and implement synergies with other UN Agencies to procure jointly common goods/services (Procurement for HQ) and to merging the facility management services				
5.48	O	*Management to be guided by the outcome of the RBR Stage 2 report in April 2009, and will undertake, starting in 2009, development of business cases for alternative sources of service provision (offshoring, SSC, outsourcing, partnership, etc.)				
5.49		19. Involve AFSP in the initial phases and activities of the procurement actions (Procurement for projects)				
5.50	N	*Implementation in 2009 with a revision/redesign of the project models and processes.				
5.51		20. Develop the registered vendors management towards an active suppliers management (partnership principles)				
	O	*Develop the registered vendors management towards an active suppliers management (partnership principles)				
5.52		21. Rationalize logistics and delivery processes				
	O	*Rationalize logistics and delivery processes				
5.53		22. Pursue a higher empowerment of the Regional and local officers in managing local procurement				
	O	*Pursue a higher empowerment of the Regional and local officers in managing local procurement				
5.54		23. Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources				
5.55	O	*Management to be guided by the outcome of the RBR Stage 2 report in April 2009, and will undertake, starting in 2009, development of business cases for alternative sources of service provision (offshoring, SSC, outsourcing, partnership, etc.)				
5.56		24. Define an approach to communication style and document which will reduce the need for printing and storage				
5.57	O	*Management to be guided by the outcome of the RBR Stage 2 report in April 2009, and will undertake, starting in 2009, development of business cases for alternative sources of service provision (offshoring, SSC, outsourcing, partnership, etc.)				
		10. FAO Manual				
5.7	N	3. Rationalize the set of policies and procedures of the FAO organization (manual)				
5.8	N	*Review and streamlining of policies and procedures				

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**Priorities and sequencing for management action in implementing
the IPA subject to full availability of funds**

		Annex 2 - First iteration of IPA implementation Plan	2009	2010	2011
Ref. N.	**Cat.**	**Task Name**	Q3 Q4 Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
5.9	N	*Management will include the establishment of a Compliance Unit in the planning for PWB 2010-11. The main purpose of the Compliance Unit will be to streamline and simplify the Organization's manual and ensure, in a proactive manner, staff compliance.			
5.10	N	4. A Regulatory Unit should be established			
5.11	N	*Design and implementation of roles and responsibilities of the new compliance function			
5.12	N	*Management will include the establishment of a Compliance Unit in the planning for PWB 2010-11. The main purpose of the Compliance Unit will be to streamline and simplify the Organization's manual and ensure, in a proactive manner, staff compliance.			
		11. IPSAS and Oracle			
5.25	N	9. Implementation of IPSAS as key initiative for the finance division and FAO as a whole			
5.26	N	*IPSAS is a prerequisite for many other initiatives and system changes and the fast implementation is therefore key for further streamlining and improving processes			
5.27	N	*Management notes that project structure is in place and is resourced through 2008-09 and confirms that IPSAS project activities will proceed in accordance with approved plans. IPSAS implementation is a significant undertaking, to be achieved over 4-yrs			
5.37	N	14. Upgrade Oracle for staff Management and IT infrastructure in Dos			
5.38	N	*Upgrades of Oracle and the telecommunications facilities to Decentralized Offices as specified in IPA.			
5.39	N	15. Design of the Management Information System			
5.40	O	*The initial phase of the project (to identify requirements) will commence in 2009.			
		12. Enterprise risk management			
		Enterprise Risk Management Framework			
3.49	N	*Agreement by Finance Committee on Terms of Reference for a comprehensive enterprise risk management study			
3.50	R	*Issue of external contract for the study			
3.51	N	*Review by management, Council and Finance Committee of the Final Report			
3.52	N	*Development of follow-up action plan			
3.53	N	*Review by Council and Finance Committee of the Follow-up action plan			
3.54	N	*Full Implementation of Enterprise Risk Management Structure and systems			
5.28	N	10. Implementation of the Enterprise Risk Management (ERM)			
5.29	N	*ERM key enabler to find the right balance between cost of risks and costs of controls			
5.30	N	*Commission the Enterprise Risk Management study in 2009.			
		5. Optimizing human resources through HR policy, practice and culture change.			
		13. Culture Change			
		Institutional Culture Change			
3.30	R	*Appointment of External Facilitator and change team			
3.31	R	*Development of Internal vision			
3.32	R	*Start of implementation of the vision			
		Ethics			
3.33	O	*Appointment of an Ethics Officer, functioning of the office, and training of staff			

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**Priorities and sequencing for management action in implementing
the IPA subject to full availability of funds**

			2009		2010		2011	
		Annex 2 - First iteration of IPA implementation Plan					Page 9	
Ref. N.	Cat.	Task Name	Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4		
3.34	N	*Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee						
3.35	N	*Appointment and initiation of work by Ethics Committee						
3.36	N	*Review of annual or biennial report of Ethics Committee						
		14. Human Resource Policies and Practices						
		Human Resource Policies and Practices						
3.59	R	*Staff and consultant selection on basis of merit with effective geographical and gender representation						
3.60	R	*Introduce a package for increasing staff training, including in management						
3.61	N	*Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria						
3.62	N	*Establish a joined-up and consistent system for the recruitment and development of young professionals						
3.63	N	*Further decentralise and delegate decision making						
3.64	R	*Initiate wider publication of FAO vacancies						
3.65	N	*Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs						
3.66	R	*Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs						
3.67	R	*Introduce transparency and competitive policies for recruitment of consultants						
3.68	N	*Rationalise the use of FAO retirees.						
3.69	N	*Consultants including FAO retirees will not be used for long-term gap filling in vacant posts as a cost saving measure						
3.70	R	*Introduce an objective staff appraisal system in phased manner across whole organization						
3.71	N	*Introduce dual grading for P5/D1 and D1/D2 posts						
3.72	O	*Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management						
3.73	N	*Establish a staff redeployment fund initially with extra-budgetary resources and subsequently replenished as a proportion of staff costs						
3.74	N	*Enhance governance oversight of human resource policies through the Finance Committee (continuing)						
3.75	N	Governing Body action and action by management to secure changes at the UN Common System level						
		Develop proposals for Common System change						
		Present changes to UN						
5.15		6. Define a new role for the HR Function						
5.16	O	*Revision and re-design of the HR role providing the adequate skill mix and proper supporting tools						
5.17	N	*Management to review the capacities of and requirements for HR professionals in 2009 as part of the planning for PWB 2010-11.						
5.41		16. Complete the Competency Framework						
5.42	O	*Management to review the capacities of and requirements for HR professionals in 2009 as part of the planning for PWB 2010-11.						
5.43	N	*Management to review the capacities of and requirements for HR professionals in 2009 as part of the planning for PWB 2010-11.						
5.44		17. Review the Accountability Framework and unambiguous assignation of the responsibilities on each HR process among						
		AFH and other entities (other departments, DOs, SCC)						
5.45	O	*Management will review the capacities of and requirements for HR professionals in 2009 as part of the planning for PWB 2010-11.						
5.46	N	*Management to review the capacities of and requirements for HR professionals in 2009 as part of the planning for PWB 2010-11.						

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