

February 2011



The International Treaty

ON PLANT GENETIC RESOURCES FOR FOOD AND AGRICULTURE

**Item 18 of the Provisional Agenda****FOURTH SESSION OF THE GOVERNING BODY****Bali, Indonesia, 14-18 March 2011****MATTERS ARISING FROM THE REPORT OF THE INDEPENDENT EXTERNAL
EVALUATION OF FAO OF RELEVANCE TO THE TREATY**

Note by the Secretary

i) *FAO is undergoing a process of reform and following the adoption of the Report of the Independent External Evaluation by the FAO Conference, several follow-on processes were mandated to be undertaken by various Working Groups and the FAO Administration, some of which are of direct relevance to the Treaty.*

ii) *The Governing Body, at its Third Session, noted the relevance of the implications of the ongoing process of the FAO reform to the financial and administrative aspects of Treaty's implementation and the activities of the Secretariat, as well as the Governing Body's ability to bring issues to the attention of the FAO Council and Conference through the relevant technical committee. The Governing Body requested the Secretary to work with the Bureau in order to prepare a report for the consideration of the Governing Body at this Fourth Session.*

iii) *This document responds to that request. The Governing Body is invited to instruct the Secretary as to next steps and provide any further guidance it deems appropriate.*

TABLE OF CONTENTS

	<i>Para.</i>
I. Introduction	1 - 3
II. The Immediate Action Plan for Renewal and follow-up actions	4 - 37
III. Guidance sought	38

*Appendices**Appendix 1 - Main components of FAO's results framework**Appendix 2 – FAO Headquarters Organigramme*

I. INTRODUCTION

1. The Food and Agriculture Organization of the United Nations (FAO) is currently in the process of reform, following the *Report of the Independent External Evaluation of FAO (IEE)*.¹ Based on the work of a time-bound Committee of the Conference (CoC-IEE), the Special Session of the Conference adopted Resolution 1/2008: the Immediate Plan of Action for FAO Renewal (2009-11).² The CoC-IEE presented its final report, *Report of the CoC-IEE to the FAO Conference on the Immediate Plan of Action for FAO Renewal*, to the FAO Conference at its 36th Session in November 2009.³

2. At its Third Session, the Governing Body:

- “noted the relevance of the implications of the ongoing process of the FAO reform to the financial and administrative aspects of the International Treaty’s implementation and the activities of the International Treaty Secretariat, as well as the Governing Body’s ability to bring issues to the attention of the FAO Council and Conference through the relevant technical committee;
- requested the Bureau of the Fourth Session of the Governing Body at its earliest convenience to familiarize itself with the FAO reform process for the clarification of the overall implications of the outcomes of the reform process in relation to the International Treaty;
- requested the Secretary to continue following the process of FAO reform, in particular, regarding any potential financial and administrative implications for the International Treaty, regularly updating the Bureau on the reform process and, working with the Bureau to prepare a report for the consideration of the Governing Body at its Fourth Session.”⁴

3. Following the request of the Governing Body at its Third Session, the Secretary has continued to follow the FAO reform process, including during the current intersessional period, and reported to the Bureau of this Fourth Session. The present document provides an update on the FAO reform process, describing in particular those aspects which are of special relevance to the implementation of the Treaty and the administration of the Secretariat.

II. THE IMMEDIATE PLAN OF ACTION FOR FAO RENEWAL AND FOLLOW-UP ACTIONS

4. The Immediate Plan of Action for FAO Renewal details the actions to be taken for FAO Reform, providing indications for timing and resource implications. It is divided into four main sections and an Annex:

- “*Priorities and Programmes of the Organization: This section details the new results-based framework proposed for the design of all the Organization’s programmes, including the Organization’s Vision and Global Goals, Strategic Objectives and approach to priority setting and resource management. The results will be that FAO will shift its focus from what it does, to the impacts of its activities for member countries both nationally and globally;*

¹ The full text of the *Report of the Independent External Evaluation of FAO* can be found at url: <ftp://ftp.fao.org/docrep/fao/meeting/012/k0827e02.pdf>

² C 2008/REP, paragraph 18.

³ C 2009/7.

⁴ IT/GB-3/09/Report, paragraphs 57-59.

- *Governance Reform: This section addresses efficiency, effectiveness and member ownership. Measures are proposed to strengthen FAO Governing Bodies' role in assuring global policy and regulatory coherence and their role in exercising executive oversight, while respecting the distinct roles of the Governing Bodies and management;*
- *Reform of Systems, Programming & Budgeting, Culture Change and Organizational Restructuring: This section puts forward a detailed series of measures for reform of the programming and budgeting cycle and for mobilisation of voluntary contributions into a unified programme, with priorities clearly defined by the membership. It also proposes measures to: delegate responsibilities with accountability; strengthen human resources; streamline administration; and improve the effectiveness of both the headquarters' and decentralised offices, while freeing up resources for technical work;*
- *Implementation of the Immediate Plan of Action, including both governance and management follow-up arrangements; and*
- *Annex: Summary of Costs, Savings, Resource Requirements and the Implementation Schedule for 2009-2011.*"⁵

5. In the following sections, those elements of the Immediate Plan of Action of particular relevance to the Treaty and its Secretariat are outlined in more detail.

Section A - Priorities and Programmes of the Organization

6. Section A - *Priorities and Programmes of the Organization* of the Immediate Plan of Action outlines a new results-based programming framework for FAO's work, and provides elements of a new FAO Strategic Framework and Medium Term Plan.

7. The new results-based framework provides for programming and budgeting documentation to be drawn up and presented in an integrated suite of planning documentation encompassing: the Strategic Framework with a 10-15 year time-horizon (reviewed every four years); the Medium Term Plan, covering a four-year time horizon, but reviewed and adjusted each biennium; and the Programme of Work and Budget dealing with the resources required for each biennium.⁶

8. This documentation reflects a results-based hierarchy, consisting of Global Goals, Strategic Objectives, Organizational Results, Core Functions, Targets and Indicators, which will be monitored and evaluated for results. Assessed contributions and extra-budgetary resources will be managed in a unified work programme, subject to the same planning and oversight, with encouragement to contributors of extra-budgetary funding to reduce earmarking and increase pool funding.

9. As part of its functions, the CoC-IEE recommended a new Strategic Framework, Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11 to the FAO Conference at its 36th Session in November 2009.⁷ As called for by the Immediate Plan of Action, 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 main components of FAO's results framework can be found in *Appendix 1*). The PWB, on the other hand, sets out the resources, both

⁵ C 2008/4.

⁶ The Immediate Plan of Action for FAO Renewal, *Appendix E*, C 2008/REP.

⁷ C 2009/15.

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.

10. Within the results frameworks of the Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11, the International Treaty is reflected under Strategic Objective A – *Sustainable intensification of crop production*, within the Organizational Result 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 level*. Under Organizational Result A4 there is one indicator which directly applies to the Treaty by focusing on the number of countries joining the International Treaty or adopting national regulations for its implementation. The full information about the indicator, the baseline and the targets is displayed below.

Organizational Result 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			
<i>Lead Unit: AGP</i>			
Indicator	Baseline	Target (4 years)	Target (2 years)
A4.1 Number of countries joining the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA), or adopted national regulations for its implementation	121 Contracting Parties (2009) Most Contracting Parties do not have national regulations in place for implementation of the IT-PGRFA	130 countries have joined the IT-PGRFA 10 countries adopted national regulations/policies	<i>125 countries have joined the IT-PGRFA</i> <i>5 countries adopted national regulations/policies</i>

Source: C 2009/15, page 79.

11. There are three other indicators under the same Organizational Result that do not relate directly to the Treaty but to plant genetic resources for food and agriculture. They are as follows:

- *“Number of countries that have developed national PGRFA strategies/policies and national information sharing mechanisms (NISM) to reinforce the links among conservation, plant breeding and seed systems, in conformity with the Global Plan of Action for the Conservation and Sustainable Utilisation of Plant Genetic Resources for Food and Agriculture (GPA-PGRFA);*
- *Number of countries that have technical capacities and information on conservation, plant breeding, seed systems, biotechnology-biosafety and nuclear techniques, and number of subregions that have harmonised and endorsed seed-related regulatory frameworks;*
- *Number of countries that have programmes at community level for management of PGRFA and seed production onfarm, including through Disaster Risk Management (DRM) tools to respond to environmental risks and challenges.”*

12. The Programme of Work and Budget 2010-11 also lists the Primary Tools to be used for the achievement of the Organizational Result A4:

Primary Tools for achievement of the Organizational Result⁸

1. *Delivery of agreed Secretariat functions to support the implementation of the IT-PGRFA including preparation and delivery of guidance and support to the achievement of the work programme adopted by the governing body.*
2. *Policy advice and technical assistance to the current and updated GPA-PGRFA through the Working Group on PGRFA of the Commission of Genetic Resources for Food and Agriculture (CGRFA); facilitate implementation and monitoring of the GPA-PGRFA, including as it relates to relevant international instruments.*
3. *Technical support to the development and implementation of integrated programmes on conservation and sustainable use, including seed systems, at regional and national levels.*
4. *Generation, management and dissemination of knowledge, data, tools, technologies for national and regional capacity building in conservation, plant breeding, seed systems development and related inter-disciplinary areas.*
5. *Technical assistance and guidance to communities, smallholders and farmers to sustainably manage crop diversity and seed systems.*
6. *Strengthen partnerships and alliances with relevant organizations to ensure informed decision-making and implementation of best practices for PGRFA management for sustainable crop production.*

13. The relationship between the Treaty and the Commission on Genetic Resources for Food and Agriculture is mentioned under Strategic Objective F – *Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture*, Organizational Result 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*, where one indicator assesses the “*number of operational joint work plans or cooperation arrangements on biodiversity for food and agriculture with international fora, such as the Convention on Biological Diversity, the World Intellectual Property Organization and the International Treaty [...]*”.

14. In connection with the new Strategic Framework and its Strategic Objectives, it is to be noted that the implementation of each Strategic Objectives is assigned to a different FAO department that practically acts as lead technical unit. This “exclusive” allocation of Strategic Objectives is already producing significant impacts on internal procedures and practices, including for the relationship with donors.

15. The consideration and reflection of the Treaty and its work in the Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11 might have some direct implications for the core administrative budget of the Treaty.⁹ In that context, it is worth highlighting that FAO “*is to put in place a resource mobilisation 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 Impact Focus Areas (IFAs) will contribute to strategic resource mobilization at all locations. Specifically, IFAs will orient resource mobilization and partnering efforts towards priority groups of Organizational Results across or within the Strategic Objectives, acting as “flagships” and providing a communication and*

⁸ Source: C 2009/15, page 80.

⁹ The Core Administrative Budget (CAB) adopted by the Governing Body for the 2010-11 biennium was USD5,832,833, out of which FAO is contributing USD 1.86 million or 32%, from the Regular Programme; the remaining 68% (USD 3.97 million) to be funded through voluntary contributions from Contracting Parties.

*advocacy tool.*¹⁰ One of the seven identified IFAs supports, *inter alia*, Organizational Result A4 and could be of direct relevance for the Treaty. It reads as follows:

“Global standard setting and implementation into national policies and legislation (IFA-SNL)

The effective development and implementation of internationally recognized standards, agreements and action plans adopted by FAO statutory bodies and commissions, in particular to satisfy requirements under WTO Agreements, rely on national capacity and secretariat support. The IFA will focus on strengthening national and global capacities for the development and implementation of regulations and standards with particular attention to the capacities and participation of developing countries (plant protection, food safety, genetic resources).”

Section B - Governance Reform

16. Section B - *Governance Reform* contains a subsection entitled *Statutory Bodies, Conventions, etc.*, which foresees that “*statutory bodies and conventions will be strengthened, enjoying more financial and administrative authority within the framework of FAO and a greater degree of self-funding by their Members. They will have a direct line of access to the appropriate FAO Technical Committees. They will be accountable to the FAO Council and Conference for the use of that proportion of their funding which is provided for from FAO assessed contributions*”.

17. To this end, the following two specific actions are planned:

- A change of FAO Basic Text to enable “*Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) [to] bring issues to the attention of the Council and Conference through the relevant Technical Committee*”(Action 2.68);
- The undertaking of 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*”¹¹ (Action 2.69).

18. According to the *2009 Progress Report on IPA Implementation*, both actions are currently in progress and expected to be completed post 2009.¹² The amendments to the FAO Basic Texts recommended by the CoC-IEE to the FAO Conference at its 36th Session in November 2009 did not include the Basic Text change required in Action 2.68.¹³

19. Regarding the review envisaged under Action 2.69, a *Preliminary review of statutory bodies with a view to allowing them to exercise greater financial and administrative authority while remaining within the framework of FAO*,¹⁴ was prepared for consideration by the FAO Committee on Constitutional and Legal Matters (CCLM) at its 88th Session in September 2009. The preliminary review addresses both the potential scope of the review and the possible areas where statutory bodies could exercise greater administrative and financial authority. Those include:

¹⁰ C 2009/15, paragraphs 65-66.

¹¹ The Immediate Plan of Action for FAO Renewal, paragraph 28.

¹² C 2009/7, Appendix 5.

¹³ C 2009/7, Appendix 3.

¹⁴ CCLM 88/3

- i) external relations;
- ii) budgetary and financial issues;
- iii) human resource matters;
- iv) channels of communication with Governments;
- v) relations with donors;
- vi) travel authorizations;
- vii) organization of meetings;
- viii) participation of observers in meetings of statutory bodies; and
- ix) the reporting relationship with FAO.

20. The CCLM, at its 88th Session, “*recognized that these statutory bodies should enjoy as much flexibility and functional autonomy as was compatible with the fact that they are placed under the framework of FAO and was necessary for the accomplishment of their mission*“. At the same time, it noted that “*in some cases, FAO and the Director-General exercised substantial responsibilities in respect of these bodies*”. In this context, the CCLM concurred with the view that, “*given the highly differentiated nature of statutory bodies, [...] there would be a need to determine which statutory bodies would be eligible for the facilities proposed in the [review]. This should be done taking into account primarily the views of the Members, the nature of the activities exercised and the status of the bodies in question, especially as regards the extent to which the body is financed by an autonomous budget.*”

21. As regards the possible areas where statutory bodies could exercise greater administrative and financial authority, the CCLM agreed with the recommendations regarding attendance at external meetings by secretaries and other staff of relevant statutory bodies.¹⁵ Those recommendations aim at clarifying the status of the general FAO instructions for attendance at external meetings in respect of the secretaries of statutory bodies, taking into account and accommodating the need of some statutory bodies to closely coordinate and liaise with other organizations, and the fact that for some bodies allocation for travel is specifically provided for in their budgets and secretaries are required to provide information on the relations with outside bodies.¹⁶

22. The CCLM also agreed with the recommendation that appropriate rules be defined for the conclusion of arrangements with other organizations and institutions by autonomous bodies established under Article XIV of the FAO Constitution. It noted that the matter had already been addressed by the Council at its 127th Session in November 2004, and that the FAO secretariat would formulate proposals for a procedure for the conclusion by secretaries of arrangements with other organizations and institutions.

23. Regarding budgetary, financial issues and other human resources matters, the CCLM “*recommended that they be addressed through the Finance Division, the Human Resources Division and the Finance Committee, as required. The [Committee] also considered that a relaxation of rules on authority of the secretaries to travel within the area of competence of their statutory bodies should be considered.*”

24. Furthermore, while noting that this was a matter within the authority of the FAO secretariat, the CCLM “*endorsed the proposal that special rules and criteria regarding handling of official correspondence, especially with heads of national departments, be developed for secretaries of bodies under Article XIV*”. As regards issues pertaining to relations with donors, the

¹⁵ CL 137/5, paragraphs 9-12.

¹⁶ CCLM 88/3, paragraph 36.

CCLM “recommended that the matter be further examined by the concerned units of FAO, as well as the relevant Governing Bodies and statutory bodies, as appropriate”.

25. Regarding the reporting relationship between statutory bodies and the Governing Bodies of FAO, the CCLM “recommended that the matter be referred to the main concerned statutory bodies which could be invited to clarify which action they expected from the main Governing Bodies [of FAO]. On the basis of the views of the statutory bodies and the Governing Bodies, a new policy on the matter could be defined.”

26. The CCLM “expressed satisfaction at the comprehensive nature of the preliminary review and stressed that its implementation should be seen as an on-going process to be carried out in the course of the next few years. [It] invited the [FAO] secretariat to take action in respect of matters within its authority and consult the Governing Bodies [of FAO], as appropriate”. It further emphasized that, “in the context of that on-going process, the membership of relevant statutory bodies, with particular reference to bodies under Article XIV or Article VI enjoying substantial functional autonomy, should be invited to consider the preliminary review and offer their views on the issues addressed in the review”.¹⁷

27. The FAO Council, at its 137th session in October 2009, examined the review carried out by the CCLM. The FAO Council stressed that implementation of greater financial and administrative authority should be seen as an on-going process to be carried out in the course of the next few years. The Council invited further internal consultations within the FAO relevant Governing Bodies with regard to matters which would need to be considered by the membership, and invited the membership of relevant statutory bodies, with particular reference to bodies enjoying substantial functional autonomy, to consider the preliminary review and offer their views on the issues addressed therein.¹⁸

28. As follow-up to such deliberation by the FAO Council, the FAO Programme Committee initiated consultations with the membership of the relevant statutory bodies by bringing the CCLM preliminary review to the attention of such bodies so that they could offer their views on the issues addressed therein.¹⁹ Consequently, the Secretary of the Governing Body received and responded to a request from the FAO Programme Committee for a list of relevant functional needs of the International Treaty.

Section C - Reform of Systems, Programming and Budgeting, Culture Change and Organizational Restructuring

29. Section C - *Reform of Systems, Programming and Budgeting, Culture Change and Organizational Restructuring* contains a subsection entitled *Reform of Administrative and Management Systems*, which establishes a set of general principles for the reform of FAO’s administrative and management systems. Those are:

- moving from *ex ante* to *ex post* controls;
- augmenting delegation of authority;
- streamlining and simplification of administrative procedures.

30. The application of these principles started during the course of 2009. Several activities have been undertaken for the reform of administrative and management systems, in particular in the area of human resource management, culture change and risk assessment. During the coming

¹⁷ CL 137/5, paragraphs 12-22.

¹⁸ CL 137/REP, paragraph 53.

¹⁹ PC 104/9.

biennium the reform of administrative and management systems will continue to be a focus of FAO reform. According to the Report of the CoC-IEE, 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, a range of improvements to headquarters and field procurement processes will be introduced, and administrative processes will continue to be streamlined.²⁰

31. Administrative and management systems are directly relevant to the Treaty and its functioning, as they condition the operating environment for the Treaty, its Secretariat and the Treaty's operational systems (the Multilateral System and the Benefit-sharing Fund) and, by extension, the Governing Body and its subsidiary bodies.

32. The application of the above-mentioned principles has the potential to further improve several areas that have been identified as challenges for the administration of the Treaty's core systems, which the Secretariat has to manage. In particular, the concrete application of the principles might further facilitate the operation of the Multilateral System, including by facilitating SMTA information management and maintenance, delivery of the Multilateral System business processes with full protection of confidential information, services provided to the users of the Multilateral System and the SMTA; cooperative arrangements for the Multilateral System and SMTA operations at international, regional and national levels, etc.

33. Furthermore, the application of the principles might facilitate the progress of the Benefit-sharing Fund of the Treaty, including by facilitating the establishment and execution of state-of-the-art operational procedures for the Benefit-sharing Fund, including disbursement, reporting, monitoring and evaluation procedures, practical arrangements for delivery of the project cycle, cooperative arrangements for Benefit-sharing Fund operations, donor relations, etc.

34. Additionally, the principles might further improve the administration of the Secretariat, in particular in relation to human resource management, the conclusion of contracts and agreements with other organizations, and financial management.

35. In that regard, it is to note that the subsection entitled *Headquarters Structure* foresees that "*a comprehensive programme of Headquarters restructuring will be initiated in 2009 for completion by 2012*".²¹ While the apex structure of headquarters departments and senior management was approved in principle by the FAO Conference in 2008, the departmental structures and mandates were finalised during 2009, following a complete functional analysis of headquarters departments and in accordance with the new Organizational Results. The revised headquarters structure was endorsed by the CoC-IEE and presented to the FAO Conference at its 36th Session in November 2009, and will be implemented in 2010-11 (the new Headquarters Organigramme can be found in *Appendix 2*).²² The organizational structure will be refined through 2012 based on consultation between management and the FAO Governing Bodies, including the alignment between cross-cutting issues.

36. According to the revised headquarters structure, the Agriculture and Consumer Protection Department, under which the Treaty's Secretariat is placed, will retain its current divisional structure. Nevertheless, the Report of the CoC-IEE states that "*significant changes will be implemented below the divisional level by adopting more flexible modalities, facilitated by delayering*".²³

37. The future organizational structure of FAO headquarters is of relevance to the Treaty as the horizontal and vertical location of the Secretariat within the administration may also have implications for the financial and administrative procedures it is required to apply.

²⁰ C 2009/7, paragraph 72.

²¹ The Immediate Plan of Action for FAO Renewal, paragraph 46.

²² C 2009/15, paragraph 46.

²³ C 2009/7, paragraph 50.

III. GUIDANCE SOUGHT

38. The Governing Body is invited to take note of the relevant processes and issues in the context of the FAO reform process, and may wish to:

- i) *note the progress made by the Secretary to ensure that the Treaty and its Secretariat are appropriately positioned within the new framework and evolving structure of FAO;*
- ii) *request the Secretary to continue monitoring the review process, especially in regard to the issues that might affect the implementation of the Treaty and the administration of the Secretariat; and*
- iii) *give any further guidance it considers appropriate.*

Appendix 1

Main components of FAO's results framework²⁴

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

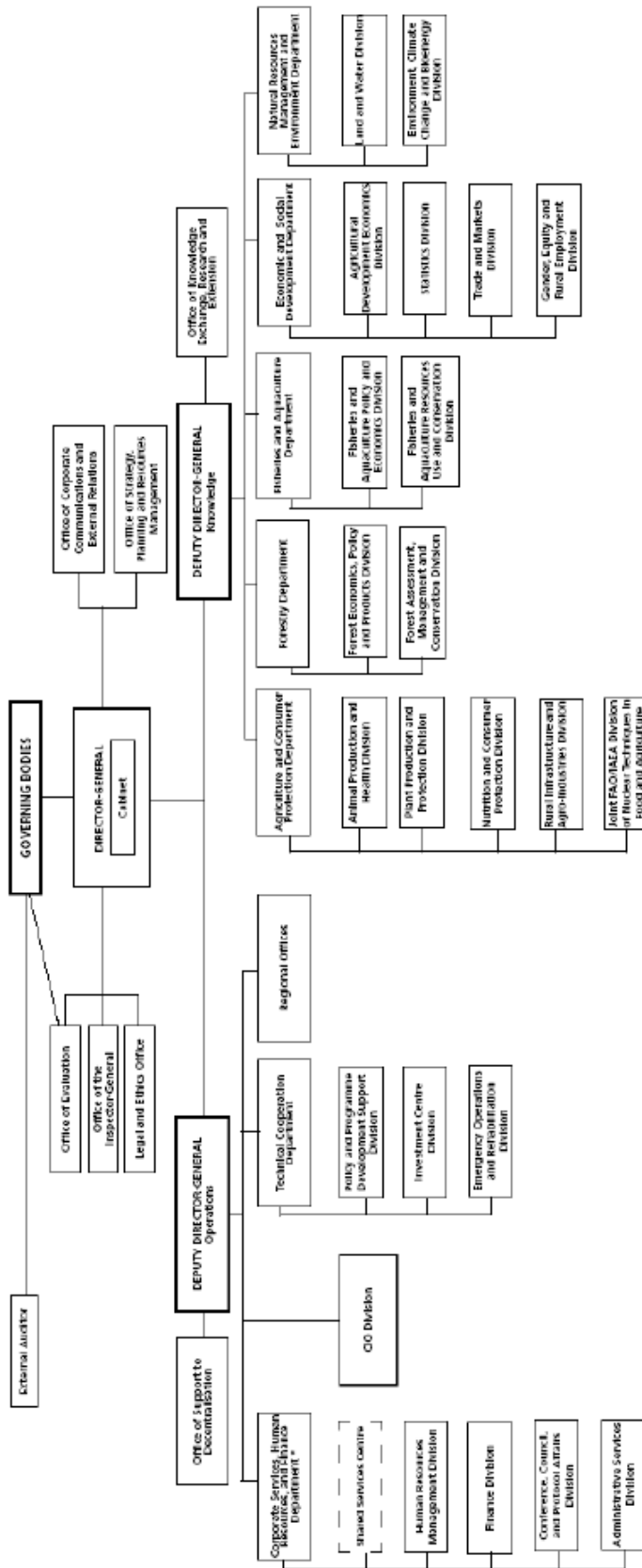
Core Functions

- 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. Inter-disciplinarity and innovation
- h. Partnerships and alliances

²⁴ Source: C 2009/15, page 12.

Appendix 2

FAO Headquarters Organigramme



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

