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## CONFERENCE

**Thirty-sixth Session**

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**REPORT OF THE CoC-IEE TO THE FAO CONFERENCE ON THE  
IMMEDIATE PLAN OF ACTION FOR FAO RENEWAL**

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

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## ACRONYMS

ADG	Assistant Director-General
CCLM	Committee on Constitutional and Legal Matters
CFS	Committee on World Food Security
CGRFA	Commission on Genetic Resources for Food and Agriculture
COAG	Committee on Agriculture
COC-IEE	Conference Committee for the Follow-up to the Independent External Evaluation of FAO
COFI	Committee on Fisheries
DG	Director-General
DDG	Deputy Director-General
DOs	Decentralized Offices
ES	Economic and Social Development Department
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
GRO	General Rules of the Organization
HR	Human Resources
IEE	Independent External Evaluation of FAO
IFAD	International Fund for Agricultural Development
IFAs	Impact Focus Areas
IPA	Immediate Plan of Action
IPPC	International Plant Protection Convention
IPSAS	International Public Sector Accounting Standards
LDC	Least Developed Country
MTP	Medium Term Plan
NMTPF	National Medium-Term Priority Frameworks
OCD	Office for Coordination and Decentralization
ODA	Official Development Assistance
OR	Organizational Result
PEMS	Performance Evaluation and Management System
PSC	Project Support Cost
PWB	Programme of Work and Budget
RBM	Results Based Management
RBR	Root and Branch Review
ROs	Regional Offices
RRs	Regional Representatives
RSG	Reform Support Group
SF	Strategic Framework
SMT-IPA	Senior Management Team for the IPA
SO	Strategic Objective
SOFA	The State of Food and Agriculture
SOFI	The State of Food Insecurity in the World

SROs	Sub-regional Offices
SSC	Shared Services Centre
WFP	World Food Programme

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## CHAIRPERSON'S FOREWORD

1. As Chairperson of the Conference Committee, I must express my appreciation for all the support received from the Committee and the FAO management and staff in implementing the Immediate Plan of Action for FAO Renewal (IPA) agreed by the FAO Conference at its special session in November 2008.
2. It can only be with a sense of humility that we bring this report to the Conference. The number of hungry people now stands, totally unacceptably, at over one billion people with the same rights and aspirations to respect and dignity as the rest of us. The short-term challenges and choices the world faces have ameliorated as we start to hesitantly emerge from the financial and economic crisis, but not so the medium and long-term. As the world population climbs inexorably from 6.8 billion towards over nine billion projected for 2050, government budgets are constrained by record deficits in much of the developed world, food prices remain above their more recent averages, and the implications of climate change for the livelihoods of the poor and hungry are becoming ever more evident.
3. As evidenced by the recent G8 Summit, the world has not forgotten the needs of the poor and hungry, but neither is it doing enough. The forthcoming World Summit on Food Security will provide an opportunity to reinforce that commitment, and to re-order priorities where they really matter.
4. Remembering the conclusion of the Independent External Evaluation that 'the world faces continuously emerging challenges that only a global organization with the mandate and experience of FAO can address with legitimacy and authority', we must ask ourselves if we have done enough to enable FAO to play its essential part in the world community. With the adoption of the Immediate Plan of Action for FAO Renewal, Members, supported by FAO management, demonstrated their commitment to a reform agenda. Now it is with much gratitude, pleasure and pride that I present the Committee's Final Report to the FAO Conference.
5. The achievements are telling:
  - results-based management has been introduced and change towards a results-based culture has begun;
  - decentralization is moving ahead, as is delegation of responsibility;
  - organizational streamlining has been initiated;
  - attention is being given to improved human resource management; and
  - more effective governance is being introduced.
6. Above all, we have created a mutual trust and unity of purpose within the membership and between the membership and management. Reform cannot be a static process and the Director-General, under the supervision of the Governing Bodies, leads that process. The challenges are immense, and the response must be proportionate.
7. While progress to date has been considerable, more could have been achieved. There has been a shortfall in resources for the supporting IPA trust fund, resulting in a sequencing of actions initially foreseen as a comprehensive package. The momentum can easily be lost dependent, as it is, on culture change both in the secretariat and in the Governing Bodies. With our hearts and minds always focused on making FAO a more effective contributor to the

global effort to overcome hunger and poverty, we must nurture this fragile plant. All of us must now redouble our efforts: securing the necessary financial resources; optimising the results in Governing Bodies; and providing the essential oversight and support to management and staff for continued implementation of the IPA towards a more effective FAO, which plays a major role in the elimination of hunger and the realization of the right to food in the context of national food security across the global community.

Mohammad Saeid Noori-Naeini  
Chairperson of the Conference Committee for the  
Follow-up to the IEE (CoC-IEE)

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## MESSAGE FROM THE DIRECTOR-GENERAL

1. In the first year of implementation of the Immediate Plan of Action for FAO Renewal, the Organization and its Member States have moved decisively forward with reform, setting solid foundations for long-lasting change. The Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE) has shown exemplary leadership and provided encouragement in guiding Members and the Secretariat through implementation. FAO staff and management have on their part provided extraordinary enthusiasm, commitment and determination to support the reform efforts. On my part, FAO reform and the implementation of the IPA remains at the top of my agenda, as the world needs a strengthened FAO to play its part in defeating hunger.
2. The new Strategic Framework formulated by Members and management provides the broad principles and the long-range guidance on our future programmes of work. It builds on a firm conceptual base – an enhanced results-based approach – as agreed in the IPA. The proposed Medium Term Plan (MTP) 2010-13 and Programme of Work and Budget (PWB) 2010-11 direct all resources at the disposal of a restructured Organization with revamped working arrangements to achievement of measurable results, clearly distinguishing between technical and administrative work. Indeed, every section of the MTP and PWB is a reform programme in itself.
3. The CoC-IEE's approach of monitoring progress through member-led working groups was innovative and fruitful, creating the conditions for a meaningful dialogue among Members and with management. Members were kept abreast of the achievements and gave feedback to shape policy and planning in the areas of results-based management, human resources reforms, culture change, administrative systems reform and functioning as one. The dialogue contributed significantly to building the partnership among Members and between Members and management that is necessary for undertaking broad, deep and long-lasting reforms.
4. It is clear that there is much to do in spite of having completed 56 percent of the IPA actions in the first year. Many challenges remain ahead of us to successfully complete a number of large, complex and interdependent initiatives. Members may rest assured that I am determined not to lose momentum on the IPA, and that FAO staff will maintain their dedication and discharge their obligation to implement the reforms. I look forward to the continued engagement of Members to FAO Renewal, through your financial support, encouragement and effective oversight.
5. I am grateful to Professor Noori and to the entire CoC-IEE for guiding the most comprehensive package of reforms ever to be launched in the entire United Nations, combining vision and practicality in an exemplary way.

*In presenting its report to the Conference, the CoC- IEE wishes to express its appreciation for the strong support provided by FAO Management and the Director-General throughout the process. The CoC-IEE also gratefully acknowledges the unfailing commitment of FAO staff to the reform of the Organization. Moreover, the leadership, dedication and hard work of the Chair of the CoC-IEE, Prof. Mohammad Saeid Noori Naeini, of the Vice-Chairs, Ambassador Agnes van Ardenne-van der Hoeven and Ambassador Wilfred Joseph Ngirwa, as well as the Chairs, Co-Chairs, Vice-Chairs and Members of the Working Groups were crucial in bringing the work of the CoC-IEE to a successful conclusion.*

## INTRODUCTION

1. In 2008, the Special Session of the Conference adopted the Immediate Plan of Action (IPA) for FAO Renewal to be implemented between 2009 and 2011. The Conference also established “*a time-bound Conference Committee (CoC-IEE) for the duration of 2009 under Article VI of the FAO Constitution for continued follow-up to the Independent External Evaluation of FAO, completing outstanding work within the Immediate Plan of Action.*”<sup>1</sup>
2. The functions of the CoC-IEE were to recommend to the Conference in 2009:
  - “(1) *the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 on the new integrated results-based framework;*
  - (2) *any changes found desirable in the size and regional representation in the Membership of the Council;*
  - (3) *further reforms of systems, culture change and organizational restructuring, including:*
    - (a) *Dynamic follow-up to the reports of the Root and Branch Review by management, including early actions,*
    - (b) *Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework,*
    - (c) *Plans for increased effectiveness of the decentralized offices,*
    - (d) *Detailed proposals for strengthened Human Resource management.*”
3. The CoC-IEE was also requested “*to recommend to the Conference in 2009 necessary changes in the Basic Texts as provided for in the Immediate Plan of Action*” and to monitor the implementation of the IPA during 2009, in close consultation with the FAO Governing Bodies.
4. The CoC-IEE was additionally requested “*to analyse the concept of “Reform with Growth” and submit proposals to the 2009 Conference*”.
5. The working arrangements for the CoC-IEE, its Bureau and Working Groups were similar to those adopted in 2008. The Working Groups were renamed to reflect the nature of the work to be carried out in 2009 as follows<sup>2</sup>:

<sup>1</sup> Resolution 1/2008: Adoption of the Immediate Plan of Action for FAO Renewal – the full text of the Resolution is reproduced as Annex 1 to this report.

<sup>2</sup> Details of membership and officers of the CoC-IEE, its Working Groups and Bureau are provided in Annex 2 to this report.



- Working Group I: Strategic Framework, Medium Term Plan and Programme of Work and Budget;
- Working Group II: Basic Texts and Membership of the Council;
- Working Group III: Reform of Systems, Culture Change and Organizational Restructuring.

6. At its first meeting on 21<sup>st</sup> January 2009, the CoC-IEE agreed its work plan. Efforts were made, through careful planning, to ensure that the programmes of work of the CoC-IEE and of the Management were fully consistent and, at the same time, well coordinated with the meetings of the Governing Bodies in 2009. In total, 28 sessions were initially scheduled, which were later increased to 36.

7. Additionally, a number of informal seminars were organized on IPA-related matters. They were arranged in response to requests made by Members, who wished to exchange views informally and interactively among themselves and with the Management on issues of particular interest. Although not part of the formal deliberations, the seminars proved to be useful in improving communication and understanding, thus helping to make progress on various issues in such areas as culture change, restructuring at Headquarters and in decentralized offices, results based management, streamlining of administrative processes, management of human resources, staff involvement and expectations, etc.

8. **Implementation of the IPA:** During 2009, progress on the implementation of the IPA has been reported regularly by FAO Management to the CoC-IEE and its Working Groups, as well as to the FAO Council. As called for in Resolution 1/2008, a Trust Fund was established for the implementation of the IPA. By the end of September 2009, 31 Members had made pledges totalling USD 8.3 million, while 23 had made payments to the Trust Fund totalling USD 5 million. The Resolution urged all Members to contribute extra- budgetary resources of a provisional amount of USD 21.8 million (exclusive of 7% PSC) for 2009. While the funding requirement for 2009 was subsequently revised down to USD 14.3 million (exclusive of PSC), with USD 9.8 million (or USD 10.5 million with PSC) considered essential to initiate the implementation of inter-dependent actions, the total pledges fall short of this amount.

9. Implementation of the IPA has proceeded based on 14 projects, each one grouping a number of closely related actions, under the responsibility of project leaders and teams established by Management. While much has been achieved already under many projects, depending on their scope and length, some important parts remain to be done. Implementation of the IPA is in fact only closing the first year of a longer period of time during which this complex process is expected to unfold. Therefore, as was the case in 2009, the continued execution leading to the completion of the IPA will represent a major feature of the forthcoming 2010-11 biennium.

10. In April 2009, the consulting firm Ernst and Young released their report at the conclusion of the IEE-recommended Root and Branch Review (RBR) of mainly administrative processes. To facilitate understanding of the varied and often interlocking reform measures and actions underlying both the IPA and the accepted recommendations from the RBR, an integrated approach has been adopted, as agreed by the CoC-IEE and the Council, by placing RBR-related actions under relevant IPA projects. Appendix 5 indicates the progress achieved in 2009 across all the IPA actions and provides an overview of all IPA actions over the period 2009 through 2011 and beyond.

11. The structure of the report follows the content of Resolution 1/2008 and reflects the main areas of work of the CoC-IEE in 2009. The first section provides an overview of the planning documentation prepared by Management in response to the requirements for a new results-based framework set out in the IPA. It also provides the CoC-IEE's analysis of the concept of "Reform with Growth". The second section of the report covers the area of Governance reform outlining the process that has led to drafting of the amendments to the Basic Texts necessary to the implementation of the IPA and the outcome of deliberations concerning the membership of the Council. Finally, the third section presents what has been achieved in the area of Reform of Systems, Culture Change and Organizational Restructuring while section IV lists the areas of outstanding work in relation to the IPA and the mechanisms which will be established in 2010 to ensure their completion.

## **I. STRATEGIC FRAMEWORK, MEDIUM TERM PLAN AND PROGRAMME OF WORK AND BUDGET**

12. This section outlines the new FAO results framework, providing an overview of the programming and budgeting documentation. It also covers the concept of “Reform with Growth”, as requested by the Conference in 2008. The planning documents represent a major effort to link means to ends, to define results based on contribution to objectives and resource requirements. They present a unified programme of work in the results frameworks for assessed and estimated voluntary contributions across all locations, starting the move from supply-driven to a demand-driven results and resource allocations. They also provide a basis for management accountability, internally and to the Members, through indicators in the results frameworks.

13. As called for by the IPA, and in order to make a clear link between the results that need to be delivered and the required resources, the Medium Term Plan (MTP) 2010-13 and the Programme of Work and Budget (PWB) 2010-11 have been, for the first time, presented by Management in a combined document. Based on the Strategic Framework, the four-year MTP presents a result-based programmatic approach to the work of the Organization under all sources of funds. The approach adopted in the MTP will help to focus and prioritize the work of the Organization, a process which will continue into the 2010-11 biennium.

14. The PWB, on other hand, sets out the resources, both from assessed and voluntary contributions, to be managed in a unified work programme over the first two years of the results frameworks in the MTP. The formulation process was particularly complex, as the PWB 2010-11 is in effect an all-inclusive package of reform and programme of work.

### **a) Strategic Framework**

15. The new Strategic Framework is a forward looking document with a ten-year horizon, subject to review every four years, setting forth the agreed Vision for FAO and Global Goals of Members, and outlining the results-based approach for programme planning, implementation, monitoring and reporting, within a means-to-ends hierarchy covering all the work of the Organization (Appendix 4).

16. In line with the format set out in the IPA (action 3.2), the Strategic Framework includes (see box):

- an analysis of the challenges facing food, agriculture and rural development (Section I);
- the agreed Vision for FAO and Global Goals of Members (Section II);
- the results-based approach for programme planning, implementation, monitoring and reporting, within a means-to-ends hierarchy covering all work of the Organization (Section III);
- the Strategic Objectives to be achieved by Member Countries with support from FAO (Section IV); and
- the eight Core Functions identified in the IPA, and representing the comparative advantages of FAO, across the Objectives (Section V).

### *FAO's results-based framework*

#### **FAO's Vision**

A world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

#### The three **Global Goals of Members**

- reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods;
- sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

#### **Strategic Objectives**

- A. Sustainable intensification of crop production.
- B. Increased sustainable livestock production.
- C. Sustainable management and use of fisheries and aquaculture resources.
- D. Improved quality and safety of foods at all stages of the food chain.
- E. Sustainable management of forests and trees.
- F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture.
- G. Enabling environment for markets to improve livelihoods and rural development.
- H. Improved food security and better nutrition.
- I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies.
- K. Gender equity in access to resources, goods, services and decision-making in the rural areas.
- L. Increased and more effective public and private investment in agriculture and rural development.

#### **Functional Objectives**

- X. Effective collaboration with Member States and stakeholders.
- Y. Efficient and effective administration.

#### **Core Functions**

- a. Monitoring and assessment of long-term and medium-term trends and perspectives.
- b. Assembly and provision of information, knowledge and statistics.
- c. Development of international instruments, norms and standards.
- d. Policy and strategy options and advice.
- e. Technical support to promote technology transfer and build capacity.
- f. Advocacy and communication.
- g. Interdisciplinarity and innovation.
- h. Partnerships and alliances.

17. In addressing the overall trends and challenges facing food, agriculture and rural development, FAO's new results-based approach provides a structured means for focusing on the opportunities where FAO is best placed to intervene, leveraging its comparative strengths vis-à-vis other development partners. This promotes a demand-driven definition of focused interventions that are directly linked to the achievement of Members' Goals and Objectives. These interventions are the basis for FAO's four-year results frameworks and two-year

programme of work presented in the Medium Term Plan and Programme of Work and Budget.

### b) Medium Term Plan

18. The IPA established the format for the presentation of the Strategic and Functional Objectives and underlying Organizational Results in the MTP (IPA action 3.3).
19. The MTP has a four-year time horizon, to be reviewed each biennium, covering:
  - a) Strategic Objectives for achievement with support from FAO by Member Countries and the international community, as per the Strategic Framework;
  - b) Functional Objectives that ensure organizational processes and administration work towards improvements in a results-based framework;
  - c) Organizational Results, being the outcomes expected to be achieved over a four-year period under all sources of funds, contributing to the Strategic Objectives;
  - d) Core Functions of FAO; and
  - e) Impact Focus Areas (IFAs) that provide a communication and advocacy tool to orient resource mobilization and partnering efforts toward priority groups of results.

The Working Groups welcomed the MTP and commended the more limited number of Organizational Results (56) in the new results framework in line with the earlier trend of reduction in Programme Entities (183).

20. **Indicators.** As foreseen in the IPA (action 3.3), the formulation of specific, measurable, achievable, realistic and time-bound (SMART) indicators of outcome is at the heart of the new FAO planning framework, and will be one of the critical success factors for an effective results-based management system. In this regard, the CoC-IEE Working Groups provided the following guidance: (i) indicators should measure outcome rather than output level results; (ii) the ability to effectively benchmark, measure and monitor the indicators on an ongoing basis through baselines and data sources should be ensured; and (iii) efforts should be made to limit the number of indicators for each outcome, so as to permit monitoring within foreseeable resource levels.

21. As set out in the IPA (action 3.12), the Organization is to put in place a resource mobilization and management strategy starting in the next biennium, comprising Impact Focus Areas, National Medium Term Priority Frameworks, and regional and subregional areas of priority action. The strategy will be part of the medium-term planning process to ensure the focus of voluntary contributions on the results frameworks and improve governing body monitoring and oversight.

22. **Impact Focus Areas.** As set out in the IPA (action 1.5), Impact Focus Areas (IFAs) have been established to:

- a) help mobilise resources for priority groups of results which could benefit from additional funding, acting as “flagships”, providing a communication and advocacy tool to better attract voluntary extra-budgetary resources and partnerships to supplement assessed contributions;
- b) progressively enable pooled, less rigidly tied and less earmarked, funding of voluntary extra-budgetary contributions;

- c) primarily address issues of priority to developing countries with emphasis on capacity building and getting policy frameworks right; and
- d) facilitate governing body oversight of the use of extra-budgetary resources in line with agreed priorities under the new budgeting model.

It was also recognized that the full utilization of IFAs is still work in progress and the issue should be regularly considered by the Finance and Programme Committees during 2010-11.

23. Seven Impact Focus Areas have been endorsed by the CoC-IEE, which will help to mobilize extra-budgetary support for 45 of the 49 Organizational Results under the Strategic Objectives.

#### **FAO's Impact Focus Areas**

- a) Support to the implementation of the Comprehensive Framework of Action (CFA) – smallholder farmer food production and global information and monitoring systems (IFA-CFA);
- b) Transboundary threats to production, health and environment (IFA-EMPRES);
- c) Strengthening the base for sustainable forest management (IFA-SFM);
- d) Capacity building in support of implementation of the Code of Conduct for Responsible Fisheries (IFA-CCRF);
- e) Coping with scarcity of water and land resources (IFA-WALS);
- f) Capacity building to strengthen information and statistics for decision making for the sustainable management of agriculture, natural resources, food security and poverty alleviation (IFA-CBIS);
- g) Global standard setting and implementation into national policies and legislation (IFA-SNL).

#### **c) Programme of Work and Budget**

24. As set out in the IPA (action 3.4), for the first time, the PWB 2010-11 presents an integrated view of the total resource requirements to carry out the Programme of Work, in the form of assessed contributions and voluntary contributions handled as a unified work programme. Through the results-based approach, these resources will be subject to the same planning and oversight arrangements, with encouragement to donors to reduce earmarking and increase pool funding of voluntary contributions. In the new planning cycle, as foreseen in the IPA, the Council will propose the Programme of Work, the level of assessed budget and provide an estimate of extra-budgetary funding to the Conference for further consideration and approval.

25. The CoC-IEE endorsed the application of the new budgeting model, as mandated by the IPA, noting that the integrated budget provided a more holistic view of resources at the disposal of the Organization, which is intended to improve governance, oversight and application to the agreed results frameworks while also highlighting the important role of voluntary contributions. While the uncertainty and earmarking of voluntary contributions could affect the achievement of planned results in the unified work programme, it was noted that the mobilization and provision of voluntary contributions need to be fully aligned with the Strategic Objectives. The voluntary contributions will be regularly monitored by the

Programme and Finance Committees and the Council, driven by results frameworks, and with less earmarking. This oversight will be facilitated by the introduction of a results-based implementation performance monitoring and reporting system in 2010-11.

26. The Programme of Work is based on the requirements to achieve the two-year targets under the results frameworks presented in the MTP for the Strategic Objectives and Functional Objectives, along with associated requirements for country offices, the Technical Cooperation Programme, and Capital and Security Expenditure.

27. The PWB is to cover a single biennium, with the budget divided between an administrative budget and a programme budget from assessed contributions and estimated extra-budgetary resources presented in a results-based framework and providing:

- the Organizational Results, including the organizational responsibility for each result to be achieved in the biennium;
- the quantification of costs for all Organizational Results and all obligations;
- a calculation of cost increases and planned efficiency savings;
- the provision for long-term liabilities, under-funded obligations and reserve funds; and
- the draft Appropriations Resolution for approval by the Conference.

#### **d) Results Frameworks**

28. As foreseen in the IPA (action 3.3) and agreed by the CoC-IEE and Council, the combined MTP/PWB provides the full elaboration of the results frameworks and the planned 2010-11 resource allocation for each Strategic Objective and Functional Objective, which includes:

- the objective title, being the benefits or changes expected to be achieved in a ten-year timeframe in country institutions, the international community or development partners;
- the statement of issues and challenges, being the problem(s) to be addressed, including significant demographic, environmental and macro-economic factors and trends; it highlights key development intervention needs focusing on opportunities for intervention by FAO, through targeted Organizational Results and Primary Tools;
- assumptions and risks associated with the achievement of the objective, assuming the Organizational Results are achieved. Assumptions are hypotheses about risks that could affect the progress or success of a development intervention;
- checklist of the application of the core functions to the achievement of each of the organizational results;
- organizational results, being the outcome, or effects, that are expected to be achieved over a four-year time horizon from the uptake and use of FAO's products and services;
- indicators, being the quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor;
- baseline, being the value of the indicator measured at the beginning of the period – in this case the beginning of 2010;

- targets, being the value of the same indicator at the end of the two-year PWB and four-year MTP, hence reflecting what is expected to be achieved during those periods; and
- the level of resources (assessed and voluntary) planned for each Organizational Result across the Organization for the 2010-11 biennium.

It should be noted that the FAOR programme and the TCP at present are not fully integrated into the results based framework. Recognizing that this matter is work in progress, it will be further considered by management and the relevant Governing Bodies during the 2010-11 biennium aiming at implementation in 2012 to the extent possible.

29. Although an initial attempt has been made in the MTP at expressing the substantive priorities of the Organization, it is recognised that prioritization is a long-term exercise dependant on the availability of adequate complementary information from the Technical Committees and Regional Conferences, which should be provided in the first full cycle of results-based planning in 2010-11. In this context, the development of regional and subregional areas of priority action is foreseen for consideration by the Regional Conferences in 2010.

#### e) Concept of “Reform with Growth”

30. Resolution 1/2008 tasked the CoC-IEE with analysing the concept of “Reform with Growth” and submitting proposals to the 2009 Conference. In fact, while the expression of “Reform with Growth” was a central message of the IEE, it was not firmly defined by the evaluators.

31. On the basis of consultations with the Programme and Finance Committees, the Working Groups agreed that while there could be a range of perceptions about the implications of the concept, the notion of “Reform with Growth” entailed, inter alia, an adequately resourced Organization with stronger comparative advantage, improved governance and reinforced technical, administrative and managerial competencies, at Headquarters as well as in Decentralized Offices. The main conclusions are reproduced in the following box.

#### *“Reform with Growth”<sup>3</sup>*

*“The Committees submitted to the CoC-IEE the following initial elements related to the concept of “reform with growth” for its consideration. The growth should be real, considering the following points:*

- a) a primary consideration of ensuring efficient and effective delivery of services to member countries;*
- b) the need to guarantee sustainability of the reforms presently carried out in the Organization;*
- c) the imperative of ensuring that highly qualified and sufficient human resources are at the disposal of FAO;*
- d) growth requirements not to be defined by pre-determined figures but be assessed in the first instance against the Strategic and Functional Objectives and MTP approved by the governing bodies; and*

<sup>3</sup> Paragraph 17 of the report of the Joint Meeting of the Programme and Finance Committees (CL 136/10, 13 May 2009).



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*e) the expected full integration of Regular Budget and extra-budgetary resources in the MTP and PWB.”*

32. Members also stressed the need to consider options for a long-term approach to “Reform with Growth”, including combining increase in resources with greater accountability and effectiveness of a reformed Organization. In an attempt to further clarify the concept, the following aspects were emphasized:

- the inclusion of the impact on food security as one possible element of the definition of Reform with Growth;
- concern on the predictability of extra-budgetary resources;
- maintaining adequate levels in the Organization’s Human Resources;
- ensuring adequate monitoring of the process of Reform with Growth.

## II. GOVERNANCE REFORM

33. The 2008 Conference requested follow-up work in two areas of Governance: (i) the amendments to the Basic Texts of the Organization necessary for the implementation of the Immediate Plan of Action; and (ii) the issue of the Membership of the Council, which had been left open in 2008. The amendments to the Basic Texts recommended by the CoC-IEE, which are fully addressed in Appendix 3, are only briefly outlined in this section.

### a) Amendments to the FAO Basic Texts for the implementation of the IPA

34. The Special Session of the Conference determined (Resolution 1/2008) that the CoC-IEE should recommend to the Conference in 2009 necessary changes in the Basic Texts for the implementation of the Immediate Plan of Action (IPA). It further determined that this work be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM), and would be reviewed by the Council as appropriate.

35. The CCLM held five sessions in 2009, all open to silent observers. The CCLM recommended a number of amendments to the Basic Texts, covering all the areas in which they were mandated by the IPA.

36. Working Group II of the CoC-IEE met three times in 2009 to review the proposed amendments to the Basic Texts of the Organization. It also provided guidance to the CCLM on two specific matters, namely: (i) the harmonization of the status of the CCLM and the Programme and Finance Committees so that the CCLM, in addition to its seven elected members, would have a Chairperson elected by the Council, on the basis of individual qualifications, who would not represent a country or region and would not have the right to vote; and (ii) the possibility of replacing a Member during a session of the Programme and Finance Committees and the related procedure.

37. The CoC-IEE endorsed in June 2009 all the proposed amendments that had been recommended by the CCLM and reviewed by Working Group II at that time. This allowed to meet the July 2009 deadline required to inform FAO Members of the proposed amendments to the Constitution<sup>4</sup>. The CoC-IEE also noted that the CCLM should consider additional IPA-related amendments to the Basic Texts at a subsequent session in 2009.

38. In the *Report of the CoC-IEE on Amendments to the Basic Texts for the Implementation of the Immediate Plan of Action*, included as Appendix 3 to this report, changes to the Basic Texts are recommended in the following areas:

- Conference;
- Council;
- Independent Chairperson of the Council;
- Programme and Finance Committees;
- Committee on Constitutional and Legal Matters;
- Technical Committees;

<sup>4</sup> The deadline for informing the Membership of proposed amendments to the Constitution is 120 days before the Conference session at which such proposals are to be put to the vote (Article XX, paragraph 4 of the Constitution).

- 
- Regional Conferences;
  - Ministerial Meetings;
  - Appointment and term of office of the Director-General;
  - Reform of Programming, Budgeting and Results-Based Monitoring;
  - Delegation of authority of the Director-General.

39. In line with the CCLM recommendations, the proposed amendments are to be made to the Constitution, the General Rules of the Organization (GRO) and the Financial Regulations. In addition, some IPA actions are to be addressed through resolutions of the Conference. All the proposed amendments are fully addressed in Appendix 3 of this report.

#### **b) Membership of the FAO Council**

40. 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.”

41. The issue of the membership of the Council was discussed extensively in 2008, following the conclusion by Working Group II that the representational basis of Council membership was unbalanced and in need of review. In 2009, the various options for the membership of Council which had emerged from previous discussions were placed before Working Group II for further consideration, noting that an effective and efficient Council was considered important by all Members.

42. Working Group II agreed that: (i) the option of redistribution of seats among regions while maintaining the present size of Council was unacceptable; and (ii) the reconstitution of the Council on an executive board model with reduced membership (as recommended by the IEE) was not feasible at this point in time.

43. The possible options of leaving the Council membership unchanged or increasing the number of Council seats and the distribution of additional seats among Regional Groups were further discussed in Working Group II, as well as through consultations among the Regional Groups.

44. By the end of September 2009, while agreement on a possible change in the number of Council seats had not been arrived at, efforts were still being made with a view to reaching a consensus on this issue preferably by the Thirty-sixth Session of the Conference.

### **III. REFORM OF SYSTEMS, CULTURE CHANGE AND ORGANIZATIONAL RESTRUCTURING**

45. This section covers items in the area of administration, culture change and organizational restructuring. It also addresses the outcome of the Root and Branch Review (RBR) and the study for an Organizational Risk Assessment and Management Framework, as requested by the 2008 Conference.

#### **a) Headquarters Organizational Structure**

46. The IPA called for a comprehensive restructuring of FAO headquarters, to be initiated in 2009 and pursued in 2010-11 for completion by 2012 (IPA actions 3.91 through 3.103). It included a tentative revised organizational structure at Headquarters, with broad agreement in principle on the “apex” features of a new organigramme. More detailed elaboration of the structure remained to be carried out, based on consultations between Members and Management. The CoC-IEE endorses the comprehensive restructuring of FAO Headquarters (Figure 1) for implementation. As foreseen in the IPA, the organizational structure will be refined through 2012 based on consultation between Management and the Governing Bodies, including the alignment between cross-cutting issues such as rural development and food security and the structure.

47. Management submitted two analytical documents to the joint meetings of Working Groups I and III, with functional statements for the major units as well as clarifications in response to queries from Members. This work was undertaken with the understanding that consolidated proposals would be included in the PWB 2010-11.

48. This work was guided by the principles for restructuring, as outlined in paragraph 46 of the IPA, namely: ensuring manageable spans of control; consolidation of units and reducing silos; integration and representation of decentralized offices in senior management decision-making processes; flexible, delayered structures; effective development and use of human resources; management by results, delegation and accountability; cost-effective decisions on locations, and where possible sharing services with other UN agencies and outsourcing.

49. The new structure reduces to seven the number of direct reporting lines to the Director-General. A new executive management team will be led by the Director-General as chief executive officer and include the two Deputy Directors-General, representing the knowledge base of the Organization and the operational aspects of its work. This team will be more flexible, while having the responsibility, authority and functional scope to ensure that decisions on all aspects of the Organization’s work are enacted in a timely and effective manner.

50. The departmental structure under the apex takes account of functional analyses undertaken in 2009 and will be further informed by ongoing analyses and implementation of the IPA actions and RBR recommendations. The changes in the proposed departmental structure compared with the current organizational structure can be summarised as follows:

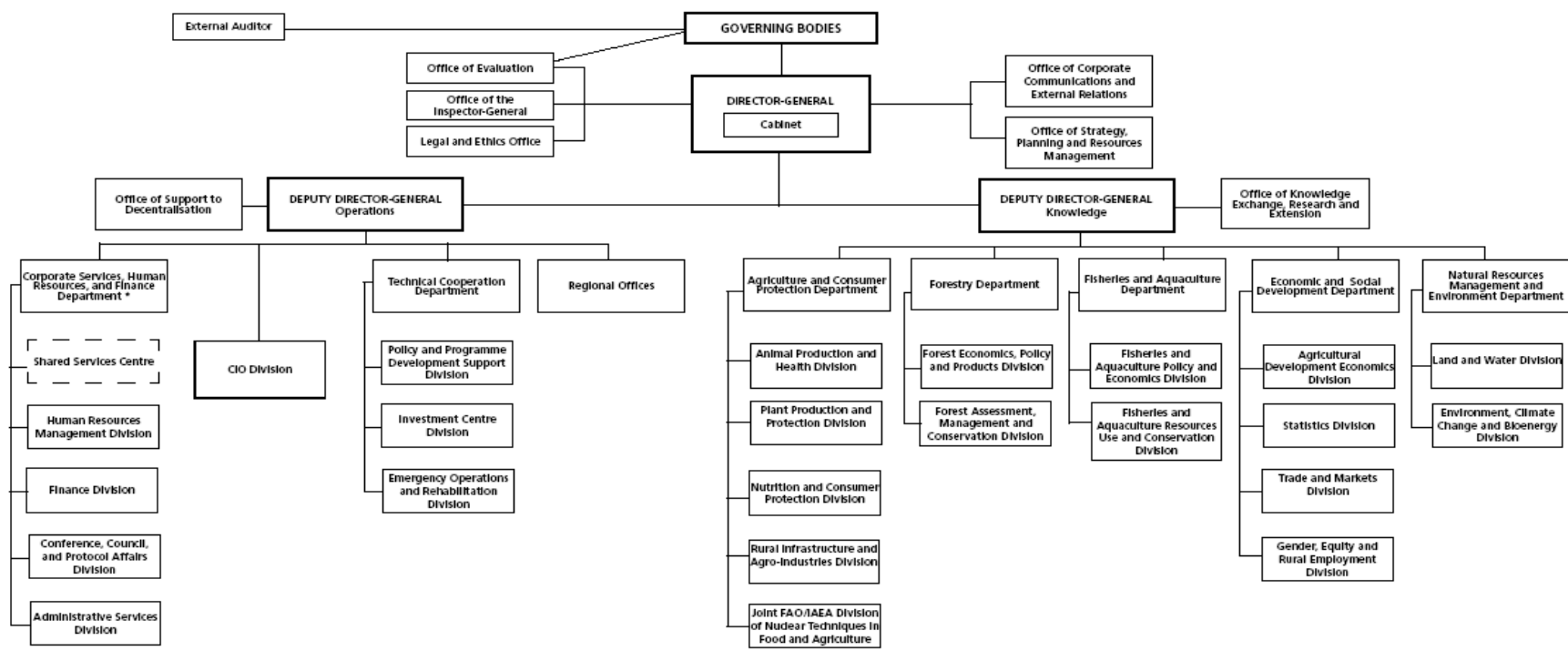
- a) The Knowledge and Communication Department and the Department of Human, Financial and Physical Resources will be abolished.

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- b) A new Corporate Services, Human Resources and Finance Department will be established and progressively built over the biennium from: most of the Department of Human, Financial and Physical Resources Department (AF); parts of the Programme and Budget Service (PBEP), specifically functions related to financial forecasting and expenditure performance against budget; and the Conference, Council and Protocol Affairs Division (KCC).
  - c) The Technical Cooperation Department will eliminate the Field Operations Division (TCO). Some of the latter division's activities will be absorbed into a new Unit for Monitoring and Coordination of Field Activities, attached to the Office of the ADG and others will be carried out by an expanded Policy and Programme Development Support Division (replacing the former TCA).
  - d) The Natural Resources Management and Environment Department will continue to focus on the sustainable use of natural resources, coordination of genetic resources for food and agriculture and environmental aspects, including climate change and the challenges and opportunities of bioenergy. The Research and Extension Division will be eliminated and its functions transferred to the Office of Knowledge Exchange, Research and Extension.
  - e) The Agriculture and Consumer Protection Department, and the Economic and Social Development Department will retain their current divisional structures, while significant changes will be implemented below the divisional level by adopting more flexible modalities, facilitated by delayering.
  - f) The Fisheries and Aquaculture Department and the Forestry Department will reduce the number of divisions from three to two, while keeping to their existing mandates.
  - g) In response to a RBR recommendation aimed at reducing fragmentation and duplication, a single Chief Information Officer (CIO) Division, reporting directly to the Deputy Director-General Operations, will be responsible for delivery of Information Systems and Information Communications and Technology services.

51. Moreover, as recommended by the RBR, a separate follow-on external review of the role of the Office of the Director-General with regard to administrative activities has started in July 2009, the results of which will be available in late October.

52. The proposed Headquarters structure is illustrated in Figure 1, while details of posts and resources allocated to individual departments can be found in the PWB 2010-11.

Figure 1: Headquarters Organigramme



\* Structure and functions of Corporate Services, Human Resources, and Finance Department subject to further adjustments.

  Service

**b) Decentralized Structure (decentralized offices staffing, location and coverage)**

53. The CoC-IEE reiterated the importance of strengthening FAO's decentralized structure, recognizing that the success of the Organization depends on its ability to extend the knowledge it produces to the field to help countries address the challenges they face. In this context, it was decided to include resources for Member visits to Decentralized Offices (DOs) in the PWB 2010-11. In 2009, field visits by FAO Permanent Representatives have proved to be extremely useful in allowing Members and Governing Bodies to familiarize themselves with the work of the DOs. Such visits enable them to get a first-hand impression of the challenges these offices are facing to support countries in their developmental and humanitarian efforts, as well as understand the options and issues for improving the functioning of these offices.

54. As provided for in the IPA (actions 3.76 through 3.90), over the 2010-11 biennium a strong emphasis will be put on improving the coherence, performance and integration of the current Decentralized Offices (DOs) network and ensuring that the Organization functions as one.

55. The regional offices (ROs), working as appropriate with subregional offices (SROs), will progressively take on new responsibilities for which they will be accountable, for: (i) overseeing the country offices, including the management of resources of the FAO Representations (FAOR) network; (ii) managing the non-emergency TCP programme in the respective regions; (iii) leading the strategic planning, programming and budgeting process for the region; (iv) supervising regional technical officers; (v) organizing and servicing the strengthened Regional Conferences; (vi) leading partnerships, particularly with regional organizations; and (vii) supporting country offices on matters dealing with UN reforms. The funding of Regional Offices must be commensurate with their new responsibilities.

56. DOs will assume their new role in strategic planning and priority-setting at corporate and decentralized level. They will support the development of National Medium-term Priority Frameworks (NMTPFs) and (sub)regional priority areas. They will also take active part in the progressive formulation and introduction of Impact Focus Areas, including implementation of the associated resource mobilization strategy. Staff in DOs will be trained on results-based management concepts and a new system of operational planning, monitoring and reporting; and benchmarking will be developed and rolled out.

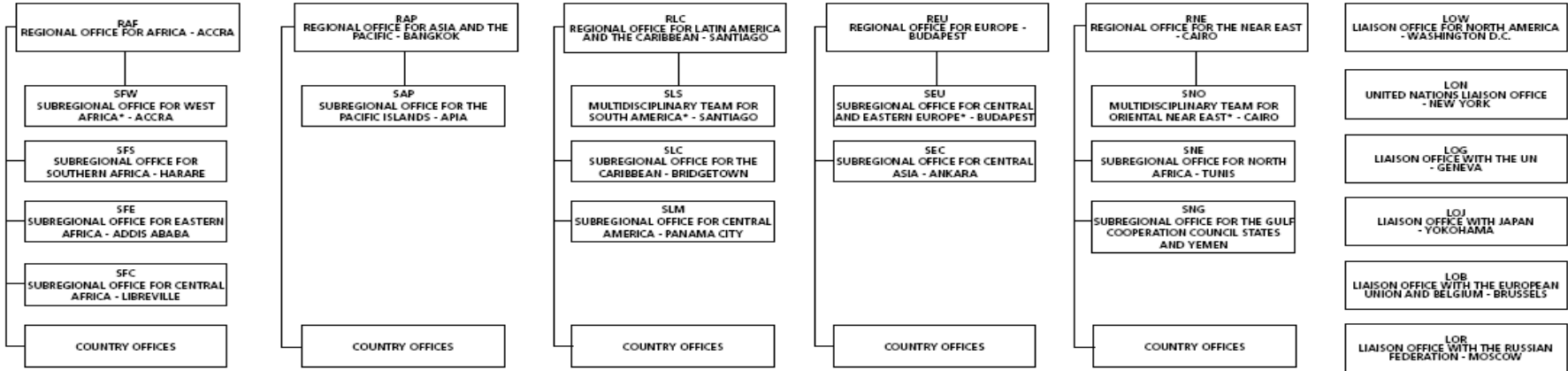
57. The initiatives taken by Management, within the authority of the Director-General, to address in the short term the structural deficit in the budget of the Country Offices network were endorsed by the CoC-IEE. In line with the recommendations of the IEE, it was agreed to abolish the Lapse Factor for posts in the FAORs network. This will allow greater provision of resources for the FAORs budget and entail a reduction of the structural deficit. The remainder of the FAOR network deficit during 2010-11 will be covered through interim measures such as appointing Emergency Coordinators as Officers-in-Charge of FAO Representations where feasible and with the prior consent of the concerned donors and, on a case by case basis, placing current FAO Representatives against vacant posts in the Regional and subregional offices. Efforts to obtain timely and full payment of Government Counterpart Cash Contributions (GCCC) will also be pursued, taking into consideration special conditions facing countries.

58. **Decentralization of OCD functions and the TCP.** As called for by the IPA, in the new PWB, TCP resources have been allocated to regions under the authority of the Regional Representatives (IPA action 3.22). Moreover, OCD's support functions vis-à-vis country offices have been transferred to the regional and subregional offices concerned (IPA action 3.95). The provisional resource allocations in the PWB 2010-11 resulting from these new arrangements may have to be adjusted during implementation.

59. As may be noted in Figure 2, which illustrates the decentralized structure, ROs will oversee the country offices in their respective regions, and the Regional Representatives will report to the Deputy Director-General (Operations). Subject to any amendments that may arise from the external review of the Office of the Director-General, the Liaison Offices with the United Nations in Geneva and New York will report to the Office of Corporate Communications and External Relations, while the remaining Liaison Offices will report to the Deputy Director-General (Operations).



Figure 2: Decentralized Organigrammes



\* Co-located in Regional Office

### c) Human Resources Management

60. The IPA stated that “FAO’s human resources are the main asset of the Organization, providing the totality of its technical support to Member Countries” and outlined a series of actions to be undertaken in this area (IPA actions 3.59 through 3.75). In 2009, the CoC-IEE confirmed Human Resources (HR) as a key area for a successful reform of the Organization, urging Management to continue considering it as a priority.

61. Management developed, in consultation with Members, a Human Resources Management Strategy and Policy Framework<sup>5</sup> which embodies three consolidated key HR goals, namely:

- (a) to enable a workforce of excellence and high performance;
- (b) to establish HR as a strategic partner in corporate management; and
- (c) to provide efficient and effective HR services in support of programme delivery.

62. Within these goals, six central HR initiatives underpinning the effective delivery of the goals have been identified. They consist of: Performance Evaluation; Management/Leadership training; Management Information Reporting; new HR Policies; support to restructuring; and streamlining initiatives.

63. The RBR in its final report made a series of recommendations on human resources management, which included: (i) a major shift in the HR function towards a “business partner” approach; (ii) a new accountability framework for the HR function; (iii) streamlining existing HR processes with a view to deriving greater efficiencies in the delivery of these processes; (iv) establishing new HR processes (such as HR strategy, HR communication and HR staffing) that would strengthen the HR function and transform it into a more strategic function; (v) realigning the skill-mix and competencies of the professional staff in the HR function; and (vi) reinforcing managerial competencies.

64. The proposed integration of the accepted RBR recommendations into the HR Framework was endorsed by CoC-IEE, which noted that the three HR goals embodied in the Strategy Framework were consistent with Functional Objective Y (entitled “efficient and effective administration”) and its associated Organizational Results. The contribution of the underlying matrices of indicators and targets to enhancing Results-based Management was acknowledged. The CoC-IEE also recognized that the HR Management Strategy Framework was a ‘living’ document which would be revised and updated as necessary to reflect new, emerging HR initiatives and improvements.

65. The business partner approach envisaged with a view to transforming the HR function into a more strategic and advisory function was welcomed as well as the measures being undertaken to develop supporting tools such as the HR management information reporting system. Moreover, the importance of providing streamlined and effective HR services to improve operational efficiency and client satisfaction was stressed.

66. Given the fundamental role of the HR function in the effective management and renewal of the Organization, the Finance Committee, at its 128<sup>th</sup> session held in July 2009, called for strengthened collaboration with other organizations of the UN common system in

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<sup>5</sup> *Progress Report on Implementation of Human Resources Management Strategy and Policy Framework* (FC 128/9).

developing appropriate HR management policies, welcoming in this regard FAO's active participation in the UN Chief Executive Board's (CEB) Human Resources Network.

67. The modernisation of the HR function will be an intensive and continuous process over the next two biennia. Reform will take place in a phased approach with detailed results-based work plans with indicators of achievement and targets that enable measurement of progress and oversight, and which dovetail with other areas of IEE follow-up, including the Root and Branch Review and culture change in the Organization. Adequate attention should also be given to ensuring a balanced gender and geographical representation amongst the staff of the Organization.

68. Progress will be monitored by the Council through the Finance Committee which, in recognition of the importance of the HR function within the Organization, has reaffirmed that the review of the implementation of the HR strategy framework should continue to be a standing item on the agenda of its future regular sessions. With a view to strengthening its oversight of the implementation of the principal HR initiatives, the Committee also requested that the framework be complemented by regular progress reports on the implementation of each of the initiatives, and an assessment of the impact of completed activities, where appropriate.

#### **d) Culture Change**

69. The IPA stressed that "culture change is fundamental to the successful reform of FAO" and welcomed the establishment by Management of a Culture Change Team in a process led by the Deputy Director-General. In 2009, significant progress has been achieved in this crucial area. The CoC-IEE recognized the intensive work undertaken by the Culture Change Team which has led, through active participation of FAO staff, to the development of an internal vision, as called for in IPA action 3.31. Throughout the year, seminars with staff were organized at Headquarters and in the Decentralized Offices allowing the Culture Change Team to benefit from inputs from over 1000 staff. Thirty proposals for action were developed under the umbrella of *Recognition and Rewards*, *Career Development* and *Creating an Inclusive Work Environment*. In 2010, culture change activities will focus on the approval and implementation of these proposals, seeking close alignment and synergies with the Human Resources Management Division. Efforts to ensure the integration of culture change in the overall reform process as well as its long-term sustainability need to be actively continued across the Organization.

#### **e) Organizational Risk Assessment and Management Framework**

70. A strategy for improving FAO's approach to risk management was presented to the Working Groups by the Deloitte consultants and by the Office of the Inspector General. The proposed approach calls for an internally-led project supported by specialized risk management consultants as needed, rather than a consultant-led approach as included under the IPA (actions 3.49 through 3.54). The Finance Committee put particular emphasis on the importance of proper financial prudence throughout the Organization in line with recommendations of the IEE and the IPA and expressed satisfaction with Management's commitment to implementing Enterprise Risk Management, including mainstreaming risk management in the future performance evaluation system.

#### IV. THE WAY FORWARD

71. This section describes the next steps in the reform process, indicating areas where further work will need to be carried out as well as the follow-up mechanisms envisaged to ensure adequate monitoring of the implementation of the IPA.

##### a) Areas of Outstanding Work

72. By the end of 2009, 56 percent of the total number of IPA actions mandated in Conference Resolution 1/2008 are projected for completion. In the course of 2010-11 and beyond, a number of very complex projects will be carried out with the aim of introducing new ways of managing, new work processes, new administrative services, new HR policies, and new monitoring, reporting and evaluation systems which will significantly change the way the Organization works (see Appendix 5). Management will present a revised time-plan for the continued implementation of the reform agenda. During the next biennium, IPA actions will predominantly fall into the five following areas:

- *Focus on Member needs through **results-based programming**, monitoring, reporting and resource mobilization:* the Organization will develop monitoring and reporting systems to provide key performance information to Members and further enhance the new planning and budgeting model with inter alia the activities mentioned in paras 22, 25 and 28 regarding the utilization of the IFAs and the full implementation of the results-based management framework. An organization-wide rollout of the staff appraisal system (PEMS) will be undertaken in 2010-11 to complete the “accountability link” between FAO Strategic Objectives and individual staff performance. Emphasis will be given to prioritization of the technical work of the Organization, which is an ongoing exercise that needs to be actively pursued throughout the first full cycle of results-based planning in 2010-11. A resource mobilization and management strategy, comprising Impact Focus Areas, national Medium Term Priority Frameworks, and regional and subregional areas of priority action, will be implemented with a view to ensuring that voluntary contributions focus on the agreed results frameworks and improve Governing Body monitoring and oversight.
- ***Functioning as one Organization** by aligning its structures, roles and responsibilities to the results framework:* the Headquarters structure will continue to be refined, and the Organization will invest in the essential infrastructure to enable staff in the Decentralized Offices to be able to use the same corporate tools and facilities as their colleagues in Headquarters. The Organization will also double the number of staff rotating between Headquarters and/or the Decentralized Offices to ensure the flow of knowledge and expertise between the offices, and enrich the experiences and knowledge of the staff. Further clarifications of the functions of some units will be required to ensure that the Organization functions as one. Management will prepare a medium to long-term vision related to the structure and functioning of the Decentralized Offices network, taking account of the IPA actions on decentralization. After receiving inputs from the Regional Conferences, Management will formulate and present in 2010 proposals to the relevant Governing Bodies for review, approval and implementation. The whole process will take place with active participation and guidance of the CoC-IEE. FAO’s partnerships will be enhanced and renewed pursuing the possibilities for further joint activities and collaborative arrangements with the

Rome-based agencies and the United Nations system, as well as the private sector and civil society organizations.

- *Optimizing human resources through **HR policy, practice and culture change***: the Organization will fully develop a joined up and consistent system for the recruitment and development of young professionals, and invest in additional professional staff in the Human Resources Management Division to support their role as strategic business partners to the Organization. Important initiatives such as the staff rotation policy and the roll out of the Performance Evaluation and Management System will be carried out. Culture change activities will focus on monitoring the implementation of the internal vision and ensuring the integration of culture change in the overall reform process.
- *Efficient use of Member contributions through **reform of administrative and management systems***: the functioning of the Shared Services Centres will be enhanced and the review and further automation of the registry function will commence. The new printing and distribution unit will be established and a range of improvements to headquarters and field procurement processes will be introduced. Administrative processes will continue to be streamlined, also taking into consideration the results of the ongoing external review of the administrative activities of the Office of the Director-General. A pilot enterprise risk management project will be completed, which will assess FAO's current risk management structure/framework, identify gaps and inform the development of an Organization-wide Enterprise Risk Management Framework, which will contain the necessary elements to continuously improve the Organization's risk management capabilities.
- *Improved articulation of Member needs through **effective governance and oversight***: the evaluation function will be further strengthened, including in its advisory role on results based management, programming and budgeting. Multi-year programmes of work for the Council, the Council Committees and the Regional Conferences will be further defined and prepared. The functions and Terms of Reference for the proposed Ethics Committee will remain under review of the relevant Governing Bodies.

## **b) Governing Body Follow-up Arrangements**

73. The CoC-IEE considered two possible options for governance follow-up in the course of 2010-11 and agreed to put in place oversight arrangements as set out below, on the explicit understanding that the proposed CoC-IEE for 2010-11 would be chaired by the Independent Chairperson of the FAO Council.

74. A time-bound Committee of the Conference will be created for the duration of 2010-11, which will report to the Conference in 2011, and will be similar in nature to the 2009 CoC-IEE. For continuity, such Committee will be given the same name and acronym (CoC-IEE) as the current Conference Committee. However, it will be different in terms of mandate and structure. Its mandate will be focused on providing overall monitoring and follow-up of the implementation of the IPA, in addition to guidance for any required improvement in this regard. It will meet less frequently (up to three times a year) and its structure will be simpler: no distinct working groups will be required to address specific issues, and no dedicated secretariat will be needed to service the Committee on a regular basis, while in other respects it will operate pursuant to similar modalities of work:

- it will be open to full participation by all Members, conduct its work in all languages of the Organization, and take its decisions through consensus to the extent possible;
- its meetings will be scheduled taking into account related sessions of the Governing Bodies to ensure proper sequencing of complementary meetings, and will not be held in parallel with major meetings of the Rome-based UN Organizations;
- it will appoint a Bureau consisting of the Chairperson and the two Vice-Chairpersons of the Committee and one representative of Member Nations per region, which will exclusively address administrative and organizational matters;
- it will be proactively supported by Management, which will provide secretariat services and the required documents for its meetings.

75. At the same time, use will be made of the existing Governing Bodies, specifically the Council, Finance Committee, Programme Committee and Committee on Constitutional and Legal Matters:

- the Council will continue to monitor the overall progress in implementation of the IPA and report to the Conference in 2011, receiving from Management progress reports on IPA implementation for review and guidance;
- the Programme Committee, Finance Committee and Committee on Constitutional and Legal Matters will, as appropriate, provide specific inputs to the Council in their respective areas of mandate;
- the Independent Chairperson of the Council will, within his/her strengthened function, play a proactive facilitating and coordination role in the performance of this oversight function.

## APPENDICES

**Appendix 1:** Resolution 1/2008 - Adoption of the IPA for FAO Renewal

**Appendix 2:** Bureau and Working Group Membership of the CoC-IEE

**Appendix 3:** Report on Amendments to the Basic Texts for the Implementation of the IPA

**Appendix 4:** Strategic Framework

**Appendix 5:** 2009 Progress Report on IPA implementation

***Note***

⇒ *Appendices 1 and 2 provide additional information.*

⇒ *Appendices 3, 4 and 5 are included for reference. While Appendix 5 was reviewed by the FAO Council at its 137<sup>th</sup> session, Appendices 3 and 4 will be considered under separate agenda items at the 36<sup>th</sup> session of the FAO Conference in November 2009.*

## Appendix 1

### RESOLUTION 1/2008 - ADOPTION OF THE IMMEDIATE PLAN OF ACTION FOR FAO RENEWAL (2009-11)

#### THE CONFERENCE:

**Reaffirming** FAO's unique global mandate for food and agriculture and the Membership's continued commitment to achieving the World Food Summit objectives and the Millennium Development Goals;

**Reaffirming** the contribution FAO must make to this and in addressing hunger and poverty reduction, the expansion of agriculture and food production, high food prices, climate change, and the expected impact of the recent financial crisis on the investment in agriculture, as well as the challenges and opportunities of bioenergy.

**Reaffirming** in this context the necessity of FAO "**Reform with Growth**".

**Welcoming** the report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE), including the Immediate Plan of Action (IPA), which provides a firm and realistic basis for FAO to significantly enhance its global relevance, efficiency and effectiveness in the service of all its Members.

**Recognising** the active participation of all Members and the unfailing support of the Director-General and management in the process, and **stressing** the need for the same spirit of partnership to prevail in the implementation and completion of the reform:

- 1) **DECIDES to approve**, for implementation, the Immediate Plan of Action for FAO Renewal (2009-11), including its annex, which forms in its entirety an integral part of this Resolution, which is given in Appendix E.
- 2) **DECIDES that amendments to the Basic Texts should be developed**, for approval at its 36<sup>th</sup> session in 2009, to give effect to the provisions of the Immediate Plan of Action, and having noted the report of the Committee on Constitutional and Legal Matters at its 83<sup>rd</sup> Session (September 2008), further decides that pending such amendments to the Basic Texts:
  - a) the Technical Committees of the Council will report to the Conference on global policy and regulatory matters and to the Council on programme and budgetary matters; and
  - b) the Strategic Framework, Medium Term Plan and Programme of Work and Budget 2010-11 will be developed as specified in the Immediate Plan of Action, with no requirement for a Summary Programme of Work and Budget.
- 3) **DECIDES** that implementation of the Immediate Plan of Action in 2009 requires funding by extra-budgetary contributions, and that its funding for 2010-2011 will be treated under the Programme of Work and Budget. In this connection, **URGES all Member Countries** to contribute extra-budgetary resources of a provisional amount of US\$ 21.8 million for 2009 to a special Trust Fund established for this purpose. For transparency, the Trust Fund accounts will be publicly available and oversight will be provided by the Council supported by the Finance Committee.
- 4) **DECIDES to establish** a time-bound **Conference Committee** (CoC-IEE) for the duration of 2009 under Article VI of the FAO Constitution for continued follow-up to the Independent External Evaluation of FAO, completing outstanding work within the Immediate Plan of



Action. It will finalise its report on suggested Basic Text amendments in June 2009<sup>6</sup> and complete its final report by September 2009 for presentation to the Conference in November 2009.

5) This Committee will be open to full participation by all Members of the Organization. It will strive for transparency and unity in its work and will collectively decide its final recommendations to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and advice from the Council, Programme Committee, Finance Committee and Committee on Constitutional and Legal Matters as appropriate, without prejudice to the reporting of these Committees to the Council and their statutory functions. FAO management is expected to proactively support the Conference Committee and fully participate in its meetings and those of its Working Groups, providing timely documents for consideration.

a) The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees, will be:

i) to recommend to the Conference in 2009:

- (1) the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management on the new integrated results-based framework;
- (2) any changes found desirable in the size and regional representation in the Membership of the Council;
- (3) further reforms of systems, culture change and organizational restructuring, including:
  - (a) Dynamic follow-up to the reports of the Root and Branch Review by management, including early actions,
  - (b) Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework,
  - (c) Plans for increased effectiveness of the decentralized offices,
  - (d) Detailed proposals for strengthened Human Resource management.

ii) to recommend to the Conference in 2009 necessary changes in the Basic Texts as provided for in the Immediate Plan of Action, providing policy oversight and guidance of the process of revision of the Basic Texts. This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters, which will be provided directly to the Committee, and will be reviewed by the Council as appropriate.

iii) to analyse the concept of “Reform with Growth” and submit proposals to the 2009 Conference.

b) The Conference Committee:

i) will establish three Working Groups to prepare inputs for its consideration on:

- (1) the Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11,
- (2) proposed amendments to the Basic Texts and any changes found desirable in the size and regional representation in the Membership of the Council, and

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<sup>6</sup> In order that proposals for changes to the Constitution may be despatched to the Membership 120 days prior to the Conference as specified in Article XX, paragraph 4 of the Constitution.

- (3) reform of systems, culture change and organizational restructuring;
- ii) may further establish additional time-bound working groups as required; and
  - iii) will appoint a Bureau consisting of the Chair and Vice-Chairs of the Conference Committee, one representative of Member countries per region and the Chairs and Vice-Chairs of the Working Groups, participating as speaking observers. The Bureau will address exclusively administrative and organizational matters.
- c) The Conference Committee modalities: the Working Groups will be made up of a Chair and Vice-Chair (or two Co-Chairs) appointed by the Conference Committee and will be open to all Members to fully participate with speaking rights. A maximum of three Member country representatives per region will be designated as spokespersons for their regions in each of the Working Groups. Meetings of the Bureau will be open to non-speaking observers from the FAO Membership as a whole. The work of the Conference Committee will be conducted in all languages of the Organization. Sessions of the Conference Committee, its Working Groups or Bureau will not be held in parallel with each other or in parallel with other major meetings of the Rome-based UN agencies, thus allowing the fullest participation of Members. The Chair of the Conference Committee and its Bureau and the Chairs of the Working Groups will ensure that aide-mémoires are available to the Members following each session.
- 6) **DECIDES to appoint as officers of the Conference Committee (CoC-IEE):** Prof. Mohammed Saeid Noori-Naeini as Chair and Ms Agnes van Ardenne-van der Hoeven and Mr Wilfred Joseph Ngirwa as Vice-Chairs of the Committee.
- 7) **DECIDES that the Council** will monitor the overall progress of follow-up in implementation of the Immediate Plan of Action and report to the Conference at its 36<sup>th</sup> Session in 2009 and its 37<sup>th</sup> Session in 2011. It will receive regular quarterly progress implementation reports from management for its consideration and advice. The Council will be supported in its monitoring during 2009 by the Conference Committee. It will also receive inputs from the Programme Committee, the Finance Committee and the Committee on Constitutional and Legal Matters in their respective areas of mandate, which may flexibly convene additional sessions as required.

(Adopted on 19 November 2008)

## Appendix 2

### Bureau and Working Group Membership of the Conference Committee (CoC-IEE) in 2009

*Chairperson: Professor Noori Naeini (Independent Chairperson of Council)*

*Vice-Chairpersons: Ambassador van Ardenne (Netherlands) and Ambassador Ngirwa (Tanzania)*

	<b>Strategic Framework, MTP and PWB</b>	<b>Basic Text s and Membership of Council</b>	<b>Reform of Systems, Culture Change and Organizational Restructuring</b>	<b>Bureau</b>
	<b>Working Group I</b>	<b>Working Group II</b>	<b>Working Group III</b>	
<b>Chairperson Co-Chairperson</b>	Vic Heard (UK)	Lamya Al-Saqqaf (Kuwait) Natalie Feistritzer (Austria)	Noel de Luna (Philippines)	Professor Noori Naeini
<b>Vice-Chairperson</b>	Horacio Maltez (Panama)		Rita Mannella (Italy)	Ambassador van Ardenne Ambassador Ngirwa
<b>Africa</b>	Cameroon	Angola	Ethiopia	Eritrea
	Côte d'Ivoire	Congo (Rep)	Gabon	
	Zimbabwe	Nigeria	Egypt	
<b>Asia</b>	China	Sri Lanka	Malaysia	Pakistan
	India	Indonesia	Thailand	
	Japan	Pakistan	Bangladesh	
<b>Europe</b>	Germany	France	Belgium	Sweden
	Poland	Russian Federation	Finland	
	Switzerland	Spain	Turkey	
<b>Latin America and the Caribbean</b>	Colombia	Argentina	Brazil	Brazil
	Paraguay	Brazil	Mexico	
	Venezuela	Dominican Republic	Venezuela	
<b>Near East</b>	Egypt	Jordan	Oman	Afghanistan
	Iran	Syria	Sudan	
	Afghanistan	Egypt	Libya	
<b>North America</b>	Canada	Canada	Canada	USA
	USA	USA	USA	
<b>South-West Pacific</b>	Australia	Australia	Australia	Australia
	New Zealand			

### Appendix 3

#### Report of the CoC-IEE on Amendments to the Basic Texts for the Implementation of the Immediate Plan of Action

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## **1) BACKGROUND**

1. In 2008, the Special Session of the Conference determined in Resolution 1/2008 that the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE) should recommend to the Conference in 2009 necessary changes in the Basic Texts as provided for in the Immediate Plan of Action (IPA), providing policy oversight and guidance of the process of revision of the Basic Texts. It further determined that this work be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM), which would be provided directly to the Committee, and would be reviewed by the Council as appropriate.

2. The CCLM held five sessions after the Conference approved the IPA in November 2008, two in February 2009 (84<sup>th</sup> and 85<sup>th</sup> sessions), two in May 2009 (86<sup>th</sup> and 87<sup>th</sup> sessions) and one in September (88<sup>th</sup> session). The five sessions were open to silent observers. They were devoted to the review of Basic Text changes needed for the implementation of the IPA, and related matters. The CCLM recommended a number of amendments to the Basic Texts, including for all IPA actions involving changes to the Constitution.

3. Working Group II of the CoC-IEE met three times in the first half of 2009 to discuss proposed amendments to the Basic Texts of the Organization and provided guidance to the CCLM.

4. The CoC-IEE endorsed all the recommendations of the CCLM included in this report, noting that FAO Members should be informed of the proposed amendments to the Constitution by mid-July 2009<sup>7</sup>. It also noted that the CCLM should consider additional IPA-related amendments to the Basic Texts at a subsequent session in 2009.

5. The areas where changes to the Basic Texts are recommended are presented in the following section of this report. Annex 1 contains a table summarizing all proposed amendments to the Basic Texts, linking them to the IPA actions they seek to address, while Annex 2 includes the full wording of the Basic Texts changes recommended by the CoC-IEE to the Conference.

## **2) RECOMMENDED AMENDMENTS TO THE BASIC TEXTS**

6. The CCLM recommended that the proposed amendments outlined below would be made to the Constitution, the General Rules of the Organization (GRO) and the Financial Regulations, as well as to the Rules of Procedure of individual Committees. It is also recommended that some IPA actions should be addressed through resolutions of the Conference.

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<sup>7</sup> The deadline for informing the membership of proposed amendments to the Constitution is 120 days before the Conference session at which such proposals would be put to the vote, that is: mid-July 2009 in respect of the forthcoming Conference.

**a) Definition of the term “Governing Bodies”**

7. The CCLM noted that the matter had attracted attention in the course of the discussions within the CoC-IEE where Members made enquiries about the concepts of “governance” and “Governing Bodies”. In the light of the practice of other organizations of the United Nations system, the CCLM recommended that a suitable note defining “Governing Bodies” be inserted in the Basic Texts (the content of the note is set out in Annex 2 of this report).

**b) Conference**

8. The CCLM endorsed the text of revised Rule I, paragraph 1 of the GRO regarding the date of the regular session of the Conference reproduced in Annex 2 of this report.

9. The CCLM considered that, in order to better reflect the Action Matrix of the IPA regarding the Conference, it would be desirable that IPA actions 2.5, 2.6 and 2.10 be covered through a Conference resolution which should be included in Volume II of the Basic Texts. This draft resolution is set out in Annex 2 of this report.

10. The CCLM considered that other actions contained in the Action Matrix regarding the Conference should be addressed through appropriate changes to current working practices. In this regard, the CCLM noted that, for every session of the Conference, a document entitled “Arrangements for the session of the Conference” is prepared. The CCLM recommended that the secretariat be invited to up-date this document in light of the amendments to the Basic Texts that will be approved by the Conference and that, as appropriate, any recommended changes to working practices be incorporated in that document. The CCLM also recommended that, in future, such document be duly publicized and brought to the attention of all relevant officers and Members of the Organization.

**c) Council**

11. The CCLM observed that amendments in this area included not only the implementation of the Action Matrix regarding the functions of the Council, but also the implications of the new cycle of sessions of the Conference upon the term of office of the Members of the Council and the Chairperson, and the need for transitional measures. The CCLM also stressed that transitional measures would be required in respect of the term of office of the Members of the Programme Committee, the Finance Committee and the Committee on Constitutional and Legal Matters.

12. The CCLM endorsed the proposed amendment to Rule XXII, paragraph 1 (c) and paragraph 2 of the General Rules of the Organization (GRO) concerning the election of the Council set out in Annex 2. These amendments were the consequence of the fact that the Conference would no longer meet in October or November but in June in a Conference year.

13. The CCLM noted that, under Rule XXII of the GRO, Council Members are elected for three year terms and that membership is renewed partially every year on the basis of three groups of Members elected by the Conference. At each Conference session the Conference

elects two groups of Members in order to ensure a staggered partial renewal of the membership of the Council. The CCLM observed that insofar as the Conference will hold a session in November 2009 and another session in June 2011 (i.e. some six months earlier than planned), it would be necessary to implement transitional arrangements. Under these arrangements, the Conference at its session of November 2009 would elect two groups of Members for a term of two years and a half and in June 2011, the Conference would elect one group for two years and a half and a group for three years. After that process of adjustment, renewal of membership would be a normal one under the revised procedures. The CCLM underlined that the reduction in the term of office would concern only appointments to be made after the amendment of the GRO and would not affect the term of office of any Member of the Council already elected consistent with the principle that changes to tenure of office should not have retroactive effect.

14. The CCLM noted that since the Conference, which elects the Independent Chairperson of the Council, will hold a session in November 2009 and another in June 2011, the appointment of the Independent Chairperson at the forthcoming session would be for about one year and a half, i.e. until the election of a new Chairperson in June 2011.

15. The CCLM also noted that there would be a need for transitional measures as regards the term of office of the Members of the Programme Committee, Finance Committee and the CCLM. The Members of these Committees would be elected at the session of the Council held immediately after the forthcoming session of the Conference and would serve for a period of about two years and a half until the election of new Members at a session of the Council held after the session of the Conference in June 2011.

16. The CCLM endorsed these arrangements stressing that they would not raise any issues of a legal nature, as prospective Members of the Council, the Independent Chairperson of the Council as well as the Members of the committees would be elected under the new regime and would be informed before the election of the reduced duration of the mandate.

17. The CCLM endorsed the proposed amendment to Rule XXIV, paragraph 1 of the GRO on the functions of the Council in respect of the “world food and agriculture situation and related matters”, reflecting the fact that in future these functions will be primarily matters for the Technical Committees and the Conference. The proposed amendment is set out in Annex 2.

18. The CCLM endorsed the proposal that other actions of the Action Matrix be addressed through the adoption of a Conference resolution which would be set out in Volume II of the Basic Texts. The CCLM endorsed the proposed Conference resolution to that effect, as set out in Annex 2.

19. The CCLM noted that for many years a “Note on Working Methods of the Council” had been distributed to the Members on a regular basis. The CCLM recommended that this note be revised in the near future. Together with the revised Rules of the GRO and the Conference resolution this note would define the new operating pattern of the Council. The CCLM also recommended that the Chairpersons of the Council should systematically draw attention of the Members of the Council to the revised note.

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**d) Independent Chairperson of the Council**

20. The CCLM recommended that the Conference should adopt a resolution on the Independent Chairperson of the Council, set out in Annex 2 of this report, and that it should be included in Volume II of the Basic Texts.

21. The CCLM also recommended that, for the sake of clarity and in order for the membership to have a complete view of all applicable legal provisions governing a given subject matter, the main instruments of the Basic Texts, in particular the General Rules of the Organization, could contain footnotes drawing attention to, and referencing relevant Conference resolutions set out in Volume II of the Basic Texts.

**e) Programme and Finance Committees<sup>8</sup>**

22. The CCLM noted that the IPA called *inter alia* for the members to possess the required qualifications, for the election of the Chairperson to be made by the Council, for a number of given seats to be allocated to each region, and that these actions involved changes to the manner in which the elections of members would have to be conducted. The CCLM noted that the proposals reflected a desire to align the status of the committees of restricted membership of the Council. The CCLM also examined at some length the proposal that the Chairpersons of the Committees should always act *supra partes* and, as such, they were not “members” of the Committees.

23. Regarding the issue of the deadline for submission of nominations by Member Nations to the office of Chairpersons of the Programme and Finance Committees, the CCLM agreed with the proposal of the secretariat, made after consultation with the relevant unit of the Organization, of a deadline for nomination of twenty days before the opening of the Council session at which the election is to be held. This deadline would concern nominations by Member Nations of both Members and Chairpersons of the Committees.

24. Regarding paragraph 8(b) of Rule XXVI of the GRO allowing five or more Member Nations of the Organization to request the Director-General to convene a session of the Programme Committee, and given the current membership of the Organization (191 Member Nations), the CCLM recommended that the figure of five Members be increased to fifteen. Therefore, revised paragraph 8(b) of Rule XXVI of the GRO would make provision for the Programme Committee to hold sessions on the call of the Director-General, or in pursuance of a request submitted in writing to him by fifteen or more Member Nations.

25. The CCLM examined the issue of whether, in the event that the Chairperson elected by the Council should be unable to attend a session of the Committee, or be unable to exercise his functions, the Vice-Chairperson should be able to vote and whether this should be reflected in revised Rule XXVI of the GRO. The Committee noted that, under the new procedures, the Council would first elect a Chairperson from among the nominated representatives of Member Nations and that the Chairperson would be elected on the basis of individual qualifications and should not represent a region or a country. Under the new

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<sup>8</sup> This section only deals with the Status and Composition of the Programme and Finance Committees. Proposed amendments regarding their functions were addressed in conjunction with amendments to the Programme of Work and Budget and are therefore included in the section dealing with “Programming, Budgeting and Results Based Monitoring” below.



scheme the Chairperson would not vote. However, the Members of the Committee elected on a regional basis were expected to represent their regions and should vote.

26. The CCLM noted that the Committees were due to amend their Rules of Procedure in particular to reflect the fact that the Chairperson would not vote. On that occasion, it would be possible, though a revision of the Rules of Procedure, to clarify that a Vice-Chairperson acting as Chairperson would be able to vote. The CCLM noted that situations where a Vice-Chairperson would be acting as Chairperson would be of an exceptional nature and, furthermore, the normal decision-making method of the Committees is by consensus. Revised Rule IV of the Rules of Procedure of the Committees could read as follows:

*“The Chairperson of the Committee elected by the Council shall not vote. Each representative of a Member of the Committee, including a Vice-Chairperson acting as Chairperson, shall have one vote. (...)”*

27. The CCLM endorsed revised Rules XXVI and XXVII of the GRO concerning the Programme and Finance Committees, as reproduced in Annex 2 of this report.

28. In the course of a meeting of the CoC-IEE Working Group II, it was pointed out that, in accordance with the IPA, the Programme Committee, the Finance Committee and the CCLM should be open to silent observers. Exceptionally, a Committee could decide to hold a closed meeting to discuss specific items should it consider that there were important reasons for that. After an extensive discussion on the matter, the CCLM recommended the following wording for revised Rule XXVI, paragraph 9 and Rule XXVII, paragraph 9 of the GRO:

*“The sessions of (the Programme or Finance as the case may be) Committee shall be open to silent observers, unless otherwise decided by the Committee. The reasons for such a decision shall be stated in the report of the session. Silent observers shall not take part in any debates”.*

29. In May 2009, Working Group II requested the CCLM to examine two issues regarding representation and participation in the work of the Programme and Finance Committees, namely:

- whether it would be possible to replace a Member during a session of the Committees. The CCLM advised that in situations where, after the beginning of a session, there is an unexpected need to replace a representative, a designed official of the same Member should be able to take part in the proceedings. Therefore the CCLM recommended that the Rules of Procedure of the Committees be amended accordingly;
- the question of which representative should be allowed to speak when a Member country has more than one representative present at a meeting of the Committees. The CCLM was of the view that this situation could not arise because the representative of a Member in a Committee was specifically elected by the Council or otherwise designated under applicable procedures and only the designated representative could take part in the proceedings.

#### **f) Committee on Constitutional and Legal Matters**

30. The CoC-IEE discussed and agreed with the proposal examined at the 84<sup>th</sup> Session of the CCLM to harmonize the status of the CCLM and the Programme and Finance Committees so that, in addition to its seven elected members, the CCLM would have a Chairperson elected by the Council on the basis of individual qualifications. The Chairperson would not represent a country or region and would not have the right to vote. Accordingly, the CCLM recommended to the Council an amendment to Rule XXXIV of the GRO, as set out in Annex 2 of this report.

31. In a meeting of the CoC-IEE Working Group II it was pointed out that, in accordance with the IPA, the Programme Committee, the Finance Committee and the CCLM should be open to silent observers. Exceptionally, a Committee could decide to hold a closed meeting to discuss specific items should it consider that there were important reasons for that. It was noted that, contrary to the Programme and Finance Committees, in the case of the CCLM, because of the nature of issues under discussion, it might not be appropriate that the reasons for a decision to close a particular meeting should be stated in the report. In the case of the CCLM, the revised provision of Rule XXXIV of the GRO would read as follows:

*“The sessions of the Committee shall be open to silent observers, unless otherwise decided by the Committee. Silent observers shall not take part in any debates”.*

#### **g) Regional Conferences**

32. The CCLM noted that the function and ways of working of the Regional Conferences had been extensively discussed at the Conference Committee and, in view of the importance of the matter, devoted a considerable amount of time to review the proposed amendments.

33. The CCLM examined and endorsed a proposed amendment to Article IV of the Constitution regarding the Regional Conferences which is spelt out in Annex 2 of this report.

34. The CCLM recommended the adoption of a new Rule XXXV of the GRO (reproduced in Annex 2 of this report) in order to establish a common, uniform legal framework for the Regional Conferences of the Organization, while allowing the Regional Conferences to adopt their own Rules of Procedure and “ways of working”.

#### **h) Technical Committees**

35. In order to implement actions 2.56 to 2.65 of the IPA, the CCLM endorsed the draft amendment to Article V, paragraphs 6 and 7 of the Constitution regarding the Technical Committees, reproduced in Annex 2 of this report, which would respect the general structure of this Article and reflect a distinction between the committees of restricted membership and the technical committees of open membership. The CCLM also endorsed amendments to Rules II (paragraph 2) and XXIV of the GRO on the reporting lines of the Committees (also reproduced in Annex 2 of this report) and recommended to the Council that the Technical Committees be requested to amend their Rules of Procedure.

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### Committee on Agriculture

36. In order to implement IPA action 2.61, the CCLM recommended an amendment to Rule XXXII, paragraph 6 (b) of the GRO regarding the inclusion of livestock in the Committee's agenda. The revised Rule is reproduced in Annex 2 of this report.

### Committee on Commodity Problems

37. In order to implement IPA action 2.62, the CCLM recommended an amendment to Rule XXIX, paragraph 7 of the GRO regarding interaction with the United Nations Conference on Trade and Development, the World Trade Organization and the Common Fund for Commodities. The revised Rule is reproduced in Annex 2 of this report.

### Committee on World Food Security

38. In order to implement IPA action 2.65, the CCLM recommended an amendment to Rule XXXIII, paragraph 6 (a) of the GRO regarding the revision of the State of Food Insecurity in the World by the Committee. The revised Rule is reproduced in Annex 2 of this report.

#### **i) Ministerial Meetings**

39. The CCLM noted that Ministerial Meetings had so far been convened under Article VI, paragraph 5 of the Constitution for the discussion of particular topics and that, as a general rule, the relevant Governing Bodies had approved the convening of such sessions.

40. The CCLM also noted that as a general rule the Basic Texts of the organizations of the United Nations system did not make provision for representation of Members at a given level, both because this was considered primarily a matter for the Member Nations themselves, and because of the necessary assumption that in an intergovernmental meeting a delegation is inherently expected to represent the position of that Government, irrespective of the rank of the representative officials concerned.

41. The CCLM recommended to the Council that the Conference should approve the resolution concerning the conditions regarding the convening of Ministerial Meetings as well as their reporting lines reproduced in Annex 2 and that the proposed Conference resolution be incorporated in Volume II of the Basic Texts.

#### **j) Director-General**

##### Appointment and Term of Office of the Director-General

42. The CCLM reviewed the issue of the appointment and term of office of the Director-General and endorsed the text of revised Article VII, paragraphs 1 and 3 of the Constitution, reproduced in Annex 2 of this report.

43. The CCLM also endorsed the revised paragraph 3 of Rule XXXVI of the GRO regarding the procedure to deal with an unexpected vacancy in the office of the Director-

General and which, without defining the substance of the accelerated procedure, called upon the Council to make promptly the required arrangements for the election of a new Director-General.

44. With regards to the current provisions of paragraph 2 of Rule XXXVI of the GRO whereby the Deputy Director-General acts as Director-General in the event of a vacancy in the office of Director-General or in the event that the Director-General should be unable to act, the CCLM noted that the Deputy Director-General with greater seniority in the position should act as Director-General in any case where the Director-General is unable to act or in the event of a vacancy in the office of the Director-General. In case both Deputy Directors-General were appointed at the same time, the functions should be exercised by the Deputy Director-General with greater seniority with the Organization, or if both have the same seniority by the Deputy Director-General who is older. This is reflected in new paragraph 5 of Rule XXXVI of the GRO, reproduced in Annex 2 of this report.

#### Delegation of Authority of the Director-General

45. The CCLM noted that the CoC-IEE had discussed the matter extensively and that IPA Action 3.43 was the outcome of a long process of review of the matter. The CCLM endorsed the new paragraph 5 of Rule XXXVII of the GRO as set out in Annex 2 of this report.

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**k) Programming, Budgeting and Results Based Monitoring**

46. The CCLM noted the interrelated nature of most of the actions required for the implementation of the Action Matrix on this matter and concurred with the approach proposed by the Secretariat for the implementation of the actions which, consistent with its earlier discussions regarding criteria for distribution of proposed amendments to the Basic Texts, involved amendments to the General Rules, the Financial Regulations and the adoption of a resolution by the Conference setting forth the main features of the new planning and budget system.

47. In particular, the CCLM:

- (a) Endorsed the proposed amendment to Rule XXV of the GRO on the sessions of the Council. In this connection, the CCLM noted that some adjustments to current practices and functions of the Council regarding preparations for the Conference might be required;
- (b) Endorsed the proposed amendment to Rule II, paragraph 2 of the GRO regarding the agenda of the Conference;
- (c) Endorsed the proposed amendment to Rule XXIV, paragraph 2 of the GRO on the functions of the Council;
- (d) Endorsed the proposed amendment to Rule XXVI, paragraph 7 of the GRO on the functions of the Programme Committee;
- (e) Endorsed the proposed amendment to Rule XXVII, paragraph 7 (a) of the GRO on the functions of the Finance Committee;
- (f) Endorsed the proposed amendment to Rule XXVIII on concurrent sessions and joint meetings of the Programme and Finance Committees;
- (g) Endorsed the proposed amendment to Financial Regulations 3.4 and 3.6 and the deletion of Financial Regulation 3.5.

48. The CCLM endorsed a draft Conference resolution entitled “*Reform of Programming, Budgeting and Results Based Monitoring*” and recommended that it be inserted in Volume II of the Basic Texts.

49. The text of the amendments to the GRO, the Financial Regulations, and the Conference resolution endorsed by the CCLM are set forth in Annex 2 of this report.

**ANNEX 1: SUMMARY TABLE OF PROPOSED AMENDMENTS TO THE BASIC TEXTS**

Proposed Amendments to the Constitution	Proposed Amendments to the General Rules of the Organization	Proposed adoption of a Conference Resolution	Proposed Amendments to the Financial Regulations
<b>Recommended changes to the Basic Texts</b>			
<b>IPA actions</b>		<b>Recommended amendments</b>	
2.7 [ <i>Conference</i> ] Conference will meet in June of the second year of the biennium		- Proposed amendment to Rule I, paragraph 1 of the General Rules of the Organization (GRO)*	
2.13 [ <i>Conference</i> ] Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix.		- Proposed adoption of a Conference Resolution*	
		- Proposed amendment to paragraph 6 (b) of Article V of the Constitution*	
		- Proposed amendments to paragraph 2 (c) (xii) and (xiii) of Rule II and to paragraph 2 of Rule XXIV of the GRO*	
2.14 [ <i>Council</i> ] The Council functions will be clarified as necessary in the Basic Texts.		- Proposed amendment to paragraphs 1 and 2 of Rule XXIV of the GRO*	
2.25 [ <i>Council</i> ] Introduce Basic Text changes for functions, reporting lines, etc.		- Proposed adoption of a Conference Resolution*	
2.26 [ <i>Independent Chairperson of Council</i> ] Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO.		- Proposed adoption of a Conference Resolution*	
2.33 - 2.34 [ <i>Independent Chairperson of Council</i> ] The Basic Texts will also specify: 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.		- Proposed adoption of a Conference Resolution*	

<b>Recommended changes to the Basic Texts</b>	
<b>IPA actions</b>	<b>Recommended amendments</b>
<b>2.35</b> [ <i>Programme and Finance Committees</i> ] Clarifications of functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes.	<ul style="list-style-type: none"> <li>- Proposed amendment to Rule XXVI, paragraph 7 of the GRO on the functions of the Programme Committee (PC)*</li> <li>- Proposed amendment to Rule XXVII, paragraph 7 (a) of the GRO on the functions of the Finance Committee (FC)*</li> <li>- Proposed amendment to Rule XXVIII of the GRO on concurrent sessions and joint meetings of the PC and FC*</li> </ul>
<b>2.43</b> [ <i>Programme and Finance Committees</i> ] Introduce Basic Text changes for functions of the Committees.	<ul style="list-style-type: none"> <li>- Proposed revision of Rule XXVI of the GRO*</li> <li>- Proposed revision of Rule XXVII of the GRO*</li> </ul>
<b>2.44 to 2.47</b> [ <i>Programme and Finance Committees</i> ] Programme and Finance Committees membership, chairs and observers: changes will be introduced in the Basic Texts, including for the election of members.	<ul style="list-style-type: none"> <li>- Proposed revision of Rule XXXIV of the GRO*</li> </ul>
<b>2.48</b> [ <i>Committee on Constitutional and Legal Matters</i> ] Changes will be introduced in the Basic Texts, including for the election of members.	<ul style="list-style-type: none"> <li>- Proposed new paragraph 6 Article IV of the Constitution*</li> <li>- New Rule XXXV of the GRO establishing framework for Regional Conferences*</li> </ul>
<b>2.52 to 2.54</b> [ <i>Regional Conferences</i> ] Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes.	<ul style="list-style-type: none"> <li>- Proposed new paragraphs 6 and 7 of Article V of the Constitution*</li> <li>- Addition of new sub-paragraphs (xii) and (xiii) to paragraph 2(c) of Rule II of the GRO*</li> <li>- Addition of new sub-paragraphs (e) and (f) to paragraph 2 of Rule XXIV of the GRO*</li> </ul>
<b>2.55</b> [ <i>Regional Conferences</i> ] Introduce Basic Text changes for functions, reporting lines, etc.	<ul style="list-style-type: none"> <li>- Proposed revision of paragraph 6 of Rule XXXII of the GRO*</li> </ul>
<b>2.56</b> [ <i>Technical Committees</i> ] 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	<ul style="list-style-type: none"> <li>- Proposed revision of paragraph 7 of Rule XXIX of the GRO*</li> </ul>
<b>2.65</b> [ <i>Technical Committees</i> ] Introduce Basic Text changes for functions, reporting lines, etc.	<ul style="list-style-type: none"> <li>- Proposed revision of paragraph 6 of Rule XXXIII of the GRO*</li> </ul>
<b>2.61</b> [ <i>Committee on Agriculture</i> ] Introduce Basic Text changes for ways of working	
<b>2.62</b> [ <i>Committee on Commodity Problems</i> ] Introduce Basic Text changes for ways of working	
<b>2.63</b> [ <i>Committee on World Food Security</i> ] Introduce Basic Text changes for functions, reporting lines, etc	

<b>Recommended changes to the Basic Texts</b>	
<b>IPA actions</b>	<b>Recommended amendments</b>
<b>2.66</b> [ <i>Ministerial Meetings</i> ] 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.	- Proposed adoption of a Conference Resolution*
<b>2.67</b> [ <i>Ministerial Meetings</i> ] The Ministerial meeting reports will normally be considered directly by the Conference.	
<b>2.73</b> [ <i>Actions to Improve the Effectiveness of FAO Governance</i> ] The term Governing Bodies will be defined, preferably in the Basic Texts.	- Note defining Governing Bodies to be inserted in the Basic Texts *
<b>2.95 to 2.100</b> [ <i>Appointment and Term of Office of Director-General</i> ] 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.	- Proposed revision of Rule XXXVI of the GRO* - Proposed revision of paragraph 1 of Rule XXXIX of the GRO*
<b>2.101</b> [ <i>Appointment and Term of Office of Director-General</i> ] 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.	- Proposed revision of paragraphs 1 and 3 of Article VII of the Constitution*
<b>3.10</b> [ <i>Programming, Budgeting and Results Based Monitoring</i> ] Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions.	- Proposed amendment to Rule I, paragraph 1 of the GRO on the date of the regular session of the Conference* - Proposed amendment to Rule II, paragraph 2 (c) of the GRO on the agenda of the Conference* - Proposed amendment to Rule XXV of the GRO on the sessions of the Council* - Proposed amendment to Rule XXIV, paragraph 2 of the GRO on the functions of the Council* - Proposed amendment to Rule XXVI, paragraph 7 of the GRO on the functions of the Programme Committee (PC)* - Proposed amendment to Rule XXVII, paragraph 7 (a) of the GRO on the functions of the Finance Committee (FC)* - Proposed amendment to Rule XXVIII of the GRO on concurrent sessions and joint meetings of the PC and FC*
	- Proposed amendment to Financial Regulations 3.4 and 3.5*



<b>Recommended changes to the Basic Texts</b>	
<b>IPA actions</b>	<b>Recommended amendments</b>
	- Proposed adoption of a Conference Resolution*
<b>3.43 [Delegation of authority]</b> Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions.	- Proposed addition of a new paragraph 5 to Rule XXXVII of the GRO*

\* Details can be found in Annex 2

**ANNEX 2:  
FULL TEXT OF RECOMMENDED AMENDMENTS TO THE BASIC TEXTS**

**I. PROPOSED AMENDMENTS TO THE BASIC TEXTS**

In the text of the draft amendments reproduced below, the proposals made by the Committee on Constitutional and Legal Matters regarding deletions are indicated using ~~struck-out text~~ and the proposals for insertions are indicated using *underlined italics*.

**A. AMENDMENTS TO THE CONSTITUTION**

**Resolution 1/2009  
Implementation of the Immediate Plan of Action for FAO Renewal (2009-11)  
Amendments to the Constitution**

**THE CONFERENCE:**

Recalling Resolution 1/2008 “*Adoption of the Immediate Plan of Action (IPA) for FAO Renewal (2009-11)*”, adopted by the Conference at its Thirty-fifth (Special) Session, which called for amendments to the Basic Texts of FAO, including amendments to the Constitution;

Recalling also that the Committee on Constitutional and Legal Matters (CCLM), at its Eighty-fourth and Eighty-fifth sessions, acting under the guidance of the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE), has proposed amendments to the Constitution for approval by the Conference at its session in 2009;

Noting that the Council, at its Hundred and Thirty-sixth Session, endorsed the substance of the amendments proposed by the CCLM;

Noting further that the Director-General gave notice of the proposed amendments to FAO Members in accordance with Article XX, paragraph 4 of the Constitution;

Having considered the text of the amendments to the Constitution proposed by the Council in its Hundred and Thirty-sixth Session;

1. Decides to adopt the following amendments to the Constitution:

**Regional Conferences**

New paragraph 6 of **Article IV** of the Constitution:

**“Functions of the Conference**

(...)

6. There shall be such Regional Conferences as the Conference may establish. The status, functions and reporting procedures of the Regional Conferences shall be governed by rules adopted by the Conference.”

### **Technical Committees**

Revised paragraph 6 and new paragraph 7 of **Article V** of the Constitution:

#### **“Council of the Organization**

(...)

6. In the performance of its functions, the Council shall be assisted:

*(a)* by a Programme Committee, a Finance Committee, *and* a Committee on Constitutional and Legal Matters, which shall report to the Council; and

*(b)* by a Committee on Commodity Problems, a Committee on Fisheries, a Committee on Forestry, a Committee on Agriculture and a Committee on World Food Security which shall report to the Council on programme and budget matters and to the Conference on policy and regulatory matters.

~~7. These Committees shall report to the Council and their~~ The composition and terms of reference of the Committees referred to in paragraph 6 shall be governed by rules adopted by the Conference.”

### **Director-General**

Revised paragraphs 1 and 3 of **Article VII** of the Constitution:

#### **“The Director-General**

1. There shall be a Director-General of the Organization who shall be appointed by the Conference for a term of four ~~six~~ years. The Director-General ~~He~~ shall be eligible for reappointment only once for a further term of four years.

2. The appointment of the Director-General under this Article shall be made by such procedures and on such terms as the Conference may determine.

3. Should the office of Director-General become vacant prior to the expiry of his term of office, the Conference shall, either at the next regular session or at a special session convened in accordance with Article III, paragraph 6 of this Constitution, appoint a Director-General in accordance with the provisions of paragraphs 1 and 2 of this Article. ~~However, t~~The duration of the term of office of the Director-General appointed at a special session shall expire ~~at~~ after the ~~end of the year of the third~~ second regular session of the Conference following the date of his appointment, in accordance with the sequence for the term of office of the Director-General established by the Conference.

4. Subject to the general supervision of the Conference and the Council, the Director-General shall have full power and authority to direct the work of the Organization.

5. The Director-General or a representative designated by him shall participate, without the right to vote, in all meetings of the Conference and of the Council and shall formulate for consideration by the Conference and the Council proposals for appropriate action in regard to matters coming before them.”
  
2. Instructs the secretariat to make editorial adjustments to Article V, paragraphs 2 and 4, and Article XIV, paragraph 7 of the Constitution to use the word “*Chairperson*” instead of “*Chairman*”.

**B. AMENDMENTS TO THE GENERAL RULES OF THE ORGANIZATION  
AND TO THE FINANCIAL REGULATIONS**

**Resolution /2009**

**Implementation of the Immediate Plan of Action for FAO Renewal (2009-11)  
Amendments to the General Rules of the Organization and to the Financial Regulations**

**THE CONFERENCE,**

Recalling Resolution 1/2008 “*Adoption of the Immediate Plan of Action (IPA) for FAO Renewal (2009-11)*” adopted by the Conference, at its Thirty-fifth (Special) Session, which called for amendments to the Basic Texts of FAO, including amendments to the General Rules of the Organization;

Recalling also that the Committee on Constitutional and Legal Matters (CCLM), at its Eighty-fourth, Eighty-fifth, Eighty-sixth and Eighty-seventh sessions, acting under the guidance of the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE), has proposed amendments to the General Rules of the Organization and to the Financial Regulations for approval by the Conference at its session in 2009;

Noting that the Council, at its Hundred and Thirty-sixth Session, endorsed the substance of the amendments proposed by the CCLM;

Having considered the text of the amendments to the General Rules of the Organization and to the Financial Regulations proposed by the Council in its Hundred and Thirty-sixth Session;

1. Decides to adopt the following amendments to the General Rules of the Organization:

**Conference to meet in June**

Revised paragraph 1 of **Rule I** of the GRO:

**“Sessions of the Conference**

1. The regular session of the Conference shall be held at the seat of the Organization in the months of *June* ~~October or November~~, unless it is convened elsewhere or at a different time in pursuance of a decision of the Conference at a previous session, or, in exceptional circumstances, of a decision by the Council (...)

**Reporting lines of the Technical Committees and Review by the  
Conference of the Strategic Framework and the Medium Term Plan**

Revised paragraph 2 of **Rule II** of the GRO concerning the agenda of the Conference:

**“Agenda**

*Regular sessions*

1. (...)
2. The provisional agenda for a regular session shall include:

(...)

(c) (...)

(iii) review of the Medium Term Plan and, as appropriate, of the Strategic Framework;

(other sub-paragraphs renumbered)

(xii) review, in accordance with Article V, paragraph 6 of the Constitution, the reports on policy and regulatory matters of the Committee on Commodity Problems, the Committee on Fisheries, the Committee on Forestry, the Committee on Agriculture and the Committee on World Food Security;

(xiii) review, in accordance with Article IV, paragraph 6 of the Constitution and Rule XXXV of these Rules the reports on policy and regulatory matters of the Regional Conferences.”

**Changes to terms of office of Council members due to the change of date of the Conference Session**

Revised paragraphs 1 and 2 of **Rule XXII** of the GRO:

**“Election of the Council**

1. (a) Except as provided in paragraph 9 of this Rule, the Council shall be elected for a term of three years.
  - (b) The Conference shall make such provisions as will ensure that the terms of office of sixteen Members of the Council shall expire in each of two successive calendar years and seventeen in the third calendar year.
  - (c) The terms of office of all members of any one group shall expire simultaneously either on the termination of the regular session of the Conference in a year in which such a session is held, or on ~~31 December~~ 30 June in other years.
2. The Conference shall, at each regular session, and after considering any recommendations of the General Committee, fill all vacancies due to the expiration of the terms of office of Council Members at the end of that session or at the end of June of the following year, in conformity with the provisions of the preceding paragraph.

(...)”

## Changes to Functions of the Council and reporting lines of the Technical Committees

Revised paragraphs 1 and 2 of **Rule XXIV** of the GRO:

### “**Functions of the Council**”

The Council, subject to the provisions of paragraph 3 of Article V of the Constitution, shall, between sessions of the Conference, act on behalf of the Conference as its executive organ and make decisions on matters that need not be submitted to the Conference. In particular, the Council shall exercise the functions described below:

#### 1. World food and agriculture situation and related matters

The Council shall:

~~(a) keep under review the state of food and agriculture in the world, and consider the programmes of Member Nations and Associate Members;~~

~~(b) tender advice on such matters to governments of Member Nations and Associate Members, intergovernmental commodity councils or other commodity authorities and through the Director General to other specialized international agencies;~~

~~(a e) draw up a provisional agenda for the review by the Conference of the state of food and agriculture, drawing attention to specific policy issues which would require Conference consideration or could be the subject of a formal recommendation by the Conference under paragraph 3 of Article IV of the Constitution, and aid the Director-General to prepare the report and agenda for the review by the Conference of the programmes of Member Nations and Associate Members;~~

~~(d) (i) examine current developments in proposed and existing intergovernmental agricultural commodity arrangements, particularly those developments affecting adequacy of food supply, utilization of food reserves and famine relief, changes in production or pricing policies and special food programmes for undernourished groups;~~

~~(ii) promote consistency and integration of agricultural commodity policies, national and international, with regard to (a) overall objectives of the Organization; (b) the interrelationships of production, distribution and consumption; and (c) interrelationships of agricultural commodities;~~

~~(iii) initiate and authorize groups to study and investigate agricultural commodity situations which are becoming critical, and propose appropriate action, if necessary, under paragraph 2 (f) of Article I of the Constitution;~~

~~(iv) advise on emergency measures such as those relating to the export and import of food and materials or equipment needed for agricultural production, in order to facilitate implementation of national programmes~~

and, if necessary, request the Director General to submit such advice for action to the Member Nations and Associate Members concerned;  
 (v) ~~perform the foregoing functions under (i), (ii) and (iii) in conformity with the Economic and Social Council's Resolution of 28 March 1947<sup>2</sup> relating to international commodity arrangements, and generally act in close cooperation with the appropriate specialized agencies and intergovernmental bodies.~~

(b) examine and advise on any issues pertaining to or arising out of the world food and agriculture situation and related matters, specially any such issues of an urgent nature, which would call for action by the Conference, the Regional Conferences, the Committees referred to in Article V, paragraph 6 of the Constitution or the Director-General;

(c) examine and advise on any other issues pertaining to or arising out of the world food and agriculture situation and related matters which may have been referred to the Council in accordance with decisions of the Conference or any applicable arrangements.

2. Current and prospective activities of the Organization, including its Strategic Framework, Medium Term Plan and Programme of Work and Budget

The Council shall:

(a) ~~consider, and make recommendations to the Conference on, policy issues regarding: (i) the summary and draft Programme of Work and Budget and supplementary estimates submitted by the Director General for the following financial period; (ii) the activities of the Organization in connection with the United Nations Development Programme; the Strategic Framework, the Medium Term Plan and the Programme of Work and Budget;~~

(b) make a recommendation to the Conference regarding the level of the budget;

~~(c)~~ (c) take any necessary action, within the approved Programme of Work and Budget, with respect to the technical activities of the Organization and report to the Conference on such policy aspects as may require decisions by the Conference;

(d) decide on such adjustments to the Programme of Work and Budget as may be required in the light of the decisions of the Conference on the budget level;

(e) review, in accordance with Article V, paragraph 6 of the Constitution, the reports on programme and budget matters of the Committee on Commodity Problems, the Committee on Fisheries, the Committee on Forestry, the Committee on Agriculture and the Committee on World Food Security;

(f) review, in accordance with Article IV, paragraph 6 of the Constitution and Rule XXXV of these Rules the reports on programme and budget matters of the Regional Conferences.



(...)”

### **Revised cycle of Programme and Budget preparation and of Council sessions**

Revised **Rule XXV** of the GRO:

#### **“Sessions of the Council**

1. The Council shall hold a session as often as it considers necessary or on the call of its Chairman~~man~~*person* or the Director-General, or on request submitted in writing to the Director-General by ~~five~~ *fifteen* or more Member Nations.

2. The Council shall in any event hold ~~three~~ *five* sessions ~~between the regular sessions of the Conference,~~ *in a biennium* as follows:

- (a) one session immediately after the regular session of the Conference;
- (b) ~~one~~ *two* sessions in the first year of the biennium ~~approximately midway between the regular sessions of the Conference;~~ and
- (c) one session not less than ~~120~~ *60* days before the regular session of the Conference; *and*

*(d) one session towards the end of the second year of the biennium.*

3. At its session held immediately after a regular session of the Conference the Council shall:

- (a) elect the Chairmen~~men~~*persons* and Members of the Programme Committee, the Finance Committee and the Committee on Constitutional and Legal Matters;
- (b) take any action of an urgent nature arising out of decisions of the Conference.

~~4. At its session held in the first year of the biennium, approximately midway between the regular sessions of the Conference, the Council shall in particular conduct on behalf of the Conference a world review of the state of food and agriculture and exercise the function provided in paragraph 1 (b) of Rule XXIV of these Rules.~~

~~5~~ *4.* At its session held in the second year of the biennium, not less than ~~120~~ *60* days prior to the regular session of the Conference, the Council shall in particular exercise the functions provided in paragraphs 1 (c), 2 (a) *and (b)* and, insofar as possible, those provided in paragraph 5 (b) of Rule XXIV of these Rules.

(other paragraphs of this Rule to be re-numbered).”

### **Programme Committee**

Revised **Rule XXVI** of the GRO:

#### **“Programme Committee**

1. The Programme Committee provided for in paragraph 6 of Article V of the Constitution shall be composed of representatives of ~~eleven~~ twelve Member Nations of the Organization. Such Member Nations shall be elected by the Council in accordance with the procedure set forth in paragraph 3 of this Rule. Members of the Committee shall appoint as their representatives individuals who have shown a continued interest in the objectives and activities of the Organization, have participated in Conference or Council sessions and have special competence and experience in economic, social and technical matters pertaining to the various fields of the Organization's activities. Members of the Committee shall be elected for a period of two years at the session of the Council ~~immediately~~ following the regular session of the Conference. Their term of office shall expire upon election by the Council of new Members. They shall be eligible for reappointment.

2. A Member Nation of the Organization seeking election as a Member of the Committee shall, as soon as possible but not later than ~~ten~~ twenty days before the opening date of the Council session at which the election is to be held, communicate to the Secretary-General of the Conference and Council the name of the representative that it would appoint if elected and details of his qualifications and experience. The Secretary-General of the Conference and Council shall circulate this information in writing to Members of the Council before the Council session at which the election is to be held. The same procedure shall apply to the nomination of the Chairperson.

3. The following procedures shall apply to the election of the Chairperson and the Members of the Committee:

- (~~a~~) The Council shall first elect a ~~Chairman~~ person from among the ~~designated~~ nominated representatives of ~~the prospective Members of the Committee~~ Member Nations of the Organization. The Chairperson shall be elected on the basis of individual qualifications and shall not represent a region or a country.
- (~~b~~) Member Nations shall present their candidature for election as Members of the Committee in respect of a specific region as determined by the Conference for the purpose of Council elections.
- (~~c~~) ~~After the election referred to in subparagraph (b) above, t~~The Council shall ~~proceed to the election of~~ elect the ~~other~~ Members of the Committee, in two stages, making the necessary adjustment to take into account the Member Nation of which the Chairman is a national and the region to which that Member Nation belongs as follows:
  - (i) ~~the first stage shall be to elect eight Members from the following regions~~ two members from each of the following regions: Africa, Asia and the Pacific, ~~Near East;~~ Europe, Latin America and the Caribbean, and Near East.
  - (ii) ~~the second stage shall be to elect three Members from the following regions~~ one member from each of the following regions: Europe, North America, and Southwest Pacific.

- (d) Except as provided in subparagraph ~~(b)~~ 3(a) above, the ~~election of Members of the Committee~~ elections shall be conducted in accordance with the provisions of paragraphs 9 (b) and 13 of Rule XII of these Rules, one election being held to fill simultaneously all the vacancies occurring in each ~~group of regions~~ region specified in subparagraph (c) above.
- (e) The other provisions on voting arrangements in Rule XII of these Rules shall apply *mutatis mutandis* to the election of Members of the Committee.
4. (a) If the representative of a Member of the Committee is expected to be unable to attend a session of the Committee, or if, due to incapacity, death or any other reason he is prevented from exercising his functions for the remainder of the term for which the Member he represents has been elected, that Member shall inform the Director-General and the ~~Chairman~~Chairperson as soon as possible, and may designate a substitute representative who shall have the qualifications and experience referred to in paragraph 1 of this Rule. The Council shall be informed of the qualifications and experience of the substitute representative.
- (b) ~~The provisions of subparagraph (a) shall also apply to the Chairman of the Committee except that, in the absence of the Chairman elected by the Council, If the Chairperson of the Committee elected by the Council is unable to attend a session of the Committee, the his~~ functions shall be exercised by the Vice- ~~Chairman~~Chairperson elected in accordance with the Rules of Procedure of the Committee. If due to incapacity, death or any other reason the Chairperson of the Committee elected by the Council is prevented from exercising his functions for the remainder of the term, the functions shall be exercised by the Vice-Chairperson elected in accordance with the Rules of Procedure of the Committee until the election by the Council, at its first session following the occurrence of the vacancy, of a new Chairperson. The new Chairperson shall be elected for the remainder of the vacated term of office.
5. The ~~Chairman~~Chairperson of the Programme Committee ~~may~~should attend sessions of the Conference or Council when the report of the Programme Committee is considered.
6. The ~~Chairman~~Chairperson of the Council may attend all meetings of the Programme Committee.
7. The Programme Committee shall have the following functions:
- (a) to review:
- (i) the current activities of the Organization;
- (ii) the Strategic Framework, as well as the long-term programme objectives of the Organization, and the Medium Term Plan and any adjustments thereto;

(iii) the ~~summary and draft~~ Programme of Work and Budget of the Organization for the ensuing biennium, particularly with respect to:

- content and balance of the programme, having regard to the extent to which it is proposed that existing activities be expanded, reduced in scope or discontinued;
- the extent of coordination of work between the different technical divisions of the Organization and between the Organization and other international organizations;
- the priorities to be given to existing activities, extension of such activities and to new activities;

~~(iii) the programme aspects of the United Nations Development Programme with which the Organization is concerned;~~

(iv) any required adjustments to the current Programme of Work and Budget, or to the Programme of Work and Budget for the next biennium as may be required in the light of the decision of the Conference on the budget level;

(b) to consider the matters listed in Rule XXVIII of these Rules;

~~(c) to advise the Council on the long term programme objectives of the Organization;~~

~~(d)~~ to adopt and amend its own rules of procedure, which shall be consistent with the Constitution and the General Rules of the Organization;

~~(e)~~ to consider any matters submitted to it by the Council of the Director-General;

~~(f)~~ to report to the Council or tender advice to the Director-General, as appropriate, on matters considered by the Committee.

8. The Programme Committee shall hold sessions as often as necessary, either:

(a) on the call of its Chairperson acting on his own initiative or in pursuance of a decision of the Committee or of a request submitted in writing to the Chairperson by seven Members of the Committee; or

(b) on the call of the Director-General acting on his own initiative or in pursuance of a request submitted in writing to him by fifteen or more Member Nations.

~~†The Programme Committee shall in any event hold one two sessions annually.~~

9. The sessions of the Programme Committee shall be open to silent observers, unless otherwise decided by the Committee. The reasons for such a decision shall be stated in the report of the session. Silent observers shall not take part in any debates.

910. Representatives of Members of the Committee shall be reimbursed for the cost of their travel expenses, properly incurred in travelling, by the most direct route, from their duty station to the site of the Committee session and return to their duty station. They shall also be paid a subsistence allowance while attending sessions of the Committee, in accordance with the travel regulations of the Organization.”

### **Finance Committee**

Revised **Rule XXVII** of the GRO:

#### **“Finance Committee**

1. The Finance Committee provided for in paragraph 6 of Article V of the Constitution shall be composed of representatives of ~~eleven~~ twelve Member Nations of the Organization. Such Member Nations shall be elected by the Council in accordance with the procedure set forth in paragraph 3 of this Rule. Members of the Committee shall appoint as their representatives individuals who have shown a continued interest in the objectives and activities of the Organization, have participated in Conference or Council sessions and have special competence and experience in economic, social and technical matters pertaining to the various fields of the Organization's activities. Members of the Committee shall be elected for a period of two years at the session of the Council ~~immediately~~ following the regular session of the Conference. Their term of office shall expire upon election by the Council of new Members. They shall be eligible for reappointment.

2. A Member Nation of the Organization seeking election as a Member of the Committee shall, as soon as possible but not later than ~~ten~~ twenty days before the opening date of the Council session at which the election is to be held, communicate to the Secretary-General of the Conference and Council the name of the representative that it would appoint if elected and details of his qualifications and experience. The Secretary-General of the Conference and Council shall circulate this information in writing to Members of the Council before the Council session at which the election is to be held. The same procedure shall apply to the nomination of the Chairperson.

3. The following procedures shall apply to the election of the Chairperson and the Members of the Committee:

(~~a~~) The Council shall first elect a ~~Chairman~~ Chairperson from among the ~~designated~~ nominated representatives of ~~the prospective Members of the Committee~~ Member Nations of the Organization. The Chairperson shall be elected on the basis of individual qualifications and shall not represent a region or a country.

- (~~b~~a) Member Nations shall present their candidature for election *as Members of the Committee* in respect of a specific region as determined by the Conference for the purpose of Council elections.
- (c) ~~After the election referred to in subparagraph (b) above, t~~The Council shall ~~proceed to the election of~~ *elect* the other Members of the Committee, in two stages, making the necessary adjustment to take into account the Member Nation of which the Chairman is a national and the region to which that Member Nation belongs *as follows*:
- (i) ~~the first stage shall be to elect eight Members from the following regions~~ *two members from each of the following regions*: Africa, Asia and the Pacific, ~~Near East~~; *Europe*, Latin America and the Caribbean, ~~and Near East~~.
- (ii) ~~the second stage shall be to elect three Members from the following regions~~ *one member from each of the following regions*: *Europe*, North America, and Southwest Pacific.
- (d) Except as provided in subparagraph (~~b~~) *3(a)* above, the ~~election of Members of the Committee~~ *elections* shall be conducted in accordance with the provisions of paragraphs 9 (b) and 13 of Rule XII of these Rules, one election being held to fill simultaneously all the vacancies occurring in each ~~group of regions~~ *region* specified in subparagraph (c) above.
- (e) The other provisions on voting arrangements in Rule XII of these Rules shall apply *mutatis mutandis* to the election of Members of the Committee.
4. (a) If the representative of a Member of the Committee is expected to be unable to attend a session of the Committee, or if, due to incapacity, death or any other reason he is prevented from exercising his functions for the remainder of the term for which the Member he represents has been elected, that Member shall inform the Director-General and the Chairman ~~person~~ *as soon as possible*, and may designate a substitute representative who shall have the qualifications and experience referred to in paragraph 1 of this Rule. The Council shall be informed of the qualifications and experience of the substitute representative.
- (b) ~~The provisions of subparagraph (a) shall also apply to the Chairman of the Committee except that, in the absence of the Chairman elected by the Council, If the Chairperson of the Committee elected by the Council is unable to attend a session of the Committee, the~~ his functions shall be exercised by the Vice-Chairman ~~person~~ *person* elected in accordance with the Rules of Procedure of the Committee. *If due to incapacity, death or any other reason the Chairperson of the Committee elected by the Council is prevented from exercising his functions for the remainder of the term, the functions shall be exercised by the Vice-Chairperson elected in accordance with the Rules of Procedure of the Committee until the election by the Council, at its first session following the occurrence of the vacancy, of a new Chairperson. The new Chairperson shall be elected for the remainder of the vacated term of office.*

5. The Chair~~man~~person of the Finance Committee ~~may~~should attend sessions of the Conference or Council when the report of the Finance Committee is considered.

6. The Chair~~man~~person of the Council may attend all meetings of the Finance Committee.

7. The Finance Committee shall (...) have (...) the following functions:

(a) to review the Strategic Framework, the Medium Term Plan and the Programme of Work and Budget for the ensuing biennium, as well as the financial implications of ~~the other~~ Director-General's ~~budgetary~~ proposals including proposals for supplementary estimates, and to make recommendations thereon to the Council regarding important matters;

(...)

8. The Finance Committee shall hold sessions as often as necessary, either:

(a) on the call of its Chair~~man~~person acting on his own initiative or in pursuance of a decision of the Committee or of a request submitted in writing to the Chair~~man~~person by ~~three~~ seven Members of the Committee; or

(b) on the call of the Director-General acting on his own initiative or in pursuance of a request submitted in writing to him by ~~five~~ fifteen or more Member Nations.

The Finance Committee shall in any event hold ~~one~~two sessions annually. ~~Additional sessions may be held to provide consultation on financial matters with the appropriate commissions of the Conference.~~

9. The sessions of the Finance Committee shall be open to silent observers, unless otherwise decided by the Committee. The reasons for such a decision shall be stated in the report of the session. Silent observers shall not take part in any debates.

9/10. Representatives of Members of the Committee shall be reimbursed for the cost of their travel expenses, properly incurred in travelling, by the most direct route, from their duty station to the site of the Committee session and return to their duty station. They shall also be paid a subsistence allowance while attending sessions of the Committee, in accordance with the travel regulations of the Organization.”

### **Programme and Finance Committees functions regarding the Strategic Framework, the Medium Term Plan and the Programme of Work and Budget**

Revised **Rule XXVIII** of the GRO:

**“Concurrent sessions and joint meetings of the Programme and Finance Committees**

1. ~~In the second year of the biennium~~ The Programme and the Finance Committee shall hold concurrent sessions *as required*. At these sessions the two Committees shall, *inter alia*, review separately *the Strategic Framework*, the ~~summary and draft~~ *Medium Term Plan*, and *the* Programme of Work and Budget submitted by the Director-General for the following biennium. The Programme Committee shall consider the programme and relevant financial aspects of the ~~summary and draft~~ Programme of Work, while the Finance Committee shall consider *substantive aspects of management and administrative services and the overall* financial aspects of the ~~summary and draft~~ Programme of Work and Budget without concerning itself with the merits of the Programme.

2. ~~Towards the end of~~ *During* the concurrent sessions mentioned above, the two Committees shall hold joint meetings to consider, *as appropriate*:

- (a) the financial implications of the technical, *management and administrative* aspects of the ~~summary and draft~~ Programme of Work;
- (b) the implications of the ~~summary and draft~~ Programme of Work insofar as the level of the budget is concerned;
- (c) the financial implications with respect to future years of the activities provided for in the *Medium Term Plan and the* ~~summary and draft~~ Programme of Work and Budget;
- (d) the format to be adopted for the presentation of *the Strategic Framework*, the *Medium Term Plan and the* ~~summary and draft~~ Programme of Work and Budget in order to facilitate the review thereof;
- (e) any other matters of joint interest to the two Committees which fall within their terms of reference.

3. The Programme and Finance Committees shall submit to the Council a consolidated report on such aspects of *the Strategic Framework*, the *Medium Term Plan and the* ~~summary and draft~~ Programme of Work and Budget as are of joint interest, setting out the main features thereof and emphasizing policy issues for consideration by the Council or the Conference.

4. In the second year of the biennium, the Programme and Finance Committees shall consider and propose adjustments to the Programme of Work and Budget for the next biennium, as required in the light of the decisions of the Conference on the budget level.”

### **Committee on Commodity Problems**

Revised paragraph 7 of **Rule XXIX** of the GRO:

**“Committee on Commodity Problems**



(...)

7. The Committee shall take full account of the responsibilities and activities of the Committee on World Food Security and of the ~~Committee on Food Aid Policies and Programmes~~ Executive Board of the World Food Programme in order to avoid overlapping and unnecessary duplication of work. In discharging its functions, the Committee shall, as appropriate, seek to strengthen inter-action with the United Nations Conference on Trade and Development, the World Trade Organization and the Common Fund for Commodities.

(...)”

### **Committee on Agriculture**

Revised paragraph 6 (b) of **Rule XXXII** of the GRO:

#### **“Committee on Agriculture**

(...)

6. The Committee shall:

(...)

(b) advise the Council on the overall medium- and longer-term programme of work of the Organization relating to agriculture and livestock, food and nutrition, with emphasis on the integration of all social, technical, economic, institutional and structural aspects related to agricultural and rural development in general;

(...)”

### **Committee on World Food Security**

Revised paragraph 6 (a) of **Rule XXXIII** of the GRO:

#### **“Committee on World Food Security**

6. The Committee shall serve as a forum in the United Nations system for review and follow-up of policies concerning world food security, including food production, sustainable use of the natural resource base for food security, nutrition, physical and economic access to food and other food security-related aspects of poverty eradication, the implications of food trade for world food security and other related matters and shall in particular:

(a) examine major problems and issues affecting the world food situation, including through the report on the State of Food Insecurity in the World, and the steps being proposed or taken to resolve them by Governments and relevant international organizations, bearing in mind the need for the adoption of an integrated approach towards their solution;

(...)"

### **Committee on Constitutional and Legal Matters**

Revised **Rule XXXIV** of the GRO:

#### **“Committee on Constitutional and Legal Matters**

1. The Committee on Constitutional and Legal Matters provided for in paragraph 6 of Article V of the Constitution shall be composed of ~~not more than~~ representatives of seven Member Nations of the Organization. Such Member Nations shall be elected by the Council in accordance with the procedure set forth in paragraph 3 of this Rule. Members of the Committee shall appoint as their representatives individuals who have shown a continued interest in the objectives and activities of the Organization, have participated in Conference or Council Sessions and, as far as possible, have competence and expertise in legal matters. Members of the Committee shall be elected for a period of two years at the Session of the Council ~~immediately~~ following the regular session of the Conference. Their term of office shall expire upon election by the Council of new Members. They shall be eligible for reappointment.

2. ~~Nomination of any candidate for election to the Committee shall be submitted in writing by one or more Member Nations to the Secretary General of the Conference and Council by a deadline to be determined by the Chairman of the Council in time to be circulated on the morning of the day set for the election. A Member Nation may nominate itself. Member Nations nominated shall signify their willingness to serve on the Committee if elected. The provisions on voting arrangements of Rule XII of these Rules shall apply mutatis mutandis to the election of Members of the Committee. A Member Nation of the Organization seeking election as a Member of the Committee shall, as soon as possible but not later than twenty days before the opening date of the Council session at which the election is to be held, communicate to the Secretary-General of the Conference and Council the name of the representative that it would appoint if elected and details of his qualifications and experience. The Secretary-General of the Conference and Council shall circulate this information in writing to Members of the Council before the Council session at which the election is to be held. The same procedure shall apply to the nomination of the Chairperson.~~

3. The following procedures shall apply to the election of the Chairperson and the Members of the Committee:

(a) The Council shall first elect a Chairperson from among the nominated representatives of the Member Nations of the Organization. The Chairperson shall be elected on the basis of individual qualifications and shall not represent a region or a country.

(b) Member Nations shall present their candidature for election as Members of the Committee in respect of a specific region as determined by the Conference for the purpose of Council elections.

(c) The Council shall elect one Member of the Committee from each of the following regions: Africa; Asia and the Pacific; Europe; Latin America and the Caribbean; Near East; North America; and Southwest Pacific.

(d) The elections shall be conducted in accordance with the provisions of paragraphs 9 (b) and 11 of Rule XII of these Rules, one election being held to fill the vacancy occurring in each region specified in subparagraph (c) above.

(e) The other provisions on voting arrangements in Rule XII of these Rules shall apply *mutatis mutandis* to the election of Members of the Committee.

4. (a) If the representative of a Member of the Committee is expected to be unable to attend a session of the Committee or if, due to incapacity, death or any other reason, he is prevented from exercising his functions for the remainder of the term for which the Member he represents has been elected, that Member shall inform the Director-General and the Chairperson as soon as possible, and may designate a substitute representative who shall have the qualifications and experience referred to in paragraph 1 of this Rule. The Council shall be informed of the qualifications and experience of the substitute representative.

(b) If the Chairperson of the Committee elected by the Council is unable to attend a session of the Committee, the functions shall be exercised by the Vice-Chairperson elected by the Committee. If due to incapacity, death or any other reason the Chairperson of the Committee elected by the Council is prevented from exercising functions for the remainder of the term, the functions shall be exercised by the Vice-Chairperson until the election by the Council, at its first session following the occurrence of the vacancy, of a new Chairperson. The new Chairperson shall be elected for the remainder of the vacated term of office.

5. The Chairperson of the Committee on Constitutional and Legal Matters should attend sessions of the Conference or Council when the report of the Committee is considered.

6. The Chairperson of the Council may attend all meetings of the Committee on Constitutional and Legal Matters.

3 7. The Committee shall hold sessions to consider specific items referred to it by the Council or the Director-General which may arise out of:

- (a) the application or interpretation of the Constitution, these Rules and the Financial Regulations or amendments thereto;
- (b) the formulation, adoption, entry into force and interpretation of multilateral conventions and agreements concluded under Article XIV of the Constitution;
- (c) the formulation, adoption, entry into force and interpretation of agreements to which the Organization is a party under Articles XIII and XV of the Constitution;

- (d) any other problems relating to conventions and agreements concluded under the aegis of the Organization or to which the Organization is a party;
- (e) the establishment of commissions and committees under Article VI of the Constitution, including their membership, terms of reference, reporting procedures and rules of procedure;
- (f) matters relating to membership in the Organization and its relations with nations;
- (g) the desirability of requesting advisory opinions from the International Court of Justice in accordance with paragraph 2 of Article XVII of the Constitution, or with the Statute of the Administrative Tribunal of the International Labour Organisation;
- (h) the policy regarding privileges and immunities to be sought from host governments for the Organization's headquarters, regional offices, country representations, conferences and meetings;
- (i) problems encountered ensuring the immunity of the Organization, its staff and its assets;
- (j) problems relating to elections and procedure for nominations;
- (k) standards for credentials and full powers;
- (l) reports on the status of conventions and agreements provided for in Rule XXI, paragraph 5 of these Rules;
- (m) policy aspects of relations with international governmental or non-governmental organizations, national institutions or private persons.

4 8. The Committee may also consider the legal and constitutional aspects of any other matters submitted to it by the Council or the Director-General.

5 9. In considering items referred to it under paragraphs 3 6 and 4 7, the Committee may make recommendations and give advisory opinions, as appropriate.

6 10. The Committee shall elect a ~~Chairman and a Vice-Chairman~~ person from among its Members.

7 11. The ~~meetings~~ sessions of the Committee shall be open to silent observers held in private, unless otherwise ~~determined~~ decided by the Committee. Silent observers shall not take part in any debates.

8 12. The Committee may adopt and amend its own Rules of Procedure, which shall be consistent with the Constitution and these Rules.

13. The Chairperson and the representatives of Members of the Committee shall be reimbursed for the cost of their travel expenses, properly incurred in travelling, by the most direct route, from their duty station to the site of the Committee session and return to their duty station. They shall also be paid a subsistence allowance while attending sessions of the Committee, in accordance with the travel regulations of the Organization.”

### **Regional Conferences**

New **Rule XXXV** of the GRO (other Rules will be re-numbered accordingly):

#### **“Regional Conferences**

1. There shall be Regional Conferences for Africa, Asia and the Pacific, Europe, Latin America and the Caribbean and the Near East, which shall normally meet once every biennium in non-Conference years.
2. The functions of the Regional Conferences shall be:
  - (a) To provide a forum for consultation on all matters pertaining to the mandate of the Organization within the region, including any special issues of interest to the Members in the concerned region;
  - (b) To provide a forum for the formulation of regional positions on global policy and regulatory issues within the mandate of the Organization or having implications in respect of the mandate and activities of the Organization, including with a view to promoting regional coherence on global policy and regulatory matters;
  - (c) To advise on and identify the special problems of their respective regions and priority areas of work which should be taken into account in the preparation of the planning, programme and budgetary documents of the Organization and suggest adjustments to these documents;
  - (d) To review and advise on the plans, programmes or projects carried out by the Organization which impact upon the region;
  - (e) To review and advise on the performance of the Organization in the region in contributing to the achievement of results against relevant performance indicators, including any pertinent evaluations.
3. The Regional Conferences shall report to the Council, through the Programme and Finance Committee, in the areas of their respective mandates, on programme and budget matters and to the Conference on policy and regulatory matters. The reports of the Regional Conferences shall be presented by the Chairperson.
4. (a) At least six months prior to the proposed date for the Regional Conference, the Regional Representation of the Organization in the concerned region, after consultation with the Chairperson, shall send a communication to the Members of the Regional Conference. The

communication shall contain a brief outline of the programmes of the Organization of interest to the region and of the outcome of the previous session of the Regional Conference and invite Members to formulate suggestions as to the organization of the next session of the Regional Conference, with particular reference to the agenda of the session..

(b) The Director-General shall, in consultation with the Chairperson of the Regional Conference, and taking into account the process mentioned in subparagraph (a) above, prepare a provisional agenda and despatch it to Members not less than 60 days in advance of the session.

(c) Any Member of the Regional Conference may request the Director-General, not less than 30 days before the date of a session, to insert an item in the provisional agenda. The Director-General shall thereupon, if necessary, circulate a revised provisional agenda to all Members together with any necessary papers.

5. The Regional Conferences will adopt such arrangements, consistent with the Constitution and these Rules, as may be necessary for their internal working, including the appointment of a rapporteur. The Regional Conferences may also adopt and amend their own Rules of Procedure, which shall be consistent with the Constitution and these Rules.”

### **Appointment of the Director-General**

Revised **Rule XXXVI** of the GRO:

#### **“Appointment of the Director-General**

1. In pursuance of paragraph 1 of Article VII of the Constitution, the Director-General of the Organization shall be appointed under the following conditions:

(a) When the term of office of the Director-General is due to expire, the appointment of a new Director-General shall be placed on the agenda of the regular session of the Conference immediately preceding the expiry of the term of office; whenever, for other reasons, the office of the Director-General is vacant, or notice is received of a pending vacancy, the appointment of a new Director-General shall be placed on the agenda of the next session of the Conference which opens not less than ~~90~~ 120 days from the occurrence or notice of the pending vacancy.

(b) In consideration of the expiry of the term of office of the Director-General, the Council shall set the dates for a period during which Member Nations may submit nominations for the office of Director-General. The nomination period shall have a duration of not less than twelve months and end at least 60 days prior to the beginning of the session of the Council referred to in sub-paragraph (c) of this paragraph. The nomination period shall be communicated to all Member Nations and Associate Members by the Secretary-General of the Conference and Council. Nominations validly made

in accordance with Rule XII.5 of these Rules shall be communicated to the Secretary-General of the Conference and Council by the date set by the Council. The Secretary-General shall circulate these nominations to all Member Nations and Associate Members by the date likewise set by the Council, it being understood that in the case of an election taking place at a regular session of the Conference, such date set by the Council shall be not later than 30 days before the session of the Council provided for in subparagraph (c) of this paragraph ~~Rule XXV.2 (e) of these Rules.~~

(c) Subject to such arrangements as the Council may make consistent with these Rules aimed at ensuring equality among candidates, candidates shall address the session of the Council which will be scheduled not less than sixty days before the session of the Conference and respond to such questions as may be put to them by Member Nations and Associate Members of the Organization. There shall be no debate and the Council shall not draw any conclusion or recommendation from any of the statements or interventions made.

(d) As soon as possible after the opening of the Conference session, the General Committee shall determine and announce the date of the election, it being understood that the appointment of the Director-General at a regular session shall begin and be effected within three working days following the opening date of such session. Candidates shall address the Conference and respond to questions that Member Nations and Associate Members may put to them, subject to such arrangements as the Conference may make consistent with these Rules aimed at ensuring equality among candidates.

(e) Travel expenses of each candidate, properly incurred in travelling, by the most direct route from his/her duty station to the site of the Council and Conference sessions referred to in sub-paragraphs (c) and (d) of this paragraph and return to his/her duty station, as well as a subsistence allowance for up to five days per session, shall be borne by the Organization in accordance with its travel regulations.

2.(b) The Director-General shall be elected by a majority of votes cast. Until a candidate obtains the required majority, the following procedure shall apply:

(a~~i~~) two ballots shall be held among all candidates;

b~~ii~~) the candidate having received the smallest number of votes in the second ballot shall be eliminated;

(c~~iii~~) thereafter, successive ballots shall be held, and the candidate having received the smallest number of votes in any one of these ballots shall be eliminated, until only three candidates remain;

(d~~iv~~) two ballots shall be held among the three remaining candidates;

(e~~v~~) the candidate having received the smallest number of votes during the second ballot referred to in subparagraph (d~~iv~~) above shall be eliminated;

~~(fv)~~ a subsequent ballot, or successive ballots if necessary, shall be held among the two remaining candidates until one candidate obtains the required majority;

~~(gvi)~~ in the event of a tie between two or more candidates having received the smallest number of votes in one of the ballots referred to in subparagraphs ~~(bii)~~ or ~~(ciii)~~ above, a separate ballot or, if necessary, separate ballots shall be held among such candidates, and the candidate having received the smallest number of votes in such ballot or ballots shall be eliminated;

~~(hvi)~~ in the event of a tie between two candidates having received the smallest number of votes in the second of the two ballots referred to in subparagraph ~~(dii)~~ above, or if all three candidates have received the same number of votes in that ballot, successive ballots shall be held among all three candidates until one candidate has received the smallest number of votes, after which the procedure provided in subparagraph ~~(fv)~~ above shall apply.

3. Should the office of Director-General become vacant prior to the expiry of the term of office, the Council shall promptly make the necessary arrangements for the election of a new Director-General, subject to the provisions of sub-paragraph 1(a) of this Rule.

~~4(e).~~ Subject to the provisions of Article VII, paragraphs 1 to 3 of the Constitution, the terms and conditions of appointment of the Director-General, including the salary and other emoluments attached to the office, shall be determined by the Conference, having regard to any recommendations submitted by the General Committee, and shall be embodied in a contract signed by him and by the Chairman ~~and a person~~ of the Conference on behalf of the Organization.

52. The Deputy Director-General *with greater seniority in the position* shall act as Director-General in any case where the Director-General is unable to act or in the case of a vacancy in the office of the Director-General. *In case the Deputy Directors-General were appointed at the same time, the functions shall be exercised by the Deputy Director-General with greater seniority with the Organization, or if both have the same seniority, by the Deputy Director-General who is older.*

### **Delegation of authority by the Director-General**

Addition of a new paragraph 5 to **Rule XXXVII** of the GRO:

#### **“Functions of the Director-General**

(...)

5. The Director-General may delegate authority and responsibility conferred upon him by this Rule to other officers of the Organization in accordance with the agreed principle of delegation of authority to the lowest appropriate levels. The Director-General shall remain accountable to the Conference and Council for the direction of the work of the Organization, in accordance with Article VII, paragraph 4 of the Constitution.”



## **Appointment to the posts of Deputy Directors-General**

Revised paragraph 1 of **Rule XXXIX** of the GRO:

### **“Provisions relating to staff**

1. The staff of the Organization shall be appointed by the Director-General, having regard to paragraph 3 of Article VIII of the Constitution. Selection and remuneration shall be made without regard to race, nationality, creed or sex. The terms and conditions of appointment shall be fixed in contracts concluded between the Director-General and each member of the staff. Appointments to the posts of Deputy Directors-General shall be made by the Director-General, subject to confirmation by the Council.

(...)”

2. Instructs the secretariat to make editorial adjustments *inter alia* to Rules II, III, VI, VII, VIII, IX, X, XI, XII, XIII, XIV, XV, XVI, XVII, XXIII, XXIV, XXV, XXVI, XXVII, XXIX, XXX, XXXI, XXXII, XXXIII, and XXXIV of the General Rules of the Organization in order to use the word “*Chairperson*” instead of “*Chairman*”, “*Chairpersons*” instead of “*Chairmen*”, “*Vice-Chairperson*” instead of “*Vice-Chairman*”, and “*Vice-Chairpersons*” instead of “*Vice-Chairmen*”.

3. Instructs the secretariat to make editorial adjustments in order to renumber Rules, paragraphs and sub-paragraphs, to insert footnotes containing references to the Conference resolutions as appropriate, and to modify Rule references as appropriate.

4. Decides to adopt the following amendments to the Financial Regulations:

### **Revised cycle of Programme and Budget preparation and of Governing Body sessions and elimination of the summary Programme of Work and Budget**

Revised paragraphs 4 to 6 of **Financial Regulation III**:

#### **“The budget**

(...)

3.4 The Director-General shall submit to the regular session of the Conference detailed budget estimates for the ensuing financial period. The estimates shall be dispatched to all Member Nations and Associate Members not less than 90 ~~60~~ days before the date fixed for the opening of the session.

~~3.5 The Director-General shall arrange for the summary budget to be considered by the Council not less than 90 days before the dated fixed for the opening of the regular session of the Conference.~~

~~3.56. The Council shall prepare a report to the Conference on the estimates submitted by the Director-General. This report shall be transmitted to all Member Nations and Associate Members at the same time as the estimates.~~

(other paragraphs to be renumbered)”

## II. PROPOSED CONFERENCE RESOLUTIONS

The Committee on Constitutional and Legal Matters recommended the adoption of the following resolutions by the Conference and that they be reproduced in Volume II of the Basic Texts.

### A. PROPOSED CONFERENCE RESOLUTION ON THE IMPLEMENTATION OF THE IPA ACTIONS REGARDING THE CONFERENCE (IPA Actions 2.5, 2.6 and to 2.10)

#### “CONFERENCE RESOLUTION

Implementation of the actions of the Immediate Action Plan (IPA) for FAO Renewal (2009-11) regarding the Conference of FAO

The Conference:

Considering that Conference Resolution 1/2008 “Adoption of the Immediate Plan of Action (IPA) for FAO Renewal (2009-11)” called for a number of actions regarding the Conference;

Considering that, in accordance with the IPA, the Conference will remain the ultimate decision making body of the Organization, determine its overall policy and strategy and take the final decision on objectives, strategy and budget;

Considering further that a series of measures were agreed to make the Conference more action oriented, focused and attractive to participation by Ministers and senior officials and to emphasize its distinctive functions, thus reducing duplicative discussions and overlapping of roles with the Council;

Noting that while such measures do not involve amendments to the Constitution and the General Rules of the Organization, given the manner in which the functions of the Conference, as the supreme body of the Organization are defined, it would be nevertheless appropriate to reflect in a Conference Resolution some distinct features of the Conference future role in accordance with the spirit of the IPA:

1. Decides that, without prejudice to the statutory functions defined in the Constitution and the General Rules of the Organization, each session of the Conference will usually have one major theme, normally defined on the recommendation of the Council;
2. Decides that, without prejudice to the statutory functions defined in the Constitution and the General Rules of the Organization, the Conference will give more attention to global policy issues and international regulatory frameworks, acting normally on the recommendation of the Technical Committees and Regional Conferences and, where appropriate, the Council;
3. Decides that plenary meetings of the Conference should be more focused on issues of interest to Members.”

**B. PROPOSED CONFERENCE RESOLUTION REGARDING THE COUNCIL OF FAO**

“CONFERENCE RESOLUTION

Implementation of the actions of the Immediate Plan of Action (IPA) for FAO Renewal (2009-11) regarding the Council of FAO

The Conference:

Considering that Conference Resolution 1/2008 “Adoption of the Immediate Plan of Action for FAO Renewal (2009-11)” called for a reform of the Council;

Considering further that, in accordance with the IPA, the Council should play a more dynamic role in the development of the programme and budget, drawing as appropriate on the advice of the Programme and Finance Committees, and increase its oversight and monitoring function over the implementation of governance decisions;

Noting that, in such context, the Council will have a major role in deciding and advising on matters pertaining to the implementation of programme and budget execution, monitoring of activities under the new results-based framework, monitoring of implementation of governance decisions and oversight of the administration of the Organization;

Noting further that amendments to Rules XXIV and XXV of the General Rules of the Organization have been adopted by the Conference to implement the actions of the IPA regarding the Council;

Realizing that it is desirable, under the framework established by the above provisions, and in the light of the spirit of the IPA, to clarify the new role of the Council under that framework:

1. Decides that the Council will exercise a major role in respect of:
  - (a) planning of work and definition of performance measures for the Council itself and for other Governing Bodies with the exception of the Conference;
  - (b) monitoring and reporting performance against performance indicators for the Council itself and for other Governing Bodies with the exception of the Conference;
  - (c) defining strategy, priorities and establishing the budget of the Organization;
  - (d) overseeing the implementation of the new Programming, Budget and Results Based Monitoring System;

- (e) approving and overseeing any major organizational changes which do not require approval by the Conference.
2. Decides that the Council will monitor the implementation of governance decisions.
3. Decides that, in the context of its oversight functions, the Council will ensure that:
- (a) the Organization operates within its legal and financial framework;
  - (b) there is transparent, independent and professional audit and ethics oversight;
  - (c) there is transparent, professional and independent evaluation of the Organization's performance;
  - (d) there are functioning results-based budgeting and management systems;
  - (e) appropriate and functional policies and systems are in place for human resources management, information and communication technology, contracting and purchasing; and
  - (f) extra-budgetary resources are effectively contributing to the Strategic Objectives and the Organizational Results Framework.
4. Decides that the Council will monitor the performance of the Organization against established performance targets.
5. Decides that in the performance of its functions, the Council shall generally, act in close cooperation with the appropriate specialized agencies and intergovernmental bodies”.

**C. PROPOSED CONFERENCE RESOLUTION ON THE  
INDEPENDENT CHAIRPERSON OF THE COUNCIL**

(IPA Actions 2.26 to 2.34)

“CONFERENCE RESOLUTION  
Independent Chairperson of the Council

The Conference:

Having noted that according to Article V, paragraph 2 of the Constitution the Independent Chairperson of the Council is appointed by the Conference and exercises such functions as are inherent in that office, or are otherwise defined in the Basic Texts of the Organization,

Having regard to Rule XXIII of the General Rules of the Organization;

Having noted that, through the Immediate Plan of Action (IPA) for FAO Renewal (2009-2011) adopted by Resolution 1/2008, the Conference decided that the Independent Chairperson of the Council should play an enhanced role in facilitating the exercise by the Council of its governance functions and oversight of the administration of the Organization, and “drive forward the continuous improvement of the efficiency, effectiveness and ownership of governance by the membership of the Organization”;

Conscious of the need to ensure that an enhanced role of the Independent Chairperson of the Council should not create any potential for conflict of roles with the managerial functions of the Director-General in the administration of the Organization, as called for by the IPA;

Mindful that the IPA Actions regarding the Independent Chairperson of the Council should be clarified in a resolution and be implemented in the above spirit;

Decides that:

1. The Independent Chairperson of the Council shall, under the framework established by the Constitution and the General Rules of the Organization regarding the status and functions of the office, and without restricting in any manner the general nature of those functions:
  - (a) whenever necessary, take such steps as may be required to facilitate and achieve consensus among Member Nations, especially on important or controversial issues;
  - (b) liaise with the Chairpersons of the Programme Committee, the Finance Committee and the Committee on Constitutional and Legal Matters regarding the work programmes of these Committees as well as, as appropriate, with the Chairpersons of the Technical Committees and Regional Conferences. Insofar as possible the Independent Chairperson of the Council shall attend the sessions of the Programme Committee, Finance Committee and Regional Conferences;
  - (c) as required or appropriate, convene informal consultations with representatives of Member Nations on issues of an administrative and organizational nature for the preparation and conduct of Council sessions;
  - (d) liaise with the Director-General and other senior officials of the Organization in respect of any concerns of the membership, as expressed through the Council, Programme Committee, Finance Committee and Regional Conferences;
  - (e) ensure that the Council is kept informed of developments in other fora of relevance for FAO’s mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the organizations based in Rome dealing with food and agriculture.

2. In nominating candidates for the office of Independent Chairperson of the Council, Member Nations should have regard to the qualities that the Chairperson should possess, including among others ability to be objective, sensitivity to political, social and cultural differences, and appropriate experience in areas relevant to the Organization's work.

3. The Independent Chairperson of the Council shall be 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."

**D. PROPOSED CONFERENCE RESOLUTION ON REFORM OF  
PROGRAMMING, BUDGETING AND RESULTS BASED  
MONITORING**  
(IPA Actions 3.1 to 3.11)

“CONFERENCE RESOLUTION  
Reform of Programming, Budgeting and Results-Based Monitoring  
System

The Conference:

Considering that Conference Resolution 1/2008 “Adoption of the Immediate Plan of Action (IPA) for FAO Renewal (2009-11)” called for a reform of programming, budgeting and results-based monitoring;

Noting that this decision involves amendments to the Basic Texts, in particular to the General Rules of the Organization and the Financial Regulations, to make provision for the Strategic Framework as well as the Medium Term Plan and establish a basis for revised arrangements for the preparation of the Programme of Work and Budget;

Noting further that it is highly desirable to define in a resolution of the Conference the main features of the new Programming, Budgeting and Results-Based Monitoring System while allowing for the necessary managerial flexibility;

Noting also that the new Programming, Budgeting and Results-Based Monitoring System involves important changes in the cycle of sessions of the Governing Bodies of the Organization, in particular of the Conference in accordance with amendments made to Rule I, paragraph 1 of the General Rules of the Organization, and of the Council in accordance with amended Rule XXV of the General Rules of the Organization;

Emphasizing that, under the above revised Rules, and the framework established by the General Rules of the Organization and the Rules of Procedure of the Programme and the Finance Committees, the Technical Committees and the Regional Conferences will need to change the cycle of their sessions in order to play their due roles in the new Programming, Budgeting and Results-Based Monitoring System;

1. Decides to introduce revised programme and budget documentation consisting of the following components which, as appropriate, could be incorporated in a single document:

- (a) a Strategic Framework prepared for a period of ten to fifteen years, reviewed every four years and including, inter alia, an analysis of the challenges facing food, agriculture and rural development and populations dependent thereon, including consumers; a strategic vision, the goals of Members in areas of FAO's mandate, as well as Strategic Objectives to be achieved by Members and the international community with support from FAO, including targets and indicators of achievement;
- (b) a Medium Term Plan covering a period of four years and reviewed each biennium, including:
  - (i) Strategic Objectives for achievement by Members and the international community with support from FAO, in accordance with the Strategic Framework;
  - (ii) Frameworks for organizational results including specific outcomes which shall contribute to the achievement of the Strategic Objectives by FAO Members and the international community. Insofar as possible organizational results will have specific achievement targets, performance indicators, relevant assumptions, show the contribution of FAO and indicate the budgetary provisions from assessed contributions and estimated extra-budgetary resources, which may condition the attainment of targets. Gender will be fully integrated into the Strategic-Framework and Medium Term Plan and will no longer have a separate Gender and Development Plan of Action;
  - (iii) an identification of impact focus areas, as priority groups of results aimed at mobilizing extra-budgetary resources, improving oversight of extra-budgetary resources in key impact areas and increasing coherence between activities financed by the Regular Programme and extra-budgetary resources;
  - (iv) functional objectives aimed at ensuring that organizational processes and administration work towards improvements in a results-based framework.
- (c) a Programme of Work and Budget covering biennial periods, clearly identifying the share of resources devoted to administrative work, anchored in a results-based framework and including the following elements:
  - (i) organizational results framework (outcomes) established in accordance with the Medium Term Plan, including organizational responsibility for each result;



- (ii) quantification of costs for all organizational results and related commitments;
- (iii) calculation of cost increases and planned efficiency gains;
- (iv) provision for long-term liabilities and reserve funds;
- (v) a draft Conference resolution of approval of the programme of work and the appropriations.

2. Decides to introduce a revised system of monitoring of performance based on achievement of planned results, including a revised biennial Programme Implementation Report. Each report will cover the previous biennium and provide information on delivery, targets and indicators of results, as well as efficiency indicators for functional objectives.

3. Decides to introduce a revised schedule of sessions of the Governing Bodies of the Organization for the implementation of the new Programming, Budgeting and Results-Based Monitoring system. The revised schedule of sessions will take into account the fact that the Conference shall hold its regular session in June of the year prior to the beginning of the biennium and will allow the Governing Bodies to participate in the process of preparation and adjustment of the Strategic Framework, the Medium Term Plan and the Programme of Work and Budget, and to monitor performance against relevant performance indicators. The new schedule of sessions of the Governing Bodies will be generally in accordance with the attached table, subject however to necessary adjustments to meet unforeseen circumstances or particular requirements.”

## **E. PROPOSED CONFERENCE RESOLUTION ON MINISTERIAL MEETINGS**

(IPA Actions 2.66 and 2.67)

### **“CONFERENCE RESOLUTION Ministerial Meetings**

The Conference:

Having noted that “Ministerial Meetings” have been held occasionally after sessions of standing committees, established under Article V, paragraph 6 of the Constitution,

Having noted further the need to clarify the conditions regarding the convening of such “Ministerial Meetings” in the future, as called for by the Immediate Plan of Action for FAO Renewal (2009-2011),

Recalling Article V, paragraph 5 of the Constitution,

Decides:

1. Ministerial Meetings, held in conjunction with sessions of technical committees established under Article V, paragraph 6 of the Constitution, may be convened from time to time as decided by the Conference or Council, when matters developed at technical level are deemed to require political endorsement or visibility.

2. Subject to the decision of Conference or Council, Ministerial Meetings should not deal with programme and budget matters which are addressed in the context of the programme of work and budget process, nor with matters primarily of a regional, technical or scientific nature which are normally considered by statutory bodies of the Organization.

3. Ministerial Meetings shall normally report to the Conference, except that any relevant issues having programme or budget implications shall be referred to the Council.”

**F. PROPOSED DEFINITION OF GOVERNING BODIES**  
(IPA Action 2.73)

*“The Governing Bodies of FAO are the bodies which directly, or indirectly through their parent bodies, contribute within their respective mandates, to (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. The Governing Bodies comprise the Conference, the Council, the Programme Committee, the Finance Committee, the Committee on Constitutional and Legal Matters, the Technical Committees referred to in Article V, paragraph 6 (b) of the Constitution and the Regional Conferences (i.e. for Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, and the Near East).”*

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**Appendix 4****Strategic Framework 2010-2019**

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## FOREWORD

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*The first long-term Strategic Framework in FAO's history, covering the 2000-15 period, was adopted by the FAO Conference in November 1999, after an extensive process of internal and external consultations. However, the report of the Independent External Evaluation of FAO (IEE) issued in 2007 unequivocally stated that this Strategic Framework: "has not played the role for which it was intended". Hence, the IEE called for a renewed effort to formulate a Strategic Framework for the Organization, which would stand more effectively at the apex of a revitalised family of planning documents, i.e. with the complementary Medium Term Plan and biennial Programme of Work and Budget, all being firmly based on Results-based Management (RBM) principles.*

*This call was echoed in the Immediate Plan of Action for FAO's Renewal (IPA) endorsed by the 35<sup>th</sup> (Special) Session of the Conference in November 2008. Work on the new Strategic Framework is a cardinal feature of the IPA and has further engaged both Members and Secretariat during the year 2009, building on the encouraging signs of inter-governmental agreement on some of its key features at the latter Conference.*

*The IEE also expected the Strategic Framework: "to be aspirational, but ... grounded in pragmatism and rooted in reality". As usual, any forward-looking document of such nature must start with a thorough assessment of trends and challenges (embodying both risks and opportunities) facing Members in the areas of FAO's mandate. This is the purpose of Section I, which also provides a fitting background to the already endorsed Vision for the Organization and the three Global Goals of Members that are recalled in Section II. So as to confirm its overarching and lasting character, the long-term Strategic Framework embraces also the enhanced results-based regime to which both Members and management committed to via the IPA, as summarised in Section III.*

*The document then presents the Strategic and Functional Objectives which are to constitute the major conceptual building blocks of the Organization's total package of activities. These are highlighted in Section IV in*

*abbreviated form, with more detailed articulation in the Medium Term Plan. In view of their potential interest in giving a more concrete feel of anticipated impact, the underlying Organizational Results applying to the initial 2010-13 period have been listed. These high-level Objectives have been patiently honed through several rounds of intergovernmental consultations, and equally intense internal discussions within the Secretariat during 2009. They should convey the attention paid to ensuring an appropriate mix of those taking a primarily sectoral approach with those of a more multi-disciplinary nature. They necessarily reflect a fair measure of compromise among the many different aspirations prevailing in the Membership, especially at such a complex and critical juncture in the evolution of the food and agriculture sector, both globally and in individual regions and countries, when more than 1 billion people are going hungry. Finally, the concluding Section V briefly describes the eight core functions singled out in the IPA, while the main strategic choices and orientations which their application involves are elaborated in the Medium Term Plan.*

*The Strategic Framework is in the first instance a document for Governing Bodies, and it is submitted for approval. It will become a valuable source of basic information and reference in order to meet the needs of broader audiences, including partners of FAO and constituents world-wide. More importantly, it provides the broad principles and the specific guidance on the substance of future programmes of work of the Organization.*



**Jacques Diouf**  
Director-General

## I. The challenges facing food, agriculture and rural development

### *Trends, risks and opportunities*

1. Fundamental trends will affect food and agriculture at global, national and local levels in the coming decade. Their impacts will generally be felt most strongly in the developing countries, especially as their ability to cope with challenges is more limited. In the shorter term, impact will be compounded by the unfolding global financial and economic crisis.

2. The main challenges facing food, agriculture and rural development are the large and increasing number of undernourished in the world, the prospect of rising inequality and problems of access to food by the most vulnerable populations, and the increased scarcity of natural resources worsened by climate change. Other important concerns include:

- a) further, though slower population growth for the world as a whole, but continued high population growth in developing countries, particularly in LDCs;
- b) rapidly ageing populations in developed and relatively advanced developing countries, and dynamic urbanisation in all developing regions. However, continued predominance of youth is still likely in rural areas of sub-Saharan Africa and South Asia, particularly among the poor;
- c) shifts in food production and consumption patterns, including a growing “double burden” of malnutrition, i.e. the co-existence of undernourishment and over-nutrition;
- d) increasing demands for food due to higher life expectancy and a better nutritional status; but at the same time, stagnating yields of major cereals, especially wheat and rice, and limited growth potential of capture fisheries;
- e) continuing challenges associated with international trade, such as for example, barriers to market access and trade distorting domestic subsidies, which affect both the opportunities and terms of trade for developed and developing countries;
- f) the greater importance of, and concerns about food safety and biosecurity issues, including transboundary pests and diseases;
- g) the need to implement adequate policies in the field of agriculture and food security at national level, policies which should aim at improving productivity in a sustainable manner;
- h) considerable pressures on natural resources such as land, water, forest, aquatic resources and biodiversity, which could also fuel potential conflicts;
- i) climate change and consequent increases in the severity and frequency of weather-related impacts on food production and food security, with more frequent and severe occurrence of emergencies and disasters;
- j) continuing gender and social inequalities in access to productive resources and services, particularly by women, young and indigenous people in rural areas, intensifying their vulnerability to food insecurity and poverty;
- k) demands on agriculture to provide not only food and feed, but also commodities for energy and other purposes;
- l) the interlinkage between energy and agricultural prices and the potential impact that future increases in crude oil prices could have on agriculture prices; and
- m) the importance of good governance at all levels.

3. There are several opportunities to help address these concerns:

- a) continued evolution of the state's principal role of providing policy and regulatory frameworks conducive to sustainable development;

- b) growing number of countries in the middle-income group, and increased role of regional and subregional groupings;
- c) the growing mobility of capital and labour both across borders and within countries;
- d) global governance mechanisms to address issues common to all countries, such as food insecurity, biodiversity loss (in particular the erosion of genetic resources for food and agriculture), climate change, deforestation, declining fish stocks, land and water degradation, and disease emergence;
- e) with respect to international trade, continued efforts to achieve significant improvements to market access, reduce trade-distorting domestic support, reduce or eliminate export subsidies, for the benefit of developed and developing countries, through the successful conclusion of the WTO Doha Development Round;
- f) industrialisation of the food sector, with rapid changes in the organisation and structure of food, markets and services, including growing importance of the modern retail sector, coordination in value chains, specialised procurement practices, product certification and labelling, and contracting;
- g) a broadening base of governance to give full recognition to the roles and interests of the private sector, NGOs, regional economic organizations, regional development banks and other agencies;
- h) increased awareness of the general public regarding environmental, health and development dimensions of food production, trade and consumption systems, prompting governments, civil society and the private sector to act in making food supply chains more environmentally friendly, supportive of human health, and pro-poor;
- i) the opportunities offered by scientific and technological developments to address nutrition, health and environment problems, coupled with the rapid spread of affordable information and communication technologies, supporting global sharing of information and knowledge, and increasing smallholder market access and know-how;
- j) steady increase in payment for environmental services in developing countries (e.g. REDD for forestry);
- k) a new momentum – after decades of neglect – to re-invest in agriculture;
- l) evolving financial and institutional environments, particularly amongst humanitarian actors; and
- m) the evolving role and performance of the UN system in a context of widespread reforms, and the impact of the Paris Declaration on aid harmonisation, alignment and predictability.

4. Furthermore, two main external forces will have a significant bearing on FAO's future work:

- a) increased vulnerability on a global scale to various forms of shocks: e.g. abrupt changes in food prices, movements of people in search of better lives, shifting of climate patterns affecting wide regions, concentration of food production in vulnerable areas; and;
- b) complex, protracted and recurrent crises affecting agricultural livelihoods, food security and the resilience and coping capacity of rural populations which will continue to affect tens of millions of persons globally - in addition to those people affected by sudden and slow onset of natural disasters.

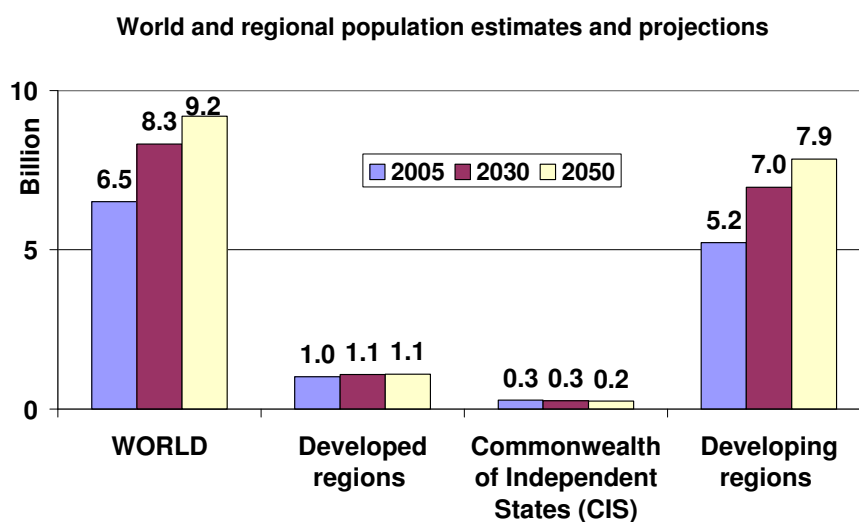
5. The challenges facing food and agriculture can be derived from the detailed projections for population, urbanisation, food demands and distributions systems, food production requirements, fisheries and forestry, rural development, trade, climate change, the incidence of emergencies, implementation of the MDGs, and the evolving development cooperation context.

### Population projections

6. According to current projections (UN 2006) the world's population is likely to rise from about 6.5 billion in 2005 to nearly 9.2 billion by 2050. The entire increase of 2.7 billion will take place in developing countries and the share of developed countries and transition economies is projected to shrink (cf. following *Figure 1*).

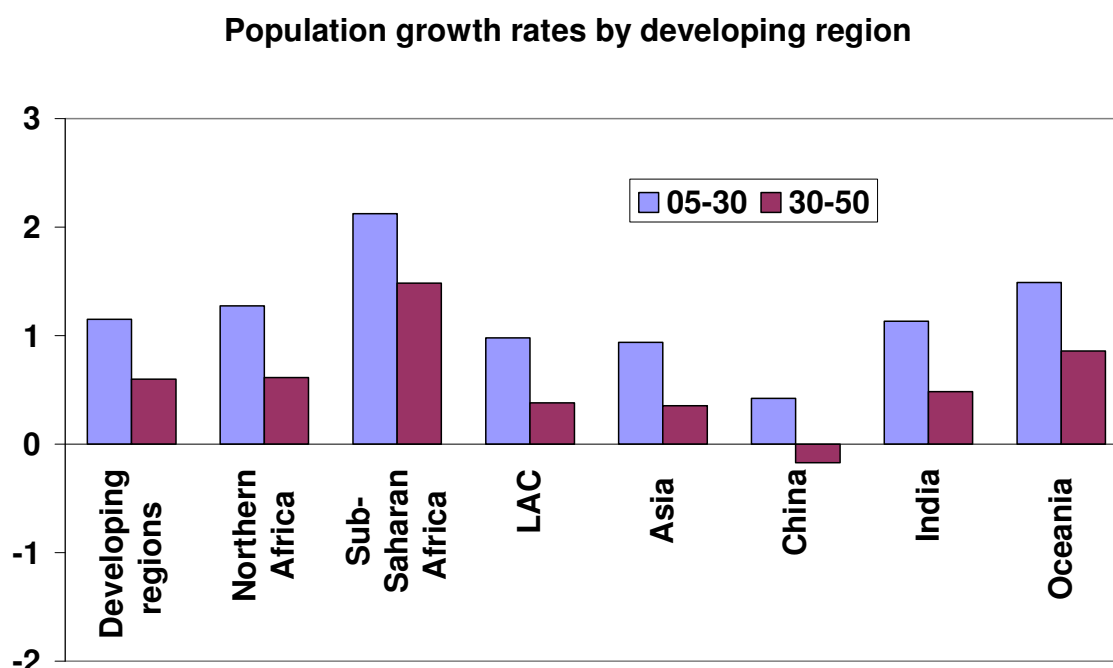
**Figure 1**

(Source: UN Population Division, 2006 Revision, World Population Prospects)



7. Population growth will be unevenly distributed across and within developing countries. The highest growth rates are expected for sub-Saharan Africa, whose population is expected to double by 2050. For Asia, growth rates are projected to be lower. They are expected to be particularly low for East Asia, where population growth could come to a complete halt by 2030 and turn negative thereafter.

**Figure 2**



### Urbanisation

8. In almost all developing countries, population growth will be concentrated in urban areas. The massive population shift from rural to urban areas will be so pronounced that urban areas will have to absorb nearly 3.9 billion people by 2030. However, rural areas are likely to remain the nucleus of world hunger and to contain the majority of the developing world's population at least through 2015.

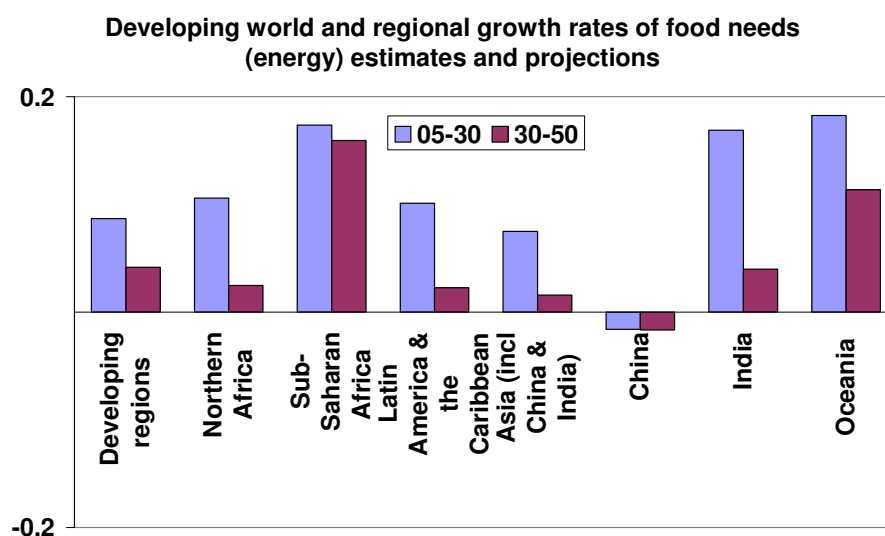
9. The impact of strong urbanisation will be country-specific and can affect hunger and poverty in both positive and negative ways depending on the overall policy settings and national economic structure. Negative impacts are expected to be more acute in poorer countries, where urbanisation can result in a shift from rural to urban poverty, expanding slums and putting further pressures on social services.

### Food demands and distribution systems

10. The projected population growth (and better income prospects in many areas) will spur higher demand for food, particularly up to 2030 and more gradually thereafter. Demographic trends may exacerbate the fragile food security situation in developing regions, particularly in sub-Saharan Africa. In this latter region, rates of food need increases are expected to remain particularly high for the entire period from 2005 to 2050. Overall, FAO estimates that global agricultural output needs to expand by about 70 percent to meet the food needs of the population expected in 2050. The challenge, however, is not only to increase output globally, but to do so in the developing regions, in order to support increased incomes, economic development and sustainable food security gains.

**Figure 3**

(Source: FAO Statistics Division)



11. The population shift towards urban areas will have a profound impact on the location of food production and on volumes and composition of national and international trade and food distribution channels. The food sector will become more industrialised to meet both efficiency needs for transport and greater shelf-life. Alongside this transformation, demand for higher food quality and safety is expected to rise, requiring better and more sustainable production technologies.

12. Food supplies will have to be transported over longer distances, with consequences on infrastructure (especially road, storage and market infrastructure). Storage and post harvest handling facilities will need to be greatly improved, if losses are to be minimised. Increasingly urban environments will also lead to higher demand for semi-processed and processed food



products, requiring good manufacturing practices. The closer integration of production with post production enterprises to ensure competitiveness will call for improved value chain linkages and better organisation and coordination, especially of small producers, to meet the requirements of buyers and processors. If this integration is not realised, there is a danger of marginalisation of substantial numbers of small producers and adverse effects on livelihoods and rural development.

13. Feeding growing populations will also entail increased food imports in many countries, especially of grains and livestock products. This will imply more effective planning of food marketing infrastructure needs in terms of ports, bulk handling and storage systems and transport means. Much of this transformation can be financed by the private sector, provided a sufficiently attractive environment is established.

#### *Food production requirements*

14. The future growth of food demand will be the combined effect of slowing population growth, continuing strong income growth in many of the developing countries, especially in the most populous ones, and gradual food saturation in more developed countries. While population growth alone will account for an average annual growth of demand of 0.8 percent at global level (1.6 percent in the least developed countries), the overall food demand is expected to grow at an average rate of 1.2 percent, which is significantly slower than during the preceding decades. Nevertheless, the projected total demand increase is still significant in absolute terms.

15. According to FAO the global average daily calorie availability could rise to 3050 kcal per person, a 10 percent increase over its level in 2003/05. To achieve this, global agricultural production would need to increase by 70 percent overall. Production per person would have to grow by 22 percent, hence more than the increase in per caput calorie intake, which is due to the expected changes in diet, i.e. a shift to higher value foods of often lower calorie content (e.g. vegetables and fruits) and to livestock products which imply a lower conversion of calories of the crops used in livestock feeds. Meat consumption per caput would rise from 37 kg at present to 52 kg in 2050 (from 26 to 44 kg in the developing countries). This implies that much of the additional crop (cereal) production will be used as feed for livestock production.

16. These shifts in the structure of production will be reinforced by faster growth in developing countries, and their changing demand towards more proteins, and higher value products. Most models for projection of demand and supply towards 2050 use the World Bank's baseline projection of economic growth. These projections assume an average annual rate of GDP growth of 2.9 percent during the period between 2005 and 2050, breaking out into 1.6 percent for high-income countries and 5.2 percent for the developing countries. Hence, the implicit assumption is that the longer-term GDP growth will continue. However, it is expected that over the 45 year period, the rates will be declining everywhere to half their initial levels. A key consequence of this differential growth will be a major increase in developing countries' share in global output from 20 to 55 percent. As a result, the income gap between the two country groups will be narrowing.

17. For the necessary agricultural increases to materialise, new land will have to be brought into cultivation, and competing requirements for land, and related water resources, will have to be reconciled. More importantly, productivity of existing agricultural resources (land, water, plant and animal genetic resources) will need to rise further through intensification and enhanced resource use efficiency. This will require improved know-how and innovative farming methods to produce more food on limited resources in a more sustainable way, as well as a good knowledge and understanding of the natural resource base itself. More integrated food-energy systems should be put in place.

#### Land and Water Use

18. The total global cultivated land is more than 1.5 billion hectares (13 percent of the world's land surface). In 2000-02, 60 percent was used for direct food production and one-third

for feed use. Cultivated land used for bio-fuel feedstocks is estimated at about 25 million hectares, most of which is presently located in the USA, Brazil and the European Union.

19. Although 4.2 billion hectares of potentially suitable crop land exist, large expansion of cultivated areas is unlikely in the near future, partly due to environmental reasons and partly due to the projected enhanced demand for meat consumption which makes expansion into grasslands less likely. Land availability varies significantly by region, with most of the land in southeast Asia already utilised.

20. There are often conflicting interests on how land should be used. In order to address issues of social equity and environmental concerns, consideration needs to be given not only to the productive and economic potential of land, but also to appropriate policy and participatory land-use planning frameworks which address all stakeholder concerns.

21. Water use has been growing globally at more than twice the rate of population growth and a number of areas are reaching the limit at which reliable water delivery can be provided, particularly in arid regions. Coping with water scarcity is becoming a matter of priority in many locations. Population growth, rapidly expanding urban areas and economic development are putting unprecedented pressure on the quality and quantity of water resources, which while they are renewable, are also finite. The situation will be further exacerbated for many societies by the impact of climate change. In addition, competition for water is adversely affecting many ecosystems which need explicit water allocations, but are treated as residual users.

### Crop intensification

22. Crop production is expected to continue to account for over 80 percent of the world's food. Over 70 percent of the crop production increase will have to come from intensification on existing or shrinking cropped land area, while not compromising the capacity to produce even more food in the medium term future. Crop production intensification strategies must be more sustainable than current or historical ones: they must value and enhance ecosystem services such as soil nutrient dynamics, pollination, pest population control, and water conservation. They must also build on elements that include integrated pest management, conservation agriculture, access to and sustainable use of plant genetic resources, and better management of soil and other crop-associated biodiversity, while also reducing soil, air and water pollution. Countries and regions must enhance their capacities to monitor, detect, and prepare rapid responses to transboundary pests, so that these pests do not threaten other regions and trading partners. They must also assess and monitor land degradation that can result from unwise intensification practices. These challenges will be amplified due to climate change: pest distributions may shift, production may be affected by shifting agroecological zones and extreme and catastrophic weather events, and the resilience of local rural communities in developing countries may be compromised.

### Livestock

23. Livestock contributes 40 percent of the global value of agricultural output and supports the livelihoods and food security of almost a billion people. Natural grasslands and steppe also account for some 40 percent of the world's terrestrial surface where grazing by domestic animals and wildlife is essential for maintaining these ecosystems, as well as supporting livelihoods. Rapid income growth and urbanisation over the past three decades, combined with underlying population growth, are spurring high demand for meat and other animal products in many developing countries. Supply-side factors such as the globalisation of supply chains for feed, genetic stock and other technology are also at play. The sector is complex and differs with location and species, but a growing divide is emerging, in which large-scale industrial producers serve dynamically growing urban markets while traditional pastoralists and smallholders, who often serve local livelihood and food security requirements, risk marginalisation.

24. In many parts of the world, this transformation is occurring in the absence of adequate governance, resulting in failures in terms of natural resource use and public health. In some cases, government actions have created market distortions. While this is not only specific to the livestock sector, institutional and policy deficiencies have led to missed opportunities presented

by rapid growth. Further growth must be nurtured with a view to reducing pressures on natural resources and climate, and ensuring control and management of animal and zoonotic diseases.

#### Lifting productivity of smallholder farmers

25. The productivity of major cereals is projected to decline from the current 3 to 5 percent annual growth rate to about 1 percent in 2050. Maintaining the higher growth rates will require development and use of technologies appropriate for the entire food chain coupled with an enabling policy and institutional framework. For smallholder systems, this will require: strengthening the national research and policy development capacity; investment in infrastructure such as road, irrigation, markets and storage; building of farmer capacity so they can move from subsistence to market-oriented farming; and availability of credit to those involved in the value chain. At production level, accelerated sustainable use of plant genetic resources, seed systems that cater to the needs of the smallholders, ecosystem management approach to crop production, including conservation agriculture and integrated pest management, will be needed. The implementation at national level of globally agreed instruments such as the International Plant Protection Convention, the Rotterdam Convention, and *Codex Alimentarius* will also be required. Considerable potential exists for increasing the livestock productivity of the smallholder sector through reducing mortality rates of animals, increasing lifetime production and reducing post-production losses from spoilage of perishable products. Known and proven technologies exist for smallholder systems, but a wider uptake is dependent upon an enabling environment of equitable policies and access to goods, services and markets.

26. Micro finance directed to agriculture is receiving increased attention by national governments and the international donor community. The comparative advantage of FAO in this regard lies in its experience with: the financing of agricultural enterprises; linkages between financial institutions and front line service providers; value chain and structured finance; introduction and management of innovative investment funds; support for public-private partnerships; and other innovative financial mechanisms, products, facilities and services. These diverse financial systems must respond to the needs of smaller scale producers and processors, but are also important as a catalyst for private and public sector investment in broader agricultural and rural development. Agricultural sector, market system and agro-industry development are important in building sustainable financial services, but are also often dependent upon the availability of these financial services to be successful.

#### *Fisheries*

27. In relation to fish and fish products, efforts should be made to maintain the current overall level of catch from marine and inland capture fisheries, while ensuring the long-term sustainability of fisheries resources, through improved management as well as the adoption of regulatory and institutional measures to address overfishing, overcapacity and illegal, unreported and unregulated (IUU) fishing. Because of the limited potential growth of global catches of wild fish stocks, sustainable expansion and intensification of fish production through the responsible development of aquaculture should also be a major objective of policy making.

28. It is also important to recognize the role of small-scale fisheries and aquaculture and the need to provide this sector with the necessary assistance. The adoption and implementation of an ecosystem approach to fisheries and aquaculture must also be promoted. Fisheries management and aquaculture development must be linked with trade and marketing standards designed to reinforce their sustainability. Fishers and fish farmers, alongside with other coastal inhabitants, live a precarious existence under the threat of natural disasters such as storms, hurricanes and tsunamis, and may also suffer proportionately more from the impacts of climate change, including sea level rise and the modification of the distribution and productivity of marine and freshwater species. Adaptation measures are necessary to build resilience. Mitigation measures, such as reducing carbon emissions through reduction of fishing fleet capacity, are also needed.

### *Forests and forestry*

29. Forestry has become more people-centred, and society's perception of forests has undergone significant changes, with increasing awareness of environmental, social and cultural aspects. Interactions with other sectors, and the critical roles that forests and trees play in water production, soil conservation, climate change mitigation, biodiversity conservation, as well as a key source of bioenergy, are well recognised. The significant contributions of forests and trees to sustainable livelihood and eradication of hunger and poverty are also increasingly appreciated.

30. However, progress towards sustainable forest management is still limited, and the continuing loss of forests and forest degradation in many developing countries, particularly in tropical forests, pose a critical challenge. Increasing demand for food, fibre and fuel can trigger unplanned land use changes, including large scale deforestation. There is a need to improve the quality of forest management, reforestation and forest rehabilitation, and a holistic approach is needed to ensure forest protection, including against fires and invasive species, in order to maintain or improve their capacity to produce wood and non-wood products, mitigate climate change, conserve biodiversity, safeguard wildlife habitat and protect soils and watersheds.

### *Balanced rural development remains essential*

31. Special efforts are needed to offer opportunities to the 60 percent of the world's 450 million agricultural workers who live in poverty. These include improving occupational health and safety, supporting farmer and worker organizations and trade unions, ensuring basic social security, and reducing child labour in post-harvest processing, transport, marketing and agro-industries and ensuring equitable access to, and secure tenure of, the natural resources required for development.

32. Directing rural economies into higher value-added sectors and promoting non-farm employment, which already constitutes 30 to 45 percent of the household income of the rural poor globally, will also be essential. Between half and three-quarters of those who make or supplement their living from micro- and small enterprises are women, who particularly stand to benefit from enterprise development and home based work, particularly if these can be combined with support services that reduce women's care burden and improve the distribution of domestic and productive responsibilities between men and women. Also the sustainable production of bioenergy for rural communities has the potential of making substantial contributions to improved livelihoods by reducing the reliance on animal dung and crop residues as fuels.

33. Youth must remain a target for rural employment policies: in Sub-Saharan Africa and South Asia, half the total youth population enters the labour workforce in agriculture. Yet, 93 percent of jobs available to young people in developing countries are in the informal economy where earnings are low, working conditions unsafe and there is little or no access to social protection. Supporting policies and programmes to promote skills development and adherence to basic labour standards in rural areas will be critical.

### *The trade dimension*

34. The rapid pace of globalisation and rising share of trade in national economies are other important determining factors for rural development and food security. Increased participation of smallholders in value chains can contribute significantly to poverty reduction and rural development. However, projections show that developing countries' cereal imports could nearly treble from just over 100 million tonnes in 2000 to about 300 million tonnes by 2050. For poorer countries, a rising import dependency could become a serious concern. They need to be more competitive, not just in exports but also in terms of domestic and regional markets. Intra-regional trade flows, especially in Africa, are constrained by a range of problems including weak infrastructure and inadequate information and inappropriate national trade policies. Opportunities from increased demand should be canvassed more aggressively, including from "niche" markets.

35. This rapidly evolving situation requires well-articulated, appropriate trade policies and support measures, with additional resources mobilised from the new Aid for Trade initiative. The

trade policy environment is becoming more complex, due not only to multilateral trade agreements but also multiple regional and bilateral agreements. Trade-related capacity building needs to be strengthened to assist countries to define appropriate policies and strategies and to exploit new trade opportunities which might arise. A conclusion of the Doha Round will create an increased demand for such support. It is also increasingly realised that for trade policies to be effective for growth and poverty reduction, these need to be mainstreamed within national development frameworks such as Poverty Reduction Strategies.

*Natural resources, climate change and the incidence of emergencies*

36. Global agriculture will have to cope both with additional pressure on natural resources (land, water and genetic resources), as well as with climate change. The Intergovernmental Panel on Climate Change (IPCC) has documented the likely impact of climate change on agriculture in detail. If temperatures rise by more than 2°C, the global food production potential may contract severely and yields of major crops like maize may fall globally. The declines will be particularly pronounced in lower-latitude regions. In Africa, Asia and Latin America, for instance, yields could decline by 20-40 percent. In addition, the frequency of droughts and floods is likely to intensify and cause greater crop and livestock losses, and land and forest degradation. These changes require the development of national adaptation plans, as well as increasing investments to enhance adaptive capacities. In addition, agriculture will also be required to adjust its production methods to help mitigate the overall impact of climate change. Mitigation efforts will further raise investment requirements, creating an additional burden for developing countries. Significantly more detailed national studies are required to define impacts, as well as mitigation and adaptation strategies.

37. Climate change will worsen the living conditions of farmers, fishers and forest-dependent people who are already vulnerable. While agriculture and forests contribute about 30 percent of the current annual total emissions of greenhouse gases, about half of which is due to deforestation and forest degradation, they also have the potential to reduce greenhouse gas emissions and their impacts. Forty percent of the land biomass, and thus the biological carbon, are directly or indirectly managed by farmers, foresters or herders. It is in their interest to adopt management practices and production systems that combine mitigation and adaptation. Among the practices that could help mitigate climate change are better management of ecosystem services, reduction of land use change and related deforestation, more efficient crop varieties and fertiliser use, better control of wildfires, improved nutrition for ruminant livestock, more efficient management of livestock waste, soil carbon management through conservation agriculture and agroforestry systems. However, the widespread adoption of these practices will require support from national governments and the international community.

38. Bioenergy, including liquid fuel from biomass, has the potential to generate income in rural areas of some countries, but could also worsen food insecurity and contribute to environmental degradation elsewhere. Therefore, in the planning of bioenergy projects careful consideration should be given to their possible short- and long-term effects.

39. A further impact of resource scarcity and competition is the significantly increased interest and activity in large-scale agricultural investment by international and national actors. This can bring many opportunities but can also cause great harm if local people are excluded from decisions about allocating land and if their land rights are not protected.

40. Food and agricultural emergencies, whether due to natural causes or human-induced, have the most severe consequences on the food security and livelihoods of poor, vulnerable and agriculturally-dependent populations. Emergency preparedness, response and rehabilitation must address the specific needs of agriculture-based populations, particularly smallholders, pastoralists, fishers, forest users, landless farm workers and their dependents. Particular emphasis needs to be given to food insecure and nutritionally vulnerable groups. All elements of disaster risk management (DRM), including disaster risk reduction (preparedness, prevention and mitigation), response, rehabilitation and the transition between relief and development, provide essential support to national planning.

*Need to re-engage in the implementation of the MDGs and looking beyond 2015*

41. With only a few years remaining in the period against which the Millennium Development Goals (MDGs) were set, progress in achieving hunger and poverty reduction goals has been mixed. Parts of the world are on track for achieving MDG1 (East Asia) or have already met the target (China), but others are at severe risk of failing to cut the prevalence of hunger and poverty by half, as was expected by 2015 (sub-Saharan Africa). Inter-regional differences persist even in countries and regions that are exhibiting overall progress towards achieving MDG1. Moreover, “hidden hunger” caused by deficiency of iron, iodine, zinc and vitamin A in the diet, is widespread.

42. The global food insecurity situation has worsened and continues to represent a serious threat for humanity. Global hunger has not been declining, with close to 850 million people constituting a “core” which the world community has failed to reduce. Close to 150 million have been added recently by the combined effects of high food prices and the global financial and economic crisis. Today, the world counts approximately 1 billion people suffering from chronic hunger – 15 percent of the world population.

43. Lack of progress on the hunger reduction target impedes the attainment of other MDGs, especially poverty reduction. High levels of child and maternal mortality (MDG4 and MDG5 respectively) and low rates of school attendance in developing countries (MDG2) are also intimately linked to the prevalence of hunger and malnutrition and associated poverty. The persistence of hunger and its negative effects on health and productivity of individuals will continue to be a major brake to poverty reduction and contribute to further degradation of the environment. Intensified efforts will be needed to ensure environmental sustainability (MDG7), without which long-term development, including food security, will be jeopardised.

44. Insufficient access to affordable and sustainable forms of energy in the rural areas compounds the challenges in achieving most MDGs, but more particularly MDGs 1 and 7.

45. The global financial and economic crisis has reduced incomes, remittances, export revenues, investment and development assistance at a time when food prices remain high in many developing countries and public and private response mechanisms are already stretched thin. Prices have fallen since their peak in mid-2008, but in many developing countries they remain well above international prices, higher than they were before the price spike, and they are projected to remain higher over the coming decade than they were in the past decade. The situation could worsen should further financial and economic difficulties reduce employment and deepen poverty. This could have serious implications for world peace and security.

46. As the target date of 2015 approaches, all participants need to work together to realise the achievement of the MDGs. It is critical however to look beyond 2015 to envision longer-term goals that will inspire continued commitment to eradicating poverty and hunger. An example of encouraging determination to act at regional levels is the recently agreed commitment from Latin American countries to eradicate hunger from their region by 2025, to which FAO will lend support.

*Evolving development cooperation context*

47. Significant changes are affecting the development cooperation and aid architecture in which FAO needs to operate. The Organization will need to continue to adjust to these changes, in consistency with broader UN reforms, including “delivering as one” in the field programme. The following aspects can be highlighted:

- a) new modalities of financing with increased direct budget support and comprehensive approaches, including government-led Sector-Wide Approaches (SWAs) becoming the favoured aid modality tending to replace the stand-alone project approach;
- b) the expected more incisive contributions of multilateral institutions to defining and implementing national development plans;

- c) the further drive towards national ownership;
- d) concerted efforts for aid coordination, harmonisation and alignment, also linked to capacity building;
- e) the emergence of new sources of investment and other forms of assistance from civil society, foundations and the private sector;
- f) the emphasis placed on managing for results, accountability and transparency; and
- g) the expectation of enhanced partnerships within and outside the UN system.

### Financing for Agriculture

48. The share of agriculture in official development assistance (ODA) declined sharply over the past two decades, from 17 percent in 1980 to 3.5 percent in 2004. It also declined in absolute terms, from a high of about USD 8 billion (2004 dollars) in 1984 to USD 3.4 billion in 2005. In 2004, agriculture-based economies applied just 4 percent of public spending in agriculture as a share of their agricultural GDP, far less than the 10 percent that Asia spent during the agricultural growth spurt in the 1980s. This decline in attention to agriculture is all the more striking because it happened in the face of rising rural poverty. National financing for agriculture must be increased, and the tendency of a decreasing share of ODA for agriculture must be reversed and come back to the level of the 1980s, with increased investment in short, medium and long-term agriculture development, including for rural infrastructure, productive safety nets for the most vulnerable, and factors of agriculture productivity growth.<sup>1</sup>

### UN reforms at country level

49. A number of UN reform processes are ongoing in order to make the system more responsive, coherent and efficient to meet the needs of countries. The Paris Declaration on Aid Effectiveness, adopted in 2005, lays out five key principles of effective aid: ownership by countries; alignment with partner (aid recipient) countries' strategies, systems and procedures; harmonisation of donors' actions; managing for results; and mutual accountability. The third High-Level Forum on Aid Effectiveness, held in Accra, Ghana in September 2008 reaffirms the principle of country ownership and stressed the importance of engaging with, and building partnerships with Civil Society, Private Sector and the UN agencies.

50. The "Delivering as One" initiative in eight pilot countries marked an important step in pursuing UN reform at country level and applying the above principles of aid effectiveness. A significant number of additional countries are embracing the new approach, based on the "lessons learned" from the initial exercise.

51. FAO recognizes the need for strong participation in the UN system reforms as greater emphasis is placed on increasing coordination and coherence to support the achievement of the MDGs and other internationally-agreed development goals.

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<sup>1</sup> As requested by the FAO Council at its 137<sup>th</sup> session, this paragraph has been amended. The revised text, contained in document C 2009/3 Add 1, is reproduced here.

## II. Vision for FAO and Global Goals of Members

52. In adopting the Immediate Plan of Action for FAO's renewal (IPA), the 35<sup>th</sup> (Special) Session of the FAO Conference in November 2008 approved a Vision for FAO and Global Goals for inclusion in the Strategic Framework

### *Vision*

53. FAO's vision is of a world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

### *Global Goals of Members*

54. To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuing contribution of food and sustainable agriculture to the attainment of three global goals:

- a) reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- b) elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;
- c) sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

55. Within the Immediate Plan of Action, the Conference also approved in principle a set of Strategic Objectives, Functional Objectives and Core Functions of FAO expressing the impact expected to be achieved in a ten-year time horizon by Members with a contribution from FAO, as well as the enabling environment and means of FAO action.

### *Strategic Objectives*

- A. Sustainable intensification of crop production.
- B. Increased sustainable livestock production.
- C. Sustainable management and use of fisheries and aquaculture resources.
- D. Improved quality and safety of food at all stages of the food chain.
- E. Sustainable management of forests and trees.
- F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture.
- G. Enabling environment for markets to improve livelihoods and rural development.
- H. Improved food security and better nutrition.
- I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies.
- K. Gender equity in access to resources, goods, services and decision-making in the rural areas.
- L. Increased and more effective public and private investment in agriculture and rural development.



*Functional Objectives*

- X. Effective collaboration with Member States and stakeholders.
- Y. Efficient and effective administration.

*Core Functions*

- a) Providing long-term perspectives and leadership in monitoring and assessing trends in food security and agriculture, fisheries and forestry.
- b) Stimulating the generation, dissemination and application of information and knowledge, including statistics.
- c) Negotiating international instruments, setting norms, standards and voluntary guidelines, supporting the development of national legal instruments and promoting their implementation.
- d) Articulating policy and strategy options and advice.
- e) Providing technical support to:
  - promote technology transfer;
  - catalyse change; and
  - build capacity, particularly for rural institutions.
- f) Undertaking advocacy and communication, to mobilise political will and promote global recognition of required actions in areas of FAO's mandate.
- g) Bringing integrated interdisciplinary and innovative approaches to bear on the Organization's technical work and support services.
- h) Working through strong partnerships and alliances where joint action is needed.

### III. The results-based regime in the Organization

56. The Immediate Plan of Action lays the foundation of an enhanced results-based approach to programme planning, implementation and reporting in the Organization. This is coupled with a revitalised and more inclusive inter-governmental process of review of priorities and programme and budget proposals.

57. This Strategic Framework embraces the principles and major elements of a results-based regime in FAO, which comprises:

- **Global Goals**, representing the fundamental development impacts, in the areas of FAO's mandate, which the member countries aim to achieve;
- **Strategic Objectives** contributing to the achievement of the Global Goals;
- **Functional Objectives** providing the enabling environment for FAO's work;
- **Organizational Results** defining the outcome of FAO's work under each Strategic and Functional Objective; and
- **Core Functions** as the critical means of action to be employed by FAO to achieve results.

58. The Strategic Objectives express the impact, in countries, regions and globally, expected to be achieved over a long-term (ten-year) timeframe by Members based on FAO's value-added interventions. In order to ensure that all aspects of FAO's work are considered within a results-based framework, complementary Functional Objectives assist the Organization to ensure effective impact of technical delivery, with due attention to efficiency, and therefore also firmly contribute to the achievement of Strategic Objectives. The eleven Strategic and two Functional Objectives reflect the assessment of challenges and opportunities facing food, agriculture and rural development, and the state of thinking and inter-governmental agreement at the time this Strategic Framework is adopted by the Conference. The Strategic and Functional Objectives are subject to review and eventual adjustment, as required, every four years.

59. Under the Strategic Objectives, the more specific Organizational Results represent the outcomes expected to be achieved over a four-year period – for which FAO will be held accountable – through the taking up and use by Member Countries and partners of FAO's products and services. The identification of Organizational Results also applies to Functional Objectives. The Objectives and Results are outlined in *Section IV* and further elaborated in the Medium Term Plan.

60. The Organizational Results, as measured by indicators, constitute the backbone of the Organization's four-year Medium Term Plan and biennial Programme of Work and Budget, exemplifying the substantive priorities upheld by the Membership. These are considered in a more inclusive inter-governmental process of discussion on priorities, as shown in *Annex 2*.

61. The eight Core Functions draw on FAO's comparative advantages and are to be applied at all levels: global, regional and national. They are subject to articulated strategies to ensure coherent approaches, cooperation among organizational units, mutual learning and the pursuit of excellence. The core functions are summarised in *Section V*, and their main strategic directions are elaborated in the Medium Term Plan.

62. Other tools to inform the development, and contribute to the achievement of the Organizational Results and Strategic Objectives include:

- National Medium Term Priority Frameworks which are developed together with the concerned governments to focus FAO's efforts on well-identified national needs;
- structured and consultative development of subregional and regional areas of priority action, including *via* the Regional Conferences and specialised Regional Commissions; and
- at the global level, a limited number of Impact Focus Areas to help mobilise voluntary contributions for priority groups of Organizational Results, providing a communication and advocacy tool and with an emphasis on capacity building and policy frameworks.

63. Mobilisation and application of voluntary contributions to FAO is guided by the results-based regime at all levels – national, subregional, regional and global.
64. Clear managerial responsibilities throughout the cycle of preparation, implementation and assessment are to be assigned for each Strategic and Functional Objective, Organizational Result and Core Function. Managers at all locations will be accountable for progress, not only in terms of provision of products and services, but also the results achieved.
65. The prime purpose of the complementary four-year Medium Term Plan document is to inform inter-governmental discussions with full articulations of both Strategic and Functional Objectives, based on logical framework analysis (i.e. describing the specific issues being addressed, the assumptions and risks involved in their formulation, the identified indicators and targets, and the primary tools foreseen to be used to reach the Organizational Results).
66. The Programme of Work and Budget will set out the biennial resource requirements – assessed and voluntary – needed to achieve the two-year targets for the indicators of each Organizational Result in the Medium Term Plan. It will present a unified programme budget, and an administrative budget, any other financial obligations, calculation of cost increases and efficiency savings, provision for long-term liabilities, under-funded obligations and reserve funds, and a draft Budgetary Appropriations Resolution.
67. Progress towards the achievement of the Organizational Results, to be measured through their indicators, will be tracked and reported. Results-based monitoring will permit the identification of any issues having the potential to hinder or prevent FAO from delivering the Organizational Results, including the risks arising from the level of uncertainty related to the planned delivery of activities funded through voluntary contributions, and to make the necessary in-course adjustments and changes to forward planning.
68. Following on this, biennial implementation reporting will focus on accountability for the achievement of the results, indicators and targets specified in the Medium Term Plan and Programme of Work and Budget.

#### **IV. Strategic and Functional Objectives**

69. The Strategic Objectives reflect the Vision of FAO and the three Global Goals of Members. They focus on where the Organization can best assist Members in achieving sustainable impacts in addressing the challenges and opportunities facing food, agriculture and rural development.

70. The approach to formulating the Objectives is based on the logical framework hierarchy of results, which underpins results-based management. To ensure that the comparative advantages of FAO are applied, efforts and associated resources are focussed where and when they can make a difference in contributing to addressing the overall problems facing Members.

71. The eleven Strategic Objectives represent a combination of inter-linked sectoral and cross-sectoral impacts addressing the areas of crops, livestock, fisheries, food safety, forestry, natural resources, enabling environments, food security, gender, emergencies and investment.

72. Complementing the eleven Strategic Objectives are two Functional Objectives, which ensure the necessary enabling environment is in place to ensure effective impact of technical delivery, with due attention to efficiency.

73. This package of inter-dependant Strategic and Functional Objectives is agreed by the Membership *via* this version of the Strategic Framework, as outlined below. The high-level Objectives – and the underlying Organizational Results – are to be subject to review and adjustment, as required, every four years.

## **Strategic Objective A - Sustainable intensification of crop production**

### *Relevance*

In full conformity with FAO's mandate, this Objective is one of the principal responses to anticipated growing demands for food and other agricultural products. It is rooted in the requirement for Members to increase crop productivity and quality, based on science-based sustainable practices, to improve resource use efficiency, and thereby also contributing to meet broader food security, rural development and livelihoods enhancement aims. Since over 70 percent of future increases in crop production must come from existing crop lands, emphasis will be placed on development of crop production intensification strategies that result in higher production, but are also more sustainable than current or historical strategies. Due attention will be given to their adaptation to climate change and enhanced ecosystem services such as soil nutrient dynamics, pollination, pest population control, and water conservation. Major areas of focus will include pro-smallholder seed systems at national scale, integrated pest management, conservation agriculture, access to and sustainable use of plant genetic resources, and better management of soil and other crop associated biodiversity, while reducing soil, air and water pollution. Countries and regions will be assisted to enhance their capacities to monitor, detect, and prepare rapid responses to transboundary pests, so that these pests do not threaten other regions and trading partners.

### *Organizational Results*

A1 - Policies and strategies on sustainable crop production intensification and diversification at national and regional levels

A2 - Risks from outbreaks of transboundary plant pests and diseases are sustainably reduced at national, regional and global levels

A3 - Risks from pesticides are sustainably reduced at national, regional and global levels

A4 - Effective policies and enabled capacities for a better management of plant genetic resources for food and agriculture (PGRFA) including seed systems at the national and regional levels

**Strategic Objective B - Increased sustainable livestock production***Relevance*

This Objective is to strengthen the contribution of the rapidly growing and changing livestock sector to world food security, poverty alleviation and economic development. The sector, which is characterized by a growing dichotomy between smallholder and large-scale commercial operations, has to satisfy a vigorously expanding demand for animal food products. This demand has to be met in a safe and clean manner which will require the necessary technical, institutional, policy and legal measures to be in place. The Objective supports this process and endeavours to enhance the socio-economic benefits associated with sector growth (pro-poor economic development) whilst preventing and mitigating public health risks (zoonotic diseases) and reducing the risks to natural resources associated with livestock production (erosion of animal genetic diversity, water pollution, greenhouse gas emissions). The Objective will also strengthen the synergies between crop and livestock production in mixed land use systems.

*Organizational Results*

B1 - The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development

B2 - Reduced animal disease and associated human health risks

B3 - Better management of natural resources, including animal genetic resources, in livestock production

B4 - Policy and practice for guiding the livestock sector are based on timely and reliable information

## **Strategic Objective C - Sustainable management and use of fisheries and aquaculture resources**

### *Relevance*

The Objective covers in a holistic manner effective and responsible management, expansion where appropriate and conservation of fisheries and aquaculture resources, as called for by the Code of Conduct for Responsible Fisheries (CCRF). It addresses well recognised or emerging challenges affecting the economic and social benefits from, and viability of the important fisheries sector. Emphasis is given to providing comprehensive assistance in the establishment of an inclusive and strong regulatory framework, both at the national and international level, bolstered by a robust and efficient institutional framework comprising local, national and regional institutions, including Regional Fisheries Bodies. Improvement of the state of the wild fish stocks will be supported through their more effective management and an increase in the production of fish from sustainable aquaculture. Attention will also be given to improvement in the way fisheries operations are carried out as well as in the post harvest utilization and trade of fish and fish products.

### *Organizational Results*

C1 - Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues

C2 - Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including Regional Fisheries Bodies (RFBs)

C3 - More effective management of marine and inland capture fisheries by FAO Members and other stakeholders has contributed to the improved state of fisheries resources, ecosystems and their sustainable use

C4 - Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture

C5 - Operation of fisheries, including the use of vessels and fishing gear, is made safer, more technically and socio-economically efficient, environmentally-friendly and compliant with rules at all levels

C6 - Members and other stakeholders have achieved more responsible post-harvest utilization and trade of fisheries and aquaculture products, including more predictable and harmonized market access requirements

**Strategic Objective D - Improved quality and safety of food at all stages of the food chain***Relevance*

The Objective is driven by the rapidly growing complexity of food production and distribution systems in an inter-connected world. It reflects *inter alia* a context of potential risks and ever greater concerns of the public at large, requiring the putting in place of effective food safety and quality management and control systems at all levels of the food chain, including legislative frameworks, standards and capacities to enforce them. Food quality and safety is essential for the welfare of national populations, and programmes that facilitate compliance of food businesses with prevailing national or market requirements can yield considerable economic and public health benefits. A major aim of the Objective is to help ensure that internationally agreed standards and recommendations for food safety and quality are developed for continued improvement of food systems globally and assistance is provided to national governments to establish institutions capable of ensuring that national food safety and quality policies and regulations are in line with international recommendations.

*Organizational Results*

D1 - New and revised internationally agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization

D2 - Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach

D3 - National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control, according to international norms

D4 - Countries establish effective programmes to promote improved adherence of food producers/businesses to international recommendations on good practices in food safety and quality at all stages of the food chain, and conformity with market requirements



## **Strategic Objective E - Sustainable management of forests and trees**

### *Relevance*

The Objective covers, and seeks to improve, the significant contributions that forests and trees make to sustainable livelihoods and the eradication of hunger and poverty. It takes account of the critical linkages of the forestry sector with agriculture, energy, water and climate. With deforestation and forests degradation continuing in many countries, a major aim is to enhance progress towards sustainable forest management. Important efforts in this regard will be monitoring the progress towards sustainable forest management at the country, regional and global levels and providing reliable and valuable information to policy makers in individual countries, to international negotiations and arrangements related to forests and to the general public. Leadership will be provided in the international forestry dialogue and support expanded in Member Countries to enhance institutional arrangements and policy instruments for the forestry sector aimed at improving livelihoods of all the forest stakeholders, especially those most dependent on forest resources. Cooperation will be expanded with partners in the UN and a range of international stakeholders to promote the use of new approaches and technologies in the management of forests, recovery of degraded lands, biodiversity conservation, climate change mitigation and adaptation, wildlife conservation and watersheds management.

### *Organizational Results*

E1 - Policy and practice affecting forests and forestry are based on timely and reliable information

E2 - Policy and practice affecting forests and forestry are reinforced by international cooperation and debate

E3 - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses

E4 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation.

E5 - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option

E6 - Environmental values of forests, trees outside forests and forestry are better realised; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented

**Strategic Objective F - Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture***Relevance*

The Objective combines the promotion of judicious multi-sectoral approaches, critical technical inputs and support to the development of international instruments from the perspective of FAO's mandate, and an enhanced information and knowledge base so that sustainable management of natural resources is for the benefit of present and future generations. Natural resources (land, water, climate and genetic resources) and their services are essential to food production, rural development and sustainable livelihoods and many opportunities exist to limit the adverse impacts of climate change through improved knowledge and management of natural resources in agriculture, forestry and fisheries policies and practices. The sustainable management and governance of natural resources in the context of rural development requires addressing distinct technical disciplines as well as multi-disciplinary and multi-sectoral approaches so that competition for natural resources can be reduced.

*Organizational Results*

F1 - Countries promoting and developing sustainable land management

F2 - Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels, including transboundary water systems

F3 - Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable sharing of benefits arising from the use of genetic resources

F4 - An international framework is developed and countries' capacities are reinforced for responsible governance of access to, and secure and equitable tenure of land and its interface with other natural resources, with particular emphasis on its contribution to rural development

F5 - Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy

F6 - Improved access to, and sharing of knowledge for natural resource management

**Strategic Objective G - Enabling environment for markets to improve livelihoods and rural development***Relevance*

Livelihoods and rural development are affected by the extent to which small producers exploit market opportunities, and markets and institutions function efficiently in a changing environment. To reduce poverty and meet development and food security needs, policy makers need the capacity to identify and implement appropriate policies to facilitate the response of the private sector, including small producers, to new market demands and opportunities. The Objective is primarily to meet the extensive needs of Members and appropriate national authorities for technical inputs and information and analyses (including identification of opportunities) to serve policy formulation and decision-making in the face of rapidly evolving market arrangements and conditions and their impact on rural development. The four Organizational Results cover provision of these outputs for four different contexts within value chains – farm level, input markets including land and labour, agribusiness processing and value addition and international markets.

*Organizational Results*

G1 - Appropriate analysis, policies and services enable small producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements

G2 - Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships

G3 - National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries

G4 - Countries have increased awareness of, and capacity to, analyse developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective pro-poor trade policies and strategies

## **Strategic Objective H - Improved food security and better nutrition**

### *Relevance*

The Objective is at the core of FAO's mandate to pursue freedom from hunger for all, while raising levels of nutrition, improving agricultural productivity, enhancing the lives of rural populations and contributing to the growth of the world economy. For this to be achieved, there has to be a better understanding of the prevalence and root causes of hunger, food insecurity and malnutrition, including through deeper and more forward looking assessments and analyses. The Objective meets demands for assistance in the design and implementation of policies, programmes and interventions in strengthening national, regional and global capacities for more effective governance in food security and nutrition, including through support to the progressive realization of the right to food. It also aims to build capacities of member countries and other stakeholders to generate, manage, analyse and access data and statistics in support of determining the causes of food insecurity and malnutrition. The Objective also supports the generation and dissemination of FAO analysis, products and services on food security, agriculture and nutrition and works with member countries and development partners to strengthen their capacity to exchange knowledge for the design of better targeted and appropriate action in the reduction of hunger and poverty.

### *Organizational Results*

H1 - Countries and other stakeholders have strengthened capacity to formulate, implement and monitor coherent policies, strategies and programmes that address the root causes of hunger, food insecurity and malnutrition

H2 - Member countries and other stakeholders strengthen food security governance through the implementation of the Voluntary Guidelines to Support the Progressive Realisation of the Right to Adequate Food in the Context of National Food Security and a reformed Committee on World Food Security

H3 - Strengthened capacity of member countries and other stakeholders to address specific nutrition concerns in food and agriculture

H4 - Strengthened capacity of member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition

H5 - Member countries and other stakeholders have better access to FAO analysis and information products and services on food security, agriculture and nutrition, and strengthened own capacity to exchange knowledge

## **Strategic Objective I - Improved preparedness for, and effective response to, food and agricultural threats and emergencies**

### *Relevance*

The international community has increasingly called upon FAO to assist Members and vulnerable populations exposed to growing emergency risks and reinforce their capacity to respond to emergencies in the longer-term. This Objective is the main expression of this commitment, promoting a comprehensive approach based on the three pillars of disaster risk management, which are; preparedness, prevention and mitigation; response; and transition. Each Organizational Result covers one of these pillars.

### *Organizational Results*

I1 – Countries' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions

I2 - Countries' and partners respond more effectively to crises and emergencies with food and agriculture-related interventions

I3 - Countries and partners have improved transition and linkages between emergency, rehabilitation and development

## **Strategic Objective K - Gender equity in access to resources, goods, services and decision-making in the rural areas**

### *Relevance*

The Objective addresses the critical gaps in embracing more gender and socially inclusive policies, capacities, institutions and programmes for agriculture and rural development. It also helps to mainstream this approach across all of FAO's Strategic Objectives.

### *Organizational Results*

K1 - Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development

K2 - Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources.

K3 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development

K4 - FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work

**Strategic Objective L - Increased and more effective public and private investment in agriculture and rural development***Relevance*

The Objective reflects Members' strong desire and imperative to redress situations of insufficient investment in the food and agriculture sectors. It covers a range of supportive activities for the design of concrete and effective investment programmes and operations, for building capacities at national level, and for ensuring that limited public funding is applied in core areas to maximise leverage and impact on poverty reduction and food security, catalyzing private sector funding. In partnership with Member Countries, emphasis will be placed on increasing the viability of investments in food security, agriculture and rural development (FSARD) and identifying barriers to investment options through the development of appropriate policies, strategies and institutions. This is intended to create an enabling environment supportive of public and private investment, compliance with social and environmental safeguards, state-of-the art formulation of public/private investment programmes and projects, and timely and comprehensive monitoring and evaluation of results and impact. Interventions will be structured to improve the relevance and sustainability of investment plans by enabling national public and private sector actors to be the primary drivers of their development. Efforts will also be made to redress the shortfall in investment in FSARD that has emerged over the last 20 years, the reduction of which is critical to the implementation of the Comprehensive Framework for Action and the achievement of MDG 1.

*Organizational Results*

L1 - Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks

L2 - Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations

L3 - Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed

## **Functional Objective X - Effective collaboration with member states and stakeholders**

### *Relevance*

The Organization relies on a variety of services, delivered both in-house as well as in collaboration with Members and external Partners, in order to achieve results. Many of these services go well beyond the scope of pure administration, touching upon elements directly related to honing strategic direction, leveraging and focusing on comparative advantage and properly governing and overseeing the totality of FAO operations. This Functional Objective embodies these services and provides the enabling environment without which the outcomes of the Organizational Results under the Strategic Objectives cannot effectively be achieved.

### *Organizational Results*

X1 - Effective programmes addressing member priority needs developed, resourced, monitored and reported at global, regional and national levels

X2 - Effective and coherent delivery of FAO core functions and enabling services across Organizational Results

X3 - Key partnerships and alliances that leverage and complement the work of FAO and partners

X4 - Effective direction of the organization through enhanced governance and oversight

## **Functional Objective Y - Efficient and effective administration**

### *Relevance*

The Functional Objective provides for efficient and effective administration in carrying out FAO's work. It sets out the expected improvements in services provided to all organizational units in the areas of finance, human resources and administrative and infrastructure services. This will allow for improved monitoring and reporting on administrative services and related costs, continuous enhancement to service levels and identification of possible savings and efficiency gains. It will also define the administrative budget.

### *Organizational Results*

Y1 - FAO's support services are recognised as client-oriented, effective, efficient and well-managed

Y2 - FAO is recognised as provider of comprehensive, accurate, and relevant management information

Y3 - FAO is recognised as an employer that implements best practices in performance- and people-management, is committed to the development of its staff, and capitalises on the diversity of its workforce

## V. Core Functions

74. The eight Core Functions draw on FAO's comparative advantages and are to be applied at all levels: global, regional and national. They are subject to articulated strategies to ensure coherent approaches, cooperation among organizational units, mutual learning and the pursuit of excellence. The core functions are summarised below and their main strategic directions are elaborated in the Medium Term Plan.

### **Core Function a) Monitoring and assessment of long-term and medium-term trends and perspectives.**

75. Members look to FAO to continuously review trends, issues and challenges in its mandate areas and propose policy solutions to address them. Major findings have been – and will continue to be – compiled to serve as reference points for planners, policy makers and partner development agencies. Work under this core function concerns: FAO's assessments and perspective studies which cover a broad range of topics and are widely used to set international policy goals such as in the recent past the World Food Summit target or MDG1; and FAO's outlook studies and projections which inform many technical assessments, notably those of the International Panel on Climate Change, the World Bank and other UN system organisations.

### **Core Function b) Assembly and provision of information, knowledge and statistics.**

76. The assembly and provision of information, knowledge and statistics is central to FAO's mandate. Work under this core function concerns: how a coordinated and coherent approach to information and knowledge sharing adds value through FAO's own programmes and cooperation with partners; continuous improvement of FAO as a Learning Organization; and ensuring synergies between people, processes and technology. It also concerns: the provision of support to countries, in particular improving countries' capacity to collect, compile, analyse, store and disseminate relevant and timely statistics and other information on food and agriculture, including fisheries and forestry; continued efforts to upgrade the Organization's corporate statistical databases and development of a statistical data warehouse within the corporate data repository for technical information in order to better integrate the statistical information available within FAO.

### **Core Function c) Development of international instruments, norms and standards.**

77. The FAO Constitution (i.e. Art. I. and XIV) foresaw a major role for the Organization as a neutral forum for Members to negotiate international instruments. This core function facilitates and supports Governments' efforts in the development of regional and international legal instruments, and in the implementation of their resulting national obligations. It also provides support to the Membership through the setting of norms, standards and voluntary guidelines, as well as in the development and implementation of internationally recognised instruments, standards and action plans. The core function will seek to meet substantial demands for advice in drafting and subsequent enactment of pertinent national legislation (basic law and regulatory instruments), also bearing in mind the need for public administration and private sector cooperating in a mutually beneficial manner.

### **Core Function d) Policy and strategy options and advice.**

78. This core function is closely interlinked with other core functions. It seeks to meet growing demand for policy assistance in the areas of FAO's mandate. Policy and strategy options will be articulated by the Organization, based on available evidence and the assessments of trends



in food security and agriculture, fisheries and forestry. The array of policy assistance work includes: policy and legislative advice, capacity building for policy formulation and implementation, institutional strengthening and restructuring, country information, policy intelligence and monitoring, and identification of Members' priorities for effective field programme development.

### **Core Function e) Technical support to promote technology transfer and build capacity.**

79. This core function involves taking account of three key dimensions: the enabling environment, specific institutions, and individuals, with all three dimensions ideally addressed in interventions. Two types of capacities are covered: *technical capacities* to carry out the tasks required to intensify production in a sustainable manner, manage resources and eventually improve food security; and *functional capacities* in the areas of policy, knowledge, partnering and implementation/delivery. The core function aligns internal processes so that the new capacity development approaches are fully institutionalised within existing systems and procedures, and appropriate governance, tools, and guidelines are available. Good practices are mainstreamed in FAO's programming tools, effective tracking and reporting mechanisms are adopted, and enhanced Human Resources systems take account of new corporate approaches.

### **Core Function f) Advocacy and communication.**

80. This core function serves to achieve broader outcomes, including: lasting impact from science-based policies promoted by the Organization, also favouring investment in agriculture and rural development. In addition, it supports consensus-building globally for ambitious, yet realistic objectives of eradicating hunger; enhancing FAO's status as a reference point and authoritative source of technical information in global debates on hunger relief and other issues related to agriculture, forestry, fisheries, livestock and rural development; and increasing awareness of concrete contributions to the development process, as well as post-emergency relief, rehabilitation and transition to development.

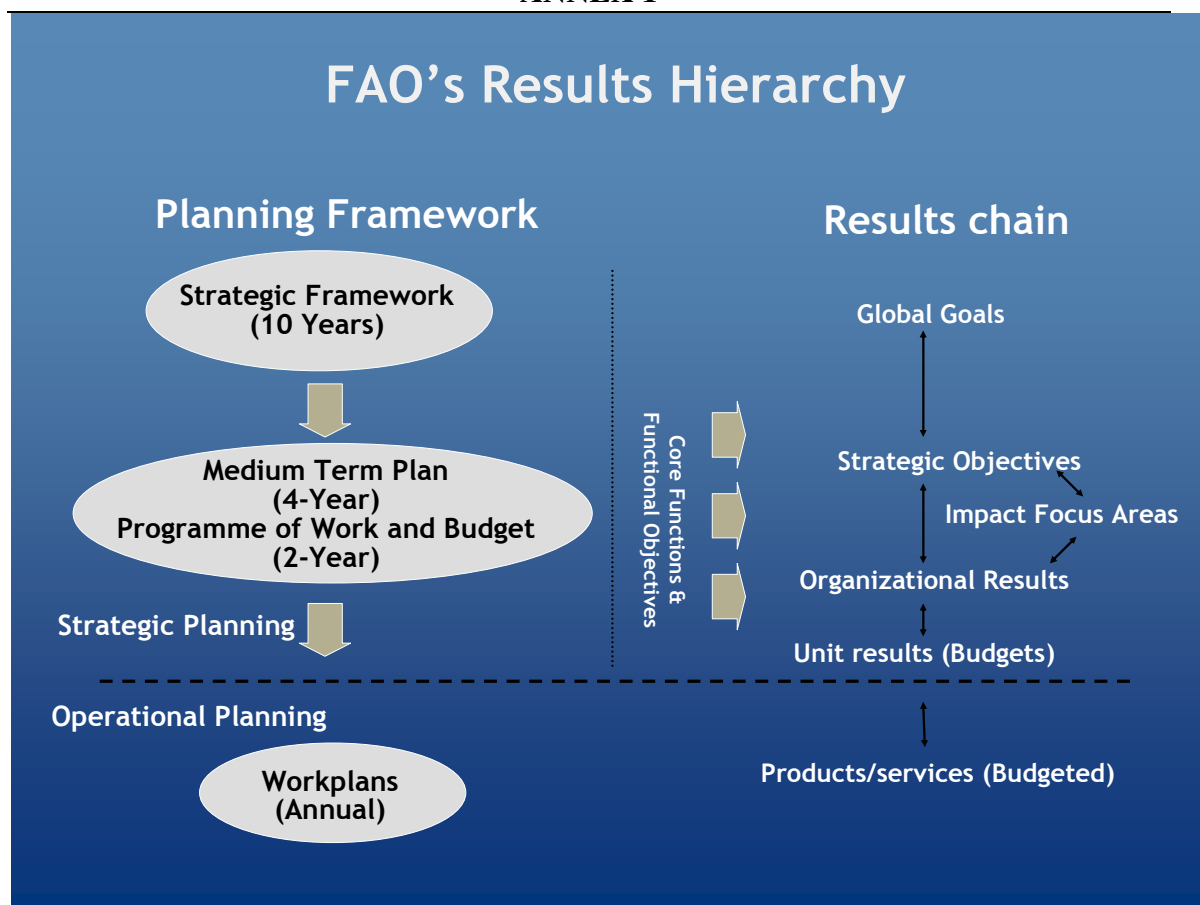
### **Core Function g) Interdisciplinarity and innovation.**

81. Interdisciplinary approaches and the design of cross sectoral programmes make it possible to induce impact or produce outputs that cannot be generated by one unit working in isolation. A regular flow of innovations – provided they are well tested and accepted by those most concerned – are a major ingredient to the constant evolution effort required of any institution. This core function supports FAO's new results-based regime, in particular, the Strategic and Functional Objectives and underlying Organizational Results, which foresees constant interactions and working across disciplinary lines.

### **Core Function h) Partnerships and alliances.**

82. FAO's leadership in international governance of agriculture and agricultural development matters clearly requires mobilisation of the pertinent best knowledge and capacities. Such knowledge and capacities do not reside only in FAO, so that effective collaborative links need to be established with various institutions in support of shared goals. FAO's ability to fulfil its mandate will be greatly leveraged by partnerships with: other organization within the UN system; research institutions and international financing institutions; inter-governmental entities and regional organizations; and civil society organizations, NGOs, and the private sector. This core function will: foster FAO partnerships and alliances to enhance technical performance; establish horizontal collaboration in strategic or operational programming, funding or advocacy; and allow the Organization to reach out better to ultimate users of its services.

## ANNEX 1



**Schedule for Governing Body Input and Oversight Under  
The Reformed Programming, Budgeting and Results Based Monitoring Systems**

Process		YEAR 1				YEAR 2			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
PLANNING	Review Implementation Performance Strategic Framework (Alternate biennia)	RC	PC/FC CL	TC	PC/FC CL	EB	PC/FC CL	CONF	PC/FC CL
	MTP-PWB (Next biennium)	Input on Priorities				Review/Approval		Adjustment	
IMPLEMENTATION MONITORING	Implementation Review and Adjustment (Current Biennium)								
	Results (Previous Biennium)								
EVALUATION	Impact								

Legend: RC: Regional Conference	TC: Technical Committees of Council MTP Medium-Term Plan	PC: Programme Committee PWB Programme of Work and Budget	FC: Finance Committee EB: Extra-Budgetary	CL: Council	CONF: Conference
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**LIST OF ACRONYMS**

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<b>CCRF</b>	Code of Conduct for Responsible Fisheries
<b>DRM</b>	Disaster Risk Management
<b>FSARD</b>	Food and Sustainable Agricultural and Rural Development
<b>GDP</b>	Gross Domestic Product
<b>IEE</b>	Independent External Evaluation of FAO
<b>IPA</b>	Immediate Plan of Action for FAO's Renewal
<b>IPCC</b>	The Intergovernmental Panel on Climate Change
<b>IUU FISHING</b>	Illegal, Unreported and Unregulated Fishing
<b>LDC</b>	Least Developed Country
<b>MDG</b>	Millennium Development Goal
<b>NGO</b>	Non-governmental Organization
<b>ODA</b>	Official Development Assistance
<b>PGRFA</b>	Plant Genetic Resources for Food and Agriculture
<b>REDD</b>	Reducing Emissions from Deforestation and Forest Degradation
<b>RFBs</b>	Regional Fisheries Bodies
<b>RBM</b>	Results-based Management
<b>WTO</b>	World Trade Organization

## Appendix 5

### 2009 Progress Report on IPA Implementation

#### Executive Summary

#### Introduction

1. The IPA is an extremely ambitious plan for far-reaching change throughout the Organization, and the blueprint for the most comprehensive reform process that any UN organization has undergone to date.
2. The purpose of this paper is to provide a report on progress made in 2009 on implementing the Immediate Plan of Action (IPA) mandated by Resolution 1/2008 of the 35th (Special) Session of the FAO Conference.
3. The report provides a synoptic view of progress made across the year, projecting the situation at 2009 year-end. It also reflects on achievements made in 2009, and outlines a way forward in light of the changing nature of FAO reform as we move into the next biennium.

#### Background

4. Members agreed an Immediate Plan of Action (IPA) as a basis for FAO renewal in response to the recommendations of the Independent External Evaluation (IEE) and established a Conference Committee for the Follow-up to the IEE (CoC-IEE) as an oversight body.
5. The IPA is an interrelated set of 235 actions with numerous dependencies that require an integrated approach. Linking these actions is an overarching objective to transform FAO to manage for results, whereby FAO clearly articulates members' objectives, delivers measurable results with clear impact, functions as one organization in all of its work, optimises the use of human resources, is efficient in the delivery of services and holds itself accountable to members on the results achieved. The results-based management framework and related actions constitute the core of FAO reform and its main priority.
6. To commit to change, focus on results, and make rapid progress in addressing the many IPA actions, management grouped all actions into 14 projects, grouped these 14 projects into 5 thematic clusters to provide a link between the projects and the FAO mandate and ensure integration across projects, and appointed senior subject matter specialists as project leaders.
7. Some IPA actions require analysis and policy consideration by management and a cross-Departmental Reform Support Group (RSG) was established to review policy papers prior to consideration by the Senior Management Team for the IPA (SMT-IPA). This is the policy making group for IPA matters led by the Deputy Director-General, and working under the general guidance of the Director-General.

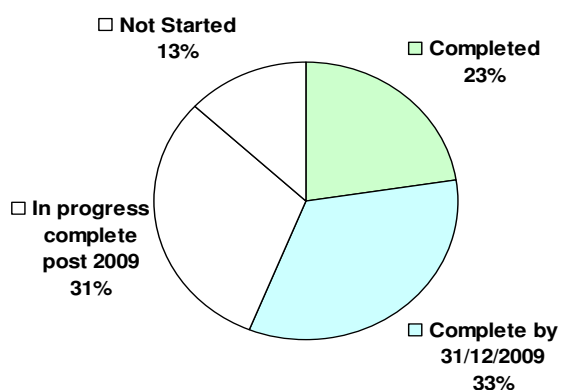
#### Progress

8. Management has made good progress implementing the IPA actions with 53 IPA actions (representing 23% by number of the original 235 IPA actions) completed as at 31 August 2009 and 133 actions or 56% of the total of all IPA actions (see figure 1) projected for

completion by end 2009.

9. IPA actions that have been completed span a wide range of initiatives – many straightforward, but others time consuming and complex, for example the results-based planning documentation (Strategic Framework, MTP and PWB) and the Root and Branch Review. Actual and expected completion details for each action mandated by Resolution 1/2008 may be found at Annex 1 which reproduces the Conference-endorsed action matrices from document C 2008/4. This positive progress is testament to dedication by the Secretariat and Membership towards the goals of FAO Reform.

**Figure 1 - IPA Actions Status (1/2008 Resolution)**  
Total Actions 235



## Achievements

10. In addition to consideration of the number of IPA actions completed, it is appropriate to consider the substantive elements of these actions, as these represent the achievements made in 2009 towards FAO reform.

11. As indicated in paragraph 5 above, the overarching objective of FAO reform is to transform the Organization into one that manages for results. This requires successful completion of two elements – the clear articulation of member objectives and, within this context, the delivery of measurable results with clear impact.

12. FAO has taken major steps forward in this regard in 2009. Members and management have formulated a new results framework that comprises the FAO vision, the three Global Goals of members and associated eleven Strategic Objectives, and the means of action through application of two Functional Objectives and eight Core Functions. The Medium Term Plan 2010-13 and PWB 2010-11 have been developed based on this results framework for consideration by the 36<sup>th</sup> FAO Conference in November 2009, and have integrated resources from assessed and estimated voluntary contributions. This represents a clear application of the results framework into a tangible deliverable and is a major 2009 reform result (C 2009/15).

13. An essential element of delivering measurable results is the ability of the Organization to function as one, and this is the second key area of focus. Functioning as One has many dimensions - staff at Headquarters and in decentralized offices, management and members, and FAO and other partner organizations. Its overriding interpretation is functioning as one *team* with clarity and agreement to contribute to the strategic objectives of the Organization. In this context, a stronger role has been given to Regional Offices in decision-making. Regional Representatives (RRs) have become regular participants, through videoconferencing, of the Senior Management Meetings and other important corporate policy

meetings and are contributing to a better balance between global, regional, subregional and country concerns. RRs in consultation with other decentralized offices have played a lead role in preparing budget proposals for their offices, as well as for the region in general, for the 2010-11 biennium. As of 1 January 2010, RRs will also have full budget and programme responsibility for technical officers in the region. They will also progressively oversee the technical and substantive work of the FAO Representations. The Subregional Offices have also seen a major change in the role and functions and the subregional Multidisciplinary Teams (in which FAO Representatives and the Subregional Technical Officers work together) and are emerging as a strong and effective team.

14. The IPA for FAO renewal calls for the establishment of an incentive-based rotation policy at headquarters and between headquarters and the decentralized offices. Two complementary draft HR policies have been developed to support this objective. The first, a draft policy on intra-organizational staff mobility, seeks to promote the movement of staff between different functions and/or duty stations for a period in excess of one year. It is envisaged to implement this proposed policy in a phased approach, with a target of 50 managed moves per annum during the 2010-11 biennium. The second policy, a draft policy on mission or temporary duty status, advocates the mobility of staff on assignments which do not exceed eleven months. Both of these policies aim to support career development, enhance cooperation between different functions and office of FAO and develop a more flexible, mobile and versatile workforce. Their implementation will contribute significantly to promoting the mobility of FAO staff and consequently to the exchange of knowledge and experience of staff at all locations. The formal internal consultation process on both policies commenced in August 2009 and is presently on-going.

15. A comprehensive restructuring of the Headquarters Structure was initiated in 2009 for completion in 2012, building on the principles provided in the IPA. During 2009, the Office of Evaluation was established following the appointment of the Director of Evaluation. Changes have been prepared to the reporting lines of FAORs to clarify and improve the relationship between Country Offices and the respective Regions, and staff in decentralized offices have been trained to take on responsibility for the TCP in 2010.

16. In terms of governance reform, a significant achievement was the endorsement of the numerous amendments to the FAO Basic Texts needed for the implementation of the IPA, through the Committee on Constitutional and Legal Matters, the CoC-IEE and the Council, for final adoption by the Conference in 2009.

17. A very welcome additional outcome of the numerous CoC-IEE meetings has been a strengthening of the relationship between management and members. The numerous meetings, formal and informal, have led to a greater understanding of the respective concerns, constraints and aspirations and to a productive and constructive working environment. This achievement is considered of equal value to the progress made in implementation of the IPA projects because trust and good working relationships underpin FAO reform. Indeed, the reform process has brought forward a greater degree of understanding between members and management and a greater commitment to, and joint ownership of, the Organization's future strategic direction.

18. With regard to enhancing FAO's partnerships, the note on an Organization-wide Strategy on Partnerships was fully endorsed by the joint meeting of the CoC-IEE Working Groups I and III on 16 May 2008 and work on developing the strategy has been initiated in 2009. The document "Directions for Collaboration among Rome-based Agencies" jointly developed by FAO, WFP and IFAD was approved by the Heads of the three agencies and was

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discussed at the FAO Joint Meeting of the Programme Committee and the Finance Committee on 29 July 2009. The document will also be submitted to IFAD's Executive Board in September 2009 and WFP's Executive Board in November 2009.

19. A major factor in functioning as one in a results-based environment is to optimise the use of our human resources. In this regard the Human Resources Management Strategy and Policy Framework has been developed and the Performance Evaluation and Management System (PEMS) Pilot, involving over 500 staff, was launched in 2009. PEMS provides the essential accountability link between the Strategic Framework, Organizational results, unit results and individual staff performance and, as such, it is an essential element of the results framework.

20. The Culture Change team has been engaged in wide scale staff engagement at Headquarters and in decentralized offices, consulting more than 1,000 persons throughout the Organization using various participatory techniques. In 2009 it has produced solid achievements in the development of a vision statement and proposals for career development, rewards and recognition and for fostering an inclusive work environment. Furthermore, an Ethics Officer was appointed.

21. In terms of management competencies, the tri-Agency Management Development Centre has been revamped to stress the Managerial Competencies assessed through PEMS, and staff development courses have been delivered to support Results-Based Management.

22. Achievements in support of the working environment and demographic rebalancing have also been achieved in 2009. Flexible working arrangements for staff were introduced in 2009, and plans developed for the further recruitment and development of young professionals (Internship and Junior Professionals Programme). At the other end of the age-spectrum, policies for the rationalized use of retirees have been introduced.

23. A fourth area of achievement is efficiency in the delivery of technical, management and administrative services. As a result of the delayering exercise one third of the Organizations Director level positions have been abolished, delivering substantial savings that have been redirected towards FAO's technical programmes, and providing a flatter and less hierarchical management structure.

24. The delayering exercise is associated with proposed changes in the ways in which technical and management work is carried out, and one example of these proposed changes is in the Economic and Social Development Department (ES). ES is piloting a model by which services would be eliminated and divisions would set up result-oriented task teams in order to deliver specific organizational results.

25. In terms of administrative efficiencies, the Root and Branch Review was completed in 2009. The resulting recommendations set the scene for major administrative changes in 2010, and these were added to the original list of 235 IPA actions to form an Integrated IPA of 270 actions. This Integrated IPA is detailed at Annex 2, together with the 2010-11 estimated costs for each action.

### **2009 Costs**

26. Throughout 2009, management has paid attention to the cost estimates for IPA implementation, with a view to reducing them where possible. Initial work was focussed on refining estimates of effort required, and creative mechanisms were applied to reduce the



external funding requirements for 2009 by re-costing staff backfilling costs by funding only actually incurred external costs, rescheduling some activities to 2010, and funding from alternative sources. The impact of the above was a reduction of the IPA Trust Fund requirement to USD 14.27 million<sup>10</sup>.

27. A decision was made to identify certain IPA actions which underpin all the reform effort and “ earmark ” funds for those, and then “ sequence ” a number of other IPA actions which could be selectively launched in 2009 as funds became available. The costs of IPA actions earmarked and sequenced for 2009 were estimated at USD 9.83<sup>11</sup> million.

28. Trust Fund pledges as at 2 September 2009 total USD 8.3 million, out of which contributions received amount to USD 5 million. The extent of earmarked and sequenced projects for which approval has been given to commit expenditure is indicated in figure 2.

29. Management has made an assumption that the funding required to support all earmarked and sequenced IPA actions totalling USD 9.83<sup>2</sup> million will be received in 2009. The funding for non-earmarked or sequenced projects was included in the 2010-11 IPA programme.

*Figure 2 - Sequencing of IPA actions for 2009 (USD millions)*

<u>Project</u>	<u>2009 Costs</u>	<u>Sequence</u>	<u>Approved</u>
13. Culture Change	0.90	Earmarked	Yes
15. Governing body follow-up	1.30	Earmarked	Yes
16. Management follow-up	0.60	Earmarked	Yes
14. HR – PEMS & PEMS training	2.40	1	Yes
6. Decentralization	1.20	2	Yes
14. HR – MIS	0.50	3	
RBR – MIS design	0.30	3	
12. Enterprise risk mgt – contract	0.50	4	
8. Partnerships	0.16	5	
14. HR – other mgt. training	1.60	6	
RBR - new role for HR function	0.37	7	
Total earmarked/sequenced actions	9.83 (USD 10.51 million including PSC)		

### **Challenges for 2010-11**

30. In 2010-11, the FAO Reform effort will include some very large and challenging actions that will impact upon FAO employees at all locations. These will introduce new ways of managing (e.g. results based management, enterprise risk management, new planning and implementation monitoring model), new work processes (many changes to administrative processes), new administrative services (registry improvements, printing, procurement), new HR policies (staff rotation, junior professionals) and new evaluation systems and processes (PEMS).

31. Implementation of these large and complex initiatives will necessarily be in parallel with the execution of an integrated programme of work under a substantially overhauled

<sup>10</sup> USD 15.27 million including 7% Project Support Cost (PSC)

<sup>11</sup> USD 10.51 million including 7% Project Support Cost (PSC)

organizational structure, and in conjunction with other ongoing FAO initiatives, such as IPSAS<sup>12</sup>. This adds to the risk of intricate interdependencies and competition for management and staff time associated with IPA implementation. Management has taken remedial actions when reducing the IPA programme for 2010-11 from USD 59.8 million to USD 38.6 million to extend timeframes and delay start dates of some of these parallel projects in order to mitigate these risks.

32. By the end of 2009, 56 percent of the total number of IPA actions mandated in Conference Resolution 1/2008 are projected for completion. In the course of 2010-11 and beyond, a number of very complex projects will be carried out with the aim of introducing new ways of managing, new work processes, new administrative services, new HR policies, and new monitoring, reporting and evaluation systems which will significantly change the way the Organization works. Management will present a revised time-plan for the continued implementation of the reform agenda. During the next biennium, IPA actions will predominantly fall into the five following areas:

- *Focus on Member needs through **results-based programming**, monitoring, reporting and resource mobilization:* the Organization will develop monitoring and reporting systems to provide key performance information to Members and further enhance the new planning and budgeting model with inter alia the activities mentioned in paragraphs 22, 25 and 28 of the Report of the CoC-IEE on the Immediate Plan of Action for FAO Renewal<sup>13</sup> regarding the utilization of the IFAs and the full implementation of the results-based management framework. An organization-wide rollout of the staff appraisal system (PEMS) will be undertaken in 2010-11 to complete the “accountability link” between FAO Strategic Objectives and individual staff performance. Emphasis will be given to prioritization of the technical work of the Organization, which is an ongoing exercise that needs to be actively pursued throughout the first full cycle of results-based planning in 2010-11. A resource mobilization and management strategy, comprising Impact Focus Areas, national Medium Term Priority Frameworks, and regional and subregional areas of priority action, will be implemented with a view to ensuring that voluntary contributions focus on the agreed results frameworks and improve Governing Body monitoring and oversight.
- ***Functioning as one Organization** by aligning its structures, roles and responsibilities to the results framework:* the Headquarters structure will continue to be refined, and the Organization will invest in the essential infrastructure to enable staff in the Decentralized Offices to be able to use the same corporate tools and facilities as their colleagues in Headquarters. The Organization will also double the number of staff rotating between Headquarters and/or the Decentralized Offices to ensure the flow of knowledge and expertise between the offices, and enrich the experiences and knowledge of the staff. Further clarifications of the functions of some units will be required to ensure that the Organization functions as one. Management will prepare a medium to long-term vision related to the structure and functioning of the Decentralized Offices network, taking account of the IPA actions on decentralization. After receiving inputs from the Regional Conferences, Management will formulate and present in 2010 proposals to the relevant Governing Bodies for review, approval and implementation. The whole process will take place with active participation and guidance of the CoC-IEE. FAO’s partnerships will be enhanced and renewed pursuing

<sup>12</sup> Funded through the Capital Expenditure Facility

<sup>13</sup> C 2009/7

the possibilities for further joint activities and collaborative arrangements with the Rome-based agencies and the United Nations system, as well as the private sector and civil society organizations.

- *Optimizing human resources through **HR policy, practice and culture change***: the Organization will fully develop a joined up and consistent system for the recruitment and development of young professionals, and invest in additional professional staff in the Human Resources Management Division to support their role as strategic business partners to the Organization. Important initiatives such as the staff rotation policy and the roll out of the Performance Evaluation and Management System will be carried out. Culture change activities will focus on monitoring the implementation of the internal vision and ensuring the integration of culture change in the overall reform process.
- *Efficient use of Member contributions through **reform of administrative and management systems***: the functioning of the Shared Services Centres will be enhanced and the review and further automation of the registry function will commence. The new printing and distribution unit will be established and a range of improvements to headquarters and field procurement processes will be introduced. Administrative processes will continue to be streamlined, also taking into consideration the results of the ongoing external review of the administrative activities of the Office of the Director-General. A pilot enterprise risk management project will be completed, which will assess FAO's current risk management structure/framework, identify gaps and inform the development of an Organization-wide Enterprise Risk Management Framework, which will contain the necessary elements to continuously improve the Organization's risk management capabilities.
- *Improved articulation of Member needs through **effective governance and oversight***: the evaluation function will be further strengthened, including in its advisory role on results based management, programming and budgeting. Multi-year programmes of work for the Council, the Council Committees and the Regional Conferences will be further defined and prepared. The functions and Terms of Reference for the proposed Ethics Committee will remain under review of the relevant Governing Bodies.

### Way forward

Good progress has been made in 2009 with completion of a large number of IPA actions. Improved relationships and greater understanding between management and members has been instrumental in moving FAO reform forward throughout the year. 2010 should see further completion of IPA actions, some of which will be complex and will have a significant impact on staff. The shift to a more operational focus of the activities will require the introduction of changes to the support mechanisms to maintain their effectiveness including an alignment of accountability with the results-based framework. Management will resort to the use of external expertise where the necessary skills do not reside in the house. Support mechanisms will have a strong emphasis on communication, both internal and external. The open dialogue between management and members will be maintained, both formally and informally.

The implementation of this reform programme throughout the next biennium will provide a solid foundation for an institutionalized process to continually improve the Organization's efficiency and effectiveness.

## **Annex 1 – IPA Activities, Progress in 2009**

The purpose of this annex is to provide a synoptic view of progress on the IPA activities made during 2009. The tables in which activities are grouped are exactly those of Conference Resolution 1/2008.

([http://www.fao.org/fileadmin/user\\_upload/IEE/Resolution\\_IPAEnglish.pdf](http://www.fao.org/fileadmin/user_upload/IEE/Resolution_IPAEnglish.pdf)).

Each activity is shown with its status according to the following legend:

### **Status Legend**

**C** – Completed as at 31/8/2009<sup>14</sup>

**C09** – In progress expected to be completed in 2009<sup>15</sup>

**IP** – In progress expected to be completed post 2009

**NS** – Not Started as at 31/8/2009

The size and complexity of the actions is very variable, but considering only the *numbers* of actions, the progress made during 2009 is as follows:

### **Status Summary**

C = 53 (23%)

C09 = 80 (33%)

IP = 72 (31%)

NS = 30 (13%)

TOTAL = 235

It will be noted that 133 actions (56%) are expected to complete within 2009. A significant number of the “C09”-status actions are where the deliverable is incorporated in the draft Programme of Work and Budget which will be considered by Conference in November 2009, i.e. action by the Secretariat is complete.

Since this Annex is based upon the IPA as adopted in 2008, it does not include those actions which result from the Root and Branch Review, only the actions to conduct the Root and Branch Review and develop the follow-up plan. As previously reported, the follow-up actions are included in the Integrated IPA, which is detailed in Annex 2. The Integrated IPA, containing 270 actions, will form the basis of reporting in 2010-2011.

<sup>14</sup> In some cases, this designates that Secretariat action is complete but Governing Body confirmation is required, e.g. Proposal to change the calendar for Governing Body meetings.

<sup>15</sup> Some of the items that fall under this status are where Secretariat action is in progress and the resulting proposal will be considered by Governing Body meetings before the end of 2009.

<b>FAO Strategic Objectives and the New Results-Based Framework – Action Matrix</b>
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Actions			Start-End Year	Status	Comments
Ref. N.	Ref. IEE Rec	Action			
1.1	7.5	Decide the application of the new Results-Based Framework	2008	C	
1.2	7.1	Decide the Vision and Global Goals of FAO	2008	C	
1.3	7.1	Decide in principle the Strategic Objectives, Functional Objectives and Core Functions	2008	C	
1.4	7.1	Adopt in principle the format for presentation of Strategic Objectives and Organizational Results	2008	C	
1.5	7.2	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing	2008-2009	C09	
1.6	7.5	Develop the results-based monitoring system	2009	IP	
1.7	7.1	Develop and adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	2009	C09	
1.8	7.5	First report on organizational performance based on new results-based system for 2010-11 biennium	2012	NS	

## Governance Reform

### Governance Priorities – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.1	4.4 & 4.5	<b>Global policy coherence and regulatory frameworks:</b> 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.	2009 - continuing	C09	
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	2010-11 biennium continuing	IP	
2.3		See also below – for roles of the various Governing Bodies		IP	
2.4		<b>Executive governance:</b> Strengthen roles and coverage of Governing Bodies (see below)		IP	

<b>The Conference – Action Matrix</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.5	4.7a	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council	2009 - continuing	C	
2.6	4.7a	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)	2009 - continuing	IP	
2.7	4.7c & 7.3	Conference will meet in June of the second year of the biennium	2011 - continuing	C	
2.8	4.7c	Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)	2009 - continuing	C09	
2.9	4.15c	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.	2009 - continuing	IP	
2.10	4.7a	Formal plenary meetings will become more focused on issues of vital interest to members	2009- continuing	C09	
2.11		Side events will be developed to provide a forum for informal interchange on development of issues	2009 - continuing	IP	
2.12	4.15	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	2008 - continuing	IP	
2.13	4.15	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	2009	C09	



<b>The Council – Action Matrix</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref IEE Rec	Action			
	4.8	The Council functions will be clarified as necessary in the Basic Texts and will include:	Decision 2008		
2.14		i) the major role in deciding and advising on: <ul style="list-style-type: none"> <li>work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference;</li> <li>monitoring and reporting performance against these measures;</li> <li>strategy, priorities and budget of the Organization;</li> <li>the overall programme of work;</li> <li>major organizational changes, not requiring Conference changes of Basic Texts;</li> <li>recommending the agenda of the Conference to the Conference;</li> </ul>	Implementation 2009 onwards	C09	
2.15		ii) monitor the implementation of governance decisions;		C09	
2.16		iii) exercise oversight, ensuring that: <ul style="list-style-type: none"> <li>the Organization operates within its financial and legal framework;</li> <li>there is transparent, independent and professional audit and ethics oversight;</li> <li>there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts;</li> <li>there are functioning results-based budgeting and management systems;</li> <li>policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose;</li> <li>extra-budgetary resources are effectively contributing to the Organization's priority goals; and</li> </ul>		C09	
2.17		iv) monitor the performance of management against established performance targets.		NS	
2.18		The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	2009 - continuing	C09	While the Basic Text change required for this action was agreed, Council did not recommend a specific budget level to Conference
2.19	4.8	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:	2010 - continuing	NS	
2.20		i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance Committees.		NS	
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.		NS	

2.22		The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	2009 - continuing	C	
2.23	4.8	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 Technical Committees and the Conference)	2009 - continuing	C	
2.24	4.15	Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	2009 onwards	C	
2.25	4.15	Introduce Basic Text changes for functions, reporting lines, etc.	2009	C09	

<b>Independent Chairperson of the Council – Action Matrix</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
2.26	4.10a	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:	2009	C09	
2.27		a) serve as an honest broker in arriving at consensus between members on controversial issues;		C	
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;		C	
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;		C	
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;		C	
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;		C	
2.32		f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.		IP	
2.33		g) The Basic Texts will also specify:		C09	
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		C09	
		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		C09	

### Programme and Finance Committees – Action Matrix

Actions		Start-End Year	Status (Refer Legend)	Comments	
Ref N.	Ref IEE Rec	Action			
2.35	4.9 & 4.17	<p><b>Clarifications of functions and ways of working</b> will be introduced immediately in practice and followed-up by Basic Text changes, including on clarification of functions:</p> <p>i) Programme Committee functions will emphasise 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;</p> <p>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;</p> <p>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);</p> <p>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;</p> <p>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; and</p> <p>vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.</p>	2009 – continuing	C	
2.36			IP		
2.37			IP		
2.38			IP		
2.39			IP		
2.40			IP		
2.41			IP		
2.42	4.15	Introduce changes in practice, including ways of working (see below)	2009	C	
2.43	4.15	Introduce Basic Text changes for functions of the Committees	2009-2011	C09	
2.44	4.9 & 4.17	<p><b>Programme and Finance Committees membership, chairs and observers:</b> - 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:</p> <p>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);</p>	2009 - continuing	C09	
2.45			C09		

<b>Programme and Finance Committees – Action Matrix (continued)</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
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)		C09	
2.47		iii) Committees, including joint meetings will be open to non-speaking observers.		C	

<b>Committee on Constitutional and Legal Matters (CCLM) – Action Matrix</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref IEE Rec	Action			
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;	2009 - continuing	C09	
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);	C09			
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)	C09			
2.51		The CCLM will be open to non-speaking observers	2009 - continuing	C	

### Regional Conferences – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.52	4.13	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:	2008 - continuing	IP	
2.53		a) Functions will include: <ul style="list-style-type: none"> <li>i) Develop issues for regional policy coherence &amp; regional perspective on global policy issues &amp; regulation – presenting its report to the FAO Conference</li> <li>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</li> </ul>		IP	
2.54		b) Ways of working – Regional Conferences will: <ul style="list-style-type: none"> <li>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 &amp; duration and need for the Conference;</li> <li>ii) appoint a rapporteur;</li> <li>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 Programme and Finance Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process;</li> <li>iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture;</li> <li>v) papers for Regional Conferences will be focused with actionable recommendations.</li> </ul>		IP	
2.55		Introduce Basic Text changes for functions, reporting lines, etc.	2009	C09	

### Technical Committees – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.56	4.11	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:	2009 - continuing	C	
2.57		a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;		IP	
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;		IP	
2.59		ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration		IP	
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);		IP	
2.61		iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;		C	
2.62		v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;		C	
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.		C	
2.64		Introduce changes in practice, including ways of working and reporting lines	2009	C	
2.65		Introduce Basic Text changes for functions, reporting lines, etc.	2009 - continuing	C09	

<b>Ministerial Meetings – Action Matrix</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.66	4.12	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.	2009	C09	
2.67		The Ministerial meeting reports will normally be considered directly by the Conference.	2009 onwards	IP	

<b>Statutory Bodies, Conventions, Treaties, Codex, etc. – Action Matrix</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.68	4.11 g	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)	2009 - continuing	IP	
2.69	4.6	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.	2009-10	IP	



### Further Actions to Improve the Effectiveness of FAO Governance – Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.70	4.4a	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	2009 - continuing -	IP	
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);	IP			
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.	IP			
2.73		The term Governing Bodies will be defined, preferably in the Basic Texts	2009	C09	
2.74	4.1c	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.	Biennial with target for completion by 2015	IP	
2.75	8.6b	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: <ul style="list-style-type: none"> <li>• Strategic Framework and Medium Term Plan priorities;</li> <li>• Priority goals which senior management has established for immediate progress;</li> <li>• annual and biennial performance.</li> </ul>	2009 - continuing	C	
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	2009	C09	

## Evaluation, Audit and Organizational Learning

### Evaluation - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
<b>Evaluation</b>					
Ref. N.	Ref. IEE Rec	Action			
2.77	7.10a	<b>Establishment of evaluation as a separate and operationally independent office</b> inside the FAO secretariat structure, reporting to the Director-General and to the Council through the Programme Committee.	Jan 2009	C09	
2.78	7.11	<b>Evaluation Budget:</b> 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. <u>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.</u>	2010 - 2013	IP	Partial increase for the biennium 2010-2011 with completion expected in 2012-13
2.79	7.10d	<b>Evaluation staffing:</b> 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;	2009	C09	a) Director of Evaluation appointed September 2009
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.		C09	
2.81	7.10b	<b>Quality assurance and continued strengthening of the evaluation function:</b> a) Strengthening of existing independent peer review of major reports	2009 first peer review 2010	C09	Systematic Peer Reviews of major Evaluation Reports

Actions			Start-End Year	Status (Refer Legend)	Comments
<b>Evaluation</b>					
Ref. N.	Ref. IEE Rec	Action			
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		NS	
2.83	7.10b	c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	2013 first evaluation	NS	
2.84	7.10c	<p><b>Approval by the Council of a comprehensive evaluation policy incorporated in a “Charter”, including the above, and</b></p> <p>a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;</p> <p>b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;</p> <p>c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;</p> <p>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;</p> <p>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;</p> <p>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).</p> <p>g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts</p>	2009	C09	<p>The role of Evaluation vis-à-vis the new RBM model still needs to be defined. Auto-evaluation function will no longer be part of the Independent Evaluation Office.</p> <p>As per CL 137/REP/7 para 3: Council agreed that draft charter should not be finalized until the new Director of Evaluation could participate in the process</p>
2.85				C09	
2.86				C09	
2.87				C09	
2.88				NS	
2.89				C09	
2.90				IP	

<b>Audit - Action Matrix (Page 25)</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
2.91	7.9a	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	2008 - onwards	IP	Each biennium the Office of the Inspector General prepares a Risk-Based Audit plan that includes all key organizational risks. The Office's work is organized according to the plan.
2.92	7.9b	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;	2009 - onwards	IP	Effective 2008, the Audit Committee is composed of fully external members. All new members will be submitted to the Council on the recommendation of the Director-General and Finance Committee. On 30 July 2009 the Audit Committee's Chairperson presented the 2008 Annual Activity Report (FC 128/18) to the Finance Committee. The report will now be presented to the Council in September 2009.
2.93	b) present an annual report to the Council through the Finance Committee	IP			
2.94	7.9f	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	2008 - onwards	C	

<b>Appointment and Term of office of the Director-General - Action Matrix</b>					
<b>Actions</b>			<b>Start-End Year</b>	<b>Status (Refer Legend)</b>	<b>Comments</b>
Ref. N.	Ref. IEE Rec	Action			
2.95	4.20	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:	2009 - onwards	C09	
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);		IP	
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);		IP	
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;		IP	
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;		IP	
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.	2009	C09	
2.101	4.20	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	2009	C09	

**Reform of Systems, Programming & Budgeting  
Culture Change and organizational Restructuring**

**Reform of Programming, Budgeting and Results Based Monitoring- Action Matrix**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.1	7.1, 7.2 & 3.19	<b>Introduction of revised Programme and Budget Documentation</b> consisting of the following sections, which may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009 for 2010-2011 biennium):	2009 – continuing – first full cycle 2010-2011	C09	Document C 2009/3
3.2	i) <b>Strategic Framework</b> with a 10-15 year time horizon reviewed every four years and including: <ul style="list-style-type: none"> <li>• Analysis of the challenges facing food, agriculture and rural development and the dependent peoples, including consumers,</li> <li>• Strategic Vision,</li> <li>• The Goals of Member Nations, and Strategic Objectives for achievement with support from FAO by Member Countries and the international community, including indicative targets and indicators of achievement (some 8-12);</li> </ul>	C09			
3.3	ii) <b>Medium Term Plan</b> with a four year time horizon and reviewed each biennium, including: <ul style="list-style-type: none"> <li>• Strategic Objectives for achievement with support from FAO by Member Countries and the international community, as per the Strategic Framework,</li> <li>• Organizational Results framework (outcomes) – a maximum of some 80 inclusive of the core functions, contributing to the achievement of Strategic Objectives by Member Countries and the international community. Each Organizational Result will have specified achievement targets and indicators for verification, show FAO's contribution and indicate the budget from assessed contributions and estimated extra-budgetary resources (targets may be conditioned upon level of extra-budgetary resources) Gender will be fully integrated into the Strategic Framework and Medium Term Plan and will no longer have a separate Plan of Action,</li> <li>• Impact Focus Areas which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas,</li> <li>• Core Functions of FAO, and</li> </ul> iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;	C09		Document C 2009/15	

<b>Reform of Programming, Budgeting and Results Based Monitoring-Action Matrix</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.4		iv) <b>Programme of Work and Budget</b> , each covering a single biennium, with the budget divided between an administrative budget and a programme budget presented in a results based framework and providing: <ul style="list-style-type: none"> <li>• Organizational Results framework (outcomes) as per the Medium Term Plan, including the organizational responsibility for each result;</li> <li>• Quantification of costs for all Organizational Results and all obligations</li> <li>• Calculation of cost increase and planned efficiency savings,</li> <li>• Provision for long-term liabilities, under-funded obligations and reserve funds</li> <li>• Draft Programme and Budget resolution.</li> </ul>		C09	Document C 2009/15
3.5		v) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme development process.		C	
3.6	7.5	<b>Introduction of a Revised Implementation Performance Results Based Management monitoring system and report:</b> Each report will cover the previous biennium and report on delivery, and targets and indicators of results as well as efficiency indicators for the functional objectives. This report will replace the current Programme Implementation Report.	First report 2012 and then each biennium	IP	
3.7	7.3	<b>Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing).</b> The <b>date of the FAO Conference will move to June</b> , starting from 2011, with a corresponding shift in the dates of all other meetings (the Council will meet in September 2009 in order to prepare the Conference – in line with the new cycle). The following full cycle will be introduced <b>starting 2010</b> (for budgetary provision for meetings – see B Governance Reform):	Decision 2009 First full cycle 2010-11 and then continuing for subsequent biennia	IP	
3.8		i) <u>Year 1 of the biennium</u> (with at least two meetings of the Council): <ul style="list-style-type: none"> <li>• the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and <ul style="list-style-type: none"> <li>◆ priorities and results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium;</li> </ul> </li> </ul>		NS	

<b>Reform of Programming, Budgeting and Results Based Monitoring- Action Matrix (continued)</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		<ul style="list-style-type: none"> <li>• The Regional Conferences will with respect to their Regions, review and make recommendations on:               <ul style="list-style-type: none"> <li>◆ FAO performance in contributing to results against performance indicators, including any pertinent evaluations;</li> <li>◆ priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and</li> <li>◆ policy issues for the region to be considered at global level or through additional action at regional level.</li> </ul> </li> <li>• The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on:               <ul style="list-style-type: none"> <li>◆ the performance implementation report for the previous biennium, including performance against indicators;</li> <li>◆ major evaluations;</li> <li>◆ budgetary and implementation performance in the second half of the year;</li> <li>◆ any necessary adjustments in the agreed Programme of Work and Budget;</li> </ul> </li> <li>• approve in advance requested reallocations between Chapters.</li> </ul>			



Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		<ul style="list-style-type: none"> <li>• The Regional Conferences will with respect to their Regions, review and make recommendations on: <ul style="list-style-type: none"> <li>◆ FAO performance in contributing to results against performance indicators, including any pertinent evaluations;</li> <li>◆ priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and</li> <li>◆ policy issues for the region to be considered at global level or through additional action at regional level.</li> </ul> </li> <li>• The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on: <ul style="list-style-type: none"> <li>◆ the performance implementation report for the previous biennium, including performance against indicators;</li> <li>◆ major evaluations;</li> <li>◆ budgetary and implementation performance in the second half of the year;</li> <li>◆ any necessary adjustments in the agreed Programme of Work and Budget;</li> </ul> </li> <li>• approve in advance requested reallocations between Chapters.</li> </ul>			
3.9		<p>ii) <u>Year 2 of the biennium</u> (with at least two and probably three main meetings of the Council):</p> <ul style="list-style-type: none"> <li>• <u>Throughout the year</u> the Programme and Finance Committees and the Council will review and make decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested reallocations between Chapters;</li> <li>• January - March: the Programme and Finance Committees and the Council will review the proposed Medium Term Plan and Programme of Work and Budget and in every second biennium, the Strategic Framework;</li> <li>• January –March: - not as part of the Governing Body cycle of meetings - an informal meeting will be held of interested members and other potential sources of extra-budgetary funds and partnership, to exchange information on extra-budgetary funding requirements, especially in relation to Impact Focus Areas;</li> <li>• March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level;</li> <li>• June: The Conference will approve the Results Framework and budgetary aspects including the budget level; and</li> <li>• September – November: the Programme and Finance Committees and the Council will if necessary consider and approve any changes in the Results Framework and budgetary allocations following the Conference decision on the budget level.</li> </ul>		NS	
3.10	7.3	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions	2009	C09	

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		<ul style="list-style-type: none"> <li>• The Regional Conferences will with respect to their Regions, review and make recommendations on:               <ul style="list-style-type: none"> <li>◆ FAO performance in contributing to results against performance indicators, including any pertinent evaluations;</li> <li>◆ priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and</li> <li>◆ policy issues for the region to be considered at global level or through additional action at regional level.</li> </ul> </li> <li>• The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on:               <ul style="list-style-type: none"> <li>◆ the performance implementation report for the previous biennium, including performance against indicators;</li> <li>◆ major evaluations;</li> <li>◆ budgetary and implementation performance in the second half of the year;</li> <li>◆ any necessary adjustments in the agreed Programme of Work and Budget;</li> </ul> </li> <li>• approve in advance requested reallocations between Chapters.</li> </ul>			
3.11	8.17	In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions.	2009	IP	

## **Resource Mobilization and Management Strategy**

### **Resource Mobilization and Management Strategy – Action Matrix**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.12	7.6	To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognising that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:	Decision 2009 and then continuing	C09	Document C 2009/15
3.13	a) review by the Council of the plans for, the application and results of extra-budgetary resources in an integrated framework on the basis of the findings and recommendations of the Programme and Finance Committees, ensuring that resources are mobilized to support the agreed priorities of the Organization;	C09			
3.14	b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, management and coordination of resource mobilization, including donor relations on policy, in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the decentralized offices and operations units in their liaison with donors;	IP			
3.15	c) vigorously pursue new partnerships, including with the private foundations;	IP			
3.16	d) keep under continuous review both efficiency measures and the cost of support services to extra-budgetarily funded work to ensure that there is no cross-subsidisation between the sources of funds.	C		Ongoing activity	
3.17	4.6	Review treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution with a view to their developing a greater degree of self-funding from their members (see also 2.69). Present report to Council and reports to the parties to the agreements.	2010-2012	IP	
3.18	8.16	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability, taking account of the Recommendations of the Finance Committee, including:	2008 decision and applied continuously starting 2009	C09	
3.19	a) annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears and its implications for the Organization's liquidity;	C			
3.20	b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;	C			
3.21	c) continuation of the present responsible borrowing policy to smooth cash flow	C			

## ***The Technical Cooperation Programme***

### **Technical Cooperation Programme – Action Matrix**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.22	3.2c & 7.8	TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies and 3% for inter-regional projects.	2008 Decision	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
3.23		Indicative allocations to regions agreed as follows with review by the Council every four years in line with the Medium Term Planning cycle: Africa 40%; Asia and Pacific 24%; Latin America and Caribbean 18%; Europe 10%; Near East 8%. Developed countries are eligible for TCP but only on a full refund basis	Full implementation from 2010-11 biennium onwards	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
3.24	3.2c & 7.8	TCP project cycle and TCP approval guidelines to be reviewed in 2009, reaffirming priority to Least Developed Countries; Low-Income Food-Deficit Countries; Small Island and Land-Locked Developing States, further clarifying existing Council approved guidelines and specifying:	2009 or 2010	C	Endorsed by Council in June 2009, refer PC 101/4
3.25		a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;		C	
3.26		b) specify minimum information required from countries for consideration of request;		C	
3.27		c) clarify the project cycle – specifying the steps and responsibilities for clearances at each stage of the process, simplifying the number of steps, and with delegations to decentralized offices at the lowest level possible;		C	
3.28		d) clearly specify timelines for each stage of the process so that managers can be held accountable;		C	
3.29		There will not be universal criteria for the proportion of TCP funding to go to Regional and sub-regional projects, as this varies from region to region.			

### *Institutional Culture Change*

#### Culture Change in the FAO Secretariat – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.30	6.2	Develop terms of reference, and appoint, an External Facilitator and change team	2008-09	C	
3.31	6.1 & 6.2	Development of Internal vision	2008-09	C	To be formally launched FAO-wide before the end of 2009
3.32	6.1 & 6.2	Implementation of the vision	2009 onwards	IP	Three proposals, containing 35 actions, have been developed to support implementation of the vision

#### Ethics – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.33	7.9g	Appointment of an Ethics Officer, functioning of the office, and training of staff	2009	C09	It is expected that the Ethics Officer shall be fully operational before the end of the year.
3.34	7.9g	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	2009	IP	Having considered the Terms of Reference of the Ethics Committee, the Finance Committee (in July 2009) and the CCLM (in September 2009) recommended that this matter be kept under review of the relevant Governing Bodies.
3.35	7.9g	Appointment and initiation of work by Ethics Committee	2009	NS	
3.36	7.9g	Review of annual or biennial report of Ethics Committee by the Council on the basis of the findings and recommendations of the CCLM and Finance Committee	2010 onwards	NS	

## **Reform of Administrative and Management Systems**

### **Reform of Administrative and Management Systems – Action Matrix**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref No.	Ref. IEE Rec	Action			
<b>Management Early Actions summary including:</b>					
3.37	8.4 8.3 &	Delegations of authority from the Office of the Director-General for human resource actions;	2008-2009	C09	First phase streamlining completed in 2008, review second phase in 2010
3.38	8.10 8.10	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;		IP	
3.39	8.10	Streamlining of travel procedures;		IP	
3.40		Local procurement for emergencies;		NS	
3.41	8.10	Opening of temporary operational cash accounts in the field;		C	
3.42		Development and deployment of a field version of oracle adapted to FAORs' needs. Note: some early actions will be completed by the time of the Special Session of the Conference; other major items which will incur costs beyond the Conference are reflected below (e.g. Root and Branch review and performance management).		IP	
<b>Basic Text change to facilitate delegation of authority</b>					
3.43	8.1	Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions.	2009	C09	
<b>Follow-up to the Root and Branch Review:</b>					
3.44	8.1	Conduct of Root and Branch Review	2008-09	C	Actions resulting from RBR agreed by management included in the integrated IPA (See Annex 2)
3.45		Review by management, the Council and the Finance Committee of the Final Report	2009	C	
3.46		Development of follow-up action plan	2009	C	
3.47		Review by Governing Bodies of the Follow-up Action Plan	2009	C09	
3.48		Implementation of Action Plan	2010 onwards	IP	
<b>Shared Services with Rome Based UN Agencies</b> (see Partnerships below)					

Enterprise Risk Management Framework					
3.49	8.15	Agreement by Finance Committee on Terms of Reference for a comprehensive enterprise risk management study addressing all forms of risk, including but not limited to financial risk	2009	C	AUD presented TORs for an external contract to complete an ERM study to the Finance Committee (FC 126/4) in May 2009. The Finance Committee deferred consideration on the matter to its July session, in order that the TORs could contain more details and reflect the results of the review of FAO's current risk management structure, which was being undertaken jointly by Deloitte and AUD. On 30 July 2009, in lieu of submitting revised TORs for a Study, AUD and Deloitte presented the results of their assessment (FC 128/8) to the Finance Committee. Deloitte and AUD recommended that the current consultant-led approach to implementing an organization-wide ERM under the IPA should be replaced with an internally-driven approach which would be likely to cost less than the \$2.5 million for the project under the current IPA. The Finance Committee endorsed the proposal and asked that it be kept apprised of any developments in implementing ERM. Consequently, the present activity plan for project 12-ERM will be revised to reflect the new approach
3.50		Issue of external contract for the study	2009-2010	NS	This activity is no longer applicable because the current IPA Activity Plan for the ERM Project will be revised to reflect the new approach recommended by Deloitte and AUD and endorsed by the Finance Committee and senior management.
3.51		Review by management and the Council and Finance Committee of the Final Report	2010	NS	See comment for 3.50
3.52		Development of follow-up action plan	2010	NS	See comment for 3.50

3.53		Review by Council and the Finance Committee of the Follow-up action plan	2010	NS	See comment for 3.50
3.54		Full Implementation of Enterprise Risk Management Structure and systems	2011 - onwards	NS	See comment for 3.50

### Publishing in all Languages of the Organization – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.55	3.6	A budget will be set aside for technical publishing (paper and web) in each FAO language. A panel of users of technical documentation in each language will decide on the application of funds for translation (this is in addition to the existing budget for main meeting documentation)	2010 onwards	NS	
3.56	3.6	Increased hard copies of technical documentation will be made available to Least Developed Countries with decisions on priorities for documents taken by the same panels	2010 onwards	NS	
3.57		Separate mirror websites to the FAO website will be developed for Arabic and Chinese	2010 onwards	NS	
3.58		Following the findings of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs	2010 onwards	NS	

### Human Resource Policies and Practices

#### Human Resource Policies and Practices - Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.59	8.5	Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries	2009 - continuing	C09	
3.60	8.8	Introduce a package for increasing staff training, including in management	2009 - continuing	C09	
3.61	8.2	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	2009 - continuing	C09	
3.62	8.2	Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme	2010 - continuing	C09	



Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.63	8.4	Decentralise and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management	2008 - continuing	C09	
3.64	8.4	Wider publication of FAO vacancies	2009 - continuing	NS	
3.65	8.4	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	2009 - continuing	C09	
3.66	8.4	Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	2009 - continuing	NS	
3.67	8.3	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance	2009	C09	
3.68	8.3	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO	2009	C09	
3.69	8.3	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure	2009	C09	
3.70	8.7	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	2009	IP	
3.71	6.15 & 8.3	Introduce dual grading for P5/D1 and D1/D2 posts	2009	C09	
3.72	8.2	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing	2010	IP	This action has started in 2009, which was earlier than forecast by 1/C2008
3.73	8.3c	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs	2009	C09	
3.74	4.8e	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants	2009	C09	
3.75	8.3d	Governing Body action and action by management to secure changes at the UN Common System level a) develop proposals for Common System change b) present changes to UN	2010-2011	NS	

## **Restructuring for Effectiveness and Efficiency**

### **Decentralization - Action Matrix**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.76		The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action	2009 - onwards	NS	
3.77		Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link	2008 - onwards	C	
3.78	6.20	Transfer the primary reporting line for decentralised technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator	2009 onwards	C09	
3.79	6.19	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)	2009 onwards	C	See also Action 3.8, which covers the interaction with Regional Conferences, whose status is "NS" because their sessions are not planned until 2010
3.80	6.20	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)	2010 onwards	C09	
3.81	6.20	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc.	2009 onwards	IP	
3.82	6.19	Revise all delegated authorities to decentralized offices and control procedures (see also above)	2009 – completion 2011	IP	
3.83	6.21	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region	2009 – completion 2010	C	

<b>Decentralization - Action Matrix (continued)</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.84	6.22	Clearly distinguishing between well established offices and any plans for additional new offices, rationalise coverage of country offices following results of review utilising agreed criteria, taking into account both existing and potential locations, efficiency, projected cost savings and cost/benefit analysis. Implementation of the results of the review will ensure that at a minimum the structural deficit is eliminated in the Country representation (FAORs) through alternative forms of country presence, with further reductions desirable to free up resources for the improved functioning of the decentralized offices. Criteria to be applied: a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3); b) commitment to the National Medium-Term Priority Frameworks as they are developed with FAO; c) size and poverty levels of agriculturally dependent population; d) priority to Least Developed Countries; e) potential for agriculture in economic growth; f) ease of servicing from another country; g) potential for shared or fully joint representations with the UN system, particularly with the other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	2009-12 (with Council annual review and overall review in 2012)	IP	Structural budgetary deficit eliminated by provisional measures during 2010-11. Regional groups are considering this issue based on analysis provided by Secretariat.
3.85	6.20 & 6.21	Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices	2009-12	IP	Initial round of skills mix reviewed in the context of the PWB 2010-11. Further review will continue in the light of available extra-budgetary resources.
3.86		Clarify coverage of Near East Regional Office	2010	IP	This issue is being considered by the Near East Regional Group
3.87	8.4	Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)	2009	IP	
3.88	8.6	Introduce benchmarks and a performance-based reporting and monitoring system for	2010	IP	

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
		decentralized offices			
3.89	8.8	Strengthen staff training (see also 3.60)	2009	IP	
3.90		Deployment of support systems (including training and upgrade of IT information systems)	2009	IP	

## Headquarters Structure

Headquarters Structure – Action Matrix			Start-End Year	Status (Refer Legend)	Comments
Actions					
Ref.N.	Ref. IEE Rec	Action			
3.91	6.7 & 6.15	a) establish offices of:	2009	C09	Embodied in the PWB 2010-11 to be considered by Conference in 2009
3.92		i) Strategy, Planning and Resource Management			
3.93		ii) Evaluation			
		iii) Legal and Ethics		C09	The Office of Evaluation will not be fully established as OED until 1 January 2010
3.94		b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs	2009	IP	
3.95		c) transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations	2010-11	IP	
3.96		d) delayering of D level posts (27 to be abolished for 2010-11 biennium)	2010 - 11	IP	
3.97	6.6 6.7 & 6.8	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see Box 5 below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below	2010-11	IP	
3.98		Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates <ul style="list-style-type: none"> <li>• Technical Departments in light of Medium Term Plan</li> <li>• Operational functions in light of Medium Term Plan and the Root and Branch Review</li> <li>• Support Services, Administration and Human Resources in light of Root and Branch Review</li> </ul>	2009	IP	
3.99		Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11	2009	C09	
3.100		Appoint Senior Executive Management Team including two DDGs	2010	IP	
3.101		Implement new Headquarters structure	2010-11	IP	
3.102		Reorganize senior management responsibilities, including for strategic objectives and core functions	2009-10	IP	
3.103		Review reorganization with a view to further improvements	2012	NS	

## *Partnerships*

### Partnerships – Action Matrix

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.104	5.1	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	2008-2009	C09	
3.105		a) not an end in themselves but a means for greater effectiveness in supporting international governance of agriculture and agricultural development, pursuing the objectives and priorities of the Strategic Framework of the Organization. The desirability of a partnership thus depends on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners;		C09	
3.106		b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and		C09	
3.107		c) generally built-up from ongoing collaboration.		C09	
3.108		The nature of FAO's role will vary according to the different partnerships it engages in and the Organization may take a leadership role or act as facilitator in some, and be a participant in others. FAO must at all times preserve its neutral and impartial role and act in a transparent manner, avoiding partnerships where significant conflict of interest is of concern		C09	
3.109	5.1	Stocktaking of partnerships including the potential for greater partnership with the private sector. Undertake assessment and launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with: <ul style="list-style-type: none"> <li>➤ the United Nations system, with emphasis on partnership at country level;</li> <li>➤ CGIAR and OIE;</li> <li>➤ International Atomic Energy Agency;</li> <li>➤ the private sector;</li> <li>➤ civil society organizations</li> </ul>	2009-2010	IP	
3.110	5.1	Preparation of a short-term agenda of initiatives (12 months) that will generate outcomes and outputs and preparation of a medium-term action plan in line with the Medium Term Plan (4 years), including development and implementation of a training programme	2009	NS	

<b>Partnerships – Action Matrix (continued)</b>
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Actions			Start-End Year	Status (Refer Legend)	Comments
Ref. N.	Ref. IEE Rec	Action			
3.111	5.4	Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:	2009 - ongoing	C09	
3.112		a) areas of technical programme interface and overlap both in normative and development work;		C09	
3.113		b) shared administration and services (taking note of the findings of the Root and Branch Review);		C09	
3.114		c) joint oversight functions, including evaluation.		NS	
3.115		Regular joint meetings of the management of the three organizations will take place with the membership to review progress	2010 ongoing	C	
3.116		Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees	2009 - ongoing	C09	
3.117	5.1	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	2009- 10	NS	
3.118	5.1	Establishment of focal point responsibilities for partnerships	2009- 10	C09	

**Follow-up Arrangements for Implementation  
of the Immediate Plan of Action**

**Governing Body Follow-up - Action Matrix**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
4.1		<b>The Council</b> will monitor the progress of implementation of the Immediate Plan of Action, and report to the Conference at its 36 <sup>th</sup> Session (2009) and its 37 <sup>th</sup> Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	2009-11	C	
4.2		A time-bound <b>Conference Committee</b> will be established for the duration of 2009 under Article VI of the FAO Constitution to complete outstanding work within the Immediate Plan of Action (see below). It will present its report to the 36 <sup>th</sup> Session of the FAO Conference in November 2009. This Committee will collectively decide the final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and with direct expert inputs to the Working Groups from the Programme and Finance Committees and the advice of the Council as appropriate. FAO management is expected to actively support the Committee and participate in its meetings and those of its Working Groups.  The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees are: i) to recommend to the 36 <sup>th</sup> session of the FAO Conference (2009):	2008-09	C	
4.3		<ul style="list-style-type: none"> <li>• the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management with a new integrated results-based framework. These recommendations will be developed by the Conference Committee and will be undertaken with the support of a Working Group of the Conference Committee and with direct expert inputs to the Working Group from the Programme and Finance Committees, the support of management and the advice of the Council as appropriate;</li> </ul>		C	
4.4		<ul style="list-style-type: none"> <li>• any changes found desirable in the size and regional representation in the membership of the Council and propose with advice from the CCLM any necessary changes in the Basic Texts to the 2009 Session of the Conference;</li> </ul>		IP	



**Governing Body Follow-up - Action Matrix (continued)**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
4.5		<ul style="list-style-type: none"> <li>• further reforms of systems, culture change and organizational restructuring, including:               <ul style="list-style-type: none"> <li>◆ Follow-up action to the final report of the Root and Branch Review (17 April 2009);</li> <li>◆ Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework,</li> <li>◆ Plans for increased effectiveness and streamlining of the decentralized offices;</li> <li>◆ Plans for restructuring of headquarters;</li> <li>◆ Detailed proposals for strengthened financial management; and</li> <li>◆ Detailed proposals for strengthened Human Resource management.</li> </ul> </li> </ul>		C	
4.6		ii) to provide policy oversight and guidance of the process of revision of the Basic Texts in line with the changes provided for in the Immediate Plan of Action (and propose the necessary changes to the Conference Report). This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM) and review by the Council as appropriate.		C	

**Managerial Arrangements for IEE Follow-up Implementation**
**FAO Managerial Arrangements for IEE Follow-up Implementation – Action Matrix**

Actions			Start-End Year	Status (Refer Legend)	Comments
Ref N.	Ref. IEE Rec	Action			
4.7		Establish internal managerial arrangements including:	2008-11	C	
4.8		i) a reform support group;		C	
4.9		ii) specialist working groups, including for the Root and Branch Review and the Change Team drawn from all parts and levels of the Organization (decentralised and centralised)		IP	

## **Annex 2 – Integrated IPA ( 2009 – 2011)**

The purpose of this annex is to provide a financial snapshot and a detailed action listing of the Integrated IPA, that is, it includes both the IPA actions as endorsed by Conference Resolution 1/2008 and the recommendations arising from the Root and Branch Review, integrated as one package.

The Integrated IPA is grouped into projects and each action is designated a reference number. The Root and Branch recommendations start with a number 7. In a few cases, the action description has changed from the text of Conference Resolution 1/2008 as analysis has proceeded: in such cases, the new action description is shown in the table and the former action description is recorded as a “comment”.

The Integrated IPA, containing 270 actions, will form the basis for reporting from now onwards.

Each action is shown with its status according to the following legend:

### **Status Legend**

**C** – Completed as at 31/8/2009<sup>16</sup>

**C09** – In progress expected to be completed in 2009<sup>17</sup>

**IP** – In progress expected to be completed post 2009

**NS** – Not Started as at 31/8/2009

Considering only the numbers of actions, the overall progress made is as follows:

### **Status Summary**

**C** = 58 (22%)

**C09** = 81 (30%)

**IP** = 93 (34%)

**NS** = 38 (14%)

Total = 270

It will be noted that out of the total 270 actions, 139 actions (52%) are expected to complete within 2009. As noted in Section 2 of the report, in general the actions which will be progressed within 2010-2011 are larger and more complex than those whose completion is expected within 2009, so this ratio understates the extent of work remaining.

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<sup>16</sup> In some cases, this designates that Secretariat action is complete but Governing Body confirmation is required, e.g. Proposal to change the calendar for Governing Body meetings.

<sup>17</sup> Some of the items that fall under this status are where Secretariat action is in progress and the resulting proposal will be considered by Governing Body meetings before the end of 2009.

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				Total
			Net App.	Inv.	Rec.	Sav.	
<b>TOTALS</b>			<b>19.52</b>	<b>13.13</b>	<b>9.81</b>	<b>-3.85</b>	<b>38.61</b>
<b>1</b>	<b>Governing Body Reform - Ali Mekouar</b>		<b>2.16</b>	<b>0.60</b>	<b>1.06</b>	<b>0.00</b>	<b>3.82</b>
<b>Governance Priorities</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
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.	C09	0	0	0	0	
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	IP	0	0	0	0	
2.3	See also below - for roles of the various Governing Bodies	IP	0	0	0	0	
2.4	Executive governance: Strengthen roles and coverage of Governing Bodies (see below)	IP	0	0	0	0	
<b>The Conference</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
2.5	Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council	C	0	0	0	0	
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)	IP	0	0	0	0	
2.7	Conference will meet in June of the second year of the biennium	C	0	0	0	0	
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)	C09	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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	IP	0	0	0	0		
2.10	Formal plenary meetings will become more focused on issues of vital interest to members	C09	0	0	0	0		
2.11	Side events will be developed to provide a forum for informal interchange on development of issues	IP	0	0	0	0		
2.12	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	IP	0	0	0	0		
2.13	Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	C09	0	0	0	0		
<b>The Council</b>			<b>1.2</b>	<b>0</b>	<b>0.7</b>	<b>0</b>		
2.14	The Council functions will be clarified as necessary in the Basic Texts and will include:	C09	0	0	0	0		
	i) the major role in deciding and advising on: <ul style="list-style-type: none"> <li>• work-planning and performance measures for the Council itself</li> <li>• work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference;</li> <li>• monitoring and reporting performance against these measures;</li> <li>• strategy, priorities and budget of the Organization;</li> <li>• the overall programme of work;</li> <li>• major organizational changes, not requiring Conference changes of Basic Texts;</li> <li>• recommending the agenda of the Conference to the Conference;</li> </ul>		0	0	0	0		
2.15	ii) monitor the implementation of governance decisions;	C09	0	0	0	0		
2.16	iii) exercise oversight, ensuring that: <ul style="list-style-type: none"> <li>• the Organization operates within its financial and legal framework;</li> <li>• there is transparent, independent and professional audit and;</li> <li>• there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and</li> </ul>	C09	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
		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						
	2.17	iv) monitor the performance of management against established performance targets	NS	0	0	0	0	
	2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution	C09	0	0	0	0	
	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:	NS	0.4	0	0.4	0	
	2.20	i) There will be a short meeting (minimum two days) after each session of the Programme and Finance Committees.	NS	0.3	0	0.3	0	
	2.21	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.	NS	0	0	0	0	
	2.22	The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	C	0.5	0	0	0	
	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 Technical Committees and the Conference)	C	0	0	0	0	
	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)	C	0	0	0	0	
	2.25	Introduce Basic text changes for functions, reporting lines, etc.	C09	0	0	0	0	
<b>Independent Chairperson of the Council</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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:	C09	0	0	0	0		
2.27	a) serve as an honest broker in arriving at consensus between members on controversial issues;	C	0	0	0	0		
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;	C	0	0	0	0		
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;	C	0	0	0	0		
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;	C	0	0	0	0		
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;	C	0	0	0	0		
2.32	f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.	IP	0	0	0	0		
2.33	g) The Basic Texts will also specify:	C09	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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	C09	0	0	0	0		
<b>Programme and Finance Committees</b>			<b>0.06</b>	<b>0</b>	<b>0.06</b>	<b>0</b>		
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:	C	0	0	0	0		
2.36	i) Programme Committee functions will emphasise 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;	IP	0	0	0	0		
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;	IP	0	0	0	0		
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);	IP	0	0	0	0		
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;	IP	0	0	0	0		
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	IP	0	0	0	0		
2.41	vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.	IP	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
2.42	Introduce changes in practice, including ways of working (see below)	C	0	0	0	0		
2.43	Introduce Basic Text changes for functions of the Committees	C09	0	0	0	0		
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:	C09	0.06	0	0.06	0		
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);	C09	0	0	0	0		
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)	C09	0	0	0	0		
2.47	iii) Committees, including joint meetings will be open to non-speaking observers.	C	0	0	0	0		
<b>Committee on Constitutional and Legal Matters (CCLM)</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
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;	C09	0	0	0	0		



Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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);	C09	0	0	0	0		
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)	C09	0	0	0	0		
2.51	The CCLM will be open to non-speaking observers	C	0	0	0	0		
<b>Regional Conferences</b>			<b>0.2</b>	<b>0</b>	<b>0.2</b>	<b>0</b>		
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:	IP	0.2	0	0.2	0		
2.53	a) Functions will include:	IP	0	0	0	0		
	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		0	0	0	0		
2.54	b) Ways of working - Regional Conferences will:	IP	0	0	0	0		

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				Total
			Net App.	Inv.	Rec.	Sav.	
	<p>i) be convened normally once in every biennium on the decision of the Members of FAO from the regional and with full consultation among members on agendas, formats, dates &amp; duration and need for the Conference;</p> <p>ii) appoint a rapporteur;</p> <p>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 Programme and Finance Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process;</p> <p>iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture;</p> <p>v) papers for Regional Conferences will be focused with actionable recommendations.</p>		0	0	0	0	
2.55	Introduce Basic Text changes for functions, reporting lines, etc.	C09	0	0	0	0	
<b>Technical Committees</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
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:	C	0	0	0	0	
2.57	a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;	IP	0	0	0	0	
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:	IP	0	0	0	0	
2.59	ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration	IP	0	0	0	0	
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);	IP	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
2.61	iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;	C	0	0	0	0		
2.62	v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;	C	0	0	0	0		
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.	C	0	0	0	0		
2.64	Introduce changes in practice, including ways of working and reporting lines	C	0	0	0	0		
2.65	Introduce Basic Text changes for functions, reporting lines, etc.	C09	0	0	0	0		
<b>Ministerial meetings</b>			<b>0.05</b>	<b>0</b>	<b>0.05</b>	<b>0</b>		
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.	C09	0.05	0	0.05	0		
2.67	The Ministerial meeting reports will normally be considered directly by the Conference.	IP	0	0	0	0		
<b>Statutory Bodies, Conventions, Treaties, Codex, etc.</b>			<b>0.15</b>	<b>0.15</b>	<b>0</b>	<b>0</b>		
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)	IP	0	0	0	0		
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.	IP	0.15	0.15	0	0		
<b>Further Actions to Improve the Effectiveness of FAO Governance</b>			<b>0.45</b>	<b>0.45</b>	<b>0</b>	<b>0</b>		
2.70	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	IP	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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);	IP	0	0	0	0		
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.	IP	0	0	0	0		
2.73	The term Governing Bodies will be defined, preferably in the Basic Texts	C09	0	0	0	0		
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.	IP	0.4	0.4	0	0		
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: <ul style="list-style-type: none"> <li>• Strategic Framework and Medium Term Plan priorities;</li> <li>• Priority goals which senior management has established for immediate progress;</li> <li>• annual and biennial performance.</li> </ul>	C		0	0	0		
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	C09	0.05	0.05	0	0		
<b>Appointment and Term of Office of the Director-General</b>			<b>0.05</b>	<b>0</b>	<b>0.05</b>	<b>0</b>		
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:	C09	0.05	0	0.05	0		
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);	IP	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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);	IP	0	0	0	0		
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;	IP	0	0	0	0		
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;	IP	0	0	0	0		
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.	C09	0	0	0	0		
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	C09	0	0	0	0		
<b>2</b>	<b>Oversight - Amalia LoFaso</b>		<b>1.1</b>	<b>0</b>	<b>0.3</b>	<b>0</b>	<b>1.4</b>	
	<b>Evaluation</b>		<b>1.1</b>	<b>0</b>	<b>0</b>	<b>0</b>		
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.	C09	0	0	0	0		
2.78	Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the PWB approval process, allocated in full to the evaluation office. Using the 2008-09 base, the requirement would be USD 3.2 million. In the draft PWB it had been proposed to go half-way to this amount in 2010-11. To reduce the implementation risk in the first biennium, the final draft PWB funds only one third of the increase, USD 1.1 million	IP	1.1	0	0	0		

Integrated IPA		Action Status	2010/11 Cost & Savings USD Millions				Total
			Net App.	Inv.	Rec.	Sav.	
		in 2010-11. The balance would be funded in the PWB 2012-13.					
		<p>Comment: The Resolution 1/2008 description for IPA action 2.78 was changed by PBE in Oct 09 from - 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 PWB approval process, allocated in full to the evaluation office. All contributions of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.</p>					
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;	C09	0	0	0	0	
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.	C09	0	0	0	0	
2.81	Quality assurance and continued strengthening of the evaluation function:	C09	0	0	0	0	
	a) Strengthening of existing independent peer review of major reports		0	0	0	0	
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	NS	0	0	0	0	
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	NS	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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;	C09	0	0	0	0		
2.85	b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;	C09	0	0	0	0		
2.86	c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;	C09	0	0	0	0		
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;	C09	0	0	0	0		
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;	NS	0	0	0	0		
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).	C09	0	0	0	0		
2.90	g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts	IP	0	0	0	0		
<b>Audit</b>			<b>0</b>	<b>0</b>	<b>0.3</b>	<b>0</b>		
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	IP	0	0	0.3	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
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	IP	0	0	0	0		
2.93	b) present an annual report to the Council through the Finance Committee	IP	0	0	0	0		
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	C	0	0	0	0		
<b>3</b>	<b>Reform of Programming, budgeting and Results Based Monitoring - Boyd Haight</b>		<b>0.7</b>	<b>0.2</b>	<b>0.1</b>	<b>0</b>	<b>1</b>	
<b>FAO Strategic Objectives and the New Results-Based Framework</b>			<b>0.2</b>	<b>0</b>	<b>0</b>	<b>0</b>		
1.1	Decide the application of the new Results-Based Framework	C	0	0	0	0		
1.2	Decide Vision and Global Goals	C	0	0	0	0		
1.3	Decide in principle Strategic Objectives, Functional Objectives and Core Functions	C	0	0	0	0		
1.4	Adopt in principle the format for the presentation of Strategic Objectives and Organizational Results	C	0	0	0	0		
1.5	Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing	C09	0	0	0	0		
1.6	Develop results-based monitoring system	IP	0.2	0	0	0		
1.7	Develop the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	C09	0	0	0	0		
1.8	First report on organizational performance based on new results-based system for 2010-11 biennium (in 2012)	NS	0	0	0	0		
<b>Reform of Programming, Budgeting and Results Based Monitoring</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
3.1	Introduction of revised Programme and Budget Documentation consisting of the following sections, which may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009 for 2010-2011 biennium):	C09	0	0	0	0		



Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.2	i) Strategic Framework with a 10-15 year time horizon reviewed every four years and including: - Analysis of the challenges facing food, agriculture and rural development and the dependent people, including consumers; • Strategic Vision, • The Goals of Member Nations, and Strategic Objectives for achievement with support from FAO by Member Countries and the international community, including indicative targets and indicators of achievement (some 8-12);	C09	0	0	0	0		
3.3	ii) Medium Term Plan with a four year time horizon and reviewed each biennium, including: Strategic Objectives for achievement with support from FAO by member Countries and the international community, as per the Strategic Framework, • Organizational Results framework (outcomes) – a maximum of some 80 inclusive of the core functions, contributing to the achievement of Strategic Objectives by Member Countries and the international community. Each Organizational Result will have specified achievement targets and indicators for verification, show FAO's contribution and indicate the budget from assessed contributions and estimated extra-budgetary resources (targets may be conditioned upon level of extra-budgetary resources) Gender will be fully integrated into the Strategic Framework and Medium Term Plan and will no longer have a separate Plan of Action, • Impact Focus Areas which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas, • Core Functions of FAO, and iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;	C09	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.4	iv) Programme of Work and Budget, each covering a single biennium, with the budget divided between an administrative budget and a programme budget presented in a results based framework and providing: <ul style="list-style-type: none"> <li>• Organizational Results framework (outcomes) as per the Medium Term Plan, including the organizational responsibility for each result;</li> <li>• Quantification of costs for all Organizational Results and all obligations</li> <li>• Calculation of cost increase and planned efficiency savings,</li> <li>• Provision for long-term liabilities, under-funded obligations and reserve funds</li> <li>• Draft Programme and Budget resolution.</li> </ul>	C09	0	0	0	0		
3.5	v) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme development process.	C	0	0	0	0		
3.6	Introduction of a Revised Implementation Performance Results Based Management monitoring system and report: Each report will cover the previous biennium and report on delivery, and targets and indicators of results as well as efficiency indicators for the functional objectives. This report will replace the current Programme Implementation Report.	IP	0	0	0	0		
7.1	Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)	IP	0	0	0	0		
3.7	Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing). The date of the FAO Conference will move to June, starting from 2011, with a corresponding shift in the dates of all other meetings (the Council will meet in September 2009 in order to prepare the Convergence - in line with the new cycle). The following full cycle will be introduced starting 2010 (for budgetary provision for meetings - see B Governance Reform):	IP	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.8	i) Year 1 of the biennium (with at least two meetings of the Council): <ul style="list-style-type: none"> <li>• the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and</li> <li>• priorities and results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium;</li> <li>• The Regional Conferences will with respect to their Regions, review and make recommendations on:  <ul style="list-style-type: none"> <li>• FAO performance in contributing to results against performance indicators, including any pertinent evaluations;</li> <li>• priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and</li> <li>• policy issues for the region to be considered at global level or through additional action at regional level.</li> </ul> </li> <li>• The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on:  <ul style="list-style-type: none"> <li>• the performance implementation report for the previous biennium, including performance against indicators;</li> <li>• major evaluations;</li> <li>• budgetary and implementation performance in the second half of the year;</li> <li>• any necessary adjustments in the agreed Programme of Work and Budget;</li> <li>• approve in advance requested reallocations between Chapters.</li> </ul> </li> </ul>	NS	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.9	ii) Year 2 of the biennium (with at least two and probably three main meetings of the Council): <ul style="list-style-type: none"> <li>• Throughout the year the Programme and Finance Committees and the Council will review and make decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested reallocations between Chapters;</li> <li>• January - March: the Programme and Finance Committees and the Council will review the proposed Medium Term Plan and Programme of Work and Budget and in every second biennium, the Strategic Framework;</li> <li>• January –March: - not as part of the Governing Body cycle of meetings - an informal meeting will be held of interested members and other potential sources of extra-budgetary funds and partnership, to exchange information on extra-budgetary funding requirements, especially in relation to Impact Focus Areas;</li> <li>• March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level;</li> <li>• June: The Conference will approve the Results Framework and budgetary aspects including the budget level; and</li> <li>• September – November: the Programme and Finance Committees and the Council will if necessary consider and approve any changes in the Results Framework and budgetary allocations following the Conference decision on the budget level.</li> </ul>	NS	0	0	0	0		
3.10	Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions	C09	0	0	0	0		
3.11	In addition to capital account and TCP, introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions.	IP	0	0	0	0		
<b>Design new Planning and Budgeting Model</b>				<b>0.5</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
7.2	Design the new Planning and Budgeting Model, define the new structure of PWB, outline the new standard streamlined logical framework for "Projects" budgets and the requirements for the standardized new reporting system.	IP	0.5	0	0	0		
<b>Publishing in all Languages of the Organization</b>			<b>0</b>	<b>0.2</b>	<b>0.1</b>	<b>0</b>		
3.56	Increased hard copies of technical documentation will be made available to Least Developed Countries with decisions on priorities for documents taken by the same panels	NS	0	0	0	0		
3.57	Separate mirror websites to the FAO website will be developed for Arabic and Chinese	NS	0	0.2	0.1	0		
Comment: Action items 3.56 and 3.57 were moved from Project 9 to Project 3								
<b>Interdisciplinarity</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
6.2	5% budget to DDGs for interdisciplinary work	IP	0	0	0	0		
<b>4</b>	<b>Resource Mobilization and Management - Mina Dowlatchahi</b>		<b>0</b>	<b>0.7</b>	<b>0.7</b>	<b>0</b>	<b>1.4</b>	
<b>Resource Mobilization and Management Strategy</b>			<b>0</b>	<b>0.7</b>	<b>0.7</b>	<b>0</b>		
3.12	To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognising that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:	C09	0	0.35	0.35	0		
3.13	a) review by the Council of the plans for, the application and results of extra-budgetary resources in an integrated framework on the basis of the findings and recommendations of the Programme and Finance Committees, ensuring that resources are mobilized to support the agreed priorities of the Organization;	C09	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
	3.14	b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, management and coordination of resource mobilization, including donor relations on policy, , in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the decentralized offices and operations units in their liaison with donors;	IP	0	0.35	0.35	0	
	3.15	c) vigorously pursue new partnerships, including with the private foundations;	IP	0	0	0	0	
	3.16	d) keep under continuous review both efficiency measures and the cost of support services to extra-budgetarily funded work to ensure that there is no cross-subsidisation between the sources of funds.	C	0	0	0	0	
	3.17	Review treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution with a view to their developing a greater degree of self-funding from their members (see also 2.69). Present report to Council and reports to the parties to the agreements.	IP	0	0	0	0	
	3.18	Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability, taking account of the Recommendations of the Finance Committee, including:	C09	0	0	0	0	
	3.19	a) annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears and its implications for the Organization's liquidity;	C	0	0	0	0	
	3.20	b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;	C	0	0	0	0	
	3.21	c) continuation of the present responsible borrowing policy to smooth cash flow	C	0	0	0	0	
<b>5</b>	<b>Technical Cooperation Programme - Yuriko Shoji</b>			<b>-0.62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-0.62</b>

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
<b>Technical Cooperation Programme</b>				<b>-0.62</b>	<b>0</b>	<b>0</b>	<b>0</b>	
3.22	TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies and 3% for inter-regional projects	C09		-0.62	0	0	0	
3.23	Indicative allocations to regions agreed as follows with review by the Council every four years in line with the Medium Term Planning cycle: Africa 40%; Asia and Pacific 24%; Latin America and Caribbean 18%; Europe 10%; Near East 8%. Developed countries are eligible for TCP but only on a full refund basis	C09		0	0	0	0	
3.24	TCP project cycle and TCP approval guidelines to be reviewed in 2009, reaffirming priority to Least Developed Countries; Low-Income Food-Deficit Countries; Small Island and Land-Locked Developing States, further clarifying existing Council approved guidelines and specifying:	C		0	0	0	0	
3.25	a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;	C		0	0	0	0	
3.26	b) specify minimum information required from countries for consideration of request;	C		0	0	0	0	
3.27	c) clarify the project cycle - specifying the steps and responsibilities for clearances at each stage of the process, simplifying the number of steps, and with delegations to decentralized offices at the lowest level possible;	C		0	0	0	0	
3.28	d) clearly specify timelines for each stage of the process so that managers can be held accountable;	C		0	0	0	0	
3.29	There will not be universal criteria for the proportion of TCP funding to go to Regional and sub-regional projects, as this varies from region to region.	C		0	0	0	0	
<b>6</b>	<b>Decentralization - Daud Khan</b>			<b>4.6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4.6</b>
<b>Decentralization</b>				<b>4.6</b>	<b>0</b>	<b>0</b>	<b>0</b>	
3.76	The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action	NS		0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.77	Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link	C	0	0	0	0		
3.78	Transfer the primary reporting line for decentralised technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator	C09	0	0	0	0		
3.79	Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)	C	0	0	0	0		
3.80	Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)	C09	0	0	0	0		
3.81	Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc.	IP	0	0	0	0		
3.82	Revise all delegated authorities to decentralized offices and control procedures (see also above)	IP	0	0	0	0		
3.83	Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region	C	0	0	0	0		



Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.84	Clearly distinguishing between well established offices and any plans for additional new offices, rationalise coverage of country offices following results of review utilising agreed criteria, taking into account both existing and potential locations, efficiency, projected cost savings and cost/benefit analysis. Implementation of the results of the review will ensure that at a minimum the structural deficit is eliminated in the Country representation (FAORs) through alternative forms of country presence, with further reductions desirable to free up resources for the improved functioning of the decentralized offices. Criteria to be applied: a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3); b) commitment to the National Medium-Term Priority Frameworks as they are developed with FAO; c) size and poverty levels of agriculturally dependent population; d) priority to Least Developed Countries; e) potential for agriculture in economic growth; f) ease of servicing from another country; g) potential for shared or fully joint representations with the UN system, particularly with other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	IP	0	0	0	0		
3.85	Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices	IP	0	0	0	0		
3.86	Clarify coverage of Near East Regional Office	IP	0	0	0	0		
3.87	Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs (see also 3.66)	IP	0	0	0	0		
3.88	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices	IP	0.4	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.90	Upgrade of ICT infrastructure and Information Systems Functional Support for Decentralized Offices		IP	4.2	0	0	0	
	<b>Comment:</b> The Resolution 1/2008 description for IPA action 3.90 was - Deployment of support systems (including training and upgrade of IT information systems) and has been modified as stated in the action column							
3.95	Transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations		IP	0	0	0	0	
<b>7a</b>	<b>Headquarters Structure - Jim Butler</b>			<b>0.25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.25</b>
	<b>Headquarters Structure</b>			<b>0.25</b>	<b>0</b>	<b>0</b>	<b>0</b>	
3.91	a) establish offices of: i) Strategy, Planning and Resource Management;		C09	0	0	0	0	
3.92	ii) Evaluation;		C09	0	0	0	0	
3.93	iii) Legal and Ethics		C09	0	0	0	0	
3.94	b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs;		IP	0	0	0	0	
3.96	e) layering of D level posts (27 to be abolished for 2010-11 biennium)		IP	0	0	0	0	
3.97	Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below:		IP	0.1	0	0	0	
3.98	Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates <ul style="list-style-type: none"> <li>• Technical Departments in light of Medium Term Plan</li> <li>• Operational functions in light of Medium Term Plan and the Root and Branch Review</li> </ul> Support Services, Administration and Human Resources in light of Root and Branch Review		IP	0	0	0	0	
3.99	Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11		C09	0	0	0	0	
3.100	Appoint Senior Executive Management Team including two DDGs		IP	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.101	Introduce new Headquarters Organizational Structure	IP	0.15	0	0	0		
3.102	Reorganize senior management responsibilities, including for strategic objectives and core functions	IP	0	0	0	0		
3.103	Review reorganization with a view to further improvements (in 2012)	NS	0	0	0	0		
<b>Role of ODG</b>				<b>0</b>	<b>0</b>	<b>0</b>		
7.3	Re-define the role of the ODG with regard to administrative activities. Not performed because the management invited to focus on Corporate Services, but remains in scope and it is highly recommended to the management.	IP	0	0	0	0		
<b>CIO</b>				<b>0</b>	<b>0</b>	<b>0</b>		
7.4	IT responsibilities and functions should be consolidated in one CIO	IP	0	0	0	0		
<b>7b</b>	<b>Internal Governance - Jim Butler</b>		<b>0</b>	<b>0</b>	<b>0.1</b>	<b>-0.5</b>	<b>-0.37</b>	
<b>Internal Committees</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
7.5	Review the roles of internal committees and reduce their number. Accomplished as part of the activities of the work-streams. Stage 2 reinforces this recommendation.	IP	0	0	0	0		
<b>IT Governance</b>			<b>0</b>	<b>0</b>	<b>0.1</b>	<b>-0.47</b>		
7.0	Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes	IP	0	0	0.1	-0.47		
<b>8</b>	<b>Partnerships - Mariam Ahmed</b>		<b>0</b>	<b>0.18</b>	<b>1</b>	<b>0</b>	<b>1.18</b>	
<b>Partnerships</b>			<b>0</b>	<b>0.18</b>	<b>1</b>	<b>0</b>		
3.104	Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:	C09	0	0	0	0		
3.105	a) not an end in themselves but a means for greater effectiveness in supporting international governance of agriculture and agricultural development, pursuing the objectives and priorities of the Strategic Framework of the Organization. The desirability of a partnership thus depends on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners;	C09	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
3.106	b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and	C09	0	0	0	0		
3.107	c) generally built-up from ongoing collaboration.	C09	0	0	0	0		
3.108	The nature of FAO's role will vary according to the different partnerships it engages in and the Organization may take a leadership role or act as facilitator in some, and be a participant in others. FAO must at all times preserve its neutral and impartial role and act in a transparent manner, avoiding partnerships where significant conflict of interest is of concern	C09	0	0	0	0		
			<b>Comment:</b> Actions 3.105 to 3.108 are criteria and qualifications on which to base the Guiding Principles stated in 3.104 and are not actions per se					
3.109	Stocktaking of partnerships including the potential for greater partnership with the private sector. Undertake assessment and launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with: <ul style="list-style-type: none"> <li>the private sector</li> <li>civil society organizations</li> </ul>	IP	0	0	0.26	0		
3.110	Preparation of a short-term agenda of initiatives (12 months) that will generate outcomes and outputs and preparation of a medium-term action plan in line with the Medium Term Plan (4 years), including development and implementation of a training programme	NS	0	0	0.34	0		
3.111	Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:	C09	0	0	0	0		
3.112	a) areas of technical programme interface and overlap both in normative and development work;	C09	0	0	0	0		
3.113	b) shared administration and services (taking note of the findings of the Root and Branch Review);	C09	0	0	0	0		
3.114	c) joint oversight functions, including evaluation.	NS	0	0	0	0		
3.115	Regular joint meetings of the management of the three organizations will take place with the membership to	C	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
		review progress						
	3.116	Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees	C09	0	0	0	0	
	3.117	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	NS	0	0.18	0.4	0	
	3.118	Establishment of focal point responsibilities for partnerships	C09	0	0	0	0	
<b>Joint Work with IAEA</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	6.4	Joint FAO/IAEA Division	IP	0	0	0	0	
	6.5	Synergy and partnerships	IP	0	0	0	0	
<b>9</b>	<b>Reform of administrative and management systems - Theresa Panuccio</b>			<b>0</b>	<b>2.99</b>	<b>1.51</b>	<b>-3.4</b>	<b>1.12</b>
<b>Reform of Administrative and Management Systems</b>				<b>0</b>	<b>0.55</b>	<b>0.85</b>	<b>-0.36</b>	
	3.38	Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;	IP	0	0	0	0	
	3.40	Local procurement for emergencies;	NS	0	0	0	0	
	3.41	Opening of temporary operational cash accounts in the field;	C	0	0	0	0	
	7.6	New procurement model for managing the initial phases of purchasing actions	IP	0	0	0.3	0	
	7.7	Develop the registered vendors management towards an active suppliers management (partnership principles)	IP	0	0.4	0.3	0	
	7.8	Empowerment of regional and local officers in managing local procurement	NS	0	0	0	0	
	7.9	Transfer of transactional activities to the SSC	IP	0	0.15	0.25	-0.17	
	7.10	Align the objectives of the support functions with the strategic objectives of the organization, defining key efficiency targets and service level agreements - SLAs (commitment model). Converted into one of the Value Drivers to promote the reform	IP	0	0	0	0	
	7.11	Review reduction of multifunctional printers	IP	0	0	0	-0.19	
	7.12	Increase the range of support services and software development delivered from KCT offshore centre in Bangkok	NS	0	0	0	0	

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
7.13	The CIO Division must fund and implement a proper induction and maintenance-training program for the decentralized ITO/ITSO staff, and this must include periodic visits to Headquarters so that the decentralized CIO Division staff build and maintain relationships with colleagues to supplement formal systems for information flow and problem solving.	NS	0	0	0	0		
<b>Rome-based agencies - Joint procurement initiative</b>			<b>0</b>	<b>0</b>	<b>0.5</b>	<b>-1.77</b>		
7.14	Operational model for the implementation of partnerships in procurement actions with other UN agencies	IP	0	0	0	-1.17		
7.15	Other activities of the Joint procurement initiative - Travel	NS	0	0	0.5	-0.6		
<b>Registry</b>			<b>0</b>	<b>2.4</b>	<b>0</b>	<b>-0.8</b>		
7.16	Define a plan for the registry management, considering the shift to electronic and the outsourcing of resources	IP	0	2.4	0	-0.8		
<b>Follow-up to the Root and Branch Review</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
3.44	Conduct of Root and Branch Review	C	0	0	0	0		
3.45	Review by management, the Council and the Finance Committee of the Final Report	C	0	0	0	0		
3.46	Development of follow-up action plan	C	0	0	0	0		
3.47	Review by Governing Bodies of the Follow-up Action Plan	C09	0	0	0	0		
3.48	Implementation of Action Plan	IP	0	0	0	0		
<b>Publishing in all Languages of the Organization</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
3.55	A budget will be set aside for technical publishing (paper and web) in each FAO language. A panel of users of technical documentation in each language will decide on the application of funds for translation (this is in addition to the existing budget for main meeting documentation)	NS	0	0	0	0		
3.58	Following the findings of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs	NS	0	0	0	0		
<b>Printing/Translation</b>			<b>0</b>	<b>0.04</b>	<b>0.16</b>	<b>-0.45</b>		
7.17	Proposal for a new Printing & Distribution department, including External Printing , Internal Printing and Distribution. Change of the printing and distribution procedure	C09	0	0.04	0.16	-0.45		
7.18	Change Translation Service Model. Enhance Terminology & Roster Management.	NS	0	0	0	0		

Integrated IPA			Action Status	2010/11 Cost & Savings USD Millions				Total
				Net App.	Inv.	Rec.	Sav.	
	7.19	Change Translation Service Model. Translation service to be funded by Regular Programme	NS	0	0	0	0	
	7.20	Review the Translation Service Model.	IP	0	0	0	0	
<b>Comment:</b> Item undergoing internal review								
<b>Travel</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	7.21	Review of the travel approval process	C	0	0	0	0	

<b>10</b>	<b>FAO Manual - Lucy Elliott</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	7.22	Carry out a major overhaul of the FAO Manual, reviewing and publishing a simplified framework, so that staff in all locations can understand and comply with FAO rules and regulations.	NS	0	0	0	0	
		<b>Comment:</b> The E & Y Stage1 recommendation description for RBR action 7.22 was - Rationalize the set of policies and procedures of the FAO organization (manual) and has been modified as stated in action column						
	7.23	Create a Business Improvement Unit, including streamlining and process improvement, overhaul of the FAO Manual (see above), and other business improvement initiatives.	IP	0	0	0	0	
		<b>Comment:</b> The E & Y Stage1 recommendation description for RBR action 7.23 was - A Regulatory Unit should be established and has been modified as stated in action column						
	<b>Basic Text change to facilitate delegation of authority</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	3.43	Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions.	C09	0	0	0	0	
		<b>Comment:</b> This action was reassigned to Project 10 from originally Project 9						
<b>11a</b>	<b>IPSAS - Nick Nelson</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	3.42	To Implement new or updated processes to support the recording, accounting, control and reporting of financial transactions at Decentralized Offices. Processes include the policy, procedures and system developments which collectively address the business requirements to support financial transaction processing at Decentralized Offices	IP	0	0	0	0	
		<b>Comment:</b> The Field Accounting System (FAS) replacement project, which has been integrated into the IPSAS project, will support the needs of the Decentralized Offices as regards the recording, accounting and reporting of financial transactions. FAS funding requirements in the PWB 2010-11 are part of the IPSAS project within the Chapter 8 proposals (Organizational Result 805). The Resolution 1/2008 description for IPA action 3.42 was - Development and deployment of a field version of oracle adapted to FAORs' needs. Note: some early actions will be completed by the time of the Special Session of the Conference; other major items which will incur costs beyond the Conference are reflected below (e.g. Root and Branch review and performance management) and has been modified as stated in the action column						
	7.24	Implementation of IPSAS as key initiative for the finance division and FAO as a whole	IP	0	0	0	0	
		<b>Comment:</b> The estimated IPSAS project cost of USD 13.9 million is not part of IPA cost estimates. The IPSAS project cost for 2008-09 is included in Chapter 8 provisions, while funding proposals for the remaining costs are included in Chapter 8 of the draft PWB 2010-11.						



<b>11b</b>	<b>Oracle - Yasuko Hanaoka</b>			<b>1.625</b>	<b>3.85</b>	<b>0.125</b>	<b>0</b>	<b>5.6</b>
	7.25	Enhance Oracle ERP related functionalities to meet IPA requirements	NS	0	2.225	0.125	0	
		<b>Comment:</b> The E & Y Stage1 recommendation description for RBR action 7.25 was - Upgrade Oracle for staff Management and IT infrastructure in DOs and has been modified as stated in action column						
	7.26	Design of the Management Information System	IP	1.625	1.625	0	0	
<b>12</b>	<b>Enterprise risk management - Amalia LoFaso</b>			<b>0</b>	<b>0.9</b>	<b>0.4</b>	<b>0</b>	<b>1.3</b>
	<b>Enterprise Risk Management Framework</b>			<b>0</b>	<b>0.9</b>	<b>0.4</b>	<b>0</b>	
	3.49	Agreement by Finance Committee on Terms of Reference for a comprehensive enterprise risk management study addressing all forms of risk, including but not limited to financial risk	C	0	0	0	0	
		<b>Comment:</b> AUD presented TORs for an external contract to complete a comprehensive enterprise risk management study to the FC (FC 126/4) 11 May 2009. The FC deferred the matter because it believed the TOR were not sufficiently detailed. The FC also wanted to first review the results from the Enterprise Risk Assessment (ERA) that Deloitte and AUD were completing on the Organization's current risk management structure before further considering the matter. On 30 July 2009, in lieu of submitting revised TORs for a study, Deloitte presented the results of the ERA to the FC (FC 128/8). Deloitte recommended that the current consultant led approach to implementing an organization-wide ERM under the IPA Reform Plan be replaced with an internally driven approach which would likely entail lower costs than the \$2.5 million project proposed under the current IPA Plan. The FC endorsed the proposal and asked that it be kept apprised of any developments in implementing the ERM. Consequently, the present activity plan for Project 12 will be revised to reflect the new approach						
	3.50	Develop a project structure to implement an internally led organization-wide Enterprise Risk Management (ERM) e.g. organize a project team and its TOR, obtain necessary training and external guidance as needed, prepare a work plan, etc.	NS	0	0.5	0	0	
		<b>Comment:</b> The Resolution 1/2008 description for IPA action 3.50 was - Issue of external contract for the study and has been modified as stated in the action column under item 3.49.						
	3.51	Design an appropriate ERM model to develop a customized ERM framework for the organization, with the support of external risk management consultants. The ERM framework should include key components that address the objectives, strategy, organization, risk processes, monitoring and reporting.	NS	0	0	0	0	
		<b>Comment:</b> The Resolution 1/2008 description for IPA action 3.51 was - Review by management and the Council and Finance Committee of the Final Report and has been modified as stated in the action column under item 3.49.						
	3.52	Initiate a pilot to test the ERM framework before a large-scale implementation.	NS	0	0	0	0	
		<b>Comment:</b> The Resolution 1/2008 description for IPA action 3.52 was - Development of follow-up action plan and has been modified as stated in the action column under item 3.49.						
	3.53	Based on the results of the pilot, develop a comprehensive plan to fully implement ERM across the Organization.	NS	0	0	0	0	
		<b>Comment:</b> The Resolution 1/2008 description for IPA action 3.53 was - Review by Council and the Finance Committee of the Follow-up action plan and has been modified as stated in the action column						

		under item 3.49.						
	3.54	Full Implementation of Enterprise Risk Management Structure and systems (Institutionalize ERM)	NS	0	0.4	0.4	0	
<b>13</b>	<b>Culture Change - Egle DeAngelis</b>			<b>1.95</b>	<b>1.15</b>	<b>0</b>	<b>0</b>	<b>3.1</b>
	<b>Institutional Culture Change</b>			<b>1.15</b>	<b>1.15</b>	<b>0</b>	<b>0</b>	
	3.30	Develop terms of reference, and appoint, an External Facilitator and change team	C	0	0	0	0	
	3.31	Development of Internal vision	C	0	0	0	0	
	3.32	Implementation of the vision	IP	1.15	1.15	0	0	
	<b>Ethics</b>			<b>0.8</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	3.33	Appointment of an Ethics Officer, functioning of the office, and training of staff	C09	0.8	0	0	0	
	3.34	Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	IP	0	0	0	0	
	3.35	Appointment and initiation of work by Ethics Committee	NS	0	0	0	0	
	3.36	Review of annual or biennial report of Ethics Committee by the Council on the basis of the findings and recommendations of the CCLM and Finance Committee	NS	0	0	0	0	
<b>14</b>	<b>Human Resources - Tony Alonzi</b>			<b>6.178</b>	<b>0.98</b>	<b>4.51</b>	<b>0</b>	<b>11.668</b>
	<b>Human Resource Policies and Practices</b>			<b>4.2</b>	<b>0.98</b>	<b>4.51</b>	<b>0</b>	
	3.37	Management Early Actions summary including: Delegations of authority from the Office of the Director-General for human resource actions;	C09	0	0	0	0	
	<b>Comment:</b> Action 3.37 was moved from Project 9 to Project 14							
	3.59	Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries	C09	0	0.08	0.21	0	
	3.60	Introduce a package for increasing staff training, including in management	C09	0	0	1.8	0	
	3.89	Strengthen staff training	IP	0	0	0	0	
	<b>Comment:</b> Action 3.89 was moved from Project 6 to Project 14							
	3.61	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	C09	2.8	0	0	0	
	3.62	Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme	C09	0	0	2	0	

3.63	Decentralise and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management	C09	0	0	0	0	
3.64	Wider publication of FAO vacancies	NS	0	0	0.3	0	
3.65	Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs	C09	0	0	0	0	
3.66	Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	NS	0	0.1	0	0	
3.67	Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance	C09	0	0	0.2	0	
3.68	Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO	C09	0	0	0	0	
3.69	Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure	C09	0	0	0	0	
3.70	Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	IP	1.4	0	0	0	
3.71	Introduce dual grading for P5/D1 and D1/D2 posts	C09	0	0	0	0	
3.72	Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing	IP	0	0.8	0	0	
<b>Comment:</b> This action has started in 2009, which was earlier than forecast by CR 1/2008							
3.73	Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs	C09	0	0	0	0	
3.74	Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants	C09	0	0	0	0	
3.75	Governing Body action and action by management to secure changes at the UN Common System level	NS	0	0	0	0	
	a) develop proposals for Common System change		0	0	0	0	
	b) present changes to UN		0	0	0	0	
<b>HR Role</b>			<b>1.978</b>	<b>0</b>	<b>0</b>	<b>0</b>	
7.27	Define a new role for the HR Function and review the HR competency framework and accountability framework	IP	1.978	0	0	0	

15	<b>IPA - Governing body follow-up</b>			0	0	0	0	0
	<b>Follow-up Arrangements Implementation of the IPA</b>			0	0	0	0	
	4.0	Follow-up Arrangements for Implementation of the Immediate Plan of Action	C	0	0	0	0	
	<b>Governing body follow-up</b>			0	0	0	0	
	4.1	The Council will monitor the progress of implementation of the Immediate Plan of Action. and report to the Conference at its 36 <sup>th</sup> Session (2009) and its 37 <sup>th</sup> Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	C	0	0	0	0	
	4.2	A time-bound <b>Conference Committee</b> will be established for the duration of 2009 under Article VI of the FAO Constitution to complete outstanding work within the Immediate Plan of Action (see below). It will present its report to the 36 <sup>th</sup> Session of the FAO Conference in November 2009. This Committee will collectively decide the final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and with direct expert inputs to the Working Groups from the Programme and Finance Committees and the advice of the Council as appropriate. FAO management is expected to actively support the Committee and participate in its meetings and those of its Working Groups. The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees are: i) to recommend to the 36th session of the FAO Conference (2009):	C	0	0	0	0	
	4.3	• the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management with a new integrated results-based framework. These recommendations will be developed by the Conference Committee and will be undertaken with the support of a Working Group of the Conference Committee and with direct expert inputs to the Working Group from the Programme and Finance Committees, the support of management and the advice of the Council as appropriate;	C		0	0	0	
	4.4	• any changes found desirable in the size and regional representation in the	IP	0	0	0	0	

		membership of the Council and propose with advice from the CCLM any necessary changes in the Basic Texts to the 2009 Session of the Conference;						
	4.5	<ul style="list-style-type: none"> <li>• further reforms of systems, culture change and organizational restructuring, including:</li> <li>• Follow-up action to the final report of the Root and Branch Review (17 April 2009);</li> <li>• Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework,</li> <li>• Plans for increased effectiveness and streamlining of the decentralized offices;</li> <li>• Plans for restructuring of headquarters;</li> <li>• Detailed proposals for strengthened financial management; and</li> <li>• Detailed proposals for strengthened Human Resource management.</li> </ul>	C	0	0	0	0	
	4.6	ii) to provide policy oversight and guidance of the process of revision of the Basic Texts in line with the changes provided for in the Immediate Plan of Action (and propose the necessary changes to the Conference Report). This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM) and review by the Council as appropriate.	C	0	0	0	0	
<b>Funding 2009 Implementation Follow-up</b>					<b>0</b>	<b>0</b>	<b>0</b>	
	4.10	Establish Trust Fund and costs of 2009 implementation	C	0	0	0	0	
	4.11	Contribute to trust fund	IP	0	0	0	0	
<b>16</b>	<b>IPA Management follow-up</b>			<b>1.58</b>	<b>1.58</b>	<b>0</b>	<b>0</b>	<b>3.16</b>
<b>FAO Managerial Arrangements for IEE Follow-up Implementation</b>				<b>1.58</b>	<b>1.58</b>	<b>0</b>	<b>0</b>	
	4.7	Establish internal managerial arrangements including:	C	0	0	0	0	
	4.8	i) a reform support group;	C	0	0	0	0	
	4.9	ii) specialist working groups, including for the Root and Branch Review and the Change Team drawn from all parts and levels of the Organization (decentralised and centralised)	IP	1.58	1.58	0	0	
	7.28	Selection and prioritization of on-going initiatives	C	0	0	0	0	