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Food and
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pour
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Organización
de las
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para la
Agricultura y la
Alimentación

PROGRAMME COMMITTEE

Hundred and Eighth Session

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REPORT OF PROGRESS ON THE MULTI-YEAR PROGRAMME OF WORK OF THE COMMITTEE

This paper is provided for information of the Programme Committee. It consists of:

- 1) the Multi-year Programme of Work 2010-2013 (MYPOW) as endorsed by the Council at its 139th Session¹ (May 2010) and presented as *Annex 2* of document CL 139/4; and
- 2) the Report of progress on the Multi-year Programme of Work from December 2009 to May 2011, as included in *Annex 1* of the Report of the 107th Session of the Programme Committee (May 2011)².

¹ CL 139/REP paragraph 33

² CL 143/5 Annex 1

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CL 139/4 ANNEX 2

**PROGRAMME COMMITTEE MULTI-YEAR PROGRAMME
OF WORK 2010-13****I. Overall Objective for the Programme Committee**

The Programme Committee will provide FAO Council with a solid analytical basis for sound, timely, effective and efficient decision-making with respect to choice of priorities, programmes and plans in order to improve the quality of FAO's work and strengthen the delivery of its services to Member Nations.

II. Results**A. Programme Planning and Priority Setting**

Result: Programme Committee recommendations on priorities are favourably considered by the Council

Indicators and targets:

- 75% of the Programme Committee recommendations on priorities are included in the Council report
- 75% of the Programme Committee recommendations made on the Medium Term Plan (MTP) and Programme of Work and Budget (PWB) are included in the Council Report

Outputs: Clear, precise and consensual recommendations to Council

Activities:

- Review of proposed priorities taking into account the Reports of the Regional Conferences and Technical Committees
- Assessment of Strategic Framework (once every four years)
- Assessment of proposed MTP: consistency with the Strategic Framework, and incorporating the experience of results-based approach of the previous biennium
- Assessment of proposed PWB: responsiveness to emerging priorities, drawing lessons from performance, cognizant of resource availability, stress on integrated budget, absorbing key recommendations of major evaluations

Working methods:

- Informal consultations with Assistant Directors-General (ADGs) and other key members of Secretariat
- Close collaboration with the Independent Chairperson of the Council
- Close collaboration with the Finance Committee on financial and staff resources
- Standard approach for receiving and analyzing advice from Technical Committees and Regional Conferences
- Consultation with the bureaus of Technical Committees and Regional Conferences

B. Results-based monitoring of programme implementation

Result: Council advice and decisions on adjustments to programme reflect Programme Committee recommendations

Indicators and targets: 75% of Programme Committee recommendations adopted by the Council in providing advice and taking decisions

Outputs: Clear, precise and consensual recommendations to Council

Activities:

- Annual review of PWB implementation and proposal of adjustments, including:
 - Justifications for in-course modification of the on-going PWB
 - Review of allocation and management of the integrated budget: balance and trend between assessed contributions and extra-budgetary funds
 - Review of the allocation and use of extra-budgetary resources: alignment with organizational results and National Medium-term Priority Frameworks (NMTPFs), funding sources, balance between emergency and other funding, compliance with Paris Declaration on Aid Effectiveness, Accra Agenda of Action, and Good Humanitarian Donorship principles, funding for the Impact Focus Areas (IFAs)
- Biennial Programme Implementation Report (PIR) review and proposal of adjustments to the next PWB

Working methods:

- Close collaboration with the Finance Committee

C. EvaluationResults:

- Evaluations focus on strategic issues
- Evaluation recommendations are incorporated in the programme planning process and in new policies and strategies
- Evaluation function reflects UNEG best practices and norms and standards

Indicators and targets:

- 50% of evaluations are strategic
- All agreed recommendations are followed-up by management, and 75% of relevant recommendations are reflected in the Programme of Work and Budget within one biennium
- 100% of evaluations follow the UNEG Norms and Standards

Outputs: Clear, precise and consensual recommendations by the Programme Committee

Activities:

- Review and recommendation of the Charter for the FAO Office of Evaluation
- Approval of the rolling evaluation plan: focus on strategic issues, good balance among topics and types of evaluation, including possible ex-post evaluations, taking into account the geographic balance between regions, focused joint evaluations with other organizations, emphasis on feedback from evaluation to programming and implementation, judgement on the adequacy of evaluation resources,
- Oversight of follow-up of evaluation recommendations
- Review of individual evaluations
- Biennial peer review of evaluation practices (2012 and 2014) and independent evaluation of the evaluation function at least once in six years (2016)

Methods of work:

- Close contact with the Evaluation Office and concerned units
- Interaction with Members

D. IPA implementation and integration into PWBResults:

- Council agrees on the way ahead on the remaining IPA issues pertaining to the Programme Committee mandate (results-based monitoring and reporting, resource mobilization and management strategy, and field and decentralized work)
- Council provides advice and makes decisions aimed at improving the progress of already agreed IPA actions pertaining to the Programme Committee mandate which may be encountering problems in their implementation

Indicators and targets:

- Programme Committee recommendations on the remaining IPA issues are included in the Council Report to the Conference
- Programme Committee recommendations on any IPA items encountering problems are included in the Council Report

Outputs: Clear, precise and consensual recommendations to Council

Activities:

- Review of the results-based monitoring and reporting system based on a proposal by the FAO Secretariat
- Review of the resource mobilization and management strategy based on a proposal by the FAO Secretariat
- Review of a proposal by the FAO Secretariat on the field and decentralized work
- Review of IPA implementation in areas of Programme Committee mandate

Methods of work:

- Close collaboration with the CoC and the Independent Chairperson of the Council
- Close collaboration with the Finance Committee
- Informal consultations with FAO staff in charge of IPA implementation in general, and those in charge of remaining IPA issues

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

Results: The Programme Committee works in a proactive and inclusive way, and has a forceful advisory role

Indicators and targets:

- Agenda of the meetings focus on a few strategic issues
- Technical recommendations of the Programme Committee achieve regional consensus
- Documents received in all required languages 28 days before a session commences
- Have a standardized cover page for all substantive Agenda items

Outputs: Clear, precise and consensual recommendations to Council

Activities:

- Prepare the Multi-year Programme of Work for the Programme Committee
- Report on the Multi-year Programme of Work at the end of the biennium

Methods of work:

- Informal consultations on the Multi-year Programme of Work
- Consultations on major strategic issues with the Strategy Teams
- Clear mandates for Programme Committee Members from their Regional Groups
- Close collaboration with the Independent Chairperson of the Council
- Close collaboration with all governing bodies
- Close collaboration with the CoC
- Early engagement in the preparation of MTP and PWB
- Timeliness of availability of documents in all required languages
- Engagement with FAO staff responsible for issues covered by the Programme Committee

CL 143/5 ANNEX 1

**Report of progress on the Multi-year Programme of Work (MYPOW)
of the Committee**

1. This is the Report of the Programme Committee on its progress on the Multi-Year Programme of Work (MYPOW) from December 2009 to May 2011.

A. PROGRAMME PLANNING AND PRIORITY SETTING

2. During the biennium 2010-11, the Programme Committee discussed the following issues pertaining to programme and priority setting:

- Priorities for the technical work of the Organization in the 2012-13 biennium
- Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13
- Corporate Strategy on Capacity Development
- Sustainable animal health and contained animal-related human health risks – in support of the emerging One-Health agenda

3. All recommendations so far proposed by the Committee were approved by the Council, and therefore the indicators of the MYPOW in this respect were exceeded. The Committee's recommendations have been consensual and precise.

4. The Committee reviewed the priorities of the Organization for the biennium 2012-13 in an informal meeting, as well as in its formal sessions. These exchanges of views with the strategy teams and Assistant Directors-General (ADGs) were very useful as they facilitated more focus on the main areas of changes in the PWB, but the formal sessions were greatly hampered by the late arrival of the background documents. In the future, it should be considered how Regional ADGs could be also heard, possibly via video links. The time needed to discuss the underlying reasons for the areas of emphasis and de-emphasis and their resource implications need to be considered in the future.

Assessment of the proposed PWB 2012-13

5. The Committee reviewed the proposed PWB in terms of its responsiveness to emerging priorities as expressed by the Regional Conferences and Technical Committees. It also assessed how lessons were drawn in the proposal from past performance, as evidenced in various evaluations which had been discussed in the Committee. Further, the Committee discussed the effects of the integrated budget, including the distribution of resources among funding sources.

6. In the next programming cycle, the Committee's work related to planning and priority setting needs to be further streamlined. This would involve:

- a) concrete proposals from the Regional Conferences on their preferred priorities;
- b) specific time-bound priorities from the Technical Committees within the context of their respective Organizational Results;
- c) priorities emerging from other sources compatible with those of (a) and (b); and
- d) standardized reporting from the Regional Conferences and the Technical Committees to facilitate the deliberation of the Programme Committee on priority setting.

7. In this endeavour, the deliberations of the Programme Committee would be facilitated by having prior consultation with the Chairs of the Regional Conferences and the Technical Committees. One way to do this could be for the Independent Chairperson of the Council to arrange a coordinating

meeting prior to the sessions of the Regional Conferences and the Technical Committees, as was done in 2010.

8. The October 2011 Joint Meeting of the Programme and Finance Committees should evaluate the format and the content of the PWB 2012-13 document in order to draw lessons for the next programming cycle, and consider how to look at the PWB 2014-15 (jointly and separately).

B. RESULTS-BASED MONITORING OF PROGRAMME IMPLEMENTATION

9. The following issues pertaining to results-based monitoring of programme implementation were discussed by the Programme Committee and the Joint Meeting of the Programme and Finance Committees, respectively:

- Programme Implementation Report (PIR) 2008-09 (Joint Meeting)
- Mid-term Review Synthesis report – 2010, including review of PWB 2010-11 implementation and proposal for adjustments
- Progress on implementation of the TCP (three times, Joint Meeting)

10. All Council advice and decisions on adjustments to the programme of work have reflected the Programme Committee's and Joint Meeting's recommendations. The recommendations of the Committee and the Joint Meeting to the Council have been precise and consensual.

11. The Committee considered the Mid-term Review Synthesis Report 2010; the first such report prepared under the new results-based reporting system, including the allocation and use of different resources and alignment with the Organizational Results. It also considered the proper reporting of regional results, cross-cutting issues and interdisciplinary areas. The Committee stressed that the PIR 2010-11 should make improvements in the benchmarks and performance indicators.

C. EVALUATION

12. The Committee has discussed the following Evaluation items:

- Charter for the FAO Office of Evaluation
- Indicative Rolling Workplan of Strategic and Programme Evaluation 2010-12
- Strategic evaluation of FAO country programming and Management Response
- Evaluation of FAO's activities on capacity development in Africa and Management Response
- Second Real-Time Evaluation of FAO's work on HPAI and Management Response
- The Evaluation of FAO's operational capacity in emergencies and Management Response
- Joint Thematic Evaluation of FAO and WFP support to information systems for food security and Management Response
- Evaluation of FAO's role and work related to water and Management Response
- Evaluation of FAO's interventions funded by the Central Emergency Response Fund (CERF) and Management Response
- Evaluation of FAO's Regional and Subregional Offices for the Near East and Management Response
- FAO's effectiveness at country level: A synthesis of evaluations in post-conflict and transition countries (Democratic Republic of Congo, Tajikistan, Sudan) and Management Response
- FAO's effectiveness at country level: A synthesis of evaluations in large, rapidly-developing countries (India and Brazil) and Management Response
- Follow-up to the independent Evaluation of FAO's role and work in statistics

13. The Committee has been careful in selecting topics for Evaluation, thereby giving guidance in order to focus FAO's evaluation work on strategic issues. All Evaluations agreed for the future are strategic in nature.

14. The Committee has been fairly thorough in discussing the Evaluation reports and Management Responses. The Committee has also followed-up on earlier Programme Committee recommendations based on Evaluation reports and Management Responses, with the aim of ensuring the integration of their recommendations in FAO's work. While there is evidence that the Strategy Teams have considered Evaluation recommendations, it is not fully clear how these are systematically reflected, e.g. in the work leading to the Programme of Work and Budget.

15. When considering future topics of evaluation, it might be useful to consider topics related to the structure, content and performance of the FAO field programme, including systems in place for project planning and monitoring. More assessments of aspects of the decentralization process could also be considered, as well as evaluations of key topics or individual Strategic Objectives addressing pressing global challenges. The proposed increase in the budget for the Office of Evaluation should be used mainly for increasing the scope and follow-up to the implementation of the Evaluation recommendations.

16. The Committee requested the Office of Evaluation to propose a new methodology to improve follow-up and impact of Evaluations.

D. IPA IMPLEMENTATION AND INTEGRATION INTO PWB

17. It was decided by the Finance and Programme Committees' Chairs to discuss the remaining IPA-related issues, where decisions had not yet been reached, in the Joint Meetings of the Programme and Finance Committees.

- Access to TCP on a grant basis: eligibility criterion (twice in the Programme Committee)
- Preliminary review of statutory bodies with particular reference to Article XIV bodies and their relationship with FAO (Programme Committee)
- Results-based Work Planning, Monitoring and Reporting System (Joint Meeting, twice)
- Resource mobilization and management strategy (Joint Meeting, twice)
- Progress on decentralization (Joint Meeting)
- Vision for the structure and functioning of the Decentralized Offices (Joint Meeting)
- FAO strategy on partnerships with the private sector (Joint Meeting)

18. The responsibilities between the mandates of the Programme Committee, the CoC-IEE³ and OEWG⁴ have not been entirely clear. However, the Programme Committee has completed the IPA actions related directly to the Programme Committee work (actions 2.35, 2.36, 2.38, 2.39, 2.44, 2.45, 2.46, and 2.47). In the future, careful planning between the Agendas of the Finance Committee and the Programme Committee, and of the Joint Meetings needs to be continued in order to avoid duplication in the Agendas.

E. IMPROVED METHODS OF WORK AND EFFICIENCY OF THE PROGRAMME COMMITTEE

19. The Programme Committee has discussed two issues related to its methods of work:

- Multi-year Programme of Work of the Programme Committee
- Review of progress on the Multi-year Programme of Work of the Committee.

³ Conference Committee for the Follow-up to the Independent External Evaluation of FAO

⁴ Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies

20. The formulation of the MYPOW was facilitated by informal seminars. The Programme Committee was the first of the governing bodies to complete a MYPOW, which was then endorsed by Council.
21. Generally speaking, the Programme Committee Agendas have been focused, allowing for efficient work of the Committee. However, the Agendas have been somewhat overburdened. Better time management will require more flexible meetings in the future, particularly taking into account the increasing volume of Evaluations.
22. The Committee's recommendations to the Council and FAO management have been precise and sharp, and the format was appreciated by the Council.⁵ The feedback to the constituencies has thus been satisfactory. The working atmosphere has been friendly and cooperative, and Programme Committee Members have been open to compromises.
23. The working relations with the Finance Committee and FAO Secretariat have been very supportive. Relations with other governing bodies have been less regular, but have also been friendly and facilitated streamlined work of the governing bodies. In the future, there will be a need to regularize these relations and to further develop the relationships of the Committee with other governing bodies.
24. The request of the Programme Committee to standardize the presentation in the background documentation, including the cover page, has been met by the Secretariat. However, the delay in receiving the documentation from the Secretariat in all languages on time has been a major problem. The rules in this respect should be observed for the member countries to be able to play the governance role expected of them.
25. Informal meetings have been well attended and have provided opportunities for more in-depth discussions on the most crucial issues (particularly prioritization of FAO's work) on the Programme Committee Agenda. They have been appreciated by Committee Members, and should be considered as a way to also prepare for formal sessions in the future.
26. The Committee considered that the participation in the sessions of the Programme Committee of Deputy Directors-General and other senior managers was extremely useful. The Committee also recommended to invite the ADG/Regional Representative through videoconferencing to attend the Programme Committee, when appropriate. In the future, there should be flexibility in organising formal and informal meetings, as required. It might be useful to have a shorter Agenda in the formal meetings, and increase the number of these meetings by one or two. The Agenda setting of the Committee could be improved, for example by having a rolling work plan available in each meeting.
27. The Regional Groups, in selecting their Members for the Programme Committee, should give consideration to the advantages of institutional memory and continuity.
28. The Committee encouraged the participation of silent observers, particularly Council Members.

⁵ CL 139/REP paragraph 20