COUNCIL

Hundred and Thirty-ninth Session

Rome, 17 – 21 May 2010

Immediate Plan of Action Implementation Progress Report

I. EXECUTIVE SUMMARY

1.   Good progress continued to the end of 2009 with completion of a large number of IPA actions. The 2009 Conference, in Resolution 4/2009, noted with appreciation that major progress has been achieved in implementing many IPA actions in the course of 2009, along with related recommendations from the Root and Branch Review of administrative processes.

2.   The outgoing Independent Chair of Council, Professor Noori Naeini, highlighted as noteworthy achievements that results-based management had been established, the change towards a results-based culture had begun, decentralization was progressing, as was delegation of responsibility and organizational restructuring and streamlining, greater attention was being given to improved human resource management, and more effective governance was being introduced.

3.   This good progess continued in the first quarter of 2010 with achievements in a number of major IPA activities as reported in full to the CoC-IEE, Finance Committee and Programme Committee meetings in April 2010.

4.   The focus on implementation required revisions to Management arrangements and a greater alignment and integration of IPA activities into the workplans of the respective functional divisions and departments, in accordance with the results based focus for 2010/11.

5.   The IPA programme is a major initiative of the Organization with a biennial budgetary provision of USD 39.61 million approved as part of the 2010-11 appropriation and a further USD 3.08 million remaining from 2009. The total budget of USD 42.69 million has been allocated to the individual IPA projects in 2010-11. A report to the recent session of the Finance Committee (12-16 April 2010, http://www.fao.org/docrep/meeting/018/k7660e.pdf) contained full details of expenditure in 2009 and planned expenditure for 2010/11.

II. INTRODUCTION

6.   The last report to Council (CL 137/8) covered IPA progress up to September 2009. It reported that a good start had been made to FAO reform and highlighted some anticipated challenges for 2010/11, during which there would be a major emphasis on implementation.

7.   This progress report to Council confirms continuing good progress to the end of 2009, provides information on the 2010/11 IPA programme and how Management has addressed the challenges.

8.   It also describes the revised Management arrangements, the IPA costs, and the major IPA achievements in the first months of 2010.

III. MAIN ACHIEVEMENTS IN 2009

9.   The overarching objective of the FAO reform is to make the Organization more effective in meeting Member needs by **managing for results**. This requires successful completion of two elements: the clear articulation of Member objectives including measurable results with clear impact; and the establishment of an enabling environment to deliver results effectively and efficiently.

10.   FAO has taken major steps forward in this regard in 2009. Members and Management have formulated a new results framework that comprises the FAO vision, the three Global Goals of Members and associated eleven Strategic Objectives, and the means of action through application of two Functional Objectives and eight Core Functions. The Medium Term Plan 2010-13 and PWB 2010-11 were developed based on this results framework and endorsed by the 36th FAO Conference in November 2009, and have integrated resources from assessed and estimated voluntary contributions. The new results framework formed the basis for 2010 spending authority issued in December 2009 and the associated operational planning exercise. This represents a clear application of the results framework into a tangible deliverable and is a major 2009 reform result (C 2009/15).

11.   An essential element of delivering measurable results is the ability of the Organization to **function as one**, and this was the second key area of substantive progress. Functioning as One has several dimensions: (i) adjusting organizational structures, responsibilities and mobility of staff at Headquarters and in decentralized offices in accordance with evolving agreed results frameworks; (ii) greater commonality of vision between Management and Members; and (iii) working with Rome-based agencies and other partner organizations. Its overriding interpretation is functioning as one *team* with unity of purpose focussing on those areas where the strategic objectives of the Organization can contribute most to Member's priorities at global, regional and country level.

12.   In terms of *staff at Headquarters and in decentralized offices functioning as one*, a stronger role has been given to Regional Offices in decision-making. Regional Representatives contributed to a better balance between global, regional, subregional and country concerns as regular participants, through videoconferencing, of the Senior Management Meetings and other important corporate policy meetings. Regional Representatives in consultation with other decentralized offices played a lead role in preparing budget proposals for their offices, as well as for the region in general, for the 2010-11 biennium. It was decided that Regional Representatives will have full budget and programme responsibility for technical officers in the region, and will oversee the technical and substantive work of the FAO Representations (FAORs).

13.   Having a larger cadre of staff with both headquarters and field experience is another important element to sharing knowledge across the organization and functioning as one. This would be facilitated by the implementation of an incentive-based rotation policy between

headquarters and the decentralized offices and for its effective implementation. This has been developed and the formal internal consultation process commenced in August 2009 and is on-going.

14.   Within the comprehensive restructuring of the Headquarters Structure, initiated in 2009, changes were introduced to the reporting lines of FAORs to clarify and improve the relationship between Country Offices and the respective Regions.

15.   Decentralization of the TCP was a key recommendation implemented in 2009, and staff in the regional offices have been trained to take on responsibility for management of the TCP in 2010.

16.   In terms of *Management and Members functioning as one*, the process of reform in 2009 has produced a greater degree of understanding between Members and Management and a greater commitment to, and joint ownership of, the Organization's future strategic direction. Conference in November 2009 acknowledged the spirit of collaboration and trust that has prevailed between the Membership and the Management of FAO in conducting the reform process as a joint endeavour, with full engagement and interactive participation of the Members, constant support of the Director-General, and committed involvement of the Staff Representative Bodies and the Staff across the Organization.

17.   In terms of *FAO working with other partner organizations to function as one,* the document "Directions for Collaboration among Rome-based Agencies", jointly developed by FAO, WFP and IFAD, was approved by the Heads of the three agencies and discussed at the FAO Joint Meeting of the Programme Committee and the Finance Committee in July 2009. The document was submitted to IFAD's Executive Board in September 2009 and WFP's Executive Board in November 2009. The first ever joint FAO/IFAD/WFP meeting of executive heads and senior managers was also held in late 2009.

18.   A major factor in functioning as one in a results-based environment is to optimise the use of **human resources,** and this was the third key area of major progress in 2009. The Human Resources Management Strategy and Policy Framework that guides future HR initiatives was developed and approved at the 137th Session of the Finance Committee in July 2009.

19.   The Performance Evaluation and Management System (PEMS) Pilot, involving over 500 staff, was completed in 2009. PEMS provides the essential accountability link between Organizational results, unit results and individual staff performance and is a critical element of the managing for results framework.

20.   The IPA stressed the need for improved management competencies and the tri-Agency (FAO, WFP, IFAD) Management Development Centre was revamped to stress the Managerial Competencies assessed through PEMS, and staff development courses have been delivered to support Results-Based Management.

21.   Achievements in support of the working environment and demographic rebalancing in 2009 included the introduction of flexible working arrangements for staff. Plans were also developed for the further recruitment and development of young professionals (Internship and Junior Professionals Programme). At the other end of the age-spectrum, policies for the rationalized use of retirees were introduced.

22.   The fourth key area of achievement in 2009 is in the **efficiency in the delivery of administrative services**. The Root and Branch Review (RBR) was completed in 2009. The resulting recommendations set the scene for major administrative changes in 2010, and these were

added to the original list of IPA actions to form an Integrated IPA.

23.   As a result of the delayering exercise one third of the Organization's Director level positions at headquarters were abolished, delivering substantial savings that have been redirected towards FAO's technical programmes, and providing a flatter and less hierarchical management structure. The delayering exercise was associated with proposed changes in the ways in which technical and management work is carried out. One example of these changes, which was described to the CoC-IEE in April 2010, is in the Economic and Social Development Department (ES) that is piloting a structural model by which the service level is eliminated and divisions set up result-oriented teams in order to deliver specific tasks. There are other notable examples, including in AGP.

24.   Whilst the primary indicator and foundation for effective reform of FAO is completion of the IPA programme, and in particular IPA actions that fall within the above four key areas, "ticking the boxes" of the IPA programme is unlikely to bring about real and sustained reform. Successful reform is dependent upon the integrated implementation of the IPA actions with the support and engagement of FAO staff, underpinned by a process of institutional culture change at headquarters and in the field.

25.   In 2009 the Culture Change Team has been engaged in wide scale effort with staff at Headquarters and in decentralized offices, consulting more than 1,000 persons throughout the Organization using various participatory techniques. In 2009, it produced an internal vision statement and proposals for career development, rewards and recognition, and for fostering an inclusive work environment.

26.   Success with implementation of IPA actions within the four key areas, and progress with institutional culture change, takes place within a framework of governance reform to complete the picture of FAO reform. In this area a significant achievement was the endorsement of a set of amendments to the FAO Basic Texts needed for the implementation of the IPA, through the Committee on Constitutional and Legal Matters, the CoC-IEE and the Council, for final adoption by the Conference in 2009.

27.   Full details of achievements in 2009 were included in Annex 1 to the IPA progress report to CoC-IEE meeting on 8 April 2010 (http://www.fao.org/uploads/media/First%20CoC-IEE%20IPA%20Progress%20Report%20-%20annex%20I_E.pdf).

IV. 2010/11 IPA PROGRAMME OF WORK

28.   During the current biennium, the overarching objective of the FAO reform will continue to be to make the Organization more effective in meeting Member needs by **managing for results**. As in 2009, this will be supported by the key areas of functioning as one, human resources reform, and efficiency in the delivery of administrative services. These activities will be underpinned by a programme of culture change and Governing Body reform (see figure 1).

Figure 1 – Schematic of elements of FAO reform
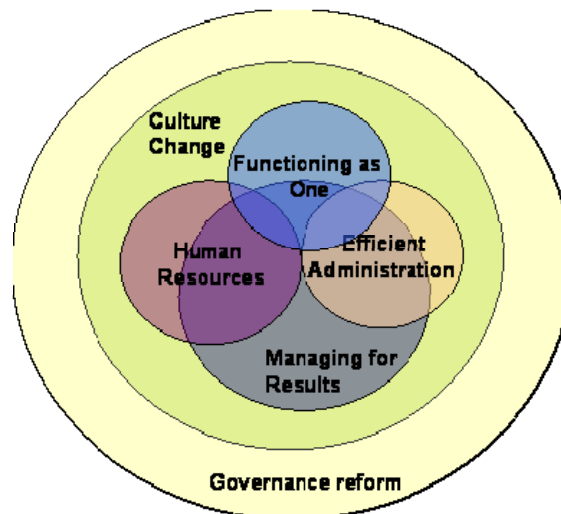
29.   Bearing in mind the increased implementation emphasis, one of the first tasks since the 2009 Conference was to integrate IPA implementation into the results-based corporate work planning for 2010 and amend the management support and oversight arrangements. These arrangemenmts are described in Annex I.

30.   The major activities of the IPA programme for 2010/11 are described within these key areas.

Managing for results *- focusing on Member needs through results-based programming, monitoring, reporting and resource mobilization*:

31.   The Organization will develop monitoring and reporting systems to provide key performance information to Members and further enhance the new planning and budgeting model and the full implementation of the results-based management framework. An organization-wide rollout of PEMS will be undertaken in 2010-11 to complete the "accountability link" between Organizational Results and individual staff performance.

32.   Emphasis will be given to supporting members in prioritizing the technical work of the Organization This ongoing exercise will be actively pursued throughout the first full cycle of results-based planning in 2010-11, and will include the enhanced participation of the Regional Conferences and Technical Committees in shaping FAO's priorities. A resource mobilization and management strategy, comprising Impact Focus Areas, National Medium Term Priority Frameworks, and regional and subregional areas of priority action, will be put in place with a view to ensuring that voluntary contributions focus on the agreed results frameworks and improve Governing Body monitoring and oversight.

33. Key activities will be:
* developing and deploying monitoring and reporting systems;
* rolling out PEMS across the Organization;
* providing support to prioritizing the technical work of the Organization;
* further developing the resource mobilization and management strategy.

Functioning as one - *by aligning structures, roles and responsibilities to the results framework*:

34. The Headquarters structure will continue to be refined, and the Organization will invest in the essential infrastructure to enable staff in the Decentralized Offices to be able to use the same corporate tools and facilities as their colleagues in Headquarters.

35. The Organization will double the number of staff rotating between Headquarters and/or the Decentralized Offices to ensure the flow of knowledge and expertise between the offices, and enrich the experiences and knowledge of the staff. Further clarifications of the functions of some units will be required to ensure that the Organization functions as one.

36. Management's medium to long-term vision related to the structure and functioning of the Decentralized Offices network, prepared taking account of the IPA actions on decentralization, will receive inputs from the Regional Conferences. Management will then formulate and present proposals to the relevant Governing Bodies for review, approval and implementation. The whole process will take place with active participation and guidance of the CoC-IEE.

37. FAO's partnerships will be enhanced and renewed pursuing the possibilities for further joint activities and collaborative arrangements with the Rome-based agencies and the United Nations system, as well as the private sector and civil society organizations.

38. Key activities will be:
* investing in the essential infrastructure to enable staff in the Decentralized Offices to be able to use the same corporate tools and facilities as their colleagues in Headquarters;
* doubling the number of staff rotating between Headquarters and/or the Decentralized Offices;
* producing a medium to long-term vision related to the structure and functioning of the Decentralized Offices network;
* enhancing FAO's partnerships by further joint activities and collaborative arrangements.

Human Resources *- optimizing our human resources through HR policy, practice and culture change*:

39. The Organization will fully develop a joined-up and consistent system for the recruitment and development of young professionals, and invest in additional professional staff in the Human Resources Management Division to support their role as strategic business partners to the Organization. Important initiatives such as the staff rotation policy and the roll out of PEMS will be carried out. Culture change activities will focus on monitoring the implementation of the FAO Internal Vision and the integration of institutional culture change in the overall reform process.

40. Key activities will be:
*   recruiting and developing young professionals;
*   investing in additional professional staff in the Human Resources Management Division to support their role as strategic business partners to the Organization;
*   establishing an incentive-based rotation policy;
*   introducing an objective staff appraisal system.

Reform of administrative and management systems *- to ensure efficient use of Member contributions:*

41. The functioning of the Shared Services Centres will be enhanced and the review and further automation of the registry function will commence. The new printing and distribution unit will be established and a range of improvements to headquarters and field procurement processes will be introduced.

42. Administrative processes will continue to be streamlined, also taking into consideration the results of the external review of the administrative activities of the Office of the Director-General. A pilot enterprise risk management project will be completed, which will assess FAO's current risk management structure/framework, identify gaps and inform the development of an Organization-wide Enterprise Risk Management Framework, which will contain the necessary elements to continuously improve the Organization's risk management capabilities.

43. Key activities will be:
*   internal review to enhance the functioning of the Shared Services Centres and decision on the establishment of a single global Shared Service Centre hub;
*   reviewing and further automating the registry function;
*   establishing the new printing and distribution unit;
*   implementing an Organization-wide approach to Enterprise Risk Management within the results based management framework;
*   improving the headquarters and field procurement processes;
*   responding to the external review of the administrative activities of the Office of the Director-General.
*   piloting a joint procurement team with IFAD and WFP, to cover headquarters procurement activities of the three agencies.

Effective governance and oversight *to improve articulation of Member needs:*

44. The evaluation function will be further strengthened, including in its advisory role on results-based management, programming and budgeting. Multi-year programmes of work for the Council, the Council Committees and the Regional Conferences will be defined and prepared. The functions and Terms of Reference for the proposed Ethics Committee will remain under review of the relevant Governing Bodies. Key activities will be:
*   further strengthening the evaluation function;
*   defining and preparing multi-year programmes of work for the Council, the Council Committees and the Regional Conferences.

45. Full details of the 2010/11 IPA programme of work were included in Annex 2 to the IPA progress report to CoC-IEE meeting on 8 April 2010 (http://www.fao.org/uploads/media/ First%20CoC-IEE%20IPA%20Progress%20Report%20-%20annex%20II_E.pdf).

VI. PROGRESS TO APRIL 2010

46. Major achievements to date in 2010 are organized according to the major areas of IPA activity:

Managing for results *- focusing on Member needs through results-based programming, monitoring, reporting and resource mobilization*:

47. A paper on prioritization of the technical work of the Organization was presented to Programme Committee in April (PC 103/4) that gave an overview of prioritization efforts to date, set out a roadmap for preparation, approval and adjustment of the MTP and PWB 2012-13, and proposed an approach for advising on priorities by the Regional Conferences, Technical Committees and Programme and Finance Committees within this roadmap.

48. As reported to the Joint Meeting of Programme and Finance Committee in April (JM 2010.1/3), during 2010-11 the Organization is carrying out a set of actions for reform of programming, budgeting and results-based monitoring, covering four main areas of work:

* The introduction of a revised results-based performance monitoring system (IPA actions 1.6, 3.6 and RBR recommendation 7.1);
* Multi-disciplinary team work and involvement of decentralized offices (IPA action 6.2);
* Enhancements to the MTP/PWB throughout the new cycle of governing body decision making (IPA actions 3.7, 3.8, 3.9); and
* Redesign of the planning and budgeting model and structure of the PWB (RBR recommendation 7.2).

49. A progress report was provided to the April 2010 Joint Meeting of Programme and Finance Committee (JM 2010.1/4) on the resource mobilization and management strategy. Topics covered included managing the integrated budget, Impact Focus Areas, National Medium Term Priority Frameworks, consultations with partners, and a communications strategy. Three main tasks being undertaken during 2010:
* Updating of the responsibility and accountability framework for resource mobilization in decentralized offices and capacities building. A training needs assessment is underway, and a web-based knowledge repository and information exchange platform will be established;
* Putting in place a corporate resource allocation mechanism for voluntary contributions, initially focusing on contributions that are less-earmarked;
* Reporting on voluntary contributions through the monitoring and reporting system, to improve Governing Body monitoring and oversight.

Functioning as one - *by aligning structures, roles and responsibilities to the results framework*:

50. A document describing Management's medium to long-term vision related to the structure and functioning of the Decentralized Offices network was developed and distributed for consideration by the Regional Conferences.

Human Resources *- optimizing our human resources through HR policy, practice and culture change*:

51. In line with FAO's results-based planning framework, the HR priority initiatives were formulated as part of the results-based hierarchy showing how, as specific products and services, they support HR Unit Results and contribute towards achievement of FAO Organizational results

and realisation of HR Reform.

52.   Time bound targets, milestones and indicators for key products and services in the 2010/11 biennium were developed and reported to the Finance Committee (FC 132/8) and periodic reports on progress towards meeting these targets and milestones will continue to be presented to the Finance Committee.

53.   Management is on track for completion of training on PEMS in decentralised offices as well as application of the first cycle of the system across the Organization, by April 2010.

54.   The new policies on Internship and the use of retirees were promulgated across the Organization during the first quarter of 2010.

55.   The initial pilot release of the HR Management Information Reports and its dashboards was completed by April 2010.

56.   New HR processes were launched in line with the RBR recommendations and the new iRecruitment module was launched for trial use in the first quarter of 2010. HR positions with closing date for applications from March 2010 were advertised using the new iRecruitment module.

57.   A report was provided to the Finance Committee (FC 132/13) detailing the proposed Terms of Reference of the Ethics Committee. Further documentation will be submitted to the CCLM for review

Reform of administrative and management systems - *to ensure efficient use of Member contributions:*

58.   The review of the Office of the Director-General was completed by the external consultants Ernst & Young and presented to the meeting of CoC-IEE on 8 April (http://www.fao.org/uploads/media/ODG_Review_Exec_Summary_CoC_IEE_E.pdf).

59.   Many of the recommendations made in the external consultant's report have already been implemented by Management, such as the proposed Executive Leadership Team established in January 2010 and streamlining of administrative actions, while others will be implemented in 2010.

60.   A progress report was provided to the Finance Committee (FC 132/4) on the adoption of International Public Sector Accounting Standards (IPSAS). The document describes progress in IPSAS implementation since the last report to the Finance Committee in May 2009, noting in particular some of the key considerations regarding the change in project scope to include development of a replacement system solution to better support the Organization's field operations.

Institutional Culture change - *fundamental to successful and sustainable reform of FAO*:

61.   Progress on institutional culture change was presented by the Culture Change team and the Joint Advisory Committee (of management and staff representative bodies) on FAO Reforms at the CoC-IEE meeting on 8 April. A new Culture Change support team is being formed that will be tasked with a number of culture change activities until the end of the current biennium, developing an action plan for implementing the FAO Internal Vision in each IPA project, encouraging and monitoring the uptake of proposals, as well as improving staff comunication and engagement as well as outreach to the decentralized offices.

(http://typo3.fao.org/fileadmin/user_upload/IEE/Aidememoire_CoC_8April_E.pdf).

62. On 20 April staff from across the world came together to celebrate FAO's first-ever Staff Day. Staff at headquarters were joined by many field offices to recognize the role of staff and share highlights of their work. Staff Day was recognized as a united and collective recognition of staff work and resonated on several levels, as staff learned more about each other's work and felt more connected with colleagues across the world, had a chance to see and hear more about the overall change process, and the opportunity to meet new colleagues and friends, which is a vital aspect of culture change.

Effective governance and oversight to improve articulation of Member needs:

63. Drafts of the Charter for the FAO Office of Evaluation had been considered by Programme Committee at its sessions in October 2008, May 2009, and July 2009. Council had agreed that the Charter should not be finalized until the new Director of Evaluation was recruited and could participate in the process. The new Director of Evaluation was appointed effective 1 September 2009 and has participated in the process of reviewing the Charter. In April the Programme Committee endorsed the Charter for the Office of Evaluation (PC 103/5) for approval by the Council.

64. IPA action 2.99 on publicizing the post of Director-General was discussed at the CoC-IEE meeting on 8 April. This was further discussed at an informal meeting called by the Independent Chairperson of the Council of CoC-IEE Bureau Members and the Chairpersons of the Regional Groups. As agreed by Members, an announcement for the post of Director-General has been posted on the FAO public website in all the languages of the Organization, (http://www.fao.org/about/62978/en/)

65. Under the IPA, the Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each 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. They will also prepare a report of their progress against the Programme.

66. The Chairperson of the Programme Committee had prepared a draft Programme Committee Multi-year Programme of Work 2010-13 in consultation with Programme Committee Members in two informal seminars held on 4 February and 4 March, and the Chairperson's proposal was discussed and approved by the Programme Committee in April (PC 103/10) for transmission to the Council. The Finance Committee also reviewed its draft Multi-year Programme of Work in April, and decided to consider it further at an informal meeting scheduled for 1 June 2010.

VII. COSTS

67. Total expenditure against IPA projects in 2009 was USD 8.21 million, with funding coming from the contribution from Spain, the Regular Programme resources for IEE follow-up, and the IPA Trust Fund.

68. The contribution from Spain (USD 2.38 million) and the Regular Programme resources for IEE follow-up (USD 0.84 million) were fully expended. Against the IPA Trust Fund of USD 8.07 million (net of 7% project support cost), USD 4.99 million[1] was expended, leaving a balance

---

[1] The expenditure of the IPA Trust Fund includes actual expenditures and amounts committed before the end of 2009, net of PSC.

as at end 2009 of USD 3.08 million. These Trust Fund resources are fully required in 2010-11 for IPA activities; and Management will carry-over the funds, liaising with all donors.

69. The IPA programme is a major initiative of the Organization with a biennial budgetary provision of USD 39.61 million approved as part of the 2010-11 appropriation and a further USD 3.08 million remaining from 2009. The total budget of USD 42.69 million has been allocated to the individual IPA projects in 2010-11. This was fully reported to the Finance Committee n April (http://www.fao.org/docrep/meeting/018/k7660e.pdf), with details of expenditure in 2009 and planned expenditure for 2010/11.

VIII. FUTURE REPORTING

70. At the 137th Session of the Council in September 2009 reference was made to the changing role of the CoC-IEE and Council and specifically that "*Member responsibilities would change from hands-on to oversight and monitoring, and that special attention would be given to the risk elements in IPA implementation*". In support of this a **risk assessment** across the IPA programme will be undertaken during the first half of 2010, and future progress reports will provide feedback to Members on the IPA programme risks and measures taken by Management to mitigate those risks.

71. Ensuring ongoing engagement of staff is a vital element in FAO reform, and a **staff survey** will be undertaken during 2010 to provide an empirical benchmark to aid in the design of the staff communications and change management programme. The survey results and Change Management and staff communications plans and activities will be reported in future progress reports.

Management arrangements for IPA Implementation in 2010-11

1.   The FAO reform programme for 2010/11 comprises 154 IPA actions organized into 16 IPA projects, each with a Project leader.

2.   One of the first tasks for 2010/11, bearing in mind the increased implementation emphasis, was to integrate IPA implementation into the work planning of divisions and departments across the Organization and to confirm or amend the management support and management oversight arrangements (see figure 2).

Figure 2 – FAO reform overall Management arrangements
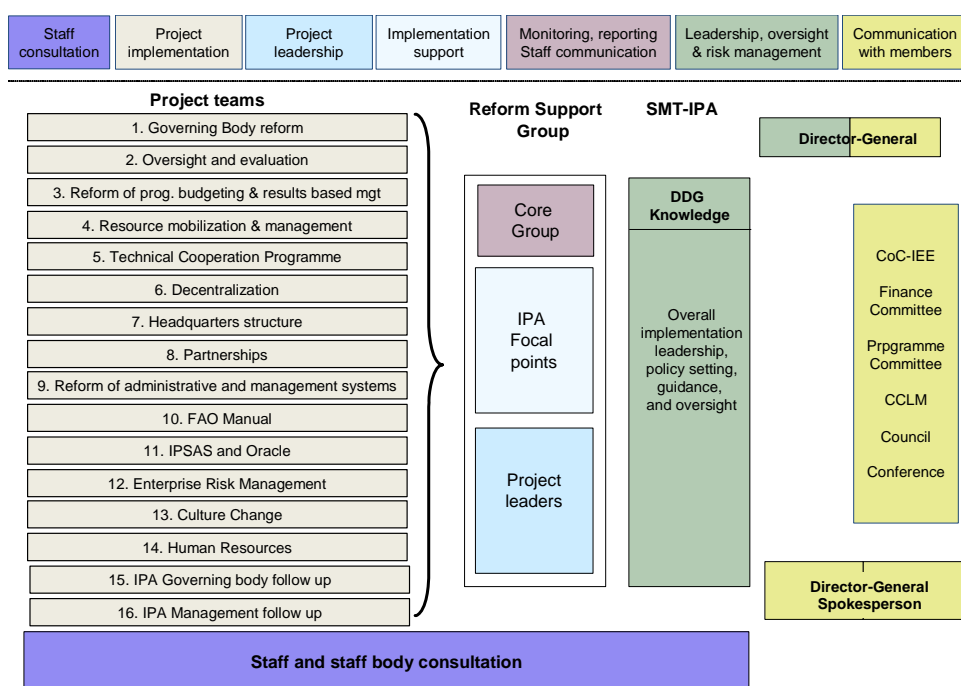
3.   The Director-General is ultimately responsible and accountable for successful reform, provides overall policy guidance and, with the support of his spokesperson on FAO reform (Assistant Director-General, CS), communicates with FAO Members on Reform matters.

4.   The Deputy Director-General Knowledge (DDGK) has delegated authority from the Director-General to provide management leadership of the FAO reform and ensure successful implementation of the IPA programme, with responsibility for IPA programme management oversight, risk management and for coordinating staff communications and change management. Decisions on IPA implementation matters rest with the DDGK, unless these are of a major policy nature in which case guidance is sought from the Director-General. DDGK is budget holder for the IPA programme.

5.   He is supported in this task by the SMT-IPA, which he chairs. The SMT-IPA comprises the Assistant Directors-General from Headquarters and Regional Offices and heads of independent

offices, and they support the DDGK with IPA programme management oversight and risk management.

6.   The DDGK is also supported by a Reform Support Group, that comprises three elements: (i) the *Core Group* coordinates inputs from Project leaders for monitoring and reporting purposes. It supports Project leaders with IPA programme formulation. It identifies and monitors risks associated with the overall IPA programme, and undertakes staff communications; (ii) *Focal points* provide practical support to Project leaders, especially in the areas of logistics, training sessions, and staff feedback. They also ensure a client perspective to reform actions and assist with organizational buy-in to the FAO reform programme in their Department/Office; (iii) *Project leaders* are accountable for the effective and timely delivery of their IPA projects. They are budget holders for IPA projects, and shall report as needed to the CoC-IEE, Finance Committee, Programme Committee and the Committee on Constitutional and Legal matters (CCLM) on substantive and financial progress and delivery of their assigned IPA projects.

7.   Figure 3 indicates the overall responsibility within the Organization for delivery of the IPA projects, together with the nominated Project leaders. Whilst Project leaders are accountable for delivery of their assigned IPA projects, in fulfilling their project management responsibilities, they are directly answerable to their ADGs and head of independent offices, who is also the responsible SMT-IPA member. This is as a consequence of the greater integration of IPA actions into the overall workplans of divisions and departments.

Figure 3 - IPA Implementation – project responsibilities and accountabilities

Projects	Project Leaders	Responsible SMT-Member
1. Governing Body reform	A.Mekouar	M. Juneja
2. Oversight and evaluation	A. Tavares	L. Williams
3. Reform of prog. budgeting & results based mgt	B. Haight	B. Haight
4. Resource mobilization & management	Dowlatchahi/Samanez	B. Haight
5. Technical Cooperation Programme	Y. Shoji	J. Sumpsi
6. Decentralization	D. Khan	B. Ali
7a. Headquarters structure 7b. Internal governance	T. Alonzi/J. Butler	M. Juneja/J. Butler
8. Partnerships	M. Ahmed	A. Soder
9. Reform of administrative &management systems	T. Panuccio	M. Juneja
10. FAO Manual	B. Crawford	M. Juneja
11a. IPSAS 11b.Information Technology	N. Nelson/Y.Hanaoka	M. Juneja/D.Benfield
12. Enterprise Risk Management	B. Haight	B. Haight
13. Culture Change	J. Butler	J. Butler
14. Human Resources	T. Alonzi	M. Juneja
15 IPA Governing Body follow-up	A.Mekouar	M. Juneja
16. IPA Management follow-up	D.Benfield	J. Butler

Reform Support Group			SMT-IPA
Core Group	Focal Points	Project leaders	Chair J. Butler