

# REPORT

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# OF THE CONFERENCE OF FAO

Thirty-seventh Session  
Rome, 25 June - 2 July 2011

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## COUNCIL

(as from 1 January 2011)

*Independent Chairperson of the Council: Mr Luc Guyau*

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Egypt<sup>1</sup>  
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Ireland<sup>3</sup>  
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Tunisia<sup>3</sup>  
Uganda<sup>3</sup>  
United Kingdom<sup>1</sup>  
United Republic of Tanzania<sup>1</sup>  
United States of America<sup>3</sup>  
Uruguay<sup>2</sup>  
Venezuela (Bolivarian Republic of)<sup>2</sup>  
Zimbabwe<sup>1</sup>

<sup>1</sup> Term of office: 1 January 2009 - November 2011.

<sup>2</sup> Term of office: November 2009 - 30 June 2012.

<sup>3</sup> Term of office: 1 January 2011 - June 2013.

<sup>4</sup> Elected for a term of office from 1 July 2011 to June 2013.

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## Introduction

### McDougall Memorial Lecture <sup>1</sup>

1. Mr Kofi Annan, Chairperson of the Board, Alliance for a Green Revolution in Africa and former Secretary-General of the United Nations, delivered the 27<sup>th</sup> McDougall Memorial Lecture in memory of Frank Lidgett McDougall, a founding father of the Organization.

### Presentation of B.R. Sen Award <sup>2</sup>

2. The B.R. Sen Award 2010 was conferred jointly on Mr Ad Spijkers (Netherlands) for his outstanding contribution while serving as FAO Representative in Bangladesh and to Mr Jean François Gascon (France) for his significant contribution while serving as FAO Emergency Coordinator for Rwanda.

### Presentation of A.H. Boerma Award <sup>3</sup>

3. The A.H. Boerma Award 2010-2011 was conferred on Mr Javier Blas of the Financial Times (United Kingdom) in acknowledgement of his substantial contribution to informing the general public about issues related to food and agricultural production.

### Presentation of Edouard Saouma Award <sup>4</sup>

4. The Edouard Saouma Award for 2010-2011 was conferred jointly on the State Veterinary Office of Bosnia and Herzegovina and to the Forest Management Bureau of the Philippines for their outstanding role in the implementation of TCP projects on, respectively, “Strengthening Capacity on Aquaculture Health Management” and “Advancing the Application of Assisted Natural Regeneration for Effective Low-cost Forest Restoration”.

### Margarita Lizárraga Medal <sup>5</sup>

5. The Margarita Lizárraga Medal for 2010-2011 was awarded to the Network of Aquaculture Centres in Asia-Pacific (NACA) in recognition of its significant contribution to sustainable aquaculture development in the Asia and Pacific Region.

### Tribute to Jacques Diouf <sup>6</sup>

6. The Conference paid tribute to the Director-General, Dr Jacques Diouf, for his stewardship of the Organization and his remarkable achievements in the course of his three successful terms.

7. Recognizing Dr Jacques Diouf’s outstanding leadership, personal engagement, and untiring advocacy in the fight against poverty, hunger and malnutrition to achieve food security worldwide, with great dedication, competence and energy, the Conference adopted the following Resolution:

#### Resolution 1/2011

#### *Jacques Diouf Award for Food Security*

#### THE CONFERENCE,

**Appreciating** the eminent services rendered by Dr Jacques Diouf to the Organization throughout his three terms as Director-General, a period during which the world was faced with food insecurity, food

<sup>1</sup> C 2011/INF/9; C 2011/PV/1; C 2011/PV/11.

<sup>2</sup> C 2011/INF/6; C 2011/PV/4; C 2011/PV/11.

<sup>3</sup> C 2011/INF/7; C 2011/PV/4; C 2011/PV/11.

<sup>4</sup> C 2011/INF/8; C 2011/PV/4; C 2011/PV/11.

<sup>5</sup> C 2011/LIM/11; C 2011/PV/4; C 2011/PV/11.

<sup>6</sup> C 2011/LIM/24; C 2011/PV/10; C 2011/PV/11.

price instability and climate change challenges of exceptional magnitude and unprecedented complexity;

**Recalling** that under the able guidance of Dr Jacques Diouf, the Organization has taken major steps towards solving these problems by ensuring that agriculture is back on the global agenda, as exemplified by its many initiatives towards world food security and enhanced nutritional status. Major achievements include the convening of summits and conferences on food security and sustainable agriculture and rural development, most importantly the World Food Summit of 1996; the special programmes for food security prepared at national level and implemented to help small farmers increase productivity and production, often with the benefit of South-South Cooperation; the National Medium-Term Investment Programmes and Bankable Investment Project Profiles prepared in the framework of the Comprehensive Africa Agriculture Development Programme (CAADP); the programme for Emergency Prevention System (EMPRES) for Transboundary Animal and Plant Pests and Diseases including the collaborative process to eradicate rinderpest; and the significant international treaties and instruments that have been concluded under FAO auspices, including the Code of Conduct for Responsible Fisheries, the revised Code of Conduct on the Distribution and Use of Pesticides, the International Treaty on Plant Genetic Resources for Food and Agriculture and the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade;

**Recognizing** Dr Jacques Diouf's strong commitment to reform and the initiatives taken throughout his tenure to enhance the Organization's capacity to better play its part in defeating hunger and attaining food security;

**Expressing** its deep gratitude to Dr Jacques Diouf for his outstanding services to the Organization, and for his unfailing dedication to the aims and ideals of FAO:

- 1) **Decides** that a "Jacques Diouf Award for Food Security" be established as a continuing tribute to Dr Jacques Diouf;
- 2) **Agrees** that the terms and conditions of the Jacques Diouf Award for Food Security be as follows:
  - a) *Eligibility to the award*: individuals or institutions, either national or regional, can be nominated for the award if they have, in the course of the biennium preceding the Conference, made a significant contribution for the improvement of global food security;
  - b) *Nature of the award*: the award will consist of a scroll describing the recipient's achievements, a medal inscribed with the name of the recipient, and a cash prize in the amount of USD 25 000;
  - c) *Selection of winners*: the winners will be chosen by a Selection Committee chaired by the Director-General and comprising the Independent Chairperson of the Council, the Chairperson of the Finance Committee and the Chairperson of the Programme Committee. The Committee will make its selection from a short-list of three nominations drawn up by an *ad hoc* interdepartmental Screening Committee;
  - d) *Conferment of the award*: the award will be presented by the Director-General at each regular session of the Conference to the individual recipient or a representative of the recipient institution, who will be invited to FAO Headquarters in Rome for the ceremony, with the Organization bearing the cost of travel and per diem.

(Adopted on 2 July 2011)

### **Statement by a representative of FAO Staff Bodies <sup>7</sup>**

8. A member of the Union of General Service Staff spoke on behalf of the two Staff Representative Bodies. She paid tribute to the Director-General and congratulated the Director-General Elect. She emphasized the importance of consultation, communication and dialogue. She also

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<sup>7</sup> C 2011/PV/9; C 2011/PV/11.

highlighted the Staff Representative Bodies' contribution to Human Resources policies on performance and mobility, while noting that progress was still needed on career development. She underlined the need for dialogue on General Service conditions of employment and the willingness of staff to contribute to culture change and streamlining.

### **In Memoriam<sup>8</sup>**

9. The Conference observed one minute of silence in memory of those staff members who had died since the Conference had last met. The names of the deceased staff members were read aloud and are contained in the Verbatim Records of the Conference.

### **Election of the Chairperson and Vice-Chairpersons<sup>9</sup>**

10. The Council nominated and the Conference elected Mr Tefera Derbew (Ethiopia) as Chairperson of the 37<sup>th</sup> Session of the Conference.

11. The Council nominated and the Conference elected the three Vice-Chairpersons of the Conference: Mr Juan Camilo Restrepo (Colombia), Mr Ezz Al Deen Al Dawla (Iraq) and Mr Pietro Sebastiani (Italy).

### **Appointment of the General Committee and Credentials Committee<sup>10</sup>**

12. The Council recommended and the Conference elected the:

#### Seven Members of the General Committee

Brazil	New Zealand
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Canada	Pakistan
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Hungary	Tunisia
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Iraq
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#### Nine Members of the Credentials Committee

Austria	Equatorial Guinea	San Marino
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Bangladesh	Nicaragua	Thailand
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Czech Republic	Oman	United States of America
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### **Adoption of the Agenda and Arrangements for the Session<sup>11</sup>**

13. The Conference adopted its Agenda as amended by the General Committee, and as given in *Appendix A* to this Report.

14. The Conference adopted the arrangements as proposed by the 140<sup>th</sup> Session of Council and timetable proposed by the 141<sup>st</sup> Session of the Council, and as amended by the General Committee.

#### *Establishment of Commissions and Appointment of their Chairpersons, Vice-Chairpersons and Drafting Committees*

15. The Conference concurred with the Council's recommendations to establish two Commissions.

16. In accordance with Rule VII and Rule XXIV-5 (b) of the General Rules of the Organization (GRO), the 141<sup>st</sup> Session of the Council nominated Ms Hedwig Wögerbauer (Austria) as Chairperson

<sup>8</sup> C 2011/PV/9; C 2011/PV/11.

<sup>9</sup> C 2011/12 Rev.1; C 2011/LIM/6-Rev.1; C 2011/PV/1; C 2011/PV/11.

<sup>10</sup> C 2011/12 Rev.1; C 2009/LIM/6 Rev.1; C 2011/PV/1; C 2011/PV/11.

<sup>11</sup> C 2011/1 Rev.1; C 2011/12 Rev.1; C 2011/INF/1 Rev.1; C 2011/INF/4; C 2011/LIM/1; C 2011/LIM/2; C 2011/LIM/6 Rev.1; C 2011/LIM/21 Rev.1; C 2011/LIM/22; C 2011/LIM/23; C 2011/LIM/24; C 2011/LIM/26 Rev.1; C 2011/PV/2; C 2011/PV/11.

of Commission I and Mr Yaya Olaniran (Nigeria) as Chairperson of Commission II, which the Conference approved.

17. Mr Paul Murphy (Canada) was elected Chairperson of the Drafting Committee for Commission I with the following membership: Argentina, Bangladesh, Canada, Ecuador, Egypt, France, Kuwait, Mauritius, Morocco, Netherlands, New Zealand, Philippines and Turkey.

18. Ms Mary Blanca Rios (United States of America) was elected Chairperson of the Drafting Committee for Commission II with the following membership: Afghanistan, Algeria, Australia, Brazil, China, Denmark, Japan, Mexico, Mozambique, Russian Federation, Syrian Arab Republic and United States of America.

19. The Conference appointed the foregoing officers and, taking into consideration the proposals of the General Committee, in accordance with Rule XIII-2 of the GRO, also appointed the following Vice-Chairpersons:

Commission I	Mr Achmad Suryana (Indonesia) Ms Astrid Jakobs (Germany)
Commission II	Mr Ahmad Al Bakry (Oman) Ms Agnes van Ardenne-van der Hoeven (Netherlands)

#### *Resolutions Committee of the Conference*

20. The Conference endorsed the recommendation of the 141<sup>st</sup> Session of the Council to establish a Resolutions Committee of seven Members, one from each Region, and appointed:

Africa	:	Mauritania
Asia	:	China
Europe	:	Greece
Latin America and the Caribbean	:	Brazil
Near East	:	Syrian Arab Republic
North America	:	United States of America
Southwest Pacific	:	Australia

#### *Right of Reply*

21. The Conference confirmed the decision taken at its previous sessions to the effect that, when a Member wished to reply to criticisms of its Government's policy, it should preferably do so on the afternoon of the day on which such criticism had been voiced after all those wishing to participate in the discussion had had an opportunity to speak.

#### *Verifications of Credentials*

22. The Credentials Committee held three meetings on 20, 24 and 25 June 2011 to examine the credentials received for this session of the Conference. A report was issued as document C 2011/LIM/26 Rev.1, with 132 Members listed in List A and 53 Members listed in List B. One Member informed the Director-General of its intention not to attend the Conference.

23. The lists reflect the situation as of Thursday 30 June 2011.

24. The credentials of the representatives of the United Nations, its Specialized Agencies and related organizations were duly deposited as prescribed under Rule III-2 of the GRO.

#### *Voting Rights*

25. The Conference noted that, in accordance with Article III.4 of the Constitution, at the beginning of the Session 13 Member Nations (Antigua and Barbuda, Comoros, Dominican Republic,

Guinea Bissau, Kyrgyzstan, Liberia, Palau, Peru, Sao Tome-and-Principe, Sierra Leone, Somalia, Tajikistan and Turkmenistan) had lost their voting rights in the Conference, since the amount of their arrears of contributions to the Organization exceeded the amount due for the two preceding years.

26. Subsequently, one Member Nation (Sierra Leone) made payments sufficient to regain its voting rights.

27. Two Member Nations (Antigua and Barbuda and Turkmenistan) did not register at the Conference and did not request special consideration and two Member Nations attending the Session (Comoros and Tajikistan) did not request restoration of voting rights.

28. Eight Member Nations requested special consideration under Article III.4 of the Constitution and restoration of their voting rights (Dominican Republic, Guinea Bissau, Kyrgyzstan, Liberia, Palau, Peru, Sao Tome-and-Principe and Somalia). After a case-by-case evaluation, the Conference decided to restore voting rights to these six Member Nations (Guinea Bissau, Kyrgyzstan, Liberia, Peru, Sao Tome and Principe and Somalia). The Conference accepted the request of Kyrgyzstan and Sao Tome-and-Principe to repay their arrears through instalment plans and adopted the following Resolutions:

#### **Resolution 2/2011**

##### ***Payment of Contributions - Kyrgyzstan***

#### **THE CONFERENCE,**

**Noting** that the Government of Kyrgyzstan had made a proposal that it liquidate its arrears of contributions over a period of fourteen years commencing in 2012 in addition to paying each current contribution in the calendar year of assessment,

#### **Decides** that:

- 1) Notwithstanding Financial Regulation 5.5 the arrears of contributions of Kyrgyzstan totalling USD 870,801.26 and EUR 1,832.40 shall be settled through the payment of fourteen annual instalments of USD 62,200.09 and EUR 130.89 each from 2012 to 2025.
- 2) The first instalment shall be payable in 1 January 2012.
- 3) The annual payment of the instalments referred to above, together with the payment of each current contribution in the calendar year of assessment and any advances to the Working Capital Fund shall be considered as fulfilment of the financial obligations of Kyrgyzstan to the Organization.
- 4) Instalments shall be payable in accordance with Financial Regulation 5.5.
- 5) Default in payment of two instalments shall render this instalment plan null and void.

(Adopted on 2 July 2011)

#### **Resolution 3/2011**

##### ***Payment of Contributions - Sao Tome-and-Principe***

#### **THE CONFERENCE,**

**Noting** that the Government of Sao Tome and Principe had made a proposal that it liquidate its arrears of contributions over a period of four years commencing in 2012 in addition to paying each current contribution in the calendar year of assessment,

#### **Decides** that:

- 1) Notwithstanding Financial Regulation 5.5 the arrears of contributions of Sao Tome and Principe totalling USD 230,444.97 and EUR 12,826.65 shall be settled through the payment of four annual instalments of USD 57,611.24 and EUR 3,206.66 each from 2012 to 2015.
- 2) The first instalment shall be payable in 1 January 2012.
- 3) The annual payment of the instalments referred to above, together with the payment of each current contribution in the calendar year of assessment and any advances to the Working Capital Fund shall be considered as fulfilment of the financial obligations of Sao Tome-and-Principe to the Organization.
- 4) Instalments shall be payable in accordance with Financial Regulation 5.5.

- 5) Default in payment of two instalments shall render this instalment plan null and void.

(Adopted on 2 July 2011)

29. The Conference noted that the four Member Nations which had not written a letter requesting special consideration (Antigua and Barbuda, Comoros, Tajikistan and Turkmenistan) and the two Member Nations (Dominican Republic and Palau) which had not provided additional input following their written requests for consideration of restoration of voting rights, had effectively lost their right to vote.

### **Admission of Observers**<sup>12</sup>

#### *Applicant for Associate Membership*

30. The Director-General had provisionally invited the applicant for Associate Membership to be represented by observers until a decision had been taken on its application. The Conference approved the Director-General's invitation in respect of Tokelau.

#### *Admission of Observers from Non-Member Nations*

31. The Conference confirmed the invitation issued by the Director-General to Tokelau to attend the Session in an observer capacity.

#### *Liberation Movements*

32. The Conference confirmed the invitation issued by the Director-General to Palestine, at the suggestion of the 140<sup>th</sup> Session of the Council.

#### *Intergovernmental Organizations and International Non-Governmental Organizations*

33. The Conference reviewed the list of intergovernmental organizations and international non-governmental organizations to which the Director-General had extended a provisional invitation to the Session, and confirmed them.

### **Substantive and Policy Matters**

#### **Review of the State of Food and Agriculture**<sup>13</sup>

34. One hundred Heads of Delegation and one Observer intervened on this agenda item. Members commented on the agricultural and food security situation at the global level and in their respective countries. Members also commented on the theme of the Conference General Debate: "The Vital Role of Women in Agriculture and Rural Development".

35. The Conference noted that highly-volatile international food commodity prices were a serious threat to food security and underlined the importance of establishing safety nets and social programmes to protect the vulnerable and food insecure from the immediate impact of shocks and of promoting investment and innovation to boost the productive capacity of agriculture in developing countries. The Conference endorsed the FAO response to highly-volatile commodity prices in the areas of market information and analysis, policy advice and capacity-building, and welcomed the establishment of the Agricultural Market Information System with the participation of FAO and several other multilateral agencies. The Conference found that policy coordination among countries and increased market transparency could increase price stability in domestic and international markets.

36. The Conference emphasized that pervasive gender inequality in agriculture was not only a serious concern for women. It also had severe negative implications for the agriculture sector, food

<sup>12</sup> C 2011/13; C 2011/13 Add.1; C 2011/LIM/1; C 2011/PV/2; C 2011/PV/11.

<sup>13</sup> C 2011/2; C 2011/2 Add.1; C 2011/PV/4; C 2011/PV/5; C 2011/PV/6; C 2011/PV/7; C 2011/PV/8; C 2011/PV/11.

security, nutrition and society as a whole. The Conference observed that by closing the gender gap in agricultural yields, the number of undernourished people in the world could be reduced by up to 150 million people. The Conference endorsed the recommendations of *The State of Food and Agriculture 2010-11*, and urged the elimination of all forms of legal and customary discrimination against women, particularly regarding access to land, financial services, rural employment, agricultural technology and extension services. The Conference encouraged countries, donors and civil society to ensure that all agricultural programmes and projects take account of the different roles and responsibilities of men and women and the constraints they face in agriculture and rural employment, and recommended that gender be mainstreamed throughout the work of the FAO.

### Regional Conferences

#### **Global Policy and Regulatory Matters arising from:** <sup>14</sup>

*Report of the 31<sup>st</sup> Session of the Regional Conference for Latin America and the Caribbean (Panama City, Panama, 26-30 April 2010)* <sup>15</sup>

37. The Conference endorsed the report and took note of the recommendations presented therein, in particular the generous offer of Argentina to host the Regional Conference for Latin America and the Caribbean in March 2012.

*Report of the 26<sup>th</sup> Session of the Regional Conference for Africa (Luanda, Angola, 3-7 May 2010)* <sup>16</sup>

38. The Conference endorsed the report of the 26<sup>th</sup> Regional Conference for Africa, taking note of its good quality and its recommendations regarding regional priorities and food security issues, as well as the proposed Jacques Diouf Food Security Award in recognition of his outstanding achievements for food security, and the generous offer of the Republic of the Congo to host the 27<sup>th</sup> Session of the Regional Conference for Africa in Brazzaville (30 January to 3 February 2012).

*Report of the 27<sup>th</sup> Session of the Regional Conference for Europe (Yerevan, Armenia, 13-14 May 2010)* <sup>17</sup>

39. The Conference endorsed the report of the 27<sup>th</sup> Session of the Regional Conference for Europe and took note of the recommendations contained therein. It noted the generous offer of Romania to host the Regional Conference in 2014. It welcomed intended further improvements in the preparatory inter-sessional process of the Regional Conference for Europe (ERC), noted the facilitating role played by the European Commission on Agriculture (ECA) in this regard, called for pro-active Member participation in this process, as well as in the ERC, at the highest possible level and took note of the recommendation to merge the Regional and Sub-regional Offices in Budapest and of the request to give due consideration to full-fledged presence in some countries of the Region.<sup>18</sup>

*Report of the 30<sup>th</sup> Session of the Regional Conference for Asia and the Pacific (Gyeongju, Republic of Korea, 27 September - 1 October 2010)* <sup>19</sup>

40. The Conference endorsed the report and took note of the comments and recommendations contained therein. It noted the interest of the Russian Federation to participate also in the Regional Conference for Asia and the Pacific.

<sup>14</sup> C 2011/1/PV/1; C 2011/1/PV/1; C 2011/1/PV/5; C 2011/PV/11.

<sup>15</sup> C 2011/21; C 2011/1/PV/1; C 2011/1/PV/5; C 2011/PV/11.

<sup>16</sup> C 2011/22; C 2011/1/PV/1; C 2011/PV/11.

<sup>17</sup> C 2011/23; C 2011/1/PV/1; C 2011/1/PV/5; C 2011/PV/11.

<sup>18</sup> See in this regard para. 13 of C 2011/23.

<sup>19</sup> C 2011/24; C 2011/1/PV/1; C 2011/1/PV/5; C 2011/PV/11.

*Report of the 30<sup>th</sup> Session of the Regional Conference for the Near East  
(Khartoum, Sudan, 4-8 December 2010)*<sup>20</sup>

41. The Conference endorsed the report and took note of the comments and recommendations contained therein, especially regional priorities, water and land policies, and food security issues.

*Informal North American Regional Conference  
(Washington DC, 16-17 November 2010)*

42. The Conference also took note of the intention of North American Region to establish a process allowing Member Nations of the Region to make inputs into the Organization's prioritization process without, for reasons of cost-effectiveness, establishing an official Regional Conference for the North America Region at this time.

**Technical Committees**

**Global Policy and Regulatory matters arising from:**

*Report of the 68<sup>th</sup> Session of the Committee on Commodity Problems  
(14-16 June 2010)*<sup>21</sup>

43. The Conference endorsed the report of the 68<sup>th</sup> Session of the Committee on Commodity Problems (CCP), and took note of comments made during the discussion of this item.

44. It noted the relevance of the CCP's conclusions regarding current issues and work priorities: the importance of reaching an ambitious, balanced and comprehensive conclusion to the Doha Development Round; effective policy responses to price volatility, notably enhancement of market transparency through improved information; and the need for investment in agriculture, particularly towards smallholder producers. It noted the recommendations to continue the discussion of the reform of the CCP, particularly the role of Intergovernmental Groups.

45. It also noted the important role that FAO played in the provision of market information and analysis, and the major contributions made by FAO and other international organizations to the G20 through the Report "Price Volatility in Food and Agricultural Markets: Policy Responses".

*Report of the 22<sup>nd</sup> Session of the Committee on Agriculture (16-19 June 2010)*<sup>22</sup>

46. The Conference endorsed the report of the 22<sup>nd</sup> Session of the Committee on Agriculture and supported the elements contained in "Matters requiring the attention of the Conference" of the report.

47. The Conference supported FAO's work in preparation for Rio+20 (United Nations Conference on Sustainable Development) and recommended that FAO focus its involvement in areas of its comparative advantage.

48. The Conference underlined the priority role of agriculture and livestock in food security and stressed the need for FAO to further strengthen sound management of land, soils, and water for sustaining agricultural production.

49. The Conference supported FAO's Strategy on Sustainable Crop Production Intensification through an eco-system approach. It stressed the need to enhance the participation of smallholders and their organizations in the decision-making process.

50. The Conference stressed the need to provide adequate funding for standard-setting bodies, in particular the International Plant Protection Convention and Codex Alimentarius Commission (CODEX), and for the International Treaty on Plant Genetic Resources for Food and Agriculture. It noted the need to broaden participation of FAO Members in CODEX.

<sup>20</sup> C 2011/25; C 2011/I/PV/1; C 2011/I/PV/5; C 2011/PV/11.

<sup>21</sup> C 2011/16; C 2011/INF/12; C 2011/I/PV/2; C 2011/PV/11.

<sup>22</sup> C 2011/17; C 2011/I/PV/2; C 2011/I/PV/5; C 2011/PV/11.



*Report of the 20<sup>th</sup> Session of the Committee on Forestry (4-8 October 2010)* <sup>23</sup>

51. The Conference endorsed the report of 20<sup>th</sup> Session of the Committee on Forestry.
52. The Conference:
- a) noted the need to include fire management in reducing emissions from deforestation in developing countries (REDD-plus) programmes and in broader land-use and landscape policies and programmes;
  - b) invited countries to strengthen their efforts to address the challenges of forest governance in collaboration with other sectors, and recommended that FAO support countries' efforts in this regard, and
  - c) recommended that countries and FAO highlight forests' contributions to the global developmental agenda in the preparations for the Rio+20 (2012), and that they pay particular attention to vulnerable areas such as dry lands.
53. The Conference:
- a) noted further the quality of work on Forest Resources Assessment (FRA) and encouraged its further development by strengthening the reliability of the information rather than broadening it;
  - b) welcomed the programme priorities for Strategic Objective E, and encouraged FAO to continue building on its comparative advantages in future priority-settings.

*Report of the 36<sup>th</sup> Session of the Committee on World Food Security (11-14 and 16 October 2010)* <sup>24</sup>

54. The Conference welcomed the progress made in the implementation of the reform of the Committee on World Food Security (CFS), and endorsed the first post-reform Report of the Committee.
55. The Conference noted the importance of finalizing the negotiations concerning the “Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests” during the forthcoming CFS-led meeting from 12 to 15 July 2011. The Conference encouraged Members to participate actively in this exercise. The Conference underlined the need for coherence between the Voluntary Guidelines process and the process which will be put in place to develop Principles for Responsible Agricultural Investments.
56. The Conference noted the need for a more realistic approach to the CFS workplan and balance between tasks allocated to its Bureau, its Advisory Group, the Joint Secretariat composed of the three Rome-based Agencies and the High-Level Panel of Experts on Food Security and Nutrition. The Conference noted the need for additional resources for the activities of the Committee, the High-Level Panel of Experts and the Civil Society Mechanism.
57. The Conference welcomed the plans for the 37<sup>th</sup> Session, which include increased engagement by the private sector and laying the groundwork for the development of a Global Strategic Framework on Food Security and Nutrition. There was also a call for better coordination with other institutions and fora, such as the G20.

*Report of the 29<sup>th</sup> Session of the Committee on Fisheries (31 January - 4 February 2011)* <sup>25</sup>

58. The Conference reviewed and endorsed the report of the 29<sup>th</sup> Session of the Committee on Fisheries, and took note of specific comments made by Members.
59. The Conference expressed general support for the work of fisheries and aquaculture, especially in relation to food security in particular, with regard to combating Illegal, Unreported and

<sup>23</sup> C 2011/18; C 2011/INF/12; C 2011/I/PV/2; C 2011/PV/11.

<sup>24</sup> C 2011/19; C:2011/INF/12; C 2011/I/PV/2; C 2011/PV/11.

<sup>25</sup> C 2011/20; C 2011/INF/12; C 2011/I/PV/2; C 2011/PV/11.

Unregulated Fishing, small-scale fisheries, eco-labelling standards, the Code of Conduct for Responsible Fisheries, the development of a global record of fishing vessels, aquaculture and capacity-building in developing countries.

60. The Conference noted the adoption of the 2009 FAO Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing, noting that many Members had their domestic processes in train for the ratification, acceptance, approval or accession to this Agreement.

61. The Conference welcomed the programme priorities for Strategic Objective C, and encouraged FAO to continue building on its comparative advantages in future priority-setting discussions.

### **Other Substantive and Policy Matters**

#### **The State of Land and Water <sup>26</sup>**

62. The Conference welcomed the analysis provided by The State of Land and Water (SOLAW). It noted with appreciation the efforts made by FAO to work effectively in an inter-disciplinary manner in the preparation of the report, and to provide Members with a basis for prioritizing action on such an important subject. It stressed the need for an integrated approach and a closer integration of land and water policies.

63. In this context, the Conference reiterated its support for the efforts made by FAO to develop voluntary guidelines to improve the governance of tenure of land and potentially other natural resources and stressed the link with the voluntary guidelines to support the progressive realization of the right to adequate food in the context of national food security.

#### **Declaration on Rinderpest Eradication <sup>27</sup>**

64. The Conference adopted the following Resolution:

##### **Resolution 4/2011**

##### ***Declaration on Global Freedom from Rinderpest and on the Implementation of Follow-up Measures to Maintain World Freedom from Rinderpest***

#### **THE CONFERENCE,**

**Mindful** of the devastation caused by rinderpest, a viral disease of cattle, buffalo and many wildlife species that led to famines, demise of livelihoods in Africa, Asia and Europe, and loss of animal genetic resources over centuries and of the crucial importance that its global eradication is widely acknowledged and the world protected from its re-occurrence;

**Acknowledging** the successful collaboration of FAO with many Governments, international and regional organizations, the veterinary profession and the scientific community to achieve this ambitious goal, recalling its vision of a world free from hunger and malnutrition, where the food and agriculture sectors contribute to improving the living standards of all in an economically, socially and environmentally sustainable manner, and reiterating the global goals set out by the FAO Members to foster the achievement of this vision as formulated in the Organization's Strategic Framework 2010-19;

**Recalling** the establishment of the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) in 1994, in particular its Global Rinderpest Eradication Programme, including a goal for worldwide eradication by 2010;

<sup>26</sup> C 2011/32; C 2011/I/PV/1; C 2011/I/PV/5; C 2011/PV/11.

<sup>27</sup> C 2011/15; C2011/LIM/12; C 2011/I/PV/2; C 2011/I/PV/5; C2011/PV/11.

**Considering** the announcement of the Director-General in October 2010 that the Organization had ended all its field operations after having obtained reliable and conclusive evidence that all countries were free from rinderpest and that the disease had been eradicated in its natural setting;

**Noting** the conclusions reached by the Joint FAO/OIE Committee on Global Rinderpest Eradication and the adoption of Resolution 18/2011 by the 79th General Session of May 2011 of the World Assembly of Delegates of the World Organisation for Animal Health (OIE);

**Noting further** the technical findings of FAO, OIE and IAEA concerning the evidence of rinderpest eradication;

**Acknowledging** the responsibility of Governments to reduce the number of existing rinderpest virus stocks through their safe destruction, or through their transfer to internationally-recognised reference institutions:

- 1) **Declares** solemnly that the world has achieved freedom from rinderpest in its natural setting;
- 2) **Expresses** its deep gratitude to all nations, organizations and individuals who contributed to the fight against rinderpest and the successful eradication of the disease;
- 3) **Calls upon** FAO to assume its responsibility for undertaking the measures to maintain worldwide freedom from rinderpest, as recommended by the Joint FAO/OIE Committee on Global Rinderpest Eradication;
- 4) **Encourages** FAO to take full advantage of the rinderpest eradication achievement and apply the lessons learned to prevent and control other diseases impacting food security, public health, the sustainability of agriculture systems and rural development and
- 5) **Urges** all Members of FAO:
  - a) to maintain, in accordance with the relevant provisions of OIE's Terrestrial Animal Health Code, appropriate surveillance systems for rinderpest and immediately notify the OIE and the FAO/OIE/WHO Global Early Warning System of suspect or confirmed cases of rinderpest;
  - b) to put in place and update national contingency plans consistent with FAO and OIE global guidance;
  - c) to destroy, under the supervision of the Veterinary Authority, rinderpest virus-containing materials or assure the storage of these materials in a bio-secure facility in their country or, where applicable, assure their safe transfer to an approved laboratory in another country in agreement with the Veterinary Authority;
  - d) to ensure that rinderpest occupies an appropriate place in veterinary education curricula and training programmes to maintain professional knowledge and adequate diagnostic capabilities at national levels; and
  - e) to support all technical measures required to minimize the risk of rinderpest re-emergence, or its synthetic manufacture.

(Adopted on 2 July 2011)

65. The Conference also took note of the statements made by the Director General of FAO, the Deputy Director General of the World Organisation for Animal Health, the Minister of Health of Italy, the Nobel Prize Laureate (P. Doherty) and the Assistant Director General, Agriculture and Consumer Protection Department, as well as the statements made by the European Union and by Brazil.

### **Interim Report on the Triennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System<sup>28</sup>**

66. The Conference reviewed the Interim Report submitted by the FAO Secretariat and took note of FAO's progress in the implementation of the Triennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System. It expressed appreciation for the quality and content of the report.

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<sup>28</sup> C 2011/26; C 2011/I/PV/2; C 2011/I/PV/3; C 2011/I/PV/5; C 2011/PV/11.

67. The Conference recommended that FAO continue to actively participate in the policy-making on operational issues in the UN System. It encouraged FAO to continue to support increased UN System-wide coherence and to participate in the formulation and implementation of the new Quadriennial Comprehensive Policy Review. It noted the need to ensure increased multi-year funding and critical mass for technical assistance at country level.

68. The Conference looked forward to receiving an updated report at its next session.

### **Status of Implementation of the Global Plan of Action for Animal Genetic Resources** <sup>29</sup>

69. The Conference welcomed progress made in the implementation of the Global Plan of Action for Animal Genetic Resources, and encouraged FAO and its Commission on Genetic Resources for Food and Agriculture to continue activities in support of the implementation of the Global Plan of Action. The Conference requested the Commission to continue overseeing the implementation of the Global Plan of Action and to report back at the 2013 Session of the Conference on the status of implementation of the Commission's action plans.

70. The Conference requested FAO to continue partnerships with other organizations in the implementation of the Global Plan of Action *inter alia* with the Convention on Biological Diversity, noting particularly the contribution of small-scale livestock keepers and the importance of eco-systems. It urged Members and relevant international mechanisms, funds and bodies to give due priority and attention to the effective allocation of predictable and agreed resources for the implementation of the Global Plan of Action for Animal Genetic Resources.

71. The Conference mandated the Council to approve, at its Session in November 2011, the updated Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture, as agreed upon and recommended by the Commission on Genetic Resources for Food and Agriculture, and to endorse and act upon any other recommendations that the Commission may adopt at its forthcoming session.

### **Evaluation of the International Year of Natural Fibres 2009** <sup>30</sup>

72. The Conference endorsed the report of the Evaluation of the International Year of Natural Fibres 2009 (IYNF), and took note of comments made during the discussion of this item.

73. It also noted the efforts to continue the initiatives launched within the context of the IYNF, in particular the involvement and better coordination of the representative organizations of natural fibre industries.

### **International Year of Forests 2011** <sup>31</sup>

74. The Conference welcomed the report on the International Year of Forests and FAO's contribution to its celebration.

75. The Conference recognized the importance of raising public awareness on the contribution of forests to sustainable development and encouraged collaboration with other sectors in this regard.

76. The Conference
- a) noted the active engagement of Members in the International Year of Forests and the role of enhanced cooperation at all levels;
  - b) welcomed the cooperation within the Collaborative Partnership on Forests and requested FAO to continue its efforts in coordinating these activities during the International Year of Forests and beyond; and

<sup>29</sup> C 2011/27; C 2011/I/PV/2; C 2011/I/PV/3; C 2011/I/PV/5; C2011/PV/11.

<sup>30</sup> C 2011/INF/15; C 2011/I/PV/4; C 2011/I/PV/5; C 2011/PV/11.

<sup>31</sup> C 2011/30; C 2011/I/PV/4; C 2011/I/PV/4; C 2011/I/PV/5; C 2011/PV/11.

- c) noted the important role of an International Day of Forests in promoting sustainable forest management.

77. The Conference supported the establishment of an International Day of Forests, and considered that FAO could coordinate activities related to the celebration of that day, noting requests for caution with regard to proliferation of activities and cost implications.

### **Implementation Plan of the Global Strategy to improve Agricultural Statistics <sup>32</sup>**

78. The Conference supported the Implementation Plan of the Global Strategy to improve Agricultural and Rural Statistics and the progress made by FAO and its partners in implementing it. It recognized that the Global Strategy and its implementation were essential to build the statistical capacities of developing regions of the world and to meet emerging data requirements.

79. The Conference expressed appreciation for the leadership of the FAO Statistics Division in implementing the IEE recommendations to further enhance its work on agriculture statistics.

80. The Conference noted the need for mobilization of resources sufficient to implement the Global Strategy and the need to support the Global Office of the Implementation Plan. It noted the involvement of Members and the importance of partnerships with regional organizations in developing the Global Strategy and its Implementation Plan. It also stressed the need for the involvement of sub-regional organizations and specialized UN Agencies in the process.

81. The Conference expressed willingness to continue to provide support for the implementation of the Global Strategy, including in the development and execution of regional programmes, particularly Sub Saharan Africa and South East Asia.

82. The Conference noted the importance of agricultural statistics to provide reliable information for decision-making. The Conference stressed the importance of creating synergies with initiatives such as the Agricultural Market Information System proposed in the Action Plan on Food Price Volatility and Agriculture adopted by the G20 Ministers of Agriculture, and expressed support for the three pillars of the Global Strategy.

### **FAO Gender Audit 2010 <sup>33</sup>**

83. The Conference recalled the Gender Audit 2010 that focused on organizational mechanisms, systems and structural issues to allow the Organization to be better equipped to achieve the Strategic Objective on gender equity and strengthen gender mainstreaming at FAO.

84. It welcomed the work on the Gender Audit and Evaluation as positive processes leading to FAO's improved performance on gender equity, and requested distribution to Members of the full Gender Audit Report.

85. The Conference noted with concern FAO's difficulties in delivering gender equity, particularly at decentralized levels, and highlighted the need to prioritize gender in all of its areas of work.

86. The Conference supported FAO's call to eliminate all forms of discrimination against women, and to ensure equitable and secure access to productive resources and inputs.

87. The Conference acknowledged the FAO State of Food and Agriculture report "Women in Agriculture: Closing the Gender Gap" as underpinning evidence that narrowing the gap between men and women in agriculture was critical to reducing hunger and increasing rural economic development.

88. The Conference directed FAO to take a leading role in supporting women in agriculture and rural development.

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<sup>32</sup> C 2011/31; C 2011/I/PV/3; C 2011/I/PV/5; C 2011/PV/11.

<sup>33</sup> C 2011/INF/16; C 2011/I/PV/3; C 2011/I/PV/5; C 2011/PV/11.

## **Programme and Budgetary Matters**

### **Programme Implementation Report 2008-09<sup>34</sup>**

89. The Conference appreciated the concise format of the Programme Implementation Report (PIR) 2008-09 and the additional information made available on the FAO Website. The Conference:
- a) noted the growing importance of the Organization's extra-budgetary portfolio, in particular the growing share of emergency-related work; and
  - b) stressed the importance of mainstreaming Gender dimensions into all aspects of the work of the Organization.
90. The Conference took note of the consultations undertaken by the Secretariat with the Committees of Council in designing the results-based monitoring and reporting system being used for the 2010-11 biennium, including the end-of-biennium assessment and proposed format of the PIR 2010-11. The Conference:
- a) urged the Secretariat to strengthen reporting against indicators of performance for work undertaken under all sources of funding;
  - b) stressed the importance of ensuring that further developed indicators took into account qualitative, as well as quantitative, factors; and
  - c) hoped that the PIR could include a section on the follow-up of the implementation of the recommendations made in Evaluations.

### **Programme Evaluation Report 2011<sup>35</sup>**

91. The Conference appreciated the Programme Evaluation Report, including the summary of lessons learned from evaluations to be considered by the FAO Secretariat in improving the design of future projects and programmes. The Conference endorsed the increase in budget of the Office of Evaluation to 0.7% of the net appropriations as a step towards the 0.8% target in the Immediate Plan of Action for FAO Renewal (IPA).
92. The Conference requested more evaluations of cross-cutting issues and evaluations of FAO's decentralized structures at regional level, similar to the one that was conducted for the Near East Region in 2010.
93. The Conference requested periodic interaction on evaluation matters between the Programme Committee and FAO's Evaluation Committee (Internal).

### **Medium-Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13<sup>36</sup>**

94. The Conference considered the Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget (MTP/PWB) 2012-13<sup>37</sup>, the observations and recommendations of the Council<sup>38</sup>, and the additional information that had been made available by the Secretariat.<sup>39</sup>
95. The Conference appreciated the integrated planning and presentation of Assessed Contributions and extra-budgetary resources. It reaffirmed the importance of full implementation of the IPA and its mainstreaming in the Assessed Contributions of the PWB. While noting that the results-based approach and its application in the MTP/PWB was still "work-in-progress", the Conference reiterated the importance of the process of setting priorities, and requested that further

<sup>34</sup> C 2011/8; C 2011/LIM/3; C 2011/II/PV/1; C 2011/II/PV/2; C 2011/PV/11.

<sup>35</sup> C 2011/4; C 2011/II/PV/1; C 2011/II/PV/2; C 2011/PV/11.

<sup>36</sup> C 2011/3; C 2011/3 Information Notes 1-5; C 2011/II/PV/2; C 2011/PV/10; C 2011/PV/11.

<sup>37</sup> C 2011/3.

<sup>38</sup> C 2011/LIM/4.

<sup>39</sup> Information Notes nos. 1, 2, 3, 4, 5, as well as an additional information note with further efficiency savings.

improvements be implemented in the 2014-2015 planning cycle as specified by the Council at its 141<sup>st</sup> Session.

96. In considering the substance of the proposed PWB 2012-13 at the 2010-11 budget rate of Euro 1 = USD 1.38, the Conference:

- a) reaffirmed the IPA target of 0.8 percent of the net appropriation for the budget of the Office of Evaluation and decided to set the Evaluation budget at 0.7 percent of the net appropriation for the 2012-13 biennium;
- b) requested an increase to the budgetary allocation for Strategic Objective K (Gender);
- c) appreciated the on-going efforts of the Director-General to identify savings and efficiency gains for 2012-13 and took note of the USD 26.5 million in efficiency savings that had been reprogrammed in the PWB for the IPA (USD 10.6 million) and technical and operational programmes (USD 15.9 million);
- d) decided to maintain for the time being the status quo for the Shared Services Centre of two hubs in Santiago and Bangkok with the Centre in Budapest; and
- e) requested the Director-General to put in place measures to achieve further efficiency gains and one-time savings, based on proposals made by the Secretariat during the Conference, including: reviewing the proposed post establishment particularly under Functional Objectives X and Y; reducing the planned volume of travel; better planning of publications; improving cost recovery for administrative and operational services and technical support provided to extra-budgetary-funded programmes, and identifying further efficiency gains and savings. Efficiency gains shall not come at the expense of the programme delivery and be found primarily in Functional Objectives X and Y, not excluding efficiency gains in other Strategic Objectives, subject to prior approval by the Council after consideration by the Programme and Finance Committees.

97. Regarding the post establishment, the Conference requested the Director-General to keep the overall increase in budgeted Regular Programme-funded posts beyond the 18 new posts related to the implementation of the IPA to an absolute minimum.

98. The Conference requested the Director-General to reflect the decisions and requests in paragraphs 96 and 97 in the adjustments to the PWB 2012-13 for consideration by the Programme and Finance Committees and approval by the Council at its 143<sup>rd</sup> Session in November 2011.

99. The Conference encouraged the Secretariat to continue mobilizing additional core voluntary contributions.

100. The Conference noted that further efficiency savings were *inter alia* to be achieved by increasing the funding base of the Programme of Work through improved cost recovery of administrative and operational services to extra-budgetary projects, in line with the definition of efficiency savings established by the 110<sup>th</sup> Session of the Council in November 1995.<sup>40</sup> The Conference reaffirmed the policy of full cost recovery that had been approved by the Council in November 2000<sup>41</sup> in line with Financial Regulation 6.7. The Conference was concerned about the persistent under-recovery of administrative and operational support costs, as regularly reported in the biennial Programme Implementation Reports, and urged the Director-General to:

- a) vigorously pursue improving administrative and operational support cost recovery from extra-budgetary activities, including in areas such as country-level costs, security, and information systems and technology, as previously proposed to the Finance Committee in July 2009;
- b) develop new mechanisms, as appropriate, building on the experience of other UN Agencies, notably an uplift on project employee costs to recover those costs most closely associated with the level of staffing of programmes and projects; and

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<sup>40</sup> CL 110/REP, para. 24a).

<sup>41</sup> CL 119/REP para. 70.

- c) present the means for improved cost recovery for consideration by the Finance Committee at its session in October 2011 and endorsement by the Council before the end of 2011.

101. Concerning the longer-term financial health of the Organization, the Conference:

- a) reiterated the need to take additional steps to improve the financial situation of the Organization, but noted that the incremental funding proposals were not feasible at the moment given the current economic situation;
- b) deferred to future biennia the replenishment of the Working Capital Fund and the Special Reserve Account, as well as the incremental funding of the Terminal Payments Fund past service liability; and
- c) for the 2012-13 biennium, agreed to continue following the approach previously approved of partial funding of USD 14.1 million towards the After-Service Medical Coverage past service liability, to be revisited in future biennia.

102. Concerning the budget level for 2012-13, the Conference regretted that the Council had not been able to make a recommendation to the Conference regarding the level of the budget for 2012-13. It noted that a group of “Friends of the Chair” of Council had continued discussions on important issues pertaining to the PWB 2012-13, including resource shifts, anticipated cost increases, post changes and efficiency savings. Subsequently, a group of “Friends of the Chair” of Commission II was formed to assist in reaching a consensus on the budget level for 2012-13. The Conference expressed appreciation for the additional information and proactive support provided by the Secretariat during these discussions, as well as the spirit of cooperation between Members, which had facilitated speedy completion of its deliberations.

103. The Conference adopted the following resolution:

**Resolution 5/2011**  
***Budgetary Appropriations 2012-13***

**THE CONFERENCE,**

**Having considered** the Director-General's Programme of Work and Budget;

**Having considered** the proposed total net appropriation of USD 1,015,000,000 for the financial period 2012-13 at the 2010-11 rate of Euro 1= USD 1.38 which assumes US dollar and Euro expenditure equal to USD 496,396,000 and Euros 374,443,000;

**Having considered** that the above net appropriation is equivalent to USD 1,005,639,000 at the budget rate of Euro 1 = USD 1.36 established for 2012-13 after translation of the Euro portion:



1) **Approves** the Programme of Work proposed by the Director-General for 2012-13 as follows:

a) Appropriations are voted at a rate of Euro 1 = USD 1.36 for the following purposes:

	<b>USD</b>
Chapter 1: A - Sustainable intensification of crop production	60,076,000
Chapter 2: B - Increased sustainable livestock production	39,102,000
Chapter 3: C - Sustainable management and use of fisheries and aquaculture resources	68,279,000
Chapter 4: D - Improved quality and safety of food at all stages of the food chain	32,040,000
Chapter 5: E - Sustainable management of forests and trees	51,833,000
Chapter 6: F - Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture	70,521,000
Chapter 7: G - Enabling environment for markets to improve livelihoods and rural development	46,598,000
Chapter 8: H - Improved food security and better nutrition	90,620,000
Chapter 9: I - Improved preparedness for, and effective response to, food and agricultural threats and emergencies	8,940,000
Chapter 10: K - Gender equity in access to resources, goods, services and decision-making in the rural areas	16,254,000
Chapter 11: L - Increased and more effective public and private investment in agriculture and rural development	39,876,000
Chapter 12: X - Effective collaboration with Member States and stakeholders	233,824,000
Chapter 13: Y - Efficient and effective administration	114,303,000
Chapter 15: Technical Cooperation Programme	116,027,000
Chapter 16: Contingencies	600,000
Chapter 17: Capital Expenditure	26,439,000
Chapter 18: Security Expenditure	24,809,000
Further efficiency gains, one-time savings, and use of unspent 2010-11 balance	(34,502,000)
<b>Total Appropriation (Net)</b>	<b>1,005,639,000</b>
Chapter 19: Transfer to Tax Equalization Fund	103,331,000
<b>Total Appropriation (Gross)</b>	<b>1,108,970,000</b>

- b) The appropriations (net) voted in paragraph (a) above include an amount of USD 39,141,000 to fund the implementation of the Immediate Plan of Action (IPA), comprising an estimated amount of USD 22,359,000 for net recurring costs and USD 16,782,000 for one-time investment costs.
- c) The appropriations (net) voted in paragraph (a) above minus estimated Miscellaneous Income in the amount of USD 5,000,000 shall be financed by Assessed Contributions from Member Nations of USD 1,000,639,000 to implement the Programme of Work. Such contributions shall be established in US dollars and Euro and shall consist of USD 491,396,000 and Euro 374,443,000. This takes into account a split of 49% US dollars and 51% Euro for the appropriations (net) and of 100% US dollars for Miscellaneous Income.
- d) An additional amount of USD 14,100,000 shall also be financed by Assessed Contributions from Member Nations to fund the After-Service Medical Coverage (ASMC) past service liability. The contributions shall be established in US dollars and Euro, taking

- into account a split of 33% US dollars and 67% Euro, and shall therefore amount to USD 4,653,000 and Euro 6,946,000.
- e) The total contributions due from Member Nations to implement the approved Programme of Work and to fund the amortization of ASMC shall amount to USD 496,049,000 and Euro 381,389,000. Such contributions due from Member Nations in 2012 and 2013 shall be paid in accordance with the Scale of Contributions adopted by the Conference at its Thirty-seventh Session.
  - f) In establishing the actual amounts of contributions to be paid by individual Member Nations, a further amount shall be charged through the Tax Equalization Fund for any Member Nation that levies taxes on the salaries, emoluments and indemnities received by staff members from FAO and which are reimbursed to the staff members by the Organization. An estimate of USD 8,500,000 has been foreseen for this purpose.
- 2) **Authorizes** the Director-General, notwithstanding Financial Regulation 4.2, to use any unspent balance of the 2010-11 appropriations for full implementation of the IPA, including one-time IPA investment costs to be incurred during the 2012-13 financial period.
  - 3) **Requests** the Director-General to propose adjustments to the Programme of Work for the further efficiency gains, one-time savings, and forecasted use of unspent 2010-11 balance for 2012-13 IPA activities referred to in paragraph 1(a) above and amounting in aggregate to USD 34,502,000, which are currently not reflected in the chapter structure, for consideration by the Programme and Finance Committees and approval by the Council at its 143rd Session in November 2011, noting that both within chapter transfers and transfers from one chapter to another required to implement the proposals during the biennium will be handled in accordance with Financial Regulation 4.5.
  - 4) **Reaffirms** the policy of full cost recovery of administrative and operational support costs from extra-budgetary-funded activities that had been approved by the Council in November 2000<sup>42</sup> in line with Financial Regulation 6.7 and directs the Council to implement measures to improve such recoveries from extra-budgetary-funded activities, building on the experience of other UN Agencies.
  - 5) **Encourages** Members to provide voluntary contributions, especially core voluntary contributions, to facilitate implementation of the integrated Programme of Work under the Results Framework.

(Adopted on 1 July 2011)

## **Governance, Legal, Administrative and Financial Matters**

### **Governance Matters**

#### **Report of the CoC-IEE on the Immediate Plan of Action for FAO Renewal**<sup>43</sup>

104. The Conference commended the Report of the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE) on the Immediate Plan of Action for FAO Renewal, and supported the measures proposed under Section IV of the report (the Way Forward).

105. It stressed the need for further improvements in the prioritization process and the identification and articulation of the areas of emphasis and de-emphasis, and noted that future priority-setting should take into consideration lessons learned from Evaluation Reports.

106. It underlined the importance of Human Resources policies concerning issues of decentralization, and specifically in relation to the implementation of a more mandatory mobility policy. It also reiterated the importance of improved competency-based recruitment.

107. The Conference thanked the Membership and the Secretariat for its commitment and support of the Immediate Plan of Action for FAO Renewal and urged its timely implementation.

<sup>42</sup> CL 119/REP para. 70.

<sup>43</sup> C 2011/7; C 2011/LIM/15; C 2011/II/PV/1; C 2011/II/PV/2; C 2011/PV/11.

108. The Conference reviewed the proposed arrangements for monitoring progress in follow-up to the IPA, and thus adopted the CoC-IEE Report with the following Resolution:

**Resolution 6/2011**  
*Immediate Plan of Action for FAO Renewal*

**THE CONFERENCE,**

**Mindful** of the imperative for FAO Members and Management to continue to work in concert to strengthen the capacity of the Organization to carry out its unique overarching mandate at a time of critical challenges facing the global community;

**Recalling** its Resolution 1/2008 whereby it approved an Immediate Plan of Action for FAO Renewal, and its Resolution 4/2009 setting up arrangements for monitoring implementation of FAO renewal in the 2010-11 biennium;

**Having considered** the Report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE) on the work completed in the current biennium in the framework of the Immediate Plan of Action (IPA);

**Noting with appreciation** the substantial progress made, during the same period of time, in implementing a complex set of actions covering the whole range of IPA thematic areas;

**Recognizing** that this progress was achieved largely thanks to the Membership's full engagement in, Management's resolute commitment to, and the constant support of staff to the process of change for FAO renewal;

**Recognizing further** that a critical factor in the successful implementation of the IPA has been the adequate funding of the renewal programme, with the required resources being secured by the Membership within the Programme of Work and Budget 2010-11;

**Acknowledging** the need to ensure continuity of the renewal process and the new ways of working inherent in IPA implementation as an integral part of the established management and governance arrangements of the Organization:

- 1) **Endorses** the Report of the CoC-IEE on the Immediate Plan of Action for FAO Renewal (IPA), as given in *Appendix C* of this Report.
- 2) **Decides** that the Council will, at its regular sessions, monitor progress in follow-up to the IPA on the basis of progress reports from Management. In this context, the Independent Chairperson of the Council will continue to play a proactive facilitating role.
- 3) **Decides** that, in performing its oversight functions regarding IPA implementation, the Council shall receive inputs from the Finance Committee, the Programme Committee and the Committee on Constitutional and Legal Matters, and from the Regional Conferences and the Technical Committees, according to their respective mandates.
- 4) **Endorses** mainstreaming of the IPA into the Programme of Work and Budget 2012-13.
- 5) **Decides** that a complete progress report on IPA implementation will be submitted, through the Council, to the 38<sup>th</sup> Session of the FAO Conference in 2013.

(Adopted on 2 July 2011)

**Final Report of the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation**<sup>44</sup>

109. The Conference took note of the overall progress made in 2010-11 by the Open-ended Working Group (OEWG) on measures designed to increase the efficiency of Governing Bodies, including representation. The Conference endorsed the recommendations contained in its final report relating to the need for cost containment as regards the working arrangements of the Technical Committees; the duration and format of the Committee on Agriculture and the Committee on

<sup>44</sup> C 2011/28; C 2011/II/PV/2; C 2011/PV/11.

Commodity Problems; the timeliness and accuracy of Governing Body documentation; and greater use of modern technologies for Governing Body sessions and inter-sessional work. Members noted that the issue of Council seats would be taken up in Plenary.

### **Multi-year Programme of Work of the Council**<sup>45</sup>

110. The Conference endorsed the Multi-year Programme of Work (MYPOW) of the Council for 2010-13 which had been adopted by the Council at its 140<sup>th</sup> Session in November - December 2010.

111. The Conference took note of the initial progress of the MYPOW, and agreed that:

- a) it should be a standing item on the Council agenda, as a useful planning tool; and
- b) the 143<sup>rd</sup> Session of the Council scheduled in November 2011 should prepare a substantive plan for 2012-2014, based on the information contained in the Annex to document C 2011/29.

### **Constitutional and Legal Matters**

#### **United Nations/FAO World Food Programme**<sup>46</sup>

##### *Amendments to the General Regulations and Rules of WFP*<sup>47</sup>

112. The Conference:

- a) Endorsed the WFP Annual Reports to ECOSOC and the FAO Council for 2009 and 2010.
- b) Commended WFP's transition from food aid to food assistance and encouraged the use of food assistance tools at larger scale.
- c) Commended WFP and the Rome-based Agencies for their efforts to enhance collaboration and achieve cost savings; and encouraged enhanced collaboration at the country level as well.
- d) Welcomed WFP's active role in the CFS and its contribution to the funding of the CFS Secretariat, WFP and FAO collaboration on food security and nutrition information systems, and their co-leadership of the Global Food Security Cluster.
- e) Commended WFP staff for their dedicated work and expressed strong support to efforts to ensure staff safety and security.

113. The Conference agreed with the revision of the General Regulations of the World Food Programme regarding the distribution of seats of the WFP Executive Board as of 1 January 2012 and adopted the following Resolution:

#### **Resolution 7/2011**

##### *Revision of the General Regulations of the World Food Programme*

#### **THE CONFERENCE,**

**Recalling** its Resolution 9/95 of 1 November 1995, concerning the revision of the General Regulations of the World Food Programme;

**Recalling** Resolution 65/266 adopted by the General Assembly of the United Nations on 7 March 2011, on the revision of the General Regulations of the World Food Programme:

- 1) **Decides**, following the concurrence of the General Assembly of the United Nations, that the members of the Executive Board of the World Food Programme shall be elected for a term of three years from among the States included in the lists set out in the Basic Texts of the World Food Programme, in accordance with the following distribution of seats, it being understood that this allocation of seats creates no precedent for the composition of other United Nations bodies of limited membership:

<sup>45</sup> C 2011/29; C 2011/II/PV/2; C 2011/PV/11.

<sup>46</sup> C 2011/INF/10; C 2011/INF/11; C 2011/I/PV/4; C 2011/I/PV/5; C 2011/PV/11.

<sup>47</sup> C 2011/LIM/10; C 2011/I/PV/4; C 2011/I/PV/5; C 2011/PV/11.

- a) Eight members from the States included in List A, four members to be elected by the Economic and Social Council and four by the Council of the Food and Agriculture Organization of the United Nations;
  - b) Seven members from the States included in List B, four members to be elected by the Economic and Social Council and three by the Council of the Food and Agriculture Organization of the United Nations;
  - c) Five members from the States included in List C, two members to be elected by the Economic and Social Council and three by the Council of the Food and Agriculture Organization of the United Nations;
  - d) Twelve members from the States included in List D, six members to be elected by the Economic and Social Council and six by the Council of the Food and Agriculture Organization of the United Nations;
  - e) Three members from the States included in List E, two members to be elected by the Economic and Social Council and one by the Council of the Food and Agriculture Organization of the United Nations;
  - f) One additional member rotating among the States included in lists A, B and C to be elected by the Council of the Food and Agriculture Organization of the United Nations; the pattern of rotation shall be as follows:
    - i) A State from List A to be elected to occupy the additional seat every other term, starting from 1 January 2012;
    - ii) A State from List B to be elected to occupy the additional seat every fourth term, starting from 1 January 2015;
    - iii) A State from List C to be elected to occupy the additional seat every fourth term, starting from 1 January 2021;
- 2) **Also decides** that the rotating seat will henceforth rotate on a permanent basis among the States included in Lists A, B and C, as described in paragraph 1(f) above, without the need for a further review, unless such a review is requested by a majority of the Board members, and, in any event, not before the completion of one full rotation scheme of four terms; and
  - 3) **Further decides** that, following the concurrence of the General Assembly of the United Nations, the revised General Regulations shall enter into force on 1 January 2012.

(Adopted on 2 July 2011)

114. The Conference approved the amendment to Article XIV.6(a) of the WFP General Regulations, to reflect the change from “biennial” to “annual” in the submission cycle of the WFP Budget, subject to the concurrence of the United Nations General Assembly.

### **Amendments to the Basic Texts** <sup>48</sup>

#### *Official name of FAO in Spanish* <sup>49</sup>

115. The Conference approved the proposed change of the official name of FAO in Spanish so that the word “food” should precede the word “agriculture”, for the sake of consistency among the designations of the Organization in other language versions.

#### *Amendment of Rule XII, paragraph 11 of the General Rules of the Organization*

116. The Conference adopted, through a nominal vote, the following Resolution:

<sup>48</sup> C 2011/PV/10; C 2011/PV/11.

<sup>49</sup> C 2011/LIM/9; C 2011/PV/10; C 2011/PV/11.

**Resolution 8/2011**  
*Amendment to the General Rules of the Organization*

**THE CONFERENCE,**

**Recalling** that the Committee on Constitutional and Legal Matters (CCLM) at its 91<sup>st</sup> Session examined some inconveniences arising out of the procedures set out in Rule XII.11 of the General Rules of the Organization whereby “in any election for one elective place, other than that of the Director-General, if a candidate fails on the first ballot to obtain a majority of the votes cast, successive ballots shall be taken at such time or times as the Conference or Council shall decide, until a candidate obtains such a majority”, insofar as they could lead to an inconclusive number of ballots, and proposed an amendment to the General Rules of the Organization for approval by the Conference at its session in 2011;

**Noting** that the Council at its 140<sup>th</sup> Session endorsed the amendment proposed by the CCLM, and recommended that Rule XII.11 of the General Rules of the Organization be amended in order to ensure that in an election for one elective place in which there were more than two candidates, the candidate having obtained the lowest number of votes at each ballot would be eliminated;

**Having considered** the text of the amendment to the General Rules of the Organization proposed by the Council at its 140<sup>th</sup> Session:

**Decides** to adopt the following amendment to Rule XII.11 of the General Rules of the Organization:

*“11. In an election for one elective place, other than that of the Director-General, if a candidate fails on the first ballot to obtain a majority of the votes cast, successive ballots shall be taken at such time or times as the Conference or Council shall decide, until a candidate obtains such a majority, provided that in an election for one elective place in which there are more than two candidates, the candidate having received the lowest number of votes at each ballot shall be eliminated.”*

(Adopted on 2 July 2011)

*Amendments to the Financial Regulations*<sup>50</sup>

117. The Conference adopted, through a nominal vote, the following Resolution:

**Resolution 9/2011**  
*Amendments to the Financial Regulations*

**THE CONFERENCE,**

**Recalling** that the Finance Committee, at its 135<sup>th</sup> Session held from 25 to 29 October 2010, proposed amendments to the Financial Regulations for transmission to the Committee on Constitutional and Legal Matters for endorsement and submission to the Council;

**Considering** that the Committee on Constitutional and Legal Matters, at its 92<sup>nd</sup> Session held from 7 to 9 March 2011, reviewed and endorsed the proposed amendments to the Financial Regulations;

**Noting** that the Council, at its 141<sup>st</sup> Session held from 11 to 15 April 2011, agreed to transmit to the Conference, for its approval, the proposed amendments to the Financial Regulations:

**Decides** to amend the Financial Regulations as provided for in the table set out in *Appendix D* to this Report.

(Adopted on 2 July 2011)

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<sup>50</sup> C 2011/LIM/8; C 2011/PV/11.

*Proposed Amendments to the FAO Constitution*<sup>51</sup>

118. The representative of the Group of 77 plus China withdrew the proposal to amend the Constitution of FAO in order to increase the number of Council seats. The Conference noted that the matter would remain under review during the inter-session period.

**Administrative and Financial Matters**

**Audited Accounts 2008-2009**<sup>52</sup>

119. The Conference took note of the Audited Accounts 2008-2009 and the Report of the External Auditor, as reviewed by the Finance Committee at its 138<sup>th</sup> Session and by the Council at its 141<sup>st</sup> Session, and adopted the following Resolution:

**Resolution 10/2011**  
*FAO Audited Accounts 2008-2009*

**THE CONFERENCE,**

**Having considered** the Report of the 141<sup>st</sup> Session of the Council, and

**Having examined** the 2008-09 FAO Audited Accounts and the External Auditor's Report thereon;

**Adopts** the Audited Accounts.

(Adopted on 2 July 2011)

**Scale of Contributions 2012-2013**<sup>53</sup>

120. The Conference noted that the FAO proposed Scale of Contributions for 2012-2013 (*Appendix E*) had been reviewed and endorsed by the 141<sup>st</sup> Session of the Council and agreed that the Scale of Contributions as recommended by Council be adopted.

121. The Conference then adopted the following Resolution:

**Resolution 11/2011**  
*Scale of Contributions 2012-13*

**THE CONFERENCE,**

**Having noted** the recommendation of the 141<sup>st</sup> Session of the Council;

**Confirming** that, as in the past, FAO should follow the United Nations Scale of Assessments subject to adaptation for the different Membership of FAO:

- 1) **Decides** that the FAO Scale of Contributions for 2012-13 should be derived directly from the United Nations Scale of Assessments in force during 2011; and
- 2) **Adopts** for use in 2012 and 2013 the Scale as set out in *Appendix E* of this Report.

(Adopted on 2 July 2011)

**Payment by the European Union to cover administrative and other expenses arising out of its Membership in the Organization**<sup>54</sup>

122. The Conference set the lump-sum payment due by the European Union to cover administrative and other expenditures arising out of its membership in the Organization at Euro 550 414<sup>55</sup> for the 2012-13 biennium.

<sup>51</sup> C 2011/INF/17; C 2011/PV/11.

<sup>52</sup> C 2011/5A; C 2011/5B; C 2011/LIM/5; C 2011/PV/9; C 2011/PV/11.

<sup>53</sup> C2011/INF/13-Rev.1; C2011/LIM/7; C 2011/PV/9; C 2011/PV/11.

<sup>54</sup> C 2011/LIM/25; C 2011/PV/10; C 2011/PV/11.

<sup>55</sup> The calculation was still being verified at the headquarters of the European Commission.

123. As in previous biennia, it was proposed that the sum due by the European Union be paid into a trust or special fund established by the Director-General under Financial Regulation 6.7.

### **Other Administrative and Financial Matters** <sup>56</sup>

124. The Conference decided that the List of Delegates and Observers would henceforth be published as a web annex to the Report rather than be included in the printed version.

### **Appointments and Elections**

#### **Application for Membership in the Organization** <sup>57</sup>

125. The Conference had before it an application for Associate Membership from the Minister of Foreign Affairs of New Zealand on behalf of Tokelau in the form of a letter which included formal acceptance of the relevant obligations of the FAO Constitution.

126. The Conference, in accordance with Article II-11 and Rule XII-10(a), proceeded to a secret ballot on this application. The results were as follows:

	<u>Admission of Tokelau</u>
Number of ballots deposited	157
Defective ballots	0
Abstentions	9
Number of votes cast	148
Majority required	99
Votes for	147
Votes against	1

127. The Conference accordingly admitted Tokelau to Associate Membership of the Organization.

128. The Conference decided that, according to the established principles and customs, the minimum contribution due from Tokelau for the last half of 2011 is provisionally:

Contribution - Last half 2011	
EURO	USD
626.51	642.97

#### **Appointment of the Director-General** <sup>58</sup>

129. The Conference had before it six nominations for the Office of Director-General. The six candidates for the post of Director-General addressed the Conference in the following order:

Spain	Mr Miguel Ángel Moratinos Cuyaubé
Iraq	Mr Abdul Latif Rashid
Austria	Mr Franz Fischler
Indonesia	Mr Indroyono Soesilo
Brazil	Mr José Graziano da Silva
Iran (Islamic Republic of)	Mr Mohammad Saeid Noori Naeini

<sup>56</sup> C 2011/PV/9; C 2011/PV/11.

<sup>57</sup> C 2011/10; C 2011/LIM/1; C 2011/PV/2; C 2011/PV/11.

<sup>58</sup> C 2011/14; C 2011/LIM/1; C 2011/LIM/16; C 2011/LIM/18; C 2011/PV/2; C 2011/PV/3; C 2011/PV/11.



130. The Conference, after two secret ballots, appointed Mr José Graziano da Silva (Brazil) to the office of Director-General for the period from 1 January 2012 to 31 July 2015.

131. Pursuant to Rule XXXVII.4 of the GRO, on the recommendation of the General Committee, the Conference adopted the following Resolution:

**Resolution 12/2011**  
*Appointment of the Director-General*

**THE CONFERENCE,**

**Acting** in accordance with Article VII of the Constitution;

**Having proceeded** to a secret ballot as laid down in Rules XII and XXXVII of the General Rules of the Organization:

- 1) **Declares** that Mr José Graziano da Silva is appointed to the office of Director General for a period from 1 January 2012, the term of office expiring on 31 July 2015; and

**Having considered** the recommendation regarding the conditions of appointment of the Director-General submitted by the General Committee in accordance with Rules X, paragraph 2(j) and XXXVII, paragraph 4 of the General Rules of the Organization:

- 2) **Resolves** that:
  - a) the Director-General shall receive a gross annual salary of USD 251 188, corresponding to a net annual salary of USD 176 272 at the dependency rate, or USD 156 760 at the single rate, and an annual post adjustment corresponding to USD 1 762.72 for each multiplier point at the dependency rate, or USD 1 567.60 at the single rate, payable in accordance with the provisions of the Organization governing the salary of staff members;
  - b) the Director-General shall receive a representation allowance of USD 50 000 net per annum;
  - c) the Organization will directly rent appropriate housing accommodation to be assigned as the official residence of the Director-General and pay related expenses, in lieu of rental subsidy. The overall costs of rental of the Director-General's housing accommodation and related expenses to be covered by the Organization should not exceed Euro 180 000 per year. The Finance Committee may review this ceiling of expenditure; and
  - d) the Director-General shall be entitled to all other allowances and benefits accruing to staff members of the Organization in the Professional and Higher Categories;
- 3) **Further resolves** that the Director-General shall not be a participant in the United Nations Joint Staff Pension Fund and that, in lieu thereof, he shall be entitled to receive, in monthly instalments, the equivalent of the Organization's contributions to the Fund that would have been payable had he been a participant, as a supplement to his monthly remuneration; and
- 4) **Further resolves** that the terms and conditions of appointment of the Director-General shall be governed by the relevant provisions of the Staff Regulations subject, however, to the provisions of the contract to be signed by the Chairperson of the Conference on behalf of the Organization and by the Director-General elect, in accordance with Rule XXXVII, paragraph 4.

(Adopted on 2 July 2011)

**Appointment of the Independent Chairperson of the Council**<sup>59</sup>

132. The Conference had before it one nomination for the office of Independent Chairperson of the Council.

133. The Conference, after a secret ballot, appointed Luc Guyau (France) to the office of Independent Chairperson of the Council and adopted the following Resolution:

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<sup>59</sup> C 2011/9; C 2011/PV/9; C 2011/PV/11.

**Resolution 13/2011**  
*Appointment of the Independent Chairperson of the Council*

**THE CONFERENCE,**

**Having proceeded** to a secret ballot, in accordance with Rule XII.10(a) of the General Rules of the Organization;

**Taking into account** Rule XXIII of the General Rules of the Organization regarding the Independent Chairperson of the Council and Resolution 9/2009 on Implementation of the Immediate Plan of Action on the Independent Chairperson of the Council;

**Having regard** to the need to safeguard the independence and accountability of the role of the Independent Chairperson of the Council:

- 1) **Declares** that Mr Luc Guyau is appointed Independent Chairperson of the Council until the 38<sup>th</sup> of the Conference (June 2013);
- 2) **Decides** that the conditions of appointment attached to the office of the Independent Chairperson of the Council will be as follows:
  - a) The Chairperson is required to be present in Rome for all sessions of the Council, the Conference, the Finance Committee and the Programme Committee and will normally be expected to spend at least six to eight months of the year in Rome;
  - b) An annual allowance equivalent to USD 23 800 will be paid to the Chairperson;
  - c) A per diem allowance equivalent to the applicable standard daily subsistence allowance (DSA) rate at 140% will be paid to the Chairperson while he is in Rome and when he travels in the performance of his functions;
  - d) The travel expenses of the Chairperson will be covered by the Organization when he travels in the performance of his/her functions;
  - e) In the performance of his/her functions, whether in Rome or while travelling, the Chairperson will receive health protection and medical insurance in accordance with Section 343 Part VII of the FAO Administrative Manual;
  - f) Secretariat services will be made available to the Chairperson to assist him in the performance of his functions;
  - g) Interpretation services will be made available to the Chairperson, at his request, depending on the availability of resources;
  - h) Office space, equipment and supplies required by the Chairperson in the performance of his functions will be made available to him;
  - i) Assistance will be provided to the Chairperson in carrying out the necessary administrative formalities for the acquisition of the documents required for his stay in Rome and for his travels in the performance of his functions; and
- 3) **Decides** that the implementation modalities of this Resolution will be agreed between the Chairperson and FAO.

(Adopted on 2 July 2011)

**Election of Council Members <sup>60</sup>**

134. The Conference elected the following Member Nations as Members of the Council:

**Period 1 July 2011 – 30 June 2013**

Region (Seats)	Members
Africa (1)	1. Côte d'Ivoire

<sup>60</sup> C 2011/11; C 2011/PV/10; C 2011/PV/11.

**Period 1 December 2011 – 30 June 2014**

<b>Region (Seats)</b>	<b>Members</b>
Africa (4)	1. Algeria 2. Cameroon 3. Guinea 4. Togo
Asia (3)	1. India 2. Indonesia 3. Pakistan
Europe (4)	1. Denmark 2. France 3. Italy 4. Poland
Latin America and the Caribbean (1)	1. Ecuador
Near East (3)	1. Afghanistan 2. Egypt 3. Saudi Arabia
North America (0)	
Southwest Pacific (1)	1. Australia

**Period 1 July 2012 - 30 June 2015**

<b>Region (Seats)</b>	<b>Members</b>
Africa (3)	1. Congo 2. Eritrea 3. Gabon
Asia (6)	1. Bangladesh 2. China 3. Japan 4. Philippines 5. Republic of Korea 6. Thailand
Europe (3)	1. Germany 2. Portugal 3. United Kingdom
Latin America and the Caribbean (3)	1. Chile 2. El Salvador 3. Venezuela
Near East (1)	1. Jordan
North America (0)	
Southwest Pacific (0)	

### **Appointment of Representatives of the FAO Conference to the Staff Pension Committee**<sup>61</sup>

135. In accordance with Article 6(c) of the Regulations of the United Nations Joint Staff Pension Fund, the Conference appointed two members and two alternate members to the Staff Pension Committee as follows and for the periods specified below:

#### **For the period 1 January 2012 – 31 December 2014**

Member            Mr Carlos Bentancour  
Alternate Permanent Representative of the Eastern Republic of Uruguay to FAO

Alternate          Mr Marc Mankoussou  
Alternate Permanent Representative of the Republic of Congo to FAO

#### **For the period 1 January 2013 to 31 December 2015**

Member            His Excellency Zohrab Malek  
Ambassador of the Republic of Armenia to FAO

Alternate          Ms Nike-Ekaterini Koutrakou  
Alternate Permanent Representative of Greece to FAO

### **Other Matters**

#### **Intergovernmental Science-Policy Platform on Biodiversity and Eco-system Services**<sup>62</sup>

136. The Conference welcomed the information provided on the Intergovernmental Science-Policy Platform on Biodiversity and Eco-system Services and adopted the following Resolution:

#### **Resolution 14/2011**

##### *Intergovernmental Science-Policy Platform on Biodiversity and Eco-system Services*

#### **The CONFERENCE,**

**Noting** the outcome of the third meeting of the *ad hoc* open-ended intergovernmental and multi-stakeholder meeting on an Intergovernmental Science-Policy Platform on Biodiversity and Eco-system Services (IPBES), held in Busan, South Korea;

**Noting** Resolution 65/162 adopted by the United Nations General Assembly, which requests UNEP, without prejudice to the final institutional arrangements for IPBES and in consultation with all relevant organizations and bodies, in order to fully operationalize the platform, to convene a plenary meeting providing for the full and effective participation of all Member States, in particular representatives from developing countries, to determine modalities and institutional arrangements for the platform at the earliest opportunity;

**Taking note** of the decision X/11 of the Conference of the Parties to the Convention on Biological Diversity by which the Conference of the Parties welcomed the establishment of IPBES;

**Recognizing** FAO's experience and long-standing role in relation to periodic assessments of the state of the world's genetic resources for food and agriculture and other assessments relevant to biodiversity and eco-system services:

- 1) **Welcomes** the decision of Governments to establish IPBES;
- 2) **Requests** the Director-General to work closely with UNEP and other relevant international organizations and bodies in the preparation of the forthcoming meetings for the operationalization of IPBES;

<sup>61</sup> C 2011/6; C 2011/PV/9; C 2011/PV/11.

<sup>62</sup> C 2011/LIM/19; C 2011/I/PV/3; C 2011/I/PV/3; C 2011/PV/11.

- 3) **Authorizes** the Director-General to offer to establish and (co-) host, or otherwise support IPBES with other relevant international organizations, provided that costs be met through extra-budgetary resources with appropriate administrative and operational support costs reimbursed in accordance with the prevailing FAO Support Cost Policy; and
- 4) **Requests** the Director-General to report to Council on progress in the establishment of IPBES and its financial and administrative implications.

(Adopted on 2 July 2011)

### **International Year of Quinoa**<sup>63</sup>

137. The Conference reviewed the proposal made by the Government of Bolivia to declare 2013 the International Year of Quinoa.

138. The Conference noted the exceptional nutritional qualities of Quinoa, its adaptability to various growing conditions and potentially significant contribution to the fight against hunger and malnutrition.

139. Many delegations supported holding the International Year of Quinoa in 2013.

140. Questions were raised based on whether the current proposal met the agreed United Nations General Assembly (UNGA) criteria. The Conference requested that this proposal be forwarded to the next UNGA for consideration and adopted the following Resolution:

#### **Resolution 15/2011** *International Year of Quinoa*

#### **THE CONFERENCE,**

**Noting** that quinoa is a natural food high in nutritional value;

**Recognizing** that Andean indigenous peoples, through their traditional knowledge and practices of living well in harmony with mother earth and nature, have maintained, controlled, protected and preserved quinoa in its natural state, including its many varieties and landraces, as food for present and future generations;

**Affirming** the need to focus world attention on the role that quinoa biodiversity plays, owing to the nutritional value of quinoa, in providing food security and nutrition, the eradication of poverty in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals, and the outcome document of the High-Level Plenary Meeting on the Millennium Development Goals;

**Recalling** the Rome Declaration on World Food Security and the World Food Summit Plan of Action (13-17 November 1996), the Declaration of the World Food Summit: five years later (10-13 June 2002), and the Declaration of the World Summit on Food Security (16-18 November 2009);

**Affirming** the need to heighten public awareness of the nutritional, economic, environmental, and cultural properties of quinoa:

- 1) **Requests** the Director-General to transmit this Resolution to the Secretary-General of the United Nations with a view to having the General Assembly of the United Nations consider at its next session declaring the year 2013 as the International Year of Quinoa.
- 2) **Further requests** the Director-General to inform future sessions of the FAO Council, as appropriate, and the Secretary-General of the United Nations of arrangements made in securing extra-budgetary funding for the International Year of Quinoa and, subsequently, of the results of the Year once concluded.

(Adopted on 2 July 2011)

<sup>63</sup> C 2011/INF/18 Rev.1; C 2011/LIM/17; C 2011/LIM/20; C 2011/I/PV/4; C 2011/I/PV/5; C 2011/PV/11.

## International Year of Family Farming

141. The Conference took note of a proposal by the Philippines to declare an International Year of Family Farming and adopted the following Resolution:

### Resolution 16/2011 *International Year of Family Farming*

#### THE CONFERENCE,

**Noting** that family farming is the basis of sustainable food production aimed towards food security,

**Recalling** that more than 3 billion people live in the countryside and that 2.5 billion of these women and men are farmers,

**Desiring** to focus world attention on the role that family farming could play in providing food security and poverty alleviation of the population,

**Believing** that family farming is much more than an agrarian economic model: it is the nuclear unit for the environmental management of land and its biodiversity, the fountain of important cultural dimensions of each people and, all things considered, a fundamental pillar of the integral development of all nations.

**Recognizing** that the progressive deterioration in farming income and its effects on rural economies is causing the disappearance of many family farms due to the migrations to the cities.

**Believing** also that such a celebration would create a unique opportunity to develop means, which would assure in the medium and long term, a prosperous and sustainable family agriculture development in the rural and fishing areas on all the continents, especially, in the developing countries.

**Affirming** the need to heighten public awareness on the interrelationship between family farming, poverty, food security, and nutrition:

**Requests** the Director-General to transmit this Resolution to the Secretary-General of the United Nations with a view to having the United Nations declare the Year 2014 as the International Year of Family Farming.

(Adopted on 2 July 2011)

### Date and Place of the 38<sup>th</sup> Session of the Conference <sup>64</sup>

142. The Conference decided that its 38<sup>th</sup> Session should be held in Rome from 15 to 22 June 2013.

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<sup>64</sup> C 2011/PV/9; C 2011/PV/11.

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**APPENDIX A****Agenda for the 37<sup>th</sup> Session of the Conference**

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**Introduction**

1. Election of the Chairperson and Vice-Chairpersons
2. Appointment of the General Committee and Credentials Committee
3. Adoption of the Agenda and Arrangements for the Session
4. Admission of Observers

**Appointments and Elections**

5. Applications for Membership in the Organization
6. Appointment of the Director-General
  - 6.1 Address by Candidates for the post of Director-General
7. Appointment of the Independent Chairperson of the Council
8. Election of Council Members
9. Appointment of Representatives of the FAO Conference to the Staff Pension Committee

**Substantive and Policy Matters**

10. Review of the State of Food and Agriculture

***A. Regional Conferences***

11. Global Policy and Regulatory matters arising from:
  - 11.1 Report of the 31<sup>st</sup> Session of the Regional Conference for Latin America and the Caribbean (Panama City, Panama, 26-30 April 2010)
  - 11.2 Report of the 26<sup>th</sup> Session of the Regional Conference for Africa (Luanda, Angola, 3-7 May 2010)
  - 11.3 Report of the 27<sup>th</sup> Session of the Regional Conference for Europe (Yerevan, Armenia, 13-14 May 2010)
  - 11.4 Report of the 30<sup>th</sup> Session of the Regional Conference for Asia and the Pacific (Gyeongju, Republic of Korea, 27 September - 1 October 2010)
  - 11.5 Report of the 30<sup>th</sup> Session of the Regional Conference for the Near East (Khartoum, Sudan, 4-8 December 2010)

### ***B. Technical Committees***

- 12 Global Policy and Regulatory matters arising from:
  - 12.1 Report of the 68<sup>th</sup> Session of the Committee on Commodity Problems (14-16 June 2010)
  - 12.2 Report of the 22<sup>nd</sup> Session of the Committee on Agriculture (16-19 June 2010)
  - 12.3 Report of the 20<sup>th</sup> Session of the Committee on Forestry (4-8 October 2010)
  - 12.4 Report of the 36<sup>th</sup> Session of the Committee on World Food Security (11-14 and 16 October 2010)
  - 12.5 Report of the 29<sup>th</sup> Session of the Committee on Fisheries (31 January - 4 February 2011)

### ***C. Other Substantive and Policy Matters***

13. The State of Land and Water (SOLAW)
14. Declaration on Rinderpest Eradication
15. Interim Report on the Triennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System
16. Status of Implementation of the Global Plan of Action for Animal Genetic Resources
17. Evaluation of the International Year of Natural Fibres 2009
18. International Year of Forests 2011
19. Implementation Plan of the Global Strategy to improve Agricultural Statistics
20. FAO Gender Audit 2010

### **Programme and Budgetary Matters**

21. Programme Implementation Report 2008-2009
22. Programme Evaluation Report 2011
23. Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13

### **Governance, Legal, Administrative and Financial Matters**

#### ***A. Governance Matters***

24. Report of the CoC-IEE on the Immediate Plan of Action for FAO Renewal
25. Report of the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation
26. Multi-year Programme of Work of the Council



***B. Constitutional and Legal Matters***

- 27. United Nations/FAO World Food Programme
  - 27.1 Amendments to the General Regulations and Rules of WFP
- 28. Amendments to the Basic Texts
  - 28.1 Proposed Amendments to the FAO Constitution

***C. Administrative and Financial Matters***

- 29. Audited Accounts 2008-2009
- 30. Scale of Contributions 2012-2013
- 31. Payment by the European Union to cover administrative and other expenses arising out of its Membership in the Organization
- 32. Other Administrative and Financial Matters

**Other Matters**

- 33. Date and Place of the 38<sup>th</sup> Conference Session
- 34. Any Other Matters
  - 34.1 McDougall Memorial Lecture
  - 34.2 Presentation of B.R. Sen Awards
  - 34.3 Presentation of A.H. Boerma Award
  - 34.4 Presentation of Edouard Saouma Award
  - 34.5 Margarita Lizárraga Medal
  - 34.6 Statement by a Representative of FAO Staff Bodies
  - 34.7 In Memoriam
  - 34.8 Intergovernmental Science-Policy Platform on Biodiversity and Eco-system Services
  - 34.9 International Year of Quinoa
  - 34.10 International Year of Family Farming



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**APPENDIX B****List of Documents**

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C 2011/1 Rev.1	Provisional Annotated Agenda
C 2011/2	The State of Food and Agriculture
C 2011/2 Add.1	The Vital Role of Women in Agriculture and Rural Development
C 2011/3	Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13
C 2011/4	Programme Evaluation Report 2011
C 2011/5 A	Audited Accounts 2008-2009
C 2011/5 B	Audited Accounts 2008-2009: Report of the External Auditor
C 2011/6	Appointment of Representatives of the FAO Conference to the Staff Pension Committee
C 2011/7	Report of the CoC-IEE to the Conference on the Immediate Plan of Action for FAO Renewal
C 2011/8	Programme Implementation Report 2008-2009
C 2011/9	Appointment of the Independent Chairperson of the Council
C 2011/10	Applications for Associate Membership in the Organization
C 2011/11	Election of Council Members
C 2011/12 Rev.1	Arrangements for the 37 <sup>th</sup> Session of the Conference
C 2011/13	Admission to the Session of Representatives and Observers of International Organizations
C 2011/13 Add.1	Admission to the Session of Representatives and Observers of International Organizations
C 2011/14	Appointment of the Director-General (Note by the Secretary-General of the Conference and Council)
C 2011/15	Declaration on Global Freedom from Rinderpest
C 2011/16 (CL 140/2)	Report of the 68 <sup>th</sup> Session of the Committee on Commodity Problems (14-16 June 2010)
C 2011/17 (CL 140/3)	Report of the 22 <sup>nd</sup> Session of the Committee on Agriculture (16-19 June 2010)

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C 2011/18 (CL 140/4)	Report of the 20 <sup>th</sup> Session of the Committee on Forestry (4-8 October 2010)
C 2011/19 (CL 140/5)	Report of the 36 <sup>th</sup> Session of the Committee on World Food Security (11-14 and 16 October 2010)
C 2011/20 (CL 141/3)	Report of the 29 <sup>th</sup> Session of the Committee on Fisheries (31 January - 4 February 2011)
C 2011/21 (CL 140/13)	Report of the 31 <sup>st</sup> Session of the Regional Conference for Latin America and the Caribbean (Panama City, Panama, 26-30 April 2010)
C 2011/22 Rev.1 (CL 140/15 Rev.1)	Report of the 26 <sup>th</sup> Session of the Regional Conference for Africa (Luanda, Angola, 3-7 May 2010)
C 2011/23 (CL 140/16)	Report of the 27 <sup>th</sup> Session of the Regional Conference for Europe (Yerevan, Armenia, 13-14 May 2010)
C 2011/24 (CL 140/17)	Report of the 30 <sup>th</sup> Session of the Regional Conference for Asia and the Pacific (Gyeongju, Republic of Korea, 27 September-1 October 2010)
C 2011/25 (CL 141/2)	Report of the 30 <sup>th</sup> Session of the Regional Conference for the Near East (Khartoum, Sudan, 4-8 December 2010)
C 2011/26	Interim Report on the Triennial Comprehensive Policy Review of the Operational Activities for Development of the United Nations System
C 2011/27	Status of Implementation of the Global Plan of Action for Animal Genetic Resources
C 2011/28	Final Report of the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation
C 2011/29	Multi-year Programme of Work of the Council
C 2011/30	International Year of Forests 2011
C 2011/31	Implementation Plan of the Global Strategy to improve Agricultural Statistics
C 2011/32	The State of the World's Land and Water Resources for Food and Agriculture
 <b>C 2011 INF Series</b>	
C 2011/INF/1 Rev.1	Provisional Timetable
C 2011/INF/2	Provisional List of Delegates and Observers
C 2011/INF/3	List of Documents

C 2011/INF/4	Statement of Competence and Voting Rights Submitted by the European Union and its Member States
C 2011/INF/5	Statement of the Director-General
C 2011/INF/6	Presentation of the B.R. Sen Award 2010
C 2011/INF/7	Presentation of the A.H. Boerma Award 2010-2011
C 2011/INF/8	Presentation of the Edouard Saouma Award 2010-2011
C 2011/INF/9	McDougall Memorial Lecture
C 2011/INF/10	Annual Report of the WFP Executive Board to ECOSOC and the FAO Council on its Activities in 2009
C 2011/INF/11	Annual Report of the WFP Executive Board to ECOSOC and the FAO Council on its activities in 2010
C 2011/INF/12	Notification of Membership of the Committee on Commodity Problems; Committee on Fisheries; Committee on Forestry; Committee on Agriculture; and Committee on World Food Security
C 2011/INF/13 Rev.1	Status of Current Assessments and Arrears as at 25 June 2011
C 2011/INF/14 Rev.1	Multilateral Treaties Deposited with the Director-General
C 2011/INF/15	Evaluation of the International Year of Natural Fibres 2009
C 2011/INF/16	FAO Gender Audit Status Report
C 2011/INF/17	Possible Increase in the Membership of the Council
C 2011/INF/18 Rev.1	Proposal by the Government of Bolivia for an International Year of Quinoa
<b>C 2011 LIM Series</b>	
C 2011/LIM/1	Draft Report of the First Meeting of the General Committee
C 2011/LIM/2	First Report of the Credentials Committee
C 2011/LIM/3	Programme Implementation Report 2008-2009
C 2011/LIM/4	Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13 (Recommendations to the Conference on budget level)
C 2011/LIM/5	Audited Accounts 2008-2009 (Draft Resolution)
C 2011/LIM/6 Rev.1	Arrangements for the 37 <sup>th</sup> Session of the FAO Conference (Recommendations to the Conference)

C 2011/LIM/7	Scale of Contributions 2012-2013 (Draft Resolution)
C 2011/LIM/8	Amendments to the Financial Regulations (Draft Resolution)
C 2011/LIM/9	Official Name of FAO in Spanish
C 2011/LIM/10	Revision of the General Rules of the WFP
C 2011/LIM/11	Margarita Lizárraga Medal
C 2011/LIM/12	Declaration of Global Freedom from Rinderpest and Implementation of Follow-up Measures to Maintain World Freedom from Rinderpest (Draft Resolution)
C 2011/LIM/13	Amendment to the Rule XII.11 of the General Rules of the Organization (Draft Resolution)
C 2011/LIM/14	Proposal to amend Article V.1 of the FAO Constitution submitted by Morocco
C 2011/LIM/15	Draft Resolution on the Immediate Plan of Action for FAO Renewal
C 2011/LIM/16	Address by Candidates for the Post of Director-General
C 2011/LIM/17	International Year of Quinoa
C 2011/LIM/18	Appointment of the Director-General (Extract from the Basic Texts)
C 2011/LIM/19	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (Draft Resolution)
C 2011/LIM/20	First Report of the Resolutions Committee
C 2011/LIM/21 Rev.1	Report of the Second Meeting of the General Committee
C 2011/LIM/22	Second Report of the Credentials Committee
C 2011/LIM/23	Third Report of the General Committee
C 2011/LIM/24	Fourth Report of the General Committee
C 2011/LIM/25	Payment by the European Union to cover Administrative and Other Expenses Arising out of its Membership in the Organization
C 2011/LIM/26 Rev.1	Third Report of the Credentials Committee

**C 2011 REP Series**

C 2011/REP/1 to 28      Draft Reports of Plenary

and

C 2011/REP/30 to 35.9

C 2011/REP/35/ADD to  
35/ADD 2

C 2011/I/REP/11 to 19      Draft Report of Commission I

and

C 2011/I/REP/27, 35.8,  
35.9

C 2011/II/REP/21 to 26      Draft Report of Commission II

**C 2011 PV Series**

C 2011/PV/1 to 11            Verbatim Records of Plenary

C 2011/I/PV/1 to 6            Verbatim Records of Commission I

C 2011/II/PV/1 to 3          Verbatim Records of Commission II

**C 2011 DJ Series**

C 2011/DJ/1 to 8              Daily Journals of the Conference





## APPENDIX C

**Report of the CoC-IEE to the Conference on the Immediate Plan of Action  
for FAO Renewal**

**Table of Contents**

*Acronyms***I. Introduction****II. Overall IPA implementation****A. Quantitative progress****B. Cycle of the Reform Programme****C. Cross-cutting areas of IPA implementation**

1. Effective risk management
2. Targeted communication
3. Strengthened training and facilitated culture change
4. Focus on benefits realization

**III. Key focus areas in the process of change****A. Managing for results**

1. Prioritization of the technical work of the Organization
2. Resource Mobilization
3. Enterprise Risk Management

**B. Functioning as One Organization**

1. Vision for the structure and functioning of Decentralized Offices
2. Headquarters structure
3. Partnerships
4. Delegation of authority to Decentralized Offices

**C. Human resources**

1. HR Strategic Framework
2. Staff development
3. Recruitment
4. Competency framework
5. Performance evaluation
6. HR system support
7. HR policies and new functions in support of HR reform

**D. Enhanced administrative and management systems**

1. Revision of FAO Manual
2. Upgrade of IT network
3. Procurement initiatives
4. International Public Sector Accounting Standards
5. Records Management modernization project

**E. Effective governance and oversight**

1. Charter for the Office of Evaluation
2. Ethics Committee
3. Multi-year Programmes of Work for Governing Bodies
4. Rules of Procedure for Governing Bodies
5. Procedures for addresses by candidates for the office of Director-General
6. Assessment of governance reforms

- F. Funding and expenditures for the IPA Programme in the 2010-11 biennium**
- IV. The way forward**
  - A. The IPA programme in 2012-13**
  - B. Governing Body follow-up arrangements**

**ACRONYMS**

AUD	Office of the Inspector General
CCLM	Committee on Constitutional and Legal Matters
CCT	Culture Change Team
CoC-IEE	Conference Committee for the Follow-up to the Independent External Evaluation of FAO
CPF	Country Programming Framework
CPT	Common Procurement Team
DOs	Decentralized Offices
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
FAORs	FAO representatives
GRO	General Rule of the Organization
HR	Human Resources
ICC	Independent Chairperson of the Council
ICT/IT	Information and Communication Technology/ Information Technology
IEE	Independent External Evaluation of FAO
IPA	Immediate Plan of Action (for FAO Renewal)
IPSAS	International Public Sector Accounting Standards
MDG	Millennium Development Goal
MTP	Medium Term Plan
MYPOW	Multi-year Programme of Work
NGO/CSO	Non-Governmental Organization/Civil Society Organization
OEWG	Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation
OSP	Office of Strategy, Planning and Resources Management
PEMS	Performance Evaluation and Management System
PWB	Programme of Work and Budget
RA	Risk Assessment
RBM	Results-based Management
RMMS	Resource Mobilization and Management Strategy
RRs	Regional Representatives
TCP	Technical Cooperation Programme

## I. Introduction

1. The predecessors of the current CoC-IEE, established respectively in 2007 and 2008, were given complex mandates by the Conference covering the wide range of issues involved in the FAO renewal, initially to develop the Immediate Plan of Action (IPA), and subsequently to complete the outstanding substantive work within the IPA and to oversee its first year of implementation. The previous Committees were assisted by three working groups which met frequently to deal with specific issues pertaining to their respective areas of focus. Hence the CoC-IEE reports to the 35<sup>th</sup> and 36<sup>th</sup> Sessions of the Conference in 2008 and 2009 were relatively lengthy and included extensive annexes. In the present biennium, as the CoC-IEE mandate is comparatively limited in scope, its 2011 report is somewhat shorter.
2. The present mandate of the CoC-IEE was spelled out in Conference Resolution 4/2009, reproduced in Appendix 1, and the organizational arrangements adopted by the Committee are shown in Appendix 2. The primary role of the CoC-IEE in 2010-11 was to ensure continuity of oversight and guidance of the renewal process by providing overall monitoring and follow-up of IPA implementation, without prejudice to the statutory functions of the Council and its Committees. In this connection, the complementary role played in the area of governance reforms by the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation (OEWG) is underscored. Its report is also before the Conference and, where appropriate, related issues addressed by the OEWG are referenced in the present report.
3. Besides this interface with the OEWG, the CoC-IEE was mindful of the need to take due account of Governing Body deliberations having a bearing on the renewal process, in particular the guidance provided by the Council, the Finance and Programme Committees and the Committee on Constitutional and Legal Matters on issues related to the implementation of the IPA. Close interactions with them have been maintained and facilitated through the Chairperson of the CoC-IEE, also in his capacity as Independent Chairperson of the Council (ICC). Likewise, the CoC-IEE has drawn on, and was able to inform the work of the Regional Conferences held in 2010 with regard to the implications of the IPA at the regional level. Having attended the five Regional Conferences, the ICC has played a key coordination role in this respect.
4. In the course of the 2010-11 biennium, the Director-General and Management have continued to strongly support the work of the CoC-IEE. FAO staff have further displayed their steady commitment to the renewal of the Organization and become fully engaged in corporate culture change. A dedicated team has developed a framework for implementing culture change in the Organization, with an emphasis on improving performance.
5. Additional measures were taken by the Director-General to strengthen internal oversight of IPA implementation, as a prompt response to the major gaps in management control over the reform process highlighted in the Risk Assessment review<sup>1</sup>. These measures included the establishment, in November 2010, of an IPA Programme Board, assisted by a robust IPA Programme Management Unit.
6. In carrying out its monitoring function, the CoC-IEE reviewed key components of the IPA implementation, which are captured in substance in the present report. At the same time, a number of important underlying activities were considered in more depth by other Governing Bodies, and are also reflected accordingly. Hence, the following section provides an overview of IPA implementation, including the benefits realized and the management of risks, and also covers important cross-cutting dimensions such as culture change and communication. Section III aims at portraying, in a concise manner, the main developments in the process of change of the

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<sup>1</sup> CL 141/9, para 73.

Organization over the reporting period, analyzed on a thematic basis. Finally, section IV outlines the way forward in terms of future steps in the renewal process under the IPA Programme for 2012-13, including Governing Body follow-up arrangements. Greater detail on these various aspects can be found in Appendix 3, *Management report on IPA implementation in 2010-11*.

## II. Overall IPA implementation

### A. Quantitative progress

#### 2010-11

7. At its meetings in 2010-11, the CoC-IEE received progress reports covering qualitative and quantitative aspects of IPA implementation, addressing each action against planned timeframes. Quantitative progress achieved is shown in table 1, expressed with reference to the 2010-11 Programme, as at end 2010. In addition, a cumulative picture is provided since 2009.

Table 1 - Progress in implementation of IPA actions

Rating	2010-11 Programme (as at end 2010)	
	Actions	
<b>Completed</b>	25	16%
Progress towards implementation is <i>on track</i> <sup>2</sup> within planned dates	102	66%
Progress towards implementation shows <i>minor delays</i> <sup>3</sup> , but remedial action has been identified	15	10%
Successful implementation by the planned dates is in serious jeopardy, with <i>major delays</i> <sup>4</sup>	0	
<b>Other</b>	12	8%
<b>Total 2010-11</b>	<b>154</b>	<b>100%</b>

8. The CoC-IEE noted that, of the 154 IPA actions comprising the 2010-11 Programme, 25 (16%) were completed in 2010. While this was a lower rate of completion compared to 2009, it represented progress as forecasted, considering that many IPA actions were large and complex, and would be completed later in 2011 or continue into 2012-13.

9. 102 (66%) actions were on track for delivery by the anticipated completion date. 15 (10%) actions were subject to minor delays, while no actions were subject to major delays. 12 (8%) actions were placed under the “other” category. This category was introduced to reflect actions which did not fall under a timeline for implementation for various reasons, i.e. comprising those of a “continuous” nature, three actions for which Members’ consensus had not yet been reached, three actions have been scheduled as “beyond 2013” by Management, and two actions which were proposed for deletion, subject to Members’ approval.

10. Of the 102 actions on track for delivery, 74 were expected to be completed by end 2011, by which time 99 of the 154 actions of the 2010-11 Programme would have been completed.

<sup>2</sup> *On track*: “Progress towards implementation of the IPA action is in accordance with the planned dates and impediments and risks are not expected to significantly affect progress”.

<sup>3</sup> *Minor delays*: “Progress towards implementation of the IPA action by the planned dates is in jeopardy but action has been identified to overcome delays, impediments and risks”.

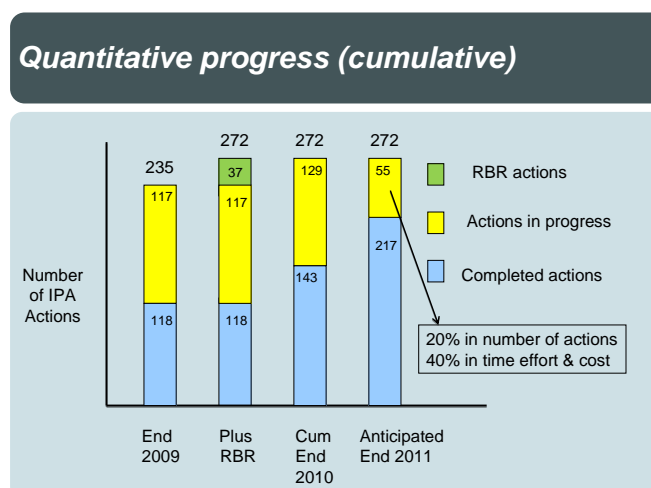
<sup>4</sup> *Major delays*: “Successful implementation of the IPA action by the planned dates is in serious jeopardy due to impediments or risks that are expected to significantly alter implementation”.

### Cumulative

11. Figure 1 shows the integrated IPA programme of 272 actions (235 original IPA actions plus 37 resulting from the Root and Branch Review) and illustrates cumulative progress with IPA implementation since 2009 (as at end 2010, 143 actions out of 272 have been completed). Further 74 actions were expected to be completed by end 2011, thereby bringing to 217 the number of actions (out of 272) forecasted to be completed by end 2011.

12. The remaining 55 actions were planned for completion in the 2012-13 biennium, representing 20% in number of outstanding actions, although corresponding to 40% of the total workload in terms of outstanding effort, time and costs, as they are the largest and most complex IPA actions. However, as further elaborated in Section IV-A: *The IPA programme in 2012-13*, the outstanding actions correspond to 40% of the remaining effort to be undertaken by the Organization to bring the IPA programme to conclusion due to the magnitude and complexity of those 55 outstanding actions. Most of the work relates to the two Functional Objectives (X and Y) of FAO.

Figure 1 - Cumulative quantitative progress in IPA implementation



13. These quantitative indicators of how many IPA actions had been completed or were on track provided only a partial picture of progress owing to the wide variation in size, scope and complexity of individual actions. A full picture could only be provided by considering the overall cycle of the reform programme, progress in the cross-cutting areas essential to success as a whole, and the achievements and benefits realized in the major areas of the reform programme.

### B. Cycle of the Reform Programme

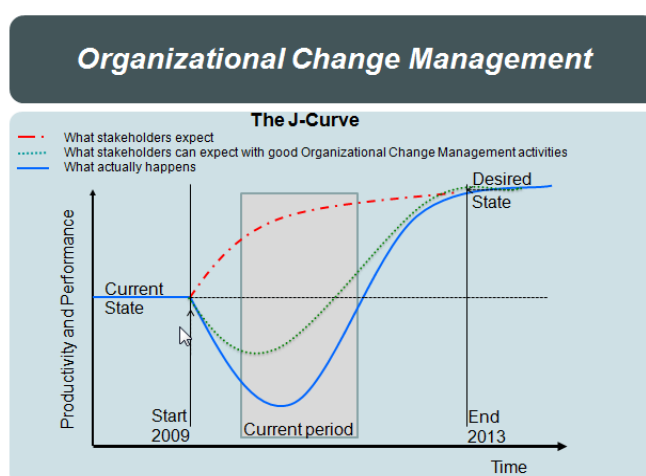
14. The CoC-IEE noted the presentation made by Management by reference to the “J-Curve”, illustrating the impact of a major change programme on overall Organizational performance. Typically a short-term adverse impact was experienced in comparison with the expectations by stakeholders of immediate improvements in Organizational performance. Within the IPA established timeframe, the beginning of 2009 is the start date, and the end of 2013 is the end date, while the shaded rectangle – current period – indicates where FAO is on the “J-curve” as at end 2010 - mid 2011, as shown in figure 2.

15. However, the FAO renewal process comprises a number of major initiatives, each of which having its own “J-curve”, with different start and end points, and different level of risks

and benefits. The lines shown in the figure embody a “composite” picture of J-curves for each major IPA action. Examples of these actions included:

- the project to decentralise TCP, which had just emerged from the bottom dip of the disruption period and was beginning an upward slope;
- the International Public Sector Accounting Standards (IPSAS) project, which had not yet reached the potential period of disruption as it would materialise only after end-2012 when the new system should be brought live;
- the Results-based Management (RBM) project, which would start delivering its full benefits only after successive biennia of full implementation – the time normally required for a complex results-based framework to be applied, monitored, assessed and reported on;
- the Common Procurement Team within the three Rome-based Agencies, which had no adverse impact and had already delivered some of its expected benefits in monetary terms;
- the action to increase telecommunication connectivity across the Organization, which had already allowed 56 Decentralised Offices (DOs) to have faster access to corporate applications and a wide range of new-generation applications, such as videoconferencing and use of knowledge sharing and collaboration tools.

Figure 2 - Effects and challenges on Organizational performance of major change programmes



### C. Cross-cutting areas of IPA implementation

16. Besides showing the mismatch between initial stakeholders expectations and reality, the “J-curve” indicated the key challenges faced by the Organization. In order to achieve the tangible benefits that the IPA Programme had set out to attain, it was deemed important to shorten the period of disruption to the maximum extent possible, and to limit the short-term adverse impact on performance. In this regard, it was underlined that Organizational change management processes should cover five cross-cutting areas of priority attention: effective risk management; targeted communication; strengthened training; facilitated culture change; and a focus on benefits realization.

#### 1. Effective risk management

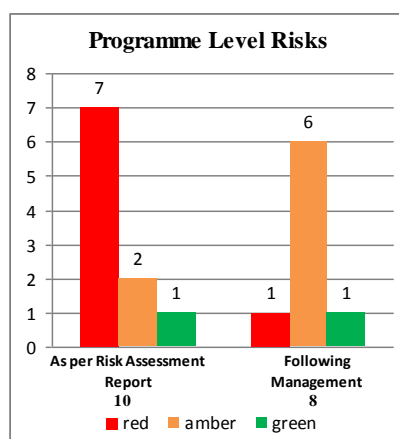
17. During 2010, a major Risk Assessment (RA) review was undertaken. This was commissioned by Management to identify the risks associated with this major change programme and to identify mitigating measures. The outcome of the review was reported to the CoC-IEE in October 2010 and February 2011, and has been included in the 2010 Annual Activity Report of the Office of the Inspector General (AUD) submitted to the 138<sup>th</sup> Session of the Finance

Committee. The risk assessment had signalled “*major gaps in management control over the reform process*”, for which the report of the Inspector General indicated that<sup>5</sup> “*Managers identified, in AUD’s views, robust solutions to prevent these threats from materialising*”, and concluded that “*Management has responded positively and quickly to the recommendations identified in this report*”. The Finance Committee “*welcomed the management response in this regard*”<sup>6</sup>.

18. The RA rated risks in terms of projected impact, and the likelihood of the risk occurring. Risks were then coded with a colour scheme, involving red (higher risk), green (lower risk) and amber (in between) based on a combination of these factors. At programme level, the RA highlighted risks with internal governance of the IPA Programme. Immediate action was taken as a result. An IPA Programme Board (IPB) was established, comprising the two Deputy Directors-General and other senior managers, and chaired by the Deputy Director-General Operations. Meeting on a weekly basis to exercise general oversight, the IPB was able to prioritize the 2012-13 Programme with regard to the long-term sustainability of reforms, the quality of projects, financial discipline and alignment with the Organization’s capacity to deliver.

19. The CoC-IEE also took note of the additional measures introduced to improve governance effectiveness, which included assigning responsibility for programme management to a newly established Programme Management Unit (PMU), and for communications to the Office of Corporate Communications and External Relations. The impact of those measures on managing programme level risks is summarized in figure 3, showing a reduction in the number of risks and also a decrease in their criticality through a shift from higher (red) to lower (green) rated risks.

Figure 3 - Progress achieved on Programme level risks



20. The RA also highlighted risks at project level. Members noted that highest priority was given to addressing risks in those IPA projects upon which many other projects are dependent, as failures in these projects would have an adverse “knock-on” impact on many areas of the IPA Programme. Examples of such risks, and measures introduced to tackle them, are outlined in the following paragraphs.

21. The RA indicated three main areas upon which many other projects are dependent, namely: (i) the Oracle release 12 (R12) implementation; (ii) the initiative to increase telecommunications connectivity capacity across the Organization; and (iii) the capacity of Decentralized Offices, particularly country offices, to take on a greater role without additional resources and support.

<sup>5</sup> FC 138/17, paras 55-57.

<sup>6</sup> CL 141/9, para 73.



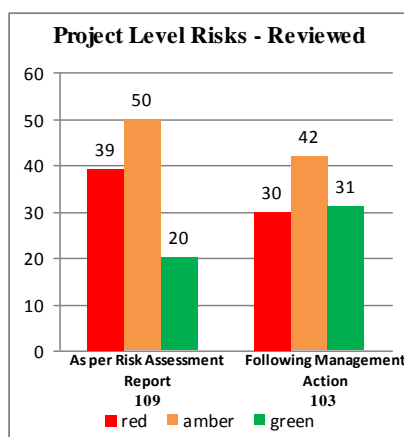
22. The main risk of the Oracle R12 action was that Business Units might not provide adequate testing and user acceptance support to the project in a period of many other change activities. The development of a synergistic approach towards the Oracle R12 and IPSAS projects had mitigated that risk, given the enhanced scope of the new project and the efficiencies deriving from this approach, particularly in the areas of testing and user acceptance, which would also reduce the risks through a more coherent management and internal governance approach.

23. The risks associated with increased telecommunications connectivity included ensuring adequate funding for the associated running costs, and efficient use of the FAO bandwidth. Funding requirements had been taken into account in the 2012-13 IPA Programme formulation and in the Programme of Work and Budget (PWB) preparation. Other risks were managed through measures such as registration and certification procedures to increase knowledge of business applications that use the network, and the implementation of bandwidth control and management measures.

24. As a number of IPA activities involved delegations from HQ to DOs of decisions and processes previously occurring at HQ, the decentralization process included risks of: insufficient capacity in DOs; moving away from effectively functioning as one towards a situation in which the five Regional Offices work independently of each other and HQ; technical officers in Regional and Subregional Offices becoming delinked from the global knowledge base of the Organization. These risks had been considered in formulating the *Vision on the Structure and Functioning of DOs network*, which recommended the delivery of “One FAO” services, and innovative use of extra-budgetary resources to link country office resources to project delivery.

25. It was noted that the measures introduced had resulted in a reduction in the number of risks affecting IPA implementation, and also a decrease in their criticality through a shift from higher (red) to lower (green) rated risks, as shown in figure 4. This was an ongoing process whereby risk logs would continue to be monitored by Project Leaders, with major risks being escalated to the IPB for consideration.

Figure 4 - Progress achieved on Project level risks



## 2. Targeted communication

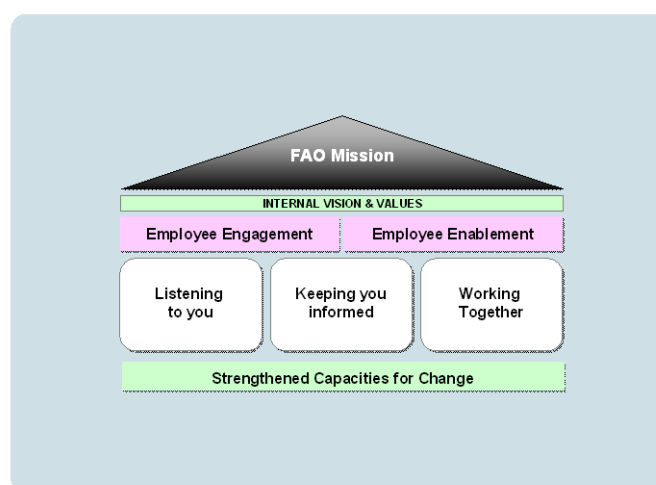
26. It was acknowledged that targeted communication was critical to successful implementation of the IPA, and that FAO Members and employees as well as external audiences were all important in the reform communication effort.

27. It was noted that motivating employees to live and work with change – thus supporting their Organization at a critical moment in its history – required regular and comprehensible information about how FAO was changing and what was required of them. The objective was to

ensure that employees are aligned behind the Organization's mission, Global Goals, Strategic Framework, vision and values, and the IPA reforms. To this end, listening to employees views and inputs and modelling communications channels and content accordingly was a key feature of communication with them.

28. As depicted in figure 5, the framework for employee communication included three main areas closely linked to Organizational culture change: (i) *Listening to you*, comprising activities designed to understand the changing knowledge, attitudes and readiness for change amongst employees; (ii) *Keeping you informed*, to reach employees with targeted communication; and (iii) *Working together*, to emphasize dialogue and joint problem-solving across the Organization to support lasting change.

Figure 5 - Communication and Engagement Framework



29. A major activity under *Listening to you* was the development of the Organization's first all-employee survey on FAO renewal, which was launched by the Director-General on 18 January 2011 and closed on 28 February. The survey was open to all employees, irrespective of contract type or location, and made available in all FAO languages. It covered employees' knowledge of and attitudes towards FAO as a whole; working environment and relationships; understanding and support for the reform effort; and employee communication needs. A 77% response rate has been achieved, with more than 4,700 employees providing input, reflecting employees' genuine interest in FAO's renewal.

30. The survey provided benchmarks for monitoring employee reactions and views on IPA changes in the coming years, and for improved staff communication. The results were analyzed by the external consultant engaged to run the survey, and feedback was provided to management in April 2011. As the survey 'sponsor', the Deputy Director-General Operations was responsible for reporting and following up on the survey results with Management, Employees and Members. An action phase following the survey enabled capitalization of the results and insights provided, as these represented meaningful guidance on the knowledge, attitudes and willingness for change on the part of employees, and the most effective communication channels. Future progress reports to Governing Bodies will provide the results of the employee survey and related follow-up measures.

31. Activities undertaken under *Keeping you informed* included updating the FAO Renewal Intranet pages, with news articles and video interviews with IPA Project Leaders; coverage of renewal topics – e.g. performance and evaluation management system (PEMS), results-based management, decentralization, headquarters restructuring, culture change – in the online

employee news magazine *FAO InTouch*; and the development of a format for live information sessions for staff on different renewal topics.

32. Under *Working together*, an annual staff day event was launched in 2010, bringing together all employees to learn more about one another's work. Further activities included: peer review workshops as part of the results-based planning exercises; capacity building workshops to support employees and managers in adopting the new PEMS; facilitated workshops with IPA Project Leaders to articulate key messages and benefits of projects; and targeted communication and engagement activities to inform and engage employees concerning forthcoming changes resulting from the IPSAS project.

33. Communication with Members continued in 2010 with regular newsletters providing updates on various IPA projects; posting of renewal-related documentation on the FAO Reform Internet pages and on the Permanent Representatives Website; and a number of informal briefings for Permanent Representatives to FAO.

### **3. Strengthened training and facilitated culture change**

34. The CoC-IEE noted that, as mandated by the IPA, significant resources had been directed to activities related to staff development as fundamental to help managing change, which are described in section III.

35. Change Management Training was also an essential tool to provide managers with the skills to effectively manage the change process and facilitate culture change across the Organization.

36. Since the start of IPA implementation, FAO had embarked on a wide ranging process of Organizational culture change beginning with the establishment of a Culture Change Team (CCT) supported by an external facilitator. The CCT had raised awareness about culture change and carried out a series of employee engagement activities to encourage broad buy-in for change. This culminated in the launch of FAO's Internal Vision Statement in November 2009, and proposals for culture change in the areas of inclusive work environment, recognition and rewards, and career development. The participatory processes used to develop the Internal Vision Statement and culture change proposals had broken new ground within FAO, and the ripple effect was being felt across the Organization.

37. During 2010, activities continued along the same inclusive theme facilitated by a new CCT, and culture change elements featured prominently in many IPA related activities. This was evidenced through the increased use of participatory processes for work planning and decision making, larger numbers of facilitated events, greater levels of information and knowledge sharing, and renewed efforts to improve internal communications. Examples of this included the following:

- interactions between employees involved in preparing the biennial work-plans under the new results-based framework were supported by departmental/office workshops, meetings of strategy teams, and an intensive peer review process – a clear indicator of a shift in mentality towards greater inclusiveness, and shared sense of responsibility and accountability for results amongst managers and employees;
- a leadership workshop was called by the two Deputy Directors-General to identify strategic entry points for collaboration between the Technical Cooperation Department and the other technical departments. This was the first facilitated leadership workshop of its kind in FAO, in which Directors and Assistant Directors-General of technical departments took part – another initiative in the process of culture change towards greater collaboration and multidisciplinary work;

- locally driven change teams were established within both DOs and HQ. For example, a ‘guiding team’ had been established in the Economic and Social (ES) Department to focus not only on what staff did (Unit Results contributing to Organizational Results), but also how they would work together to achieve these results. ES had also customized its ‘ES Mission, Vision and Values’ statement to guide the contributions ES would make to FAO’s wider goals;
- following the launch of FAO’s Internal Vision Statement, new web streaming technology had changed the way HQ events were organized, with DOs being included in Organization wide events wherever possible.

38. The examples provided highlight the significant progress achieved in addressing the five specific recommendations of the Independent External Evaluation (IEE) of FAO on culture change<sup>7</sup>. This is more fully explained in the related sections within Appendix 3 to this report.

39. In addition to the above, starting in January 2011, a framework for implementing culture change at FAO was being developed, emphasizing the need for complete alignment with and between all IPA projects; the full engagement of FAO leadership as sponsors of change; and the development of evidence-based indicators designed to measure progress towards the desired new Organizational culture at regular intervals.

40. From a governance perspective, Members appreciated that a more inclusive culture was also emerging through the integration of Regional Conferences into the Governing Body structure, with their recommendations starting to influence decision-making on corporate strategic directions. For instance, in 2010 the Regional Conferences provided inputs on prioritization of the technical work of the Organization, the vision on the structure and functioning of DOs, and the proposed global Shared Service Centre.

41. It was recognized that, through these new mechanisms, concrete shifts in FAO’s culture were emerging. Members, Management and Employees had opportunities to contribute strategically, voice ideas, express opinions and influence change within their areas of responsibility, leading to more participatory decision-making processes at various levels, a more dynamic working environment, and a more effective Organization.

#### **4. Focus on benefits realization**

42. Noting that the success of the FAO renewal process cannot be measured only with the implementation of IPA actions, the CoC-IEE stressed the importance of identifying and achieving the key benefits the reforms would bring to FAO. This was actually carried out in 2010 based on an overarching statement of reform benefits indicating that FAO will:

- direct all actions towards clearly defined outcomes for a world free of hunger and contribute to improving living standards in a sustainable manner. It will achieve this through improved governance to ensure clarity of member needs and improved internal management practices to deliver against those needs;
- ensure that all its resources, at all geographic locations, work in synergy and in productive partnership with external partners, to achieve the greatest impact;
- have a balanced and motivated workforce working in an enabling environment with the necessary knowledge and experience to deliver better against its mandate;

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<sup>7</sup> C 2007/7A.1, paras 939-947.

- benefit from support services that are client-oriented and streamlined and be able to provide timely and trusted financial and other resource information, in the most cost efficient manner<sup>8</sup>.

43. This overarching statement had been linked to all the thematic areas, each with its own set of reform benefits. These had also been linked to the major IPA actions under each thematic area to ensure that implementation would deliver the overall FAO reform benefits<sup>9</sup>.

44. It was recognized that the full benefits of the reform would only be realized upon successful implementation of the large and complex projects that comprise the IPA Programme. While it was still too early to assess the benefits, tangible examples were starting to emerge as IPA implementation progressed. These are reported by thematic area, together with key achievements, in the following section.

### **III. Key focus areas in the process of change**

45. As called for in the “*way forward*” section of the 2009 CoC-IEE report to the Conference<sup>10</sup>, during the current biennium the overarching objective of FAO reform has continued to be that of transforming the Organization into one that manages for results, supported by the key areas of functioning as one, optimised management of human resources, and enhanced efficiency in the delivery of administrative services, with a programme of Governing Body reform underpinning these activities.

46. The IPA Programme was in effect organized under those thematic areas and the following subsections outline progress achieved in 2010 and early 2011 in each area. The funding situation and expected expenditures for the IPA Programme in the current biennium are also briefly presented. On all these aspects, greater detail is provided in Appendix 3, *Management report on IPA implementation in 2010-11*.

#### **A. Managing for results**

47. The target benefit in terms of Managing for Results is a clear and measurable impact of FAO’s products and services on beneficiaries. In order to accomplish this benefit, FAO’s work under all sources of funds must be systematically planned, implemented, measured and monitored using RBM principles, including a strategy to mobilize, allocate and manage resources from partners for agreed priorities. Whilst work is ongoing to fully implement the planning, prioritization and resource mobilization process, many benefits will materialize only after the results-based frameworks have been in place for the four-year period of the Medium Term Plan (MTP), allowing for monitoring and reporting on the agreed upon indicators of achievement.

#### **1. Prioritization of the technical work of the Organization**

##### ***Background***

48. The IPA includes a series of actions on the priorities and programmes of the Organization. In line with these actions, the Conference in 2009 approved a set of changes to the Basic Texts, as well as a new results-based Strategic Framework 2010-19, MTP 2010-13 and PWB 2010-11, which are intended to help to focus and prioritize FAO’s work under an integrated budget covering assessed as well as estimated voluntary contributions. Under the new arrangements the Regional Conferences, Technical Committees and Programme Committee

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<sup>8</sup> CL 140/14, para 4.

<sup>9</sup> CL 140/14, paras 5-28 and Progress Report to CoC-IEE meeting of 20 October 2010, paras 32-46.

<sup>10</sup> C 2009/7, para 72.

advise the Council on priority areas of technical work for use in preparation of the programme and budget documents of the Organization.

49. In 2009, the CoC-IEE reported that, although an initial attempt had been made in the MTP 2010-13 at expressing the substantive priorities of the Organization, it was recognized that prioritization was a long-term exercise dependant on adequate complementary guidance from the Technical Committees and Regional Conferences. Emphasis should be given to the prioritization of the technical work of the Organization, an ongoing exercise to be actively pursued throughout the first full cycle of results-based planning in 2010-11. The development of regional and subregional areas of priority action was foreseen for consideration by the Regional Conferences in 2010.<sup>11</sup> This view was echoed by the Conference.<sup>12</sup>

#### *Timeline and process*

50. Under the new arrangements, a timeline and process was established for preparation, approval and adjustment of the MTP 2010-13 (*Reviewed*) and PWB 2012-13 during the 2010-11 biennium. The timeline had five main phases with regard to prioritization:<sup>13</sup>

- (i) advice on priorities provided by the Regional Conferences and Technical Committees to the Council via the Programme and Finance Committees from March to October 2010;
- (ii) guidance on priorities provided by the Programme and Finance Committees to Council and by the Council to the Secretariat during October and November 2010;
- (iii) preparation by the Secretariat of the MTP 2010-13 (*Reviewed*) and PWB 2012-13 from October 2010 to February 2011, reflecting guidance provided by Council on priorities, and translated into action at country, regional and global levels;
- (iv) Governing Body review of and decision on the MTP 2010-13 (*Reviewed*) and PWB 2012-13 during March-June 2011;
- (v) any necessary adjustments to the PWB 2012-13 based on Conference decisions, prepared by the Secretariat during July-September 2011, with review by the Programme and Finance Committees and approval by Council in October-November 2011.

51. Concerning the first phase, it was not possible to schedule some of the Regional Conference and Technical Committee meetings in 2010, in keeping with the approved cycle of Governing Body sessions under the reformed programming, budgeting and results-based monitoring system. Thus some inputs on priorities were provided very late in the process this biennium, causing the Programme Committee to hold an additional session in February 2011 under the second phase of the process, to consider the inputs from the Regional Conference for the Near East and the Committee on Fisheries.

52. The Independent Chairperson of Council was requested by the Programme Committee to work with the Chairpersons of the Regional Conferences and the Technical Committees, as well as the Secretariat, to facilitate FAO's priority setting process and to prepare a suitable schedule of meetings for the next biennium, with a view to ensuring synergy among the Governing Bodies in priority setting.

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<sup>11</sup> C 2009/REP, Appendix D, paras 29 and 72 (first bullet).

<sup>12</sup> C 2009/REP, para 120.

<sup>13</sup> PC 103/4, para 21.

### *Progress on prioritization*

53. Some progress was achieved on prioritization of technical work in 2010-11. Members noted that improving prioritization was a long term process and that the priority-setting cycle in 2010-11 (for the 2012-13 biennium) was one of transition. They also underlined the importance of learning from experience so that a systematic and synchronized approach to prioritization would be in place for the subsequent biennium. The focus of the Programme Committee on improving the prioritization process was stressed.

54. The Programme Committee initially considered the prioritization of the technical work of the Organization at two sessions in 2010, as well as through informal meetings with Strategy Team Leaders. It made a series of recommendations and requests on process measures to ensure that the Regional Conferences and Technical Committees provide structured advice to the Programme and Finance Committees and Council on priorities for the 2012-13 biennium,<sup>14</sup> which were endorsed by Council.<sup>15</sup> In doing so, the Council acknowledged that the priority-setting cycle for the 2012-13 biennium would be one of transition, and agreed with the aim to have a systematic and synchronized approach to prioritization in place for the subsequent biennium.

55. The Programme Committee and Council considered the advice of the Regional Conferences and Technical Committees on priorities at their sessions in October and November-December 2010, and February and April 2011. They agreed that the preparation of the PWB 2012-13 and the related prioritization process should start from the results frameworks in the MTP 2010-13. They also found that further improvements were required by the Secretariat to: identify areas of programmatic emphasis and de-emphasis within and between Strategic Objectives and Organizational Results; formulate Regional Results as a means to reflect country, subregional and regional priorities and their contributions to Organizational Results; strengthen the role of the Organization-wide Strategy Teams in preparing the PWB 2012-13, including presence during Programme Committee deliberations on priorities.<sup>16</sup>

56. At its special session in February 2011, the Programme Committee made additional recommendations to the Secretariat to further elaborate, in the MTP 2010-13 (*Reviewed*) / PWB 2012-13, areas of commonality emerging from the recommendations and guidance on priorities received from the Regional Conferences, Technical Committees and Council; improve the presentation and implications of proposed areas of emphasis and de-emphasis within and between Organizational Results; and more clearly show, through the regional results, the focus within Strategic Objectives related to guidance from the Regional Conferences. The interaction with the Strategy Teams was appreciated.<sup>17</sup>

57. In considering priorities in the MTP 2010-13 (*Reviewed*) / PWB 2012-13 as prepared by the Secretariat, the Programme Committee and Council:

- a) found that it was a good document which generally aimed at reflecting the recommendations from the various governing bodies and lessons learnt, although some further improvements and clarifications were needed;
- b) recognized that progress had been made in the results-based approach, although it was noted that the full implementation of results-based budgeting would take place in the next budget cycle for 2014-15, and thus its application in the PWB 2012-13 was still “work-in-progress”;

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<sup>14</sup> CL 139/4, paras 6-15.

<sup>15</sup> CL 139/REP, paras 21-23.

<sup>16</sup> CL 140/8, paras 5-12; CL 140/REP, para 11.

<sup>17</sup> CL 141/4, paras 4-10.

- c) appreciated the resource comparability aspect, which was not available in previous PWBs;
- d) noted that the approach to estimating extrabudgetary resources was not consistently applied among the Strategic Objectives;
- e) welcomed the discussion on areas of emphasis and de-emphasis in the document, but noted that the rationale was not always clear and more information was required;
- f) noted that cross-cutting issues were not treated equally under all Strategic Objectives: while climate change and small farmers were addressed in most Strategic Objectives, other issues such as nutrition, gender and capacity development, appeared far less frequently;
- g) requested the Secretariat to provide further information to explain the proposed resource shifts between and within all Strategic and Functional Objectives, including a table indicating the reference for decision (for example, inputs from Regional Conferences, Technical Committees, Council, and Strategy Teams), as well as implications for net appropriations and extrabudgetary resources; and to elaborate on the areas of emphasis and de-emphasis in all Strategic Objectives and Functional Objective X;
- h) reiterated the importance of the process of setting priorities, and requested that further improvements be implemented in the next planning cycle, and included in future versions of the PWB;
- i) found that the information related to Functional Objective X was unclear in comparison with Strategic Objectives and looked forward to receiving additional details on the funding and areas of emphasis and de-emphasis for this Functional Objective using the same format as for the Strategic Objectives.

#### *Future steps*

58. The CoC-IEE observed that while some progress had been made, the prioritization process was not yet well established. It reiterated that a systematic and synchronized approach to prioritization should be put in place for preparing the MTP 2014-17 starting in late 2011, learning from the experience of planning for the 2012-13 biennium. In establishing a coherent set of priorities for future biennia, the CoC-IEE recalled the Programme Committee and Council recommendations that the Secretariat should<sup>18</sup>:

- a. identify emerging issues to inform the review and refinement of the MTP for the 2014-17 period;
- b. address across the strategic objectives the coordination of cross-cutting issues to help drive priority setting;
- c. clarify the roles and collaboration of headquarters and decentralized offices in planning and implementing the technical Programme of Work and Budget in the context of the vision on decentralization;
- d. highlight the comparative advantage of FAO compared to other organizations.

59. The CoC-IEE stressed the need to improve the quality and timeliness of documentation submitted to future sessions of the Regional Conferences and Technical Committees, including a description of areas of emphasis and de-emphasis of the technical work of the Organization at global and regional level, the budgetary implications of programmatic changes and the reasons for these changes, so as to link recommendations with the Strategic Objectives or core functions of the Organization and to facilitate receiving more structured guidance on priorities in future planning cycles. Furthermore, to facilitate FAO's priority-setting process, the Independent

<sup>18</sup> CL 140/REP, para. 11-f; CL 141/4, para. 11.



Chairperson of the Council should ensure that future sessions of the Regional Conferences and Technical Committees are scheduled within the new cycle of Governing Body input to the PWB, as approved by Conference.<sup>19</sup>

## **2. Resource Mobilization**

60. In 2009, the CoC-IEE had noted that the integrated budget provided a more holistic view of resources at the disposal of the Organization, which was intended to improve governance, oversight and application to the agreed results frameworks, while also highlighting the important role of voluntary contributions. Although the uncertainty and earmarking of voluntary contributions could affect the achievement of planned results under the unified work programme, it was noted that the mobilization and provision of voluntary contributions needed to be fully aligned with the Strategic Objectives.<sup>20</sup>

61. The CoC-IEE reported that a resource mobilization and management strategy (RMMS), comprising Impact Focus Areas, Country Programming Frameworks, and regional and subregional areas of priority action, would be implemented during the 2010-11 biennium with a view to ensuring that voluntary contributions focus on the agreed results frameworks and improve Governing Body monitoring and oversight.<sup>21</sup>

62. The RMMS was under development with units and Strategy Teams across the Organization, in consultation with the Joint Meeting of the Programme and Finance Committees. The RMMS sets out how FAO aims to mobilize resources from its partners, how it allocates these resources to agreed priorities, and how it manages and reports on their use. Its focus was on forging resource partnerships built on trust and mutual accountability, in order to achieve Members' Goals. The strategy's goal was to achieve higher and more predictable voluntary contributions that fully support the achievement of FAO's Organizational Results, with four main outcomes:

- a) a consolidated, diversified and expanded base of FAO resource partnerships, with a focus on increasing the share of pooled and softly earmarked funding;
- b) wide awareness of and support for FAO's priority areas of work and related resource requirements, through a vibrant communications campaign;
- c) a new Organization-wide culture and capacity for resource mobilization;
- d) resource planning and use effectively managed and reported to Governing Bodies.

63. The Joint Meeting of the Programme and Finance Committees on 23 March 2011 welcomed the outline of the RMMS. It expressed appreciation for the corporate nature of the Strategy, the emphasis on partnership and the realistic approach to targeting resources, and the approach to communications through Impact Focus Areas as one resource mobilization tool. It noted that the Strategy was firmly linked to the results-based frameworks and core functions in the Medium Term Plan, with focus given to meeting priorities at country level through the Country Programming Framework. The Joint Meeting requested the Secretariat to publish on FAO's website information regarding voluntary contributions. The views of the Joint Meeting were endorsed by Council in April 2011, and the Joint Meeting should consider the final full version of the Strategy in October 2011..

## **3. Enterprise Risk Management**

64. In 2009, the CoC-IEE reported that a pilot enterprise risk management project would be completed, assessing FAO's current risk management structure/framework, identifying gaps and

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<sup>19</sup> CL 139/REP, para. 23.

<sup>20</sup> C 2009/REP, Appendix D, para. 25.

<sup>21</sup> C 2009/REP, Appendix D, para 72 (first bullet).

informing the development of an Organization-wide Enterprise Risk Management Framework (ERMF), which would contain the necessary elements to improve the Organization's risk management capabilities.

65. In October 2010 the Finance Committee considered the proposed ERM framework and roadmap for its implementation.<sup>22</sup> It commended the direction that the Secretariat was taking to embed ERM in RBM.<sup>23</sup> In the CoC-IEE, Members took note of ERM initiatives in 2010 and the institutionalization of the ERM project within the Organization in 2011. A second progress report was presented to the Finance Committee in March 2011, which was satisfied that the ERM framework would cover all risks to the achievement of FAO's objectives, and looked forward to receiving: (i) a report on the implementation of institutional ERM in FAO; and (ii) the proposed format for reporting to the Governing Bodies.<sup>24</sup>

66. The ERM framework should allow the proactive identification, prioritization, management and monitoring of the full range of risks to the Organization, whether strategic, financial, operational or reputational. The design of FAO's ERM framework was underpinned by five principles: use of proven, but simple, ERM concepts and processes; focus of effort on areas that would add greatest value; minimization of any avoidable burden on business areas; integration into existing RBM processes, in particular strategic planning (Organizational Result formulation), operational work planning, project formulation, and monitoring and reporting; and phased approach to covering all material areas of the Organization's work.

67. The ERM framework was in effect being implemented through a phased approach, using pilots, to embed ERM in five areas of management: (i) the results-based framework of the MTP/PWB (Organizational Results); (ii) operational work planning (Unit Results); (iii) managing field projects; (iv) business improvement projects; and (v) a "fast problem response" functionality to facilitate the solution of urgent business problems. The ERM business plan was approved by the IPA Programme Board in January 2011 and the relevant IPA project was due to be completed by the end of 2011.

68. Under the chairmanship of the Deputy Director-General Operations, a Corporate Risk Committee had been established, with specific responsibilities to: oversee the development of ERM policy; ensure that the range of risks facing FAO is kept within acceptable limits; and monitor the overall health and effectiveness of FAO's risk processes, taking action where required.

69. The ERM project was expected to reach six milestones during 2011: (i) complete the generic ERM risk assessment process and begin to build risk assessment capacity across the Organization; (ii) identify enhancements required in the results-based frameworks, if any, to support the introduction of ERM; (iii) pilot the ERM element at Organizational Results level (for one Strategic Objective and one Functional Objective), then implement in others; (iv) pilot and establish the ERM element for operational work planning; (v) pilot ERM for selected field projects/programmes (one country programme, one emergency project) and one business improvement project, then implement in others; (vi) pilot the "fast problem response" service, and then implement across the Organization.

## **B. Functioning as One Organization**

70. In this area, four main topics were addressed by the CoC-IEE over the course of the biennium: (i) the vision for the structure and functioning of the Decentralized Offices network;

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<sup>22</sup> FC 135/15.

<sup>23</sup> CL 140/21, para 26.

<sup>24</sup> FC 138/12; CL 141/9, paras 53 and 54.

(ii) the HQ structure, including the review of the Office of the Director-General; (iii) partnerships; and (iv) delegation of authority to Decentralized Offices.

## **1. Vision for the structure and functioning of Decentralized Offices**

71. Progress regarding IPA actions on decentralization was discussed at various meetings, including at the five Regional Conferences, the CoC-IEE, and the Programme and Finance Committees. Members have consistently recognized that decentralization was a key dimension, critically impacting on how the Organization served its Members. Commendable progress has been achieved in completing many of the above IPA actions, as well as other IPA actions related to the functioning of decentralized offices (DOs), e.g. the TCP and increased delegations of authority. This new context is fundamentally changing the way the Organization has been operating, although reaping the full benefits of the reforms implemented so far would require time.

72. IPA 3.84 on coverage of the country office network attracted much attention. During 2009, the Secretariat provided an analysis of the application of the various criteria specified under that action, on which Members could not reach a consensus. The CoC-IEE requested, and the 2009 Conference agreed, that a medium to long-term vision related to the structure and functioning of the DOs network be developed for review by the Governing Bodies, taking into account the views of the 2010 Regional Conferences. Accordingly, the Regional Conferences reviewed and commented on a document entitled: "Towards a New Vision for the Decentralized Offices Network". Based on this continuing dialogue, Management offered a vision in relation to the DOs as follows:

*FAO, functioning as one, with DOs an integral part of the Organization, is a world-wide provider of high quality policy advice, information, support for capacity development and technical services on food and agriculture.*

73. The strategy proposed to achieve this is through:

*A strong and responsive country-office-centered network that provides timely and effective support to Members by drawing on the technical expertise in subregional, regional and headquarters (HQ) units, as well as from partners and Members themselves.*

74. The document clarified that implementation of this vision and strategy would require action in four major areas: structure, staffing, operations and funding.

### ***Structure***

75. FAO has a multi-tiered structure to serve Members and the international community at large, including HQ, Regional, Subregional and Country Offices, while also implementing specific programmes and projects in many locations at field level. However, there are significant differences among regions. For example, Africa benefits from the most comprehensive formula – Regional Office, four Subregional Offices and 41 Country Offices. In contrast, the Asia and Pacific region has only one Subregional Office, while Europe does not have fully-fledged Country Offices. Decisions on structure remain the prerogative of Members, while ensuring that all parts – HQ and DOs – function as one, and that assistance to Members can draw on the full range of technical expertise available in FAO and its Partners.

76. Aspects requiring further review by Management included fine tuning of FAO's Country Offices network with measures such as: cost-sharing agreements, in particular by middle-income countries; project-type, time-bound representational agreements; greater use of UN system country offices; and enhanced use of multiple accreditations, with concurrent strengthening of national staff, as necessary, in the relevant Country Offices. The practice of covering some

countries by outposting/ seconding technical officers from Regional or Subregional Offices (or Multidisciplinary Teams), or placing FAO Representatives (FAORs) against posts in Regional Offices (ROs) also merited review.

77. Options that could be considered, especially at future Regional Conferences, included:

- a structure of DOs that is suited to the specific needs of each region: e.g. exploring a structure with less layers between the country level – where the bulk of operational work is performed – and the main repository of global technical excellence in HQ divisions;
- further strengthening of the Subregional Offices/Multidisciplinary Teams (MDTs), which could be achieved by focusing the ROs work more strictly on regional policy and strategic issues.

### *Staffing*

78. In order for the Organization to fulfill its mandate, it is essential that the DOs be staffed with experienced experts who are able to draw upon the full range of technical skills available in FAO itself, as well as in its Members and Partners. Important actions to ensure the highest quality of staff, such as improved training, mobility and rotation policies, were being introduced. A review of the competency framework for the Organization, including for heads of DOs, was being carried out, which would pave the way for improved competency-based recruitment and staff management. However, further options could be explored, including:

- greater flexibility in Regional and Subregional Offices with regard to overall staffing levels, as well as skill mix. These should be consistent with the priority setting process at country, subregional and regional levels. Options could include the introduction of “core” and “non-core” staff categories for the MDTs. Such practices, particularly the “assignment for limited durations” for non-core staff, had been introduced in some other UN system organizations;
- innovative ways to strengthen human resources in DOs, such as through national experts, young professionals, volunteers and South-South Cooperation experts. The Organization had also entered in agreements with Universities and Research Centers, and this modality had the potential of being further expanded.

### *Operations*

79. Unity of purpose and practice across the entire Organization should be well served by the existence of an overall Strategic Framework and MTP which set out the goals and objectives to which all parts of FAO need to contribute. RBM principles and PEMS, extended to all parts of the Organization, should also play a key role. Other critical ongoing initiatives included changes in planning and priority setting, widespread knowledge management and capacity development efforts, and improvements in ICT and information systems leading to fast and comprehensive interactions between DOs and HQ.

80. Some other areas to be further reviewed by Management included:

- better coordination, building on such enhancements as the monthly Operational Arm Meeting, chaired by the Deputy Director-General Operations;
- ensuring that priority setting at regional and subregional level takes full account of country plans;
- further improvements in ICT support and facilities in DOs;
- close integration of emergency and development programmes at country level: e.g. in the short-term, greater synergy between the teams implementing emergency operations and FAO Representations. Over the medium to longer term, the issue of leadership of all programmes in the country would need to be considered, while respecting due flexibility.

### ***Funding***

81. The greater decision-making, implementation and operational responsibilities given to the DOs resulted in overstretched resources. The risk that funds might be diverted from technical support to administration, management and oversight was particularly high in ROs which had taken over a substantial number of operational responsibilities and support services from HQ. In addition, at country level the preparation and launching of the Country Programming Frameworks (CPFs), particularly in the context of more joined-up UN system efforts, would need adequate backup of resources.

82. Options that Members and Management would need to jointly consider were:

- further integration of regular budget and extra-budgetary resources at DOs level which would allow for a better alignment of size, structure and staff composition with programme requirements;
- increased resources from extra-budgetary projects accruing to DOs, through improved project budgeting and financial arrangements to recover fully costs incurred at country level;
- mobilization of local resources by DOs in general, and country offices in particular, from donors, regional and subregional organizations, and the private sector.

83. The “vision document”, which took into account inputs from Regional Conferences, was considered by the CoC-IEE at its February and March 2011 meetings, as well as by the Joint Meeting of the Programme and Finance Committees of 23 March. The latter meeting:

- a) re-affirmed the importance of decentralization for the work of the Organization and the critical need for headquarters and decentralized offices to function as one in the most effective and efficient manner;
- b) underlined the need for rationalization of all layers of operations, including staffing, when necessary, according to the IPA;
- c) underlined the ongoing need for actions to enhance expertise and performance in decentralized offices in line with their priorities and needs;
- d) stressed the need for appropriate and adequate resources which will enable decentralized offices to exercise the delegation of authority given to them through the IPA and encouraged careful and continued monitoring of the decentralized network;
- e) noted the progress made on benchmarking and welcomed the consultations with other UN organizations;
- f) welcomed the steps that were being taken for greater professionalism in the recruitment of heads of decentralized offices; stressed the urgent need to adopt and implement the rotation and mobility policy, competency profiles, and recruitment procedures, as foreseen in the IPA; and
- g) emphasised the importance of the revised Circular on Responsibilities and Relationships between headquarters and decentralized offices, which was under preparation (N.B. since then issued by management)<sup>25</sup>.

### **Next steps**

84. The CoC-IEE requested Management to provide a document on short, medium and long-term actions to address the gaps, challenges, risks and issues related to decentralization. This document should take account of the above Governing Body discussions, as well as the relevant evaluations and management responses reviewed by the Programme and Finance Committees, particularly those related to Capacity Development, Evaluation of the Regional Office of the Near

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<sup>25</sup> CL 141/10, para. 9.

East, Country Programming and Emergency Operations. Proposed short-term actions could be discussed by the Programme and Finance Committees in October 2011, as well as the Regional Conferences in 2012, with final endorsement by the Council in 2012. This course of action was noted by Council in April 2011.

85. Moreover, the Regional Conferences to be held in 2012 should review FAO's country coverage in their region, with a view to enhancing effectiveness and efficiency, and make recommendations to the 2012 sessions of Council on the most suitable structure and skills mix of the DOs network in their region. For this purpose, a supportive document will be provided to each of the five Regional Conferences by Management.

## **2. Headquarters structure**

86. The current structure at HQ, as reflected in the PWB 2010-11, has been in place since January 2010. Thus only one outstanding matter was addressed by the CoC-IEE in this area, namely the recommendations made by the consulting firm Ernst & Young (EY) as a result of its review of the Office of the Director-General (ODG).

87. The CoC-IEE noted that many of the recommendations made had already been implemented. The proposed Executive Leadership Team (ELT) was created in January 2010 and has met 27 times during that year.

88. Management had agreed that, by limiting the number of advisory committees, individual accountability for decision-making could be enhanced and processes could be streamlined. The review recommendations had therefore been implemented: six internal committees had been abolished and seven more had been restructured. The Human Resources Committee had been introduced, and the diminution of internal IT committees was at an advanced stage of implementation. The reduction of the involvement of Cabinet in administrative activities was also supported, as it would allow more time and resources to be devoted to strategic issues.

## **3. Partnerships**

89. The CoC-IEE took note of the good progress made in fostering partnerships related to various IPA actions. In January 2011 an interim Organization-wide Strategy on Partnerships was approved by Management, subject to review after one year of implementation. This was complemented by the development of sector-specific strategies on partnerships: (i) enhancing FAO's collaboration within the UN system; (ii) furthering FAO's collaboration with the other Rome-based Agencies; (iii) with non-governmental and civil society organizations; and (iv) with the private sector – the latter updating the previous strategy.

90. This conceptual effort was accompanied with an awareness drive through: (i) information material on the guiding principles set out in the Organization-wide Strategy on Partnerships; and (ii) the launch of a partnerships website targeted at both staff and external audiences. Staff development initiatives (workshops, e-learning courses, etc.) to facilitate internalization of the strategies into work programmes are being piloted during 2011.

91. In respect of broad interactions with the UN system, the provisions of the Outcome Document of the MDG Summit relevant to food security, agriculture and rural development, are being reflected into FAO's work planning for the next biennium 2012-13. Between 2007 and 2010, the Organization saw an increase of about 67% in resources mobilized from One UN Funds or Joint Programmes at global and country level, for both development and emergency operations, making it the fourth largest beneficiary of system-wide funds. This involvement includes the eight Delivering as One pilot countries, as well as other countries that are voluntarily implementing One UN Programmes.

92. As regards the Rome-based Agencies, cooperation has been strengthened through mainstreaming of pilot action plans and in administrative areas (see the joint procurement initiative below). An important new development is the Global Food Security Cluster co-led by FAO and WFP, aiming at improving food security responses in humanitarian situations – FAO and WFP are already co-leading food security clusters in 17 countries.

93. Concerning civil society organizations, interactions increased both in terms of the variety of partners and overall numbers. This is particularly relevant for regional participation and in the CFS sessions and inter-sessional activities. NGO/CSO participation in Regional Conferences rose from 62 organizations and 98 participants in 2008, to 103 organizations and 150 participants in 2010. The reform process of the CFS gave impetus to participation of non-state actors, by way of continuous consultations and contributions. This was supported by extra-budgetary funds mobilized by FAO. The ongoing stock-taking exercise of civil society collaboration is being extended to the Regional Offices.

94. In relation to cooperation with the private sector, institutional arrangements have been consolidated, including tools for due diligence, risk management and monitoring and evaluation. The Partnerships Committee chaired by the Director-General replaced the previous Private Sector Partnership Advisory Committee. In January 2011, a *modus operandi* was approved for the Sub-Committee to review financial and other agreements, to support the main Partnerships Committee. The Joint Meeting of the Programme and Finance Committees of March 2011 recognized that the provisional outline of the Strategy on Partnerships with the Private Sector was a positive step, and looked forward to reviewing the final version at its next session, which was endorsed by Council in April 2011. In quantitative terms, in the recent past FAO has been engaged in some 60 partnerships covering normative work, research and knowledge production and dissemination, advocacy and fundraising, and policy dialogue. Technical divisions are being encouraged and supported in enhancing outreach to the private sector.

#### ***Common Procurement Team***

95. Close cooperation among the Rome-based Agencies was pursued in the area of procurement. In 2010, as part of a pilot project, the Common Procurement Team (CPT) issued 18 tenders with an aggregate value of USD 23 million for the Organizations. 16 out of these 18 tenders were issued through an electronic system (In-Tend) which was adopted by each Agency to harmonize “e-tendering” tools. For the 13 contracts awarded by FAO, there was a potential saving of USD 900,000. By joining forces, FAO, WFP and IFAD benefited from favorable pricing due to aggregated volumes. Staff assigned by each Agency to this initiative worked together on FAO premises for regular periods each week to share best practices and achieve efficiency in the tender process.

96. Following the decision to renew the mandate of CPT in 2011, FAO agreed to continue to provide office space and infrastructure support. An assessment of the pilot initiative would include a client survey and a precise quantification of benefits. The pilot project was considered a valuable step towards broader integration, leading to joint work in other areas such as travel. The CPT would also prepare a forward-looking strategy and a work plan covering: harmonization of contractual documents and procedures; alignment of contract expiry dates; and development of key performance indicators with target levels.

#### ***Joint emergency relief operations and Joint Task Force on Haiti***

97. Vigorous joint actions connected to emergencies had been undertaken, particularly in the aftermath of the devastating earthquake that hit Haiti in January 2010. An estimated two million people urgently required food assistance and some 600 000 had left the capital for rural areas. The impact of the disaster required immediate actions to be linked to medium- and long-term recovery plans. The Rome-based Agencies established a taskforce to support a Haitian-led food security

programme. They worked closely together to support labour intensive interventions in watershed management, provide operational support to the Haiti Reconstruction Action Plan, and pursue advocacy for food security priorities. The programme also included longer term risk reduction and management as well as enhanced national policies and institutions.

98. Other joint emergency relief operations included, in December 2010, endorsement by the UN Inter-Agency Standing Committee of FAO and WFP as co-leaders of the Emergency Food Security Cluster to enhance country-level capacity to plan and implement proportionate and timely food security responses in humanitarian crisis situations. Strengthened food security clusters at country level help ensure that food assistance and agricultural livelihood-based programmes are linked as part of a coordinated response. FAO and WFP were already co-leading food security clusters in 17 countries, working together on joint consolidated appeals. FAO also had an active role in many of the "Purchase for Progress" (P4P) countries to allow for WFP leverage in new ways to develop agricultural markets, support smallholder engagement and create market outlets. More generally, partnership was a key feature of the work of more than 40 FAO emergency coordination units (e.g. in Iraq, Lebanon, West Bank and Gaza Strip, etc.).

#### **4. Delegation of authority to Decentralized Offices**

99. The CoC-IEE was advised of the progress made with regard to delegations of authority in relation to several IPA actions as illustrated below. The delegations linked to procurement are addressed together with other procurement related initiatives under sub-section E.

##### ***Technical Cooperation Programme (TCP)***

100. As foreseen in the IPA, decentralization of the TCP approval process was fully implemented as of January 2010. As a result, DOs had responsibility, authority and accountability for the entire TCP project cycle, from identification of project ideas, through formulation and approval, to implementation. FAORs were responsible for national projects, Subregional Coordinators for subregional projects, and Regional Representatives (RRs) for regional projects. RRs had the added responsibility for regional TCP allocations. In view of such additional workload, staff and non-staff resources had been allocated to Regional and some Subregional Offices.

101. E-learning courses and face-to-face training were organized for staff in the DOs on the TCP criteria and the details of the new decentralized formulation and approval process at the end of 2009. Additional guidance has been provided through the issuance of a TCP Manual and other tools. The two main benefits expected from decentralization were: close interaction between counterparts and project formulators, leading to a better alignment with national priorities; and a reduction in the time lag between submissions of requests and approval of projects. While the time lag had been reduced from an average of 6 months to slightly less than 4 months, it was still early to evaluate the impact in terms of better alignment with national priorities.

102. In April 2011 the Council endorsed the recommendation made by the Joint Meeting of the Programme and Finance Committees to earmark 0.4% of the TCP appropriation to facilitate reporting on results, and underlined the need for TCP projects to be strategic and more gender-balanced.

##### ***Transfer of OSD responsibilities***

103. The decentralization process entailed transfer of responsibilities related to the management of Country Offices to ROs and full responsibility of the latter for the preparation of Regional Conferences. This transfer from the Office of Support to Decentralization (OSD, ex-OCD) took place during the first quarter of 2010. While ROs were still in the process of filling all the positions involved in managing the DOs network, good progress had been made and benefits



were becoming apparent. ROs were made responsible for the planning and allocation of financial resources to Country Offices and for budget monitoring. This enabled ROs to have a better view at regional level of the various layers and improve the coherence of the DO network. The overall monitoring function of ROs was reinforced by the fact that they are also focal points for audit reports at country level. Being closer to Country Offices (normally in the same time zone), ROs could provide timely support to FAORs on day-to-day office management matters.

104. The organization of training activities, primarily at the regional level, made it possible to focus more effectively on regional issues. Training opportunities also facilitated sharing and discussing common concerns within the region. In addition, being responsible for supervision and performance assessment of FAORs, RRs had more direct contact with them to ensure that they were operating in line with corporate objectives. RRs were also made responsible for the appointment of National Professional Officers, thereby contributing to more timely recruitment in Country Offices.

## **C. Human resources**

105. In view of the high importance accorded to Human Resources (HR) in the IPA, the CoC-IEE gave special attention to reviewing progress in this area, notably with respect to the transformation of the HR function into an effective strategic partner and the reinforcement of the Organization's HR capabilities. Initiatives in this respect included: the HR strategic framework; staff development; recruitment; the corporate competency framework; performance evaluation (PEMS); HR management information system support; and HR policies and new functions in support of HR reform.

### **1. HR Strategic Framework**

106. For the first time, the Organization established a strategy that would govern and align HR capabilities to corporate strategic objectives. To this end, a comprehensive HR Strategic Framework and Action Plan was developed at the beginning of 2010, setting out the vision, strategic direction and goals for HR reforms, in line with the IPA related actions. The Strategic Framework and Action Plan embodies more firmly the transformation of the HR management function at FAO to a more strategic business partner function. It not only defines the delivery of the many HR initiatives in a results-based approach, but also delineates the expected impact of their implementation.

### **2. Staff development**

107. As human resources constitute FAO's primary asset, developing staff skills and competencies is key to ensuring that the Organization possesses the required HR capability to deliver its programmes and achieve strategic objectives. As an initial measure, significant steps were taken to enhance the skills and capabilities of FAO's management cadre. The Management and Leadership Programme (MLP) was expanded to establish a comprehensive learning path and offer professional development opportunities for managers and staff across the Organization. Participation rates in the MLP courses continued to grow progressively following the programme's launch, with over 100 managers having been trained. In this context, the first Management and Leadership Newsletter was published in 2010, providing information about management practices, and Management and Effectiveness Fora were held.

108. With a view to extending the Organization's development and learning programmes to all staff in all locations, a pilot FAO Virtual Academy was launched in 2010, drawing on similar experiences of the UN system, and using a blended approach to staff development and learning. The Virtual Academy should be rolled out in 2011. In addition, learning programmes were implemented to support the skills development of non-managerial staff in the Professional and General Service categories.

### 3. Recruitment

109. The IEE underscored the need to ensure continuous renewal in the Organization by recruiting younger employees. The Internship Programme and the Junior Professionals Programme (JPP) were implemented to help in rejuvenating FAO's workforce by attracting younger professionals, particularly from non- and under-represented developing countries. An overwhelming response was received for the JPP, with over 3,000 applicants expressing interest, approximately 2,200 of whom were eligible to participate in the programme and about 100 of whom were interviewed. A first cohort of 18 Junior Professionals (JPs) are being recruited in 2011, of whom 5 are assigned to HQ units and 13 to DOs. JPs are selected on the basis of clearly defined criteria, including experience in a field relevant to the work of FAO. Their selection is reviewed by the Professional Staff Selection Committee, which assesses the candidates' technical knowledge as well as analytical, writing, planning, organising, and presentation skills<sup>26</sup>.

110. Further measures were implemented in 2010 aimed at improving both geographic and gender representation, including: (i) establishment of two- and four-year interim corporate targets for geographic and gender representation; (ii) application of new selection procedures whereby at least one qualified female candidate must be included in recruitment short-lists; (iii) requirement of prior consultation with senior management for nationals to be interviewed from over-represented countries or countries having reached the upper limit in the range for equitable representation; (iv) development of a strategic action plan on gender representation aimed at assisting the Organization to attain the gender parity target; and (v) setting up a new comprehensive database of institutions world-wide to ensure extensive dissemination of vacancies to target groups, including professional women and nationals from non- and under-represented countries. A press campaign was undertaken in 60 non- and under-represented countries in October 2010 to draw attention to vacancies. As a result of these initiatives, the percentage of nationals from over-represented countries on professional posts included in the PWB has decreased from 38% in December 2004 to 25% in March 2011. During the same period, the proportion of women in professional, director and senior management positions increased from 27% in 2004 to 34% in March 2011. By March 2011, the MTP targets as at 31 December 2011 for the percentage of women in the Professional, Director and above categories of 36% and 18%, respectively for PWB positions, had been achieved.

### 4. Competency framework

111. The Root and Branch Review acknowledged that the development of a corporate competency framework is crucial in enabling the Organization to assess and determine the competencies amongst its workforce and realign effectively its HR capabilities to its changing needs. Accordingly, the framework would provide a transparent, standardized foundation upon which HR systems and functions would be based. The competencies would be mapped to all FAO positions and used across a range of HR functions, including job design, recruitment, performance management and learning and development to transform the way in which FAO recruits, advances and retains staff. Despite an initial delay stemming from identifying a suitable framework model and contracting an appropriate consulting firm to assist with this initiative, progress is well under way. A full cycle of focus groups has been held at HQ and in three regions, during which staff provided inputs about competencies relevant to FAO's work. On the basis of the inputs received, a draft competency framework is being developed for validation in a second round of focus group meetings to be held in May and June 2011. The entire process should be completed by the end of 2011 with the approval of the competency framework.

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<sup>26</sup> Further details on JPs are provided in Appendix 3.

## **5. Performance evaluation**

112. The new corporate competencies, once finalized and endorsed, should be incorporated in the enhanced Performance Evaluation Management System. Prior to 2009, over half of the Organization's staff members, notably in the General Service category, were not subject to performance evaluation, and even staff in the professional and above category were not consistently evaluated. PEMS was introduced to redress this situation, promoting a structured framework of evaluation, with 360 degree assessments, peer reviews and regular dialogues between supervisors and supervisees. Following an initial pilot launch in 2009, a pilot roll-out of the full cycle to all staff members was undertaken in 2010 and completed in February 2011. Subsequently, the findings emanating from these pilots were thoroughly analyzed, concurrently with the launch of the second pilot for 2011. The results of the analysis will be used to enhance PEMS prior to its full implementation and use for administrative purposes in 2012. In anticipation of the pilots, extensive PEMS training was delivered to all eligible staff at HQs and in the DOs. Training sessions included an introductory workshop and 'soft skills' courses, such as 'giving and receiving feedback' and 'manager as coach'. PEMS will be complemented by a rewards and recognition framework, reflecting recommendations arising from a review that is being undertaken by the International Civil Service Commission in 2011, as well as a framework to deal with issues of performance below the required satisfactory levels of output and proficiency.

## **6. HR management information system support**

113. A major milestone has been achieved with the development of a new HR Management Information and Reporting (HRMIR) System, which provides FAO managers with the requisite tool to manage and plan their human resources. As called for by IPA action 3.72, upgrading of the Oracle system to improve data extraction and analysis in support of staff management was completed in 2010, with the piloting of the new HRMIR System. Consolidating data from a range of transactional systems into a single repository of HR information, the system seeks to improve reporting and facilitate access to accurate workforce information and statistics on a self-service basis. The HRMIR system also enables managers to access interactive dashboards from their workstation, with statistics on HR metrics such as gender and geographic representation and vacant positions in their units, which can be interrogated both from a point-in-time and trend perspective.

## **7. HR policies and new functions in support of HR reform**

114. The benefits to be derived by both the Organization and staff members from an effective rotation policy were acknowledged by the IEE. Following extensive consultations conducted with internal stakeholders, and in the absence of an agreement on an appropriate policy framework on mobility, interim voluntary mobility guidelines were implemented in 2010 to encourage staff from both the Professional and General Service categories to move to different offices or functions for short or longer periods of time, pending development of a comprehensive policy on staff mobility. At its April 2011 session, Council looked forward to the development of a mobility policy founded on a more mandatory model. A task force was set up comprising representatives of stakeholders, and its recommendations should be presented by June 2011 to senior management. The mobility policy is expected to be approved by end 2011.

115. Two new functions – HR strategy and HR communications – have been established within the Human Resources Management Division, allowing the identification of links between the IPA initiatives in the HR sector, and ensuring effective communication with Governing Bodies, Management and Staff. In 2011 a career development function is also being established to formulate policies and guidelines, and advise on talent management and career development best practice.

## **D. Enhanced administrative and management systems**

116. The CoC-IEE noted that progress achieved under this vast area of the IPA Programme covered such key items as revision of the FAO Manual; upgrade of the IT network; procurement initiatives; the International Public Sector Accounting Standards; and modernization of records management.

### **1. Revision of FAO Manual**

117. Stemming from a recommendation of the Root and Branch Review, revision of the FAO Administrative Manual was the subject of a dedicated IPA project planned to be completed in 2013. The end result should be a clear, accessible and easy-to-use Manual with high quality content for use by FAO employees worldwide in three languages – English, French and Spanish. The revised Manual should ensure that all employees in all locations understand and can comply with FAO's rules and regulations. The overhaul of the Manual was led by the Business Improvement Unit in the office of the Assistant Director-General of the Corporate Services, Human Resources and Finance Department, in collaboration with all stakeholders.

118. Activities in 2010 included: a document inventory; a more user-friendly interface for the existing Manual; a frequent-user survey; and benchmarking and contacts with other UN system organizations to take advantage of their experience in re-engineering administrative manuals. Activities were being coordinated with WFP, which shares parts of the FAO Manual. Consultation with policy-makers and users at all geographical levels would continue in 2011.

### **2. Upgrade of IT network**

119. The upgrade of ICT infrastructure and information systems functional support for DOs, with due emphasis on improving performance and integration of the DOs network, was called for in IPA action 3.90. This entailed:

- improved network connectivity by upgrading corporate telecommunication links and Internet connections, providing faster access from DOs to corporate applications and a wide range of new-generation applications, such as videoconferencing and use of knowledge sharing and collaboration tools;
- availability of high definition video-conference facilities in Regional and Subregional Offices for more effective inter-office communications;
- a global ICT model to provide real-time multi-lingual support to FAO's decentralized sites;
- training for administrative officers in DOs on the effective use of administrative information systems.

120. Progress achieved in these areas in 2010 included corporate telecommunication link upgrades in 56 DOs, and high definition video-conference facilities in all Regional and Subregional Offices. Upgrades of corporate telecommunication links for the remaining 44 offices should be completed in 2011, so that all Country Offices should be able to use video-conference services. In this connection, it should be noted that the OEWG has explored options for greater use of modern technologies during and between sessions of the Governing Bodies, making recommendations in this regard to the 2011 session of the Conference. In addition, an updated FAO telephone directory booklet, which reflects the revised organizational structure, is being prepared.

121. Proposals for revised Information Technology governance arrangements were finalized in 2010 and should be implemented in 2011. A new Information Technology Strategy covering the period until 2019 was also developed, with a view to its introduction during 2011.

### **3. Procurement initiatives**

122. Several milestones were achieved in consolidating the ongoing decentralization process of the procurement function, with many initiatives taking into account the growth of local procurement for emergency operations and the higher delegation of authority assigned to DOs. For example, the level of delegation of authority to FAORs for the procurement of goods and services was doubled, standing at USD 100,000. Increasing the level of delegated authority has improved the timeliness and effectiveness of the procurement process. Following the release of the relevant revised Manual Section, training sessions were conducted in 14 DOs, benefiting over 500 staff members. This was coupled with training sessions at HQ for all units involved in procurement activities.

123. As regards Letters of Agreement (LoAs), a new Manual Section, when fully implemented, would provide for the first time a clear accountability framework for the preparation, quality assurance, approval and management of LoAs – also in line with the culture change paradigm of moving away from merely applying rules and regulations to using judgment based on understanding the specific risk environments in which LoAs are utilized. The new Manual section would increase delegation of authority to DOs to the same level of that of procurement, and also provide a framework to allow for re-delegation.

124. The procurement unit was also working with the office of the Inspector General to finalize Guidelines on Collusion and Fraud in Procurement Operations. Additionally, it was finalizing Guidelines on Procurement Planning and Guidelines on Supply Market Analysis. These documents – and accompanying training missions – aimed to enhance the capacity of local staff to manage increasingly larger local procurement volumes. Three new international procurement officers would also be posted in countries where FAO undertakes significant amounts of procurement for emergency projects.

125. Besides giving due attention to realizing further price and process cost savings whenever possible, FAO's vendor management project would continue to improve the vendor base, taking account of poor performance reports submitted by DOs, and facilitating the use of the United Nations Global Market Place for the DOs procuring from local vendors. Likewise, attention was paid to transparency of the procurement function, e.g. by publishing information regarding procurement activities related to projects exceeding USD 100,000 funded by the European Union Food Facility and the Global Environment Facility.

### **4. International Public Sector Accounting Standards**

126. The IPSAS Project continued to move ahead in accordance with plans to deliver IPSAS compliant systems in 2012 and IPSAS compliant financial statements by 2013. The Project aims to support financial decision-making through new or updated business processes, integrated systems, financial controls and comprehensive reporting, including a financial system for DOs to match an enormous increase in field-driven transactions resulting from decentralization and increased delegations. For example, disbursements made through DOs amounted to USD 581 million in 2010, i.e. 190% higher than in 2004.

127. The assessment stage had been completed, paving the way for a design and building phase of the identified solutions. This would be carried out in parallel with the upgrade of FAO's Enterprise Resource Planning (ERP) system to Oracle Release 12 (R12). The synergies between the two would allow the IPSAS project to exploit the significant functionality in R12, including in DOs. In October 2010, the Finance Committee supported this synergistic approach and noted the above deadlines. However, the IPSAS Project was able to provide Organization-wide benefits in advance of the 2013 overall implementation date. In 2010, a new functionality was made available to DOs for easy access to financial data in corporate systems, and another new

functionality was released to procurement staff at HQ to record receipts for goods delivered to the DOs.

## 5. **Records Management modernization project**

128. Stemming from a recommendation of the Root and Branch Review, Records Management was the subject of a project intended to modernize FAO's records and archives management policies, procedures, systems and support, so that better service can be provided at lower cost. Four aspects of records management were to be modernized via:

- new policies, to promote knowledge sharing while protecting privacy and confidentiality;
- new processes, to enhance finding of information while requiring less effort for filing;
- new technology, to replace the current system with better tools, including better search capabilities;
- new support arrangements, generating savings through more efficient deployment while creating a more "value-adding" role for registry staff.

129. The project should meet its objectives – both in terms of improved service and lower costs – within the agreed resources and timeframes. It would generate savings in excess of the required investment within the IPA period and lead to biennial savings of over USD 2 million thereafter. The project could also be seen as a good case of "applied culture change" in promoting changes in staff attitudes and behaviour, while seeking to revitalize an entire FAO occupational group. Finally, the project would also support knowledge sharing and improved teamwork, including better access to information from DOs.

## E. **Effective governance and oversight**

130. As noted by the CoC-IEE, during the biennium developments on governance and oversight issues stemming from the IPA related mainly to: the Charter for the Office of Evaluation; the Ethics Committee; Multi-year Programmes of Work for Governing Bodies; Rules of Procedure for Governing Bodies; and procedures for addresses by candidates for the office of Director-General.

### 1. **Charter for the Office of Evaluation**

131. Conference Resolution 1/2008 called for the approval by the Council of a comprehensive evaluation policy in the form of a "Charter". It included specific items to be incorporated into the Charter, including appointment of the Director of Evaluation, measures for quality assurance, and the role of Governing Bodies in evaluation processes. It also established the principle that all evaluation reports, management responses and follow-up reports were public documents.

132. The draft Charter was reviewed at three sessions of the Programme Committee in 2008-09. However, the Council agreed in September-October 2009 that the Charter should not be finalized until the newly-appointed Director of Evaluation could participate in the process. In April 2010 the Programme Committee gave its final endorsement to the Charter, which was then approved by the Council in May 2010. As required by Resolution 1/2008, the Charter has been incorporated into the Basic Texts of the Organization.

### 2. **Ethics Committee**

133. In response to IPA action 3.34, proposed terms of reference and composition of the Ethics Committee were considered by the Finance Committee, Committee on Constitutional and Legal Matters (CCLM) and Council. In October 2009 the CCLM endorsed proposed terms of reference

and membership of the Ethics Committee, on which the Finance Committee, in April 2010, made observations and requested revisions thereof. Council in May 2010 requested that both Committees continue to review the matter.

134. Subsequently the CCLM, in September 2010, deferred consideration of the matter pending the conclusions of a related consultancy that was underway, and its review by the Finance Committee. In October 2010, the Finance Committee examined a revised proposal and recommended a few changes for further review by the CCLM. The Council in November-December 2010 welcomed the continuing efforts being made to prepare the terms of reference of the Ethics Committee and supported further review by the two Committees in March 2011.

135. In March 2011 the CCLM recommended further amendments to the terms of reference and membership of the Ethics Committee, proposing that it be established for a period of four years beginning in January 2012, during which its work would be reviewed by the relevant Governing Bodies with a view of future changes as necessary. Shortly thereafter, the Finance Committee endorsed, with a minor amendment, the terms of reference and composition of the Ethics Committee as reviewed by the CCLM. It agreed that external members of the Ethics Committee would be appointed, subject to approval by the Council, upon recommendation of the Finance Committee and the CCLM. In April 2011, the Council approved the Terms of Reference and composition of the Ethics Committee, as agreed by CCLM and the Finance Committee, noting that its external members would be appointed by the Director-General subject to approval by Council, upon recommendation of the Finance Committee and the CCLM at their autumn sessions in 2011.

### **3. Multi-year Programmes of Work for Governing Bodies**

136. IPA actions 2.70-72 called for the development of Multi-year Programmes of Work (MYPOWs) for the Governing Bodies, alongside reports of progress against them once every two years. So far MYPOWs of three Governing Bodies have been approved, while further achievements should materialize in the next biennium for the remaining MYPOWs. Importantly, the formulation of these novel instruments has been greatly facilitated through informal discussions among the Members.

137. The Programme Committee and the Finance Committee have approved their MYPOWs 2010-13, respectively in April and in October 2010, with subsequent endorsement of both instruments by Council in May and November-December 2010.

138. The Council approved its MYPOW 2010-13 in November-December 2010, with progress against it expected to be reported to the Conference in June-July 2011.

139. In September 2010, the CCLM discussed its MYPOW, observing that it does not have pre-determined, recurrent or standing items on its agendas, which could be reviewed in accordance with a preset programme of work. In November-December 2010 the Council concurred that the CCLM's MYPOW should take account of the distinctive features of the statutory functions of the Committee, noting that the CCLM intended to keep the matter under review at future sessions.

140. Concerning the Committee on World Food Security, as agreed at its October 2010 session, it should examine and approve its MYPOW at its forthcoming session in October 2011, for subsequent endorsement by Council in November 2011.

141. As to the four Technical Committees and five Regional Conferences – which all meet once every two years – they should be able to consider and adopt their MYPOWs for the period 2012-2015 when they meet in 2012 – as anticipated especially by the Committee on Forestry at its last session in October 2010 – following preparatory work carried out in 2011.

#### **4. Rules of Procedure for Governing Bodies**

142. Most of the amendments to the main Basic Texts – Constitution, General Rules of the Organization (GRO), Financial Regulations – necessary to implement the IPA have been adopted by the Conference in 2009. As a result of some of the amendments made, however, consequential changes to the Rules of Procedure of individual Governing Bodies were also needed. Thus revisions and additions to Rules of Procedure have been prepared during the current biennium, with guidance provided in this process by the CCLM and Council.

143. Since its establishment in 1958, the CCLM had operated effectively within the framework set forth by the Basic Texts, without developing its own Rules of Procedure. However, for reasons of consistency with other committees, the CCLM reviewed and adopted its Rules of Procedure in September 2010, which were then inserted in the Basic Texts.

144. As they became part of the Governing Body structure only in 2009, the Regional Conferences did not previously have their own Rules of Procedure. These have therefore been drafted and were discussed by the CCLM in September 2010, which formulated observations on the text put forward. Subsequently, in November-December 2010 the Council recommended that the proposed Rules of Procedure be further reviewed by the Regional Groups, taking into account the status of the Regional Conferences. Hence the proposed Rules of Procedure should be examined by the Regional Groups with a view to their consideration and adoption by the next Regional Conferences scheduled to take place in 2012. This process was endorsed by Council in April 2011.

145. In this connection, in March 2011 the CCLM discussed a possible amendment to the provision of the GRO regarding the preparation of the provisional agendas of the Regional Conferences. It agreed that this question was related to other matters regarding the status of the Regional Conferences still under discussion, and recommended that consultations with the Regional Groups be held during the second part of 2011 and early 2012 with a view to agreeing on proposals to be referred to the Regional Conferences in 2012.

146. As regards the Technical Committees, in May 2010 the Council acknowledged their authority to amend their own Rules of Procedure based on their specific functional requirements, while stressing the desirability of consistency among such Rules of Procedure. In this context, the Council invited in May 2010 the Committee on Commodity Problems, the Committee on Fisheries, the Committee on Forestry and the Committee on Agriculture to examine their Rules of Procedure. This matter was also partly addressed by the OEWG in the course of its deliberations on the working arrangements of the Technical Committees, and recommendations were formulated in this regard in its report to the 2011 Conference.

147. To date only the Committee of Forestry had approved changes to its Rules of Procedure in October 2010, which were included in the Basic Texts. The other Technical Committees could follow suit at their next sessions in 2012, as foreseen in particular by the Committee on Fisheries at its last session in January-February 2011.

#### **5. Procedures for addresses by candidates for the office of Director-General**

148. Upon recommendation made by the CCLM in April 2010, the Council approved in May 2010 the procedure to be followed for the addresses by candidates for the office of Director-General at the Council session of April 2011. A similar procedure was endorsed by Council for the presentation of such addresses at the Conference session of June-July 2011.



## **6. Assessment of governance reforms**

149. The CoC-IEE recalled IPA action 2.74 whereby the Conference should assess the workings of the governance reforms, including the role and functioning of the Regional Conferences, with an independent review as an input to this process. It noted that this action was due for completion by 2015, with preparatory assessment work to be carried out in the course of the 2012-13 biennium.

### **F. Funding and expenditures for the IPA Programme in the 2010-11 biennium**

150. The CoC-IEE recalled that, in approving the IPA in 2008, the Conference had decided to establish a special Trust Fund to receive extra-budgetary resources for implementation of the IPA in 2009<sup>27</sup>. As at end 2010, of the confirmed pledges by Members to contribute a total of USD 9.01 million to the Trust Fund, a total of USD 9.0 million had been received, and at the end of 2009 there was an unspent balance of USD 3.08 million against the Trust Fund.

151. It was also recalled that funding for 2010-11 was incorporated in the PWB. Implementation of the IPA in 2010-11 was financed by the budgetary appropriations voted by the Conference for the PWB, as well as the unspent balance from the 2009 IPA Trust Fund carried forward to 2010<sup>28</sup>.

152. As at end 2010, the unspent balance of the Trust Fund of USD 3.08 million was fully expended, and the IPA expenditure (recorded expenditures and commitments) charged to the PWB totalled USD 15.98 million. Thus, the total expenditure on the IPA in 2010 was USD 19.06 million, as illustrated in table 2 providing expenditure at IPA project level.

153. It was anticipated to fully spend the net balance available under the budgetary appropriations on IPA activities in 2011. As confirmed at the 135<sup>th</sup> session of the Finance Committee in October 2010, all IPA-related funding in 2010-11 would be used exclusively for IPA activities, and unspent 2010-11 IPA funds, if any, would be carried over into 2012-13<sup>29</sup>.

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<sup>27</sup> Conference Resolution 1/2008, para 3.

<sup>28</sup> Conference Resolution 3/2009, para 2.

<sup>29</sup> CL 140/21, para. 29.

Table 2 - 2010 expenditure by IPA project

Project	2010-11 budget	2010 expenditure	Percentage
	PWB	PWB & TF	
1. Governing Body Reform	2.87	1.39	48%
2. Oversight	2.40	1.03	43%
3a. Reform of Programme, Budgeting & RBM	0.49	0.44	90%
3b. Publishing in all languages	0.38	0.20	53%
4. Resource mobilization and management	1.43	0.58	41%
5. Technical Cooperation Programme	-0.62	0.09	-15%
6. Decentralization	0.80	0.37	46%
7a. Headquarters structure	0.63	0.60	95%
8. Partnerships	1.38	0.52	38%
9. Reform of Administrative and Management Systems	2.89	2.16	75%
11b. Information Technology	10.40	3.92	38%
12. Enterprise Risk Management	0.70	0.12	17%
13. Culture change	2.30	0.47	20%
14. Human Resources	9.91	5.17	52%
15. IPA governing body follow-up	0.48	0.46	96%
16. IPA management follow-up	3.16	1.54	49%
<b>Sub-Total (PWB)</b>	<b>39.60</b>		
IPA Trust Fund balance	3.08		
<b>Totals</b>	<b>42.68</b>	<b>19.06</b>	<b>45%</b>

#### IV. The way forward

##### A. The IPA programme in 2012-13

154. As recalled in section II above, it is estimated that 20% of IPA actions would remain to be completed in 2012-13, representing 40% of the workload in terms of outstanding effort, time and costs. These comprise complex, large projects with a significant impact on staff and the Organization as a whole, relating to Results-Based Management (RBM), Human Resources, Culture Change, Decentralization, and the introduction of IPSAS, including replacement of the current Field Accounting System.

155. The main thrusts in the RBM area will be: further improvements to the planning model based on experience; full implementation of the resource mobilization and management strategy; and mainstreaming of Enterprise Risk Management in the RBM framework. Definition of requirements and gap analysis will be undertaken for the transfer of functions related to financial forecasting and expenditure performance from OSP to the Finance Division. This should bring FAO's planning and monitoring system fully into line with RBM, taking into account IPSAS requirements as they pertain to budgetary monitoring and reporting. As foreseen by the reform of the programming, budgeting and results-based monitoring system<sup>30</sup>, during 2012-13 the Strategic Framework of the Organization will be reviewed and a Medium-term Plan 2014-17 will be prepared.

156. Regarding Human Resources, most of the work will stem from initiatives commenced in 2010-11, including: management training; staff appraisal; full implementation of the staff rotation and more mandatory mobility policy; further improvements in recruitment; measures to ensure greater equity in geographic and gender representation; the Junior Professional Programme; and

<sup>30</sup> Conference Resolution 10/2009.

development of the Corporate Competency Framework. Delivery of new HR functions should take place such as on career development, strategy, HR communications and staffing.

157. As regards Culture Change, implementation of the corporate strategy will cover three main areas: (i) *team-working and collaboration*, with an associated training programme and appropriate definitions included in the competency framework and applied to all HR processes, including PEMS. This will be supported by a variety of initiatives, including regular divisional retreats, “Share Fairs” for staff to exchange knowledge and best practices, and a “Staff Day” involving staff from DOs and HQ to celebrate and share team achievements; (ii) *leading for empowerment and delegation*, with a tailored development programme for all staff with line management responsibilities to build the skills and competencies required; (iii) *accountability for results*, with managers held accountable for conducting PEMS diligently and effectively covering all employees. To embed a culture of meritocracy, actions to recognize and reward high performers together with measures to deal with poor performance will be implemented. A talent management programme will seek to identify potential in line with the competency framework. Further tools will be developed to monitor and communicate culture change in FAO, and to measure culture shift. Successful culture change requires the full engagement of Senior Management. Much has already been done towards this, with the lead role played by the Deputy Director-General in heading the first Culture Change Team, and that of the Assistant Director-General, Economic and Social Department for the current Culture Change Team. The engagement process will be further enhanced in the period 2011-2013 through workshops and training sessions with senior managers aiming to: develop a shared understanding of culture change and its importance for FAO renewal; identify and agree on the crucial role of leaders in bringing about the desired culture shift; and develop additional skills and competencies to effectively sponsor evidence-based culture change and improved organizational performance.

158. Concerning Decentralization, actions arising from the vision for the structure and functioning of DOs will be further elaborated by Management and reviewed by the Programme and Finance Committees in October 2011, as well as the Regional Conferences in 2012, supported by comprehensive additional information on each DO (staffing, costs, funding sources and programmes) provided by Management, with the aim of obtaining endorsement of the vision by the Council in 2012. Moreover, the Regional Conferences which will be held in 2012 should review FAO’s country coverage in their region, with a view to enhancing the Organization’s effectiveness and efficiency at country level and make recommendations to the Council in 2012 on the most suitable structure and skills mix of the DOs network in their region, including close alignment to country needs in line with country frameworks. For each Regional Conference, a supporting document will be prepared by Management.

159. In respect of IPSAS, the next biennium should witness the critical building, testing and implementation phase of the new system, in parallel with the upgrade of FAO’s Enterprise Resource Planning (ERP) system to Oracle Release 12. This will include delivery of a new Field Accounting System which will fully exploit the improved bandwidth in DOs, being addressed under IPA action 3.90.

160. Governance reforms will be pursued further in the next biennium: (i) the Ethics Committee will be put in place; (ii) MYPOWs will be developed and approved for the CCLM, Regional Conferences and Technical Committees; and (iii) the required Rules of Procedure for Governing Bodies will be prepared and adopted. More broadly, under IPA action 2.74, an assessment of the governance reforms will be carried out, with inputs by an independent review. This action should be completed by 2015, with preparatory work undertaken in 2012-13.

### ***Funding requirements***

161. The CoC-IEE underscored that the IPA programme would be fully mainstreamed into the PWB 2012-13, by including proposed financial requirements in the net appropriation figures

(broken down according to the budgetary chapters for Strategic and Functional Objectives and Capital Expenditure)<sup>31</sup>, which was confirmed by Council in April 2011. This holistic presentation was important given the inter-relationship between the IPA and planned work in a number of areas, including information systems and human resources.

162. It was noted that Management had adopted a four-point policy for the prioritization and budgeting of IPA projects and activities for the biennium 2012-13, namely: (i) review of delivery capacity; (ii) sustainability of IPA projects; (iii) better integration of IPA activities with the regular programme of work; and (iv) avoidance of use of IPA resources for administrative positions.

163. The IPA budgetary requirements for 2012-13 were developed based on two main components: (i) recurrent costs and savings that are a result of IPA actions undertaken in 2010 and 2011; and (ii) investment costs and recurrent costs and savings that are required for actions to be initiated in 2012-13. Based on the above, the total estimated IPA programme costs in 2012-13 stood at USD 37.84 million, comprising investment costs of USD 16.61 million and net recurrent costs of USD 21.23 million (consisting of recurrent costs of USD 31.78 million and savings of USD 10.55 million).

164. It was noted that the PWB 2012-13 document (C 2011/3) provided detailed information on the planned IPA activities and financial estimates<sup>32</sup>, as summarized in table 3.

*Table 3 - PWB 2012-13 - IPA programme costs by thematic area\**

Thematic area	Investment		Recurrent			SO/FO Chapter Allocation
	Costs	Costs	Savings	Net	Total	
1. Managing for results	1.40	2.14	0.00	2.14	3.54	X
2. Human Resources	1.90	14.50	-1.12	13.38	15.28	Y
3. Culture change	2.30	0.00	0.00	0.00	2.30	Y
4. Decentralization and partnerships (functioning as one)	1.14	1.72	0.00	1.72	2.86	X
5. Enhanced administrative and management systems	6.49	7.78	-9.43	-1.65	4.84	Various
6. Effective governance and oversight	0.20	5.64	0.00	5.64	5.84	X
<i>Management support</i>	3.18	0.00	0.00	0.00	3.18	X
<b>Total</b>	<b>16.61</b>	<b>31.78</b>	<b>-10.55</b>	<b>21.23</b>	<b>37.84</b>	

\* Extract from C 2011/3 - PWB 2012-13, Table 5

### *Longer term picture*

165 While the IPA is a five year reform programme due to be largely completed at the end of 2013, some elements will require more time to achieve maximum impact. For example, the implementation of results-based budgeting would be fully realized in the next budgetary cycle of 2014-15, as its application in the PWB 2012-13 is still "work-in-progress". In addition, although more than 90% of staff across the Organization participated in PEMS training, the 2010 and 2011 PEMS exercises are of a pilot nature, so that its full incorporation in administrative procedures

<sup>31</sup> C 2011/3, PWB 2012-13 table 3.

<sup>32</sup> C 2011/3, paras 114-145.

should start only in 2012, and the benefits materialize progressively. Also, some actions emanating from the Root and Branch Review imply costs and savings that have been projected over a seven year period.

166. Evaluation activities will be closely aligned with results-based management frameworks, with special focus on conducting independent and strategic corporate evaluations, evaluation of country programmes including impact of key interventions, and evaluation of cross-cutting issues across Strategic Objectives. The aim of this effort would be to inform the Membership and Management about FAO's performance in development work and increasing feedback from evaluation findings to future programming and priority setting. The implementation follow-up to evaluation recommendations will also be stepped up. While the IPA target of 0,8% of the Net Appropriation for the budget of the Office of Evaluation was reaffirmed by Council in April 2011, it should be increased from 0.6% in 2010-11 to 0.7% in 2012-13.

## **B. Governing Body follow-up arrangements**

167. The CoC-IEE examined how governance follow-up for the IPA Programme could be organized in the course of 2012-13. In view of the full mainstreaming of the IPA in the PWB, the oversight functions on IPA implementation would henceforth be normally performed through the relevant Governing Bodies, without having recourse to special arrangements similar to those put in place by the Conference in 2008 and 2009.

168. More specifically:

- the Council would continue to monitor overall progress in implementation of the IPA in 2012-13 and submit a full report to the 38<sup>th</sup> Session of the Conference in 2013, receiving from Management progress reports on IPA implementation for review and guidance;
- the Finance Committee, Programme Committee, CCLM and, as needed, the Technical Committees and Regional Conferences would provide specific inputs to the Council according to their respective mandates;
- the Independent Chairperson of Council would, within his reinforced responsibilities, continue to play a proactive facilitating role.

169. Not entailing incremental costs, such arrangement would rely entirely on the existing inter-governmental structures, making maximum use of their specialized competencies, with further involvement of the Independent Chairperson of Council in line with the new status of the function.

170. This arrangement should be reflected in the Resolution on the IPA expected to be adopted by the Conference at its 2011 session.



## APPENDIX D

## Amendments to the Financial Regulations

## AMENDMENTS TO THE FINANCIAL REGULATIONS

In the text of the Financial Regulations reproduced below, the proposed changes regarding deletions are indicated using ~~struck out text~~ and the proposed changes regarding insertions are indicated using *underlined italics*.

C. Financial Regulations		Proposed Changes
<b>Regulation VI Funds</b>		
6.8	<p>The Director-General may enter into agreements with governments and donors providing for technical assistance in the context of development projects to be executed/implemented by the beneficiary government or other national entity. Under these modalities, referred to below as projects under Partnership in Development Agreements, the following shall apply:</p> <p>a. Where the funds are to be held and managed by the government or other national entity under national execution or implementation arrangements, FAO's participation shall be separately reported to the Finance Committee as Funds under Partnership in Development Agreements, and such funds shall not be included in the Financial Statements of the Organization.</p> <p>b. Where the funds are to be held in trust by FAO and transferred to the government or other national entity for the implementation of agreed activities, the funds shall be reported to the Finance Committee in the Financial Statements of the Organization as Funds held in Trust on behalf of beneficiary governments under Partnership in Development Agreements and shall be subject to the internal and external auditing procedures of the Organization. Funds held in trust by FAO that are subject to national implementation shall be expended in accordance with the national regulations</p>	<p>The Director-General may enter into agreements with governments and donors providing for technical assistance in the context of development projects to be executed/implemented by the beneficiary government or other national entity. Under these modalities, referred to below as projects under Partnership in Development Agreements, the following shall apply:</p> <p>a. Where the funds are to be held and managed by the government or other national entity under national execution or implementation arrangements, FAO's participation shall be separately reported to the Finance Committee as Funds under Partnership in Development Agreements, <del>and such funds shall not be included in the Financial Statements of the Organization.</del></p> <p>b. Where the funds are to be held in trust by FAO and transferred to the government or other national entity for the implementation of agreed activities, the funds shall be reported to the Finance Committee <del>in the Financial Statements of the Organization</del> as Funds held in Trust on behalf of beneficiary governments under Partnership in Development Agreements and shall be subject to the internal and external auditing procedures of the Organization. Funds held in trust by FAO that are subject to national implementation shall be expended in accordance with the national regulations</p>

C. Financial Regulations		Proposed Changes
	<p>and rules of the implementing government and shall be subject to certification by the responsible national authorities, provided that the Director-General shall satisfy himself before entering into the agreement with the government that such regulations and rules are consistent with the Financial Regulations of the Organization and provide adequate controls over the expenditure of the funds. These projects under Partnership in Development Agreements shall be subject to audit at least once a year by an independent auditor appointed with the agreement of both the government concerned and the Organization in accordance with the respective agreements.</p>	<p>and rules of the implementing government and shall be subject to certification by the responsible national authorities, provided that the Director-General shall satisfy himself before entering into the agreement with the government that such regulations and rules are consistent with the Financial Regulations of the Organization and provide adequate controls over the expenditure of the funds. These projects under Partnership in Development Agreements shall be subject to audit at least once a year by an independent auditor appointed with the agreement of both the government concerned and the Organization in accordance with the respective agreements.</p>
<b>Regulation XI The Accounts</b>		
11.1	<p>The Director-General shall maintain such accounts as are necessary and shall prepare final accounts for each financial period showing:</p> <ol style="list-style-type: none"> <li>a. The income and expenditure of all funds;</li> <li>b. The status of appropriations, including: <ol style="list-style-type: none"> <li>i. the original budget appropriations;</li> <li>ii. any supplementary appropriations;</li> <li>iii. the appropriations as modified by any transfers;</li> <li>iv. credits, if any, other than the appropriations voted by the Conference; and</li> <li>v. the amounts charged against the appropriations and against any other credits;</li> </ol> </li> <li>c. Statements of assets and liabilities at the close of the financial period. He shall also give such other information as may be necessary, to indicate the current financial position of the Organization.</li> </ol>	<p>The Director-General shall maintain such accounts as are necessary and shall prepare <del>final</del> accounts for each <del>financial period</del> <u>calendar year</u> <del>showing</del> <u>and which will include:</u></p> <ol style="list-style-type: none"> <li>a. The income and expenditure of all funds;</li> <li>b. The status of appropriations, including: <ol style="list-style-type: none"> <li>i. the original budget appropriations;</li> <li>ii. any supplementary appropriations;</li> <li>iii. the appropriations as modified by any transfers;</li> <li>iv. credits, if any, other than the appropriations voted by the Conference; and</li> <li>v. the amounts charged against the appropriations and against any other credits;</li> </ol> </li> <li>c. Statements of assets and liabilities at the close of the <del>financial period</del> <u>calendar year</u>. He shall also give such other information as may be necessary, to indicate the current financial position of the Organization.</li> </ol>



C. Financial Regulations		Proposed Changes
11.2	Besides the final accounts for the financial period, the Director-General shall prepare, where the nature of the accounts so warrants, or in exceptional cases as decided by the Finance Committee, interim accounts at the end of each of the intervening years.	Besides the <del>final</del> accounts for the <del>financial period</del> <i>calendar year</i> , the Director-General shall prepare, where the nature of the accounts so warrants, or in exceptional cases as decided by the Finance Committee, interim accounts <del>at the end of each of the intervening years</del> .
11.4	The final and any interim accounts of the Organization shall be presented in United States dollars. The accounting records may, however, be kept in such currency or currencies as the Director-General may deem necessary.	The <del>final and any interim</del> accounts of the Organization shall be presented in United States dollars. The accounting records may, however, be kept in such currency or currencies as the Director-General may deem necessary.
11.5	The final and any interim accounts shall be submitted to the External Auditor not later than 31 March following the end of the period to which they relate.	The <del>final and any interim</del> accounts <i>for each calendar year</i> shall be submitted to the External Auditor not later than 31 March following the end of the period to which they relate.
<b>Regulation XII External Audit</b>		
<i>Reporting</i> 12.9	The External Auditor shall issue a report on the audit of the financial statements and relevant schedules, which shall include such information as he deems necessary in regard to matters referred to in Financial Regulation 12.4 and in the Additional Terms of Reference.	The External Auditor shall issue a report on the audit of the financial statements <i>for each calendar year</i> and relevant schedules, which shall include such information as he deems necessary in regard to matters referred to in Financial Regulation 12.4 and in the Additional Terms of Reference. <i>This report shall be submitted in time for review by the Finance Committee during a session in the year following the period to which the financial statements relate.</i>



## APPENDIX E

**Scale of Contributions 2012-2013**  
**(2010-2011 Scale shown for comparative purposes)**

<b>Member Nation</b>	<b>Proposed Scale<sup>1</sup> 2012-13</b>	<b>Actual Scale<sup>2</sup> 2010-11</b>
Afghanistan	0.004	0.001
Albania	0.010	0.006
Algeria	0.129	0.086
Andorra	0.007	0.008
Angola	0.010	0.003
Antigua and Barbuda	0.002	0.002
Argentina	0.288	0.327
Armenia	0.005	0.002
Australia	1.942	1.796
Austria	0.855	0.891
Azerbaijan	0.015	0.005
Bahamas	0.018	0.016
Bahrain	0.039	0.033
Bangladesh	0.010	0.01
Barbados	0.008	0.009
Belarus	0.042	0.02
Belgium	1.080	1.108
Belize	0.001	0.001
Benin	0.003	0.001
Bhutan	0.001	0.001
Bolivia	0.007	0.006
Bosnia and Herzegovina	0.014	0.006

<sup>1</sup> Derived directly from the UN Scale of Assessments for 2010-2012 as adopted by General Assembly Resolution 64/248 of 24 December 2009.

<sup>2</sup> Derived directly from the UN Scale of Assessments for 2007-2009 as adopted by General Assembly Resolution 61/237 of 22 December 2006.

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Botswana	0.018	0.014
Brazil	1.619	0.88
Bulgaria	0.038	0.02
Burkina Faso	0.003	0.002
Burundi	0.001	0.001
Cambodia	0.003	0.001
Cameroon	0.011	0.009
Canada	3.222	2.992
Cape Verde	0.001	0.001
Central African Republic	0.001	0.001
Chad	0.002	0.001
Chile	0.237	0.162
China	3.204	2.68
Colombia	0.145	0.106
Comoros	0.001	0.001
Congo	0.003	0.001
Cook Islands	0.001	0.001
Costa Rica	0.034	0.032
Côte d'Ivoire	0.010	0.009
Croatia	0.098	0.05
Cuba	0.071	0.054
Cyprus	0.046	0.044
Czech Republic	0.351	0.282
D.P.Rep. of Korea	0.007	0.007
Democratic Republic of Congo	0.003	0.003
Denmark	0.740	0.743
Djibouti	0.001	0.001
Dominica	0.001	0.001
Dominican Republic	0.042	0.024
Ecuador	0.040	0.021
Egypt	0.095	0.089
El Salvador	0.019	0.02
Equatorial Guinea	0.008	0.002
Eritrea	0.001	0.001
Estonia	0.040	0.016
Ethiopia	0.008	0.003
Fiji	0.004	0.003

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Finland	0.569	0.567
France	6.152	6.332
Gabon	0.014	0.008
Gambia	0.001	0.001
Georgia	0.006	0.003
Germany	8.056	8.619
Ghana	0.006	0.004
Greece	0.694	0.599
Grenada	0.001	0.001
Guatemala	0.028	0.032
Guinea	0.002	0.001
Guinea-Bissau	0.001	0.001
Guyana	0.001	0.001
Haiti	0.003	0.002
Honduras	0.008	0.005
Hungary	0.292	0.245
Iceland	0.042	0.037
India	0.537	0.452
Indonesia	0.239	0.162
Iran, Islamic Republic of	0.234	0.181
Iraq	0.020	0.015
Ireland	0.500	0.447
Israel	0.386	0.421
Italy	5.023	5.104
Jamaica	0.014	0.01
Japan	12.590	16.706
Jordan	0.014	0.012
Kazakhstan	0.076	0.029
Kenya	0.012	0.01
Kiribati	0.001	0.001
Kuwait	0.264	0.183
Kyrgyzstan	0.001	0.001
Lao People's Democratic Rep.	0.001	0.001
Latvia	0.038	0.018
Lebanon	0.033	0.034
Lesotho	0.001	0.001
Liberia	0.001	0.001

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Libyan Arab Jamahiriya	0.130	0.062
Lithuania	0.065	0.031
Luxembourg	0.091	0.086
Madagascar	0.003	0.002
Malawi	0.001	0.001
Malaysia	0.254	0.191
Maldives	0.001	0.001
Mali	0.003	0.001
Malta	0.017	0.017
Marshall Islands	0.001	0.001
Mauritania	0.001	0.001
Mauritius	0.011	0.011
Mexico	2.367	2.268
Micronesia, Federated States	0.001	0.001
Moldova	0.002	0.001
Monaco	0.003	0.003
Mongolia	0.002	0.001
Montenegro	0.004	0.001
Morocco	0.058	0.042
Mozambique	0.003	0.001
Myanmar	0.006	0.005
Namibia	0.008	0.006
Nauru	0.001	0.001
Nepal	0.006	0.003
Netherlands	1.864	1.882
New Zealand	0.274	0.257
Nicaragua	0.003	0.002
Niue	0.001	0.001
Niger	0.002	0.001
Nigeria	0.078	0.048
Norway	0.875	0.786
Oman	0.087	0.073
Pakistan	0.083	0.059
Palau	0.001	0.001
Panama	0.022	0.023
Papua New Guinea	0.002	0.002
Paraguay	0.007	0.005

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Peru	0.091	0.078
Philippines	0.091	0.078
Poland	0.832	0.504
Portugal	0.514	0.53
Qatar	0.136	0.086
Korea, Republic of	2.271	2.184
Romania	0.178	0.07
Russian Federation	1.610	1.206
Rwanda	0.001	0.001
Saint Lucia	0.001	0.001
Samoa	0.001	0.001
San Marino	0.003	0.003
St Vincent and the Grenadines	0.001	0.001
St Kitts and Nevis	0.001	0.001
Sao Tome and Principe	0.001	0.001
Saudi Arabia	0.834	0.752
Senegal	0.006	0.004
Serbia	0.037	0.021
Seychelles	0.002	0.002
Sierra Leone	0.001	0.001
Slovakia	0.143	0.063
Slovenia	0.104	0.097
Solomon Islands	0.001	0.001
Somalia	0.001	0.001
South Africa	0.387	0.292
Spain	3.192	2.983
Sri Lanka	0.019	0.016
Sudan	0.010	0.01
Suriname	0.003	0.001
Swaziland	0.003	0.002
Sweden	1.069	1.076
Switzerland	1.135	1.222
Syrian Arab Republic	0.025	0.016
Tajikistan	0.002	0.001
Thailand	0.210	0.187
The Former Yug. Rep. Of Macedonia	0.007	0.005

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Timor-Leste	0.001	0.001
Togo	0.001	0.001
Tonga	0.001	0.001
Trinidad and Tobago	0.044	0.027
Tunisia	0.030	0.031
Turkey	0.620	0.383
Turkmenistan	0.026	0.006
Tuvalu	0.001	0.001
Uganda	0.006	0.003
Ukraine	0.088	0.045
United Arab Emirates	0.393	0.304
United Kingdom	6.636	6.675
United Republic of Tanzania	0.008	0.006
United States of America	22.000	22.000
Uruguay	0.027	0.027
Uzbekistan	0.010	0.008
Vanuatu	0.001	0.001
Venezuela, Bolivarian Republic	0.316	0.201
Viet Nam	0.033	0.024
Yemen	0.010	0.007
Zambia	0.004	0.001
Zimbabwe	0.003	0.008
	100.000	100.000



**PROGRAMME COMMITTEE  
(July 2011 - June 2013)**

**Chairperson**

Ms Cecilia Nordin  
Van Gansberghe (Sweden)

**Members**

Afghanistan (Mr Abdul Razak Ayazi)  
Algeria (Mr Azeddine Riache)  
Argentina (Mr Gustavo Oscar Infante)  
Bangladesh (Ms Sultana Afroz)  
Belgium (Ms Martine Van Dooren)  
Canada (Mr Marco Valicenti)

China (Mr Li Zhengdong)  
Egypt (Mr Essam Osman Fayed)  
Ethiopia (Mr Abreha G. Aseffa)  
Germany (Ms Swantje Nilsson)  
New Zealand (Mr Neil Fraser)  
Panama (Mr Gerardo E. Vega Berrio)

**FINANCE COMMITTEE  
(July 2011 - June 2013)**

**Chairperson**

Mr Médi Mougui  
(Cameroon)

**Members**

Australia (Mr Travis Power)  
Brazil (Mr Olyntho Vieira)  
Burkina Faso (Mr Laurent Diandioua Couliati)  
India (Mr Shobhana K. Pattanayak)  
Japan (Mr Hideya Yamada)  
Kuwait (Ms Manar Sabah Mohammad Al-Sabah)

Mexico (Mr Jorge Eduardo Chen Charpentier)  
Morocco (Mr Amal Belcaïd)  
Netherlands (Mr Ronald Elkhuizen)  
Russian Federation (Mr Vladimir V. Kuznetsov)  
Sudan (Mr Mohamed Eltayeb Elfaki Elnor)  
United States of America (Ms Karen E. Johnson)

**COMMITTEE ON CONSTITUTIONAL AND LEGAL MATTERS  
(July 2011 - June 2013)**

**Chairperson**

Mr Hassan Janabi (Iraq)

**Members**

Ecuador (Ms Mónica Martínez Mendiño)  
Ireland (Mr Jarlath O'Connor)  
Pakistan (Mr Khalid Mehboob)  
Papua New Guinea (Mr Lawrence Kuna Kalinoe)

Syrian Arab Republic (Mr Ammar Awad)  
United States of America (Mr Gregory Groth)  
Zambia (Ms Kampamba Pam Mwananshiku)

**WFP EXECUTIVE BOARD 2011**

**Term of office expiring**

**Elected by FAO Council**

**Elected by ECOSOC**

31 December 2011

Brazil (C) <sup>1</sup>  
Colombia (C)  
Denmark (D)  
Egypt (A)  
Slovenia (E)  
Ireland (D) <sup>2</sup>

Angola (A)  
China (B)  
Czech Republic (E)  
Guatemala (C)  
Japan (D)  
United Kingdom (D)

31 December 2012

Kenya (A)  
Jordan (B)  
Philippines (B)  
Mexico (C)  
Netherlands (D)  
United States of America (D)

Burkina Faso (A)  
France (D)  
India (B)  
Iran (Islamic Republic of) (B)  
Luxembourg (D)  
Russian Federation (E)

31 December 2013

Cameroon (A)  
Canada (D)  
Germany (D)  
Haiti (C)  
Saudi Arabia (B)  
South Africa (A)

Australia (D)  
Cuba (C)  
Morocco (A)  
Norway (D)  
Republic of Korea (B)  
Sudan (A)

<sup>1</sup> This seat rotates between lists A, B and C as follows: List A (2000-2002), List B (2003-2005), List A (2006-2008) and List C (2009-2011).

<sup>2</sup> Switzerland resigned from the WFP Executive Board on 31 December 2010, and agreed that Ireland would occupy this List D seat for the remainder of the term of office to 31 December 2011.

## FAO MEMBERS

Afghanistan	Georgia	Panama
Albania	Germany	Papua New Guinea
Algeria	Ghana	Paraguay
Andorra	Greece	Peru
Angola	Grenada	Philippines
Antigua and Barbuda	Guatemala	Poland
Argentina	Guinea	Portugal
Armenia	Guinea-Bissau	Qatar
Australia	Guyana	Republic of Korea
Austria	Haiti	Republic of Moldova
Azerbaijan	Honduras	Romania
Bahamas	Hungary	Russian Federation
Bahrain	Iceland	Rwanda
Bangladesh	India	Saint Kitts and Nevis
Barbados	Indonesia	Saint Lucia
Belarus	Iran (Islamic Republic of)	Saint Vincent and the Grenadines
Belgium	Iraq	Samoa
Belize	Ireland	San Marino
Benin	Israel	Sao Tome and Principe
Bhutan	Italy	Saudi Arabia
Bolivia (Plurinational State of)	Jamaica	Senegal
Bosnia and Herzegovina	Japan	Serbia
Botswana	Jordan	Seychelles
Brazil	Kazakhstan	Sierra Leone
Bulgaria	Kenya	Slovakia
Burkina Faso	Kiribati	Slovenia
Burundi	Kuwait	Solomon Islands
Cambodia	Kyrgyzstan	Somalia
Cameroon	Lao People's Democratic Republic	South Africa
Canada	Latvia	Spain
Cape Verde	Lebanon	Sri Lanka
Central African Republic	Lesotho	Sudan
Chad	Liberia	Suriname
Chile	Libyan Arab Jamahiriya	Swaziland
China	Lithuania	Sweden
Colombia	Luxembourg	Switzerland
Comoros	Madagascar	Syrian Arab Republic
Congo	Malawi	Tajikistan
Cook Islands	Malaysia	Thailand
Costa Rica	Maldives	The former Yugoslav Republic of Macedonia
Côte d'Ivoire	Mali	Timor-Leste
Croatia	Malta	Togo
Cuba	Marshall Islands	Tokelau (Associate Member)
Cyprus	Mauritania	Tonga
Czech Republic	Mauritius	Trinidad and Tobago
Democratic People's Republic of Korea	Mexico	Tunisia
Democratic Republic of the Congo	Micronesia (Federated States of)	Turkey
Denmark	Monaco	Turkmenistan
Djibouti	Mongolia	Tuvalu
Dominica	Montenegro	Uganda
Dominican Republic	Morocco	Ukraine
Ecuador	Mozambique	United Arab Emirates
Egypt	Myanmar	United Kingdom
El Salvador	Namibia	United Republic of Tanzania
Equatorial Guinea	Nauru	United States of America
Eritrea	Nepal	Uruguay
Estonia	Netherlands	Uzbekistan
Ethiopia	New Zealand	Vanuatu
European Union (Member Organization)	Nicaragua	Venezuela (Bolivarian Republic of)
Faroe Islands (Associate Member)	Niger	Viet Nam
Fiji	Nigeria	Yemen
Finland	Niue	Zambia
France	Norway	Zimbabwe
Gabon	Oman	
Gambia	Pakistan	
	Palau	

**C 2011/REP**

**CONFERENCE: THIRTY-SEVENTH SESSION – 2011**

**FAO**