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Food and
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Продовольствен
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de las
Naciones Unidas
para la
Agricultura y la
Alimentación

Programme Committee

Hundred and Sixth Session

Rome, 21 - 25 March 2011

**PROGRESS REPORT ON FOLLOW-UP TO PAST PROGRAMME
COMMITTEE RECOMMENDATIONS**

I. Programme Planning and Priority Setting

CL 141/4 Report of the 105 th Session of the Programme Committee (8-9 February 2011)	Action
<p>Priorities for the technical work of the Organization in the 2012-13 biennium</p> <p>8. In preparing the PWB 2012-13, which would be made available on 7 March 2011, for consideration at its 106th Session (21-25 March 2011), the Committee <u>urged</u> the Secretariat to ensure that the outcome of the discussion and exchanges with Strategy Team Leaders be reflected in the PWB. The Committee <u>recommended</u> that the Secretariat:</p> <ul style="list-style-type: none"> a) further elaborate the areas of commonality emerging from the recommendations and guidance on priorities received from the Regional Conferences, Technical Committees and other governing bodies (i.e. the Council) and integrate them as appropriate in the areas of emphasis and de-emphasis under the strategic objectives; b) improve the presentation and implications of proposed areas of emphasis and de-emphasis within and between strategic objectives and organizational results using a uniform structure and terminology, and clearly taking account of the guidance from the Regional Conferences and Technical Committees, lessons learned based on the Mid-term Review 2010, the results of evaluations, and collaboration with key partners; c) clearly show, through the regional results, the focus within strategic objectives related to guidance from the Regional Conferences; 	<p>Document C 2011/3 <i>Section I.B</i></p>

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CL 141/4 Report of the 105 th Session of the Programme Committee (8-9 February 2011)	Action
<p>d) reflect the main shifts in emphasis between strategic objectives and organizational results in the comparative resource tables for net appropriation and extra-budgetary resources, including the role of the Impact Focus Areas in mobilizing resources;</p> <p>e) address across the strategic objectives the coordination of cross-cutting issues (such as climate change, requirements for smallholder farmers, rural development, capacity development, nutrition, land and water, and gender).</p> <p>11. In establishing a coherent set of priorities for future biennia, the Committee recalled that it had previously recommended measures to promote more structured guidance on priorities from the Regional Conferences and Technical Committees. Having considered the document provided on priorities for 2012-13, the Committee <u>recommended</u> that in planning for future biennia the Secretariat also:</p> <p>a) identify emerging issues to inform the review and refinement of the Medium Term Plan for the 2014-17 period;</p> <p>b) address across the strategic objectives the coordination of cross-cutting issues to help drive priority setting;</p> <p>c) clarify the roles and collaboration of headquarters and decentralized offices in planning and implementing the technical Programme of Work and Budget in the context of the vision on decentralization;</p> <p>d) highlight the comparative advantage of FAO with other organizations.</p>	<p>To be addressed in planning process for 2014-17 period starting late 2011</p>
CL 140/8 Report of the 104 th Session of the Programme Committee (25-29 October 2010)	Action
<p>Priorities for the technical work of the Organization in the 2012-13 biennium</p> <p>5. The Committee <u>recommended</u> that the preparation of the PWB 2012-13 and related prioritization process should start from the results frameworks approved in the MTP 2010-13.</p>	<p>DOCUMENT C 2011/3 <i>Section I.B</i></p>
<p>6. The Committee <u>requested</u> the Secretariat to:</p> <p>a) analyze commonalities in the recommendations and guidance received from the Regional Conferences, Technical Committees and other governing bodies (e.g. Council) on priorities with a view to relate these to the Strategic Objectives and Organizational Results;</p> <p>b) formulate Regional Results for 2012-13 as a means to reflect country, subregional and regional priorities and their contributions to Organizational Results, ensuring that the formulation of the Regional Results reflects the priorities expressed by the Regional Conferences;</p> <p>c) take account of results of evaluations and lessons learned from the first year of implementation of the PWB 2010-11.</p> <p>d) present proposed areas of programmatic emphasis and de-emphasis within and between Strategic Objectives and Organizational Results, including resources compared with 2010-11, to be included in the PWB 2012-13.</p>	<p>Document C 2011/3 <i>Section I.B and Annex I</i></p>
<p>7. The Committee <u>requested</u> that the Organization-wide Strategy Teams be assigned a lead role to:</p> <p>a) refine the results framework formulations for the PWB 2012-13 taking into account the priorities expressed by the Technical Committees and embodied in the Regional Results, along with the results of evaluations and lessons learned from the first year of implementation of the PWB 2010-11;</p> <p>b) improve focus and prioritization of the technical work based on a deeper analysis of the appropriate mix of core functions to be applied in achieving the Organizational Results;</p> <p>c) complete and improve the formulation of Organizational Result</p>	<p>Document C 2011/3 <i>Medium Term Plan 2010-13 (Reviewed) Section C PWB 2012-13 Section IV.A and Annex XIV</i></p>

CL 140/8 Report of the 104th Session of the Programme Committee (25-29 October 2010)	Action
<p>indicators and baselines.</p> <p>8. The Committee <u>requested</u> management to ensure that adequate internal mechanisms are put in place to re-enforce the role of the Strategy Teams and their coordination in reflecting priorities and resources requirements in Organizational Results in the PWB 2012-13.</p> <p>9. The Committee <u>requested</u> management to provide documentation for the Programme Committee's February 2011 meeting, complementing the information provided in document PC 104/2 to include:</p> <p>a) the results of the Regional Conference for the Near East, the Committee on Fisheries, the Council, and the Committee on World Food Security in the matrix;</p> <p>b) the relation of the priorities expressed by the Regional Conferences and Technical Committees to the Strategic Objectives and Organizational Results;</p> <p>c) an indication of proposed areas of emphasis and de-emphasis of the Organizational Results for the 2012-13 biennium, also taking into account lessons learned from the first year of implementation of the PWB 2010-11.</p> <p>10. The Committee <u>requested</u> management to invite the Strategy Team Leaders to be present at its February 2011 session.</p> <p>12. In establishing a coherent set of priorities for future biennia, the Committee <u>recommended</u> that the Secretariat:</p> <p>a) further improve the documentation submitted to the Regional Conferences and Technical Committees, including a description of areas of emphasis and de-emphasis of the technical work of the Organization at global and regional level, so as to promote more structured guidance on priorities and their relation to specific Strategic Objectives and Organizational Results, and to facilitate a more uniform approach to drafting reports;</p> <p>b) ensure consultation with Strategy Teams (strategic objectives and regions) when preparing prioritization documents to be submitted to Regional Conferences and Technical Committees.</p>	<p>Document C 2011/3 <i>Medium Term Plan 2010-13 (Reviewed) Section C</i></p> <p>Document PC 105/2</p> <p>Completed</p> <p>To be addressed starting late 2011</p>
<p>Corporate strategy on capacity development</p> <p>14. The Committee, in view of the high importance attached to the corporate strategy for capacity development and its implementation, and also in the overall context of the reform process, <u>requested</u> that:</p> <p>a) the corporate strategy be resubmitted to the Programme Committee at its session in March 2011;</p> <p>b) the revised paper should provide an implementation plan which covers the following aspects: i) sustainability of FAO's work in capacity development; ii) the roles and functions of decentralized offices; iii) the inclusion of capacity development activities in the country programming framework; iv) the role of South-South Cooperation; v) the role of the different sources of funding, including TCP and trust funds; vi) the role of partnerships; vii) FAO working as one; and viii) the coordination between headquarters' departments (including the Technical Cooperation Department), decentralized offices and Strategy Teams, with the Office of Knowledge Exchange, Research and Extension having the coordination and facilitation role.</p>	<p>Document PC 106/2</p>

II. Results-based monitoring of programme implementation

CL 140/9 Report of the Joint Meeting of the 104 th Session of the Programme Committee and the 135 th Session of the Finance Committee (27 October 2010)	Action
<p>Results-based Work Planning, Monitoring and Reporting System</p> <p>8. The Joint Meeting <u>recommended</u> that the Secretariat continue elaborating the formats of the <i>Mid-term review</i> report and Programme Implementation Report, based on the draft annotated outlines provided in document JM 2010.2/2 and considering the proposals made regarding:</p> <ol style="list-style-type: none"> the level of detail to be provided in the <i>Mid-term review</i> report, in particular taking into account best practices in the UN system as regards financial information; more information on the regional and subregional dimension; time series and comparability of information in successive reports; information on efficiency savings; possibilities of incorporating lessons learned from Evaluations and their follow-up actions, with assistance from the Office of Evaluation. <p>9. The Joint Meeting further <u>recommended</u> that additional information be provided to the entire membership on the transition to a full results-based management system, including on priority-setting and budgeting.</p>	<p>Document PC 106/7 – FC 138/6</p> <p>In progress</p>

III. Evaluation

CL 140/8 Report of the 104 th Session of the Programme Committee (25-29 October 2010)	Action
<p>Strategic evaluation of FAO country programming</p> <p>16. The Committee:</p> <ol style="list-style-type: none"> <u>requested</u> that FAO management provide for its October 2011 session a paper on <i>Country Programming Guidelines</i>. This paper would not be a detailed “Manual” on country programming, but should focus on the policies and principles related to country programming. It was <u>recommended</u> that the process proposed in October should: i) be flexible in nature; ii) be finally approved by the governing bodies; iii) clarify the relationship with the UNDAF process; <u>requested</u> that clarifications be provided on how the financial envelope would be reflected in the country programming framework and that the next steps be identified on the integration of emergency activities in the country programming framework; <u>recommended</u> that the appropriate governing bodies should keep the timing of the Regional Conferences under consideration and revert to the matter in the future, as some experience is gained in the new schedule of governing body sessions; <u>recommended</u> that the linkages with the IPA project on decentralization and, particularly the roles and functioning of regional, subregional and country offices should be carefully considered when preparing the <i>Country Programming Guidelines</i>; <u>recommended</u> a gradual approach to the integration of the Technical Cooperation Programme (TCP) within the overall country programming framework, taking the opportunity for the Regional Conferences to look into this matter and provide recommendations in 2012. 	<p>Paper to be prepared for PC 107 (October 2011)</p> <p>To be reviewed after Regional Conferences in 2012</p>

CL 140/8 Report of the 104 th Session of the Programme Committee (25-29 October 2010)	Action
<p>Evaluation of FAO's activities on capacity development in Africa</p> <p>18. The Committee <u>recommended</u> that:</p> <ul style="list-style-type: none"> a) FAO should enhance capacity development activities in Africa, both in terms of effectiveness and efficiency; b) as part of the overall capacity development strategy, FAO should: <ul style="list-style-type: none"> i) ensure sustainability and effective follow-up of activities; ii) ensure that gender issues are considered in capacity development work; iii) actively pursue opportunities for partnerships and South-South Cooperation; and iv) reinforce capacity of producers' organizations; c) FAO should identify most effective ways to produce and disseminate the technical information in Africa; d) the role in capacity development of decentralized offices in Africa should be carefully considered, also as part of the decentralization process; e) special attention should be given to activities with long-term impact aimed at strengthening capacities of institutions in Africa, including production and dissemination of technical information; f) the role of the Technical Cooperation Programme (TCP) in capacity development should be reconsidered and TCP should be used more strategically for, among others, follow-up, given that capacity development in Africa may require long-term support and extrabudgetary resources. 	<p>Document PC 106/2, with follow-up at PC session October 2012</p>
<p>Second Real-Time Evaluation of FAO's work on HPAI</p> <p>19. The Committee <u>requested</u> that FAO present to the Programme Committee at its March 2011 session:</p> <ul style="list-style-type: none"> a) a prioritized and sequenced plan of work for the period 2011-2015, with special attention given to proposals for the immediate period and including information following the three-pillar system of the integrated budget on present funding, future funding needs, and possible alternatives for funding, including promoting the Impact Focus Area on transboundary threats to production, health and environment (IFA-EMPRES); b) the plan should emphasise the comparative advantage of FAO and take a broad, multidisciplinary approach, building on the work done on HPAI; c) considerations for inclusion in the plan are: i) issues of sustainability; ii) country ownership and regional perspectives; iii) private sector engagement; including the "honest broker" role that can be played by FAO; iv) a risk-based approach; v) the transition from emergency to development work; and vi) partnerships opportunities, including cooperation with national governments, regional and subregional organizations, and development banks. 	<p>Document PC 106/3</p>

CL 139/4 Report of the 103 rd Session of the Programme Committee (17-21 May 2010)	Action
The Evaluation of FAO's operational capacity in emergencies	Follow-up PC session May 2012
<p>24. The Committee <u>requested</u> a more standardized format for evaluation reports submitted to it.</p> <p>27. It <u>urged</u> the Secretariat to develop sustainable systems to support emergency operations and ensure efficient technical support to emergency operations. Such systems should take into consideration the enhanced role given to regional and subregional offices in providing technical support to the field programme and make greater use of regional and national experts, including when appropriate through South-South Cooperation.</p> <p>29. The Committee <u>stressed the need</u> of continuous attention to and inclusion of gender issues in every evaluation.</p>	<p>OED has attempted to do this, taking account that there are different types of evaluations and the same format cannot be used for all evaluations. The Programme Committee has been satisfied with the format of recent evaluations.</p> <p>Implementation of recommendations in the field. Close interactions are being developed with regional/subregional multi-disciplinary teams for the development and formulation of emergency country plans of action.</p> <p>Gender considerations are now included systematically in the terms of reference of all Evaluations.</p>
<p style="text-align: center;">Indicative Rolling Workplan of Strategic and Programme Evaluation 2010-2012</p> <p>19. From the priority list, the Committee <u>decided</u> that the following evaluations should be initiated in 2010 or early 2011:</p> <ul style="list-style-type: none"> a) Gender Aspects of FAO's work; b) FAO's work on Nutrition; c) Land Tenure and Access to Land. <p>20. For implementation starting in 2011, the Committee <u>assigned highest priority</u> to evaluations of:</p> <ul style="list-style-type: none"> a) Policy Assistance at Country Level; b) Capacity Building in Support of Implementation of the Code of Conduct for Responsible Fisheries; c) Sustainable Management of Forest and Trees, including work related to Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD). <p>21. The Committee <u>gave priority</u> to an evaluation of the Regional and Subregional Offices for Africa in 2012.</p> <p>It <u>requested</u> that another rolling workplan should be submitted to it for consideration in 2011, at which time the Committee would take stock of the work completed and advise on priority evaluations for 2012 and subsequent years.</p> <p>22. The Committee <u>endorsed</u> that future country evaluations should include large, rapidly developing countries, countries with large emergency and rehabilitation programmes and middle-income countries. In selecting countries for evaluation, due consideration should be given to maintaining regional balance.</p>	<p>New rolling work plan will be submitted to PC October 2011 session</p> <p>PC 107 (October 2011)</p> <p>Scheduled for 2012</p> <p>PC 107 (October 2011)</p> <p>In progress 2011-12</p>

CL 139/4 Report of the 103 rd Session of the Programme Committee (17-21 May 2010)	Action
23. The Committee <u>stressed</u> that the June 2007 decision of the Council ¹ regarding funding of evaluations should be respected by donors and brought to their attention where necessary by the FAO Secretariat. The Committee <u>requested</u> that FAO should report to it on the implementation of the Council decision in 2011.	PC 107 (October 2011)
<p>Joint Thematic Evaluation of FAO and WFP Support to Information Systems for Food Security</p> <p>31. The Committee <u>endorsed</u> the principle of continued joint work between FAO and WFP on food security information. The Committee appreciated the fact that Management agreed to finalize a corporate strategy for Food Security Information Systems and a joint strategy with WFP. The Committee <u>underlined</u> the importance of appropriate systems for assessing food security not just in emergency situations, but also in development contexts.</p>	<p>Follow-up PC May 2012</p> <p>Both WFP and FAO have developed draft corporate strategies on Information Systems for Food and Nutrition Security (ISFNS) and have been working on a joint strategy which is being finalized.</p> <p>The draft strategies and implementation plans will be submitted to PC 107 (October 2011).</p>
<p>Evaluation of FAO's Role and Work related to Water</p> <p>35. The Committee <u>suggested</u>: 1) a balanced coverage of the regions; and 2) clearer prioritization among recommendations in future evaluations.</p> <p>36. The Committee <u>endorsed</u> the establishment of an FAO Water Platform, as an internal coordination mechanism to better address water-related issues across the Strategic Objectives and organizational structure. The Committee stated that the Water Platform could be created immediately as governing body endorsement would not be required for an internal coordination mechanism.</p> <p>38. The Committee felt that the Evaluation should be drawn to the attention of the forthcoming meetings of the Regional Conferences and Technical Committees so that water may be assessed by these bodies as part of their role in setting priorities for FAO.</p>	<p>Follow-up PC May 2012</p> <p>Coverage of regional balance has improved. Evaluation teams are requested to be strategic in their recommendations, limiting their number and focusing on priority areas.</p> <p>Document C 2011/3 paragraphs 71, 80 and <i>Section I.B (F02)</i></p> <p>Completed</p>

IV. IPA implementation and integration into PWB

CL 140/8 Report of the 104 th Session of the Programme Committee (25-29 October 2010)	Action
<p>Access to TCP on a grant basis: eligibility criterion</p> <p>25. The Committee <u>recommended</u> that regional consultations be carried out in order to have regional views and refinements (such as progressive reimbursement solutions) for the next regular session of the Committee, concerning two possible options:</p> <ul style="list-style-type: none"> • <i>Option 1</i>: any country that falls into the "special attention" category may receive TCP assistance on a full grant basis, even if the same country is also included on the list of high-income developing and 	PC 106/8

¹ CL 132/REP, paragraph 76

CL 140/8 Report of the 104 th Session of the Programme Committee (25-29 October 2010)	Action
<p>developed countries; and</p> <ul style="list-style-type: none"> • <i>Option 2</i>: any country that falls in the high-income category can receive national non-emergency TCP assistance on a full cost-recovery basis only, even if it is also included on the list of "special attention" countries. <p>26. The Committee <u>recommended</u> that regional groups should seek the facilitating role of the Independent Chairperson of the Council, if no solution could be found.</p>	
<p>Preliminary review of statutory bodies with particular reference to Article XIV bodies and their relationship with FAO</p> <p>27. The Committee noted that, as a result of a review of the matter by the Committee on Constitutional and Legal Matters (CCLM) and the Council, the Secretariat would initiate a process of consultation with the membership of Article XIV bodies on relevant issues regarding their relationship with the Organization, including possible adjustments to existing procedures. The Committee noted further that this consultation process, which had already been launched within some Article XIV bodies, would be carried out on the basis of the review by the CCLM, supplemented, as appropriate, by a questionnaire highlighting issues referred to in document PC 104/9. The Committee <u>recommended</u> the completion of this consultation process and <u>looked forward</u> to receiving a report on the matter.</p> <p>28. The Committee <u>requested</u> that any proposals involving amendments to the constituent instruments of bodies under Article XIV of the Constitution be referred to it, for review of their policy and programmatic impact, prior to review by the relevant governing bodies of FAO.</p>	<p>Implementation of this action is in progress. A consultant is currently working and undertaking consultation with the membership of relevant Article XIV bodies with a view to submitting a report to PC 107 (October 2011).</p> <p>Noted</p>

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<p>Progress on implementation of the TCP</p> <p>10. While noting the progress made on the implementation of the TCP in the new decentralized environment, the Joint Meeting <u>recommended</u> that the Secretariat ensure that:</p> <ol style="list-style-type: none"> a) all countries receive the necessary information on the revised procedures for TCP; b) all decentralized offices have sufficient, cost-effective capacities to ensure that the countries they cover can benefit fully from the TCP; c) gender issues are fully taken into account in the implementation of the TCP; d) information on TCP results be included in relevant FAO reports to the governing bodies. 	<p>Document JM 2011.1/5</p>
<p>Resource mobilization and management strategy</p> <p>11. The Joint Meeting <u>requested</u> to receive an outline of the corporate resource mobilization and management strategy, and the strategy for partnerships with the private sector, at its next session.</p> <p>12. The Joint Meeting <u>recommended</u> that:</p> <ol style="list-style-type: none"> a) the informal meeting of interested Members and other potential sources of voluntary funds and partnerships on 1 March 2011 should aim at informing about the funding situation and enhancing adequate voluntary contributions directed to priority work in the MTP/PWB through the Impact Focus Areas, also promoting better alignment of partner contributions to FAO's funding requirements; b) the nature of the informal meeting should be of 'information sharing', 	<p>Document JM 2011.1/3</p> <p>Completed</p>

CL 140/9 Report of the Joint Meeting of the 104th Session of the Programme Committee and the 135th Session of the Finance Committee (27 October 2010)	Action
<p>including the resource needs of FAO's priorities and the status of Impact Focus Areas;</p> <p>c) the Member States and other resource partners should be given an opportunity to inform about their expectations and priorities in the area of FAO's mandate;</p> <p>d) the Secretariat should provide the wider membership with updated information on the funding situation of FAO on priorities, through the established communication channels.</p>	
<p>Progress on decentralization</p> <p>14. The Joint Meeting, noting the progress on decentralization, <u>requested</u> that:</p> <p>a) the Secretariat present to the Programme and Finance Committees, as well as the CoC-IEE, a comprehensive vision of the effective and efficient functioning and benefits of FAO's network of decentralized offices, reflecting IPA actions on decentralization and any other pertinent initiatives being taken;</p> <p>b) the vision document should include comprehensive, structured information, covering:</p> <ul style="list-style-type: none"> • the roles, mandates and functions of regional, subregional and country offices; • the relationship between headquarters and DOs with FAO functioning as one; • human resources matters affecting decentralized offices, such as terms of reference, rotation policy and training; • the status and benefits of increased delegation of authority to the DOs; • the level of resources, including extrabudgetary resources handled through the DOs network; • the foreseen timetable of decentralization reform at FAO. 	Document CL 141/15

V. Improved methods of work and efficiency of the Programme Committee

CL 141/4 Report of the 105th Session of the Programme Committee (8-9 February 2011)	Action
Review of progress on the Multi-year Programme of Work for the Committee	
12. The Committee discussed progress on its Multi-year Programme of Work and <u>requested</u> the Chairperson to prepare a report on progress for consideration at its next regular session in March.	PC 106/9