

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

ID	Task Name	2008				2009				2010				2011			
		Q1	Q2	Q3	Q4												
1	New FAO Vision and Programme Priorities (Introduction of)																
2	Strategic Framework																
3	Medium-Term Plan																
4	Programme of Work and Budget																
5	Governance Reform																
6	The Conference																
7	Each session of the Conference will have one major theme agreed by the Conference																
8	Conference will meet in June of the second year of the biennium																
9	Conference will decide Priorities, Strategy and Budget on the basis of a Council recommendation																
10	There will be a reduction in formal plenary meetings and more side events																
11	Basic Text changes for functions																
12	The Council																
13	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution																
14	The Council will meet more flexibly on the request of members and for variable lengths of session as appropriate to the agenda																
15	The Council Report will consist of resolutions, decisions and recommendations																
16	The Council will no longer discuss global policy and regulatory issues																
17	The Council membership will be revised as follows: change in representation to be decided; term of membership will become two years																
18	The Independent Chairperson of the Council: Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO																
19	Changes of practice, including ways of working and reporting lines will be introduced for the Council																
20	Introduce Basic text changes for functions, reporting lines																
21	Programme and Finance Committees																
22	Clarifications of functions and ways of working will be introduced immediately																
23	<i>Programme Committee functions will emphasise programme priorities, strategy and budget</i>																
24	<i>Finance Committee will cover all aspects of administration, services and human resources as well as finance</i>																
25	<i>The Committees will meet more flexibly on the request of the Council and members and for variable lengths of session as appropriate to the agenda</i>																
26	<i>The two Committees will hold more joint meetings</i>																
27	<i>They will be required to make clear recommendations and give more attention to policies, strategies and priorities</i>																
28	<i>The Finance Committee will no longer be required to review the WFP Strategy</i>																
29	Introduce changes in practice, including ways of working																
30	Introduce Basic text changes for functions of the committees																
31	Programme and Finance Committees Membership, chairs and observers																
32	<i>chairs will be elected by the Council on the basis of their individual qualifications</i>																

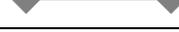
Project: Schedule for Implementation o
Date: Thu 28/08/08

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

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

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

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

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

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

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

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

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

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

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

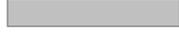
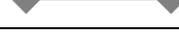
Project: Schedule for Implementation o
Date: Thu 28/08/08

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

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

ID	Task Name	2008				2009				2010				2011			
		Q1	Q2	Q3	Q4												
129	Initiate wider publication of FAO vacancies																
130	Initiate procedures for full transparency in the selection and recruitment of all senior staff and FAORs																
131	Revise competency profiles for Regional Representatives																
132	Introduce transparency and competitive policies for recruitment of consultants																
133	Rationalise the use of FAO retirees, who will not be used for long-term gap filling in vacant posts as a cost saving measure																
134	Introduce an objective staff appraisal system																
135	Introduce dual grading for P5/D1 and D1/D2 posts																
136	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management																
137	Establish a staff redeployment fund initially with extra-budgetary resources and subsequently replenished as a proportion of staff costs																
138	Begin enhanced governance oversight of human resource policies through the Finance Committee																
139	Governing Body action and action by management to secure changes at the UN Common System level																
140	Develop proposals for common system change																
141	Agree in Governing Bodies present to UN																
142	Decentralization																
143	Start organization of Senior Management Meetings so that ADG/Regional Representatives can be present via video link																
144	Start provision of separate administrative and technical budget information for Decentralized Offices																
145	Transfer the primary reporting line for technical officers in the regional offices to the Regional Representatives																
146	Start full involvement of ADG/Regional Representatives in programming and budgeting																
147	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)																
148	Transfer primary responsibility for all aspects of FAORs to the Regional Representatives (ADGs)																
149	Revise all delegated authorities to decentralized offices and control procedures																
150	Discontinue all administrative responsibilities with sub-regional offices																
151	Rationalise coverage of country offices utilising agreed criteria																
152	<i>undertake review</i>																
153	<i>initiate rationalisation</i>																
154	Redefine composition of sub-regional and regional office staffing in line with priority needs																
155	<i>redefine composition</i>																
156	<i>introduce changes</i>																
157	Clarify country coverage of Near East Regional Office																
158	Introduce redefined job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures																
159	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices																
160	Strengthen staff training																
161	Headquarters Structure (subject to further discussion by Working Groups on 9 September)																

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

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

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

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

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

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