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Independent Review of FAO Governance Reforms

Final Report

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Food and Agriculture
Organization of the United
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Office of Evaluation

Independent Review of FAO Governance reforms

Final report

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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Acronyms

APRC	Regional Conference for Asia and the Pacific
ARC	Regional Conference for Africa
CFS	Committee on World Food Security
COAG	Committee on Agriculture
CCP	Committee on Commodity Problems
CoC-IEE	Conference Committee for IEE follow-up
COFI	Committee on Fisheries
COFO	Committee on Forestry
ERC	Regional Conference for Europe
FC	Finance Committee
GBs	Governing Bodies
ICC	Independent Chair of the Council
ICN2	Second International Conference on Nutrition
IEE	Independent External Evaluation
iNARC	informal Regional Conference for North America
IPA	Immediate Plan of Action for FAO Renewal
IR Team	Independent Review Team
JM	Joint Meeting of the Finance and Programme Committee
LARC	Regional Conference for Latin America and the Caribbean
MTP	Medium Term Plan
MYPOWs	Multi-Year Programmes of Work
NERC	Regional Conference for the Near East
OED	FAO Office of Evaluation
OSD	Office for Support to Decentralization
PC	Programme Committee
PIR	Programme Implementation Report
PWB	Programme of Work and Budget
RC/s	Regional Conference/s
Reviewed SF	Reviewed Strategic Framework
RO/s	Regional Office/s
SOFA	State of Food and Agriculture
TC/s	FAO Technical Committee/s
ToR	Terms of Reference
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nations Development Programme
WHO	World Health Organization
WFP	World Food Programme

Executive Summary

Background and Methodology

ES1. In 2008, the FAO Conference approved the Immediate Plan of Action for FAO Renewal (IPA) to implement the recommendations of the 2007 Independent External Evaluation (IEE). Of the 274 IPA actions, 102 were focused on governance reform.¹ Action 2.74 provided for Conference to assess progress in 2015 with an Independent Review as an input in this process. Council at its 148th session in December 2013 approved the arrangements for the Independent Review (IR) and appointed an independent team of two external consultants to be supported by the FAO Office of Evaluation (OED).

ES2. The IR process was highly inclusive and comprised discussions with Members in a variety of fora at different stages, as well as with Secretariat Senior Management. The IR Team used four criteria to assess the implementation of governance reforms: coverage, efficiency, effectiveness and impact. It mapped IPA actions to track their implementation; analysed progress against 2006/7 as a baseline; reviewed the approach of four other UN entities as regards the three outstanding IPA Actions; conducted stakeholder interviews; carried out surveys of Members in all GBs since 2012 as well as of secretaries of the Article XIV bodies; and directly observed all the Regional Conference (RC) sessions in 2014, the 2014 session of the Committee on Forestry (COFO) and selected meetings of the Committee on Fisheries (COFI), the 98th session of the Committee for Constitutional and Legal Matters (CCLM), the 115th session of the Programme Committee (PC) and the 154th session of the Finance Committee (FC) and their Joint Meeting, and the 149th session of Council. The report is based on the evidence canvassed throughout the review, as analysed by the IR Team, and proposes 16 numbered Recommendations and 12 ‘nuts and bolts’ suggestions.

ES3. The report provides a broad overview of the FAO Governing Bodies functions, and reviews each GB in turn. It also reviews the Multi-Year Programmes of Work, Ministerial Meetings, Evaluation, Audit, actions related to the Director-General (DG) function, and the cost of the GBs. Each section contains its own conclusions and recommendations, which are all brought together in the final section for ease of reference. Annex 5 relates each IPA action to the relevant sections, recommendations and suggestions in the report.

ES4. The FAO Basic Texts have defined the role of the GBs as: defining the overall policy and regulatory frameworks of the Organization; and oversight of the Organization in all aspects of its work. Given the possible misunderstanding in the current definition about the scope of the ‘policy and regulatory frameworks’, this report uses the terms ‘international functions’ and ‘internal oversight’ to distinguish between the two separate governance functions.

Suggestions on definition of Governing Bodies

As presently worded, the definition of GBs contained in the Basic Texts is unclear as to whether it is referring to ‘international functions’ or internal oversight. Consideration should be given to clarifying that it covers both.

Five Key Messages

ES5. *First*, progress has been considerable. The majority of the 102 IPA actions have been implemented and only three are outstanding. The definitions of GB responsibilities and workflow are now clearer; meetings are well-structured and business like; the sense of accountability of the Secretariat to Members has increased. Trust has largely been re-established between Members and the Secretariat and among Members themselves.

¹ IPA Actions on governance were numbered 2.01 to 2.101, plus Action 4.4, regarding Council size and membership.

ES6. *Second*, a more focused approach to FAO's international functions is needed. IPA Action 2.1, which calls on the leadership of the GBs to systematically review the global situation so as to identify thematic areas for policy or regulatory action by FAO or in other fora, has not been implemented. As a result, RCs and TCs produce long lists of priorities, many of which are key at the regional or technical level, but do not enable FAO to marshal organization-wide resources behind a particular theme that would make a significant impact in the global community. Conference, RCs and TCs should identify, discuss and set policy on a selected thematic area each biennium, resulting in a regionally-sensitive and technically-sound corporate policy on the selected theme that the Organization could either take to fora outside FAO such as an international conference or promulgate through Conference.

ES7. *Third*, information for GB oversight of the work of FAO must be results-based. Results-based management was integral to the IPA but has not yet been fully implemented in part because of the change in the Strategic Framework (SF). Although the Secretariat is now well-advanced in putting a new results system in place, the GBs need to play a very active role in ensuring that the information collected reflects their needs, given that their roles are not identical to the Secretariat. In particular they need to be able to focus on the Organization's success in making a reasonable contribution to the greater outcomes. More information must also be available to the GBs on resource allocation to specific areas.

ES8. *Fourth*, GBs need to be more proactive to strengthen their impact. Some actions are suggested to strengthen capacity for oversight and Secretariat accountability. This should not undermine the vital trust established between the Secretariat and the GBs if implemented in an environment of respect for the roles and responsibilities of both GBs and the Secretariat. These steps reflect the reality that although Members and the Secretariat work closely together, they are not the same: The Secretariat is accountable to the GBs, whereas Members are accountable to their governments and taxpayers. Actions suggested include: tracking cross-cutting issues during the sessions of the PC and FC to be able to contribute to Member's own perspectives on the progress of the Organization; bringing in outside expertise on a case-by-case basis on GB process issues when another point of view is seen as potentially valuable on a specific issue; slightly expanding the information available in GB reports to cover discussion of critical on-going matters in order to be able to identify evolving issues that may require continuing attention, such as results-based information, gender balance and mainstreaming, and prioritization and de-prioritization of priorities.

ES9. *Fifth*, clarifying the role of the RCs and TCs. The IPA gave particular attention to the RCs, and formally integrated them into the governance system. RCs have made very good progress in carrying out both their international and oversight functions, but there is still a lack of clarity around the scope of the RCs' functions. Their formal oversight function for FAO activities should be clarified as being for regional programmes only, and that their priority setting focuses at the Organizational Outcome level to provide guidance for the Organization's work. RCs should also have results-based information and more detail on availability of resources. These changes should be reflected in the next round of RCs in 2016. As for the TCs, they are not clearly structured in their international and oversight functions. More clarity is also needed in terms of the responsibilities of TC bureaux and Steering committees in the inter-sessional period.

Conference

ES10. All the procedural IPA actions have been completed and have been appreciated by the Membership. However, Conference is not yet fully playing its role as the apex body for international functions. More needs to be done to align the work of the RCs, TCs and Conference in a cohesive, effective 'international functions' stream, in line with Action 2.1, which implies a more proactive role for the GBs in agenda setting for international functions.

ES11. The flow of the 'international functions' stream would begin with a review of upcoming global conferences and other international fora by Members together with the Chairs or other representatives of the RCs and TCs, the Strategic Objective Coordinators, and ADGs of Technical Departments. They would identify one or maximum two thematic areas within FAO's Strategic

Objectives for organization-wide attention. The result would go to the PC and Council, which would recommend the theme/s for the coming biennium to Conference, where it would be considered in Commission I of Conference. Conference would ask the RCs and TCs to provide regional and technical perspectives on the selected theme/s in their next session.

ES12. The results of their work would be synthesized by the Secretariat and go back to Commission I in order to consider a comprehensive policy document on the topic. Commission I would also decide whether to forward this policy statement to another international forum, such as a world conference, or maintain it as a guide for the Organization and Members' work. While priority setting would be within the Reviewed SF, the process will provide greater focus.

Recommendation 1: On the review of Global policy coherence and regulatory frameworks

In order to strengthen its contribution to global policy coherence and regulatory frameworks, Governing Bodies should conduct a critical review of the global issues and identify a biennial theme for consideration and decision by its RCs, TCs and Conference. This theme should be consistent with the scope of the approved Reviewed Strategic Framework and within the priorities identified by the RCs and TCs for work within the PWB.

ES13. In addition, the IR Team suggests that Members may wish to reduce the IPA provision for a 60-day gap between Council and Conference to 45 or 30 days, given that capitals will have already reviewed and approved the Medium-Term Plan/Programme of Work and Budget (MTP/PWB) in Council.

Council

ES14. Council's ability to provide guidance and oversight has increased. Members expressed satisfaction at the Secretariat's transparency in providing the kind of information they had not received in the past and greatly appreciated the succinct and focused post-IPA Council reports. However, more recent reports may have become too synthetic and Members may wish to revert to the approach of the 2010-2013 post-IPA reports, which were also very succinct and focused and yet included one or two paragraphs synthesizing key issues in the discussion, in order to track issues and concerns.

ES15. There is also scope for Council and its Committees to be more proactive in consolidating their own positions and in holding the Secretariat accountable. The results-based monitoring tools will be rolled out in 2015, but while these will provide valuable information they may not fully provide the kind of information GBs need given that they perform functions different to those of the Secretariat and have different accountability lines. In this regard, on a case by case basis, Members may want to call on independent avail of outside expertise reporting directly to and accountable to the Council. This is the thrust of Recommendation 2 for further results-based information and, if and as required, additional support to the governance process.

Recommendation 2: On Council's oversight function

Council should continue to push for the kind of results-based information that will enable it to give effective guidance and oversight to FAO's work, with the active support of the Programme Committee and Finance Committee. If there is still room for improvement in the results-based information for oversight, Council may consider drawing on independent expertise for assistance in formulating appropriate indicators.

ES16. The lack of consensus on the recommendation of the budget level to Conference is due to the sharp divergence between Members adopting zero-growth positions and Members as well as the Secretariat pushing for at least some growth. Given these differences, which are unlikely to be solved in the foreseeable future, this outstanding IPA Action should be closed. However, this does not preclude discussion of the budget at Council, which will remain useful for Members.

Recommendation 3: On Council’s role in recommending the budget level

The outstanding IPA action regarding Council’s recommendation of the budget level to Conference should be closed.

ES17. Members have also made very intensive efforts over the years to address the size and composition of Council, with deadlock between those who are ready to consider a smaller Council or adjustments to regional representation and those that are not. Similarly to the previous outstanding action, consensus on changing the size and composition of Council is not likely to be achieved in the near future, although there may be an opportunity in future years to arrive at a political consensus around this issue.

Recommendation 4: On Council’s size

The outstanding IPA action regarding the size and composition of Council should be suspended until the ICC considers there is sufficient consensus to achieve a satisfactory solution for most Members.

ES18. Finally, while Regional Groups are now playing an active, constructive and important role in FAO’s governance there are some grey areas regarding roles and expectations between Regional Groups, Regional Offices and RC Chairs. Council Members may wish to discuss these with management at their regular informal meetings as well as to exchange information on working methods and best practices among Groups.

Independent Chair of Council

ES19. The IR Team found broad satisfaction among Members regarding the role played by the ICC and that the ICC position provided several advantages including continuity, historical memory, independence, and facilitation amongst Members, with the Secretariat, and, as requested, with other fora. This indicates that FAO should continue to have an ICC to perform these roles and sustain progress in the reforms and the trust developed so far. Still, additional resources are required when the ICC is tasked with additional responsibilities. In this regard, there is scope for the ICC to appoint Members to study specific items, and to make use of Vice-Chairs in preparing the Council report, in collaboration with the Secretariat. Finally, the IR Team considers that the ICC should be a person familiar with the functioning of FAO’s GBs.

Recommendation 5: On support to ICC in case of additional responsibilities

When the ICC is tasked by Members with additional responsibility, additional resources should be provided from amongst the Members.

Recommendation 6: On qualifications for the ICC

The Basic Texts dealing with the ICC should be revised to add the words ‘appropriate experience in the functioning of FAO governing bodies’ to the existing text “*appropriate experience in areas relevant to the Organization’s work*”.

Committees of the Council: Programme Committee, Finance Committee and Committee for Constitutional and Legal Matters

ES20. The PC functions effectively and efficiently, providing concise but substantive reports to the Council for its consideration, although there is room for improvement for it to give more dynamic guidance to Council.

ES21. The FC is a strong, well-functioning Committee, with engaged members and a dedicated Secretariat, and increased trust and transparency as well as better documentation than before IPA implementation. Still, ways should continue to be explored to increase the FC’s efficiency and reduce the time spent and possibly even the number of sessions. Members may wish to consider tasking

volunteers to track the Committee's working methods and agendas over the course of the year and reporting at regular intervals on possible ways to achieve further efficiency. Members may also wish to consider assigning specific time allotments to agenda items.

ES22. The JM has also made good progress since the IPA, although it is hard to find the appropriate balance between the items discussed at each of the PC and FC and in their JM without the risk of duplication on the one hand, and glossing over issues on the other. Members may wish to consider tasking one or more among themselves to observe the flow of work across from the two Committees to the JM and to the Council on an on-going basis, to identify areas of duplication, overlap and little value added.

ES23. The implementation of the IPA has expanded the CCLM, which has improved its flexibility and smooth functioning.

ES24. The PC, the FC, CCLM, and Council are not yet sufficiently proactive in following up where implementation is not satisfactory despite their increased effectiveness and efficiency. Part of the issue is that the GBs themselves do not maintain their own 'watching brief' or institutional memory on strategic and/or cross-cutting issues, including those that have proven to be difficult to address successfully, such as gender equality, priority setting and de-prioritization, and rely instead on agendas that follow the same pattern each biennium and documentation prepared by the Secretariat.

Recommendation 7: On tracking issues over time

The PC, FC, and CCLM should identify cross-cutting or strategic issues to track over time as part of their review of documentation provided for agenda items in its sessions. This work would be done on an informal basis either by Members who volunteer as individuals or as a group. When appropriate, a decision would be made on whether it would be useful to formalize the Committee's findings in a report with recommendations to Council on the matter.

ES25. While the IR Team found that the majority of Members at the PC, FC, and CCLM were well engaged in their respective Committee's work, the Survey indicated that Members had some ambivalence about whether PC members have the qualifications necessary for effective functioning. Although selection is a political decision for the country concerned, all three Committees should regularly search for the best qualified candidates, whether in Rome or in capitals.

Recommendation 8: On qualifications of candidates to Committees of the Council

Regional Groups should continuously engage in a search for potential candidates with the requisite expertise in Rome and in capitals; the information provided at the time of election should be as specific as possible with respect to candidates' previous education and/or experience in the areas of work of the relevant Governing Body.

ES26. Further, the practice of sending audit reports to the FC and evaluation reports to the PC can result in key areas falling between the cracks: the PC and FC chairs should jointly decide whether to refer specific items to the individual committees or to the Joint Meeting.

Recommendation 9: On the review of evaluation and audit reports

The Programme Committee and Finance Committee should each have the responsibility to review the evaluation and audit information relevant to the scope of work of each body. The PC and FC Chairs should jointly decide whether to refer items to the individual committees or to the Joint Meeting.

Technical Committees

ES27. The IPA changed the TCs' reporting lines to be, as in the case of the RCs, to Council on internal oversight and to Conference on international functions and increased the role of Chairs to facilitate greater input by the Members in the organization and content of the TC sessions. While the TCs make important technical contributions, size of the sessions and participants' diversity of

background and interests make it difficult for them to play an oversight role. Also, realistic budget information needs to be made available to the TC discussions on priorities so they can keep recommendations within the expected level of resources. Last, the scope of the TC Bureaux or Steering Committee beyond preparation for the next session needs to be clarified to be consistent with its parent bodies' responsibilities.

Recommendation 10: On the mandate of Technical Committees during the inter-sessional period

Based on the advice of the CCLM, and based upon the above-noted options, the Council and the Technical Committees should clarify the possible role and authority of the Bureaux and Steering Committees during the inter-sessional period.

ES28. Finally, the IR Team suggests that Members may wish to give consideration to a more comprehensive review of the work of the TCs to respond to points beyond the scope of this review.

Regional Conferences

ES29. The RCs have grown substantially in their governance responsibilities since being formally integrated into the governance stream in 2010. However, they are not yet fully playing the role of a governing body in either international and internal oversight functions, given the non-implementation of IPA action 2.1 as discussed above and because their discussion about priorities is still very general.

Recommendation 11: On priority-setting by the Regional Conferences

Priority setting at the regional level should focus on the Organizational Outcome level, in order to provide more specific guidance for the Organization's work in the coming biennium.

ES30. There is also room to improve the information that the RCs have for programme oversight. While the introduction of Regional Initiatives is a good step, more is needed, in particular results-based information on regional programmes so the RCs can assess past programme implementation and more specific financial information to be made available. These recommendations should be implemented by the 2016 round of RCs so that RCs are effectively integrated into the internal governance stream at that time.

Recommendation 12: On information available to the Regional Conferences

The Regional Conferences should have results-based information at their disposal to be able to assess past programme implementation and achievement. More detailed progress on regional activities implemented under the Regional Offices' responsibility, including on the Regional Initiatives, should also be available for the Regional Conference's review, and include financial information.

ES31. The IR Team also suggests that Members may wish to consider the need to further clarify RC chairs' responsibilities vis-à-vis the RC membership and the Secretariat; sessions that allow for greater exchange of views among delegates; and including the priorities identified by regional technical commissions on forests and fisheries as an integral part of RC reports to Council.

Multi-Year Programmes of Work

ES32. The Multi-Year Programmes of Work (MYPOWs) are intended to provide Members the opportunity to review the work of the GB in a structured manner, through a results focus, and to periodically review working methods and practices. MYPOWs for Council, PC and FC are fully operational and should continue to be prepared and monitored. They should maintain the Objectives, Methods of Work and Rolling Agenda items but either omitting the current Results section or substantially revising it to include more specific results. A section that tracks issues or concerns that GBs wish to record over time should be added.

Recommendation 13: On MYPOW format for Council and its Committees

For the Council and its Committees, the format of the MYPOW should be modified by deleting or revising the Results section, and inserting a section on ‘Outstanding and strategic issues to be tracked over time’.

ES33. In the case of the RCs and TCs, the size and formality of the meetings preclude a discussion of the GB performance and its presentation during the session is confusing. Two options emerged: i) discontinue the MYPOW of RCs and TCs altogether and use session reports as the reference for agreed actions, with a simple statement of Working Methods for approval by the GBs; or ii) continue the MYPOW but without reviewing it during the meeting, and with Chair who provides his/her own oral assessment of the performance of the GB according to the criteria set in the MYPOW and invite discussion.

Recommendation 14: On MYPOWs for Regional Conferences and Technical Committees

For Technical Committees and Regional Conferences, the MYPOW should be discontinued, unless the GB leadership and Secretariat themselves wish to continue to prepare and report on it to Council. If the MYPOW continues to be prepared, its formal presentation during the session should be replaced with an oral presentation by the Chair summarizing GB performance.

Ministerial Meetings

ES34. The RC ministerial segments have been important opportunities for FAO to obtain the views of its primary constituents on the work of the Organization in both policy and programme implementation. Besides those systematically held at RCs and in the South-west Pacific, the FAO ministerial meetings held since the IPA was approved have been convened under the authority of the Director-General and were mostly designed as information exchange rather than as decision-making fora. In planning future ministerial meetings, Members should take into account their likely impact compared with the time and cost for both Members and Secretariat.

Statutory Bodies

ES35. IPA Actions 2.68 and 2.69 were intended to provide the greater flexibility envisaged by the IEE for Article XIV bodies; however there has been insufficient progress in implementation. There has been little access by the Article XIV Bodies to the Governing Bodies and they still have limited autonomy of operation and decision-making on administrative and financial issues. In both cases, this may be due to insufficient communication between the Article XIV body Secretaries and the ADGs concerned. More progress on a number of issues would enable the Article XIV bodies to make a greater contribution to FAO’s Goals and Strategic Objectives, which would in turn enhance the results of the Organization’s work.

Evaluation

ES36. The Governing Bodies evince a high degree of satisfaction with the performance of the evaluation function. All IPA actions have been complied with, although there are still some areas where further strengthening and clarity are needed. For example, some tensions exist within the Secretariat with regard to the dual reporting line, the protected level of the OED budget at a time of severe cuts, and some difficulty in dealing with the volume of evaluation recommendations. The scope of thematic evaluations might also be an opportunity in this sense. The IR Team believes that there is no alternative to the dual reporting line and suggests that Members may wish to consider regular interaction between the Internal Evaluation Committee and the PC, as envisaged by the IPA. This could help strengthen the contribution of evaluations to both management and the GBs and reduce any tensions in the dual reporting line.

Recommendation 15: On the scope of thematic evaluations

The scope of thematic evaluations should focus on the Organizational Outcome level of the Reviewed SF, either through the compilation of meta-analysis, based on information from past evaluations carried out by OED, or through specific evaluations designed for this purpose.

ES37. Potentially significant changes are planned in the way OED goes about fulfilling its mandate and this makes the upcoming Independent Evaluation of the Evaluation Function in 2015-2016 very timely. PC Members may wish to consider including the following elements in the terms of reference of the upcoming Independent Evaluation: ways to enhance the effectiveness of the dual reporting line; the independence of OED to manage its budget once it has been approved and any effects this has on its ability to perform; the implications of OED-led and authored reports for the independence of evaluation findings; how useful and implementable OED recommendations to management have been; the effectiveness of the “evaluation/management response/follow-up report/validation” process in supporting GB guidance and oversight; the PC’s use of evaluation findings in its strategic guidance, priority setting and oversight of FAO.

Audit

ES38. The FC and other GBs greatly appreciate the Audit functions as these effectively contribute to the oversight role of the GBs. Some of the work of the Office of the Inspector General, such as the performance assessment of country offices, could be of potential interest to the PC. This includes, for example, assessment of compliance with the Country Programming Frameworks, gender audit and other programme-related criteria. Recommendation 9 addresses the need for more sharing and discussion of specific findings from Audit and Evaluation between the PC and FC and/or their JM.

Actions related to FAO Director-General

ES39. The IPA actions regarding enhancing the transparency of the process of selecting the Director General as well as enhanced communication between the Director-General and Members have been fulfilled. Members appreciate the opportunities to interact with the Director-General, though there is scope for more informal interaction between them by modifying the format of the informal meetings and of the JM.

ES40. The IPA Action regarding the qualifications of the Director-General remains outstanding. The IR Team has listened carefully to the arguments for and against, noting that the majority were not in favour of pursuing this action, notwithstanding the success of other Organizations in doing so. It further notes that under the current rules of nomination information about candidates is made available and that candidates must be presented to both Council and Conference before election. The IR Team concluded that this issue will not be resolved in the foreseeable future and makes Recommendation 16 to the effect that this outstanding action should be closed.

Recommendation 16: On the qualification of FAO Director-General

The outstanding IPA action regarding desirable qualifications for DG candidates should be closed.

‘Nuts and Bolts’: operational issues

ES41. The IR Team also identified a number of ‘Nuts and Bolts’ issues, or points for consideration by Members, that it believes will make a substantial difference in the workings of the Governing Bodies concerned. Suggestions to address these issues are listed below.

Suggestions for the Council

- To capture the richness of their discussions, Council may wish to include short summaries of the discussion in Council reports as part of the Chair’s summary or as relevant;

- In order to continue to be at the cutting edge of Governing Bodies' reform, Council may wish to draw on expertise on their processes from outside sources, if this is not available within the Secretariat;
- The ICC could convene the Informal Meetings of the Regional Groups Chairs to clarify emerging grey areas in discussion with Senior Management with respect to the relationship between the Regional Groups and the Regional Offices, as well as to exchange information among the Regional Groups on working methods and best practices to enhance their roles;
- The Committees of the Council and the Joint Meeting could consider 'tracking for efficiency' to identify areas of duplication and overlap in order to streamline workflow. Similarly, working methods and agendas should be tracked within the Finance Committee to identify areas for further efficiency.

Suggestions for the Evaluation function

- The Programme Committee and the Evaluation Committee (Internal) could consider regular interaction to strengthen the contribution of evaluations to both management and Governing Bodies and reduce any tension in the dual reporting line;
- The Programme Committee could consider including the following in the Terms of Reference for the Independent Evaluation of FAO's Evaluation Function: ways to enhance the effectiveness of the dual reporting line; the independence of FAO Office of Evaluation to manage its budget once it has been approved and any effects this has on its ability to perform; the implications of OED-led and authored reports for the independence of evaluation findings; how useful and implementable OED recommendations to management have been; the effectiveness of the "evaluation/management response/follow-up report/validation" process in supporting GB guidance and oversight; the Programme Committee's use of evaluation findings in its strategic guidance, priority setting and oversight of FAO.

Suggestions for the Regional Conferences

- As Chairs remain in place between sessions, more thought could be given to clarifying their responsibilities vis-à-vis the Regional Conference membership and the Secretariat;
- It would contribute to the Regional Conferences' value as fora for the exchange of information and experience if their sessions are organized in a way that allows for greater, informal exchange of views among delegates;
- The priorities identified by regional technical commissions on forests and fisheries could be included as an integral part of Regional Conferences' reports to Council with regard to priorities for the work of the Organization in the region.

Suggestions for the Technical Committees

- Members may wish to give consideration to a more comprehensive review of the work of the Technical Committees to respond to points beyond the scope of this review.

Suggestions regarding Ministerial Meetings

- When considering future Ministerial Meetings, Members may wish to take into account their likely impact compared with the time and cost for both Members and Secretariat. However, the Basic Texts should remain unchanged so that Conference and Council have the option in case of compelling need.

Suggestions on definition of Governing Bodies

- As presently worded, the definition of GBs contained in the Basic Texts is unclear as to whether it is referring to 'international functions' or internal oversight. Consideration should be given to clarifying that it covers both.

Suggestion on the timing of Council and Conference

- As the programme direction and substance of the MTP and PWB have already been reviewed and approved by capitals by the time of Council, Members could consider shortening the existing 60 day consultation period between Council and Conference to 45 or 30 days.

1 Introduction

1.1 Background

1. In 2008, the FAO Conference approved the Immediate Plan of Action for FAO Renewal (IPA),² which had been developed through intensive collaboration among FAO Members and Secretariat to integrate the recommendations formulated by the Independent External Evaluation (IEE) in mid-2007.³ From among a total of 274 IPA actions, 101 were included in the chapter on Governance, including Action 2.74, which foresaw that “*the Conference will 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.*”⁴

2. Action 2.74 was planned for implementation in 2014 so that the Independent Review could serve as an input to the 2015 Conference session. In December 2013, the FAO Council reviewed and endorsed the ‘Arrangements for an Independent Review of Governance Reforms’,⁵ which included the Terms of Reference (ToR) for the Independent Review.⁶ At the same time, the Council also endorsed the appointment of an independent team of two external consultants, who would be supported by the FAO Office of Evaluation (OED) in their work.⁷ This proposal requested: the Independent Chair of the Council (ICC) to play a proactive facilitation role for the entire review process and to hold open-ended Informal Meetings of the Regional Groups Chairs to guide the Independent Review process; and the Joint Meeting of the Programme and Finance Committees (JM) to ensure oversight of the Independent Review exercise.

3. This is the final report of the Independent Review Team (IR Team). The draft report was submitted to the Members of FAO, and FAO Senior Management, for their comments and suggestions. The Joint Meeting of the 116th Session of the Programme Committee and 155th Session of the Finance Committee on 5 November 2014 and the 150th session of Council in December 2014 discussed the draft and provided their inputs to the IR Team, who took them into account as appropriate. The report, which will be issued as a document for the 39th session of the FAO Conference in June 2015, is to be reviewed by the Joint Meeting of the 117th Session of the Programme Committee and 156th Session of the Finance Committee and at the 151th session of Council in March 2015.

1.2 Scope and methodology

4. The ToR for the Independent Review tasked the IR Team with reviewing the work undertaken by FAO, the Governing Bodies (GBs)⁸ and Membership as well as the Secretariat to implement the entire set of IPA actions, numbered 2.1 to 2.101, dealing with corporate governance reform mechanisms.⁹ The ToR also requested that intensive consultation with FAO Members be a key feature of the Independent Review.¹⁰

5. It is important to highlight that the Independent Review is a review of governance reforms and not of FAO’s programmatic and administrative work. Furthermore the Committee on World Food Security (CFS), which was an FAO Governing Body at the time of the IEE and IPA formulation, had

² C 2008/4, Report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO Immediate Plan of Action.

³ The IEE report was discussed by FAO Conference in November 2007, C 2007/7A.1.

⁴ C 2008/REP, E16.

⁵ CL 148/10; CL 148/REP, paras 21-24.

⁶ CL 148/10, Annex 1, Terms of Reference.

⁷ CL 148/10 Add.1, Annex 2, Profile of the Independent Review Team.

⁸ These are: Conference, Council, Programme Committee, Finance Committee, Committee on Constitutional and Legal Matters; Technical Committees, Regional Conferences, and Statutory Bodies.

⁹ One major action on governance, namely Action 4.4 on the change of the size of the Council, was part of Chapter 4 of IPA. The IR analyzed it as fully relevant to the governance reforms.

¹⁰ See Annex 3 for the list of interviewees.

changed status as a result of a separate reform process and has not been an FAO Governing Body since 2009.¹¹ Therefore, it was not part of the scope of this Independent Review.

6. The implementation of the governance reforms was assessed against the following criteria:
 - i. Coverage: extent to which all envisaged actions and sub-actions have been implemented, and reasons for not doing so, if any;
 - ii. Efficiency: overall efficiency gains through improved timeliness of action, rationalization of the governance mechanisms, clarity and simplification of communication flow, etc.; attention was also be given to the analysis of actual and transaction costs linked to the governance reform process and to its new set-up;
 - iii. Effectiveness: overall results of the IPA actions on the substantive governance of FAO, in terms of improved guidance by the GBs to the Secretariat and the feed-back flow from the Secretariat to the GBs;
 - iv. Impact, insofar as was possible, on the actual and potential lasting changes on FAO's performance stemming from the implementation of the IPA-related governance reforms.

7. The IR team used the following main tools:¹²

- A map of all relevant IPA actions and sub-actions related to governance reform and tracking their implementation;¹³
- An analysis of changes in the governance set-up, including timing, sequence and number of sessions, contents of agendas, quality of reports, costs; the biennia 2006/2007 and 2012/2013 were used as key points in time for all analysis, although in some cases other biennia were also included;
- A review of other four UN entities, namely UNDP, UNESCO, WHO and WFP which had also been used by the IEE as comparators, in terms of the size and composition of Council, Council's recommendation of budget level to Conference and qualifications of the Director-General;
- Perceptions of key stakeholders through in-depth interviews: semi-structured interviews were carried out with 218 stakeholders, the majority of them Members; FAO Senior Managers and Secretaries of GBs; and FAO staff;
- Key stakeholders perceptions through a questionnaire (hereinafter called the Survey) of Permanent Representatives and Members participating in all GBs since 2012;
- Perceptions of Secretaries of Article XIV Bodies on the relationship with FAO on administrative and management aspects through questionnaires;
- Direct observation of the following sessions of Governing Bodies:
 - 2014 Regional Conferences;
 - 98th session of the CCLM, March 2014
 - 2014 COFI, selected sessions;
 - 2014 COFO, all sessions;
 - 115th session of the Programme Committee, May 2014;
 - 154th session of the Finance Committee, May 2014;
 - Joint Meeting of the 115th session of the Programme Committee and 154th session of the Finance Committee; and
 - 149th session of the Council, June 2014.

8. In addition, the IR Team interacted with the Members in three open-ended Informal Meetings of the Regional Groups Chairs, held on 7 February, 15 May and 9 September 2014 respectively; at the Joint Meeting of the 115th session of the Programme Committee and 154th session of the Finance Committee, on 28 May; and at the 149th session of the Council, on 16 June.

¹¹ CFS:2009/2 Rev.2.

¹² The detailed methodology of the Independent Review is described in Annex 4 of this report.

¹³ See Annex 5, Status of progress of IPA governance related actions.

9. The IR Team notes that the term ‘Independent Review’ has been used for its work rather than ‘evaluation’. This raised the question as to whether to make ‘recommendations’ or simply to propose matters for Members’ consideration. The Team decided to make recommendations dealing with the major issues for further reform, for the consideration of the Governing Bodies, and is also making some proposals on ‘nuts and bolts’ issues that will enhance the efficiency and effectiveness of governance, prefacing these with the language: Members may wish to consider.

10. The IR Team was supported throughout by OED, which contributed to the development of the methodology and related tools, data gathering and analysis, management and logistics, as well as the standard quality assurance process on the draft report. However, the findings and conclusions in the review are the IR Team’s own. In particular, to avoid any conflict of interest, OED recused itself from the discussion of the implementation of IPA Actions 2.77 to 2.90, related to the evaluation function in the Organization.

11. The main limitation in the work of the IR team has been the low rate of response to the survey questionnaire to FAO Members: despite enormous efforts to reach out to all participants in all GBs since 2012, including those based in capitals, the results have been very low and have been used with extreme caution to avoid drawing incorrect conclusions.

12. Finally the Team would like to note that FAO Members have asked it to be ambitious in its work in order to provide a substantial basis for their own further deliberation on governance reform. The Team has taken this advice to heart and has consequently probed each of the IPA actions to see what more might be done, if the GBs so choose. The conditions that stimulated FAO’s establishment in the 1940s are still valid today, and an effective governance system is all the more needed to guide and support FAOs contribution to attaining a world without hunger where the earth sustains life for all of its inhabitants

1.3 Structure of the report and use of terms

13. This report is structured in 21 Sections. To facilitate reading, both recommendations and proposals for consideration are listed at the end of each Section. Contents are as follows:

- The Executive Summary, which provides an overview of the whole Review, its conclusions, recommendations and suggestions;
- Section 1 informs about the background to the Independent Review and its purpose and methodology of the Evaluation, including constraints and limitations;
- Section 2 outlines the five key messages emerging from the IR;
- Section 3 describes the FAO Governance System;
- Sections 4 to 12 analyse the IPA actions concerning each Governing Body, their implementation and results;
- Sections 13 to 18 analyse the gist and implementation of IPA actions aimed at other aspects of governance, including the Multi-Year Programmes of Work (MYPOWs), ministerial meetings, statutory bodies, evaluation and audit, as well as actions related to the appointment of FAO Director-General;
- Section 19 analyses the cost of FAO governance system;
- Section 20 lists a number of ‘Nuts and Bolts’ actions; and
- Section 21 contains concluding remarks.

14. The information in the report is supported and complemented by a number of Annexes:

- Annex 1, Arrangements for an Independent Review of Governance Reforms, CL 148/10; this is the document approved by Council at its 148th session, defining the scope, arrangements and Terms of Reference for the Independent Review;
- Annex 2, Profile of team members;
- Annex 3, List of interviewees;
- Annex 4, Methodology of the Independent Review of Governance Reforms: this annex describes in more detail, the methodology and tools used by the IR team;

- Annex 5, Status of progress of IPA governance related actions: this annex shows in a matrix format, the progress made in the implementation of the IPA governance action, including cross-references to the various sections, conclusions and recommendations in the report;
- Annex 6, Quantitative information on FAO Governance System: this annex contains the main quantitative data about FAO Governance System, namely size of membership and participation in GBs, number of GB sessions, classification of GB agenda items, list of side events and approximate cost.

15. Last, this report extensively discusses the functions of FAO's governance. In the IPA, these were described as follows:

Box 1. IPA Governance Priorities¹⁴

There are two major and distinct functions of the FAO Governing Bodies:

- a) the review of the world food and agriculture situation and the pursuit of global and regional policy coherence between governments on major international issues for food and agriculture, including their national implications, and the design or adjustment of international instruments, including treaties, conventions and regulations; and
- b) the executive policy decision making and oversight for FAO as an Organization, including its programme and budget.

16. To facilitate reading, this report refers to these functions with the terms 'international functions' and 'internal oversight' respectively.

2 Key messages to promote further progress in FAO's Governance

First message: Progress has been considerable

17. The majority of the 102 IPA actions about governance have been implemented. As a result there are clearer definitions of the responsibilities of each GB and the workflow among them. Meetings are well-structured and business like, and the sense of accountability of the Secretariat to Members has increased. Members find that documentation from the Secretariat has improved in many cases, although they note that timeliness in making documents available is still an issue. Perhaps most importantly, trust has largely been re-established between Members and the Secretariat and among Members themselves. The separate and distinct roles and responsibilities of the Secretariat and Members must be understood and respected for trust to be strong enough to withstand the inevitable differences in point of view that will arise.

Second message: a more focused approach to the Governing Bodies' 'international functions' is needed

18. The IPA had adopted all of the IEE's recommendations regarding the strengthening of 'international functions' of the Governing Bodies. Yet, a critical part has not been implemented, namely IPA Action 2.1: "*Global policy coherence and regulatory frameworks: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora*".¹⁵

19. Responsibility for the 'international functions' lies primarily with the Regional Conferences (RCs), Technical Committees (TCs) and Conference. Currently, each RC and TC develops their own

¹⁴ C 2008/4, Report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO Immediate Plan of Action.

¹⁵ Ibid.

priorities independently. While it is important that they identify these regional and technical priorities from their own experience, the present process is so diffuse that it has not allowed the Organization to bring the richness of its regional and technical perspectives to bear on issues of global importance. This has also weakened its ability to fulfil IPA Action 2.2, regarding its co-operation and collaboration with other international fora.

20. In Section 4, the IR Team recommends a process to strengthen the work of the Governing Bodies regarding their 'international functions' by identifying an area for GB-wide consideration each biennium. The process would involve Members in each RC, TC and the Conference itself, supported by expertise from the Secretariat, and originated in the RCs and TCs, through the Programme Committee (PC) and Council, to Conference. It would result in a regionally-sensitive, technically-sound corporate position on selected thematic area that the Organization could take to fora outside FAO such as a global conference; the humanitarian summit planned for 2016 would be one such example. Alternatively Conference could decide that the selected thematic area is one upon which FAO itself should conduct further work. This is the thrust of Recommendation 1. If Members adopt this Recommendation, the IR Team further suggests that this area become the selected theme for Conference foreseen by IPA Action 2.5. Consideration might also be given as to whether the topic of the State of Food and Agriculture publication could also be coordinated with the selected thematic area, and how this might be coordinated with themes selected for International Years. These measures would reduce present duplication and related costs.

Third message: information for oversight must be results-based

21. The third key message relates to the GBs' role in internal governance of FAO itself, which the IR Team recommends should be based on results information. This was foreseen in the IPA, but it has not yet been fully implemented in part because of the change in the Strategic Framework (SF). The Secretariat is now well-advanced in putting a new results system in place; however, the GBs need to play a very active role in ensuring that the results-based information collected truly reflects their needs as GBs. The perspectives of Management and of Governing Bodies are complementary but they are not identical. Management is primarily concerned with achieving specific programme outputs, but GBs will also want to review whether these outputs are, from their perspective, making a reasonable contribution to the larger outcomes. The IR Team also recommends that more information be available to the GBs, including the RCs and TCs, on resource allocation and expenditure in specific areas so that Members have more information on the scope and the potential impact of the programmes under consideration.

Fourth message: GBs need to be proactive to strengthen their impact

22. Although it is not realistic to expect the GBs maintain the level of engagement that existed at the time of the IPA, the IR Team noted that there is substantial dependence by the GBs on the Secretariat for information and the organization and conduct of the GB sessions. This is normal within UN governance processes. However, just as FAO's GBs were the first to undertake a comprehensive Member-driven reform through their IPA, they may wish to consider putting in place some measures to expand the perspectives and information available to them and ensure that their own analysis is tracked and recorded. The IR Team suggests some actions to strengthen capacity for oversight and Secretariat accountability.

23. The IR Team underscores that these measures are not proposed to jeopardize the trust that has been established between the Secretariat and the GBs. Trust is vital on both sides and its strength is best measured when both GBs and the Secretariat are actively playing their respective roles, in oversight and in implementation. This requires the type of information now provided to the GBs by the evaluation and audit functions. It also requires GBs to track and record their own viewpoints as they evolve. There is also the possibility that the GBs would benefit from external advice to obtain perspectives not available in the Secretariat. Such actions are a reflection of the fact that although the Members and the Secretariat work closely, they are not the same. In this regard, the IR Team proposes that:

- Members establish a practice of tracking cross-cutting issues during the sessions of the Programme Committee and Finance Committee to expand the perspectives available on the progress of the Organization in the implementation of agreed measures over a period of time. Examples of subjects that have emerged in the Team's review that could be tracked are the need for results-based management of the kind needed by the GBs; gender balance in the staffing of the Organization as well as gender mainstreaming in FAO programmes; and prioritization and de-prioritization of specific issues in the work of the Organization in order to sharpen the programme focus and impact.
- Members should slightly expand the information available in GB reports to include one or maximum two paragraphs on discussion of critical on-going matters in order to be able to identify evolving issues that may require continuing attention. This was the practice in the three year after the IPA and worked well.
- With respect to issues of process in their work as GBs, Members might consider bringing in expertise on a case-by-case basis. Results-based reporting for use as a governance tool is one such area.

24. The first and second above-noted measures have no cost implications. The IR Team makes specific suggestion in the sections concerned regarding outside expertise in process issues. The proposals in this section are the substance of Recommendation 2, as suggestions within the text and in the Nuts and Bolts section.

Fifth message, clarifying the role of the Regional Conferences and Technical Committees

25. The IEE recommended that the RCs be integrated into the Governance process and that this step be reviewed in six years' time. The role of the RCs was given considerable importance in the IPA, and this is why the IR Team devoted significant time to assessing their progress in carrying out both their internal oversight and 'international functions'. And, indeed, there has been very good progress. Attendance is significantly increased at a high level, the agendas and documentation make a very clear distinction between the 'international functions' and the oversight functions, and the RCs do reflect the interests of the Members.

26. There is still a lack of clarity around the scope of the RCs functions, both in terms of priority setting and oversight of FAO's work in the Region. This is partly due to the absence of results-based information. The regional initiatives proposed in the 2014 round may be useful if they provide a concrete focus for the RCs' consideration. However, there was little information provided about the intended resource frame, which made it difficult for Members to be clear as to what those initiatives could be expected to deliver.

27. In the interests of the greater effectiveness of the RCs in the Governance stream, the IR Team recommends that their formal oversight function be clarified as being for regional programmes only, and that their priority setting in the context of the Programme of Work and Budget define results at the Organizational Outcome level to provide more specific guidance for the work of the Organization. It also proposes that they should have results-based information and that more detail on substance and availability of resources for regional programmes be provided. These proposals are captured in Recommendations 11 and 12. These are straight-forward changes to implement, and provide the basis for the RCs to play their oversight role. The IR Team urges that the next round of RCs in 2016 should reflect these changes.

28. The TCs have been GBs for much longer than the RCs and were not a specific focus of the IPA. Thus, the IR Team has concentrated on the specific IPA actions concerning the Technical Committees and their dual responsibilities in terms of 'international functions' to Conference and to Council on oversight. In this respect, the IR Team found that the TC sessions are not clearly structured around their international and oversight functions. It also found that the participants themselves are often not in a position to carry out the oversight functions, in particular because the meetings are very large and bring together a very diverse set of participants with different interests. The IR Team also found some grey areas emerging in terms of the responsibilities of TC Bureaux and Steering Committees in inter-sessional meetings, which it addressed in Recommendation 10.

3 Overview of the FAO Governance System

3.1 *The Enabling Environment for Governance*

29. The IEE found that FAO had “*a serious governance problem,*”¹⁶ due to lack of clarity of the roles and responsibilities of the various GBs and their modes of operation, but also because of deficiencies in the enabling environment in which governance functioned. The IEE noted that this environment was characterized by distrust; poor communication; inadequate transparency; divisiveness among the Members and between the GBs as a whole and the Secretariat, a low sense of accountability by the Secretariat to the GBs; and a resistance by the GBs themselves to delegate responsibilities among themselves or to exercise initiative as Members of GBs. The IEE also drew attention to an increasingly inward-looking focus by the GBs on the Secretariat rather than the necessary attention to their contribution to policy coherence and regulatory frameworks.

30. The Members’ response to the IEE was remarkable. They organized themselves as a Committee of the Conference (CoC-IEE), formed working groups to study the IEE and, on that basis, developed the IPA, which was approved by Conference in its 35th (Special) session in 2008. Indeed, the IPA has been described as a “member-driven reform”.

31. Six years later, the IR Team found great improvement in many of the ways in which governance functions and in the enabling environment for governance. Perhaps most significantly, the IR Team found that trust had been for the large part re-established between Members and between Members and Management, which it considered to be one of the most important achievements of the IPA.

32. Among the factors leading to the re-emergence of trust are: the sense by Members that the Secretariat is now more transparent as regards information-sharing and documentation; the Secretariat’s extensive availability to and engagement with Members both in formal and informal meetings; and the frequent meetings of the Director-General with Members as groups and individuals. Teamwork during the IPA formulation itself, including shaping the original 2010-2019 Strategic Framework also contributed to building of trust among Members themselves.

33. Examples of the increased trust include the fairly business-like and focused meetings that the IR Team observed. In this respect, the majority of the Survey’s respondents considered that the current governance mechanisms allow streamlined and timely governance of the Organization. In addition, Council and its supporting committees have since the IPA produced reports in which the view of the whole is expressed rather than that of “some” or “many” Members. The divide between the OECD and the G77, although still there, is far less contentious than before the IPA. The factors contributing to these changes include: the improved functioning of the Regional Groups, most though not all of which are able to communicate a unified perspective within the GBs; the now almost monthly opportunities for Regional Groups to interact through the Informal Meetings of the Regional Groups Chairs convened by the Independent Chair of the Council (ICC); and the facilitation role of the ICC.

34. The IR Team also found that expectations of the roles between the GBs and the Secretariat have been better defined and that the sense of accountability has increased. Within this improved environment, Members have been able to implement almost all of the governance-related actions contained in the IPA.

35. However, the IR Team found that in some cases, even though the specific Actions have been implemented, the result has not always been consistent with the expectation and that more needs to be done. This is the case in both of the areas related to governance within FAO, international and internal.

¹⁶ C 2007/7A.1, paragraph 668.

3.2 *The international and internal functions of Governance*

36. The FAO Constitution sets out three broad functions for the Organization:

- i. collect, analyse, interpret and disseminate information relating to nutrition, food and agriculture;
- ii. promote and recommend international and national action with respect to nutrition, food and agriculture; and
- iii. furnish technical assistance as governments may request to fulfil their obligations with respect their acceptance of the recommendations of the FAO.

37. The Constitution also provides a definition of the roles of the Governing Bodies:¹⁷

- a. *the definition of the overall policies and regulatory frameworks of the Organization;*
- b. *the establishment of the Strategic Framework, the Medium-Term Plan and the Programme of Work and Budget; and*
- c. *exercise or contribute to the oversight of the administration of the Organization.*

38. Conference has the authority to decide on matters of global policy and to approve matters of oversight based on the recommendations of the Council. All other FAO GBs “*review and recommend*” to Conference, in the case of global policy and law, and to the Council in the case of oversight and direction for the programmes. As mentioned above, the IR Team refers to these two sets of functions as ‘international functions’ and ‘internal oversight’.

39. The IEE closely examined both functions. It acknowledged that, while FAO had a prime position in the ‘international functions’ at the time it was established, this had been largely superseded by other international mechanisms in the previous 20 years, and that FAO had become increasingly inward-looking, focusing on its own work rather than the contribution that it could make, in concert with others, to broader dialogue and decision-making. Nevertheless, the IEE believed that FAO’s international role continued to be critical given its comparative advantages as a UN agency with convening power, its neutrality and its technical knowledge and that it should expand its outreach to other organizations and established fora, in order to effectively represent the interests and perspectives of its Members.

40. The IPA took up the IEE recommendations by adopting a number of actions to strengthen the work of the GBs in ‘international functions’. The very first governance-related action, Action 2.1, called on Conference, Technical Committees, Regional Conferences and Management to “*Global policy coherence and regulatory frameworks: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora*”.¹⁸ Other IPA Actions identified the RCs and the TCs as **the** primary discussion fora for the consideration of matters of global policy and regulation, and specified that they should report directly to Conference on these matters. The IPA also noted that the Programme Committee, and the Council subsequently, should play a role in the selection “*priorities for the Organization to address in developing global policy coherence and regulation*”.¹⁹

41. The major issue the IR Team has identified as regards ‘international functions’ is this: although this is provide in Action 2.1, the GBs do not systematically review the global situation to identify critical, cross-cutting areas needing greater policy coherence or regulation in order to establish FAO positions on them, either for action by the GBs themselves, or to bring to other international fora.

¹⁷ Basic Texts of the Food and Agriculture Organization of the United Nations, 2013 edition, Volume II, Definition of Governing Bodies.

¹⁸ C 2008/REP.

¹⁹ Ibid.

42. There is a need for more effective GB leadership – to identify and guide organization-wide work on cross-cutting, world-wide issues in order to bring together regional and technical perspectives. At present, regional and technical GBs each independently select their own issues for consideration and, in the case of TCs, once Conference endorses the proposal, they develop specific regulatory frameworks. This is important work and should of course continue, but beyond the areas that the RCs and TCs consider important in their respective spheres, there is a need for an organization-wide FAO contribution to broader, cross-cutting issues in the spheres of global policy coherence and regulatory frameworks, as envisaged in Action 2.1 This is discussed further in Section 4 on Conference, where the IR Team proposes a way in which Action 2.1 can be implemented through the identification of a biennial theme for GB consideration.

43. With regard to internal oversight, the IEE identified a number of areas for improvement to clarify the roles of the various GBs, reduce overlap, and streamline processes. The IPA, in turn, translated most of the IEE recommendations into Actions, which effectively lay out a stream among the GBs that guide the programming process from priority setting and planning to oversight of implementation. One of the IPA’s main actions was to formally bring the RCs into the internal oversight stream including both programme implementation and priority setting for the future work of the Organization.

44. In internal oversight, the major issue identified by the IR Team was that the information made available to the GBs for their work lacks details on results and resources and is therefore not an effective basis for governance purposes. In addition, the size and diversity of participants in the RCs and TCs means that their expectations are in some cases more focused on the substantive themes of the meetings than those pertaining to their roles for guidance and oversight of Secretariat’s work. The IR Team believes that without requisite results-based monitoring tools the GBs will not be able to fully play their oversight functions. This will be discussed in more detail in the sections on Council and its Committees as well as on the RCs and TCs.

45. Last, the IR Team notes that point a) in the definition of the Basic Texts of Governing Bodies is open to misunderstanding as some may understand “overall policies” as meaning FAO’s internal policies, e.g. policies on about the Secretariat’s human resources and programmes rather than the Organization’s contribution to the larger global dialogue. It encourages Members and the Secretariat to consider a slight change in the definition of Governing Bodies in the Basic Texts so that this is fully consistent with the Constitution regarding ‘international functions’.

4 Conference

4.1 Background

46. The IEE characterized the FAO Conference as being typical of many other multilateral governing bodies, in that it was “*large and cumbersome with many activities which are largely formal and ceremonial*”.²⁰ In recognition of Conference as the Organization’s highest political body, the IEE recommended maintaining its central role, and proposed changes to reinforce the substantive content of Conference sessions and capitalize on its potential as a global forum for engagement in ‘international functions’.

47. The IPA Actions (2.5 – 2.11) concerning Conference were designed to enhance its position as the apex GB for the international matters, calling for greater attention to these issues, drawing on the recommendations of the TCs and RCs, identifying a specific theme of “vital interest” to members for discussion during the plenary sessions and increasing the number of side events as opportunities for informal dialogue among Members. This was in addition to its role as the final authority for the work of the Organization, including the approval of the Programme of Work and Budget (PWB). There were also adjustments to Conference processes, including shifting the time of its sessions to

²⁰ IEE report, paragraph 698.

June in the second year of the biennium; and focusing its reports on conclusions and recommendations, while providing for a verbatim record.

4.2 Main Findings

48. All IPA actions concerning Conference procedures have been carried out. Conference reports focus on conclusions and recommendations, which are usefully supplemented by the verbatim record. The timing of the Conference was moved to June starting in 2011. This has worked to good effect by providing the time necessary to incorporate the decisions of the Conference into the PWB so that arrangements are in place by the time the new biennium begins. It does, however, mean that the Secretariat has to prepare the PWB almost a year before it is due to be implemented; this because the Council at its Spring session, i.e. 60 days before Conference, must review in their final versions, the PWB every two years, and the Medium Term Plan (MTP) every four years.

49. There is a general sense that shortening the MTP/PWB discussion and approval process is not feasible. However, the IR Team observed that it could in fact be possible to move the date of the Council to just one month before Conference. Capitals will have already reviewed and approved the MTP/PWB in Council, so that the only outstanding item is the decision on the level of the budget. As this is a political and financial decision, the IR Team would encourage the Members to consider whether 30 days is sufficient.

50. Regarding the substance of the work of Conference, Council has recommended themes for Conference sessions since 2009, which are introduced in plenary immediately after the presentation of the trend analysis contained in the agenda item State of Food and Agriculture. Over time more and more plenary speakers have referred to the theme in their statements, even though these statements still focus more generally on the state of agriculture in their countries as well as FAO's role therein.²¹ The number of side events at Conference has increased from four in 2007 to 18 in 2013, with one of the side events directly focused on the theme of the Conference, providing this opportunity to discuss the topic in greater depth. A large majority of Survey respondents indicated that the side events provided a good opportunity for more informal dialogue on substantive issues.

51. However, the IR Team noted that the more ambitious IPA Actions concerning an enhanced role of Conference with respect to policy coherence and regulatory frameworks have not occurred as envisaged. The reports of the regional and technical GBs are presented to Commission I by their Chairs but the impact of these presentations is modest. Each report is considered separately, without reference to each other. Together, the reports contain over 40 separate policy issues each biennium. The sheer diversity of topics makes it impossible to conduct a coherent dialogue at Conference that could be greater than the sum of the individual reports and add additional value at the global level, to the regionally and technically specific work of the GBs. The verbatim record with regard to the RC report presentations indicates that discussion during the session was very general, and the Conference Report "endorses" the RC reports, with no note of the substance within. Discussion of TC reports tends to be more substantive, but the Commission for the most part confirms what is presented to it without substantive valued-added.

52. Without the thematic identification exercise envisaged in Action 2.1, the Organization has been unable to achieve maximum impact from its work on 'international functions'. Each RC and TC undertakes its own priority setting process which results in an extremely broad set of topics to which Conference is unable to add value because of their disparity. If, however, Action 2.1 were implemented as envisaged, the Organization would be well placed to develop an FAO-wide, multi-disciplinary, regionally-informed policy and regulatory contribution to global dialogue. The fact that Action 2.1 has not been implemented also places the Organization at a disadvantage with respect to

²¹ Examples of past themes are: "Improving Preparedness for and Effective Response to Food and Agricultural Threats in Emergencies", (2009), "The Vital Role of Women in Agriculture and Rural Development" (2011), and "Food Systems for Better Nutrition" (2013).

being able to fulfil IPA Action 2.2, regarding its role to provide recommendations to other fora also engaged in policy issues and instruments relating to food and agriculture.²²

53. It should be noted that in 2008, at the same time that the IPA was being formulated but separately from that process, the FAO Evaluation Service carried out an independent evaluation of international instruments.²³ This evaluation identified, among other issues, the need for a systematic review of the global situation as a means of prioritizing FAO's own work, which was agreed in the Management Response.²⁴ Subsequently, Management decided not to undertake this systematic review, partly due to lack of both financial and staff resources.²⁵

54. The IR Team recognizes that there is a great deal of important policy and regulatory work underway within the Organization. The above-noted evaluation identified over 50 binding and 15 non-binding international instruments in 2009, and there are more by now. The Team is also aware of a number of FAO partnerships with other international organizations that make valuable contributions in line with its 'international functions', including with UNEP and UNDP in UN-REDD, with the G20 regarding AMIS, and with the UN community in the definition of the post-2015 agenda. What the IPA specified, however, was that the Governing Bodies should have a more proactive role in deciding on priorities for greater policy coherence as well as areas for regulatory action, in order to focus and maximize FAO's role, and its contribution to other fora. From this perspective, the IPA actions have not had the desired effect.

4.3 Conclusions and Recommendations

55. The operational changes in the Conference have, on the whole, had positive effects that are widely appreciated by FAO Membership, although Members may wish to reconsider the IPA provision for a 60-day gap between Council and Conference and reduce it to 30 or 45 days.

56. The IPA actions have, however, not been successful in strengthening the role of the Conference as the apex body for FAO's 'international functions'. The steps taken thus far to realign the work of the RCs, TCs and Conference to create a cohesive, functional 'international functions stream', that could define, debate and approve a policy or regulatory framework across these bodies have been inadequate.

57. The IR Team recommends an approach to reinforce the FAO GBs capacity to further contribute to "*global policy coherence and regulatory frameworks*", beginning with a systemic review on a biennial basis, as called for in Action 2.1.

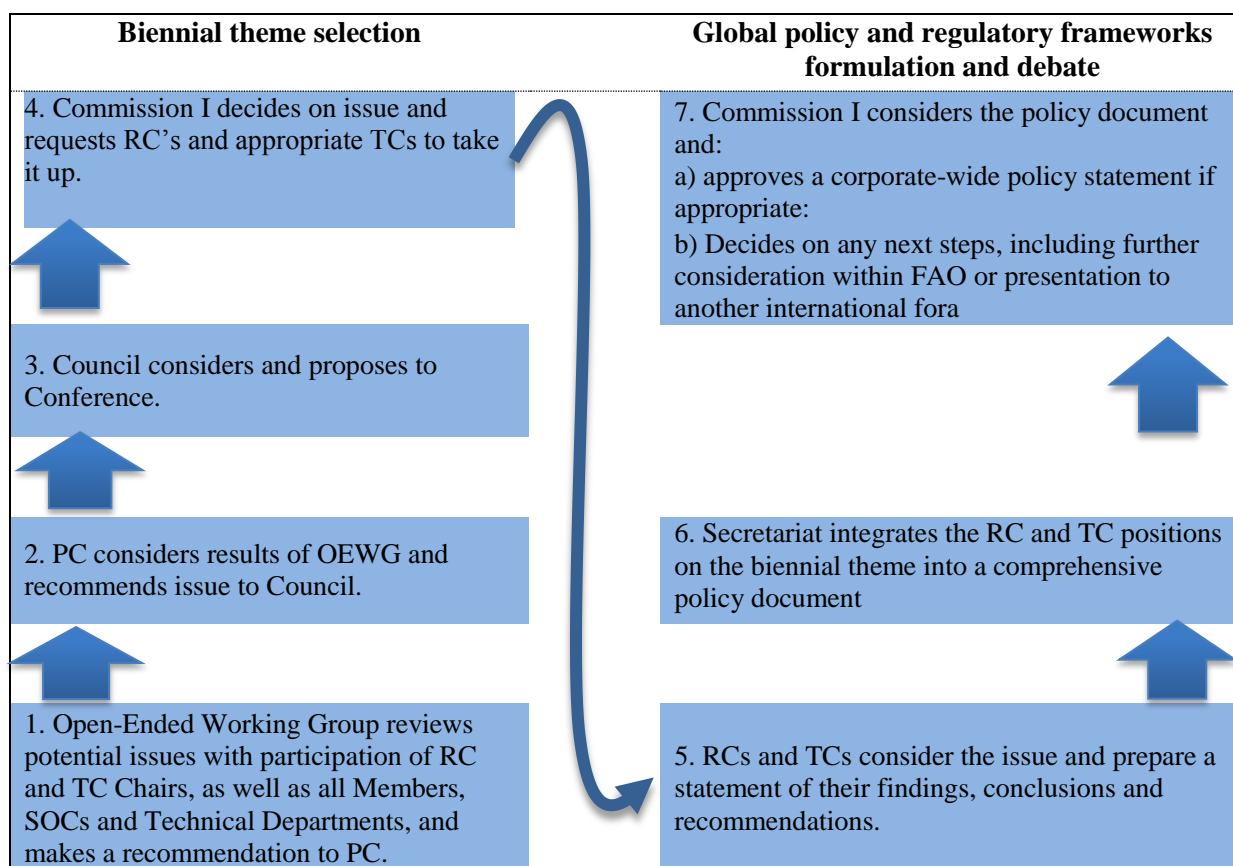
²² IPA Action 2.2: "As appropriate, take into consideration policy issues and instruments relating to food and agriculture being developed in other fora than FAO and provide recommendations to those fora."

²³ Independent Evaluation of FAO Corporate Strategic Objective B-1: "International instruments concerning food, agriculture, fisheries and forestry, and the production, safe use and fair exchange of agricultural, fishery and forestry goods", January 2009

²⁴ PC 101/5 a Sup., May 2009.

²⁵ The review was carried out belatedly, through the Strategic Thinking Process in 2012 that led to the Reviewed Strategic Framework.

Box 2. The Flow of the “Global policy coherence and regulatory frameworks” stream, Biennial Cycle (24 months)



58. Box 2 outlines a process whereby the biennial theme for consideration by all GBs concerned with international functions would be identified and pursued. The first stage of identification of the biennial theme would be carried out by the Chairs or other representatives of the RCs and TCs, with the participation of Members, together with the Strategic Objective Teams and Technical Departments. This discussion might take place as an Open-Ended Working Group (OEWG) session, based on a scan of upcoming global conferences and other high level convocations, and identify topics within FAO’s Strategic Objectives. The OEWG would identify one or two themes for organization-wide attention. The proposal of the OEWG would be submitted for consideration to the PC and Council, which would then make its recommendation on the selected theme for the coming biennium to Commission I of Conference. If agreed, Commission I would direct the RCs and TCs to consider the theme during their next session. Their findings and recommendations would then be integrated with the assistance of the Secretariat into a Conference document, which would be considered by Commission I at its next session. As part of its deliberations, the Commission would decide on next steps, which might be transmittal of the policy document to an external, international forum for dialogue, such as an international conference, in keeping with IPA Action 2.2. Alternatively, the Commission might decide that the work necessary to pursue its recommendations should be done within FAO itself. During the same session, a new biennial theme would be agreed upon as outlined above, and the cycle would be repeated.

59. To avoid duplication, and to streamline the number of global themes considered by the GBs, the theme selected through the process above would become the ‘theme for Conference plenary debate’ as provided in IPA Action 2.5. Consideration might also be given as to whether the topic of the SOFA publication could also be co-ordinated. To the extent possible, FAO might also work for co-ordination with themes selected for international years. Concern was raised at the Joint Meeting and at Council that the two-year process suggested by the IR Team would be too long and drawn to sustain interest and engagement. However, as noted above, the biennial theme defined by this process

should optimally be tied to a major global event, such as a global conference. As global conferences are decided several years in advance, the two -year time cycle for FAOs governing bodies' discussion of the theme would be consistent with the planning process for such an event and would provide an important goal that would sustain interest.

60. The transformational change process within the Secretariat has strengthened capacity to support the GBs in their policy and regulatory functions with regard to the broad, multi-disciplinary issues in the global discourse today. The reviewed SF, which is valid until 2019, provides the broad frame for the work of the Organization, within which the process outlined above would identify specific, biennial priorities for the attention of the GBs.

61. Action 2.1 implies a more proactive role for the GBs in agenda setting for substantive dialogue on 'international functions' than has previously been the case in the Organization. The process outlined above increases GBs' responsibility for the selected themes, and provides greater opportunity for dialogue during analysis and negotiation phases within the GBs themselves, with the Secretariat in the role of technical support to the GBs. This shift would both increase GB influence on work within the Organization itself, as well as the Organization's collective influence in global dialogue.

62. The steps outlined above do not pose additional costs to the Organization, as they focus existing discussions in RCs, TCs and Conference. The proposal does call for closer collaboration between the Secretariat and Members which may affect the individual work-load of some staff members. Duplication can be eliminated by aligning present Conference themes and FAO publications with the theme chosen by the GBs.

63. Recommendation 1 is formulated as follows:

Recommendation 1: On the review of critical issues in global policy coherence and regulatory frameworks

In order to strengthen its contribution to global policy coherence and regulatory frameworks, Governing Bodies should conduct a critical review of the global issues and identify a biennial theme for consideration and decision by its RCs, TCs and Conference. This theme should be consistent with the scope of the approved Reviewed Strategic Framework and within the priorities identified by the RCs and TCs for work within the PWB.

5 Council

5.1 Background

64. One of the IEE's main findings is of particular relevance to the functions of the Council: "*FAO's overall governance by the member countries is failing the Organization. It has not ensured an adequate corporate strategy with realistic priorities, has not assured that means are aligned with ends and has not been measuring the Secretariat's performance against agreed goals.*"²⁶ Under the IPA, Council was assigned the major decision-making role for internal oversight, i.e. guidance to and oversight of the work of the FAO Secretariat, subject to final approval by Conference. To minimize duplication and overlap with Conference and clearly distinguish between the Organization's two primary bodies, Council was given only a minimal role in 'international functions'.²⁷

65. More specifically, IPA actions 2.14 – 2.23 gave Council the major role in deciding and advising on the Organization's strategy, priorities, budget, overall programme of work; monitoring its own performance as well as that of other GBs, excluding the Conference; recommending the agenda

²⁶ C 2007/7A.1, p. 3 xii.

²⁷ See Section 3 for the definition of Governance used in this report.

of the Conference; oversight of financial and legal matters, audit, ethics, evaluation, and FAO results-based and other policies and systems; monitoring management performance against established targets; and monitoring implementation of governance decisions. Council was also given responsibility for recommending the Programme and Budget Resolution including budget level to Conference. Other actions concerned: the number and timing of meetings; and the focus of Council reports to be on conclusions, decisions and recommendations with the verbatim providing details. Lastly, in Action 4.4, Conference requested the CoC-IEE to recommend any changes found desirable in the size and regional representation in the Membership of the Council and proposing these to the 2009 session of the Conference.²⁸

5.2 Main Findings

5.2.1 Guidance and Oversight of Management and other Governing Bodies

66. In 2007, according to the IEE, only half of the Council “*considered that they were able to adequately define budget allocations in line with programme priorities*” and they did not consider they had “*the means to identify and prioritize emerging needs*”.²⁹ The IR Team found that Council’s ability to provide guidance and oversight had increased. The majority of Survey respondents agreed that Council was receiving the necessary information to exercise guidance and oversight. Interview respondents also expressed satisfaction at the Secretariat’s transparency in providing the kind of information not received in the past. On the other hand, Members continued to grapple with strategy, priority-setting and results-based reporting. The IR Team noted that the Organization did not yet have a results-monitoring tool that would enable Members to gauge past performance at the Organizational Outcome level, and to better carry out their priority setting functions. The Secretariat was said to be well advanced in the development of such a tool.

67. A review of Council reports since 2012 revealed a proactive Council in performing guidance and oversight. For example, Council requested improvements in the Reviewed SF and other programming documents; a clear overview of the organizational structure and of reporting lines, roles and responsibilities; information about the costs of matrix management; roles and responsibilities for Organizational Outcomes and outputs; and a note showing accountability for delivery at various levels of the results chain; among other things. In its 148th session, Council requested reformulated rules for the participation of Civil Society Organizations and the private sector in FAO meetings. In its 149th session, it rejected the Finance Committee (FC) recommendation on the voting rights of Member Nations in arrears. However, based on the IR Team’s discussions, there appear to be areas where Council has not been able to hold the Secretariat accountable in a meaningful way, despite repeated requests for action. Progress in gender parity and mainstreaming is perhaps the most compelling example, given both within and outside sessions. The length of time it has taken to develop a results-monitoring tool is another example.

68. In terms of management performance, Council relies on the work of both PC and FC regarding progress in implementing the MTP and the PWB through the Mid-Term Review (MTR) and the Programme Implementation Report (PIR) and few items have been raised again for discussion. Indeed, most Survey respondents assessed the recommendations to Council from the PC and FC to be clear and focused on policies, strategies and priorities as well as on budget and administration. However, Members also considered that duplication still exists between the Council and the Joint Committee. As part of its reflections on streamlining the governance system, the IR Team considered reducing the number of Council sessions per biennium from five to four but maintaining the frequency of PC and FC Meetings. An agenda review from 2010 to end-2014 revealed that this would negatively impact Council’s oversight and guidance functions, especially given that these functions are primarily carried out during three meetings in the biennium.

²⁸ C 2008/REP, Resolution 1/2008 paragraph 5.a.i.2.

²⁹ IEE report, paragraph 692.

69. In terms of its guidance and oversight to the work of the RCs and TCs, Council did not appear to provide additional substance to the reports presented to it by the RC Chairs at its 144th and 149th sessions, or to the TC reports at its 145th session. However, the Verbatim showed that there had been a richer discussion of the RC reports at the 149th session than what was reflected in the Council report and covered issues representative of larger concerns, such as gender, use of national expertise, prioritization and de-prioritization of specific issues to sharpen focus and impact of programmes, and other operational issues.

70. The Council's role in overseeing the work-planning and performance of other GBs appears to have been understood as reviewing their Multi-Year Programmes of Work (MYPOWs) as was done at its 148th session in December 2013. However, as discussed later in the report, the MYPOW is as yet an imperfect tool and is not useful for effective oversight. Council monitors and comments on the implementation of its own governance decisions by reviewing its previous decisions at every session, a practice that predates the IPA. Although this is an important part of Council's responsibility to hold the Organization accountable for its work it appears to be treated in a somewhat pro-forma manner. For example, Council at its 148th session simply took note of the status of implementation of decisions and asked that they be implemented effectively and rapidly. Indeed, the Survey revealed that only a minority of Members agreed with the statement that 'there are sufficient measures in place to ensure the accountability of FAO management to the Governing Bodies of the Organization'.

5.2.2 Budget Level, Timing of Meetings, Council Report, Conference Agenda

71. Council's recommendation of the budget level to the Conference is one of the three outstanding IPA actions. Despite many efforts by Members and past ICCs, Council was unable to reach consensus in 2009, 2011, and 2013. Interviews as well as the Survey revealed that Members believe this is a political issue due to the substantial divergence between some major donors whose contribution policy is based on zero-growth, and the aspirations of other Members as well as of the Organization itself, for a budget that provides for growth. In such an environment, it will not be possible to come to a firm agreement until the statutory end of the process, i.e. at Conference.

72. The IPA decisions regarding the timing and agenda of Council meetings have been fully complied with. In 2006-2007, much of the Council report was taken up with references to what "some" or "many" members had said, making it difficult to draw conclusions and reach decisions. By June 2012 the Council Report was already shorter and focused on conclusions and decisions based on the ICC's summary, with good, succinct summaries of issues brought up in discussion. The IR Team also found that Members appreciate the shift to more focused Council reports although Survey respondents are less positive that the preparation of the report is an efficient process. However, Members continue to note that documents are not available in a timely manner.

73. However, the IR Team noted that more recent Council reports may be moving too far in the direction of focus on conclusions and decisions. There are issues of interest raised that are raised in the debate, and not cited in the ICC's conclusion, which are left to the Verbatim which is unlikely to be consulted again in later years. Indeed, the IR Team's review of Council reports from 2012 to 2014 noted that under the previous ICC, who served from 2009 – 2013, the reports included one-two paragraphs synthesizing the discussions and summarizing the key issues, if any, under major items. This was done without reference to Member statements or indeed to Members at all. The Team also noted that the previous ICC enjoyed the support of a senior officer made available to him by his country and that, perhaps as a result of this support, the reports produced in 2012 and 2013 contained richer information on key issues that had emerged in discussion, that were important to understand and track trends and concerns over the years, without adding much to the length of the reports.

74. According to the Basic Texts, Council is meant to draw up a provisional agenda for Conference on the state of food and agriculture, "*drawing attention to specific policy issues*".³⁰ It is also meant to advise on issues relating to world food and agriculture especially those "*of an urgent*

³⁰ FAO Basic Texts, Vol 1, p. 39, para. 1.

nature”. This was not evident in the documents reviewed by the IR Team. At its 145th session, for example, Council simply submitted to Conference the Provisional Agenda submitted to it by the Secretariat without any substantive comments.

75. Since the IPA, the better demarcation of roles and agendas between Conference and Council is well understood and, for those GBs that report to both, decision boxes at the front of documents indicate which decisions are for Council and which for Conference. Council has been careful not to trespass on Conference’s prerogative to handle global policy and regulatory issues. However, if the IR Team’s Recommendation 1 on the Review of Global policy coherence and regulatory frameworks is adopted, Council would play a somewhat more active role in ‘international functions’ without trespassing on Conference’s prerogative. Council would propose to Conference which theme/s Conference should take up in the coming biennium as part of its Conference agenda-setting responsibilities, drawing on developments in other fora as well as on the work of FAO. This would be a dramatic transformation from its present, passive consideration of ‘items of interest in other fora’ listed in the agenda, to a potentially lively debate on where FAO can make important contribution for Global policy coherence and regulatory frameworks, on the basis of the recommendation of the PC.

5.2.3 *Size and Composition of Council*

76. The Council is currently composed of 49 Members. The Basic Texts provide for the membership to be divided into seven Regional Groups for the purposes of election to Council. The size and composition of the Council is the second of the three outstanding IPA actions, and remains a source of concern to three regions in particular: Europe, the Near East, and the Southwest Pacific. The number of seats allocated to each Group is given in Box 3, which shows the percentage of Members in each region out of the total FAO membership compared with the percentage of Council seats allocated to that region.

Box 3. FAO Members by Regional Groups and their representation in Council

Regional Groups	Number of Members in each Regional Group	Percentage of total FAO membership	Number of Council seats	Percentage of Council seats
Africa	50	26%	12	24%
Asia	25	13%	9	18%
Europe	48	25%	10	20%
Latin America and the Caribbean	33	17%	9	18%
Near East	20	10%	6	12%
North America	2	1%	2	4%
Southwest Pacific	16	8%	1	2%
Total	194	100%	49	100%

Source: FAO Web Site: <http://www.fao.org/unfao/govbodies/gsbhome/gsb-home/en/>, elaborated by the IR Team

77. The box shows that Asia and North America have a greater share of Council seats than their Group’s corresponding weight within FAO membership, although the former does include the world’s two most populous countries and both groups contain significant contributors to FAO’s resources. Africa, Latin America and the Caribbean, and the Near East have a proportion of Council seats that broadly corresponds to their Groups’ share within FAO membership. Europe and the Southwest Pacific’s proportion of Council seats do not correspond to their Groups’ share within FAO membership. The IEE had no solutions to offer on the issue of such anomalies, which it treated quite briefly while noting other UN system organizations had their own “drawbacks and anachronisms”.

78. The IEE had suggested that serious thought be given in future to replacing the Council with an Executive Board of about 30 members, that could be more focused on the operations of the Organization, and that would absorb the functions of the PC and FC. However, it emphasized the

importance of creating mutual trust between Members as a first stage and recommended that the issue be reconsidered by an independent review of the governance reforms in six years' time.

79. The CoC-IEE worked hard during Open Ended Working Group II in 2009 to address the question of the size and composition of Council, offering several different configurations, but was unable to achieve consensus.³¹ The ICC's efforts in 2010 also failed to achieve consensus. Many Members feared that if the issue was to be reopened to address the anomalies certain regions face, other groups would argue for more seats and a larger Council.

80. In other organizations, approaches differ. For example, UNESCO has an Executive Board of 58 representing 195 members and nine associate members. UNDP's Executive Board has 36 countries serving on a rotating basis with the presidency rotating each year to a different regional group, while WFP's Executive Board also has 36 members with a bureau of five members.

81. While the IR Team found that trust among Members had increased significantly since the time of the IEE, it identified other factors that also influenced Member decisions on Council size. One of these was the perceived advantages and disadvantages of delegation to a smaller group, and the importance attached by Members to having a representative on what is FAO's 'executive' governing body. The IR Team noted that as the Regional Groups continue to grow in effectiveness and efficiency of representation, more Members may come to appreciate that their own profiles are also enhanced by working within their Regional Group rather than independently. As Regional Groups strengthen, it may become feasible in future to reduce the size of the Council.

5.2.4 The Role of Regional Groups

82. It is worth considering the role played by Regional Groups, even though they are not formal Governing Bodies, given their importance to the smooth functioning and running of the Organization. Among other things, Regional Groups seek to arrive at a common position based on their review of documentation and to present that position to Council as well as to other GBs. Not all Groups are as efficient as others at doing so, raising questions about Members' ability to be accountable to each other and to their GBs. Those that do coordinate efficiently beforehand contribute to GB effectiveness. However, because they are informal, neither the work of the Groups nor their working methods are documented beyond what the Groups themselves maintain.

83. The IR Team had the opportunity to interview Members active in all the Regional Groups, to meet with some of the Groups and to interview the chairs of some Groups. During its consultations, the IR Team noted some very good practices in the way some Groups organized themselves – practices that also enable all Group members to have a representational function in one or the other of the GBs. It also noted some emerging grey areas since the Regional Conference have become governing bodies. In this regard, the IR Team found lack of clarity between the roles, relationships, and expectations of the Regional Groups and the Regional Offices. These include, for example, whether Regional Groups should be in touch, directly or through headquarters, with the Regional Offices to seek information about programmes and projects, or the modality of communication and relation among the RC Chairs, who are intended to be active in the inter-sessional period, the Regional Representatives, and the Regional Group chairs.

5.3 Conclusions and recommendations

84. Council has demonstrated its ability to be proactive in providing guidance and oversight, based on the documentation it receives. However, it still lacks effective results-based information to carry out these functions and hold management accountable. In part due to the changes in the SF between the time it was first adopted in 2009 and reviewed and re-adopted in 2013, it has taken time to develop the robust results-monitoring tools that can provide what Council needs. This information is planned to be available in 2015: only then the GBs will be able to assess to what extent this will

³¹ See especially WGII Aide Mémoires of 28 April 2008 and 18 July 2008.

enable them to exercise guidance and oversight, given the different functions each of the GBs and the Secretariat perform. It is for this reason that the IR Team makes Recommendation 2.

Recommendation 2: On Council’s oversight function

Council should continue to push for the kind of results-based information that will enable it to give effective guidance and oversight to FAO’s work, with the active support of the Programme Committee and Finance Committee. If there is still room for improvement in the results-based information for oversight, Council may consider drawing on independent expertise for assistance in formulating appropriate indicators.

85. The IR Team believes there is scope for Council and its Committees to be more proactive in consolidating their own positions and in holding the Secretariat accountable. Council and its Committees naturally rely on the documentation provided by the Secretariat with which they are largely satisfied. Slightly more elaborate reports, as was the case immediately after IPA approval are therefore suggested for FAO to record debate on key issues considered over multiple sessions. The IR Team also suggests that the option should be available for Council to draw on external assistance for continued support to their governance process if they should so desire in future.³²

86. The IR Team reviewed the considerable efforts that Members made in 2009, 2011, and 2013 regarding the recommendation of the budget level to conference. The work of the review indicates that this is a political issue, and the obstacle is the sharp divergence between Members adopting zero-growth positions and Members as well as the Secretariat pushing for at least some growth. Thus, the IR Team concludes that Council will not be able to make a firm recommendation on the level of the budget to Conference as long as these differences remain. Recommendation 3 addresses this matter. It is important to note that the recommendation does not preclude an agenda item on the budget in Council, as discussion there provides a useful opportunity for Members to understand each other’s positions and facilitates decision during Conference.

Recommendation 3: On Council’s role in recommending the budget level

The outstanding IPA action regarding Council’s recommendation of the budget level to Conference should be closed.

87. Council reports have become well focused on conclusions and decisions based on the ICC’s summary. However, they may have become too concise, in part due to the lack of time to better integrate the gist of the debate into the ICC’s summary and in part due to the lack of support available to the ICC in the drafting process. The IR Team fully agrees with Members and the Secretariat that there must be no return to the days of lengthy Council reports and that the conclusions should be clear and actionable. However, its view is that succinct summaries of key points raised in discussion but not yet at the decision-taking point, are important to provide the means to track issues over time and to convey the substantive nature of Council deliberations. Council Members may wish to consider including one or two paragraph summaries of the discussion in Council reports as relevant. These could be prepared during or immediately after the session with the engagement of one of the Council Vice-Chairs, who would also provide additional support to the ICC’s synthesis of Members’ positions, together with the Secretariat.

³² The cost of bringing in expertise on the governance process would be on the basis of agreement among the members. A Member might provide such expertise pro bono, with the agreement of Council. Or the Council, or its Chair in between sessions, may also appoint one or more Members to “*carry out a preliminary study of a specific item and to submit their suggestions or conclusions*” to Council. If payment proves necessary, the cost would be in the range of USD 12-15,000 for one month of advisory services. This is not a large sum for an organization with a billion dollar budget, in which the cost of the GBs is found to be substantially lower than what the IEE judged to be appropriate (see Section 19). Any cost should be covered by additional Member pledges and not by the Organization’s budget.

88. Despite intensive efforts, and specifically those of Members in 2009 and of the ICC in 2010, the Council has not been able to arrive at consensus on how to address the anomalies that exist regarding its size and composition. Responses to the Survey confirmed the divergent views of Members on this matter. Having observed the Council and its Committees at work, the IR Team believes there is great value in the IEE recommendation for an Executive Board given the way the smaller groups work, including the collegiality and trust that make them efficient and effective and enhance the rich, substantive nature of their discussions. At the same time, it recognizes that Members value participation and are not yet ready to delegate as fully as would be necessary for a smaller Council or Executive Board. This may become possible as the role of Regional Groups continues to gain in importance as fora to work out regional positions that can capture the views of all their members. Based on the evidence available, the IR Team concludes that at this stage and for the near future, it will not be possible to achieve consensus on changing the size and composition of Council. However, there may be an opportunity in future years to arrive at a political consensus around this issue. The IR Team has therefore formulated Recommendation 4.

Recommendation 4: On Council's size

The outstanding IPA action regarding the size and composition of Council should be suspended until the ICC considers there is sufficient consensus to achieve a satisfactory solution for most Members.

89. As previously noted, Regional Groups play an important role in the smooth functioning of FAO governance, but there are some grey areas regarding roles and expectations between Regional Groups, Regional Offices and RC Chairs. Council Members may wish to consider requesting the ICC to convene an Informal Meeting of Regional Groups Chairs to a) in discussion with management, identify and clarify these emerging grey areas, and b) exchange information on working methods and best practices among Groups in order to enhance their ability to carry out their responsibility to represent the entire group in the GBs.

6 The Independent Chair of the Council

6.1 Background

90. The IEE proposed a stronger role for the ICC with his/her own budget and a small, independent secretariat that would also support Conference, Council, Programme and Finance Committees. It strongly recommended the elimination of formal drafting committees.³³ The CoC-IEE did not adopt the proposal for a secretariat and decided to maintain drafting committees.

91. The position of ICC was confirmed, however, with the functions of serving as 'honest broker' in facilitating consensus between Members and the Secretariat; liaising with GB chairs and with FAO senior management as needed; calling consultative meetings with the Regional Groups; ensuring that the Council is kept abreast of developments in other fora; and driving continuous improvement of Member effectiveness. The ICC is to attend all Council sessions and spend at least six to eight months a year in Rome. The ICC qualifications remained, as in 1971: the "*ability to be objective, sensitivity to political, social and cultural differences, and appropriate experience in areas relevant to the Organization's work*".³⁴

6.2 Main Findings

92. The IR Team reviewed the work of post-IPA ICCs and had the opportunity to interact with the two previous ICCs as well as the present incumbent. The Survey showed that the majority of Members that participate in the Council are in favour of the ICC's work. These data were borne out

³³ IEE, Para. 764 and 776c.

³⁴ IEE, Vol. II, E.

by the IR Team’s interviews, although some still questioned whether the ICC needs to spend as much time in Rome, and noted that the present DG frequently interacts directly with Members. A few felt that a chair elected at each session would be enough, noting that FAO is the only organization with an Independent Chair. The IR Team found this question had been examined in the past and that in 1971, the Conference decided to continue the institution of the ICC as “*a means of guaranteeing independence*”.³⁵ In interviews, it was noted that the ICC function was often carried out behind the scenes to resolve problems and coordinate Members. The IR Team also noted that Members felt it was important to have an ICC familiar with FAO governance and that the office did not function as well when this was not the case.

93. The IR Team found that the ICC position provided several advantages. The current ICC, for example, carries out briefings for new members, including on the history and the present status of the reform. He meets with the chairs of the PC and FC prior to Council sessions and calls for regular meetings of the Regional Groups on specific issues, such as staff costs in the context of budget cuts, and ways to reduce translation costs. Moreover, an ICC is in a position to have an almost complete picture of the Organization and to promote coherent governance actions. The current ICC had attended all RCs in 2014 as well as other GB meetings. Examples of issues where ICCs had acted as facilitator since the IPA included the CoC-IEE, Council’s recommendation on the budget level, a process to decide on ‘international years of’, and field visits by Members. In addition to these functions and activities, the current ICC took on a major role in facilitating Members’ engagement in the Second International Conference on Nutrition (ICN2), co-organized by FAO and WHO, because of concern about the state of preparations and the need to ensure that this was a member-driven process.

94. The IR Team found that the relationship between the ICC and the Secretariat was good, and the current ICC has been meeting the DG before each Council session and as needed. The demarcation of these roles had been less clear during the previous ICC term, which had created some tensions that are no longer there. The IR Team found that the Council meeting it observed was run smoothly and in a timely fashion, and its document review indicated that this has been increasingly the practice since the IPA. The practice of the ICC providing a summary at the end of every session that serves as the basis for the drafting committee’s work was found to be a good one. However, the process did not provide the opportunity for a concise synthesis of the discussion, as noted in Section 5. Opinion amongst ICCs was mixed as to whether they needed more staff support or not.

6.3 Conclusions and recommendations

95. The IR Team’s conclusion is that FAO should continue to have an ICC not only to sustain progress in the reforms and the trust built up among Members and between Members and the Secretariat but also to provide continuity, help to facilitate political or governance issues that may arise, and facilitate the continuing progress of governance reform. However, the ICC should not take on major functions like facilitating ICN2 unless greater staff support is made available to the incumbent and/or greater Member engagement is forthcoming because this risks overloading what is already a heavy responsibility. The costs of such additional support, if needed, should be borne by the Members and not by the regular FAO budget. Recommendation 5 addresses this aspect.

Recommendation 5: On support to ICC in case of additional responsibilities

When the ICC is tasked by Members with additional responsibility, additional resources should be provided from amongst the Members.

96. If Members are willing to take on the challenge of ‘continuous improvement’ of the efficiency, effectiveness and ownership of FAO governance, the role of an ICC with a sense of continuity across time and a big picture of FAO Governing will become even more important.³⁶ The

³⁵ CCLM 86/4, May 2009.

³⁶ IEE paragraph 763. G

view of the IR Team is that additional member engagement is needed to drive governance reform and that the ICC could consider establishing task forces and working groups as proposed by the IEE in order to implement Conference decisions in 2015 on further reform. The ICC could also, as noted in Section 5, appoint one or more rapporteurs to study specific items and to submit their suggestions or conclusions to the Council.

97. In addition, as noted above, there is room to make more use of the Vice-Chairs elected for the ICC at each session in order to support the ICC and to work with the Secretariat to produce one or maximum two paragraphs synthesizing issues emerging that are significant but not yet developed enough to include in the ICC summary.

98. Furthermore, the IR Team finds that the functions set out for the ICC are still valid. It shares the sense of Members that having an ICC who is familiar with FAO governance is essential for the effective functioning of this office and recommends adding a phrase to this effect to the existing statement of qualifications for the ICC, as per Recommendation 6.

Recommendation 6: On qualifications for the ICC

The Basic Texts dealing with the ICC should be revised to add the words ‘appropriate experience in the functioning of FAO governing bodies’ to the existing text “*appropriate experience in areas relevant to the Organization’s work*”.

7 The Programme Committee

7.1 Background

99. The IEE found that the Programme Committee was appropriately focused on programme matters as well as evaluations, but that the documentation provided did not allow for a focus on strategic choices. It also found that PC discussions were dominated by enquiries regarding resource allocation implications rather than broader issues of programme focus and priorities. As for evaluations, it found that the PC’s advice often reflected the political stance of various Members rather than evaluation findings.

100. IPA Actions 2.35 – 2.47³⁷ confirmed the PC’s primary scope on programme priorities, strategy, budget and evaluation, further specified responsibilities in consideration of field and decentralized work; priorities for FAO to address in developing *global policy coherence and regulation*; partnership and co-ordination with other organizations for technical work. The IPA also specified a flexible number, length and timing of sessions according to need, and more joint meetings with the FC to discuss issues of strong complementarity. PC reports should focus on clear recommendations to Council, and give more attention to policies, strategies and priorities, in order to provide improved oversight and more dynamic guidance to the Council.

101. The membership of the PC was adjusted to 12 Members, plus a Chair independently elected on the basis of his/her qualifications. While Members are elected on a country basis, within the Regional Groups, the IPA specified that information on the relevant experience of all members should be provided at the time of their election by Council. All sessions of the PC were to be open to non-speaking Observers.

³⁷ IPA Actions 2.35 – 2.47 refer to both the PC and FC.

7.2 Main Findings

7.2.1 Overall

102. All of the provisions regarding timing and number of meetings have been carried out and all meetings have been open to silent observers. Reports to Council have focused on decisions and clear and concise recommendations. Since 2012, PC Reports to Council have contained boxes on the cover page providing a summary and the suggested action by Council. The IR Survey indicated a substantial level of satisfaction with the impact of the IPA Actions to improve operations of the Committee.

103. Following the IPA, a new format was introduced which provides information on candidates standing for election to the PC, as well as to the FC and the CCLM. This format, introduced as a LIM document, contains sections on the candidates' past and present functions and their past participation in meetings and activities of the UN system. The IPA specifies that Members are expected to nominate representatives with the necessary technical qualifications, but it is not always possible to ascertain this from the information provided in the present format. The Survey revealed some ambivalence about whether PC members have the qualifications necessary for effective functioning, which indicates the desirability for greater specificity with respect to necessary skills and experience for PC work.

104. With regard to participation in the meetings themselves, the IR Team found that not all PC members were fully engaged. The Chair's efforts to form a more cohesive group by discouraging the substitution of elected representatives with others from their mission are a useful measure to try to maintain a cohesive working group. The extent of consultation by PC members with their Regional Group varied considerably. Most Groups appeared to rely on their elected representative to make his/her own decisions with regard to the positions taken. One group did have regular consultations during PC sessions so as to provide the views of the group.

7.2.2 Programme Priorities, Strategy, Budget

105. The work of the PC has been well focused on the review of all phases of the programme cycle. While the Survey found strong agreement that the PC focuses its work on FAO's programme priorities, strategy and evaluation, only a minority of respondents stated that they were receiving documentation of sufficient breadth and quality for its work. This problem was also reflected in PC Reports to Council throughout the post-IPA period, which showed regular calls for better structured documents with more substantial analysis for lesson learning, more focus on results in the PWB and for results-based reporting during the implementation phase.

106. In addition, there have also been considerable problems with documents not being available in time for adequate preparation of the PC members. In some cases, the PC has declined to consider documents that had arrived with insufficient time for review.

107. The IR Team observed the 115th Session of the PC in May 2014, when the decisions of the Regional Conferences on priority setting were presented, as well as an update on the development of the results frame for the Reviewed SF and the PIR of the previous biennium. Although this represents a limited sample of PC proceedings, the Team did not find any evidence of the type of problems documented by the IEE such as inordinate focus on the financial details of specific programmes or Members expressing political rather than technical positions. It did find, however, a continuing problem regarding strategic focus and priority setting. The priorities reviewed by the PC as defined by the RCs were very general and often restatements of the Organization's strategic objectives rather than of more specific priorities that could be used for FAO programming. On the other hand, PC members were clearly engaged in working with the Reviewed SF and requested an additional paper to elucidate the Results Chain and FAO's accountability for results.³⁸ The IR Team also observed that the PC session was well supported by FAO staff members who were present when agenda items relevant to their responsibilities were being discussed.

³⁸ This paper, CL149/LIM/6, was produced and available at the next Council session.

108. The PC has not up to this point considered issues for global policy coherence and regulatory frameworks, although this was specified in the IPA Actions, in large part because the necessary information has not been available. If Members decide to implement Recommendation 1, the PC would need to add this item to its agenda as foreseen by the IPA.

7.2.3 *Evaluation*

109. Almost half of the PC's agenda items during the biennium concern evaluation, with the majority being individual evaluation reports and their follow up. The Survey indicated that the majority of the respondents consider that the quality and number of evaluations reviewed enable the GBs to carry out their oversight work. Overall satisfaction with the evaluation review process was also mentioned in interviews, although the IR Team also found that PC members are cognizant of the need to be more strategic in their consideration of evaluations in order to use them as a source for maximum contribution to their oversight of the Organization. There is also a sense that there is scope for improvement in what the PC reviews in order to increase its value to the work of the Organization more generally. At present there is little attempt to draw the connection between the evaluations and the results of the SF and its Organizational Outcomes. With the introduction of a new SF in 2010 and its revision in 2013 this is of necessity a work in progress. However, now that the Reviewed SF is in place until 2019, it should be possible to align the programme of evaluations considered by the PC to the Organizational Outcomes.

110. The IR Team also noted that the provision that evaluation reports be reviewed by the PC and audit reports by the FC is not always consistent with their respective responsibilities for programmatic and financial/administrative oversight. A recent example comes from the Evaluation of FAO's Regional and Sub-regional Offices for Asia and the Pacific, which recommended that human resource officers report to headquarters and not to the Regional Office, a recommendation that management rejected and that the PC only mildly challenged. Given the implications for the risk control framework, this issue could have been more appropriately tackled by the FC. The FC might also have assented in management's position, but it would have been in a better place to discuss the relevant aspects of the issue. In addition, the IR Team notes that audit capping reports contain information of importance to both the PC and the FC that each should review.

7.3 *Conclusions and recommendations*

111. The PC is seen to be functioning well, providing concise but substantive reports to the Council for its consideration. There is however room for improvement in meeting the intention of the IPA, for the PC to "*give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council.*"³⁹ Indeed, as noted earlier in Section 5 on Council, the IR Team found that despite their increasing effectiveness and efficiency, the PC, the FC, CCLM, and Council are not yet sufficiently proactive in following up where implementation is not satisfactory. This has major implications for their ability to hold management accountable.

112. In the view of the IR Team, part of the reason for the GBs' insufficient ability to hold management accountable in some areas is the way their sessions are currently structured and supported. As agendas follow the same pattern each biennium and discussion is based on documentation prepared by the Secretariat for each agenda item, the GBs themselves do not maintain their own 'watching brief' or institutional memory on strategic or cross-cutting issues, including those that have proven to be difficult to address successfully. This has impeded their ability to draw on past experience in order to develop a deeper knowledge of the Organization's performance. An alternative approach to present practice would be to select certain issues that merit closer attention and track them over several sessions to understand how the issues are treated *across* the Programme, as described in the documentation submitted to the PC, be it programme cycle documentation or evaluation reports. Some of the issues which arose during the Review period are gender balance in the Organization as well as gender mainstreaming in the programme, programme support to policy and

³⁹ IPA Action 2.40(v).

governance, capacity building in programme countries, and priority setting and de-prioritization within the FAO programme.

113. Such tracking would allow the PC to build up its knowledge of how the Organization does, or does not address such issues. The PC may, in due course, report its findings to Council. This would be in addition to standing agenda items, and would not in any way preclude Members from presenting their or their Regional Groups' views during the meeting on all agenda items. In the view of the IR Team, the value of tracking is twofold: it provides the opportunity for the PC to be proactive in setting a direction for part of its work while the sustained attention to a given item will increase the PC's ability to address it in more depth. Both are important in improving accountability. The issues the PC identifies for tracking could be recorded in the MYPOW. The FC and CCLM would also benefit from adopting this approach with regard to issues within its agenda. Recommendation 7 addresses this issue.

Recommendation 7: On tracking issues over time

The PC, FC, and CCLM should identify cross-cutting or strategic issues to track over time as part of their review of documentation provided for agenda items in its sessions. This work would be done on an informal basis either by Members who volunteer as individuals or as a group. When appropriate, a decision would be made on whether it would be useful to formalize the Committee's findings in a report with recommendations to Council on the matter.

114. In addition, more results-based documentation in strategy setting and implementation would substantially improve the PC's capacity for oversight and guidance, as proposed in Recommendation 2. Likewise, the PC should be more strategic in the evaluation information it reviews in order to be able to relate more directly to the policies and strategies of the Organization, as will be discussed further in Section 16 on Evaluation.

115. The IR Team notes that the Survey reveals a perception that the Committees do not wholly possess the requisite expertise to effectively carry out their work. Nominating the best qualified representatives is clearly a political matter that falls within the purview of each Member country and their Regional Groups. The IR Team would, however, recommend that Members undertake regular searches to identify the candidates best qualified for the job, whether they are based in Rome or in their capitals. Recommendation 8 addresses this issue.

Recommendation 8: On qualifications of candidates to Committees of the Council

Regional Groups should continuously engage in a search for potential candidates with the requisite expertise in Rome and in capitals; the information provided at the time of election should be as specific as possible with respect to candidates' previous education and/or experience in the areas of work of the relevant Governing Body.

116. The IR Team also draws attention to the need for the PC and FC to consider and make recommendations on segments of evaluations and audit that relate to their work. It therefore formulates Recommendation 9.

Recommendation 9: On the review of evaluation and audit reports

The Programme Committee and Finance Committee should each have the responsibility to review the evaluation and audit information relevant to the scope of work of each body. The PC and FC Chairs should jointly decide whether to refer items to the individual committees or to the Joint Meeting.

8 The Finance Committee

8.1 Background

117. The IEE found that the FC was “*under-informed*”; representation was unbalanced; better documents were needed; the low capacity of Council placed an additional burden; the requirement for technical expertise had “*largely ceased to be applied*”; it had an “*extremely crowded agenda*”; and duplication with the Joint Meeting still occurred.⁴⁰

118. Specific elements of IPA actions 2.37ii – 2.47iii tasked the FC with finance, administration, services, and human resources, and called for revisiting the criteria regarding which WFP documents to review. The IPA also called on Council to elect chairs on the basis of their individual qualifications, with a vice-chair to serve as needed and to ensure that Members’ representatives had the necessary technical qualifications. Meetings were to be of flexible duration with a minimum of four a year and make clear recommendations to Council. Membership was increased to 12 and non-speaking observers were allowed.

8.2 Main Findings

119. The Committee meets flexibly as set out by the IPA. The majority of Survey respondents agreed that the number and length of sessions were sufficient to fulfil the Committee’s mandate. The major agenda headings have not substantially changed since 2006 although sessions now begin with a report on the financial position of the organization. The Committee’s schedule remains crowded. As requested by the IPA, the Committee discussed the criteria on the basis of which to review WFP documentation in collaboration with that Programme, which was done between May 2010 and June 2011.⁴¹ The decision was to remove only the WFP Strategic Plan, because it had no financial implications.⁴²

120. The IR Team had the opportunity to observe the 154th session of the Finance Committee. There were 22 items on the agenda, of which only two were process items that could be dealt with quickly. Nevertheless it concluded its discussions on time, with the exception of a late closed-door session on an agenda item with political dimensions. The IR Team discussed with Committee Members ways in which the agenda could be reduced to enable more substantive discussion of major items, but it proved impossible to identify such items, partly because Members would not be ‘comfortable’ if there were too many items for information only. Indeed, given the FC’s role and the number of areas to be covered, it was difficult to see how the agenda could be less crowded.

121. At its 154th session the FC functioned well as an oversight mechanism of the areas within its mandate based on the information it was given. About half the Members asked substantive oversight questions engaging the Secretariat in a solid discussion of the issues raised in various agenda items and a quarter of the remaining Members posed useful questions. Only one Member raised questions directly related to the concerns of their country. Also, only one Member spoke regularly on behalf of its Regional Group while two others referred occasionally to their Group. In a few instances, time management could have been better.

122. The IR Team noted good practices during the session, for example the request to organize informal briefings on complex issues such as staff-related liabilities and the financial framework for cost recovery. The IR Team paid close attention to the relationship between the Committee and the Secretariat, noting the professionalism and trust that prevailed on both sides. The IR Team was told that before 2008-09 “the Secretariat was trying to hide things. Not now”.

123. At the 154th session the Team noted that a Member conveyed the thanks of the entire Regional Group for the quality of the documentation. However, the Survey revealed that less than half

⁴⁰ Paras. 147.d, 705, and 705b. The IEE also applied many of these findings to the Programme Committee.

⁴¹ FC 133 report, paragraphs 52 – 55.

⁴² FC 139 report, paragraphs 58 – 61.

of respondents found the documentation received to be of sufficient breadth and coverage, largely because many respondents replied that they did not know whether it was or not. This raised questions for the IR Team regarding the qualifications of some FC Members. Meanwhile, the timeliness of documentation received the Survey's highest negative assessment.

124. As per the IPA, the number of FC Members was increased to 12 plus the chair, which most Survey respondents assessed as being an adequate size for effective work; yet only a minority of Survey respondents agreed that Members' professional qualifications enabled the FC to work effectively. The IR Team reviewed the résumés Members had submitted to the 147th Council. As the case with the PC (see Section 7), the format used did not provide a space for candidates to list experience directly relevant to the FC. From the information that was provided, only four contained relevant experience in finance or administration. The Council verbatim showed no discussion of the candidates' technical qualifications and as the number of candidates was exactly equal to the number of slots, the Committee Members and chair were elected by acclamation.

125. The FC Report submitted to the 149th Council was a faithful rendition of the 154th meeting observed by the IR Team, and was succinctly and clearly presented. It was also shorter than the reports produced in 2006. However, the IR Team believes that the Report's executive summary should have noted critical issues discussed even though no specific conclusion was reached, in this case the seriousness of the after-service medical coverage and the fact that an informal meeting had been requested. Instead, the Council spent some time discussing some of the issues the FC had already thoroughly thrashed out.

126. A significant number of staff were present in the FC during the 154th session and effectively supported the work of the Committee. Several silent observers were also present. The IR Team was told that there is interest in attending it because the work is done before it reaches Council, where little additional detail can be gained.

8.3 Conclusions and recommendations

127. Based on its observation of the 154th session of the FC, the IR Team found it a strong, well-functioning Committee, with engaged members and a dedicated Secretariat. It has moved a long way from the IEE findings in particular as regards key issues such as trust, transparency, documentation, and capacity. In the Survey responses, the FC gave itself high marks for focusing on the financial implications of the SF, the MTP and PWB, giving guidance on budgetary transfers, investments and reserve funds, as well as clear recommendations to the Council.

128. However, the IR Team has some concerns, the substance of which has been discussed in previous sections. Specifically, it notes here that some recommendations apply equally to and should be taken up by the FC: Recommendation 7 regarding identifying and tracking key cross-cutting or strategic issues; Recommendation 8 regarding the qualifications of candidates for the Committees of the Council; Recommendation 9 regarding the FC's review of sections of evaluations relating to its mandate.

129. Although the Committee plays a critical role in effective governance that justifies the significant Member and staff time invested, ways should continue to be explored to increase efficiency and reduce the time and possibly even the number of sessions. The IR Team suggests that the ways to do so are perhaps best explored by the Members themselves. FC Members may wish to consider tasking volunteers to track the Committee's working methods and agendas over the course of the year and report at regular intervals on possible ways to achieve further efficiency. The FC may also wish to consider assigning specific time allotments to agenda items. This would also help to distinguish between key items for discussion and less important ones and would assist the Chair in reminding Members to focus their comments.

9 The Joint Meeting of the Programme and Finance Committees

9.1 Background

130. The IEE noted that: duplication still occurred between the Joint Meeting and the PC and FC; there was less partisan debate in the two Committees than the Council but this “*tended to break down in the Joint Meeting*”; that documents were often distributed late and not read; and that late translations placed “*a few Members at real disadvantage*”.⁴³ IPA 2.39iv said that the PC and FCs should have more joint meetings that focus on areas of overlap and/or where the two Committees’ contribution had strong complementarity.

9.2 Main Findings

131. The IR Team found a mixed picture in seeking to assess the extent of duplication between the Joint Meeting and the PC and FC. On the one hand, Survey responses indicated that most Members felt that the Joint Meeting did add value to the separate meetings of the PC and FC and the interviews indicated that there is now less repetition across the Committees, particularly as Members no longer made statements at each meeting and repeated them at both. It was also felt that the process of going through the PC and FC and then the Joint Meeting added to the ‘political weight’ of the recommendations addressed to the Council, and that the Joint Meeting had reduced the workload of the PC and FC, which was described this as ‘a real value-added of the reform’.

132. On the other hand, according to some of the IR Team’s interviews, its own observations, as well as comments made during its presentation to the May 2014 Joint Meeting, the risk remains that sessions repeat the separate committee deliberations without adding value. The analysis of agenda items of Joint Meetings since 2006 indicated that 68% had not been previously discussed by the PC and FC, but in 2012/13, the ratio was closer to 50%.

133. The IR Team was able to observe the May 2014 Joint Meeting session, where the review of MTP progress was on all three agendas. In this case, as each Committee considered distinct portions of the report, the Joint Meeting session was a ‘report back’ by each Committee and did not appear to add value beyond what was concluded in the separate Committees. On the other hand, the PIR was only considered during the Joint Meeting. Many salient comments were made on both programme and finance/administration matters contained in the report, but it was not possible during the hour devoted to this item to come to an understanding of the results achieved during the past two years’ work, or the lessons to be learned from it. This represented an opportunity lost for the more profound study of a key programme document. Indeed, treating an issue in the Joint Meeting alone would reduce the time and depth given to its consideration, but closer observation is needed to identify the extent of duplication in bringing issues discussed in both FC and PC to the Joint Meeting.

134. In addition, FAO Director-General addressed the meeting. Members expressed appreciation of the informal nature of his statement. However, only two questions were taken from the floor after the responses by the two Committee Chairs, which did not provide for an equally informal exchange with the Members.

9.3 Conclusions and suggestions

135. In its observation of the May 2014 Joint Meeting, the IR Team found little evidence of the partisan nature of the debate referred to by the IEE. It is also aware that finding the appropriate balance by discussing a critical agenda item only at the Joint Meeting is not easy to achieve. The Chairs of the Committees will need to continue to consider each agenda item individually, in order to reach a good solution. Members may also wish to consider scheduling Joint Meetings on an ‘as needed’ basis.

⁴³ IEE report, paragraph 705c and 706.

136. As part of its effort to identify ways in which the FAO governance system could be made lighter, the IR Team considered whether the Programme and Finance Committees should take their work directly to Council. However, as the Joint Meeting has the potential to add value to the work of the two Committees, the option was not pursued. The IR Team also considered whether the Joint Meeting could represent the nucleus of an Executive Board, as discussed by the IEE and indeed whether it could replace Council. While the latter might make sense from an efficiency and effectiveness perspective, the IR Team understands that it is not politically possible, at least for the time being. Nevertheless, the IR Team believes there is more scope for streamlining the flow of work across the two Committees, the Joint Meeting and Council: given its limited observations it is not in a position to make specific suggestions, as Members are best placed to do so. Members may wish to consider tasking one or more of their members to observe the flow of work across from the two Committees to Council on an on-going basis and identify areas of duplication, overlap and little value added for consideration and decision by the Joint Meeting and Council.

137. In addition, and as presented in Recommendation 9, the IR Team concludes that the Joint Meeting could play an important role in reviewing evaluations and audit capping reports that cut across the work of the PC and FC, with the PC and TC chairs deciding which can be discussed by each committee separately and which should go to the Joint Meeting. These reports provide the most important insights into the work of the organization and a joint review would ensure that key oversight issues are not overlooked.

10 Committee on Constitutional and Legal Matters

10.1 Background

138. IPA actions with regard to the CCLM focused on enhancing the ‘professionalization’ of the Committee. This also included increasing the number of Members, one per each Region plus the Chair, and providing additional information on representatives at the time of election. Likewise for other Committees, a MYPOW was also recommended for the CCLM.

139. As with the other Committees of the Council, countries nominate their representative and are expected to propose representatives with the necessary qualifications in the legal domain. The chair is also elected on the basis of his/her individual qualifications. Members are elected for a term of two years, and the possibility of re-election was limited to two terms in total. The Committee was also opened up to non-speaking observer Members.

140. The Committee played a key role throughout the IPA implementation process, as all actions that had a consequence on the Basic Texts and on the General Rules of the Organization, had to be reviewed and discussed by the CCLM for their constitutional and legal implications.

10.2 Main Findings

141. The IPA actions for the CCLM have been carried out. The number of members was increased and the meetings are now open to non-speaking observers, which is seen as a good practice by the majority of Survey respondents. In the view of its Members, the IPA actions have enhanced the flexibility of the Committee, thanks to the higher number of members and rotational system. The down-side is the reduced institutional memory of the Committee Members themselves, which implies a stronger reliance on the Secretariat.

142. The CCLM meets typically twice per year, prior to the meetings of the PC and FC, but they can, and did meet more frequently in 2008/09 or for longer sessions in 2012/13, as their work programme is on an ‘as-needed’ basis rather than standing agenda items. Initially the Committee did not see the need to formulate a MYPOW because it had no set agenda items; however one was later produced as a means of tracking their work methods.

143. The qualifications statements for proposed country representatives on the CCLM were limited to information on present and previous functions of the nominee, as well as participation in

meetings or activities of the UN system. Three of the representatives had held legal functions but there may be other representatives who had related experience that was not picked up in the information categories contained in the statements. Less than half the Survey respondents agreed that the professional qualifications of CCLM members allowed it to work effectively, although the interviews indicated a sense that a legal background was not absolutely necessary to fulfil the functions of a CCLM member. The Basic Texts themselves specify that representatives should have shown a continued interest in the objectives and activities of the Organization and have participated in Conference or Council session and, as far as possible, have competence and expertise in legal matters.⁴⁴

144. The IR team observed the CCLM at its 98th session in March 2014: the Committee appeared to be working smoothly, following an open and constructive approach and no specific issues emerged that would require targeted recommendations or suggestions.

10.3 Conclusions and recommendations

145. The re-organization of the CCLM in line with the IPA Actions has expanded the representation of the group, which seems to function well. Two of the recommendations the IR Team made in previous sections apply equally to the CCLM: Recommendation 7 regarding identifying and tracking key cross-cutting or strategic issues; and Recommendation 8 regarding the qualifications of candidates for the Committees of the Council.

11 Technical Committees

11.1 Background

146. The IEE noted that the TCs play a very important role as FAO's main fora for achieving policy coherence particularly in terms of global policy issues. It also found that the TCs as a whole tended to "... *focus excessively on the work of the FAO Secretariat and give inadequate attention to driving a global policy agenda*".⁴⁵

147. The IPA focused actions 2.56 - 2.63 on the following: a dual reporting line to Council on budget, priorities and programme strategies; and to Conference on 'international functions'; chair and co-chairs to remain active in the inter-sessional period and with a more pro-active role in facilitating full consultation with Members on agendas, formats and duration; more use of side events and greater access to the Committees by NGOs and the private sector; inclusion of livestock as a standing agenda item in COAG; closer collaboration among CCP, WTO and the Common Fund for Commodities; and a stronger role for the CFS on global policy issues.⁴⁶

148. The time-schedule and deadlines for the draft report of the IR allowed observation of the full session of COFO and selected meetings of the COFI session in 2014. Through these, the IR team was able to interact with participants in these two fora, in addition to interviews with senior FAO staff and Secretaries for all of the TCs. Thus, the assessment of TCs in this section focuses on the impact of the specific IPA actions rather than a comprehensive analysis of the workings of the TCs themselves, which is beyond the scope of this review.

⁴⁴ Basic Texts, Rule XXXIV.1, p 63, 2013 edition.

⁴⁵ IEE, para 708 re the Technical Committees.

⁴⁶ As noted in the Introduction, CFS, which is no longer an FAO governing body, is not part of this Review.

11.2 Main Findings

Overall

149. The four Technical Committees reflect the major technical areas of work of the Organization. The Basic Texts of the Organization, in Article V(b), give them the responsibility to assist and report to Council on programme and budget matters, and to Conference on policy and regulatory matters. The Basic Texts also enumerate the responsibility of the TCs to play a policy and regulatory role in their technical areas. In the case of COFO, COFI and COAG, the functions also include the ‘review of the programmes of work of the Organization’.⁴⁷

150. Virtually all IPA actions on the TCs have been implemented, including the IPA actions tailored to specific TCs. For example CCP has an established practice of collaboration and information exchange with WTO and other trade organizations. Livestock is a standing agenda item for COAG, which predates the IPA as it has been on the agenda since 2005. The chairs of all TCs presented their reports at Council in 2012 and 2014, as well as to Conference in 2013. Overall, the TC reports have become clearer and more straightforward since the IPA. However, the distinction in these reports between TC recommendations regarding international functions on the one hand and internal oversight on the other is still a work in progress. Similarly, the session agendas are not organized in such a way to make this distinction apparent to participants.

151. In general, the reforms have been appreciated, both within the Secretariat and among Members. Participation in the TCs’ biennial sessions has been systematically high, and very high in the case of COFI and COFO. Membership has also been on the increase since 2007 for COAG, COFI and COFO, and stable for CCP.

152. The TCs Secretaries have facilitated a number of additional post-IPA actions, including revised rules and procedures establishing Bureaux or Steering Committees (SC) for inter-sessional work. All the SC/Bureaux comprise representatives from FAO seven regions. In the case of COFO, the SC has existed for several years and members are the chairs of the Regional Forestry Technical Commission; this provides the opportunity for a strong link between global discussions and regional concerns. The Rules of the TCs describe the inter-sessional functions of the Chairs and their supporting groups as assisting the Chair in his/her functions for preparation of the next session as well as other tasks as decided by the TC. Experience so far appears to be varied, with some SC/Bureaux more active than others.

153. The TCs have also all agreed to modify existing procedure to elect the Chairs at the end of each session rather than at the beginning, so that the incoming Chair can effectively guide preparations for the next session. These actions have had a positive impact on stronger participation by Members in the inter-sessional period and in the agenda setting of the following session of the Committee. The Bureaux have been heavily engaged in the agenda setting process for the sessions in 2014, although the extent of inclusion of regional concerns varied. The number of meetings in the inter-sessional period also varied: in the period 2012-2014, COFO held three meetings while COFI met eight times. All TCs made effective efforts to reduce costs by taking advantage of other travel opportunities as well as video and teleconference facilities. In the case of COFI, extra-budgetary resources were also made available to support the Bureau. However, in its observations of COFO and COFI, the IR Team found that more needs to be done to clarify the role and responsibilities of the Bureaux vis-à-vis the broad constituency of both COFI and COFO as well as the work of the FAO Secretariat itself.

154. Collaboration among TCs has grown, particularly in regard to sharing of experience on the development of rules and procedures and their harmonization. The IR Team found that further collaborative efforts would be useful in order to improve organization of agendas and the content of documentation to facilitate participants’ work in formulating conclusions and recommendations with regard to international functions, and internal oversight. TC Secretaries agreed that there is room for

⁴⁷ Basic Texts, General Rules of the Organization.

improvement, in terms of sharing best practices and on substantive issues. The Reviewed SF can promote this direction. For example, COFO has a standing agenda item “*Decisions and recommendations of FAO Bodies of interest to COFO*”. This could be adopted by all TCs so as to facilitate better understanding of how FAO works and identify opportunities for synergies and collaboration.

11.2.1 TC contributions to the international functions

155. Overall, a solid majority of respondents to the Survey considered that all TCs provide important inputs to FAO Conference on global policy and regulatory matters in their respective sectors, although each TC’s role at the global level varies. COFI is the recognized global body for policy and regulation for fisheries and aquaculture; CCP analyses a broad range of issues on global trade policies and contributes to other international fora and organizations with its discussions; and although COAG and COFO are not the only global fora in their respective sectors, they do substantively contribute to the discussion and development of global regulatory frameworks and related action. The focus of the work also varies: policy discussions predominate in some, whereas in others, regulatory frameworks are discussed and a decision taken whether to recommend for approval. Most recent examples of the latter are the International Code of Conduct on the Distribution and Use of Pesticides, approved in 2013, and the Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication, which will be submitted to Conference in 2015.

156. In some cases, policy and regulatory issues have been ‘passed on’ to CFS, which has since its reform has an expanded role in the international governance debate. For example, the Voluntary Guidelines on Tenure were initiated in 2006 at the International Conference on Agrarian Reform and Agricultural Development (ICAARD), discussed by COAG in 2007, and finalized and endorsed by the CFS in 2012 and “noted” by FAO Conference in 2013. Principles for responsible agricultural investment were discussed in CCP before being referred to CFS.

157. TC session reports are presented to Commission I of Conference, where they are actively discussed by Members. They are invariably endorsed, which marks the endpoint of their consideration by Conference. The Commission does not request the TCs to do further work on the issue, nor does it move on to a larger forum where the work of the TCs might have greater impact.

158. The IR Team has proposed a systemic way for FAO to track and select a biennial organization-wide theme that Conference would then ask the TCs and RCs to examine from the technical and regional perspectives alongside their other technical and regional work. As shown in Box 2 in Section 4, the findings and conclusions of the RCs and TCs would be synthesized and brought to Conference for discussion and decision on further action, as deemed appropriate.

11.2.2 TC Contributions to Internal Governance

159. Interviews with participants and stakeholders of TCs, and direct observation by the IR Team, indicate a limited oversight and guidance role played by the TCs on the work of the Organization, as well as limited awareness and knowledge of participants in the role of TCs in FAO’s governance.

160. Each of the 2014 sessions of the TCs had an agenda item entitled “FAO’s programme of work under the reviewed Strategic Framework” containing information on FAO’s achievements in its programme of work in the technical area in the last biennium, emerging trends and issues at the global level that will influence FAO’s work in the medium term, priority areas of FAO’s work during 2014-17, and how this work responds to and is integrated in the Strategic Objectives. Discussion on this agenda item was subsequently compiled in document PC 116/2, to provide the PC with information on the views of the TCs on technical priorities in the work of the Organization. The reports of the TCs on this agenda item did not, however, deal with oversight per se.

161. More specific information on programme implementation for oversight purposes was also contained under other agenda items in the TC sessions, although not explicitly identified as such.

None of these agenda items, however, made reference to budget resources available for implementation of the programmes discussion. This undoubtedly contributes to transforming the discussion on programmes into a long shopping list. Although TCs do not have the mandate to decide the share of financial resources assigned to their respective technical sectors, this missing information on resources undermines the effectiveness of the TCs in providing guidance to the Secretariat on priorities and thus in playing their internal oversight role. The segments of TC reports of concern to Council have also reflected some lack of clarity between the internal oversight and international functions; the distinction appeared to be work in progress, with room for further fine-tuning and discussion on what should be discussed in Council and what in Conference.

11.3 Conclusions and recommendations

162. The IPA has changed the reporting lines of the TCs, established and increased the role of Chairs and Bureaux to facilitate greater input by the Members in the organization and content of the TC sessions. However, General Rule XXIX regarding CCP does not make a reference to a responsibility for oversight of FAO's work in the areas under its purview, although CCP is included in Article V(b) in this regard. This inconsistency should be addressed.

163. The overall impact of the IPA actions on the internal oversight role of TCs appears to be limited. While FAO programmes are discussed in many cases in the TCs, the responsibility of the TCs to play an actual oversight role is not well communicated to the participants, nor is detailed information provided for them to do so. Indeed, it is not clear that participants with such diverse backgrounds and interests are in a position to play an oversight role in the sense that the PC, FC, and Council do. Priority setting has become a feature of the TC agendas, but this, too remains vague, having a very general input into future FAO programmes. An additional factor is the documentation made available, and how the items are introduced in the TCs.

164. Given the characteristics of the TC sessions, their role in making recommendations to Council on internal oversight is limited. The possibility for the TCs to play a more significant role in the inter-sessional period has been raised; however as the TCs' role is effectively completed once it has made its recommendations to Council, further work in the inter-sessional period seems to exceed its authority. It will thus be of the utmost importance that the possible scope of action on internal oversight for the SC/Bureaux be clarified, so that each membership may be able to delegate authority as each feels appropriate and relevant.

165. There are, in the view of the IR Team, two key elements to consider in this respect:

- Realistic budget information could be made available to the TCs for their discussions on priorities, as this report has recommended in the case of RCs, in order to increase the relevance of the decisions on the final programme by keeping its recommendations within the expected level of resources;
- The example of the Bureau of the CFS could be followed in terms of a more active role for the SC/Bureaux of the TCs: this would require the whole constituency to agree during the plenary sessions on the Bureaux' mandate to represent the membership during the inter-sessional period, and, as noted above, also work out the relationship of the TC SC/Bureau with the PC and Council. The Bureaux' relationship with the Secretariat would also have to be carefully managed to avoid crossing of the line by the GBs into the management role that is the purview of the Secretariat.

166. Recommendation 10 tackles this issue.

Recommendation 10: On the mandate of Technical Committees during the inter-sessional period

Based on the advice of the CCLM, and based upon the above-noted options, the Council and the Technical Committees should clarify the possible role and authority of the Bureaux and Steering Committees during the inter-sessional period.
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12 Regional Conferences

12.1 Background

167. The IEE found that the RCs had a marginal role in providing contributions of real value to FAO governance as their agendas were centrally planned in HQ and the sessions were dominated by formal speeches with few concrete results. The RCs directed their conclusions to the DG, who had discretionary power as to their use, although he was required to report to Conference and Council on how far they were taken into account in framing the PWB. Thus, the IEE did not view the RCs as cost-effective, but did see their potential value if they were re-organized and integrated into the governance stream to provide insights into regional interests and priorities.

168. The IPA accordingly decided that the RCs should become Governing Bodies with responsibility for: developing issues for regional policy coherence and regional perspectives on global policy and regulatory issues; and reviewing and advising on the FAO programme for the regions as well as on the overall FAO programme as it affects the regions. The IPA also provided for several changes in the process of organizing the RCs: full consultation with Members on agendas, dates and duration for the biennial meeting; the Chair and rapporteur should remain in office between sessions and present the RC report to Council and Conference; sessions should be held in tandem with other regional intergovernmental bodies, in so far as possible; documents and reports should be more focused; and rules of procedure should be developed.⁴⁸

169. Because the integration of the RCs into the governance stream was one of the major changes among the IPA Actions, the IPA made specific mention of the need to assess their role and functioning as a part of this Independent Review. The IR Team dedicated specific attention to the RCs and observed all 2014 meetings, including the iNARC.

12.2 Main Findings

12.2.1 The organization of the RCs

170. Changes in the process for RC session preparation have made a substantial difference in the regional ownership of the RCs by both the Members and the Regional Offices (ROs). In keeping with FAO's policy on decentralization, ROs assumed the prime responsibility for the organization and conduct of the sessions, with the support of the Office for Support to Decentralization (OSD). In keeping with the IPA provisions noted above, ROs officially consult with Members on the agenda and other organizational aspects in the national capitals. The Regional Groups in Rome also facilitate agreement on the agenda with their capitals, as well as other aspects of the process.

171. RC Chairs now remain in place during the inter-sessional period, and have, since 2010, personally introduced the RC reports to both Council and Conference. The impact of this innovation seems to be low, however, as there is little discussion in plenary after these presentations. In the case of Council, the reports are always endorsed and referred to the Secretariat for use in preparing the next PWB.

172. Some of the Chairs have also been active during the inter-sessional period as advocates for the recommendations of the RCs among Members. For example, the Chair of the Regional Conference for Africa (ARC) recently made a formal representation to the African Union Heads of State meeting on the results of the 2014 session. While none of the RC sessions since 2010 have been held in tandem with the meetings of other regional organizations, the Regional Conference for Latin America and the Caribbean (LARC) has close linkages with the Community of Latin America and the Caribbean States and ARC with AU's New Partnership for Africa's Development (NEPAD). In both

⁴⁸ Except where indicated, the term Regional Conference refers to the RCs for Asia and the Pacific, Africa, Europe, Near East and Latin America. Where specific reference is made to the informal North America Regional Conference (iNARC), this is noted accordingly.

cases the RCs view the strategic framework of those bodies as the guiding frame for FAO's work in the region, and their representatives participate in FAO Regional Conferences.

173. The Regional Conference for Europe (ERC) has found it necessary to establish its own rules and procedures, in order to clarify the relationship between the ERC and the European Commission on Agriculture (ECA). For the normal conduct of their meetings, the other RCs rely on Article XXXV of the General Rules of the Organization, and also draw on a Manual issued by the Secretariat in 2013. If, however, the Chairs should become more active during the inter-sessional period, separate rules and procedures may be required to codify what their responsibilities are vis-à-vis the RC membership and the Secretariat, as well as other operational matters such as financing inter-sessional activities.

174. All RC sessions have senior officer and ministerial segments, and continue to follow the standard plenary format of presentation from the podium and subsequent discussion. There were some notable deviations from this format in 2014, particularly in the Regional Conference for Asia and Pacific (APRC), ARC, and LARC. The IR Team found that Members especially appreciated the sessions that included substantive panel discussions and roundtables as well as small group discussions and subsequent report-back to the plenary. These more informal sessions included speakers from among the delegates to the meeting as well as from other organizations and, in Africa, young agricultural entrepreneurs. Some delegates still felt that there was not enough time for interaction in these events, and it is clear that there is scope for even greater exchange of views than the standard plenary sessions.

175. It is worth noting that the 2014 ERC decided that the European Commission Agriculture would no longer be held back-to-back with the ERC, which was neither a 'standard' senior officers meeting nor a fully technical meeting, and duplicated much of the ministerial meeting. The hope is that this will enable the Commission to better focus on its technical functions, and its conclusions regarding priorities for co-operative work in the region would subsequently be considered by the RC as should be the case for all regional technical commissions.

176. CSO consultations prior to the RCs have become a standard feature. In most of the RCs, CSOs were also invited to speak during plenary on the agenda items. However, the reflection of their views in the final report differs across regions and over time within the same region.

177. Since the decision was taken to designate the RCs as formal governing bodies, the North America region has established an informal RC. Meetings have been held biennially since 2010, with the organization being undertaken by the Members themselves without financial or staff support from FAO. With the exception of the North America Liaison Office, FAO personnel participated by video-conference or telephone. The iNARC agendas focus on priority-setting rather than the broader range of work of the other RCs. Their reports are now provided to the PC and Council and the Chair introduces their report in Council and Conference.

178. The IR Team noted some anomalies in the organization of the RCs. The oversight function of each RC should pertain to those countries served by the Regional Office concerned. However, invitations to the RCs are on the basis of the Regional Groups as organized in Rome for the purpose of election to the Council. In most regions – Africa, Near East, Asia, Europe – the coverage by the Regional Office, RC participation and Regional Group membership are not one and the same. This disjoint has not yet posed a major problem because the internal oversight function of the RCs, and priority-setting in particular, are still a work in progress. However, as RCs' guidance and oversight of FAO's work become more focused, it will be necessary for RC participants themselves to recognize this distinction, and make provisions so that recommendations with regard to FAO programme matters are made by those Members within the purview of the RO rather than by all participating Members at the RC.

179. With the exception of respondents from Europe and the Southwest Pacific, the IR Survey indicated a high level of satisfaction with the RCs as fora for consultation in the region on FAO policy and operations. There was also a strong sense that regional issues were better understood within FAO itself now that the RCs have become GBs. Survey respondents also considered that the ROs provided

effective support to the RCs. However there was less satisfaction regarding the timeliness of documentation.

180. The reports of the 2014 RC meetings adequately record the general lines of discussion and conclusions but they of necessity only provide a fraction of the substance expressed, which is often rich with national experience. There is a sense that the reports might benefit from a more substantial drafting process to ensure that the richness of the discussion is adequately captured.

12.2.2 International functions and internal oversight

181. All the agendas of the RCs follow a similar format that makes a clear distinction between the two functions of regional and ‘international functions’ on the one hand, and internal oversight, i.e. programme and budget matters, on the other.

182. The 2014 RCs discussed over 20 different issues concerning **regional and global policy matters** ranging from broad regional overviews of the state of food and agriculture to specific themes, such as “Youth in Agriculture” (ARC), “Repositioning Family Farming” (LARC), “Food Loss and Waste” (ERC), “Restoration and Grasslands and Forests for Climate Change Mitigation” (APRC) and “Regional Water Scarcity Initiative” (NERC). There was no common theme across regions and therefore no possibility for cross-regional synthesis. When the ‘global policy segments’ of the RCs reports are presented in Commission I at FAO Conference, there are few on-target interventions regarding policy matters, as is shown by the Verbatim records. For the most part, Members refer to programme issues rather than policy. In all cases the Conference has accepted and endorsed these reports without making any provision to carry the discourse further, either within FAO or more widely in global fora.

183. With respect to **internal oversight**, the relevant documentation in each 2014 RC, entitled “Follow-up to the 2012 RC, achievements and lessons learned,” was very brief and differed as to the scope of information provided, from very specific results based reporting in the case of Africa, to more general narratives about successes within the region, to text confined to the work of the RO only. Financial information was limited to a copy of the 2012/13 budget disaggregated by region and strategic objectives. The only exception was the APRC report, which also contained expenditure data for the FAO field programme in the region, although not disaggregated by specific programme or activity. The discussion during the sessions was also short and limited to general statements.

184. With the planned introduction of a corporate results monitoring tool, reports to all of the RCs on programme implementation should in future be able to provide the regional picture of FAO’s work for the consideration of the RC, based on outputs, indicators and targets. In addition to the overall picture, a more detailed presentation on the regional programme/s should also be provided, including financial information for the on-going programmes, if the RC is to make realistic recommendations in line with its oversight responsibility.

185. Priority setting for the coming biennium is intended to be one of the key elements of RC discussion to guide FAO’s work in the region. Despite its prominence in the agenda, the documentation and the outcome of the discussion tend to be quite general, and most reports to the Programme Committee on priorities decided by the RCs are primarily a re-statement of the Organization’s Strategic Objectives rather than proposals with a more specific regional dimension. The RCs could be requested to turn their attention to more specific issues within the SF in order to derive more pointed and richer conclusions that could provide greater direction to FAO’s work within the region. A firm, realistic resource window should also be provided to the RC, to avoid a ‘shopping list’ approach to this more specific priority-setting exercise.

186. At the 2014 RCs, Regional Initiatives (RIs) were proposed as a way to implement the Reviewed SF and approved by each RC as presented in the documentation. These RIs do represent a concrete step forward in decision-making by the Members on FAO activities at the regional level, although no resource framework was provided at the time of their approval which made it difficult to ascertain their real scope of work.

187. The discussion of substantive programme matters during the RCs is strongly influenced by the fact that the sessions continue to be dominated by Members' representatives who are affiliated with Ministries of Agriculture without broader representation of forestry, fisheries, or livestock. Attempts to diversify RC representation and agendas have not been successful. The reports of the Regional Technical Commissions in fisheries and forests generally appear as information documents. An agenda analysis of the 2014 sessions indicates that only the iNARC had adequate representation in their meeting to review all areas of FAO's work. LARC was the only RC with a presentation by the Chair of a Regional Technical Commission but there was no discussion following the presentation.

188. This longstanding problem of representation is more acute now that RCs are Governing Bodies with the specific responsibility to provide regional priorities for the Organization's work. In light of the practical difficulty of increasing the number of Member representatives at the meetings, LARC and APRC have taken the pragmatic decision to consider the priorities expressed by the Regional Technical Commissions in fisheries and forestry as those of the region and include them as such in their reports and work-plans for the regions.⁴⁹ All RCs should consider this approach. As with the priorities decided within the RC itself, these must also be set within a firm, realistic financial window.

189. A number of RC Members have raised the issue of whether the RC could play a more proactive role in partnership development within the region, particularly with regard to resource mobilization. Where there are good prospects for greater collaboration among financing partners within the region it could be of benefit to both Members and to FAO to include this in the agenda. Showcasing on-going FAO partnerships with international financial institutions or of Global Environment Fund (GEF) resources, for example, would raise awareness of the potential of such mechanisms and build support for them among the Members.

12.3 Conclusions and recommendations

190. In the above discussion, the IR Team has made several proposals to enhance the work of the RCs, including:

- i. the need for further procedures to clarify RC chairs' responsibilities vis-à-vis the RC membership and the Secretariat;
- ii. more sessions that allow for greater exchange of views among delegates drawing on the experience of 2014 RCs;
- iii. introducing information on resources as part of the internal oversight function; and
- iv. integrating of the priorities identified by regional technical commissions on forests and fisheries in the RC reports to Council.

191. Overall, the IR Team notes that the RCs have grown in their governance responsibilities since 2010, but they are not yet fully playing the role of a governing body in either the 'international' or in the internal oversight functions. In the absence of agreement regarding the themes in which FAO Governing Bodies want to contribute to the 'international functions', as discussed in Section 4, the RC discussions of these matters have no impact beyond the meetings themselves, where they are in any case treated primarily as 'for information only' agenda items.

192. With regard to internal oversight, the RCs' work on **priority setting** should move away from the very general discussions about priorities, now that the Reviewed SF and its results framework are in place. The approval of Regional Initiatives is a good step in this direction. In future, it should be possible to deepen RC involvement in defining regional initiatives by using the Reviewed SF to focus on the FAO outcomes and outputs that are seen to be of particular relevance to the region. Recommendation 11 addresses this issue.

⁴⁹ LARC/14/REP; APRC/10/REP, paragraphs 85-91; APRC/12/REP, paragraph 35.

Recommendation 11: On priority-setting by the Regional Conferences

Priority setting at the regional level should focus on the Organizational Outcome level, in order to provide more specific guidance for the Organization's work in the coming biennium.

193. With regard to **internal oversight**, there is room to improve the information that the RCs have for this work. The new results framework and the planned results monitoring tool should make centrally-generated, detailed information available for the use of the RCs. The regional programme implemented by the Regional Offices, including the Regional Initiatives, should form the specific area of governance and decision making of the RC. Recommendation 12 tackles this issue.

Recommendation 12: On information available to the Regional Conferences

The Regional Conferences should have results-based information at their disposal to be able to assess past programme implementation and achievement. More detailed progress on regional activities implemented under the Regional Offices' responsibility, including on the Regional Initiatives, should also be available for the Regional Conference's review, and include financial information.

194. The IR Team believes that making more specific, results-based information available to the RCs would be an important "reality test" of the Reviewed SF itself and the extent to which it reflects a virtuous circle between priorities as seen from the regional perspective and the priorities of the Organization as a whole. Every effort should be made to introduce the changes envisaged in the above two recommendations on priority-setting and programme oversight into the work of the RCs in the 2016 round of meetings, so that the RCs are effectively integrated into the internal governance stream. Likewise, the above-proposed change to consider a corporate-wide global priority would enhance the RCs contribution to global policy coherence and regulatory frameworks as well.

195. Finally, as noted above, LARC and APRC have decided to consider the priorities expressed by the Regional Technical Commissions in fisheries and forestry as those of the region and include them as such in their report and work-plan. Members may wish to consider this approach for all RCs, while underscoring that, as with the priorities decided within the RC itself, these should also be set within a firm, realistic financial window

13 Multi-Year Programmes of Work

13.1 Background

196. The IEE recommended that the GBs should establish a medium-term performance contract for what they intended to deliver, including a set of priorities for governance, an indicative timetable and possibly efficiency targets.⁵⁰ The CoC-IEE subsequently described the proposed document as a "forward work programme for all the governing bodies, perhaps on a rolling basis and that it should be possible to introduce a monitoring mechanism on progress which also included some indicators of efficiency."⁵¹ The document became known as the Multi-Year Programmes of Work (MYPOW), which the IPA specified should be prepared for each Governing Body and reported upon periodically. The IR Team was specifically requested to assess the value of this tool as part of its overall assessment of IPA Actions.

13.2 Main Findings

197. The MYPOWs as they have evolved are intended to provide Members the opportunity to review the work of the GB in a structured manner, through a results focus, as well as to periodically

⁵⁰ IEE, para 273.

⁵¹ Co-Chairs' Aide Memoire of Fifth Meeting of Coc-IEE WG II, 11 March 2008, point 5).

revise working methods and practices. MYPOWs are now a standing agenda item in each GB except Conference and are formulated over a four-year period although they can be revised at any time by the concerned GB. Council reviews progress reports on all MYPOWs every two years.

198. While the IPA provided very little guidance on content or format, each MYPOW contains some or all of the following sections: i) Overall Objectives of the GB, including a short description of responsibilities; ii) Results, indicators, outputs and activities with regard to its major functions; iii) Methods of work and efficiency of the GB, including the quality of work, work processes, and partnerships with other GBs and other entities; and iv) a rolling agenda which provides a guide to the work of the GB over the MYPOW period, specifying the items that will be discussed in each session.

199. Sections i) and iv) are derived from other documents and serve as useful background on the work of the GB for the Secretariat and Members. Sections ii) and iii), on Results and Methods of Work are original to the MYPOWs and constitute their unique substantive content. Thus, the IR Team's analysis focused on these original sections in order to ascertain the utility of the MYPOW as an aid to track and assess GB performance.

200. While the intent of the MYPOWs to provide an opportunity for the GB Members to reflect on the results of their work and to review their working methods, there have been problems in crafting results in MYPOWs that are sufficiently specific to be useful in assessing results achieved by the GB. In the case of the MYPOWS for Council and its Committees, the stated result is the acceptance or use of the GB's recommendations by the GB to which it reports. This result is not within the control of the GB itself, however, and misses the qualitative aspects of its work. The MYPOWs of the RCs have focused on a qualitative result, namely "*recommendations and guidance provide a sound basis for decision making*".⁵² This result is also however too general to be useful in assessment. In effect, the 'Results' as specified in Section ii) have increased the complexity of the document, without adding greatly to its usefulness.

201. Section iii) on working methods and partnerships has proven to be well appreciated by the leadership of the GBs as a valuable tool to guide their work. In fact, the CCLM, which was initially reluctant to formulate a MYPOW as it has neither standing nor recurrent issues on its agenda, has now done so, specifically to document its working methods and practices, and to review them annually during the MYPOW exercise. The rolling agendas are particularly useful for those GBs that meet often and have numerous responsibilities, such as the Council, PC, and the FC.

202. MYPOWs seem to be prepared by the Secretariat, with some participation by GB Chairs. While the IR Team was not able to observe discussion of the MYPOW in Council, PC, FC or CCLM, it is to be expected that in these smaller, more informal GBs with stable membership, the possibility exists for a frank exchange on GB performance against the MYPOW. In the larger GBs, such as the TCs and RCs, the level of familiarity with the tool, and the formality of the GB itself militate against the MYPOW's effective use. In its own observation of RCs and TCs, the IR Team found that the MYPOW is usually presented and approved with no discussion. Indeed, discussions in plenary revealed that some participants are under the erroneous impression that the MYPOW describes the results of FAO's work over the previous biennium, rather than that of the GB itself, which leads to considerable confusion.

203. Overall, experience so far with the MYPOW indicates that the tool works best in the smaller GBs that meet often and have the relative informality and trust among members to be able to make a candid assessment of their work, both in terms of its progress in completing its substantive work effectively, and in achieving those process indicators relating to how their sessions are conducted. In the case of the larger GBs, the MYPOW has some limited usefulness to the leadership, i.e. the bureau, steering committee, and secretariat, primarily as an introduction to the work of the GB, a briefing on aspirations for the conduct of the sessions, and as a means of tracking when items are scheduled. As TCs become more active inter-sessionally, MYPOWs might become a means to document and track agreed inter-sessional activities, as was discussed in COFI.

⁵² See MYPOWs of Regional Conferences, Section ii, Result I.

13.3 Conclusions and recommendations

204. MYPOWs for Council, PC and FC are fully operational and should continue to be prepared and monitored, with the following modifications: The Objectives, Methods of Work and Rolling Agenda items should be maintained. The current Results section should either be substantially revised to be more specific, with results pertaining to the quality of the work of the Organization, or omitted. A section that tracks specific issues or concerns that the GB wishes to track over time should be added. The MYPOW should continue to be reviewed within the GB, and a report submitted to Council biennially.

205. In the case of the RCs and TCs, the size and formality of the meetings preclude a frank discussion of actual performance of the GB. Its presentation during the session is confusing, and detracts from the quality of the session. The IR Team proposes two options regarding the development and use of MYPOWs in these bodies:

- a. To discontinue RC and TC MYPOWs: session reports should serve as the reference for agreed actions. A simple statement of Working Methods should be developed and presented to the GB for review and approval. The Chair and Secretariat should ensure that the sessions adhere to them and propose changes as deemed necessary. In the event that RC and TC Bureaux become active in the inter-sessional period, they may develop their own, specific, programmes of work, or if they wish they can use one or more elements of the MYPOW format.
- b. The MYPOW could continue to be formulated and become a public document, but the MYPOW itself should not be placed on the agenda of the meeting. Instead, the Chair could provide his/her own, oral assessment of the performance of the GB according to the criteria set in the MYPOW, perhaps as a part of the concluding remarks. Participants might then be requested to respond if they so choose.

206. Recommendations 13 and 14 address the format of MYPOWS and their use by RCs and TCs.

Recommendation 13: On MYPOW format for Council and its Committees

For the Council and its Committees, the format of the MYPOW should be modified by deleting or revising the Results section, and inserting a section on ‘Outstanding and strategic issues to be tracked over time’.

Recommendation 14: On MYPOWs for Regional Conferences and Technical Committees

For Technical Committees and Regional Conferences, the MYPOW should be discontinued, unless the GB leadership and Secretariat themselves wish to continue to prepare and report on it to Council. If the MYPOW continues to be prepared, its formal presentation during the session should be replaced with an oral presentation by the Chair summarizing GB performance.

14 Ministerial meetings

14.1 Background

207. Ministerial meetings have been part of FAO’s mechanisms to engage with its Members at the political level on various occasions. They are systematically held at RCs and the biennial Meeting of FAO South West Pacific Ministers for Agriculture also takes place on a regular basis. In addition, Ministerial Meetings had been occasionally held in conjunction with TCs, for example the Ministerial Meeting on Forestry held on the last day of the 16th session of COFO in 2005, as a follow-up to a request by Conference in 2003. They were also held on specific topics, e.g. the Ministerial Conference on water for agriculture held in 2008 in Libya.

208. The IEE considered ministerial meetings to be useful events and recommended strengthening their political role by calling them as required to debate and endorse the global policy documents emerging from TCs prior to Conference's own endorsement. It also recommended that Council be given the authority to call ministerial meetings on subjects of global importance. Accordingly the IPA provided for changes in the Basic Text, giving both Conference and Council the opportunity to call ministerial meetings to discuss relevant policy issues.

14.2 Main Findings

209. The Basic Texts have included Ministerial Meetings as part of the implementation of the IPA actions, and established that Ministerial Meetings, to be called by Conference or Council, "*shall normally report to the Conference*".⁵³ This however has not happened yet.

210. Since the IPA, in addition to the ministerial-level meetings at RCs and in the South West Pacific, a number of other ministerial meetings have been held: the Emergency Ministerial-Level Meeting on the Horn of Africa in July 2011 to draw attention to the humanitarian crisis underway; the Ministerial Meeting on Food Price Volatility in October 2012 and the follow-up Second Ministerial Meeting on International Food Prices in October 2013, as well as the subsequent Ministerial Meeting on Governance and International Commodity Markets in October 2014, in conjunction with the CCP session. These events were all called by FAO Director-General and were designed as opportunities to exchange information and share experiences rather than decision-making fora.

211. Neither Conference nor Council have yet taken the initiative to call a ministerial meeting. Nevertheless, the ministerial meeting at the ICN2 in November 2014 could be considered an initiative of the FAO GBs as Council has been fully involved in its preparation with the support of the ICC.

212. The usefulness of ministerial meetings has been questioned during several of the IR Team's interviews with Members. Given the substantial costs in time and money for additional meeting, hopefully the direct line of communication between TCs and Conference on international functions will obviate the need for ministerial meetings linked to TC sessions.

14.3 Conclusions and recommendations

213. RC ministerial segments have been important opportunities for FAO to obtain the views of many of its primary constituents on the work of the Organization in both policy and programme implementation. In considering future ministerial meetings, Members should take into account their likely impact compared with the time and cost for both Members and Secretariat. The Basic Texts should remain as they are, however, so that Conference and Council have the option to call a ministerial meeting, should a compelling reason arise.

15 Statutory bodies

15.1 Background

214. The IEE devoted limited attention to the statutory bodies of FAO, including those established under Article VI and XIV of the FAO constitution, which were mostly discussed as regards their administrative and financial relationship to FAO. The IEE recommended that the bodies take responsibility for their own funding, and that a review be carried out to identify ways to create a more enabling environment within FAO for these Bodies, that would benefit all parties. The IEE also noted a gap in the Subsidiary Bodies' reporting to Conference on international functions.

215. The wide diversity among Article XIV Bodies made it difficult for both the IEE and the IPA to offer them extensive advice and guidance. By 2014 there were 14 entities established under Article XIV of the FAO Constitution. Of these, five were related to fisheries and aquaculture; three to

⁵³ Basic Texts, Volume II, G.

the control of desert locusts; two to animal production and health; two to plant protection; one to cultivated trees; and one to genetic resources. In 2013, the members of the International Rice Commission, an Article XIV body, suspended activities due to the repeated lack of quorum largely as a result of the evolution of work on rice in other fora.

216. IPA Action 2.68 provided for Article XIV Bodies to raise issues to Council and Conference through the relevant TC, while IPA Action 2.69 called for a review of how those bodies that wished to do so, could exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the FAO framework and maintaining a reporting relationship with it.

217. The review of Article XIV Bodies called for by the IPA was initiated in 2009 under the responsibility of the FAO Legal Office, included consultation with the Secretaries of the Article XIV Bodies in early 2012, a questionnaire to FAO members and discussions at the CCLM and the FC. The final report was presented to the FC in March 2013. It identified a number of administrative and financial areas in which further delegation of authority could be granted to the Bodies if certain criteria were met, such as their Secretariats' staff capacity and having oversight mechanisms in place. Areas for possible delegation included staff selection procedures, channels of communication with Members, relations with donors, and organization of meetings, among other things. The FC concurred with the cautious approach proposed and asked for a follow-up report in future.

15.2 Main Findings

218. The IR Team focused on the question of whether or not progress had been made in granting Article XIV Bodies access to Council and Conference as well as greater administrative autonomy. Responses to the IR Team's questionnaire to the Secretaries of Article XIV Bodies revealed dissatisfaction with the current delegation of authority. The majority of respondents assessed as insufficient the authority to decide about attendance at external meetings, ceilings for duty travel days of Secretariat staff, rules and procedures for translation as well as the ability to conclude arrangements with other organizations. About half the respondents felt there was sufficient authority over financial management, resource mobilization and communication with Members; the rest felt that this authority was insufficient. The majority of respondents considered that the rates of FAO Project Support Costs were not acceptable. Nevertheless, most of the respondents considered they had sufficient authority in the selection and appointment of Non Staff Human Resources and in administrative matters.

219. The Secretaries did not appear to have enough information on issues such as separate audits, appointment of professional staff and participation of NGOs in Article XIV Bodies meetings. With respect to NGO participation, respondents felt that this should be left up to each Article XIV body to decide given their diversity. The questionnaire revealed that Article XIV Bodies have not brought any issue to the attention of FAO Council and Conference, such as presenting constitutive agreements for endorsement and information about on-going reforms.⁵⁴ Although some Article XIV bodies do report to the Regional Conferences in their capacity as Regional Technical Commissions, some Secretaries were not even aware that this was a possibility even though they had been in the post for several years.

220. The questionnaire responses and interviews did not identify the causes for the limited delegation of authority despite the decision by the FAO Governing Bodies to provide greater autonomy when the agreed criteria were met. Bodies that have no access to extra-budgetary resources are necessarily bound by the rules of FAO's Regular Programme and its biennial planning cycle; however many of the Statutory Bodies also have access to extra-budgetary resources where there is greater flexibility. What did emerge was the perception of a lose-lose situation for the Article XIV Bodies: on the one hand their Secretariats do not enjoy any greater freedom by being an Article XIV Body while on the other they feel they do not benefit from the advantages of being part of FAO. For

⁵⁴ Only the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA) held a side event at the 149th session of the Council in June 2014.

example, mention was made of not having access to being assigned Junior Professional Officers. This despite the fact that the advantage to FAO of hosting these Bodies was repeatedly highlighted in interviews with the FAO management.

15.3 Conclusions and proposals

221. The FAO Secretariat's implementation of IPA Actions 2.68 and 2.69 has to date been only a first, insufficient step in meeting the greater flexibility envisaged by the IEE. There has been little access by the Article XIV Bodies to the Governing Bodies and limited progress has been made in terms of granting them more autonomy of operation and decision-making on administrative and financial issues. In both cases, this may be due to insufficient communication between the Secretaries and the ADGs concerned and insufficient awareness among the Secretaries, of the opportunities that being part of FAO, offers.

222. Some corporate policies, such as those relating to project support costs and translation are unlikely to be changed although there is scope for some harmonization.⁵⁵ However, delegation of authority on management of financial resources, travel and attendance in external meetings should be granted by the senior managers to whom the Secretaries report, based on the needs and characteristics of each Body. The fact that these issues are pending suggests that dialogue and exchange on these matters is quite limited.

223. Although the diversity of the Article XIV Bodies is well recognized, flexibility can be applied regarding the issues correctly identified by the Legal Office Review with no increase of reputational or substantial risk to the Organization. The upcoming evaluation of the International Plant Protection Convention Secretariat, whose report is expected for early 2015, should help to clarify some of these issues in the case of one of the Article XIV Bodies.

224. In addition, Conventions and Agreements in the areas contributing to FAO's Goals and Strategic Objectives need an environment in which they can thrive and this would in turn enhance the Organization's results at country and global level.

16 Evaluation

16.1 Background

225. IPA Actions 2.77 – 2.9 addressed the evaluation function's institutional location, budget, staffing, and quality assurance, and provided for a comprehensive evaluation policy incorporated in a Charter embedded in the Basic Texts. The policy was to include inter alia, a rolling evaluation plan, institutionalized follow-up processes, an advisory role to management on results-based management, and an internal Evaluation Committee to interact with the PC as appropriate. The IPA also mandated a peer review every two years and an independent evaluation of the evaluation function every six years. The IPA did not take up IEE Recommendation 7.10 that the Evaluation Office becomes fully independent reporting to Council through the PC and with a budget approved by the GBs, despite the fact that the IEE had found that an "overwhelming majority" of Members as well as "many staff and external partners" were in favour of such a move.

16.2 Main Findings

226. All IPA actions on evaluation have been complied with, although there are still some areas where further strengthening and clarity are needed as discussed below.

⁵⁵ A rapid analysis of the Trust Funds supporting Article XIV Bodies showed that programme support costs varied from zero to 13%, with 6% being the average. The new policy for project support costs planned for 2015/16, should contribute to resolve this matter.

227. The IPA formalized the Evaluation Office's existing dual reporting line by establishing it as "a separate and operationally independent office" located inside the Secretariat and reporting to the DG as well as to the Council through the PC. In 2014/15, the budget reached 0.8% rather than 1%, as set in the IPA, but this seems to be working well. The process followed in the appointment of the present OED Director was in line with the IPA actions, something that the GBs helped to ensure, and the selection panel included representatives of the Secretariat and of Member countries. Member participation in the selection process was felt to be positive overall although there was criticism of the prolonged delays.

228. The IR Team found that the dual reporting line has contributed to some tensions within the Secretariat regarding authorities over such issues as staff and consultant recruitment, administration, and travel plans, raising the question of OED's ability to independently manage its budget once it has been approved. There is some resentment that the level of the OED budget is protected at a time of severe cuts across the organization. There is an ongoing discussion about the respective roles of audit and evaluation, including some views that the latter should be folded into the former. Management and OED make compelling arguments on both sides of such issues. No one suggested alternatives to the dual reporting line among the GBs or the Secretariat. Indeed, as was pointed out, management has to be a partner if they are going to take evaluation recommendations on board. In addition, it is clear that the arrangement has worked well enough for OED to produce quality work over time as assessed by the Peer Review in 2012 and as seen in the high level of Member satisfaction.

229. The IPA called for an institutionalized OED advisory role to management on results-based management, programming and budgeting. There is not yet such a role, but this is likely to evolve as the Organization strengthens its results-based management reporting systems and as OED pursues plans to work with field offices on results. Management has requested specific information from OED as the need arises, for example, a recent request for findings from previous evaluations about the technical quality of FAO's work. The trend is moving to more meta-evaluations, which should better serve the PC and other GBs as well as some management needs by providing more general perspectives on policy and operational practices as a basis for decision making. This may partly help to address management concerns about the inability to handle the quantity of recommendations generated by evaluations.

230. The Peer Review conducted in 2012 gave high marks to the evaluation function and was welcomed by the GBs. However, the Management Response was critical, in a way that perhaps reflects some of the frustrations regarding the dual reporting line. One of the Peer Review recommendations was for the PC to play a role in the performance evaluation of the OED director. IR Team interviews with the Secretariat as well as the GBs revealed a sense that the GBs would not have sufficient information to do so. The first Independent Evaluation of the Evaluation Function is planned for 2015-16.

231. The Charter for the FAO Office of Evaluation has been incorporated into the Basic Texts. OED has functioned on the basis of a rolling plan for 18-24 months, that is presented to the GBs. Management discusses the OED plan of work through the Evaluation Committee (Internal). The PC reviews the work plan and identifies GB priorities. There was mixed feedback about the engagement of Management in and the value-added of the Evaluation Committee (Internal), with some expressing great interest in the work and others not. Individual evaluation managers have started attending Evaluation Committee meetings to explain the rationale behind the findings. The Internal Evaluation Committee does not yet seem to have interacted with the PC, although this was envisaged by the IPA.

232. In 2011, the PC introduced a new requirement in the evaluation process, requesting a validation of some follow-up reports to Management Responses. This indicates to the IR Team that the GBs feel the need for an independent assessment's reassurance that the follow-up reports were not glossing over difficulties encountered or avoiding issues raised. Indeed Survey respondents were doubtful about the PC's ability to follow up on the implementation of evaluation recommendations, through the present process of management responses and subsequent follow-up reports. This points to an accountability issue between the PC and Management that needs to be addressed systematically. In this regard, GB respondents say that they have found the validation reports useful.

233. There is a high degree of GB satisfaction with evaluation: a large majority of Survey respondents found that evaluation contributed to their governance and oversight functions. The IR Team found, however, that the extent of the contribution evaluations make to the GB strategy and priority-setting functions was unclear. In interviews, Members said that on the whole they were reviewing the right number of evaluations, and that the ability to examine both the evaluation and the management response worked well. There are examples of the PC taking the initiative to request specific evaluations, for example the evaluations of Regional and Sub-regional Offices, which the GBs valued and which they consider, have enhanced their capacity for oversight.

234. During the IR Team's work, a new OED director was appointed. In a presentation of preliminary directions to the PC, the new director spoke of enhancing country level and field office evaluation capacity, increasing national ownership of evaluations, and fully engaging with Management and other stakeholders to make evaluations useful, including designating an OED focal point for each SO. The IR Team understands that future directions for OED may involve establishing a clear distinction between the evaluations that OED leads and authors and those that independent consultants are asked to lead and author with OED responsible for quality assurance. The IR Team notes that this is done in other organizations, but also notes the risk for all organizations that staff naturally develop views on issues which could influence their perceptions. Future directions will also involve greater focus on country programme evaluations, while the number of thematic evaluations will be reduced. The former will primarily serve management needs and be provided to the PC for information. The move to meta-evaluations is continuing, with the aim of analysing data on results in a way that enables GB enable decision-making on strategic objectives. This may mean that fewer evaluations will go to the PC than at present.

16.3 Conclusions and recommendations

235. It is beyond the scope of the IR Team to examine the evaluation function in detail, which will doubtless be done by the planned Independent Evaluation of the Evaluation function in 2015-2016. The Independent Evaluation will be very timely given the potentially significant changes in the way OED goes about fulfilling its mandate. In the experience of the IR Team there are a number of issues that would be important to consider in the planned evaluation's terms of reference, which are set out below.

236. The PC Members may wish to consider including the following elements in the ToR of the Independent Evaluation of the Evaluation Function's, *inter alia*: ways to enhance the effectiveness of the dual reporting line; the independence of OED to manage its budget once it has been approved and any effects this has on its ability to perform; the implications of OED-led and authored reports for the independence of evaluation findings; how useful and implementable OED recommendations to management have been; the effectiveness of the "evaluation/management response/follow-up report/validation" process in supporting GB guidance and oversight; the PC's use of evaluation findings in its strategic guidance, priority setting and oversight of FAO.

237. The IR Team believes that there is no alternative to the dual reporting line and that even in the best possible conditions this will still create some tension that will need continuous management over time. Members may wish to consider regular interaction between the Internal Evaluation Committee and the PC, as envisaged by the IPA. This could help strengthen the contribution of evaluations to both management and GB and reduce any tensions in the dual reporting line. In addition, evaluations reviewed by the PC should be anchored to and focus on the Organizational Outcome level of the Reviewed SF. Recommendation 15 addresses this issue.

Recommendation 15: On the scope of thematic evaluations

<p>The scope of thematic evaluations should focus on the Organizational Outcome level of the Reviewed SF, either through the compilation of meta-analysis, based on information from past evaluations carried out by OED, or through specific evaluations designed for this purpose.</p>
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17 Audit

17.1 Background

238. The IPA also included Audit within the Governance section, given their contributions to the oversight role of the Governing Bodies. Specifically, the IPA provided that the work of the Inspector-General's office should be extended to cover all major organizational risk areas; that the Audit Committee should be appointed by the DG, have a fully external membership, and should report annually to Council, through the FC. In addition provision was made for the External Auditor to assume responsibility for audit of the Office of the Director-General.

17.2 Main Findings

239. The actions envisaged have been broadly implemented and the procedures for the selection of members of the Audit Committee and for its reporting to the FC are well established.

240. The FC receives two reports on the audit function each year: an annual report from the Inspector General, which summarizes their work in the past year, including a summary of their findings by category of audit observations; and the Audit Committee's annual report on the work of the Inspector General's Office as well as on any specific issues as requested. Their report, tabled in May 2014, discussed internal control, risk management and governance.

241. Satisfaction with the information provided through the Audit function is high, with virtually all of the Survey respondents in agreement with the statement that 'Audit contributes to the governance and oversight functions of the Governing Bodies'.

242. The IR Team observed the FC session in May 2014 during which the above-noted reports were discussed. Engagement on the part of the FC was good, and the discussion substantive, leading to concrete recommendations for Council's consideration. In 2011 the Office of the Inspector General managed the preparation of what came to be known as Marnet Report, an assessment of the IPA process from a risk perspective. The report was discussed at the Joint Meeting and was highly appreciated by Members.

243. The External Auditor does not seem to undertake a specific audit of the Office of the Director-General as specified in the IPA, although it is included in its overall analysis of FAO accounts. The Office of the Inspector General audits it on a quarterly basis.

17.3 Conclusions

244. The IPA actions on audit have been fulfilled. The work of the Office of the Inspector General and of the Audit Committee is well appreciated by the FC and effectively contributes to the oversight role of the GBs.

245. The IR Team noted that some of the work of the Office of the Inspector General such as the performance assessment of country offices, could be of potential interest to the PC. This includes, for example, assessment of compliance with the Country Programming Frameworks, gender audit and other programme-related criteria. The IR Team considers that the overall governance function would benefit from more sharing and discussion of specific findings from Audit and Evaluation between the PC and FC, either through discussion in the Joint Meeting or by separate review, as recommended in Section 7.

18 Actions related to FAO Director-General

18.1 Background

246. IPA Actions in relation to the Director-General of the Organization were inspired by the IEE and aimed at enhancing the transparency of the selection process to enable a better-informed decision

by Members at election time. The actions included the modality and timing of vacancy announcements, the presentation of nominations, and interaction between the candidates and the Members. In addition, the IPA called on Conference to consider approving desirable qualifications for the post of Director-General and set the term of his/her appointment at four years, with possibility of renewal for one further four-year term. Lastly, the IPA called for enhanced communication between the Director-General and the Members on the occasion of the Council and the Joint Meeting of the Programme and Finance Committees on the Strategic Framework, the Medium Term Plan and priority goals of the Organization.

18.2 Main Findings

247. Conference modified the Basic Texts of the Organization in 2009. Accordingly, in 2011 the six candidates to the post of Director-General addressed the Council in April and the Conference in June. The duration of the mandate has been changed as recommended by the IPA while the initial 12-month period for submitting nominations for candidates was reduced to three in 2013 after discussion in the CCLM and Council.

248. The Director-General has addressed the Council and Joint Meetings regularly, with the exception of 2013, as well as all the Ministerial Meetings at the Regional Conferences. In addition to these fora, the Director-General has a tradition of quarterly informal meetings with the Permanent Representatives on specific topics. These meetings are well appreciated and a good opportunity for dialogue and exchange, although they tend to be rather formal events given their size.

249. The only outstanding action related to the Director-General concerns the approval of desirable qualifications for the post. The Members had lengthy and controversial debates in the GBs on the subject in 2012 and 2013. At its 146th session in April 2013 Council decided that it could not reach a conclusion.

250. The IR Team's interviews revealed that most interlocutors defined the issue as 'political' or saw it as a stalemate between the G77 and OECD members. Some even described it as a meaningless action proposed by the IPA. Strong arguments were raised by both sides.

251. Other specialized agencies have agreed on desirable qualifications for their heads of agency. The Executive Board of WHO adopted resolution EB97.R10 that candidates should have *inter alia* a strong technical and public health background; competency in organizational management; and proven public health leadership. At its 180th session in 2008, the Executive Board of UNESCO identified the following qualities for its Director-General, including, *inter alia*, leadership and proven administrative and management skills; a visionary and active approach to the role of UNESCO in the community of nations; strong communication skills so as to develop effective internal and external communication strategies, vision and objectives for the Organization; and empathy and sensitivity to civil society as an important UNESCO constituency (180 EX/28).

18.3 Conclusions and recommendations

252. All IPA actions relating to the Director-General have been implemented, with minor adjustments, and only the establishment of "desirable qualifications" for the post remains outstanding.

253. Noting the appreciation of Members of the opportunities to interact with the Director-General, the IR Team believes there is scope for more informal interaction between the Director-General and Members than those mentioned in the IPA. This can be achieved by modifying the format of the informal meetings and of the Joint Meeting, as suggested in Section 9.

254. As for the outstanding action regarding the qualifications of the Director-General, the IR Team has listened carefully to the arguments for and against, noting that the majority were not in favour of pursuing this action, notwithstanding the success of other Organizations in doing so. It further notes that under the current rules of nomination, information about candidates is made available and that candidates must be presented to both Council and Conference before election. The

IR Team concludes that this issue will not be resolved in the foreseeable future and considers it should be closed. Recommendation 16 focuses on this issue.

Recommendation 16: On the qualification of FAO Director-General

The outstanding IPA action regarding desirable qualifications for DG candidates should be closed.

19 The cost of FAO Governing Bodies

19.1 Background

255. The IEE devoted substantial time and energy to cost analysis. In relation to Governance, it reported on the share of the Net Appropriation dedicated to the Conference and Council Affairs Division, which had decreased from 2.7% in 1994-95 to 1.9% in 2006/07. It stated that such a percentage “...clearly does not reflect the importance of the Governing Bodies’ role, not just in oversight of the Secretariat but in performing the global governance function for food and agriculture.”⁵⁶

256. The IPA did not raise the issue of cost-efficiency in its Governance chapter, but it has been included in this Review, including both overall costs of governance, as well as information on the direct cost of revising the Basic Texts as part of the IPA. The IR Team focused on the costs of all Divisions and Regional Offices directly related to servicing the GBs and sought to capture the ‘hidden’ costs represented by the time of secretaries and technical staff contributing to the overall effort of governance.

19.2 Main Findings

257. The main items of expenditures that FAO incurs servicing the GBs are:

- Translation of documents for the GBs;⁵⁷
- Interpretation during the GB sessions;
- Daily Subsistence Allowance (DSA), emoluments and travel of the ICC;
- Travel and DSA for representatives of Members appointed to the GBs, borne by the Organization;
- Time of Secretaries of GBs and of other staff for the organization and attendance of GB meetings;
- Staff time for the preparation of documents specifically for the GBs;⁵⁸
- Supporting services for GB sessions (messengers, IT services, etc.)

258. Although the items of expenditure did not change over time, it did not prove feasible to make a direct comparison between 2006/07 and 2012/13. First of all, the Conference and Council Division moved across three different institutional locations, which made it impossible to trace its budget and expenditures over time. Secondly, the fact that no official time records were kept for GB secretaries and the rotation in these posts meant that the analysis had to rely on the memory of those available for interview.

⁵⁶ IEE report, paragraph 733

⁵⁷ The higher costs in translation and interpretation due to the inclusion of Russian as the sixth official language of FAO, following the admission of the Russian Federation as a member of FAO have been also funded by the Russian Federation itself through a dedicated Trust Fund.

⁵⁸ This does not include a number of documents that would have to be prepared independently from their presentation to the GBs, e.g.: Strategic Framework, MTP, BWP, PIR, evaluation reports, Audited accounts, etc.

259. It is worth noting that the IPA actions effectively increased the size and intensity of governance functions in FAO, with the formal inclusion of RCs in the governance process, as well as increasing the number of sessions of Council and an overall increase in the number of side events to GB sessions. Costs can be expected to increase further if inter-sessional work by the RCs and TCs increases.

260. The increase in the number of days, sessions and side events between 2006/07 and 2012/13 is shown in Box 4 below: over this period, the total number of days of GB sessions increased from 89 to 132, and the number of sessions, from 23 to 34. The peak in 2008/09 for the CCLM and in 2010/11 for the PC and FC was directly or indirectly due to the IPA actions and it is unlikely it will be reached again. Data are available for a longer time span in Annex 6.

Box 4. Number of GB sessions and length in 2006/07 and 2012/13

Governing Body	2006/07			2012/13		
	Days	Sessions	N. side events	Days	Sessions	N. side events
<i>Conference</i>	8	1	4	8	1	18
<i>Council</i>	15	4	3	21	5	16
<i>Programme Committee</i>	20	4	0	22	4	
<i>Joint Meeting P+FC</i>	4	4	0	5	5	
<i>Finance Committee</i>	21	4	0	21	5	
<i>CCLM</i>	4	2		13	4	
Total Conf+Cl+PC+FC+CCLM	72	19	7	90	24	34
<i>COAG</i>	4	1	1	5	1	5
<i>CCP</i>	3	1	4	3	1	4
<i>COFI</i>	5	1		5	1	
<i>COFO</i>	5	1	2	5	1	53
<i>APRC</i>	(5)	(1)		5	1	
<i>ARC</i>	(5)	(1)		5	1	
<i>ERC</i>	(3)	(2)		4	2	
<i>LARC</i>	(5)	(1)		5	1	
<i>NERC</i>	(5)	(1)		5	1	
Grand Total	112	29	14	132	34	96
Grand Total excluding RCs	89	23	14	108	28	96
<i>Finance Committee sessions for WFP</i>	6	5		7	4	

Source: FAO GB website, compiled by OED

261. With this background in mind, the analysis of current costs of FAO Governance was carried out on the basis of expenditures incurred during the 2012/13 biennium and a projection based on available data as of July 2014, for the 2014/15 biennium.⁵⁹ The figures shown in Box 5 below should be taken as indicative and treated cautiously, given the absence of accurate records, in particular with regards to time of staff servicing the GBs.

⁵⁹ See Annex 6 for more information on the assumptions underpinning the cost analysis.

Box 5. Cost of servicing FAO Governing Bodies in 2012/13 and projections for 2014/15

	2012/2013		Projection cost 2014/15	
	USD	%	USD	%
<i>Conference</i>	2,618,616	14.0%	2,618,616	14.1%
<i>Council</i>	3,292,883	17.7%	3,292,883	17.8%
<i>Independent Chair of the Council</i>	270,352	1.5%	334,118	1.8%
<i>Programme Committee and Joint Meeting</i>	2,584,233	13.9%	1,989,302	10.7%
<i>Finance Committee</i>	2,056,780	11.0%	2,056,780	11.1%
<i>CCLM</i>	772,991	4.1%	772,991	4.2%
<i>COFI</i>	817,275	4.4%	1,104,104	6.0%
<i>COFO</i>	744,330	4.0%	869,817	4.7%
<i>COAG</i>	752,846	4.0%	701,420	3.8%
<i>CCP</i>	782,785	4.2%	783,785	4.2%
<i>ARC</i>	848,790	4.6%	631,374	3.4%
<i>APRC</i>	387,142	2.1%	517,008	2.8%
<i>ERC</i>	794,723	4.3%	790,207	4.3%
<i>LARC</i>	631,910	3.4%	652,863	3.5%
<i>NERC</i>	691,497	3.7%	828,470	4.5%
<i>OSD</i>	596,434	3.2%	596,434	3.2%
Grand total	18,643,588	100%	18,540,171	100%
% of biennial Net Appropriation		1.85%		1.67%

Source: PIRES; CPA; questionnaire to Secretaries of Governing Bodies; further analysis by OED.

262. The data show that the cost of governance in FAO continues to represent a low share of the Regular Programme budget: the total cost in 2012/13 represented 1.85% of the corporate Net Appropriation for the biennium, and in 2014/15 it will represent less than 1.7%. This is well below the share estimated by the IEE, which was considered did not represent the importance of FAO governance.⁶⁰

263. More detailed analysis showed that the various categories of cost varied by group of Governing Body. For example, translation and interpretation absorb more than 55% of the total cost of the Council Committees, but only 30-40% of the costs of TCs and RCs; staff time, including of Secretaries and ADGs, represents 55-60% of the total in the case of TCs and RCs, but only 13% of the cost of Council Committees.

264. If Members wish to have information on governance costs in FAO, harmonized budgeting and reporting as well as time-keeping by staff assigned to servicing GBs will be needed. To take just one example, cost estimates for the RCs varied from USD 161,000 to USD 612,000, with no allocation in 2012/13 for this activity in the budget of one Regional Office.

265. The cost of updating the Basic Texts comprised two main items of expenditure. The first was the higher number of CCLM sessions which entailed higher costs of translation, interpretation and travel of CCLM members. The second item of expenditure was the actual modification of the Basic Texts in all languages and its transformation into a user-friendly document on-line. This cost was paid out of the IPA extra-budgetary resources and amounted to USD 380,000. Other actions to improve the functioning of the GBs that were funded through the IPA extra-budgetary resources included the upgrade of the Permanent Representatives website, the introduction of automatic queuing of Member requests for the floor in Council and the automatic tally system for elections and other votes.

⁶⁰ If the Organization's extra-budgetary resources were to be included, the cost of governance would be below 1% of total available resources.

266. It should also be noted that the follow-up to some IPA measures will enhance savings in the medium term, for example reducing the length of Conference. A decision by the PC that only the Executive Summary of the evaluation reports would be translated into all the languages of the Organization entailed significant savings from late 2013 onward. For example, the cost of translation of evaluation reports discussed at the 115th PC session in May 2014 was reduced by 89%, approximately USD 86,000.⁶¹

267. Not all the IPA-introduced measures brought about major savings, however. A case in point is the length of GBs reports, which were repeatedly brought as an example of greater efficiency as they are said to have become shorter. The comparison of the number of words of reports of parallel sessions of the Conference, Council and Council Committees in 2006/07 and in 2012/13 only shows a 7% decrease in the number of words, excluding annexes.

268. An area where additional costs may be needed is the timely availability of reports for the GBs: only half of all the respondents expressed satisfaction with timeliness and a large minority expressed strong dissatisfaction in four out of eight GBs. This is clearly an area where the Organization needs to improve its performance, even if this may entail some additional cost.

19.3 Conclusions

269. In the absence of accurate data recorded over time it was not possible to carry out a “before and after the IPA” analysis of the cost of servicing FAO Governing Bodies. Nevertheless, the IR Team’s analysis shows that in 2012/13 and 2014/15, the approximate cost of governance in FAO corresponded to 1.75% of the Net Appropriation.

270. There is potential for additional savings in the medium-term, through enhanced focus and efficiency in servicing the Governing Bodies. This should be pursued where possible, although attention has also to be paid to maintaining, and in some cases improving, the quality and effectiveness of the services provided and of the resulting products. The most important gap was in the timeliness of the delivery of documents in the original version as well as in languages.

20 Operational suggestions

271. The IR Team also identified a number of ‘Nuts and Bolts’ issues, or points for consideration by Members, that it believes will make a substantial difference in the workings of the Governing Bodies concerned. Suggestions to address these issues are listed below:

Suggestions for the Council

- To capture the richness of their discussions, Council may wish to include short summaries of the discussion in Council reports as part of the Chair’s summary or as relevant;
- In order to continue to be at the cutting edge of Governing Bodies’ reform, Council may wish to draw on expertise on their processes from outside sources, if this is not available within the Secretariat;
- The ICC could convene the Informal Meetings of the Regional Groups Chairs to clarify emerging grey areas in discussion with Senior Management with respect to the relationship between the Regional Groups and the Regional Offices, as well as to exchange information among the Regional Groups on working methods and best practices to enhance their roles;
- The Committees of the Council and the Joint Meeting could consider ‘tracking for efficiency’ to identify areas of duplication and overlap in order to streamline workflow. Similarly, working methods and agendas should be tracked within the Finance Committee to identify areas for further efficiency.

⁶¹ Based on charges for CPAM mandatory translations submitted in due time.

Suggestions for the Evaluation function

- The Programme Committee and the Evaluation Committee (Internal) could consider regular interaction to strengthen the contribution of evaluations to both management and Governing Bodies and reduce any tension in the dual reporting line;
- The Programme Committee could consider including the following in the Terms of Reference for the Independent Evaluation of FAO's Evaluation Function: ways to enhance the effectiveness of the dual reporting line; the independence of FAO Office of Evaluation to manage its budget once it has been approved and any effects this has on its ability to perform; the implications of OED-led and authored reports for the independence of evaluation findings; how useful and implementable OED recommendations to management have been; the effectiveness of the "evaluation/management response/follow-up report/validation" process in supporting GB guidance and oversight; the Programme Committee's use of evaluation findings in its strategic guidance, priority setting and oversight of FAO.

Suggestions for the Regional Conferences

- As Chairs remain in place between sessions, more thought could be given to clarifying their responsibilities vis-à-vis the Regional Conference membership and the Secretariat;
- It would contribute to the Regional Conferences' value as fora for the exchange of information and experience if their sessions are organized in a way that allows for greater, informal exchange of views among delegates;
- The priorities identified by regional technical commissions on forests and fisheries could be included as an integral part of Regional Conferences' reports to Council with regard to priorities for the work of the Organization in the region.

Suggestions for the Technical Committees

- Members may wish to give consideration to a more comprehensive review of the work of the Technical Committees to respond to points beyond the scope of this review.

Suggestions regarding Ministerial Meetings

- When considering future Ministerial Meetings, Members may wish to take into account their likely impact compared with the time and cost for both Members and Secretariat. However, the Basic Texts should remain unchanged so that Conference and Council have the option in case of compelling need.

Suggestions on definition of Governing Bodies

- As presently worded, the definition of GBs contained in the Basic Texts is unclear as to whether it is referring to 'international functions' or internal oversight. Consideration should be given to clarifying that it covers both.

Suggestion on the timing of Council and Conference

- As the programme direction and substance of the MTP and PWB have already been reviewed and approved by capitals by the time of Council, Members could consider shortening the existing 60 day consultation period between Council and Conference to 45 or 30 days.

21 Concluding remarks

272. Looking back at IEE's statement six years ago that FAO's Governing Bodies were "*failing the organization*", the IR Team found that the GBs have made substantial progress in their reform. They have implemented almost all the governance actions contained in the IPA, which has made a significant difference in the enabling environment for governance within the Organization. Virtually everyone with whom the IR Team spoke believed that there has been a transformative change in governance, built on the sense of trust among the Members themselves, as well as trust between the Members and Senior Management.

273. Trust has been nurtured in specific ways, such as the work of the ICC to facilitate communication among the Members, increased interaction with the Director General and the availability of Senior Management during the GB sessions, as well as better, more complete documentation. This sense of trust has also enabled Council to delegate more responsibility to the Programme Committee, Finance Committee and Committee on Constitutional and Legal Matters and, for the most part, to accept their findings and recommendations as its own. Conference, likewise, has limited its deliberations on the Medium-Term Plan/Programme of Work and Budget, to the budget, affirming Council's decision on its direction and content.

274. Although most of the IPA Actions have been implemented to very good effect, the IR Team found that there is still some way to go for effective and efficient governance. The IR Team analysed each governance-related issues, and made sixteen recommendations that should take governance reform to the next level. The Team has also identified some operational "nuts and bolts" issues for Members' consideration, to further enhance the efficiency of the way the GBs work while also contributing to their effectiveness.

275. The IR Team recognizes that reform is an on-going process that does not always proceed in a straight line. It recognizes the tremendous work that has gone on in the governance reform and the dedication with which Members have undertaken this. It makes these recommendations and proposals in the hope of making a contribution, however minor, to the work underway.

Annex 1. Arrangements for an Independent Review of Governance Reforms

COUNCIL

Hundred and Forty-eighth Session

Rome, 2-6 December 2013

Arrangements for an Independent Review of Governance Reforms

Suggested action by the CCLM, the Joint Meeting of the Programme and Finance Committees and by the Council

The CCLM and the Joint Meeting of the Programme and Finance Committees are requested to review the arrangements proposed in this document for the Independent Review of governance reforms, and to provide any advice deemed required to Council.

Council is requested to review and endorse the proposed arrangements for the Independent Review, making such adjustments and providing such guidance as deemed necessary.

Queries on the substantive content of this document may be addressed to:

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I. Background

1. Action 2.74 in the Immediate Plan of Action for FAO Renewal (IPA), approved by the FAO Conference in 2008, provides that “Conference will 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.”¹ This action builds on a recommendation made in 2007 by the Independent External Evaluation of FAO that “after six years, there should be a comprehensive review of progress on governance reforms and their effectiveness.”²
2. In view of the long-term nature of governance reforms, the target date for completion of Action 2.74 was set in 2015, well beyond the implementation timeframe for most of the other actions. Initially foreseen under the IPA, the long-standing character of Action 2.74 was further recognized by FAO Members through the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE)³ and the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies⁴, as well as the FAO Conference⁵ and Council⁶. It was also pointed out in various Management reports on implementation of the IPA⁷.
3. In more explicit terms, the final report on IPA implementation indicated that the results of the assessment of the workings of the governance reforms “will need to be considered by the 39th Session of Conference in 2015, and working arrangements would need to be decided beforehand in order to meet this deadline. To this extent Management is available to provide the support required to organize, undertake and report on the evaluation. It would however seem appropriate that Members give an indication of the approach they wish to adopt, including whether they intend to undertake the independent review.”⁸
4. Council reviewed the final report on IPA implementation at its 146th Session in April 2013 and endorsed it. In respect of Action 2.74, it recommended that “the Secretariat arrange for an Independent Review of the workings of the governance reforms to be undertaken in 2014 for assessment by the Conference in June 2015. The specific modalities for this Independent Review would be reviewed by Council at its 148th Session in December 2013, with the understanding that the budget for the review would amount to approximately USD 111,000.00.”⁹ In turn, Conference approved this report at its last session in June 2013, and “looked forward to an Independent Review of the outcome of the governance reforms in 2014 for assessment by the 39th Session of the Conference in June 2015”.¹⁰
5. In line with this guidance, the present document puts forward proposed arrangements for the conduct of an Independent Review of the governance reforms, for review and advice by the

¹ *Report of the 35th (Special) Session of the FAO Conference*, November 2008, C 2008/REP, Resolution 1/2008 and Appendix E.

² *Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (FAO)*, October 2007, C 2007/7A.1-Rev.1, Recommendation 4.1-c).

³ Reports of the CoC-IEE to Conference on the IPA of 2008 (C 2008/4, p. 30), of 2009 (C 2009/7, Annex 1 to Appendix 5), and of 2011 (C 2011/7, paras 149 and 160).

⁴ *Final Report of the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation*, April 2011, C 2011/28, para 40.

⁵ Reports of the 36th Session, November 2009 (C 2009/REP, para 133, Resolution 4/2009 and Appendix D); the 37th Session, June 2011 (C 2011/REP, para 104, Resolution 6/2011 and Appendix C); and the 38th Session, June 2013 (C 2013/REP, para 111).

⁶ Report of the 146th Session, April 2013, CL 146/REP, para 12.

⁷ *Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process*, June 2013, C 2013/26, paras 98, 218 and 238; *Progress Report on the Immediate Plan of Action Implementation*, October 2012, CL145/10, para 9; *IPA annual report for 2011 and direction for 2012*, April 2012, CL 144/10, para 64. It was stated in CL145/10 that Action 2.74, “by its nature, is scheduled to start after the reform programme has been completed at the end of 2012 because it relates to a post-closure assessment of reform.”

⁸ C 2013/26, para 238.

⁹ CL 146/REP, para 12.

¹⁰ C 2013/REP, para 111.

Committee on Constitutional and Legal Matters (CCLM) and the Joint Meeting of the Programme and Finance Committees, and for discussion and decision by Council.

II. Proposed Arrangements for the Independent Review

6. Pursuant to Action 2.74, the Independent Review is a contribution to the assessment of the implementation of the governance reforms. The assessment itself is to be carried out by Conference, and should therefore be a Member-driven process. Conference could also receive, as appropriate, inputs from other relevant Governing Bodies for the purposes of the assessment¹¹.

7. At its 146th Session held from 22 to 26 April 2013, Council called for “specific modalities” for the Independent Review to be discussed at its next session in December 2013. During an informal meeting of the Independent Chairperson of Council with the Chairpersons and Vice-Chairpersons of the Regional Groups, convened on 3 April 2013, it was proposed that the Independent Review be supported by the Office of Evaluation (OED), and that a group of FAO Members provide guidance to a small review team and facilitate consultation between the team and the Membership of the Organization.

8. Echoing this proposal, and in the light of past experience on governance related matters, Council could consider putting in place the following arrangements for the Independent Review of the governance reforms: (i) request the Independent Chairperson of Council (ICC) to hold informal and open-ended meetings with the Chairpersons and Vice-Chairpersons of the Regional Groups especially intended to guide the Independent Review process; and (ii) request the Joint Meeting of the Programme and Finance Committees to ensure oversight of the Independent Review exercise. These proposed arrangements are outlined below.

A. The Informal Meetings of the Regional Group Chairpersons and Vice-Chairpersons as a Consultation Forum for the Independent Review

9. Informal meetings of the ICC with the Chairpersons and Vice-Chairpersons of the Regional Groups have become a vehicle for consultation, coordination and consensus building among FAO Members. They are regularly convened by the ICC to facilitate inter-sessional work and prepare for formal Governing Body sessions. Hence, such informal meetings could usefully serve to facilitate consultation and interaction between FAO Members and the review team.

10. The Chairpersons and Vice-Chairpersons invited to participate in the informal open-ended meetings of the Regional Groups (IMRGs), on behalf of their constituencies, are those of the FAO regions for Council election purposes, namely: the Africa Region, the Asia Region, the Europe Region, the Latin America and the Caribbean Region, the Near East Region, the North America Region, and the South-West Pacific Region. As per established practice, the Chairpersons and Vice-Chairpersons of other Groups are also invited to participate as observers with speaking rights. The review team would be invited to attend the IMRGs as needed.

11. As to their frequency, the IMRGs would be held as and when needed in the course of 2014, upon invitation by the Independent Chairperson of Council. The required secretariat services would be made available to support their work with Management committed to extending the assistance needed “to organize, undertake and report on the evaluation”.¹²

B. Oversight of the Independent Review by the Joint Meeting of the Programme and Finance Committees

12. Over the years, the Joint Meeting of the Programme and Finance Committees has dealt with governance matters under a standing item on its agenda titled “Savings and Efficiencies in Governance”. This standing agenda item was mandated by the Council at its 110th Session in

¹¹ For example, Action 2.74 is specifically mentioned in the *Council Multi-year Programme of Work 2013-16*, CL 146/9, April 2013, para 2.

¹² *Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process*, June 2013, C 2013/26, para 238.

November 1995, as a means to improve the quality of governance while achieving savings and efficiencies.¹³

13. As the Joint Meeting of the Programme and Finance Committees is mandated to cover a wide range of financial and programmatic issues linked to governance matters, it would be well placed to perform oversight functions for the Independent Review of the governance reforms, without prejudice to the role of Council itself in this area. Following the forthcoming session of the Committees in November 2013, there would be opportunities in 2014 for the Joint Meeting to consider and advise on the work of the Independent Review at the scheduled sessions of the Programme and Finance Committees, including through direct interaction with the review team. In view of this, the final draft report of the Independent Review would be submitted to the Joint Meeting, as well as to Council.

14. The proposed arrangements for the Independent Review will be reviewed by the Committee on Constitutional and Legal Matters (CCLM) at its 97th Session in October 2013, prior to initial consideration by the Joint Meeting of the Programme and Finance Committees. This will ensure that any relevant issue of a legal nature pertaining to the Independent Review is addressed at the outset.

C. Indicative Timeline for the Independent Review

15. In terms of timing, as directed by Council and Conference¹⁴, the Independent Review should be undertaken in the course of 2014, which should allow sufficient time for observation of the deliberations of key Governing Bodies during the year, including at meetings of Regional Conferences as foreseen by Action 2.74. Governing Bodies sessions scheduled to take place in 2014¹⁵ that will be selectively attended by members of the review team as observers are listed in Annex 1.

16. Assuming the proposed arrangements are endorsed by Council in December 2013, the first IMRGs could be convened in February 2014 by the ICC, on a date to be set in consultation with the Secretariat. At that meeting, the IMRG would interact with the members of the Independent Review team and host an initial discussion on the issues to be addressed. On the same occasion, the schedule and workplan for the IMRGs during the course of the year would also be agreed upon.

17. The ICC would play a proactive facilitation role for the entire review process, in keeping with the ICC's enhanced responsibilities stemming from the IPA.

18. The proposed arrangements described above, including the draft Terms of Reference for the Independent Review set out in Annex 2, were developed by the Secretariat through a consultative process, which involved initially the ICC in August 2013, then the Chairpersons and Vice-Chairpersons of the Regional Groups at preparatory meetings called by the ICC in September and October 2013. Annex 3 sets out the tentative budget.

¹³ CL 110/REP, para 15.

¹⁴ CL 146/REP, para 12; C 2013/REP, para 111.

¹⁵ *Calendar of FAO/IFAD/WFP Governing Bodies and other Main Sessions 2013-14*, CL 147/REP, June 2013, Appendix C.

Annex 1

Governing Body Sessions that could be attended by the Review Team as Observers in 2014

Sessions	Dates
<i>Regional Conferences</i> for the Near East for Asia and the Pacific for Africa for Europe for Latin America and the Caribbean	23-27 February 2014 10-14 March 2014 24-28 March 2014 1-4 April 2014 6-9 May 2014
<i>Technical Committees</i> Committee on Fisheries: Committee on Forestry Committee on Agriculture: Committee on Commodity Problems:	9-13 June 2014 23-27 June 2014 29 September - 3 October 2014 6-8 October 2014
<i>Committee on World Food Security</i> - 41 st Session	13-17 October 2014
<i>Committee on Constitutional and Legal Matters</i> 98 th Session 99 th Session	17-19 March 2014 20-22 October 2014
<i>Finance Committee</i> 151 st Session 152 nd Session	26-30 May 2014 3-7 November 2014
<i>Programme Committee</i> 115 th Session 116 th Session	26-30 May 2014 3-7 November 2014
<i>Joint Meeting of the Programme and Finance Committees</i> PC 115 and FC 151 PC 116 and FC 152	26 May 2014 5 November 2014
<i>Council</i> 149 th Session 150 th Session	16-20 June 2014 1-5 December 2014

Annex 2

Draft Terms of Reference for the Independent Review of Governance Reforms**I. Background**

1. Action 2.74 of the Immediate Plan of Action for FAO Renewal (IPA), approved by FAO Conference in 2008, provides that “*the Conference will 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.*”
2. Reforms to FAO governance brought about by the IPA were considered to be of a long-term nature: the 2009 CoC-IEE Report to the Conference foresaw an analysis that would cover the period between 2010, when the reform became operational, until the review took place in time for the 2015 Conference. Consequently, FAO Management in November 2012 classified Action 2.74 among those scheduled to start after the reform programme had been completed at the end of 2013, because it related to a post-closure assessment of reform.
3. In April 2013, in compliance with Action 2.74 itself, the FAO Council requested the Secretariat to organize the envisaged Independent Review, that would contribute in 2015 to the Conference’s own assessment and decision-making on any further adjustment deemed useful. The Council also called for ‘*specific modalities*’ for the governance mechanism of the Independent Review, to be discussed at its December 2013 session.
4. During an informal meeting of the Independent Chairperson of the Council with the Chairpersons and Vice-Chairpersons of the Regional Groups (IMRG),¹⁶ it was proposed that the Office of Evaluation (OED) be asked to support the Independent Review, with a group of FAO members providing guidance and facilitating consultation between the review team and Membership at large. These Terms of Reference propose in detail how the Independent Review will be carried out, including OED’s responsibility in the process.

II. Purpose

5. The Independent Review will be an input to the Conference for its own assessment of the workings of the governance reform through evidence-based analysis of progress accomplished and of areas or aspects where further improvement is necessary.

III. Scope and criteria

6. The Independent Review will analyse the whole set of decisions made and steps taken by FAO, both Secretariat, Governing Bodies (GBs)¹⁷ and Membership, to implement the IPA actions and sub-actions aimed at reforming the corporate governance mechanisms. These will also include the amendments to the Basic Texts that were adopted by the Conference in 2009, as well as the modified organizational arrangements that were introduced during the process, such as for example, initiatives taken by the Council, the Regional Conferences, the Technical Committees, relevant Statutory Bodies or by the Secretariat in response to requests from the members; as well as any other related action that will emerge through the assessment. All will be collectively referred to as ‘IPA-related governance reforms’.
7. The implementation of the IPA-related governance reforms will be assessed against the following criteria:
 - i) Coverage: extent to which all envisaged actions and sub-actions have been implemented, and reasons for not doing so if it is the case;
 - ii) Efficiency: overall efficiency gains through improved timeliness of action, rationalization of the governance mechanisms, clarity and simplification of communication flow, etc.; attention

¹⁶ Meeting convened on 3 April 2013.

¹⁷ This includes: Technical Committees, Regional Conferences, other Committees of the Council, Council and Conference.

will also be given to the analysis of actual and transaction costs linked to the governance reform process and to its new set-up;

- iii) Effectiveness: overall immediate results of the IPA actions on the substantive governance of FAO, in terms of improved functioning of the GBs; this will include aspects related to guidance by the GBs to the Secretariat and feed-back flow from the Secretariat to the GBs;
- iv) Impact: insofar as possible, actual and potential lasting changes on FAO's performance at the corporate level that can be attributed to, or to which the implementation of the IPA-related governance reforms has contributed.

8. A preliminary set of issues and questions to be assessed is listed here below by criteria. This will be finalized throughout the preparatory phase of the Independent Review and fine-tuned by the team as appropriate.

Coverage

- a) Main achievements and enabling factors in the implementation of envisaged actions and sub-actions;
- b) Main hindering factors preventing full implementation of envisaged actions, if any;

Efficiency

- c) Extent to which the new cycle of Governing Bodies sessions enables more streamlined and timely governance;
- d) Extent to which the dual reporting lines of Technical Committees and Regional Conferences enable timely communication and decision making;
- e) Changes if any, in the cost-efficiency of the new governance mechanisms for Members;
- f) Time and cost-efficiency improvements, if any, in the Secretariat's servicing of the Governing Bodies;
- g) Efficiency of a number of initiatives foreseen by, or being implemented as a result of, the IPA, including oversight mechanisms;

Effectiveness

- h) Extent to which the new cycle of Governing Bodies sessions enables better informed and more effective decision-making by the Governing Bodies;
- i) Extent to which the new cycle of Governing Bodies sessions, and in particular the priority setting process, enables more effective planning of and reporting on FAO's work;
- j) Extent to which the intended better demarcation of roles and agendas between Conference and Council is well understood and is leading to improved effectiveness of FAO governance;
- k) Extent to which the enhanced role of the Independent Chairperson of Council (ICC) contributes to improved effectiveness of FAO governance;
- l) Added value of the Multi-Year Plan of Work of each Governing Body;
- m) Effectiveness of a number of initiatives foreseen by, or being implemented as a result of, the IPA, including oversight mechanisms;

Impact

- n) Extent to which the new pattern of Council sessions is leading to tangible benefits in the work of the Organization;
- o) Extent to which the measures have led to greater inclusiveness and transparency in the governance of FAO at large;
- p) Extent to which Member Countries' participation and ownership of the governance mechanisms of FAO has changed and how.

IV. Approach and methodology

A. Approach and tools

9. The Independent Review will be formative: information, data and evidence gathered will be used to draw conclusions against the agreed criteria, identify gaps and/or needs for remedial action and

accordingly formulate recommendations. These will have to be actionable and realistic, addressed to responsible stakeholder/s and detailed in terms of time-frame.

10. The Review will make use of the following methods and tools, as appropriate:
 - Mapping of all relevant IPA actions and sub-actions related to governance reform;
 - Review of documents and reports, including reviews, audits and evaluations, by: the CoC-IEE; Governing Bodies; IPA Steering Committee, Senior Management, FAO Secretariat, Office of Evaluation,¹⁸ External Auditors, etc.;
 - Semi-structured interviews with key informants and stakeholders, supported by check lists and/or interview protocols;
 - Questionnaires to Members, through the Permanent Representatives Web site maintained by the FAO Conference, Council and Protocol Division;¹⁹
 - Direct interaction with Member Nations, and observation of the decision making process, through participation in a sample of meetings of Governing Bodies, including Regional Conferences; etc.
11. Triangulation of evidence and information gathered will underpin the Review's validation and analysis and support its conclusions and recommendations.

B. Stakeholders and consultation process

12. The key stakeholders for the Independent Review are the following:
 - FAO Governing Bodies, in their role of initiators and subjects of the governance reform process;
 - FAO Member Nations, in their role of shareholders of the Organization;
 - FAO Senior Management, in HQ and Decentralized Offices, who interact with the GBs in their various capacities and roles;
 - FAO Conference, Council and Protocol Division, which assists and services FAO GBs.
13. The Independent Review will adopt a consultative approach and interact extensively with stakeholders at different points in time; this will include sharing of key deliverables in draft version for comments and suggestions.
14. Interviews with stakeholders and participation as observers in a selected sample of Governing Body sessions will be the main occasion for direct canvassing of views and opinions. The proposed arrangements for the governance of the Independent Review will provide the opportunity to validate preliminary findings, conclusions and recommendations with FAO membership, at different stages of the process.
15. The Review Team will attend Governing Body sessions selected as per the following criteria:
 - Timing: earlier sessions in the year will be preferred;
 - Diversity: in so far as possible, all categories of Governing Body session will be attended once;
 - Avoid duplications: the Review team will not attend the Regional Conferences that OED is planning to attend in 2014, to present the final reports of the evaluations of FAO's Regional and Sub-regional Offices;
 - Logistics and costs of participation, including language skills of the team members.
16. On the basis of the above, Box 1 below indicates the proposed sessions, in chronological order, to be attended by the Review team to observe the procedures and processes and interact directly with members.

¹⁸ The role of the Regional Conferences and changes to it over time as a consequence of the IPA action was, and will be assessed in the context of the OED managed evaluations of FAO's regional and sub-regional offices that will be completed in early 2014.

¹⁹ This will include a questionnaire survey to the Permanent Representatives and the official representatives of Member States in the Governing Bodies session.

Box 1. Sessions of the Governing Bodies to be attended by the Independent Review team

Governing Body	Dates
<i>Regional Conference for the Near East</i>	23-27 February 2014
<i>Regional Conference for Europe</i>	1-4 April 2014
<i>Programme Committee, Finance Committee and Joint Meeting of the Programme and Finance Committees</i>	26-30 May 2014
<i>Council</i>	16-20 June 2014
<i>Committee on Forestry</i>	23-27 June 2014

In addition, the Independent Review team will also hold a meeting during the Informal Regional Conference for North America that will take place in April 2014, through low cost arrangements.

Roles and responsibilities

17. The FAO Office of Evaluation will support the Independent Review; it will be responsible for finalizing the ToR and the team composition, taking into account suggestions received, and for drafting individual ToRs for the team members. In addition, OED will discharge administrative and logistics functions.

18. The Office will also contribute to the work of the Review team with briefing, guidance on substantive aspects of the review, background work to identify documents and reports, etc.

19. The Independent Chair of the Council, on behalf of the Council, will be the main Focal Point for the Independent Review team; regular meetings will be organized to keep the ICC informed of progress.

20. The Independent Review team will be responsible for conducting the assessment, applying the methodology as appropriate and for producing the final report. Team members will participate in meetings and Governing Body sessions, as established through their individual ToR, and will contribute written inputs for the final draft and final report. The team is fully responsible for its report which may not reflect the views of FAO. OED will be responsible for the Quality Assurance of the report.²⁰

21. At the end of its first round of interviews in February 2014, the Independent Review team will fine-tune the questions and issues listed above and develop its own analytical tools. A short inception report will be discussed and agreed at the first IMRG set for 7 February 2014.

V. Team composition

22. The names and profiles of the selected team members will be communicated by the ICC at the 148th Session of Council (2-6 December 2013).

23. The members of the Review team will have had no previous direct involvement in the implementation of IPA-related governance reforms. All will sign the Declaration of Interest form of the FAO Office of Evaluation.

24. The team will comprise the best available mix of skills that are required to assess the FAO governance reform; as a whole, it will have expertise in all the following subject matters:

- Governance of UN organizations;
- Institutional reforms;
- Conduct of evaluations.

²⁰ Quality assurance entails verifying that the final report meets the terms of reference and the quality standards in terms of clarity, robustness of analysis and internal validity of the evidence-base, conclusions and recommendations.

25. The team will comprise two members and be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives. OED will integrate the team with an evaluation officer and/or an evaluation analyst, as required.

VI. Timing

26. The Independent Review will be carried out in 2014; it will include participation in key Governing Bodies' meetings, as well as reporting to them at different points in time. Box 2 indicates the sessions of the Governing Bodies that will include the discussion of the Independent Review in their agendas. The total number of Informal meetings of the Independent Chairperson of the Council and the Chairs and Vice-Chairs of the Regional Groups, and their dates, will be decided during the first IMRG meeting in February 2014.

Box 2. Tentative Timetable of discussion of the Independent Review at Governing Bodies

Activity	Date/deadline
<i>Meetings of ICC with Chairpersons and Vice-Chairpersons of Regional Groups</i>	September-October 2013
<i>Review by the Committee on Constitutional and Legal Matters (CCLM)</i>	October 2013, CCLM 97
<i>Joint Meeting of Programme and Finance Committees on arrangements for Independent Review</i>	November 2013, JM FC 150/PC 114
<i>Council endorsement of arrangements for Independent Review</i>	December 2013, Council 148
<i>First Informal meeting of the Independent Chair of the Council and the Chairs and Vice-Chairs of the Regional Groups</i>	7 February 2014
<i>Activities of Independent Review Team</i>	February-June 2014
<i>Second Informal meeting of the Independent Chair of the Council and the Chairs and Vice-Chairs of the Regional Groups</i>	April-May 2014 (to be decided)
<i>Joint Meeting of Programme and Finance Committees and Council: discussion of preliminary findings</i>	May 2014, Joint Meeting; June 2014, Council 149
<i>Third Informal meeting of the Independent Chair of the Council and the Chairs and Vice-Chairs of the Regional Groups: discussion of draft report</i>	Mid-September 2014 (to be decided)
<i>Submission draft Independent review report</i>	30 September
<i>Joint Meeting of Programme and Finance Committees and Council: discussion of draft report</i>	November 2014, Joint Meeting; December 2014, Council 150
<i>Submission final Independent Review report to FAO</i>	16 December
<i>Presentation final Independent Review report</i>	March 2015, June 2015
<i>Discussion of Independent Review report</i>	March 2015, Joint Meeting April 2015, Council 151
<i>Assessment of governance reforms, including consideration of Independent Review Report</i>	June 2015, Conference 38

Annex 3

**Tentative budget for the review of IPA governance actions
(IPA Action 2.74)**

	Unit	Quantity	Unit cost (USD)	Total
<i>Team member n.1</i>				
Honorarium	days	60.0	600.0	36,000.0
DSA Rome	days	30.0	400.0	12,000.0
DSA other	days	3.0	300.0	900.0
Terminals	number	28.0	38.0	1,064.0
Travel Rome	n.	6.0	4,000.0	24,000.0
Travel other	n.	1.0	4,000.0	4,000.0
Sub-total				77,964.0
<i>Team member n.2</i>				
Honorarium	days	50.0	550.0	27,500.0
DSA Rome	days	26.0	400.0	10,400.0
DSA other	days	3.0	300.0	900.0
Terminals	number	24.0	38.0	912.0
Travel Rome	n.	5.0	4,000.0	20,000.0
Travel other	n.	1.0	4,000.0	4,000.0
Sub-total				63,712.0
<i>Evaluation analyst</i>				
Honorarium	days	30.0	220.0	6,600.0
DSA other	days	3.0	300.0	900.0
DSA other	days	3.0	300.0	900.0
Terminals	number	8.0	38.0	304.0
Travel other	n.	2.0	1,500.0	3,000.0
Sub-total				11,704.0
Total				153,380.0

Annex 2. Profile of team members

Dr Maxine Olson, a national of the United States, served as an international civil servant for various United Nations agencies for over 30 years. Her last position was as UN Resident Coordinator and UNDP Resident Representative to India (2003 to 2008). She also served as Acting Director of UNDP's Regional Bureau for Asia and the Pacific on an interim basis. Prior to this, she held the position of UNDP Resident Representative in several Asian countries and as Division Chief for Country Operations for Asia and the Pacific in UNDP Headquarters. From 1995 to 1998, Dr Olson was Deputy Director of the United Nations Development Fund for Women. She served in a number of capacities with the United Nations Office to Combat Desertification and Drought (UNSO) from 1979-1985 and 1991-1995, culminating in the position of Deputy Director. Dr Olson holds a PhD in Agricultural Geography (University of Michigan). Since retirement from UNDP in 2009, Ms. Olson worked as a Senior Advisor in the UNDP Division for Environment and Energy for the preparations for the Copenhagen Climate Change Conference. She has also served as Team Leader and Senior Adviser on the FAO Evaluations of the Decentralized Offices in Africa and Asia and the Pacific respectively, in 2012-13.

Ms Nadia Hijab, a Jordan national by origin, is an International Consultant with extensive experience in evaluations and programme reviews in five world regions. She also has expertise in gender as well as UN institutional reform. Examples of major assignments include: team leader of the evaluation of the Office of the High Commissioner for Human Rights' Mainstreaming of Human Rights within the UN at the Country Level (Guatemala, Lebanon, Sierra Leone, Ukraine); team leader for in-depth rights-based reviews of UNDP country programmes (Armenia, Brazil, Philippines, and Bosnia); and evaluation of a wide-ranging ILO programme on women and work in the occupied Palestinian territory. As a UNDP staff member (1989 – 2000), her areas of work included being a core group member of the UNDP 2001 change management team. Prior to UNDP she was a writer and journalist. Her books and essays include *Womanpower: The Arab debate on women at work*, Cambridge University Press (1988).

Ms Tullia Aiazzi, Evaluation Manager and Senior Evaluation Officer. She joined FAO Office of Evaluation in 2003, holds a MSc in Agricultural and Rural Development and has more than 25 years of professional experience in development related issues. She joined FAO Evaluation Service in 2003: since then, she has managed several thematic and institutional evaluations for FAO Governing Bodies.

Ms. Federica Bottamedi holds a MSc in International Relations and Diplomacy from the University of Trieste and a MSc in European International Relations and Diplomacy from the College of Europe, Belgium. She joined the FAO Office of Evaluation in September 2013: she supported the mid-term evaluation of the EU funded "Improved Global Governance for Hunger Reduction" programme and since January 2014, she has been working as a full-time team member in the Independent Review.

Annex 3. List of interviewees

Title	First name	Surname	Country	Role	Institution
Mr	Faisal	Al Argan	Jordan	Deputy Permanent Representative to FAO, Agricultural Attaché	Embassy of the Hashemite Kingdom of Jordan, Rome
Mr	Salah	Al Bazzaz	Kuwait	Assistant Permanent Representative	Permanent Representation of the State of Kuwait to the UN in Rome
Mr	Habib	Al Hasni	Oman	Director of International Cooperation Department	Ministry of Agriculture
Mr	Tawfeeq	Al Mansoor	Bahrein	Director of Organization Directorate	Ministry of Foreign Affairs
Mr	Ahmed Nasser Abdullah	Al-Bakri	Oman	Under-secretary	Ministry of Agriculture
Mr	Izzedin	Aldiola	Iraq	Minister of Agriculture	Ministry of Agriculture
Mr	Abdullah	Al-Na'ami	Yemen	Third secretary, cultural affairs, communication and I.I.OO.	Embassy of the Republic of Yemen, Rome
Mr	Manar	Al-Sabah	Kuwait	Permanent Representative	Permanent Representation of the State of Kuwait to the UN in Rome
Ms	Karima	Ameur-Boubekeur	Algeria	Secrtaire des Affaires Etrangeres	Algerian Embassy in Rome
Ms	Nathalia	Andrea Soto Vesga	Colombia	Asesora Direccion de Asuntos Economicos, Sociales y Ambientales,	Ministerio de Relaciones Exteriores
Mr	Donovan Paul	Anthony Stanberry	Jamaica	Permanent Secretary	Ministry for Agriculture
H.E.	Mario	Arvelo Caamaño	Dominican Republic	Ambassador, Permanent Representative, Chair COAG	Permanent Mission to FAO, IFAD and WFP in Rome
Mr	Abdul Razak	Ayazi	Afghanistan	Alternate, Permanent Representative, Agriculture Attaché	Embassy of the Islamic Republic of Afghanistan to FAO and to the UN in Rome
Mr	Daniel	Balaban	Croatia		Urgenci
Mr	Mohamed	Bazza	FAO, HQ	Senior Water Resource Officer	FAO, Land and Water Division, NRL
Mr	Boubaker Ben	Belhassen	FAO, HQ	Deputy Director, Secretary of CCP	FAO, Trade and Markets Division, EST
Mr	David	Benfield	FAO, HQ	Former Chief	FAO, IPA Management Unit
Mr	Raul	Benitez	FAO, Chile	ADG/RR	FAO Regional Office for Latin America and the Caribbean, RLC
Ms	Deniz	Berber	Turkey	Head of Department International Organization	Ministry of Food, Agriculture and Livestock

Title	First name	Surname	Country	Role	Institution
Mr	Knut	Berdal	Norway	Senior Adviser	Ministry of Agriculture and Food
Mr	Jean Baptist	Bigirimana	Ghana	Programme Officer	Development Institute (DI)
Ms	Gebremedhine	Birega Dasasa	South Africa	Spokesperson	Eastern and Southern Africa Small Scale Farmers Forum (ESAFF)
Mr	Arthur	Bogason	Iceland	Chairman	Icelandic National Association of Small Boat Owners, World Forum of Fish Harvesters and Fish Workers
H.E.	Neil	Briscoe	UK	Ambassador to FAO	Permanent Representation of the United Kingdom to FAO
Ms	Natalie Eugenia	Brown	USA	Deputy Representative, Co-Chairperson of the North America Group (2014)	United States Mission to the United Nations Agencies, Rome
Mr	Matthew	Camilleri	FAO, HQ	Fisheries Liaison Officer	FAO, Policy, Economics and Institutions Service, Fisheries and Aquaculture Department, FIPI
Ms	Veronique	Cardebat	FAO, HQ	Office of Assistant Director-General	FAO, Agriculture and Consumers Protection Department, AG
Ms	Patricia	Careno Ferre	Peru	Asesora	Ministerio de la Producción
Mr	José Antonio	Carranza Barona	Ecuador	First Secretary	Embajada del Ecuador, Rome
Ms	Tamanda	Chabuura	Malawi	Information Officer	National small holders farmers association of Malawi (NASFAM)
Ms	Lidija	Chadikovska	Macedonia, The Former Yugoslav Republic of	Head of Department	Ministry of Agriculture, Forestry and Water Economy
Mr	Tenzin	Chophel	Bhutan	Chief Planning Officer	Ministry of Agriculture and Forests
Ms	Eve	Crowley	FAO, Chile	Deputy Regional Representative for Latin America and the Caribbean	FAO Regional Office for Latin America and the Caribbean, RLC
Mr	Peter	Csoka	FAO, HQ	Senior Forestry Officer, Secretary COFO	FAO, Forestry Department, FO
Mr	José Graziano	da Silva	FAO, HQ	Director General	FAO
Ms	Sarah	D'Angelo	FAO, HQ	Consultant	FAO, Office for Partnership, Advocacy and Capacity Development, OPC
Ms	Sunita	Daniel	Saint Lucia	Chief Agricultural Planning Officer	Ministry for Agriculture, Food Production, Fisheries, Cooperation and Rural Development
Ms	Sylvia	De Benedetti	FAO, HQ	Programme Assistant	FAO, Office of Strategy, Planning and Resource Management, OSP
Mr	Tito	Diaz	FAO, Chile	Senior Livestock Development Officer, Secretary	FAO Regional Office for Latin America and the

Title	First name	Surname	Country	Role	Institution
				LARC	Caribbean, RLC
Mr	Jay Roch	dos Santos Neto Coelho	Brazil	Representative from the Public Supply Company, and the MCTI	Ministry of Science and Information Technology
Ms	Elaine	Dougall	FAO, HQ	Assistant to the ICC	FAO, Conference, Council and Government Relations Branch, CPAC
Mr	George	Douvelis	USA	Agriculture Attaché, Acting Counsellor, Foreign Agricultural Service	United States Mission to the United Nations Agencies, Rome
Mr	Stephen	Dowd	FAO, HQ	Chief	FAO, Conference, Council and Government Relations Branch, CPAC
Mr	Nurlan	Duisheev	Kyrgyzstan	State Secretary	Ministry of Agriculture and Melioration
Mr	Raafat Salah	El Din Zaki	Egypt	General Director, International Organizations & Conferences	Ministry of Agriculture and Land Reclamation
Ms	Mariem	El Hacem	Mauritania	Directrice des Politiques, de la Cooperation et du SOPE	Ministry of Rural Development
Mr	Khaled	El Taweel	Egypt	First Secretary, Alternate Permanent Representative to FAO	Embassy of the Arab Republic of Egypt to FAO, Rome
Mr	Elamien Hassan	Elamien	Sudan	Director General, International Cooperation and Investment Directorate	Ministry of Agriculture and Irrigation of Sudan
Ms	Natalie	Feistritzer	Austria	Permanent Representative	Permanent Representation of the Republic of Austria to FAO
Mr	Andrea	Ferrante	Italy	President	Associazione Italiana per l'agricoltura biologica - AIAB
Mr	Sergio	Ferraro	FAO, HQ	Chief	FAO, Meeting Programming and Documentation Service, CPAM
Ms	Roberta	Ferreira	Brazil	Alternate Permanent Representative	Permanent Representation of Brazil to FAO, IFAD, WFP, Ministry of External Relations
Mr	John	Fitzsimon	FAO, HQ	Inspector General	FAO, Office of Inspector General, OIG
Mr	Deep	Ford	FAO, Barbados	Sub-Regional Co-ordinator for the Caribbean	FAO Sub-regional Office for the Caribbean, SLC
Mr	Carlos	Furche	Chile	Ministro de Agricultura, Chairman LARC 2014	Ministry of Agriculture
Mr	Louis	Gagnon	FAO, HQ	Director	FAO, Conference, Council and Protocol Affairs Division, CPAD
Mr	Rodolfo	Gonzalez Greco	Argentina	Union Argentina De Pescadores Artesanales	World Forum of Fish Harvesters and Fish Workers (WFF)
Mr	Heikki	Granhholm	Finland	Director, Natural Resources Department	Ministry of Agriculture and Forestry

Title	First name	Surname	Country	Role	Institution
Mr	Alfred	Gray	Bahamas	Minister of Agriculture, Marine Resources and Local Government	Marine Resources and Local Government
Ms	Christina Emma	Grieder	Switzerland	Permanent Representative, Vice-Chairperson ERC 2014	Permanent Representation of Switzerland to FAO
Mr	Gregory S.	Groth	USA	Alternate Permanent Representative	United States Mission to the United Nations Agencies, Rome
Mr	Guei	Guantoueu	FAO, HQ	Senior Technical Officer, COAG Secretary	FAO, Agriculture and Consumers Protection Department, AG
Ms	Fernanda	Guerrieri	FAO, HQ	Directeur du Cabinet	FAO, Office of the Director General, ODG
Ms	Rosa	Guillen	Peru	Representante	Marcha Mundial de las Mujeres - MMM
Mr	Daniel	Gustafson	FAO, HQ	Deputy Director-General for Operations	FAO, Office of the Director General, ODG
Mr	Luc	Guyau	France	Former ICC	Civil society
Ms	Fatima	Hachem	FAO, Egypt	Senior Food Nutrition Officer, Secretary NERC	FAO Regional Office for Near East and North Africa, RNE
Mr	Boyd	Haight	FAO, HQ	Director	FAO, Office of Strategy, Planning and Resource Management, OSP
Mr	David	Hallam	FAO, HQ	Director	FAO, Trade and Markets Division, EST
Ms	Segolene	Halley des Fontaines	France	Alternate Permanent Representative	Représentation permanente de la France auprès de l'OAA, Rome
Mr	Balázs	Hamar	Hungary	Alternate Permanent Representative, Chair of ECA, 2014	Permanent Representation of Hungary to FAO in Rome
Mr	May	Hani	FAO, HQ	Policy Officer	FAO, Gender Equity and Rural Employment Divisio, ESP
Mr	Armen	Harutyunyan	Armenia	Deputy Minister	Ministry of Agriculture
Mr	ChangChui	He	FAO, HQ	Senior Advisor	FAO, Regional Office for Asia and the Pacific, RAP
Mr	Eckhard W.	Hein	Germany	Former Permanent Representative and Member of FAO Council	Permanent Representation of the Federal Republic of Germany to the UN organizations in Rome
Ms	Yamilka	Hernandez	Panama	Representante	Movimiento Juventud Kuna Msa
Ms	Judith	Hinchman			Urgenci
Mr	Abdallah Khalaf	Ibtisam	Bahrein	Director of Fisheries Department	Ministry of Municipality Affairs and Agriculture
Mr	Masahiro	Igarashi	FAO, HQ	Director Office of Evaluation (OED)	FAO Office of Evaluation, OED
Mr	Gustavo	Infante	Argentina	Permanent Representative	Embajada de la República Argentina, Rome

Title	First name	Surname	Country	Role	Institution
Ms	Perica	Ivanoski	Macedonia, The Former Yugoslav Republic of	State Counsellor	Ministry of Agriculture, Forestry and Water Economy
Ms	O'Love	Jacobson	Niue	High Commissioner	High Commission for Niue, New Zealand Ministry of Foreign Affairs and Trade
Mr	Hassan	Janabi	Iraq	Ambassador to FAO	Permanent Representation of Iraq to the UN in Rome
Mr	Raimund	Jehle	FAO, Hungary	Senior Field Programme Officer, Secretary ERC	FAO Regional Office for Europe and Central Asia, REU
H.E.	Xia	Jingyuan	China	Ambassador, Chairperson Asia Group (2014)	Permanent Representation of the People's Republic of China to FAO
Mr	Yousef	Juhail	Kuwait	Deputy Permanent Representative to the UN in Rome, Chairperson of the Near East Group (2014)	Permanent Representation of the State of Kuwait in Rome
Mr	Marc	Jurgens	South Africa	Counsellor Multilateral Affairs	Embassy of the Republic of South Africa in Rome
Mr	Kilic	Kenan	Turkey	Section Director	Ministry of Forestry and Water Affairs
Mr	Mogens	Kjorup	Denmark	Minister Counsellor, Chairperson of the Nordic Group (2012-2014)	Ministry of Food, Agriculture and Fisheries of Denmark
Mr	Ib	Kollavik-Jensen	FAO, HQ	Programme Coordinator	FAO Fisheries and Aquaculture Department, FID
Mr	Issa	Konda	Mali	Conseiller au Ministere du Developpement Rural	Minister of Rural Development
Ms	Anna	Korzenszky	Hungary	Coordinator Central-Eastern European Section, Spokeperson of the CSO to the ERC 2014	Nyeleni Europe Movement for Food Sovereignty
Mr	Vladimir	Kuznetsov	Russian Federation	Deputy Permanent Representative	Permanent Mission of the Russian Federation to FAO
Mr	Cairo Roberto	Laguna	Nicaragua	Federación Nicaragüense de Pescadores Artesanales (FENICPESCA)	World Forum of Fish Harvesters and Fish Workers (WFF)
Ms	Natalia	Laino Lojo	Spain		World Rural Forum
Mr	Vasily	Lavrovskiy	Russian Federation	Head of Department	Ministry of Agriculture
Mr	Norman	Leask	United Kingdom		Scottish Crofting Federation
Mr	Hans-Jorg	Lehman	Switzerland	Delegate for Resource Efficiency in the Service of Food Security	Federal Office for Agriculture FOAG
Mr	Milton	Lelio de Mel	Brazil	Representative from the Public Supply Company,	Ministry of Science and Information Technology

Title	First name	Surname	Country	Role	Institution
				and the MCTI	
Ms	Mitzi	Leung	UNESCO	Vice President, observer	UNESCO-Hong Kong Committee representative
Mr	Cheikh	Ly	FAO, Ghana	Animal Production and Health Officer, Secretary of ARC	FAO Regional Office for Africa, RAF
Mr	Khalid	M. Al Fuhaid	Saudi Arabia	Deputy Minister of Agriculture and National Programme Coordinator (NPC)	Ministry of Agriculture, Kingdom of Saudi Arabia, Riyadh
Mr	Abdullah	M. Al Shoait	Saudi Arabia	Chief Engineer	The Saudi Fund for Development, Kingdom of Saudi Arabia
Mr	Joseph	M. Made	Zimbabwe	Minister of Agriculture	Ministry of Agriculture, Mechanization and Irrigation Development
Ms	Jacqueline	M. Sultan	Guinee	Minister of Agriculture	Ministry of Agriculture
Mr	Sayed	M. Zarei	Iran	Alternate, Permanent Representative	Permanent Representation of the Islamic Republic of Iran to FAO, Rome
Mr	Rigobert	Maboundou	Congo	Outgoing Chair of the RC, Minister of Agriculture, Congo	Ministry of Agriculture
Mr	Rashad	Majidov	Azerbaijan	Director of the Department	Ministry of Agriculture
Mr	Piero	Mannini	FAO, Egypt	Senior Liaison Officer	FAO Regional Office for Near East and North Africa, RNE
Ms	Monica	Martinez Menduiño	Ecuador	Minister, Chairperson CCLM	Permanent Mission of Ecuador to the UN, Geneva
Ms	Malika	Martini	FAO, Egypt	Gender Officer, Agriculture and Rural Development	FAO Regional Office for Near East and North Africa, RNE
Mr	Barick	Masni	Mauritania	Director of Agriculture	Ministry of Rural Development
H.E.	Trevor Donald	Matheson	New Zealand	Ambassador, Permanent Representative	Embassy of New Zealand, Rome
Mr	Alfredo	Mayen Mena	Mexico	Director General Adjunto de Vinculacion	Secretaria de Relaciones Exteriores
Mr	Ashton	McCoy Stanley	Saint Kitts and Nevis	Permanent Secretary	Ministry of Agriculture, Marine Resources and Cooperatives
Mr	David	McSherry	FAO, HQ	Senior Finance Officer, Secretary FC	FAO, Finance Division, CFSC
Mr	Moungui	Médi	Cameroon	Deputy Permanent Representative	Ambassade de la République du Cameroun, Rome
Mr	Khalid	Mehboob	Pakistan	Advisor, Alternate Representative	Embassy of the Islamic Republic of Pakistan in Rome
H.E.	Ali	Mekouar	FAO, HQ	Senior advisor, ex director of Conference, Council and Protocol Affairs Division, ICN2 Conference Manager	FAO, Office of Director

Title	First name	Surname	Country	Role	Institution
Dr	David	Mezei	Hungary	Permanent Representative to FAO	Embassy of Hungary, Rome
Mr	Michael	Michener	Belgium	Sustainability Policy Director	CropLife International AISBL
Mr	Anton	Minaev	Russian Federation	Second Secretary, International Humanitarian Aid Division	Ministry of Foreign Affairs
Mr	Robert	Moore		Former Director	FAO, Office of Evaluation, OED
Ms	Sylvana	Mpabwaayo-Ntaryamira	FAO, Ghana	NGO Liaison Officer	FAO Regional Office for Africa, RAF
Mr	Le Mamea	Mualia	Samoa	Minister	Ministry of Agriculture and Fisheries
Ms	Carla Elisa	Mucavi	Mozambique	Ambassador, Permanent Representative	Embassy of the Republic of Mozambique
Mr	Rakesh	Muthoo	FAO, HQ	Senior Strategy and Planning Officer, Secretary of PC	FAO, Office of Strategy, Planning and Resource Management, OSP
Mr	Akiko	Nakano	Japan	Deputy Director, Economic Security Division	Ministry of Foreign Affairs
Mr	Faisal R.	Nasir	Iraq	Minister's Advisor, Republic of Iraq	Ministry of Agriculture
Ms	Elizabeth	Nasskau	UK	First Secretary, Deputy Permanent Representative to FAO	Permanent Representation of the United Kingdom to FAO
H.E.	Wilfred J.	Ngirwa	FAO, HQ	Independent Chairperson of FAO Council	FAO Council
Mr	Chuang	NIE	China	China, First Secretary	Permanent Representation of the People's Republic of China to FAO, Rome
Mr	Shyam	Nokta	Guyana	Adviser to the President and Head, Office of Climate Change	Office of the President
H.E.	Mohammed Saeid	Noori-Naeini	Iran	Former Permanent Representative of the Islamic Republic of Iran to FAO, Former ICC	Permanent Representation of the Islamic Republic of Iran to FAO, Rome
H.E.	Cecilia	Nordin Van Gansberghe	Sweden	Chair Programme Committee, Ambassador	Embassy of Sweden to FAO in Rome
Mr	Knut	Oistad	Norway	Counsellor for Agriculture	Mission of Norway to the European Union
Mr	Antonio	Onorati	Italy	IPC International Focal Point, President	Crocevia/IPC
Mr	Joachim	Otte	FAO, Thailand	Senior Animal Production and Health Officer	FAO Regional Office for Asia and the Pacific, RAP

Title	First name	Surname	Country	Role	Institution
Mr	Abdessalam	Ould Ahmed	FAO, Egypt	ADG/Regional Representative	FAO Regional Office for Near East and North Africa, RNE
Phd	Alexander	Panfilov	Russian Federation	Deputy Head Federal Forestry Agency	Ministry of Natural Resources and Environment of the Russian Federation
Mr	Prabhakar	Pathak	Nepal	Joint Secretary and Spokesperson, Gender Equity and Environment Division	Ministry of Agricultural Development
Mr	David	Phiri	FAO, Zimbabwe	Sub-Regional Coordinator	FAO Sub-regional Office for Southern Africa, SFS
Mr	Paul	Phumpiu	Peru	Vice-ministro	Ministerio de la Producción
Ms	Gabriella	Piacentini	FAO, HQ	Conference Officer	FAO, Conference, Council and Government Relations Branch, CPAC
Mr	Martin	Pineiro	FAO, HQ	Senior advisor	FAO
Ms	Debra	Price	Canada	Deputy Permanent Representative, Co-Chairperson North America, 2014	Canadian Embassy, Rome
Mr	Abdullah	Q. Lahlouh	Palestine	Deputy Minister of Agriculture	Ministry of Agriculture
Mr	Nii	Quaye-Kumah	Ghana	Alternate Permanent Representative	Embassy of the Republic of Ghana
Ms	Berengère	Quincy	France	Ambassador	Permanent Representation of France to FAO, WFP, and IFAD
Mr	Raj	Rajasekar	New Zealand	Senior Project Manager	Ministry for Primary Industry
Mr	Akylbek	Rakaev	Kirghizistan	Spokeperson of the CSO to the ERC 2014	Kyrgyz Breeders Organization, KSBA
Mr	Moshibudi Priscilla	Rampedi	South Africa	Counsellor, Advisor on Agriculture, Forestry and Fisheries	Embassy of the Republic of South Africa in Rome
Ms	Leslie	Ramsammy	Guyana	Minister of Agriculture, LARC 2014 Vice-chairman	Ministry of Agriculture
Ms	Terry	Raney	FAO, HQ	Senior Economist, Editor, The State of Food and Agriculture	FAO, Agricultural Development Economics Division, ESA
Mr	Alan	Reid	New Zealand	Senior Policy Analyst, International Environment	Ministry for Primary Industries

Title	First name	Surname	Country	Role	Institution
Mr	Elias	Reyes Bravo	Mexico	Subdirector de Enlace con Instituciones Internacionales	Secretaria de Agricultura, Ganaderia, Desarrollo Rural, Pesca y Alimentación
Mr	Maboundou	Rigobert	Congo	Chair of ARC, Minister of Agriculture	Ministry of Agriculture
Ms	Mary Blanca	Rios	USA	Senior Adviser	Office of Management, Policy and Resources, Bureau of International Organization Affairs, U.S. Department of State
Mr	Ignacio	Rivera	FAO, Panama	Sub-Regional Coordinator, Meso-America	FAO Sub-regional Office for Meso-America, SLM
Ms	Maria Lisa	Roberto	Nicaragua	Ambassador	Nicaraguan Embassy in Chile
Mr	Eric	Robinson	Canada	Alternate Permanent Representative, Chair of CCP	Canadian Embassy, Rome
Ms	Emma María José	Rodriguez Sifuentes	Mexico	Alternate Permanent Representative	Embajada de los Estados Unidos Mexicanos
Mr	Eduardo	Rojas Briales	FAO, HQ	Assistant Director General	FAO, Forestry Department, FO
Mr	Nalaka	Rosairo	Sri Lanka		Fisheries Workers Organization in Sri Lanka
Mr	Daniel	Rugabira	FAO, Gabon	Sub Regional Office for Central Africa	FAO Sub-regional Office for Central Africa, SFC
Mr	Youssef	Saadani	Tunisia	Director General of Forests	Direction générale des Forêts, Ministry of Agriculture
Ms	Maria Victoria	Salcedo Bolivar	Colombia	Directora de Talento Humano	Ministerio de Relaciones Exteriores
Ms	Maria Noel	Salgado	Uruguay	CSM - Subregion reference coordinator - Corno Sur	Movimiento Agroecologico de Latinamerica y Caribe - MAELA
Phd	Sergey	Sapozhnikov	Russian Federation	Second Secretary, Alternate Permanent Representative	Permanent Representation of the Russian Federation to FAO
Mr	Evugeny	Saranin	FAO, HQ	Programme Officer	FAO, Office of Support to Decentralization, OSD
Ms	Maria Helena	Semedo	FAO, HQ	Deputy Director-General, Coordinator for Natural Resources	FAO, Office of the Director General, ODG
Mr	Vimlendra	Sharan	India	Alternate Permanent Representative	Embassy of the Republic of India, Rome
H.E.	Mohammed S.	Sheriff	Liberia	Permanent Representative, Chairperson of the African Group	Embassy of the Republic of Liberia, Rome

Title	First name	Surname	Country	Role	Institution
Mr	Abdullah	Shoaibi	Saudi Arabia	Engineer	The Saudi Fund for Development, Kingdom of Saudi Arabia
Mr	James	Singh	Guyana	Commissioner of Forests, Vice-chairperson COFO 2014	Guyana Forestry Commission
Mr	Shri R.B.	Sinha	India	Joint Secretary	Natural Resource Management Division, Ministry of Agriculture
Mr	P. P.	Sivapragasam (Siva)	Sri Lanka	Secretary General	Coalition of Agriculture Workers International, Sri Lanka
H.E.	Milagros Carina	Soto Agüero	Cuba	Permanent Representative to FAO, Chairperson GRULAC	Embajada de la República de Cuba
Ms	Nathalia Andrea	Soto Vesga	Colombia	Asesora Direccion de Asuntos Economicos, Sociales y Ambientales	Ministerio de Relaciones Exteriores
Dr	Jean Jacques	Soula	France	Livestock, Sanitary and Phytosanitary Risks	Ministry of Foreign Affairs
Mr	Ellinas	Spyridon	Cyprus	Alternate Permanent Representative to FAO	Permanent Representation to FAO, Rome
Mr	Kostas	Stamoulis	FAO, HQ	Director Agricultural Development Economics Division, Secretary Committee om World Food Security (CFS)	FAO, Economic and Social Development Department, ESA
Ms	Olympia	Stylianou	Cyprus	Permanent Secretary	Ministry of Agriculture, Republic of Cyprus
Mr	Daniel	Sunita	St Lucia	Chief Agricultural Planning Officer	Ministry for Agriculture, Food Production, Fisheries, Cooperation and Rural Development
Ms	Antonieta	Surawski	FAO, Chile	Consultant	FAO Regional Office for Latin America and the Caribbean, RLC
H.E.	Seyed Aminollah	Taghavi Motlagh	Iran	Ambassador, Vice-Chairperson Group of 77 (2014)	Permanent Representation of the Islamic Republic of Iran to FAO
Mr	Antonio	Tavares	FAO, HQ	Legal Counsel	FAO, Legal and Ethic Office, LEGD
Mr	Zevarsho	Taygunovich	Republic of Tajikistan	Deputy Minister for Agriculture	Ministry of Agriculture
Mr	James	Tefft	FAO, Ghana	Senior Policy Officer	FAO Regional Office for Africa, RAF
Mr	Yohannes	Tensue	Eritrea	First Secretary, Alternate Permanent Representative to FAO	Embassy of the State of Eritrea in Rome

Title	First name	Surname	Country	Role	Institution
H.E.	Demiris	Themistoklis	Greece	Ambassador	Embassy of Greece in Rome
Mr	Bukar	Tijani	FAO, HQ	Assistant Director General, Regional Representative for Africa	FAO Regional Office for Africa, RAF
Mr	Fausto	Torres	Nicaragua	Representante	La Via Campesina
Mr	Modibo	Traore	FAO, Ethiopia	FAO Representative to the Africa Union and UNECA, Sub-regional Coordinator for Eastern Africa and FAO Representative in Ethiopia	FAO Sub Regional Office for Eastern Africa, SFE
Mr	Silje	Trollstol	Norway	Senior Advisor	Norwegian Ministry of Agriculture and Food
Mr	Tomasi	Tunabuna	Fiji	Director, Animal Health and Production Division	Ministry of Agriculture
Ms	Gladys Francisca	Urbaneja Duran	Venezuela	Ambassador, Permanent Representative	Embajada de la Republica Bolivariana de Venezuela ante FAO (Rome)
Mr	Sarojeni	V. Rengam	Asia and the Pacific	Executive Director	Pesticide Action Network Asia and the Pacific
Ms	Guadalupe	Valdez	Dominican Republic	Deputada Nacional	CSO, Congreso Nacional de Republic Dominicana, Co-ordinator of the Parliamentarian Front against Hunger
Ms	Agnes	Van Ardenne	The Netherlands	Former Permanent Representative, Vice-Chair of the CoC-IEE	Permanent Representation of the Kingdom of The Netherlands to FAO
Ms	Annick	Van Houtte	FAO, HQ	Senior Legal Officer, Secretary CCLM	FAO, Legal and Ethic Office, LEGD
H.E.	Gerda	Verburg	The Netherlands	Permanent Representative, Chairperson of the Committee on World Food Security (CFS)	Permanent Representation of the Kingdom of the Netherlands to the UN Organizations
Mr	Olyntho	Vieira	Brasil	Deputy Permanent Representative	Permanent Representation of the Federative Republic of Brazil to FAO
Mr	Alessandro	Villa	EU	Head of Section - First Counsellor, UN Affairs	EU Delegation in Rome
Ms	Marcela	Villareal	FAO, HQ	Director	FAO, Office for Partnerships, Advocacy and Capacity Development, OPC
H.E.	Josephine	W. Gaita	Kenya	Ambassador, Permanent Representative	Embassy of the Republic of Kenya to the UN in Rome
Mr	Ren	Wang	FAO, HQ	Assistant Director General	FAO Agriculture and Consumer Protection Department

Title	First name	Surname	Country	Role	Institution
Mr	Amir	Wardhana	Indonesia	Secretary of the Agency for Human Resources Development	Ministry of Forestry
Mr	Hiramoto	Watanabe	FAO, HQ	Senior Fisheries Officer, Secretary COFI	FAO, Fisheries and Aquaculture Department, FIPI
Ms	Katinka	Weinberger	CAPSA/ ESCAP	Director	Centre for Alleviation of Poverty through Sustainable Agriculture/ Economic and Social Commission for Asia and the Pacific
Mr	Johan	Williams	Norway	Chairperson COFI 2012	Ministry of Fisheries and Coastal Affairs
Mr	Wiratno	Wiratno	Indonesia	Director of Social Forestry	Ministry of Forestry
Mr	Matthew	Worrell	Australia	Permanent Representative of Australia to FAO, Co-Chairperson Southwest Pacific Group (2014)	Permanent Representation of Australia to the UN in Rome
Mr	Thomas	Wriessnig	Germany	Ambassador, Chairperson of the European Regional Group, ERG 2014	Permanent Representation of the Federal Republic of Germany to the UN organizations in Rome
Mr	Nguyen Thi	Xuan Thu	Vietnam	Vice Minister	Ministry of Agriculture and Rural Development, Socialist Republic of Vietnam
Mr	Lang	Yabou	Gambia	Ambassador, Permanent Representative	Embassy of the Republic of the Gambia
Dr	Argyro	Zerva	Greece	Special Secretariat for Forests, Directorate General for the Protection and Development of Forests and the Natural Environment, Spokesperson for the EU	Ministry of Environment, Energy and Climate Change
Mr	Zevarsho	Zevarshoev	Tajikistan	Deputy Minister	Ministry of Agriculture

Annex 4. Methodology

1 Overall approach

1. The Terms of Reference for the Independent Review identified the following criteria for the assessment of the implementation of the governance reforms:

- i. Coverage: extent to which all envisaged actions and sub-actions have been implemented, and reasons for not doing so, if any;
- ii. Efficiency: overall efficiency gains through improved timeliness of action, rationalization of the governance mechanisms, clarity and simplification of communication flow, etc.; attention was also be given to the analysis of actual and transaction costs linked to the governance reform process and to its new set-up;
- iii. Effectiveness: overall results of the IPA actions on the substantive governance of FAO, in terms of improved guidance by the GBs to the Secretariat and the feed-back flow from the Secretariat to the GBs;
- iv. Impact, insofar as was possible, on the actual and potential lasting changes on FAO's performance stemming from the implementation of the IPA-related governance reforms.

2. The IR team used the following main tools:

- A map of all relevant IPA actions and sub-actions related to governance reform and tracking their implementation;¹
- An analysis of changes in the governance set-up, including timing, sequence and number of sessions, contents of agendas, quality of reports, costs: the biennia 2006/2007 and 2012/2013 were used as key points in time for all analysis, although in some cases other biennia were also included;
- A review of other four UN entities, namely UNDP, UNESCO, WHO and WFP which had also been used by the IEE as comparators, in terms of the size and composition of Council, Council's recommendation of budget level to Conference and qualifications of the Director General;
- In-depth interviews: semi-structured interviews were carried out with 217 stakeholders, the majority of them Members; as well as FAO Senior Managers and Secretaries of GBs; and FAO staff;
- A questionnaire survey (called the Survey) for Permanent Representatives and Members participating in all GBs since 2012;
- A questionnaire for Secretaries of Article XIV Bodies on the relationship with FAO on administrative and management aspects;
- Direct observation of the following sessions of Governing Bodies:
 - All 2014 Regional Conferences;
 - 98th session of the CCLM, March 2014
 - 2014 COFI, selected sessions;
 - 2014 COFO, all sessions;
 - 115th session of the Programme Committee, May 2014;
 - 154th session of the Finance Committee, May 2014;
 - Joint Meeting of the 115th session of the Programme Committee and 154th session of the Finance Committee; and
 - 149th session of the Council, June 2014.

¹ See Annex 5 of the main report.

3. In addition, the IR Team interacted with the Members in three open-ended Informal Meetings of the Chairs and Vice-chairs of the Regional Groups held on 7 February, 15 May and 9 September 2014 respectively; at the Joint Meetings of the Programme Committee and Finance Committee, on 28 May and 5 November 2014; at the 149th and 150th sessions of the Council, on 16 June and 2 December 2014.

4. This Annex describes in detail the more complex tools that were used by the team for the analysis of some of the governance aspects within the scope of the Review.

2 Mapping of the IPA governance-related actions and sub-actions

5. The first analytical step in the Independent Review was the mapping of the implementation of all IPA actions and sub-actions related to governance at the formal level, from 2.1 to 2.101 and Action 4.4. This consisted in tracking the discussion of each Action in the CCLM, Council and Conference, up to the integration in the Basic Texts of the Organization and any other relevant document, as per Conference Resolution 1/2008.

6. The main references were found in Council and CCLM documents of 2009 that analysed separately each block of governance-related actions. The changes were then reflected in the Conference Report of 2009. Also CCLM and Council reports between 2010 and 2013 endorsed other changes in the Basic Texts, following the implementation of the Actions. Changes were finally endorsed at the 2011 and 2013 Conferences.

7. The mapping exercise was the basis for developing the Evaluation Matrix for the IR: for each action, several questions were developed, as well as specific indicators, sources of information and methods for data-gathering. The matrix in turn allowed developing checklists with specific questions for each GB and area of analysis.

3 Desk Review

8. The IR team carried out a number of specific studies, focused on various aspects of the governance mechanisms as detailed below, based on extensive analysis of GBs documents and reports, including the Co-Chairs Aide-Memoires of the CoC-IEE Working Group II² produced in 2008 and 2009. Data were compared between 2006/2007 and 2012/2013, which were used as Before IPA and After IPA comparisons.

9. The studies focused on:

- a. Timing of the governance set-up: analysis of the frequency and length of GBs sessions in terms of number of days per year and per biennium for each governing body since 2006/2007; also the biennia 2000/2001 and 2004/2005 were considered; see Annex 6, Tab Number GB sessions;
- b. Content of agendas: Review of the contents and analysis of the number of agenda items per GBs per session;
- c. Side events: Review of the contents and number of the side events that were organized for each governing body session since 2006, including the Conference; see Annex 6, Tab Side events;
- d. Length of Reports: Review of the length of the reports of Programme and Finance Committee, Joint Meeting, Council and Conference since 2006.
- e. Participants to GBs: the official lists of participants to each GB since 2006 were analysed to identify the institutional profile of Members' representatives in the different Governing Bodies, and any change over time. Participants from capitals were classified according to the technical focus of the Institution or Ministry they represented, as well as the rate of participation of ministers and vice-ministers for each GBs;

² Conference Committee for the Follow-up to the Independent External Evaluation (IEE)

- f. Membership representation in Council: the ratio between the number of countries by region for council election purposes and the number of seats available at council for each regional group was calculated; see main report and Annex 6, Tab Council seats;
- g. Members' participation in GBs: mapping of each Member's participation and role in FAO Governing Bodies in 2006/07 and 2013/14; see Annex 6, Tab Membership GBs;
- h. Benchmarking exercise: Four UN agencies, namely UNDP, UNESCO, WHO and WFP were considered for this exercise. The elements of comparison and analysis were:
 - The structure of the governance,
 - The number of members that sit in their committees, the size of the membership,
 - The number of languages in which official documents are translated,
 - The qualifications required for the Director General if any; and
 - The body in charge of approving the budget.

4 Analysis of the work of FAO Governing Bodies through their agendas

10. One of the questions raised concerned the amount of time devoted by each Governing Body to the various tasks assigned. In the absence of session reports that would indicate the time spent in discussing each agenda item, the closest available proxy was the number of 'active' agenda items discussed, i.e. excluding from the calculation the following items: approval of the agenda, discussion on date of next session, Any Other Business. Also, no record was made of the documents and items presented as INF, as these are not usually discussed.

11. The analysis included all sessions of the GBs in the period 2006-2013, as well as the 2014 sessions of Regional Conferences, COFI and COFO.

12. Each committee has its own way of classifying the agenda items and these have also evolved over time. The Independent Review adopted the following classification:

- i. FAO planning cycle: all agenda items related to the programme of work and budget of the organization;
- ii. Programme-related issues and reform process: discussion on Programme cycle planning and progress, technical and regional priorities of the FAO programme, including the discussion about the Strategic Framework/s;
- iii. Decentralization issues: all agenda items related to decentralization aspects;
- iv. IPA: all agenda item related to the IPA process, including the Review of Article XIV Bodies;
- v. Corporate policies: all agenda items related to FAO corporate policies under the various sectors, e.g. finance, administration, technical sectors;
- vi. Global Public Goods: all agenda items related to discussion of global policy and regulatory frameworks;
- vii. Technical issues: all agenda items on technical issues; in the case of Regional conferences, it relates to regional technical issues;
- viii. State of: all agenda items the State of agriculture and resources;
- ix. Strategies and work-plans: for Technical Committees, agenda items on sectoral strategies and work-plans;
- x. Administration oversight (for FC): this includes any agenda item related to administrative and information systems network, and human resources;
- xi. Finance oversight (for FC): all agenda items related to oversight of budget and accounts of the Organizations, including Audited Accounts;
- xii. Procedural matters: all agenda items related to internal procedures, e.g. elections of Chairs/vice-chairs;
- xiii. Evaluation: all agenda items related to reports produced by or issues related to the Office of Evaluation/Evaluation Service;

- xiv. Audit: all agenda items related to Audit, internal and external, JIU, accountability, ethics committee;
- xv. Subsidiary bodies: all agenda items related to Subsidiary and statutory bodies reporting to the Governing Bodies.
- xvi. Reports from other GBs: all agenda items in Council related to the presentation and discussion of reports of other GBs;
- xvii. WFP (for FC): all agenda items about WFP matters;
- xviii. Other items: all other agenda items, including the JIU reports, progress on implementation of recommendations, etc.

13. The quantitative data resulting from the analysis are in Annex 6, Tab Agenda items.

5 Interviews

14. In-depth, semi-structured interviews with stakeholders and observers of FAO governance were a main tool of the IR, to canvass the perceptions and opinions about changes, positive and negative, of governance in FAO.

15. The IR team interviewed 218 persons, some of them more than once. These included: the Independent Chair of the Council; all the Chairpersons of FAO Governing Bodies; numerous Permanent Representatives both currently and previously in post; present and former participants and observers in FAO Governing Bodies, namely the Committees of the Council, all 2014 Regional Conferences, COFO and COFI; as well as FAO Director General and FAO Senior Managers. In all, the IR team interviewed:

- 58 Permanent Representatives to FAO;
- 75 Member Representatives from the capitals;
- 58 FAO staff, both Senior Managers and staff, posted in HQ or in Regional Offices;
- 27 representatives of Civil Society Organizations, NGOs, other UN bodies, and partners.

6 IR Survey

16. A questionnaire (hereinafter called the Survey) was developed to capture the views of representatives of all FAO Members on the functioning of FAO governance system. The survey was sent in June 2014 to the Permanent Representatives in Rome³ and to the participants from the capitals of Member States to all Governing Bodies sessions since 2012. This included participants in the Regional Conferences held in 2012 and 2014, the Technical Committees held in 2012 and the 2013 FAO Conference.

17. The Survey was structured in sections, one for each Governing Body, plus a section on governance as a whole. It included: 13 questions on the profile of the respondent, that also helped in directing respondents to those sections related to the governing body - or bodies - that they had actually attended in person. At the beginning of each section the respondents was also asked to indicate the number of session/s attended.

18. The substantive questions were embedded in 11 closed questions, each containing a number of sub-questions for a total number of 154; and 22 open-ended questions to enrich, with comments and additional information, the closed questions.

19. The Survey was framed using the classic Likert scale of 6 levels of agreement from “Strongly Disagree” to “Strongly agree”; plus a “do not know” option.

20. A mailing list with all the participants of the GBs sessions mentioned above was compiled, based on the official lists of delegates to each Governing Body. Secretaries of different GBs

³ The questionnaire to the Permanent Representatives was mailed through the FAO-hosted Permanent Representatives Web site.

collaborated in making lists available to the IR team. Additional efforts were made to search the missing email addresses: Permanent Representations in Rome as well as FAO Representatives in various countries actively collaborated in this search.

21. The final list included a total of 1,980 names, corresponding to participants in FAO Governing Bodies sessions held in the period between January 2012 - June 2014. Of these, active emails were available for 1,372 persons who were actually reached.

22. The Survey was translated and made available in 5 official FAO languages (no Chinese available). Recipients were divided in linguistic regions, and they received the survey in the official FAO language spoken in their respective region. The IR survey was also made available online through a web-link included in the email. The online version was available in three FAO official languages: English, French and Spanish.

23. The total number of responses was 131. Of these, seven only had replies to the first three questions (information on their institution), and were excluded from the database. Among the remaining 124 questionnaires, 75 represented the consolidated views of several ministries, institutions or permanent representations from the same Member.

24. The valid responses represented the views of 38% of the total FAO membership. Given the low response rate, the results from the survey were used with caution as an additional input to other sources of information by the IR Team.

7 Survey for Secretaries of Article XIV bodies

25. A questionnaire on the Article XIV bodies with 19 closed questions and two open questions was developed and submitted to the secretaries of Article XIV Bodies, aimed at assessing progress if any on the issues object of the Review carried out in compliance with IPA actions 2.68 and 2.69, on access to the Governing Bodies and administrative autonomy respectively and to canvass their views on the effects of the Review of Article XIV Bodies carried out in 2012.

26. In 2014, there were 14 active Article XIV Bodies: responses were received from 12 of them. The replies were fully integrated in Section 14 of the main report.

8 Direct Observation of Governing Bodies

27. The IR team observed a representative sample of Governing Bodies meetings that took place in the period February-June 2014, namely the 115th session of the Programme Committee, the 154th session of the Finance Committee, the Joint Meeting of the 115th session of the Programme Committee and 154th session of the Finance Committee, and the 149th session of the Council, COFO 2014, some sessions of COFI 2014 and all Regional Conferences in 2014.

9 Cost analysis

28. The analysis of costs of governance was based on the following sources of information:

- financial data originated from Data Warehouse, related to the expenditures linked to the running of Conference, Council, Programme Committee, Finance Committee and CCLM, by the Conference, Council and Protocol Affairs Division (CPA) in 2012/13 and during the first six months of 2014;
- information from CPA on the cost of upgrading and translating the Basic texts;
- estimates of time of FAO Senior Managers, staff and consultants, devoted to servicing the Governing Bodies in 2012/13 and during the first six months of 2014, as provided by the Secretaries of each GB, including Regional Conferences and Technical Committees;
- costs of translation and interpretation for Regional Conferences and Technical Committees, as provided by the respective Secretaries, in 2012/13 and during the first six months of 2014;

- Cost of the Independent Chairperson of the Council (ICC) in 2012/13 and during the first six months of 2014, including the number of days in Rome, attending Regional Conferences, travel, Daily Subsistence Allowance and indemnity, as provided by its Office.

29. Data about staff time, and cost of translation and interpretation for the Regional Conferences and Technical Committees, was canvassed through a questionnaire sent to the twelve Secretaries of GBs plus OSD. Only two responses were not complete: in these cases, the average amount of the parallel GBs were used. Staff time was transformed into financial information based on the un-lapsed cost of staff at the respective seniority level. Similarly, consultants' cost was calculated on prevalent honorarium fees for the type of services required.

30. 'Real' information was only available for 2012/13; for 2014/15, a projection was made, based on data from 2013 and the first semester of 2014. It is important to remind that the analysis of costs indicates order of magnitude and trends of expenditures, not absolute values. The detailed breakdown of the figures used is in Annex 6, Tab GB costs.

Annex 5. IPA actions cross-referenced to the report of the Independent Review on Governance Reforms

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
	Governance priorities		
2.1	Global policy coherence and regulatory frameworks: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora.	Sections 2; 3.2; 4.3	Action not implemented; object of Recommendation 1 : In order to strengthen its contribution to international policy dialogue and regulation, Governing Bodies should conduct a biennial review of critical gaps in international policy and regulation and identify a priority area for consideration and decision by its RCs, TCs and Conference. This priority area should be identified within the scope of the Reviewed SF.
2.2	As appropriate take into consideration policy issues and instruments relating to food and agriculture being developed in other fora than FAO and provide recommendations to those fora.	Section 4.3	Action partly implemented; present agenda items in Council and other GBs designed to appraise members of work in other fora are not a sufficiently dynamic response to effectively fulfil this Action. Recommendation 1 addresses this Action.
2.3	See also below – for roles of the various Governing Bodies		
2.4	Executive governance: Strengthen roles and coverage of Governing Bodies (see below).	Addressed throughout the document by GB.	Action implemented and on-going.
	Conference		
2.5	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council.	Section 4.2; Annex 6	Action implemented; the theme has had a limited effect on the relevance of Conference sessions to global issues. The IR Team proposes that the theme considered in plenary be the same as the theme selected under Recommendation 1 .
2.6	Conference will give more attention to global policy issues and international frameworks (including treaties, conventions and regulations), normally acting on recommendations of the Technical Committees & Regional Conferences and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)	Sections 4.2; 4.3	Action implemented; the process of RCs and TCs reporting to Conference on global policy and regulation is in place through Commission I, but impact is low due to wide diversity of topics raised. Recommendation 1 proposes focusing the process.
2.7	Conference will meet in June of the second year of the biennium	Section 4.2	Action implemented; IR Team sees that this change has allowed for orderly preparations in advance of the coming biennium.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.8	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)	Section 4.2	Action implemented; with the exception of the budget, Conference has left oversight of the work of the Organization to Council.
2.9	The Conference report will concentrate on conclusions and decisions, which may be defined in drafting committees and "friends of the Chair" as appropriate. The verbatim will provide the detail of interventions and will be published in all FAO languages.	Section 4.2	Action implemented, reports are now more concise.
2.10	Formal plenary meetings will become more focused on issues of vital interest to members	Sections 4.2; 4.3	Action implemented; the theme instituted per Action 2.5 has had a limited effect. Plenary interventions still predominate. Although there is some mention of the specific Conference session theme, interventions primarily focus on specific conditions in speakers' country on state of food and agriculture and FAO's role therein.
2.11	Side events will be developed to provide a forum for informal interchange on development of issues	Section 4.2; Annex 6	Action implemented; side events have increased, and are well appreciated by Conference participants.
2.12	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	Addressed throughout the document by GB.	Action implemented.
2.13	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	Section 4.2	Action implemented; changes to the Basic Text have been made.
	Council		
2.14	The Council functions will be clarified as necessary in the Basic Texts and will include: i) the major role in deciding and advising on: • work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference; • monitoring and reporting performance against these measures; • strategy, priorities and budget of the Organization; • the overall programme of work; • major organizational changes, not requiring Conference changes of Basic Texts; • recommending the agenda of the Conference to the Conference;	Section 5.2	Actions implemented; see comments to IPA Action 2.18 for budget recommendation and Recommendations 13 and 14 under IPA Action 2.71 re MYPOW.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.15	ii) monitor the implementation of governance decisions;	Section 5.2.1	Action implemented and on-going.
2.16	iii) exercise oversight, ensuring that: • the Organization operates within its financial and legal framework; • there is transparent, independent and professional audit and ethics oversight; • there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts; • there are functioning results-based budgeting and management systems; • policies and systems for human resources, information and communication technology, contracting and purchasing, etc. are functional and fit for purpose; • extra-budgetary resources are effectively contributing to the Organization's priority goals; and	Sections 5.2.1; 5.2.2; 5.3	Action implemented; progress has been good and Council has been proactive in performing guidance and oversight. Lack of results-based information is a serious constraint to GBs ability to provide oversight. Recommendation 2: Council should continue to push for the kind of results-based information that will enable it to give effective guidance and oversight to FAO's work, with the active support of the Programme Committee and Finance Committee. If there is still room for improvement in the results-based information for oversight, Council may consider drawing on independent expertise for assistance in formulating appropriate indicators.
2.17	iv) monitor the performance of management against established performance targets.	Section 5.2.1	Action implemented; see MYPOW section IPA Action 2.71
2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	Sections 5.2.2; 5.3	Action outstanding; the IR Team found that there is substantial divergence between some Members whose contribution is based on zero-growth, and the aspirations of other members as well as FAO itself, for a budget that provides for growth. In such an environment, it will not be possible to come to a firm agreement until the statutory end of the process, i.e. at Conference. Recommendation 3: The outstanding IPA action regarding Council's recommendation of the budget level to Conference should be closed. This should not, however, preclude discussion on the budget in Council.
2.19	The Council will meet more flexibly and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) - Section C Chart 1 Programme and Budget planning and review cycle:	Section 5.2.2	Action implemented; timing of Council sessions has remained stable; length varies according to agenda.
2.20	i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance Committees.	Section 5.2.2	Action implemented; Council calendar is consistent with it.
2.21	ii) The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that recommendations can be taken account of, including recommending the final agenda of the Conference to the Conference for its final approval.	Sections 4.2; 4.3; 20	Action implemented; as the programme direction and substance of the Medium-Term Plan and Programme of Work and Budget have already been reviewed and approved by Capitals during Council, Nuts and bolts suggestion: Consideration should be given to shortening the existing 60 day consultation period between Council and Conference to 45 or 30 days.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.22	The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	Sections 5.2.2; 5.3; 20	Action implemented; reports have become more succinct and IR Team noted that reports are becoming ever briefer. Nuts and bolts suggestion: Reports should revert to practice followed under first years after the IPA, to include one or two paragraph summaries of the discussion on issues on which decision has not been taken. These could be prepared during or immediately after the sessions with the assistance of one of the Vice Chairs of the Council, who would also provide additional support to the ICC's synthesis of Member positions, together with the Secretariat.
2.23	The Council will no longer discuss global policy and regulatory issues, unless there is an urgent reason to do so (to be handled by the Regional and Technical Committees and the Conference)	Section 5.2.2	Action implemented; the Basic Texts indicate that Council should draw attention to specific policy issues that Conference should discuss, but it does not do so at present. Recommendation 1 provides a process whereby Council's role consistent with the Basic Texts would be exercised.
2.24	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	Section 5.2.2	Action implemented.
2.25	Introduce Basic Text changes for functions, reporting lines, etc.	Section 5.2.2	Action implemented.
4.40	Size and Composition of Council: Conference Resolution 1/2008 provided that the CoC-IEE should recommend to the Conference in 2009 “any changes found desirable in the size and regional representation in the Membership of the Council.”	Section 5.2.3; 5.3	Action outstanding; Despite intensive efforts, the Members have not been able to arrive at consensus on how to address the anomalies that exist regarding Council size and composition. Members value participation and are not ready to delegate to a GB, while other Members see great value in a smaller GB that is able to more substantive, and efficient. The IR Team believes that at this stage and for the foreseeable future, it will not be possible to achieve consensus on changing the size and composition of Council, although there may be an opportunity in future years. Recommendation 4: The outstanding IPA action regarding the size and composition of Council should be suspended until the ICC considers there is sufficient consensus to achieve a satisfactory solution for most Members.
Independent Chair of Council			
2.26	Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO, eliminating any potential for conflict of roles with the managerial role of the Director-General and, including, in addition to chairing meetings of the Council:	Section 6	Action implemented.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.27	a) serve as an honest broker in arriving at consensus between members on controversial issues;	Section 6.2	Action implemented.
2.28	b) liaise with the Chairs of the Programme and Finance Committees and CCLM on their work programmes and as appropriate with the chairs of Technical Committees and Regional Conferences, normally attending the Programme and Finance Committees and Regional Conferences;	Section 6.2	Action implemented.
2.29	c) as and when he/she considers it useful, the Independent Chairperson of the Council may call for consultative meetings with representatives of the Regional Groups on issues of an administrative and organizational nature for the preparation and conduct of a session;	Sections 6.2; 20	Action implemented; Nuts and Bolts suggestion: c) The ICC could convene the Informal Meetings of the Regional Groups Chairs to clarify emerging grey areas in discussion with Senior Management with respect to the relationship between the Regional Groups and the Regional Offices, as well as to exchange information among the Regional Groups on working methods and best practices to enhance their roles;
2.30	d) liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the Regional Conferences;	Section 6.2	Action implemented.
2.31	e) ensure that the Council is kept abreast of developments in other fora of importance for FAO's mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the Rome based food and agriculture agencies;	Section 5.2.2	Action implemented; agenda item in place in Council agenda for this purpose, although this information is rarely actively discussed. Action 2.2 also addresses this issue.
2.32	f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.	Section 6.2	Action implemented; IR Team found that satisfaction with the ICC position is high. The responsibilities that the incumbent is requested to perform at times exceed those contained in TORs. In those cases: Recommendation 5: When the ICC is tasked by Members with additional responsibility, additional resources should be provided from amongst the Members.
2.33	g) The Basic Texts will also specify:		
2.34	i) desirable qualifications (competencies) for the Independent Chairperson to be developed by the Conference Committee with advice of the CCLM and decided by the 2009 Conference ii) that the Independent Chairperson is required to be present in Rome for all sessions of the Council and will normally be expected to spend at least six to eight months of the year in Rome	Section 6.3	Action implemented; IR Team found that a working knowledge of the GBs is also an important qualification for ICC candidates. Recommendation 6: The Basic Texts dealing with the ICC should be revised to add the words 'appropriate experience in the functioning of FAO governing bodies' to the existing text "appropriate experience in areas relevant to the Organization's work".

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.35	Clarifications of functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including on clarification of functions:		Action implemented.
Programme and Finance Committees			
2.36	i) Programme Committee functions will emphasize programme priorities, strategy, budget and evaluation and will also include: consideration of field and decentralized work; priorities for the Organization to address in developing global policy coherence and regulation; and partnership and coordination with other organizations for technical work;	Section 7.2.2	Action partly implemented; work of the PC is consistent with this IPA Action, with exception of consideration of priorities for the Organization to address in global policy and regulation. Recommendation 1 includes this function.
2.37	ii) Finance Committee will cover all aspects of administration, services and human resources as well as finance, including the policies and budget for these areas of work – becoming a Finance and Administration Committee;	Section 8.2	Action implemented; the work of the FC is consistent with this IPA Action.
2.38	iii) The Committees will meet more flexibly and for variable lengths of session as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1) - (minimum number of sessions normally four per biennium);	Sections 7.2.1; 8.2	Action not acted upon; neither PC nor FC has had the need to exercise flexibility in session timing. Length of its sessions is adjusted according to the agenda.
2.39	iv) The two Committees will hold more joint meetings. The discussion will be in joint session, whenever there is overlap in the discussion, or the two Committees contribution will have a strong complementarity;	Section 9.2; Annex 6	Action implemented; IR Team found that the appropriate balance between the value-added or otherwise by discussing a critical agenda item only at a Joint Meeting is not easy to achieve. The Chairs of the Committees will need to continue to consider each agenda item individually, in order to reach a good solution. Members may wish to consider scheduling Joint Meetings on an 'as needed' basis.
2.40	v) The Committees will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council;	Sections 7.2.2; 8.3; 20	Action partly implemented; PC does focus on policies and strategies but present agendas do not facilitate dynamic guidance to Council. The following modifications are proposed to facilitate its work: Recommendation 2: Council should continue to push for the kind of results-based information that will enable it to give effective guidance and oversight to FAO's work, with the active support of the Programme Committee and Finance Committee. Recommendation 7: The Committees of the Council should set time aside on the agenda to identify cross-cutting or strategic issues over time. Recommendation 9: The PC and FC should each have responsibility to review the evaluation and audit information relevant to the scope of work of each body, to be decided by the PC and FC Chairs.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
			Recommendation 15: Thematic evaluations should focus on the Organizational Outcome level of the Reviewed SF in order to provide more strategic recommendations to Council. Nuts and Bolts suggestion: The Committees of the Council and the Joint Meeting could consider ‘tracking for efficiency’ to identify areas of duplication and overlap in order to streamline workflow.
2.41	vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.	Section 8.2	Action implemented.
2.42	Introduce changes in practice, including ways of working (see below)	Sections 7.3; 8.3; 20	Action implemented; Recommendation 7: The Committees of the Council should set time aside on the agenda to identify cross-cutting or strategic issues over time. Recommendation 9: The PC and FC should each have responsibility to review the evaluation and audit information relevant to the scope of work of each body, to be decided by the PC and FC Chairs. Nuts and Bolts suggestion: The Committees of the Council and the Joint Meeting could consider ‘tracking for efficiency’ to identify areas of duplication and overlap in order to streamline workflow.
2.43	Introduce Basic Text changes for functions of the Committees	Sections 7.2; 8.2	Action implemented.
2.44	Programme and Finance Committees membership, chairs and observers: - Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary technical qualifications, and:	Sections 7.2.1; 8.2	Action partly implemented; Committee size and representative election process has been adjusted accordingly for PC, FC and CCLM. There is a perception that the Committees do not wholly possess the requisite expertise to effectively carry out their work. While nominating representatives to these Committees is clearly a political matter that falls within the purview of each Member country and their Regional Groups, the IR Team does note that the present format for qualifications statement introduced after the IPA for use during elections only reflects candidates' education and previous UN experience. Recommendation 8: Regional Groups should continuously engage in a search for potential candidates with the requisite expertise in Rome and in capitals and the information provided at the time of election should be as specific as possible with respect to candidates' previous education and/or experience in the respective GBs' areas of work.
2.45	i) chairs will be elected by the Council on the basis of their individual qualifications and will not occupy seats of their electoral groups or represent a region or country (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);	Sections 7.2.1; 8.2	Action implemented.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.46	ii) the membership of the Committees will each be increased, in addition to the Chair, to twelve representatives with each region having a right to up to two representatives each for Africa, Asia, Latin America and the Caribbean, the Near East and Europe and one representative each for North America and the South West Pacific nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)	Sections 7.2.1; 8.2	Action implemented.
2.47	iii) Committees, including joint meetings will be open to non-speaking observers.	Sections 7.2.1; 8.2	Action implemented.
2.48	Changes will be introduced in the Basic Texts, including for the election of members. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary legal qualifications;	Sections 7.2.1; 8.2	Action implemented.
Committee on Constitutional and Legal Matters			
2.49	The chair will be elected from amongst the CCLM members by the Council on the basis of his/her individual merit (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);	Sections 10.2; 10.3	Action implemented.
2.50	The Committee will have seven members, with each region having a right to one member nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty);	Sections 10.2; 10.3	Action implemented.
2.51	The CCLM will be open to non-speaking observers	Sections 10.2; 10.3	Action implemented.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
	Regional Conferences		
2.52	Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including changing the status of the Regional Conferences to Committees of the FAO Conference:	Section 12.2.1	Action implemented.
2.53	a) Functions will include: i) Develop issues for regional policy coherence & regional perspective on global policy issues & regulation – presenting its report to the FAO Conference; ii) Review and advise on the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council through the Programme and Finance Committees;	Sections 12.2.1; 12.2.2;	Actions implemented; session agendas and documentation are now organized to consider and make decisions on global and regional policy and regulation as well as internal oversight; unclear areas remain regarding both functions. Recommendation 1 regarding priority selection and discussion for international policy and regulation would enhance the ability of RCs to ensure that regional considerations regarding global issues are duly considered. In order to focus internal oversight, Recommendation 11 provides that priority setting at the regional level should focus on the Organizational Outcome level, in order to provide more specific guidance for the Organization’s work in the coming biennium. Recommendation 12 focuses on the importance of results-monitoring tools, specifying that the RCs should have results-based information at their disposal to be able to assess past programme implementation and achievement. More detailed progress on regional activities implemented under the ROs responsibility, including on the Regional Initiatives, should also be available for the RCs' review, and it should include financial information. Every effort should be made to introduce the changes recommended into the work of the RCs in the 2016 round of meetings, so that the RCs are effectively integrated into the internal governance stream.
2.54	b) Ways of working – Regional Conferences will: i) be convened normally once in every biennium on the decision of the Members of FAO from the region and with full consultation among members on agendas, formats, dates & duration and need for the Conference; ii) appoint a rapporteur; iii) the Chair and rapporteur will remain in office between sessions and the Chair, or if not available the rapporteur, will present the Regional Conference report to the FAO Council and Conference (with consideration also by the Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process; iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture; v) papers for Regional Conferences will be focused with actionable recommendations.	Sections 12.2.1; 20	Actions implemented; Nuts and Bolts suggestions: a) As Chairs remain in place between sessions, more thought could be given to clarifying their responsibilities vis-à-vis the Regional Conference membership and the Secretariat; b) It would contribute to the Regional Conferences’ value as fora for the exchange of information and experience if their sessions are organized in a way that allows for greater, informal exchange of views among delegates; c) The priorities identified by regional technical commissions on forests and fisheries could be included as an integral part of Regional Conferences’ reports to Council with regard to priorities for the work of the Organization in the region.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.55	Introduce Basic Text changes for functions, reporting lines, etc.		Action implemented.
	Technical Committees		
2.56	The Committees will report to Council on FAO's budget, and the priorities and strategies for the programmes and directly to the FAO Conference on global policy and regulation becoming Committees of the Conference, and:	Sections 11; 20	Action partly implemented; reports to Council for internal oversight and to Conference for international policy and regulation are still unclear for most TCs. Agendas and documentation do not make a sufficiently clear distinction between these functions for participants to play their governance roles. Nuts and Bolts suggestion: Members may wish to give consideration to a more comprehensive review of the work of the TCs to respond to points beyond the scope of this review.
2.57	a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;	Section 11.2.1	Action implemented; Chairs now stay in office between sessions and steering committees or bureaux have been established to strengthen inter-sessional capacity. The scope of inter-session activity is however unclear in the recently-approved Rules of Procedure. Recommendation 10: Based on the advice of the CCLM, the Council should clarify the scope of the role and authority of TC Steering Committees and Bureaux during the inter-sessional period.
2.58	b) Ways of working –Technical Committees will: i) meet more flexibly as to duration and frequency, according to needs, normally once in each biennium. They will address priority emerging issues and may be convened especially for this purpose;	Section 11.2.1	Action not acted upon; TCs have met biennially and no special sessions have been called since IPA implementation.
2.59	ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration	Section 11.2.1	Action implemented; taking regional concerns into consideration during the sessions has varied among the TCs. Operational links with regional technical commissions has shown to be an effective way to highlight regional concerns.
2.60	iii) More use will be made of parallel sessions and side events, taking care that countries with small delegations can participate (informal sessions will include NGOs and the private sector including representation from developing countries);	Section 11.2.1	Action implemented.
2.61	iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;	Section 11.2.1	Action implemented.
2.62	v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;	Section 11.2.1	Action implemented.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.63	vi) The Committee on World Food Security (CFS) will revitalise its role in monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.	Section 1.2	Not within the scope of the Review
2.64	Introduce changes in practice, including ways of working and reporting lines	Section 11.2; 11.3	Action implemented.
2.65	Introduce Basic Text changes for functions, reporting lines, etc.	Section 11.2.1	Action implemented.
Ministerial Meetings			
2.66	Basic Text Change to specify that the Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility.	Sections 14.2; 20	Action implemented; Ministerial Meetings included in the Basic Texts; RC ministerial segments have been important opportunities for FAO to obtain the views of many of its primary constituents. The ministerial meetings held since the IPA have been convened by the DG. Nuts and Bolts suggestion: Future ministerial meetings should be considered in terms of their likely impact compared with the time and cost for both Members and Secretariat. Basic Texts should remain as they are, however, so that Conference and Council have the option to call one, should a compelling reason arise.
2.67	The Ministerial meeting reports will normally be considered directly by the Conference.	Section 14.2	Action not implemented.
2.68	Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) may bring issues to the attention of the Council and Conference through relevant the Technical Committee (Basic Text Change)	Sections 15.2; 15.3	Action not acted upon.
2.69	Undertake a review with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it.	Sections 15.2; 15.3	Action implemented; IPA actions are only the first steps in meeting the greater flexibility envisaged by the IEE.
Multi-Year Plan of Work (MYPOW)			
2.70	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:		

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.71	a) prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council and/or Conference (in accordance with their respective reporting lines);	Sections 13.2; 13.3	Action implemented; the IR Team found that the MYPOWs and the process of assessing GB performance would be enhanced by the following: Recommendation 13: For the Council, PC, FC and CCLM, modify the existing format to delete or revise the Results section, and insert a section on "Outstanding and strategic issues to be tracked over time." Recommendation 14: For the TCs and RCs, the MYPOW should be discontinued, unless the GB leadership and Secretariat themselves wish to continue to prepare and report on it to Council. If the MYPOW continues to be prepared, its formal presentation during the session should be replaced with an oral presentation by the Chair summarizing GB performance.
2.72	b) prepare a report of their progress against the Programme of Work once every two years also for review by the Council and/or Conference.	Sections 13.2; 13.3	Action implemented.
Governing Bodies definition			
2.73	The term Governing Bodies will be defined, preferably in the Basic Texts	Sections 3.2; 20	Action implemented; Nuts and Bolts Suggestion: As presently worded, the definition of GBs contained in the Basic Texts is unclear as to whether it is referring to international policy and regulation or only internal governance. Consideration should be given to clarifying that it covers both.
Independent review of governance reforms			
2.74	The Conference will 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.	IR Report	Action implemented; it refers to the present Independent Review on Governance Reform.
Communication between Director-General and Governing Bodies			
2.75	In order to further transparency and communication the Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees on the: • Strategic Framework and Medium Term Plan priorities; • Priority goals which senior management has established for immediate progress; • annual and biennial performance.	Section 18.2	Action implemented; FAO Director-General regularly addresses the meetings mentioned, which Members indicated are well appreciated and are a good opportunity for dialogue and exchange, although they tend to be rather formal.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
	Cost of FAO governance system		
2.76	Costs of revising the Basic Texts for all Governing Bodies: Work to be carried out by Legal Office and CCLM for revisions of Basic Texts	Section 19.2	Action implemented; the IR Team also conducted cost analysis, and found overall that FAO's governance costs remain under 2% of Regular Budget, as was the case at time of IPA.
	Evaluation		
2.77	Establishment of evaluation as a separate and operationally independent office inside the FAO secretariat structure, reporting to the Director-General and to the Council through the Programme Committee.	Section 16.2	Action implemented.
2.78	Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8-1.0% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the Programme of Work and Budget approval process, allocated in full to the evaluation office. All contributors of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.	Section 16.2	Action implemented; in 2014/15, the allocation to OED achieved 0.8% of the Regular Programme budget for the biennium.
2.79	Evaluation staffing: a) Recruitment of Evaluation Director at D2 level. A panel consisting of representatives of the Director-General and Governing Bodies, as well as evaluation specialists from other UN agencies will review the terms of reference and statement of qualifications for the post, and then participate in a panel to screen and select an appropriate candidate. The Director of evaluation will serve for a fixed term of four years with the possibility of renewal for a maximum of one further term, with no possibility for reappointment within FAO to another post or consultancy for at least one year;	Section 16.2	Action implemented.
2.80	b) All appointments for evaluation of staff and consultants will follow transparent and professional procedures with the first criteria being technical competence but also with attention to considerations of regional and gender balance. The Director of Evaluation will have the main responsibility for the appointment of evaluation staff and the responsibility for appointment of consultants in conformity with FAO procedures.	Section 16.2	Action implemented.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.81	Quality assurance and continued strengthening of the evaluation function: a) Strengthening of existing independent peer review of major reports	Section 16.2	Action partly implemented.
2.82	b) Biennial review by a small group of independent peers for conformity of work to evaluation best-practice and standards – report to management and the Council together with the recommendations of the Programme Committee on of the evaluation function every six years.	Section 16.2	Action implemented; the Peer Review was carried out in 2012.
2.83	c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	Sections 16.3; 20	Action planned for 2015-16; Nuts and Bolts Issue: The following elements might be incorporated into the terms of reference of the Independent Evaluation of the Evaluation Function's: ways to enhance the effectiveness of the dual reporting line, the independence of OED to manage its budget once it has been approved and any effects this has on its ability to perform; the implications of OED-led and authored reports for the independence of evaluation findings; how useful and implementable OED recommendations to management have been; the effectiveness of the “evaluation/management response/follow-up report/validation” process in supporting GB guidance and oversight; the PC's use of evaluation findings in its strategic guidance, priority setting and oversight of FAO.
2.84	Approval by the Council of a comprehensive evaluation policy incorporated in a “Charter”, including the above, and a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;	Sections 16.2; 20	Action implemented; Charter established and incorporated into the Basic Texts. Nuts and Bolts Issue: Regular interaction between the Internal Evaluation Committee and the PC, should be considered, as envisaged by the IPA. This would strengthen the contribution of evaluation to both management and GB and reduce any tensions in the dual reporting line.
2.85	b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;	Section 16.2	Action implemented.
2.86	c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;	Section 16.2	Action implemented.
2.87	d) all evaluation reports, management responses and follow-up reports will continue to be public documents, fully available to all FAO Members. Efforts to discuss and bring the reports to the attention of all concerned Governing Body members will also be further strengthened through consultative groups and workshops on individual evaluations;	Section 16.2	Action implemented.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.88	e) the evaluation office will have an institutionalised advisory role to management on results based management and programming and budgeting, reinforcing the feed-back and learning loop;	Section 16.2	Action partly implemented; a formal role does not exist, but is likely to evolve as the Organization strengthens its results-based management reporting systems and as OED pursues plans to work with field offices on results.
2.89	f) evaluation will be well coordinated within the UN system, taking account of the work of the Joint Inspection Unit (JIU) and the evaluation office will continue to work closely with the United Nations Evaluation Group (UNEG).	Section 16.2	Action implemented.
2.90	g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	Section 16.2	Action implemented.
	Audit		
2.91	In line with current policy, the work of the Inspector-General's office will be extended to cover all major organizational risk areas making use of external expertise as necessary	Section 17.2	Action implemented.
2.92	The Audit Committee: a) will be appointed by the Director-General and have a membership which is fully external agreed by the Council on the recommendation of the Director-General and Finance Committee;	Section 17.2	Action implemented.
2.93	b) present an annual report to the Council through the Finance Committee	Section 17.2	Action implemented; The IR Team found that audit functions are well appreciated by the FC and contribute effectively to the oversight role of the GBs.
2.94	The External Auditor will assume responsibility for audit of the immediate office of the Director-General in addition to the regular audits carried out by the Inspector-General	Section 17.2	Action implemented; the Office of the Director-General is included in the External Auditor's responsibilities rather than audited by the Inspector General.
	Director-General		
2.95	Introduce procedures and Basic Text changes to strengthen opportunity for the FAO membership to appraise candidates for the post of Director- General prior to the election, including:	Section 18.2	Action implemented.
2.96	a) Candidates for the post of the Director-General will address the Conference at which the election will be held. Members will have the opportunity to put questions to candidates (expenses of candidates will be covered from the FAO Budget);	Section 18.2	Action implemented.

IPA action n.	Actions on Governance	References to Sections in the IR report	Outstanding issues and recommendations and cost implications
2.97	b) Candidates for the post of the Director-General will address a session of the FAO Council not less than 60 days prior to the Conference at which the election will be held. At that session both Members and observers to the Council will have the opportunity to put questions to candidates (the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made - expenses of candidates will be covered from the FAO Budget);	Section 18.2	Action implemented.
2.98	c) Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session;	Section 18.2	Action implemented; IPA action has been modified in 2013, to set the deadline for submitting nominations to three months before elections and 30 days before the Council preceding Conference.
2.99	d) When the post of Director-General is due to become vacant it will be publicised, no less than 12 months before the closure of nominations, noting that all nominations remain fully the responsibility of Member Countries;	Section 18.2	Action implemented; IPA action has been modified in 2013, to limit the time-lag for submitting nominations to three months.
2.100	e) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.	Sections 18.2; 18.3	Action outstanding; Members appreciate the enhanced opportunities to interact with candidates and the information that is provided for their candidature. The majority of Members are not in favour of pursuing this action, notwithstanding the success of other Organizations in doing so. The IR Team does not believe that this issue will be resolved in the foreseeable future. Recommendation 16: The outstanding IPA action regarding desirable qualifications for DG candidates should be closed.
2.101	Change Basic Texts for period of office of the Director-General to four years with possibility of renewal for one further period of four years	Section 18.2	Action implemented.

FAO Members' participation in the Governing Bodies over time																		
Country	Region for Council elections	Regional Office	Regional Groups, informal	Regional Conference, membership 2014	Perm Rep	Conference				Council								
						Chair 2007	Participants 2007	Chair 2013	Participants 2013	Members 2006	Members 2007	Members 2008	Members 2009	Members 2010	Members 2011	Members 2012	Members 2013	Members 2014
			2014		2013													
Honduras	Latin America and the Caribbean	RLC	GRULAC/G77	LARC	Appointed		x		x									
Hungary	Europe	REU	ERG/OECD	ERC	Appointed		x		x								x	x
Iceland	Europe	none	OECD/NG	ERC	Appointed		x		x									
India	Asia	RAP	AsG/G77	APRC	Appointed		x		x	x	x	x	x	x	x	x	x	x
Indonesia	Asia	RAP	AsG/G77	APRC	Appointed		x		x	x	x	x	x	x	x	x	x	x
Iran (Islamic Republic of)	Near East	RNE	NERG/AsG obs/G77	NERC; APCR	Appointed		x		x	x	x	x			x	x	x	x
Iraq	Near East	RNE	NERG/G77	NERC	Appointed		x		x								x	x
Ireland	Europe	none	ERG/OECD	ERC	Appointed		x		x						x	x		
Israel	Europe	none	ERG/OECD	ERC	Appointed		x		x									
Italy	Europe	none	ERG/OECD	ERC	Appointed		x		x	x	x	x	x	x	x	x	x	x
Jamaica	Latin America and the Caribbean	RLC	GRULAC nr	LARC	Appointed non resident		x		x									
Japan	Asia	none	AsG/OECD	APRC	Appointed		x		x	x	x	x	x	x	x	x	x	x
Jordan	Near East	RNE	NERG/G77	NERC	Appointed		x		x				x	x	x	x	x	x
Kazakhstan	Asia	REU	AsG	ERC; APCR	Appointed		x		x									
Kenya	Africa	RAF	AfG/G77	ARC	Appointed		x		x		x	x	x	x				
Kiribati	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Kuwait	Near East	RNE	NERG/G77	NERC	Appointed		x		x		x	x	x	x				
Kyrgyzstan	Near East	REU	NERG nr	ERC; NERC	Not appointed		x		x									
Lao People's Democratic Republic	Asia	RAP		APRC	Not appointed		x		x									
Latvia	Europe	none	ERG	ERC	Appointed		x		x									
Lebanon	Near East	RNE	NERG/G77	NERC	Appointed		x		x	x	x	x						
Lesotho	Africa	RAF	AfG/G77	ARC	Appointed		x		x									
Liberia	Africa	RAF	AfG/G77	ARC	Appointed		x		x								x	x
Libya	Near East	RNE	AfG/NERG/G77	ARC; NERC	Appointed		x		x									
Lithuania	Europe	none	ERG	ERC	Appointed		x		x									
Luxembourg	Europe	none	ERG/OECD	ERC	Appointed		x		x									
Madagascar	Africa	RAF	AfG/G77	ARC	Appointed		x		x	x	x	x					x	x

FAO Members' participation in the Governing Bodies over time																		
Country	Region for Council elections	Regional Office	Regional Groups, informal 2014	Regional Conference, membership 2014	Perm Rep 2013	Conference				Council								
						Chair 2007	Participants 2007	Chair 2013	Participants 2013	Members 2006	Members 2007	Members 2008	Members 2009	Members 2010	Members 2011	Members 2012	Members 2013	Members 2014
Malawi	Africa	RAF	AfG nr	ARC	Appointed non resident		x		x									
Malaysia	Asia	none	AsG/G77	APRC	Appointed		x		x		x	x						
Maldives	Asia	RAF		APRC	Not appointed		x		x									
Mali	Africa	RAF	AfG/G77	ARC	Appointed		x		x	x								
Malta	Europe	none	ERG	ERC; NERC	Appointed		x		x	x								
Marshall Islands	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Mauritania	Africa	RAF	AfG/NERG/G77	ARC; NERC	Appointed		x		x				x	x	x			
Mauritius	Africa	RAF	AfG nr	ARC	Appointed non resident		x		x				x	x	x			
Mexico	Latin America and the Caribbean	RLC	GRULAC/OECD	LARC	Appointed		x		x	x	x	x	x	x	x	x	x	x
Micronesia (Federated States of)	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Monaco	Europe	none	ERG	ERC	Appointed		x		x									
Mongolia	Asia	RAP	AsG/G77	APRC	Appointed		x		x									
Montenegro	Europe	REU	ERG	ERC	Appointed		x		x									
Morocco	Africa	RNE	AfG/NERG Obs/G77	ARC; NERC	Appointed		x		x		x	x	x	x			x	x
Mozambique	Africa	RAF	AfG/G77	ARC	Appointed		x		x				x	x	x			
Myanmar	Asia	RAP	AsG/G77	APRC	Appointed		x		x									
Namibia	Africa	RAF	AfG nr	ARC	Appointed non resident		x		x									
Nauru	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Nepal	Asia	RAP		APRC	Appointed non resident		x		x									
Netherlands	Europe	none	ERG/OECD	ERC	Appointed		x		x	x								
New Zealand	Southwest Pacific	none	SwPG/OECD	APRC	Appointed		x		x									
Nicaragua	Latin America and the Caribbean	RLC	GRULAC/G77	LARC	Appointed		x		x									
Niger	Africa	RAF	AfG/G77	ARC	Appointed		x		x		x	x	x	x				
Nigeria	Africa	RAF	AfG/G77	ARC	Appointed		x		x	x	x	x						
Niue	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Norway	Europe	none	ERG/OECD/NG	ERC	Appointed		x		x				x	x	x			

FAO Members' participation in the Governing Bodies over time																		
Country	Region for Council elections	Regional Office	Regional Groups, informal 2014	Regional Conference, membership 2014	Perm Rep 2013	Conference				Council								
						Chair 2007	Participants 2007	Chair 2013	Participants 2013	Members 2006	Members 2007	Members 2008	Members 2009	Members 2010	Members 2011	Members 2012	Members 2013	Members 2014
Sierra Leone	Africa	RAF	AfG nr	ARC	Appointed non resident		x		x									
Singapore	Asia	none		APRC	Not appointed				x									
Slovakia	Europe	none	ERG/OECD	ERC	Appointed		x		x				x	x	x			
Slovenia	Europe	none	ERG/OECD	ERC	Appointed		x		x	x								
Solomon Islands	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Somalia	Africa	RAF	AfG/NERG/G77	ARC; NERC	Appointed		x		x									
South Africa	Africa	RAF	AfG/G77	ARC	Appointed		x		x		x	x					x	x
South Sudan	Africa	RAF	AfG nr	ARC	Not appointed				x									
Spain	Europe	none	ERG/OECD	ERC	Appointed		x		x				x	x	x			
Sri Lanka	Asia	RAP	AsG/G77	APRC	Appointed		x		x				x	x	x			
Sudan	Near East	RNE	AfG/NERG/G77	ARC; NERC	Appointed		x		x		x	x	x	x				
Suriname	Latin America and the Caribbean	RLC	GRULAC nr	LARC	Not appointed		x		x									
Swaziland	Africa	RAF	AfG nr	ARC	Appointed non resident		x		x									
Sweden	Europe	none	ERG/OECD/NG	ERC	Appointed		x		x	x	x	x						
Switzerland	Europe	none	ERG/OECD	ERC	Appointed		x		x									
Syrian Arab Republic	Near East	RNE	NERG/G77	NERC	Appointed		x		x						x	x		
Tajikistan	Near East	REU		ERC; NERC	Not appointed		x		x									
Thailand	Asia	RAP	AsG/G77	APRC	Appointed		x		x	x	x	x	x	x	x	x	x	x
The former Yugoslav Republic of Macedonia	Europe	REU	ERG	ERC	Appointed		x		x									
Timor-Leste	Asia	RAP		APRC	Not appointed		x		x									
Togo	Africa	RAF	AfG nr	ARC	Appointed non resident		x		x							x	x	x
Tokelau (Associate Member)		none		ERC	Appointed				x									
Tonga	Southwest Pacific	RAP	SwPG nr	APRC	Appointed non resident		x		x									
Trinidad and Tobago	Latin America and the Caribbean	RLC	GRULAC nr	LARC	Appointed non resident		x		x	x	x	x	x	x	x	x	x	x
Tunisia	Africa	RNE	AfG/NERG Obs/G77	ARC; NERC	Appointed		x		x						x	x		

FAO Members' participation in the Governing Bodies over time																		
Country	Region for Council elections	Regional Office	Regional Groups, informal	Regional Conference, membership 2014	Perm Rep	Conference				Council								
						2014	2013	Chair 2007	Participants 2007	Chair 2013	Participants 2013	Members 2006	Members 2007	Members 2008	Members 2009	Members 2010	Members 2011	Members 2012
Turkey	Europe	REU	ERG/NERG Obs/OECD	ERC; NERC	Appointed		x		x		x	x	x	x			x	x
Turkmenistan	Near East	REU	NERG nr	ERC; NERC	Not appointed		x		x									
Tuvalu	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Uganda	Africa	RAF	AfG/G77	ARC	Appointed		x		x	x					x	x		
Ukraine	Europe	REU	ERG	ERC	Appointed		x		x		x	x						
United Arab Emirates	Near East	RNE	NERG/G77	NERC	Appointed		x		x	x								
United Kingdom	Europe	none	ERG/OECD	ERC	Appointed		x		x	x	x	x	x	x	x	x	x	x
United Republic of Tanzania	Africa	RAF	AfG/G77	ARC	Appointed		x		x				x	x	x			
United States of America	North America	none	NA/OECD	APRC	Appointed		x		x	x	x	x	x	x	x	x	x	x
Uruguay	Latin America and the Caribbean	RLC	GRULAC/G77	LARC	Appointed		x		x		x	x	x	x	x			
Uzbekistan	Asia	REU	AsG	ERC; APCR	Appointed		x		x									
Vanuatu	Southwest Pacific	RAP	SwPG nr	APRC	Not appointed		x		x									
Venezuela (Bolivarian Republic of)	Latin America and the Caribbean	RLC	GRULAC/G77	LARC	Appointed		x		x				x	x	x	x	x	x
Viet Nam	Asia	RAP	AsG/G77	APRC	Appointed		x		x									
Yemen	Near East	RNE	NERG/G77	NERC	Appointed		x		x									
Zambia	Africa	RAF	AfG/G77	ARC	Appointed		x		x	x	x	x						
Zimbabwe	Africa	RAF	AfG/G77	ARC	Appointed		x		x				x	x	x			

Legenda: AfG: Africa Group; AsG: Asia Group; SwPG: South-west Pacific Group; GRULAC: Latin American and the Caribbean Group; ERG: European Group; NG: Nordic Group

Permanent Representations 140

Members of the Organization 197

Non voting members 3

FAO Members' participation in the Governing Bodies over time																								
Country	Programme Committee				Finance Committee				CCLM				ARC				APRC				ERC			
	Chair 2006	Members 2006	Chair 2014	Members 2014	Chair 2006	Members 2006	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2013/14	Members 2013	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2006	Participants 2006	Chair 2014	Participants 2014
Micronesia (Federated States of)																		X		X				
Monaco																						X		X
Mongolia																		X	X	X				
Montenegro																								X
Morocco											X			X										
Mozambique													X		X									
Myanmar																		X		X				
Namibia														X		X								
Nauru																		X		X				
Nepal																		X		X				
Netherlands																						X		X
New Zealand				X														X		X				
Nicaragua																								
Niger														X		X								
Nigeria		X												X		X								
Niue																		X		X				
Norway																						X		X
Oman																								
Pakistan					X			X										X		X				
Palau																		X		X				
Panama																								
Papua New Guinea											X							X		X				
Paraguay						X																		
Peru						X																		
Philippines		X																X		X				
Poland																						X		X
Portugal																						X		X
Qatar						X																		
Republic of Korea																		X		X				
Republic of Moldova																						X		X
Romania																						X	X	X
Russian Federation											X										X		X	X
Rwanda														X		X								
Saint Kitts and Nevis																								
Saint Lucia																								
Saint Vincent and the Grenadines																								
Samoa																		X		X				
San Marino																						X		X

FAO Members' participation in the Governing Bodies over time																											
Country	LARC				NERC				COFO				COFI				COAG				CCP				Number chair personship	Number membership	
	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014			
Afghanistan						X			X		X			X		X			X		X			X		1	20
Albania											X					X								X		0	3
Algeria						X			X		X			X		X			X		X			X		0	17
Andorra																										0	1
Angola										X		X		X		X			X		X			X		0	13
Antigua and Barbuda		X		X																						0	2
Argentina		X		X						X		X		X		X			X		X			X		0	15
Armenia										X		X		X		X			X		X			X		0	11
Australia										X		X		X		X			X		X			X		0	21
Austria										X		X				X			X		X			X		0	10
Azerbaijan						X			X		X		X		X				X		X			X		0	11
Bahamas		X		X																						0	2
Bahrain						X			X					X		X										0	4
Bangladesh										X		X		X		X			X		X			X		0	17
Barbados		X		X																						0	2
Belarus												X									X					0	4
Belgium										X		X		X		X			X		X			X		1	14
Belize		X		X												X										0	3
Benin												X						X		X			X			0	6
Bhutan												X														0	3
Bolivia (Plurinational State of)		X		X								X				X			X		X			X		0	12
Bosnia and Herzegovina																	X									0	3
Botswana																										0	2
Brazil		X		X						X		X		X		X			X		X			X		0	20
Brunei Darussalam																										0	1
Bulgaria										X		X		X		X			X		X			X		0	11
Burkina Faso										X		X		X		X			X		X			X		0	10
Burundi										X		X		X		X			X		X			X		0	10
Cabo Verde										X		X		X		X			X		X			X		0	13
Cambodia										X		X				X										0	4
Cameroon										X		X		X		X			X		X			X		1	14
Canada										X		X		X		X			X		X			X		0	19
Central African Republic										X		X														0	4
Chad																X					X					0	4
Chile		X		X						X		X		X		X			X		X			X		1	18
China										X		X		X		X			X		X			X		0	20

FAO Members' participation in the Governing Bodies over time																											
Country	LARC				NERC				COFO				COFI				COAG				CCP				Number chair personship	Number membership	
	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014			
Marshall Islands																									0	2	
Mauritania						X		X			X			X		X										0	10
Mauritius										X				X		X			X		X					0	11
Mexico		X		X						X		X		X		X		X		X						0	20
Micronesia (Federated States of)																X										0	3
Monaco														X												0	3
Mongolia												X														1	3
Montenegro																										0	1
Morocco						X		X		X		X		X		X		X		X		X		X		0	19
Mozambique										X		X		X		X		X				X				0	11
Myanmar										X		X								observ.						0	4
Namibia										X		X		X		X								X		0	7
Nauru																X										0	3
Nepal																										0	2
Netherlands										X		X		X		X		X		X		X		X		0	11
New Zealand										X		X		X		X		X		X		X		X		0	10
Nicaragua		X		X						X		X		X		X		X		X		X		X		0	10
Niger										X		X		X		X		X		X		X		X		0	13
Nigeria										X		X		X		X		X		X		X		X		0	14
Niue																										0	2
Norway										X		X		X	X	X		X		X		X		X		1	12
Oman						X		X		observ.				X		X		X		X		X		X		0	8
Pakistan						X		X		X		X		X		X		X		X		X		X		1	22
Palau																X										0	3
Panama		X		X						X		X		X		X		X		X		X		X		0	13
Papua New Guinea												X		X												0	5
Paraguay		X		X						X		X		X		X		X		X		X		X		0	10
Peru		X		X						X		X		X		X		X		X		X		X		0	12
Philippines										X		X		X		X		X		X		X		X		0	18
Poland										X		X		X		X		X		X		X		X		0	13
Portugal										X		X		X		X		X		X		X		X		0	13
Qatar						X		X		X		X		X		X		observ.		X						0	7
Republic of Korea										X		X		X		X		X		X		X		X		0	19
Republic of Moldova																						X				0	5
Romania										X		X		X		X		X		X		X		X		1	11
Russian Federation										X		X		X		X		X		X				X		0	19
Rwanda																						X				0	3

FAO Members' participation in the Governing Bodies over time																										
Country	LARC				NERC				COFO				COFI				COAG				CCP				Number chair personship	Number membership
	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2006	Participants 2006	Chair 2014	Participants 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014	Chair 2007	Members 2007	Chair 2014	Members 2014		
Tunisia						X		X		X		X						observ.		X				X	1	10
Turkey						X		X		X		X		X		X		X		X		X		X	0	18
Turkmenistan						X		X																	0	3
Tuvalu																X									0	3
Uganda										X		X		X		X		X		X		X		X	0	13
Ukraine										X		X		X		X		X		X		X		X	0	12
United Arab Emirates						X		X		X		X		X		X	X	X		X		X		X	1	11
United Kingdom										X		X		X		X		X		X		X		X	1	19
United Republic of Tanzania										X		X		X		X		X		X				X	0	12
United States of America										X		X		X		X		X		X		X	X	X	1	23
Uruguay		X		X						X		X		X		X		X		X		X		X	0	16
Uzbekistan						X				X		X													0	7
Vanuatu																									0	2
Venezuela (Bolivarian Republic of)	X	X		X								X		X		X		X		X				X	1	14
Viet Nam										X		X		X		X		X		X					0	8
Yemen					X	X		X		X		X		X		X		X		X		X			1	10
Zambia										X		X		X		X		X		X				X	0	12
Zimbabwe										X		X		X		X		X		X		X		X	0	14

Number of seats at Council for regional groups				
Regional Groups	Number Members in each Regional Group	Percentage of FAO membership	Council seats	Percentage of Council seats
Africa	50	26%	12	24%
Asia	25	13%	9	18%
Europe	48	25%	10	20%
Latin America and the Caribbean	33	17%	9	18%
Near East	20	10%	6	12%
North America	2	1%	2	4%
Southwest Pacific	16	8%	1	2%
Total	194	100%	49	100%

Number and length of sessions of FAO Governing Bodies in the period 2000-2013																
Governing Body	2000/01	2004/05			2006/07			2008/09			2010/11			2012/13		
	Days	Days	Sessions	N. side events	Days	Sessions	N. side events	Days	Sessions	N. side events	Days	Sessions	N. side events	Days	Sessions	N. side events
<i>Conference</i>	11	8	1	4	8	1	4	10	2	2	8	1	9	8	1	18
<i>Council</i>	16	15	4	2	15	4	3	12	4	17	21	5	8	21	5	16
<i>Programme Committee</i>	20	23	4		20	4	0	18	4		27	7		22	4	
<i>Joint Meeting P+FC</i>	5	4	4		4	4	0	4	4		5	5		5	5	
<i>Finance Committee</i>	22	16	4		21	4	0	19	6		25	6		21	5	
<i>CCLM</i>	na	na	na		4	2		16	7		11	4		13	4	
Total Conf+CI+PC+FC+CCLM	74	66	17	6	72	19	7	79	27	19	97	28	17	90	24	34
<i>COAG</i>	5	6	2		4	1	1	4	1		4	1		5	1	5
<i>CCP</i>	4	3	1		3	1	4	3	1		3	1		3	1	4
<i>COFI</i>	5	5	1		5	1		5	1	16	5	1		5	1	
<i>COFO</i>	5	5	1		5	1	2	5	1		5	1		5	1	53
<i>APRC</i>	5	5	1		5	1		6	1		5	1		5	1	
<i>ARC</i>	5	5	1		5	1		5	1		5	1		5	1	
<i>ERC</i>	5	5	2		3	2		3	2		4	2		4	2	
<i>LARC</i>	5	5	1		5	1		5	1		5	1		5	1	
<i>NERC</i>	5	5	1		5	1		5	1		5	1		5	1	
Grand Total	118	110	28	6	112	29	14	120	37	35	138	38	17	132	34	96
Grand Total w/out RC	93	85	22	6	89	23	14	96	31	35	114	32	17	108	28	96
<i>Finance Committee sessions for WFP</i>		3	1		6	5		12	4		12	6		7	4	

Agenda items in sessions of Governing Bodies											
Governing Body	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total	%
Council											
<i>FAO planning cycle</i>	1	2	0	3	1	2	5	3		17	6.6%
<i>Decentralization issues</i>	0	1	0	0	0	0	1	0		2	0.8%
<i>Reports from PC, FC and JM</i>	3	7	3	6	6	6	6	8		45	17.5%
<i>Reports and documents from CCLM</i>	3	7	1	9	6	6	6	6		44	17.1%
<i>Reports from Regional Conferences</i>	0	0	0	0	4	1	6	0		11	4.3%
<i>Reports from Technical Committees</i>	0	4	0	4	3	1	4	0		16	6.2%
<i>Reports from CFS</i>	1	1	0	2	1	1	1	1		8	3.1%
<i>IPA related items</i>	0	0	0	2	2	2	1	2		9	3.5%
<i>MYPOW discussion</i>	0	0	0	0	1	4	2	2		9	3.5%
<i>Programme related issues</i>	4	0	0	4	2	6	7	9		32	12.5%
<i>Procedural matters</i>	0	6	4	8	3	6	2	5		34	13.2%
<i>Other items</i>	1	6	1	5	1	5	4	7		30	11.7%
Total	13	34	9	43	30	40	45	43		257	
Programme Committee											
<i>Evaluation related items</i>	6	8	3	9	10	10	6	9		61	47.7%
<i>IPA related items</i>	0	0	0	0	1	2	1	0		4	3.1%
<i>FAO planning cycle</i>	2	2	1	3	1	4	4	4		21	16.4%
<i>Decentralization issues</i>	1	0	0	0	0	0	1	0		2	1.6%
<i>Programme related issues and reform process</i>	0	0	0	2	3	6	4	1		16	12.5%
<i>MYPOW discussion</i>	0	0	0	0	1	4	0	2		7	5.5%
<i>Other items (JIU, progress on implementation of recommendations)</i>	2	1	3	4	4	2	0	1		17	13.3%
Total	11	11	7	18	20	28	16	17		128	
Finance Committee											
<i>Finance oversight</i>	14	15	16	17	10	12	9	11		104	31.9%
<i>Corporate policy for financial matters</i>	1	2	2	0	1	3	1	3		13	4.0%
<i>FAO planning cycle</i>	2	2	0	3	0	3	1	3		14	4.3%
<i>Decentralization issues</i>	0	0	0	1	1	2	0	0		4	1.2%
<i>Programme related issues and reform process</i>	0	0	0	0	0	0	1	0		1	0.3%
<i>Audit</i>	6	5	6	5	6	10	13	16		67	20.6%
<i>Administration oversight</i>	7	5	9	6	6	7	5	5		50	15.3%
<i>Corporate policy on administration</i>	0	0	0	2	1	0	2	1		6	1.8%
<i>MYPOW discussion</i>	0	0	0	0	1	1	2	2		6	1.8%
<i>Procedural matters</i>	2	2	2	4	2	3	2	2		19	5.8%
<i>Other items (JIU, progress on implementation of recommendations, ICC, GRO)</i>	4	5	6	5	1	3	4	3		31	9.5%
<i>IPA related items</i>	0	0	0	4	2	2	2	1		11	3.4%
<i>WFP</i>	24	20	22	19	26	21	12	10		154	32.1%
Total with WFP	60	56	63	66	57	67	54	57		480	
Total without WFP	36	36	41	47	31	46	42	47		326	67.9%

Agenda items in sessions of Governing Bodies											
Governing Body	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total	%
Joint Meeting P+FC											
<i>FAO planning cycle</i>	2	2	1	3	1	3	5	3		20	32.3%
<i>Decentralization issues</i>	0	0	0	0	1	2	1	1		5	8.1%
<i>Programme related issues and reform process</i>	0	0	0	2	6	6	6	3		23	37.1%
<i>IPA related items</i>	0	0	0	0	0	1	2	2		5	8.1%
<i>Other items</i>	3	1	1	3	1					9	14.5%
Sub-Total	5	3	2	8	9	12	14	9		62	
<i>New items</i>	4	1	2	5	8	9	8	5		42	67.7%
<i>Items discussed in PC and FC</i>	1	2	0	3	1	3	6	4		20	32.3%
Total	5	3	2	8	9	12	14	9		62	
Synthesis Council Committees											
<i>FAO planning cycle</i>	6	6	2	9	2	10	10	10		55	10.7%
<i>Decentralization issues</i>	1	0	0	1	2	4	2	1		11	2.1%
<i>Programme related issues and reform process</i>	0	0	0	4	9	12	11	4		40	7.8%
<i>IPA related items</i>	0	0	0	4	3	5	5	3		20	3.9%
<i>Oversight: Finance, Audit, Evaluations</i>	33	33	34	37	32	39	33	41		282	54.7%
<i>Finance and administration policy</i>	1	2	2	2	2	3	3	4		19	3.7%
<i>Other items</i>	11	9	12	16	10	13	8	10		89	17.2%
Total without WFP	52	50	50	73	60	86	72	73		516	
COFI											
<i>State of/ discussions on technical issues</i>							2		1	3	6.0%
<i>Global Public Goods</i>		2		2		2	3		5	14	28.0%
<i>Strategies and work plans</i>		1		1		1	2		1	6	12.0%
<i>Technical programme related issues</i>		3		3		3			3	12	24.0%
<i>Procedural matters</i>							1		1	2	4.0%
<i>MYPOW discussion</i>							1		1	2	4.0%
<i>Subsidiary/Statutory Bodies</i>		3		2		2	2		2	11	22.0%
Total		9		8		8	11		14	50	
CCP											
<i>State of/ discussions on technical issues</i>		7		6	5		5			23	79.3%
<i>Global Public Goods</i>										0	0.0%
<i>Strategies and work plans</i>										0	0.0%
<i>Technical programme related issues</i>		1					1			2	6.9%
<i>Procedural matters</i>				1			2			3	10.3%
<i>MYPOW discussion</i>										0	0.0%
<i>Subsidiary/Statutory Bodies</i>					1					1	3.4%
Total		8		6	7		8			29	
COAG											
<i>State of/ discussions on technical issues</i>		1								1	4.3%
<i>Global Public Goods</i>							2			2	8.7%

Agenda items in sessions of Governing Bodies											
Governing Body	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total	%
<i>Strategies and work plans</i>		1		1	1		1			4	17.4%
<i>Technical programme related issues</i>		4		3	4		3			14	60.9%
<i>Procedural matters</i>							1			1	4.3%
<i>MYPOW discussion</i>							1			1	4.3%
<i>Subsidiary/Statutory Bodies</i>										0	0.0%
Total		6		4	5		8			23	
COFO											
<i>State of/ discussions on technical issues</i>		2		4	1				1	8	17.8%
<i>Global Public Goods</i>										0	0.0%
<i>Strategies and work plans</i>		2		2	2		2		2	10	22.2%
<i>Technical programme related issues</i>		4			4		4		13	25	55.6%
<i>Procedural matters</i>										0	0.0%
<i>MYPOW discussion</i>							1		1	2	4.4%
<i>Subsidiary/Statutory Bodies</i>										0	0.0%
Total		8		6	7		7		17	45	
Synthesis Technical Committees											
<i>State of/ discussions on technical issues</i>		10		10	6		7		2	35	23.8%
<i>Global Public Goods</i>		2		2	0		5		5	16	10.9%
<i>Strategies and work plans</i>		4		4	3		5		3	20	13.6%
<i>Technical programme related issues</i>		12		6	8		8		16	53	36.1%
<i>Procedural matters</i>		0		0	1		4		1	6	4.1%
<i>MYPOW discussion</i>		0		0	0		3		2	5	3.4%
<i>Subsidiary/Statutory Bodies</i>		3		2	1		2		2	12	8.2%
Total		31		24	19		34		31	147	
APRC											
<i>State of/ options for regional policy and technical issues</i>	3			4	5		2		3	17	35.4%
<i>Global issues</i>	2			2	3		3		2	12	25.0%
<i>Programme issues for the region</i>	1			1	5		3		3	13	27.1%
<i>Decentralization</i>					1		1		1	3	6.3%
<i>MYPOW discussion</i>							1			1	2.1%
<i>Procedural matters</i>										0	0.0%
<i>Subsidiary/Statutory Bodies</i>				1	1					2	4.2%
<i>Others</i>										0	0.0%
Total	6			8	15		10		9	48	
ARC											
<i>State of/ options for regional policy and technical issues</i>	3		4		2		2		3	14	30.4%
<i>Global issues for inputs/of relevance to the region</i>	3		3		3		2		2	13	28.3%
<i>Programme issues for the region</i>			1		3		3		4	11	23.9%
<i>Decentralization</i>					1		1		2	4	8.7%
<i>MYPOW discussion</i>							1		1	2	4.3%
<i>Procedural matters</i>									1	1	2.2%

Agenda items in sessions of Governing Bodies											
Governing Body	2006	2007	2008	2009	2010	2011	2012	2013	2014	Total	%
<i>Subsidiary/Statutory Bodies</i>					1					1	2.2%
<i>Others</i>										0	0.0%
Total	6		8		10		9		13	46	
ERC											
<i>State of/ options for regional policy and technical issues</i>	4		2		5		3		6	20	37.0%
<i>Global issues for inputs/of relevance to the region</i>	1		2		3		1		2	9	16.7%
<i>Programme issues for the region</i>	2				3		3		3	11	20.4%
<i>Decentralization</i>					1		1		1	3	5.6%
<i>MYPOW discussion</i>							1		1	2	3.7%
<i>Procedural matters</i>	1						1		2	4	7.4%
<i>Subsidiary/Statutory Bodies</i>	1		2		1		1			5	9.3%
<i>Others</i>										0	0.0%
Total	9		6		13		11		15	54	
LARC											
<i>State of/ options for regional policy and technical issues</i>	5		5		5		2		3	20	45.5%
<i>Global issues for inputs/of relevance to the region</i>			1		1		1		1	4	9.1%
<i>Programme issues for the region</i>	2		2		4		2		2	12	27.3%
<i>Decentralization</i>					1		1		1	3	6.8%
<i>MYPOW discussion</i>							1		1	2	4.5%
<i>Procedural matters</i>										0	0.0%
<i>Subsidiary/Statutory Bodies</i>	1		1		1					3	6.8%
<i>Others</i>										0	0.0%
Total	8		9		12		7		8	44	
NERC											
<i>State of/ options for regional policy and technical issues</i>	7		6		7		2		7	29	50.0%
<i>Global issues for inputs/of relevance to the region</i>	3		2				2		3	10	17.2%
<i>Programme issues for the region</i>	1		1		5		2		1	10	17.2%
<i>Decentralization</i>					1		1		1	3	5.2%
<i>MYPOW discussion</i>							1		1	2	3.4%
<i>Procedural matters</i>										0	0.0%
<i>Subsidiary/Statutory Bodies</i>	1		2		1					4	6.9%
<i>Others</i>										0	0.0%
Total	12		11		14		8		13	58	
Synthesis Regional Conferences											
<i>State of/ options for regional policy and technical issues</i>	22		17	4	24		11		22	100	40.0%
<i>Global issues for inputs/of relevance to the region</i>	9		8	2	10		9		10	48	19.2%
<i>Programme issues for the region</i>	6		4	1	20		13		13	57	22.8%
<i>Decentralization</i>	0		0	0	5		5		6	16	6.4%
<i>MYPOW discussion</i>	0		0	0	0		5		4	9	3.6%
<i>Procedural matters</i>	1		0	0	0		1		3	5	2.0%
<i>Subsidiary/Statutory Bodies</i>	3		5	1	5		1		0	15	6.0%
<i>Others</i>	0		0	0	0		0		0	0	0.0%
Total	41		34	8	64		45		58	250	

List of side events at Governing Bodies sessions, 2007 to 2014			
GB	Year	Session	Title
CCP	2007		Supply management on national and international markets. Organized by Réseau des organisations paysannes et des producteurs agricoles d'Afrique de l'Ouest - ROPPA (Ouagadougou), Collectif Stratégies Alimentaires – CSA (Brussels).
CCP	2007		Facilitating agricultural commodity price and weather risk management: policy options and practical instruments. A presentation by Mr Alexander Sarris, Director, Trade and Markets Division (EST)
CCP	2007		Economic Partnership Agreements (EPAs): working together for regional integration and food sovereignty.
CCP	2007		Agricultural Policy Indicators.
CCP	2012		Italian Online Commodities Exchange. Borsa Merci Telematica Italiana (BMTI).
CCP	2012		Italian Online Commodities Exchange. Borsa Merci Telematica Italiana (BMTI). A presentation on Market development and transparency.
CCP	2012		A presentation on A Chronicle of Food and Hunger.
CCP	2012		Enhancing Intra-African Trade.
COAG	2007		Risk reduction of Highly Hazardous Pesticides (HHPs)
COAG	2012		Delivering a Programme on Sustainable Consumption and Production in Food and Agriculture
COAG	2012		Utilizing Geothermal Energy in the Service of Food Security in Developing Countries
COAG	2012		Origin-linked quality: a tool for sustainable development? Morocco, Brazil and Guinea present their experience
COAG	2012		Prevention saves lives, saves livelihoods, saves money. Locust preventive control in west and northwest Africa - A success Story
COAG	2012		Launch of the GAEZ Data Portal.
COFI	2014		EAF Nansen. - Fisheries and Aquaculture Department
COFI	2014		Combating IUU fishing - Fisheries and Aquaculture Department /Pew Charitable Trusts/ IMCS Network/ ATLAFCO
COFI	2014		Global Blue Growth Initiative. - Fisheries and Aquaculture Department
COFI	2014		The 2014 International Year of Family Farming in the Context of Fisheries and Aquaculture.
COFI	2014		Securing recognition, protection and promotion of small-scale fisheries at international and national level. - International Planning Committee for Food Sovereignty (IPC).
COFI	2014		Common Oceans: Global sustainable fisheries management and biodiversity conservation in Areas Beyond National Jurisdiction (ABNJ) Programme. - Fisheries and Aquaculture Department / World Bank.
COFI	2014		Fresh water: Fisheries and Future. - Fisheries and Aquaculture Department
COFI	2014		UN EXPO 2015 MILAN. - Fisheries and Aquaculture Department / Department of Forestry
COFI	2014		Sustainability issues in the global seafood supply chain. - Global Sustainable Seafood Initiative (GSSI).
COFI	2014		African Fisheries and Aquaculture experiences from the NEPAD-FAO Fish Programme. - Fisheries and Aquaculture Department/New Partnership for Africa's Development (NEPAD) Planning and coordinating Agency.
COFI	2014		Tenure and Fishing Rights 2015 (UserRights 2015): A global conference on rights-based approaches for fisheries. Fisheries and Aquaculture Department
COFI	2014		Climate Change on the Ground. - Fisheries and Aquaculture Department/ Global Partnership for Climate, Fisheries and Aquaculture (PaCFA).
COFI	2014		Moving Ahead after The Global Oceans Action Summit. - Fisheries and Aquaculture Department.
COFI	2014		Decent employment in fisheries and aquaculture. Fisheries and Aquaculture Department and Economic and Social Department/Social Protection Division.
COFI	2014		Presentation of PROFISH activities: Trade in Fishing Services - emerging perspectives on foreign fishing arrangements World Bank.

List of side events at Governing Bodies sessions, 2007 to 2014			
GB	Year	Session	Title
COFI	2014		Global Data Framework for Blue Growth data need - Strategy toward more comprehensive fisheries data, statistics and information. - Fisheries and Aquaculture Department.
COFO	2007		Understanding Forest Tenure: toward supporting forest tenure reform;
COFO	2007		Small and medium scale tree and forest enterprises (SMFE): a mechanism for sustainable forest management at the local level.
COFO	2012		Implementing the Forest Instrument - Country Experiences
COFO	2012		FAO + UNFF
COFO	2012		Investing in Locally Controlled Forests: Broadening the financial basis for Sustainable Forest Management. World Bank, IUCN, FAO, FFFacility.
COFO	2012		Great Green Wall for the Sahara and the Sahel Initiative. FAO, African Union Commission, EU, Global Mechanism of the UNCCD.
COFO	2012		Forest Plantations – towards a sustainable future (Side event organized in the framework of COFO 21) BRACELPA, FOM
COFO	2012		Legal Preparedness for REDD+: Exploring needs and sources of expert support
COFO	2012		Thinking globally and acting locally: Linking country efforts to global forest law enforcement and governance (FLEG) processes
COFO	2012		E-forestry at FAO - Online tools for knowledge and learning
COFO	2012		The UN-REDD Programme: Country Successes
COFO	2012		Wood and the green economy: Forests grow solutions to global challenges
COFO	2012		CPF Communications
COFO	2014		Mapping mountain vulnerability
COFO	2014		Payments for Environmental Services of Tropical Forests: The way forward
COFO	2014		Sustainable development goals
COFO	2014		Potentials and needs in capacity development in forest policy and institutions in French speaking African countries
COFO	2014		Circumboreal meeting, Organizer: Canadian Forest Service
COFO	2014		NEFRC Bureau Meeting
COFO	2014		Quality seed for forestry (Royal Botanic Gardens of Kew)
COFO	2014		Informal meeting of the Advisory Panel on Forest Knowledge
COFO	2014		Focus group discussion on FO publications (English)
COFO	2014		Assessing and monitoring forest governance
COFO	2014		Heads of Forestry dialogue: Enhancing policy implementation to foster socioeconomic benefits
COFO	2014		National Forest Monitoring and Assessment - Countries' perspectives on streamlining guidelines
COFO	2014		Canadian Boreal Forest Agreement
COFO	2014		European Forestry Commission Bureau
COFO	2014		Forest Landscape Restoration Mechanism: Launching event
COFO	2014		Youth and education in a changing forest sector. Their role in shaping the future
COFO	2014		The Three Rainforest Basins
COFO	2014		Promotion of the International Poplar Commission (IPC)
COFO	2014		Focus group discussion on FO publications (English)
COFO	2014		The UN Participation in Expo Milano 2015
COFO	2014		Heads of Forestry dialogue: Zero Illegal Deforestation Challenge
COFO	2014		Boreal forests: From discussion to action
COFO	2014		Collaborative Partnership on Forests Communicators Team
COFO	2014		First Meeting of the Advisory Committee of XIV World Forestry Congress - Day 1
COFO	2014		Green economy and social aspects of sustainable forest management
COFO	2014		Standing Committee on Commonwealth Forests
COFO	2014		Agri-Environmental Policies in Latin America and the Caribbean: Experiences and challenges in the post-2015 development agenda
COFO	2014		Dryland forests and agroforestry systems

List of side events at Governing Bodies sessions, 2007 to 2014			
GB	Year	Session	Title
COFO	2014		Forests for Food in Central Africa: actions towards a sustainable supply
COFO	2014		LACFC Bureau Meeting
COFO	2014		Third Organizing Committee of the IV Mediterranean Forest Week
COFO	2014		Forest Communicators Network (FCN)
COFO	2014		Global Forest Survey
COFO	2014		Focus group discussion on FO publications (French)
COFO	2014		Building a common vision on sustainable food and agriculture
COFO	2014		Meeting of the Southern African countries to discuss the preparation of the sub-regional programme on forests and climate change adaptation
COFO	2014		Recognizing the vital role of family forestry in celebration of the International Year of Family Farming
COFO	2014		First Meeting of the Advisory Committee of XIV World Forestry Congress - Day 2
COFO	2014		Bamboo and rattan
COFO	2014		Implementation of the Global Plan of Action for the Conservation, Sustainable Use and Development of Forest Genetic Resources: examples of national, regional and international activities
COFO	2014		Forest Resources Assessment and Global Forest Watch
COFO	2014		Presentation of the West Africa Forest Convergence Plan
COFO	2014		Focus group discussion on FO publications (Spanish)
COFO	2014		Forest and Farm Facility Steering Committee
COFO	2014		Extraordinary Session of the Committee on Mediterranean Forestry Questions-Silva Mediterranea
COFO	2014		International Wildland Fire Conference preparations
COFO	2014		XIV World Forestry Congress preparations
COFO	2014		REDD+ and sustainable forest management
COFO	2014		WFW event on World Parks Congress - Stream 4: Supporting Human Life
COFO	2014		Immediate Plan of Action for FAO Renewal (IPA)
COFO	2014		Sustainable Forest Management Toolbox - demonstration session
Conference	2007		Expansion Phase of the FAO Regional Programme in the Pacific (Technical Cooperation Department, FAO)
Conference	2007		Sustainable Soya Production (Netherlands)
Conference	2007		The Voluntary Guidelines on the Right to Food as a Monitoring Tool (Foodfirst Information and Action Network - FIAN International)
Conference	2007		Universities Action in the Agrofood Sector Implemented in the Field of Cooperation for Development – the Case of Spain (Fundación Cultura de Paz, Spain)
Conference	2011		Presentation of the FAO publication "Save and Grow"
Conference	2011		Women's role in Agricultural Development (organized by the United States of America.)
Conference	2011		Signing ceremony of a Statement of Intent on a Programmatic Cooperation on Food Security and Nutrition between the EU and the Rome-based UN Agencies.
Conference	2011		FAO preparations for Rio+20: Greening the Economy with Agriculture.
Conference	2011		Innovative Financing for Development.
Conference	2011		Briefing Session on the Multilateral System of the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA) and the CBD-Nagoya Protocol: Towards a harmonious implementation after GB4 in Bali.
Conference	2011		INGO Side Event on Women in Agriculture.
Conference	2011		Event on the proposed International Year of Family Farming (organized by the World Rural Forum).
Conference	2011		Handover ceremony of the AFC (Asian Football Against Hunger) contribution to the Director-General.
Conference	2013		Improving the Sustainability of Food Systems
Conference	2013		Recognizing outstanding progress in fighting hunger
Conference	2013		Post-2015 Development Agenda

List of side events at Governing Bodies sessions, 2007 to 2014			
GB	Year	Session	Title
Conference	2013		Multi-Stakeholder Action for Sustainable Livestock
Conference	2013		Inauguration of Slovak Glass Art Exhibition
Conference	2013		FAO Regional Conference Chairperson's meeting on "Regional Priorities and FAO's new Strategic Objectives"
Conference	2013		"Introducing the Access to Seeds Index"
Conference	2013		Inauguration of the Philippines room and exhibition in Atrium on the Rice Terraces of the Philippines Cordilleras
Conference	2013		OHRLLS Event: Food Security, sustainable Agriculture Development and Structural Transformation in LDCs
Conference	2013		Presentation of the Statistical Year Book
Conference	2013		Agroecology: a path for the future
Conference	2013		The Impact of Integrated Management: fisheries, aquaculture, sustainable resources and food and nutrition security
Conference	2013		"Gabon Émergent"
Conference	2013		Africa Solidarity Trust Fund
Conference	2013		Inauguration of Ethiopia room
Conference	2013		Celebration of the 30th anniversary of the Commission on Genetic Resources for Food and Agriculture
Conference	2013		The Role of Science in determining International Standards in Food and Agriculture
Conference	2013		Achieving goals together Mobilizing Resources to Achieve Results under the Strategic Framework
Council	2006	CL131	Science for Agricultural and Rural Development Policies. This event is organized by the University of Wageningen, The Netherlands.
Council	2007	CL 132	Decentralized Cooperation and Sustainable Mountain Development Wednesday.
Council	2007	CL 132	Public Private Partnerships (WSSD) between the Netherlands and Developing Countries. This event is organized by the Government of the Netherlands.
Council	2011	CL 141	Briefing on the Nuclear Emergency in Japan
Council	2011	CL 141	Launch Zero Draft of the Voluntary Guidelines on Responsible Governance of Tenure of Land and other Natural Resources
Council	2011	CL 143	Launch of the Report on The State of the World's Land and Water Resources for Food and Agriculture (SOLAW)
Council	2011	CL 143	The Contribution of the Agricultural Sector to National Climate Change Strategy: A New Aspect of Public Policy Sectors (Presentation convened by Costa Rica)
Council	2011	CL 143	FAO Project "Information Products for Nile Basin Water Resources Management"
Council	2011	CL 143	European Union Food Facility (EUFF) Operations and the Rome based Agencies.
Council	2011	CL 143	Celebration of the 40th Anniversary of the Consortium of International Agricultural Research Centers.
Council	2011	CL 143	Briefing on a recent field visit by Permanent Representatives to FAO.
Council	2012	CL 144	Quinoa tasting event.
Council	2012	CL 144	IMPACT – Turning knowledge into action – Introducing focus areas through success stories.
Council	2012	CL 144	Rotterdam Convention: Care for a future without risk. Sharing information on hazardous pesticides in international trade.
Council	2012	CL 144	Launch of the book "Lo que la tierra nos da" – Results of the cooperation between FAO, Bolivia and Italy for the conservation of genetic resources
Council	2012	CL 145	Latin America and the Caribbean without Hunger/Iniciativa América Latina y el Caribe sin Hambre 2025 (IALCSH)
Council	2012	CL 145	Reducing and Transforming Food Waste into a Resource - Organized by: University of Bologna - Faculty of Agriculture - Last Minute Market; Cooperazione Universitaria DGCS MAE; FAO – Global Initiative on Food Loss and Waste Reduction SAVE FOOD.
Council	2012	CL 145	Securing healthy soils for a food secure world: a day dedicated to soils.
Council	2012	CL 145	Investing in agriculture for a better future – The State of Food and Agriculture 2012.
Council	2012	CL 145	FAOSTAT data dissemination tool and the newly released Greenhouse Gases (GHG)

List of side events at Governing Bodies sessions, 2007 to 2014			
GB	Year	Session	Title
Council	2013	CL 146	New, unified approaches to end hunger in Africa: Promoting Food security and nutrition.
Council	2013	CL 146	Briefing on Locust Crisis in Madagascar.
Council	2013	CL 146	Food Security and Nutrition in the Post-2015 Development Agenda.
Council	2013	CL 146	Member Countries briefing on the H7N9 Bird Flu developing situation.
Council	2013	CL 146	Quinoa tasting event.
Council	2013	CL 148	The FAO Global Initiative in Support of Food Security, Poverty Alleviation and Sustainable Management of Aquatic Resources.
Council	2013	CL 148	Open Data in Agriculture and Food Security.
Council	2013	CL 148	World Soil Day: A Platform to Raise Awareness on the Importance of Soils.
Council	2014	CL 149	Awards Ceremony Recognizing Outstanding Progress in Fighting Hunger
Council	2014	CL 149	Side Event hosted by Morocco.
Council	2014	CL 149	Achieving Food Security through South-South and Triangular Cooperation
Council	2014	CL 149	UNCCD/ITALY: World Day to Combat Desertification
Council	2014	CL 149	G77 50th Anniversary Celebration
Council	2014	CL 149	Regional Rice Initiative.
Council	2014	CL 149	The International Treaty on Plant Genetic Resources for Food and Agriculture
Council	2014	CL 149	FAO's Role in the Global Health Security Agenda.

Costs of servicing FAO Governing Bodies in 2012/13 and projections for 2014/15

	COFO				COFI				COAG				CCP				Total cost in 2012/2013		Total cost in 2014/2015		
	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%	USD	%	USD	%	
DWH budget																					
GB Secretaries, % time		47.5		55.0		95.0		100.0		45.0		40.0		45.0		45.0					
GB Secretaries, P5, cost	220,978	29.7%	255,869	29%	441,955	54.1%	465,216	42%	209,347	27.8%	186,086	27%	209,347	26.7%	209,347	27%	1,081,627	34.9%	1,116,518	32.3%	
GB other P staff, P4 level, technical papers and attendance meetings	66,913	9.0%	91,245	10%	24,885	3.0%	44,240	4%	179,725	23.9%	201,845	29%	165,900	21.2%	165,900	21%	437,423	14.1%	503,230	14.5%	
GB other P staff, P4 level, administration	30,415	4.1%	33,180	4%	8,295	1.0%	11,060	1%	8,295	1.1%	13,825	2%	17,000	2.2%	18,000	2%	64,005	2.1%	76,065	2.2%	
GB GS staff, G6 level	38,065	5.1%	43,030	5%	19,860	2.4%	33,100	3%	72,820	9.7%	46,340	7%	42,000	5.4%	42,000	5%	172,745	5.6%	164,470	4.8%	
ADG, % time		3.5		5.0		6.3		6.3		4.0		5.0		10.0		10.0					
ADG, cost	23,327	3.1%	33,324	4%	41,988	5.1%	41,988	4%	26,659	3.5%	33,324	5%	57,538	2.8%	57,538	7%	149,512	4.8%	166,174	4.8%	
GB consultants technical papers, days	0		0		0	0.0%	0	0%	36,000	4.8%	0	0%	0	0.0%	0	0%	36,000	1.2%	0	0.0%	
GB consultants administration, days	10,000	1.3%	7,500	1%		0.0%		0%	0	0.0%	0	0%	0	0.0%	0	0%	10,000	0.3%	7,500	0.2%	
Travel GB members, USD	39,000	5.2%	39,000	4%	0	0.0%	160,000	14%		0.0%		0%		0.0%		0%	39,000	1.3%	199,000	5.8%	
Translations/publications, all, USD	153,408	20.6%	226,669	26%	190,990	23.4%	191,000	17%	117,000	15.5%	117,000	17%	166,000	21.2%	166,000	21%	627,398	20.3%	700,669	20.3%	
Interpretation, all, USD	162,225	21.8%	140,000	16%	89,302	10.9%	157,500	14%	103,000	13.7%	103,000	15%	125,000	16.0%	125,000	16%	479,527	15.5%	525,500	15.2%	
Total	744,330	100%	869,817	100%	817,275	100%	1,104,104	100%	752,846	100%	701,420	100%	782,785	95%	783,785	100%	3,097,237	100%	3,459,126	100%	

Costs of servicing FAO Governing Bodies in 2012/13 and projections for 2014/15

	ARC				ERC				APRC				LARC				NERC			
	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%
DWH budget	432,636		600,000		612,658		400,000		NA		400,000		161,330		400,000		198,786		400,000	
GB Secretaries, % time		50.0		50.0		40.0		40.0		10.5		23.0		33.6		33.6		20.0		35.0
GB Secretaries, P5, P4 for OSD, cost	232,608	27.4%	232,608	36.8%	186,086	23.4%	186,086	23.5%	48,848	12.6%	107,000	20.7%	156,313	24.7%	156,313	23.9%	93,043	13.5%	162,826	19.7%
GB other P staff, P4 level, technical papers and attendance meetings	59,171	7.0%	64,701	10.2%	121,660	15.3%	94,010	11.9%	53,088	13.7%	69,678	13.5%	102,000	16.1%	102,000	15.6%	196,315	28.4%	160,923	19.4%
GB other P staff, P4 level, administration	9,401	1.1%	12,166	1.9%	94,010	11.8%	63,595	8.0%	66,360	17.1%	55,300	10.7%	47,000	7.4%	47,000	7.2%	34,286	5.0%	39,816	4.8%
GB GS staff, G6 level	33,100	3.9%	26,480	4.2%	69,510	8.7%	69,510	8.8%	19,860	5.1%	39,720	7.7%	70,000	11.1%	70,000	10.7%	150,605	21.8%	150,605	18.2%
ADGs/Director % time		50.0		25.0		10.0		17.5		7.5		12.5		18.5		18.5		10.0		15.0
ADGs/Director cost	333,240	39.3%	166,620	26.4%	66,648	8.4%	116,634	14.8%	49,986	12.9%	83,310	16.1%	123,299	19.5%	123,299	18.9%	66,648	9.6%	99,972	12.1%
GB consultants technical papers, days	24,000	2.8%	0	0.0%	28,000	3.5%	8,000	1.0%	6,000	1.5%	6,000	1.2%	19,000	3.0%	19,000	2.9%	40,000	5.8%	44,000	5.3%
GB consultants administration, days	18,000	2.1%	18000	2.9%	2,000	0.3%	0	0.0%	0	0.0%	13,000	2.5%	10,000	1.6%	10,000	1.5%	17,600	2.5%	32,800	4.0%
Travel GB members, USD														0.0%		0.0%				
Translations/publica tions, all, USD	26,478	3.1%	24,779	3.9%	185,269	23.3%	179,951	22.8%	85,000	22.0%	85,000	16.4%	56,644	9.0%	94,864	14.5%	55,000	8.0%	93,696	11.3%
Interpretation, all, USD	112,792	13.3%	86,020	13.6%	41,540	5.2%	72,420	9.2%	58,000	15.0%	58,000	11.2%	47,655	7.5%	30,388	4.7%	38,000	5.5%	43,832	5.3%
Total	848,790	100%	631,374	100%	794,723	100%	790,207	100%	387,142	100%	517,008	100%	631,910	100%	652,863	100%	691,497	100%	828,470	100%

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Costs of servicing FAO Governing Bodies in 2012/13 and projections for 2014/15								
	OSD				Cost in 2012/2013		Cost in 2014/2015	
	2012/13	%	2014/15	%	USD	%	USD	%
DWH budget								
GB Secretaries, % time		100.0		100.0				
GB Secretaries, P5, P4 for OSD, cost	403,488	67.7%	403,488	67.7%	1,120,386	28.4%	1,248,320	31.1%
GB other P staff, P4 level, technical papers and attendance meetings	38,710	6.5%	38,710	6.5%	570,944	14.5%	530,022	13.2%
GB other P staff, P4 level, administration	13,825	2.3%	13,825	2.3%	264,882	6.7%	231,702	5.8%
GB GS staff, G6 level	39,720	6.7%	39,720	6.7%	382,795	9.7%	396,035	9.9%
ADGs/Director % time		17.5		17.5				
ADGs/Director cost	100,691	16.9%	100,691	16.9%	740,512	18.7%	690,526	17.2%
GB consultants technical papers, days			0		117,000	3.0%	77,000	1.9%
GB consultants administration, days			0		47,600	1.2%	73,800	1.8%
Travel GB members, USD			0					
Translations/publica tions, all, USD			0		408,391	10.3%	478,290	11.9%
Interpretation, all, USD			0		297,987	7.5%	290,660	7.2%
Total	596,434	100%	596,434	100%	3,950,497	100%	4,016,355	100%

Costs of servicing FAO Governing Bodies in 2012/13 and projections for 2014/15

	Conference				Council				Programme Committee and Joint Meeting				Finance Committee				CCLM			
	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%	2012/13	%	2014/15	%
Salaries Professional staff, CPA, USD	338,839	12.9%	338,839	12.9%	503,995	15.3%	503,995	15.3%	37,390	1.4%	37,390	1.9%	37,390	1.8%	37,390	1.8%	22,592	2.9%	22,592	2.9%
Salaries General Service staff, CPA, USD	456,676	17.4%	456,676	17.4%	509,059	15.5%	509,059	15.5%	60,376	2.3%	60,376	3.0%	60,376	2.9%	60,376	2.9%	49,096	6.4%	49,096	6.4%
Overtime staff, CPA, USD	32,719	1.2%	32,719	1.2%	48,347	1.5%	48,347	1.5%	4,152	0.2%	4,152	0.2%	12,953	0.6%	12,953	0.6%	1	0.0%	1	0.0%
GB Secretaries, time %										45.0		40.0		30.0		30.0		32.5		32.5
GB Secretaries, P5, cost									209,347	8.1%	186,086	9.4%	139,565	6.8%	139,565	6.8%	151,195	19.6%	151,195	19.6%
GB other P staff, P4 level, technical papers and attendance meetings									117,789	4.6%	117,789	5.9%	115,196	5.6%	115,196	5.6%	92,351	11.9%	92,351	11.9%
GB other P staff, P4 level, administration									0		0		0		0		553	0.1%	553	0.1%
GB GS staff, G6 level									139,020	5.4%	139,020	7.0%	181,388	8.8%	181,388	8.8%	15,888	2.1%	15,888	2.1%
Directors, % time										35.0		35.0		5.0		5.0		30.0		30.0
Directors, cost									201,382	7.8%	201,382	10.1%	28,769	1.4%	28,769	1.4%	172,613	22.3%	172,613	22.3%
Consultants and contracts, CPA, USD	81,334	3.1%	81,334	3.1%	128,590	3.9%	128,590	3.9%	1,127	0.0%	1,127	0.1%	13,284	0.6%	13,284	0.6%	2,475	0.3%	2,475	0.3%
GB consultants technical papers, days									9,000	0.3%	9,000	0.5%	0		0		0		0	
GB consultants administration, days													0		0		0		0	
Travel GB members, CPA, USD	28,374	1.1%	28,374	1.1%	208,054	6.3%	208,054	6.3%	5,262	0.2%	5,262	0.3%	51,149	2.5%	51,149	2.5%	37,370	4.8%	37,370	4.8%
Translations/publications, all, USD	959,132	36.6%	959,132	36.6%	1,086,073	33.0%	1,086,073	33.0%	1,371,670	53.1%	800,000	40.2%	1,035,363	50.3%	1,035,363	50.3%	155,498	20.1%	155,498	20.1%
Interpretation, all, USD	618,450	23.6%	618,450	23.6%	685,867	20.8%	685,867	20.8%	392,700	15.2%	392,700	19.7%	386,925	18.8%	386,925	18.8%	74,025	9.6%	74,025	9.6%
GOE, TSS	82,416	3.1%	82,416	3.1%	7,940	0.2%	7,940	0.2%	82	0.0%	82	0.0%	206	0.0%	206	0.0%				
Hospitality, CPA, USD	700	0.0%	700	0.0%	96,606	2.9%	96,606	2.9%	3,162	0.1%	3,162	0.2%	978	0.0%	978	0.0%	562	0.1%	562	0.1%
Internal + External common services	17,769	0.7%	17,769	0.7%	15,564	0.5%	15,564	0.5%	0		0		3,405	0.2%	3,405	0.2%	0	0.0%	0	
Procurement	2,207	0.1%	2,207	0.1%	2,788	0.1%	2,788	0.1%					0		0					
IT loans									446	0.0%	446	0.0%	6,988	0.3%	6,988	0.3%	0		0	
Year end distribution of pool deficit/surplus, Internal Common Services Pool, all, USD									31,328	1.2%	31,328	1.6%	-17,155	-0.8%	-17,155	-0.8%	-1,228	-0.2%	-1,228	-0.2%
Other income									0	0.0%	0					0.0%		0.0%		0.0%
Total	2,618,616	100%	2,618,616	100%	3,292,883	100%	3,292,883	100%	2,584,233	100%	1,989,302	100%	2,056,780	100%	2,056,780	100%	772,991	100%	772,991	100%

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Costs of servicing FAO Governing Bodies in 2012/13 and projections for 2014/15								
	ICC				Cost in 2012/2013		Cost in 2014/2015	
	2012/13	%	USD	%	USD	%	USD	%
Salaries Professional staff, CPA, USD		0.0%		0.0%	940,206	8.1%	940,206	8.5%
Salaries General Service staff, CPA, USD		0.0%		0.0%	1,135,583	9.8%	1,135,583	10.3%
Overtime staff, CPA, USD		0.0%		0.0%	98,172	0.8%	98,172	0.9%
GB Secretaries, time %					0		0	
GB Secretaries, P5, cost		0.0%		0.0%	500,107	4.3%	476,846	4.3%
GB other P staff, P4 level, technical papers and attendance meetings		0.0%		0.0%	325,336	2.8%	325,336	2.9%
GB other P staff, P4 level, administration		0.0%		0.0%	553	0.0%	553	0.0%
GB GS staff, G6 level		0.0%		0.0%	336,296	2.9%	336,296	3.0%
Directors, % time					0		0	
Directors, cost		0.0%		0.0%	402,763	3.5%	402,763	3.6%
Consultants and contracts, CPA, USD	47,600	17.6%	47,600	14.2%	274,410	2.4%	274,410	2.5%
GB consultants technical papers, days		0.0%		0.0%	9,000	0.1%	9,000	0.1%
GB consultants administration, days		0.0%		0.0%	0	0.0%	0	0.0%
Travel GB members, CPA, USD	222,752	82.4%	286,518	85.8%	552,961	4.8%	616,727	5.6%
Translations/publications, all, USD		0.0%		0.0%	4,607,736	39.7%	4,036,066	36.5%
Interpretation, all, USD		0.0%		0.0%	2,157,967	18.6%	2,157,967	19.5%
GOE, TSS		0.0%		0.0%	90,644	0.8%	90,644	0.8%
Hospitality, CPA, USD		0.0%		0.0%	102,008	0.9%	102,008	0.9%
Internal + External common services		0.0%		0.0%	36,738	0.3%	36,738	0.3%
Procurement		0.0%		0.0%	4,995	0.0%	4,995	0.0%
IT loans		0.0%		0.0%	7,434	0.1%	7,434	0.1%
Year end distribution of pool deficit/surplus, Internal Common Services Pool, all, USD		0.0%		0.0%	12,945	0.1%	12,945	0.1%
Other income		0.0%		0.0%	0	0.0%	0	0.0%
Total	270,352	100%	334,118	100%	11,595,854	100%	11,064,690	100.0%

	2012/2013		Projection cost 2014/15	
	USD	%	USD	%
<i>Conference</i>	2,618,616	14.0%	2,618,616	14.1%
<i>Council</i>	3,292,883	17.7%	3,292,883	17.8%
<i>ICC</i>	270,352	1.5%	334,118	1.8%
<i>Programme Committee and Joint Meeting</i>	2,584,233	13.9%	1,989,302	10.7%
<i>Finance Committee</i>	2,056,780	11.0%	2,056,780	11.1%
<i>CCLM</i>	772,991	4.1%	772,991	4.2%
<i>COFI</i>	817,275	4.4%	1,104,104	6.0%
<i>COFO</i>	744,330	4.0%	869,817	4.7%
<i>COAG</i>	752,846	4.0%	701,420	3.8%
<i>CCP</i>	782,785	4.2%	783,785	4.2%
<i>ARC</i>	848,790	4.6%	631,374	3.4%
<i>APRC</i>	387,142	2.1%	517,008	2.8%
<i>ERC</i>	794,723	4.3%	790,207	4.3%
<i>LARC</i>	631,910	3.4%	652,863	3.5%
<i>NERC</i>	691,497	3.7%	828,470	4.5%
<i>OSD</i>	596,434	3.2%	596,434	3.2%
Grand total	18,643,588	100%	18,540,171	100%