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1	Undertake a comprehensive root-and-branch review on all aspects of the Organization's human and financial resources management and administration. (8.1)									
2		Contract an external agency specialized in institutional analysis and reform to facilitate the review; the external agency should report either to the Deputy Director-General, to a re-vamped Office of Strategy, Resources and Planning in ODG or to the Reform Group, but specifically not to the proposed Corporate Support Services Department, as this could entail conflicts of interest.	Management	See separate note	2/01/08	31/07/08			Mgmt Resp	Preparatory
3	Align recruitment, staff development and promotion criteria into a single and more coherent human resources policy framework. (8.2)									
4		Pay attention to the age profile of FAO employees and ensure thereby a continuous renewal of the organization by recruiting younger employees	Management	This item is to be seen in the broader context of the overall human resources planning policy, including age profile, gender and geographical balance and staff mobility and rotation (see comments on Recommendation 8.5 below).			Fully		Mgmt Resp	Preparatory
5		Rotate technical staff, both as a means to assure effective linkages between headquarters and the field and to catalyse staff competencies development. Take into account field and regional experience to be taken into account when selecting for senior positions	Management	Development and implementation of a staff mobility and rotation scheme, which will include Identification of staff and posts to which mobility requirements apply, as well as briefing and training of managers and implementation of new oversight procedures for the scheme	1/1/08	31/12/08	Fully		Mgmt Resp	Implementation
6	**Contracting Modalities** - Design contracting modalities to respond to the rapidly changing context in which FAO works: increase staffing flexibility to respond to shifts in technical competency requirements and geographic placements while also delivering the highest possible quality to FAO's clients cost-effectively. (8.3)			The existing contracting modalities for non-staff (consultants /PSAs/NPP) will be reviewed for simplification and streamlining. This will include a full revision of the conditions for use of retiree contracts and a revision of payment bands with a view to further delegations in the context of subsidiarity.	1/1/08	30/6/08	Fully		Mgmt Resp	
7	**Geographic and Gender Balance** -									
8	Achieve geographic balance and gender balance under Director-General's overall responsibility, but within a more inclusive framework of delegated responsibilities (8.5)	ADGs or their equivalent should be required to meet general targets set on a broad regional basis (for geographical balance) and FAO's medium term target of 35% for gender balance	Management	At the initial stage, regular reports will be provided to each department showing its age, gender and geographical profile. Work will continue on the development of gender targets, as part of the development of a Gender Plan of Action. A methodology for the age and geographical targets needs to be developed. The development of targets will require detailed analysis of present and foreseen vacancies at the implementation stage.	1/1/08	30/11/08	Fully		Mgmt Resp	Implementation
9		Report quarterly to the DG on the situation in each Department, showing annual and cumulative progress.	Management	Such a report is already included in the regular MIS reporting to senior management.	1/1/08	1/1/08	Fully		Mgmt Resp	Implementation
10		The Human Resources Management Division should develop a supply of suitable candidates, encouraging suitable junior recruits, conducting targeted recruitment missions and advertising	Management	Previous proposals for the introduction of a junior professional programme should be re-visited and finalized. It is noted that this is a critical element to achieving the gender and geographical balance of Recommendation 8.5, as generally individuals are more receptive to expatriation early in their careers, thereby making it easier to attract women and candidates from non- and under-represented countries. Further, such candidates would likely have a longer productive life within the Organization.	1/3/08	31/5/08	Fully		Mgmt Resp	Preparatory

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11		The IEE welcomes the Human Resources Gender Plan of Action that is currently being prepared, particularly its emphasis on integrated approaches to recruitment and retention of female staff with policies such as work-life balance.	Management	The Gender Plan of Action mentioned above will be finalized for endorsement by senior management.	1/1/08	29/2/08	Fully		Mgmt Resp	
12	**Performance Management** - Improve performance management. (8.6)									
13		Implement the new performance appraisal approach (which the IEE fully endorses) fully and as quickly as possible, rather than gradually, as it is central to RBM, while acknowledging that adjustments and additional support for supervisors may be required in the early phase (Rec.8.6.A)	Management	Following endorsement of the overall policy by senior management, consultations will be undertaken with managers and staff representatives. It is foreseen that the Performance Management System will be supported through the HRMS. A critical element to this implementation would be the introduction of a competency framework in the system (with links to several major system components, e.g. Position Management, i-Recruitment, PEMS and Staff Development).	1/1/08	31/3/09	Partially	555	Mgmt Resp	Implementation
14		For evaluating FAO Representatives, establish a two-way process on a peer group review principle, in which selected FAORs also evaluate their colleagues at HQs and in particular Division Directors who are tasked with providing services to them. (8.6.D)	Management	The Performance Assessment and Monitoring System (PAMS) introduced in 2006 allows FAORs to evaluate their colleagues at HQ. This is done through a special form requesting them to provide their assessment of the quality of support received from their Regional Office, the Subregional Office (when appropriate) as well as from the various HQs Departments and independent offices.	1/1/08	1/1/08	Fully		Mgmt Resp	Implementation
15	**Training** - Re-direct and strengthen staff training. (8.8)									
16		Increase overall resources for training (8.8.A)	Governing Bodies Management	The redistribution of available training funds will ensure a better focus on corporate priorities. 40% of overall divisional training funds have been allocated to a central fund which will explicitly focus on key corporate priorities including priorities identified by the IEE report. This taken together with an increase in budgeted staff development funds will result in a real increase in training funds devoted to key corporate training needs. For 2010 and beyond consideration will be given to increasing the percentage of total staff costs (currently at 1.35%) allocated to training, to 1.5%.	1/1/08	31/12/09	Fully		Mgmt Resp	Implementation
17		Improve balance in training between languages and basic office skills and others such as the development of RBM, technical and project support activities (including gender analysis), management of administrative and operational processes and management training to equip FAO managers with leadership skills and capabilities to respond flexibly to the new and changing circumstances facing FAO. (8.8.B)	Management	Training plans in preparation for 2008 will, whilst keeping language and computer training delivery at current levels, increase the level of training program activity focused on areas of management and leadership development, results based management and key skill and competency development for professional staff. This will include training support for managers taking on increased levels of delegations, in the field of resources management as well as support for project management skills for staff in decentralized offices.

Regarding capacity building in gender issues for FAO staff: In-depth training of selected FAORs and officers from regional and sub-regional offices; Periodical meetings with selected FAORs to support gender mainstreaming at regional and sub-regional levels; Training for Divisional and Gender Focal Points (GFPs); Tailor-made divisional training; Training on gender-sensitive monitoring and evaluation for the implementation of specific outputs in Programme Entities. (see WG 1 rec 3.19) | 1/4/08 | 31/12/08 | Fully | | Mgmt Resp | Implementation |
| 18 | | Retain a central training allocation to address highest priority training needs corporately and strategically (8.8.C) | Management | There has been a strengthening, in line with IEE report recommendations, of the level of resources deployed centrally to focus on corporate training priorities (see 8.8.A above). This will ensure a focus on the following key corporate priorities throughout 2008/09: | 1/1/08 | 31/3/08 | Fully | | Mgmt Resp | Implementation |

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				1.Management development 2. Completion of competency development framework and its integration with the HRMS system 3. Results based management training 4. HRMS training 5. Project operations training for decentralized offices.						
19	**Training** -Direct training resources to building staff skills in identifying and monitoring outcomes and results, and developing baselines for related indicators (7.5). See also recommendation 8.8									
20		Explore Results-Based Management (RBM) training efforts of benchmark agencies and others (including web-based training targeted at field staff), select an appropriate model and require all staff involved in programme planning and execution to become proficient.	Management	In 2008, a needs assessment will be undertaken and practices of benchmark agencies will be studied, including means of delivery of training to field staff; based on this, an overall program will be developed and key learning modules identified, which it is expected would include: establishing monitoring systems, developing indicators, results hierarchy (log frame) and risk management. Development of course materials and launch of initial modules would be expected to occur in 2009, and would need to be carefully synchronized with changes to staff performance and incentive systems and development of managerial skills, along with other elements of culture change such as delegation of responsibilities and empowerment.	30/9/08	31/12/08	Fully		Mgmt Resp	Preparatory
21		Integrate RBM concepts into policies and manuals as needed.	Management	Results- based management concepts will be progressively introduced into policies, procedures and manuals, as required, concurrently with the introduction of the various aspects (e.g. performance management, incentives, delegations, work planning and monitoring etc.) underpinning the approach. Polices and procedures requiring alignment will include those regarding human resources management and organizational unit functional statements, as well as the various aspects directly related to the results-based programming and reporting cycle.	1/1/08	31/12/08	Fully		Mgmt Resp	Preparatory
22	**Technical Programme Departments**									
23	Empower Programme ADGs (6.17) The key management layer for headquarters delegations should be Division Directors (6.18)	For the most part, continue assigning annual budget allotments to divisional heads, consistent with the principle of subsidiarity. Nevertheless, assign to the ADGs up to 10% of total allotment to each technical division for addressing unforeseen requirements, seizing new opportunities or furnishing incentives and rewards to Directors. These funds should be non-lapsing, with carryover from one fiscal biennium to the next to avoid any pressures to disburse unwisely at the end of a fiscal year.	Management	Although not for early implementation, ADGs have been encouraged in the 2008 allotments, to retain and reallocate some resources at the departmental level for cross-cutting or multidisciplinary work.

The carry forward of funds between biennia will require changes to the financial regulations. | 1/1/10 | On-going | Fully | | Additional | Preparatory |
24	**Recruitment** - Establish clear responsibility levels for recruitment (8.4)									
25		Assign the responsibility for selection of Professional and National Officer staff to ADGs	Management	Revised draft selection procedures have been developed, but will require internal review before consultations with managers and staff representatives. Once agreement has been reached, some time for briefings, etc. will also be needed.	1/1/08	31/5/08	Fully		Mgmt Resp	Implementation
26	**Inter-disciplinarity** - Build incentives for inter-disciplinarity and focus on global goals and priority themes (6.16)									
27		Assign a relatively small proportion of the regular Budget (e.g. 5%) roughly equally to the DDGs for Technical Work and Regional and Country Operations to be allocated as an incentive to cross-departmental and inter-disciplinary work. This would help provide focus on delivery against the three goals of member countries and the five to six priority themes as discussed in chapter 7.	Management	Although interdisciplinary work is encouraged through specifically ear-marked catalytic funding and through funds in PE 5BS02, this recommendation is dependent upon other structural changes in the Organization.					Mgmt Resp	

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28	**Project Servicing Charges** - Proceed with									
29	the actions already under way to ensure that project servicing charges are regularly fixed at a level, which adequately covers real, "incremental variable" costs of FAO administration and, in light of the growing size of EB programme, move towards recovering a portion for fixed and (semi) fixed costs. (7.7)	Maintain the regular process for periodic review of actual servicing costs and adjustment of fees	Management	On-going. In addition, cost recovery guidelines and related accounting procedures for Headquarters, Regional, Sub-Regional and country offices will be developed.	1/1/08	31/12/08	Fully		Mgmt Resp	
30	**Procurement -** Improve procurement and related services (8.10)									
31		Authorize Division Directors to approve travel and simplify proof of purchase for self-purchased tickets (8.10.C)	Management	Decision to proceed as per IEE recommendation;: i.e. that division directors should be given authority to approve travel, thus facilitating fast decision-making in order to capture savings for FAO.	15/1/08	15/3/08	Fully		Mgmt Resp	Implementation
32		Controls on proof of travel should also be simplified (8.10.C)	Management	Proof of purchase for self-purchased tickets should be simplified (i.e. it should require only one proof of purchase – the ticket receipt – and not also credit card information as is now required).	15/1/08	15/3/08	Fully		Mgmt Resp	Implementation
33	**Collaboration with the Rome-based UN**									
34	agencies - Through the recently created Inter-Institution Coordination Committee (IICC) pursue opportunities for further joint or coordinated activities with WFP and IFAD in several of the areas discussed in Chapter 8 (8.19)	Develop a policy framework for joint or coordinated FAO/WFP/IFAD activities, based on the concept of organizational neutrality and using the existing strengths of each agency. It should periodically be discussed in the appropriate Governing Bodies. (8.19A)	Management	A progress report on the work of the Inter-Institution Coordination Committee (IICC) covering administrative collaboration to be prepared by the end of May 2008. The progress report will contribute to the joint strategic policy paper on Rome-based agencies' collaboration (See Rec. 5.4 in WG1)	15/1/08	1/5/08	Fully		Mgmt Resp	Preparatory
35	Pursue full integration of the supporting									
36	systems for strategic and financial management needs more vigorously so as to address strategic and programme accountability processes with financial management and financial reporting requirements (8.13)	Develop a structured automated system for a series of management reports which meets the needs of the different levels of management and line users.	Management	The preparation of MIS requirements and development of a new reporting tool is covered by capital expenditure. IPSAS adoption will support improved financial management. IPSAS adoption will improve the quality, comparability and credibility of financial reporting with consequential improvements anticipated with respect to accountability, transparency	1/2/08	30/6/09	Fully		Mgmt Resp	Preparatory
37		Upgrade the FAO Permanent Representatives Website to the means by which management information of interest to the governance structure of the Organization is disseminated	Management	Improvements of the Permanent Representatives website to make it an access portal to relevant information and systems. An upgraded version of the website is expected to be available online by mid-2008.	1/1/08	30/6/08	Fully		Mgmt Resp	Implementation
38	Use the transition to International Public Sector Accounting Standards (IPSAS) to achieve significant efficiencies and improved effectiveness in financial accounting, financial management and decision support systems (8.14)		Management	The transition to International Public Sector Accounting Standards (IPSAS) will be used to achieve significant efficiencies and improved effectiveness in financial accounting, financial management and decision support systems. A major benefit of the IPSAS project will be the provision of the underlying currency for all transactions and this data will be available to the units that are responsible for budgetary and donor reporting.					Mgmt Resp	
39	Develop an institutionalized strategy for financial risk management (8.15)		Management	Within the context of the preparation of an enterprise risk management framework (rec 7.9A), AFF and other concerned organizational units will provide input on financial risk management aspects of existing business processes.					Mgmt Resp	
40	Introduce the possibility of rolling over a									
41	relatively small proportion of working funds between biennia in addition to TCP and capital and security accounts, both as a matter of good financial management and for smoothing income and expenditure. (8.17)		Governing Bodies Management	The Secretariat will develop proposals for rolling over a proportion of working funds between biennia for consideration by the Finance Committee in 2008.	1/2/08	30/9/08	Fully		Mgmt Resp	Preparatory
42	Adopt additional financial measures for								None	

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43	funding under-funded after service liabilities, and reduce liabilities to retirees (8.18)	Continue funding all under-funded long term after service liabilities which are presently in the order of $445 million. Take the opportunity presented by the changeover to IPSAS for opening possible channels for discourse between Member States and the Secretariat on alternative means for addressing this issue. (8.18.A)	Management	Continuity of funding has been met by the approval of US$14.1 million at the November 2007 Conference to fund the amortization of After Service Medical Coverage. This is consistent with the previous funding level established. The Organization, in consideration of IPSAS requirements, is preparing to record the full liability in the balance sheet as at 31 December 2007. See also comments below at line 90 regarding ongoing reporting by the Secretariat to the Finance Committee of the funding needs of the ASMC liability.	1/1/08	30/6/08	Fully		Mgmt Resp	Preparatory
44		Accelerate the provisioning and earmarking of funds to cover after-service liabilities. FAO deserves credit for being ahead of many other UN agencies on this. (8.18.B)	Management	The Secretariat will highlight the inadequacy of the current biennial funding plan considering the scale of the liability in its reports to the Governing Bodies, as has been done during past years. The next report on this matter will be presented to Finance Committee at its session in May 2008 which will report the unfunded after service liability as at 31 December 2007. The minimum incremental funding of the ASMC as originally requested in the PWB 2008-09 is US$30.9m in accord with the principle established by the November 2005 Council of "recommending funding at the same level prescribed by the latest Actuarial Valuations in future biennia". The Organization will make full provision for after-service liabilities by recording the full liability in the balance sheet as at 31 December 2007, consistent with IPSAS requirements.	1/1/08	31/5/08	No		Mgmt Resp	Preparatory
45	Improve Information Technology risk management (8.12)									
46		Undertake a comprehensive risk assessment for the IT structure in Country Offices and Liaison Offices (8.12.A)	Management	FAO must take into consideration new risk scenarios and implement an information security organization in line with the strategy to adopt a federated and decentralized organizational model. Although FAO's critical information systems are located at headquarters, there is less control over the IS/ICT infrastructure in the decentralized locations and therefore any weaknesses in that infrastructure might affect decentralized offices' access to these critical information systems. Extending the exercise to a representative sample of offices would not only ensure all information assets are assessed but would also raise user awareness through direct contact with additional business owners and other FAO staff.	1/3/08	1/9/09	No	450	Mgmt Resp	Preparatory
47	Constitute a special Working Group to lead development of and oversee an overall programme of culture change as part of the follow-up to implementation of the recommendations of the IEE (6.2). See also recommendation 8.1			The Secretariat will constitute a special working group to lead development and oversee the programme of culture change.					Mgmt Resp	
48	Encourage cross-departmental contact and take steps towards creating a map of where knowledge lies. (6.3)									
49		Show those responsible for critical technical work and divisional administration in an organizational directory on the intranet. This could be further extended by including the job titles of all employees in a division. (6.3.A)	Management	Extend the current telephone based directory by combining it with the "expertise locator" and include knowledge groupings to create a directory of human knowledge assets.	1/1/08	Ongoing	Fully		Mgmt Resp	Implementation
50		Facilitate informal discussion groups by creating an easy mechanism for anyone in the FAO intranet to set up such groups (6.3.B)	Management	Conduct a study on how to extend the current Intranet facilities to develop a corporate platform for knowledge sharing which would take into consideration communication aspects and information technology issues, in particular related to the deployment of new corporate tools	1/1/08	Ongoing	Partially	70	Mgmt Resp	Implementation

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				available on FAO desktop computers. The study will include an operational plan.						
51		Develop a well-written and strictly informal staff newsletter and website page with news about the Organization, staff, managers and other matters of interest (6.3.C)	Management	Included as part of the line above, including Wikis and Blogs and other web 2.0 technologies	1/2/08	Ongoing	Partially		Additional	Implementation
52	Support early and transparent action on the fundamental changes described with immediate actions by the Director-General to signal his readiness to lead and engage in change and to present a more open and accessible image. (6.4)			Remove the security surrounding the Director-General's movements when he is in the headquarters building. Post and update monthly reports of the Director-General's official visits and major meetings with external contacts. Increase formal and informal briefings by senior staff to Permanent Representatives.	1/1/08	Ongoing	Fully		Mgmt Resp	
53	Accelerate development of a leadership cadre who consistently model good management practice, including "open door" styles to increase informal, direct communication; the giving and receiving of feed-back; regular staff meetings to inform them of developments and solicit their ideas, and periodic retreats. (6.5)									
54		Expand the courses of the Joint Management Development Centre to include regular courses for senior management as well as lower levels.	Management	The Joint Management Development Centre programme will be expanded in 2008 to ensure a systematic coverage of staff exercising managerial responsibilities including expanding the programme to staff below the Director levels.	31/3/08	Ongoing into 2009	Fully		Mgmt Resp	Implementation
55		Involve the Human Resources function as a strategic partner in planning and executing management training, focused on the needs of specific individuals. This might include an increase in management training or coaching.	Management	The overall management development skills programme will be expanded to include training and coaching focused on the development needs identified for staff attending the Joint Management Development centre.	31/3/08	Ongoing into 2009	Fully		Mgmt Resp	Implementation
56	**Technical Programme Departments** - Restructure the Agriculture Department (6.11)									
57		Dissolve the current Joint FAO/IAEA Division or distribute it functionally as units in the areas of food safety, livestock and plant production. See also recommendations 3.13 and 3.11.B	Governing Bodies Management	FAO Director-General wrote to IAEA Director-General providing required 12 months notice to wind up the Joint Division, and forge a new cooperative arrangement, providing flexibility for decision-making by Members on this recommendation and any resulting implementation.	29/11/08	31/12/08	Fully		Additional	Preparatory
58	**Dual Gradings and Ceilings** - Afford much needed flexibility to departmental ADGs to adjust positions to needs, while at the same time preventing any risk of upward position drift. (6.15)									
59		Apply dual grading: D1 and D2 for Division Heads and P5 and D1 Service and Unit Heads.	Management	Double-grading of position will need to be considered in the context of the restructuring exercise related to the implementation of the IEE recommendation. The UN Common system allows "under-filling" of positions. Two sets of criteria need to be established: - establish policy for career progression in cases of double-grading of position (either through competition or based on job-growth linked to performance). Dependency is with implementation of Performance Management system - grade level established in function of programme size/complexity and priorities (to be reviewed during 2008)	1/1/08	31/12/08 or early 2009	Fully		Mgmt Resp	Preparatory
60		Establish ceilings for the number of D1 and D2 positions for each department	Management	1) Establish organization ceiling for number of D-level positions: UN Specialized Agencies current ratio D to total prof staff is 11% while UN (all agencies) ratio is 9%. Objective is to bring FAO to overall UN Specialized agency ratio or lower (11-10%). 2) Departmental abolition targets for D-level positions have been set in 2008-09, with a view to contributing to delayering and savings. Proposals will be reviewed to ensure delayering takes into account integration/consolidation of programme entities and activities from 2009. 3) Models will be developed during 2008 to provide the basis for the setting of ceilings based on structure, programme complexities, etc. Models and criteria will need to take into account any proposed restructuring related to implementation of IEE recommendations. Time frame for finalization might therefore be 2009 (only item 3) requires costing).	1) 3/1/08 2) 15/2/08 3) 1/6/08	1) 3/1/08 2) 31/5/08 3) 31/12/08	Fully		Additional	Preparatory