

REPORT

OF THE COUNCIL OF FAO

Hundred and Forty-fourth Session
Rome, 11-15 June 2012



COUNCIL

(as from 1 December 2011)

Independent Chairperson of the Council: Mr Luc Guyau

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United States of America²
Uruguay¹
Venezuela (Bolivarian Republic of)¹

¹ Term of office: November 2009 – 30 June 2012.

² Term of office: 1 January 2011 to end of 38th Session of the Conference.

³ Elected for a term of office from 1 July 2011 to end of 38th Session of the Conference.

⁴ Term of office: 1 December 2011 to 30 June 2014.

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- B List of Documents**
- C Multi-year Programme of Work of the Council 2012-15**
- D FAO Policy on Proclamation and Implementation of International Years**
- E Calendar of FAO Governing Bodies and Other Main Sessions 2012-2013**

Introductory Items¹

1. The 144th Session of the Council was held in Rome from 11 to 15 June 2012 under the Chairpersonship of Mr Luc Guyau, Independent Chairperson of the Council.
2. The Director-General and the Independent Chairperson of the Council addressed the Council at its opening meeting.

Address by the President of the Plurinational State of Bolivia

3. Mr Evo Morales Ayma, President of the Plurinational State of Bolivia, addressed the Council and was appointed Special Ambassador for Quinoa by the Director-General.

Procedure of the Session

Adoption of the Agenda and Timetable²

4. The Council noted the Declaration of Competence and Voting Rights presented by the European Union and adopted the Agenda and Timetable for the Session as amended. The Agenda is given in *Appendix A* to this Report.

Election of three Vice-Chairpersons, and Designation of the Chairperson and Members of the Drafting Committee³

5. The Council elected three Vice-Chairpersons for its Session: Mr Carlos Vallejo López (Ecuador), Mr John Asitha I. Perera (Sri Lanka) and Mr Travis Power (Australia).
6. The Council elected Mr Carlos Bentancour (Uruguay) as Chairperson of the Drafting Committee with the following membership: Afghanistan, Algeria, Argentina, Australia, China, Côte d'Ivoire, Denmark, Ecuador, Republic of Korea, Russian Federation and United States of America.

Programme, Budgetary, Financial and Administrative Matters

Programme Implementation Report 2010-11⁴

7. The Council took note of a brief presentation on the Programme Implementation Report 2010-11, and agreed that substantive discussion on this item would take place during the 145th Session of the Council in December 2012.

Immediate Plan of Action – IPA annual report for 2011 and direction for 2012⁵

8. The Council welcomed the progress in IPA implementation during 2011 and the new direction for 2012, the information provided in the report entitled “Assessment of the IPA Programme – A Way Forward” (the MANNET Report) on IPA implementation, and the financial information, including the unspent IPA balance of USD 4.476 million, which had been carried over to 2012-13, as authorised by the 37th Session of the Conference.
9. The Council noted that 81% of IPA actions had been completed and that 77% of the open actions were on track for completion by the planned end-date, and expressed support to the initiative to accelerate implementation of open IPA actions.
10. The Council emphasized that in order to strengthen FAO as an Organization managing for results, it was essential that the majority of all IPA actions be completed by end 2012, and all IPA actions by end 2013, with due regard to not sacrificing quality for speed. The Council requested that

¹ CL 144/PV/1; CL 144/PV/7.

² CL 144/1; CL 144/INF/1 Rev.1; CL 144/INF/8; CL 144/PV/1; CL 144/PV/7.

³ CL 144/PV/1; CL 144/PV/7.

⁴ C 2013/8; CL 144/PV/6; CL 144/PV/7.

⁵ CL 144/10; CL 144/PV/2; CL 144/PV/7.

those actions not completed by end 2012 should be included in a detailed report to be presented to the Council session preceding the 38th Session of the Conference, on the basis of a timeline to be communicated in advance to Members. The Council noted the concerns expressed by the Finance Committee on the difficulties in implementation encountered by individual IPA projects, such as Results-based budgeting, Results-based Management and IT projects, and welcomed further information in this regard.

11. The Council welcomed efforts by the Secretariat to mainstream IPA implementation in the regular work of the Organization, while maintaining transparency, including through informal briefings for Members.

12. The Council recommended that future reports be more focused on realization of benefits rather than on implementation of actions, and noted that an initiative had been launched in this regard starting from 2012.

13. The Council encouraged the Secretariat to continue efforts aimed at ensuring realization of benefits, including those relating to Culture Change, Human Resources Management, gender balance and mobility.

14. In order to ensure its mission and to respect the timelines relating to the reform of budgeting, the Council urged that the draft Programme of Work and Budget 2014-15 be made available to Members by 31 January 2013. The Council urged the Secretariat to provide, by September 2012, a note on Preparation for an Informal Meeting on Extra-budgetary Funding. The Council further requested the provisional timetable of the work of the Ethics Committee, including expected dates for the Committee to report to the Finance Committee, the CCLM and Council. The Council urged the Director-General to appoint the Ombudsman as soon as possible.

15. The Council requested that IPA action 2.100 regarding the drafting of desirable qualifications for the post of Director-General be completed.

16. The Council asked the Secretariat to prepare a document on the main aspects of “Post IPA Implementation Arrangements” for consideration by the Programme and Finance Committees and Council no later than 2013.

Structure and Functioning of Decentralized Offices⁶

17. The Council agreed with the thrust of the document CL 144/15 *Structure and Functioning of the Decentralized Offices Network*. More specifically, it supported the proposals regarding:

- a) improved planning and prioritization;
- b) a more flexible network of Decentralized Offices, and
- c) an integrated model for programme delivery.

18. The Council agreed that decentralization was about strengthening FAO’s performance, results and impact at regional, sub-regional and country level. It highlighted the need to support the decentralization process with measures ensuring due accountability, internal controls, transparency and coherence. In particular, it emphasized the importance of strengthening internal cooperation and exchange of knowledge between Headquarters and Decentralized Offices, as budgets and responsibilities would be decentralized and technical knowledge could be more dispersed. To this end, the Council requested the establishment of effective measures to monitor the performance of Decentralized Offices. The Council agreed that the strengthening of the Decentralized Offices Network should not be at the expense of the technical capacity at Headquarters. It welcomed the Secretariat’s assurances in this regard. The Council also supported the increased use of Cost-Sharing Agreements with Host Governments.

19. The Council stressed the importance of integrating partnerships in the planning process to help achieve results and impact. FAO should collaborate closely with regional economic integration and other regional organizations, with national institutions, UN Agencies, including the Rome-based

⁶ CI 144/15; CL 144/PV/2; CL 144/PV/7.

Agencies, with the private sector, universities, research institutions, as well as civil society. The Council highlighted the importance of South-South and Triangular Cooperation.

20. The Council agreed that FAO's Strategic Objectives provided the foundation for the Country Programming Frameworks (CPFs) that prioritized the areas of collaboration between the Government and FAO. CPFs should be finalized, to the extent possible, by the end of 2012, as inputs to the preparation and implementation of the Programme of Work and Budget 2014-15 and in guiding the flexible use of Decentralized Office staff and resources. The Council also supported the proposed measures for training of staff in Decentralized Offices with a view to upgrading their technical skills and enabling them to undertake responsibilities of a multi-disciplinary nature, within the context of gender equality. Regarding the transfer of management and accountability of emergency activities to Decentralized Offices, the Council noted that a report on lessons learned as well as costs involved would be presented by the end of the 2012-13 biennium.

21. The Council:

- a) welcomed the proposed measures for the selection and appraisal of heads of Decentralized Offices based on merit;
- b) underlined the importance of mobility of Professional staff between Headquarters and the Field;
- c) supported the transformation of Sub-regional Offices into technical hubs, and emphasized that the staff composition of the technical hubs should be tailored to local needs;
- d) supported the proposed integrated model for programme delivery, and emphasized the need to maintain the Organization's capacity to respond to emergencies and to mobilize resources;
- e) recognized the potential for further efficiency gains arising from, for example, the implementation of decentralized services.

22. The Council endorsed the recommendations contained in paragraphs 11 to 13 of the Joint Meeting Report, CL 144/16⁷. The Council requested that the Programme and Finance Committees, as well as the Council itself, be regularly informed of progress on decentralization. The Council also requested that information be provided on accountability, internal controls, affected postings in Decentralized Offices and related funding sources. The Council also expressed its interest in lessons learned from the integration of development and emergency operations.

Further Adjustments to the Programme of Work and Budget 2012-13⁸

23. The Council expressed satisfaction with the Further Adjustments to the Programme of Work and Budget (PWB) 2012-13, taking into consideration the guidance provided by the Joint Meeting of the Programme and Finance Committees. It welcomed the fact that the guidance and decisions of the 143rd Session of the Council had been implemented. Specifically, the Council:

- a) was satisfied that the USD 6.5 million of previously unidentified savings had been found as a priority and predominantly in Functional Objectives X and Y; and
- b) noted that the work planning required to achieve the aggregate target of additional USD 2.5 million under Strategic Objective K had been accomplished.

24. The Council appreciated that further savings of USD 19.3 million had been identified through streamlining and further efficiencies, principally under Functional Objectives X and Y, and encouraged the Director-General to continue to seek savings through streamlining and efficiency measures.

25. The Council supported the Director-General's vision for transformational change of FAO, and endorsed the proposals for reallocation of savings to strengthen the Decentralized Offices Network, increase strategic planning capacity, provide resources for interdisciplinary work, and reinvest savings in the Security Expenditure Facility. Concerning resources for interdisciplinary work, the Council requested that detailed information on the Multidisciplinary Fund, including the process and criteria

⁷ Report of the Joint Meeting of the 111th (Special) Session of the Programme Committee and 145th (Special) Session of the Finance Committee (31 May–1 June 2012)

⁸ CL 144/3; CL 144/PV/3; CL 144/PV/7.

for selecting and monitoring of the project, be provided to the next regular session of the Joint Meeting of the Programme and Finance Committees. The Council stressed the importance of FAO's support to the Globally Important Agricultural Heritage Systems including any possible proposal for the allocation of funds, in accordance with criteria to be agreed.

26. The Council reaffirmed the principles of the IPA and approved the proposed measures for institutional strengthening, including:

- a) the transformation of the Office of Corporate Communications and External Relations (OCE) into the Office for Communication, Partnerships and Advocacy (OCP); and
- b) the transformation of the Human Resources Management Division (CSH) into the Office of Human Resources (OHR) located in the Apex and responsible for human resources policy, strategy and senior-level recruitment, and the Human Resources Support Service (CSP) responsible for personnel services and reporting to the Assistant Director-General, CS Department, with a functional linkage to OHR.

27. The Council requested that information relating to the transformation of the Human Resources Management Division be submitted to its 146th Session in April 2013, through the Finance and Programme Committees, with special emphasis on:

- a) transparency in the management of human resources, including timeliness of decision-making;
- b) merit-based recruitment and retention of competent staff with equitable geographical and gender balance;
- c) development and implementation of human resources policies and strategy;
- d) implementation of the policy on staff mobility; and
- e) communication with Members and staff on the main aspects of the Human Resource Management Policy.

28. Based on its deliberations, the Council:

- a) approved the revised budgeted post establishment and structural changes; and
- b) approved the revised distribution of the net appropriation by budgetary chapter, as reflected in Table 4 of document CL 144/3.

29. The Council noted that transformational change of FAO would continue to be pursued by the Director-General in 2012, including efforts to identify additional areas for greater efficiency gains, savings and value-for-money, particularly in administration. It welcomed that further proposals for institutional strengthening, including a coherent strategy and approach to resource mobilization and policy assistance activities, as well as enhanced internal control initiatives, would be developed and presented to the Council at its 145th Session in December 2012.

Outline of the Reviewed Strategic Framework⁹

30. The Council supported the Strategic Thinking Process as a key component of the Director-General's vision of transformational change for FAO, and took note of the views of the Joint Meeting of the Programme and Finance Committees in this regard. The Council appreciated the participatory and transparent nature of the process, and encouraged further formal and informal dialogue with Member Nations and all technical divisions of the Organization.

31. The Council welcomed the process of identifying fewer and more cross-cutting Strategic Objectives for FAO, extrapolated from the global trends and main challenges through analysis of FAO's basic attributes, core functions and comparative advantages, and taking account of regional specificities and views provided by the 2012 Regional Conferences, including the Informal Regional Conference for North America. It recognized that the definition of the Strategic Objectives was work in progress, to be further elaborated along with preparation of results-based action plans, indicators and targets. The Council emphasized that in the Strategic Thinking Process more attention should be

⁹ CL 144/14; CL 144/PV/3; CL 144/PV/7.

given to sustainable management of natural resources and to the contribution of agriculture, fisheries and forests as stated in the Third Global Goal of FAO.

32. The Council requested the Secretariat to include the following elements in further elaborating the Strategic Objectives and in preparing the results-based Action Plans:

- a) regional specificities and priorities provided by the Regional Conferences in 2012, including the Informal Regional Conference for North America;
- b) guidance of the Technical Committees of FAO, especially on sustainable management of natural resources in the fields of agriculture, fisheries, forests, agricultural heritage, genetic resources and food safety within the context of global climate change;
- c) guidance from the 38th Session of the Committee on World Food Security relating to Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security;
- d) the importance of the concepts of FAO's core functions and comparative advantages;
- e) greater detail on the linkage between the global challenges and Strategic Objectives;
- f) the linkage of normative and standard-setting work with each Strategic Objective and how this work would be supported and enhanced;
- g) the formation and strengthening of meaningful relationships with development partners, including other UN Agencies, Member Nations, Civil Society, Non-governmental Organizations, cooperatives and the private sector, research institutes and regional economic integration organizations;
- h) the application of a robust results-based planning, management and reporting framework in developing Action Plans from the Strategic Objectives, including indicators and targets that would clearly distinguish objectives and activities on the ground and that would align FAO's normative and standard-setting work with country priorities, as determined by Country Programming Frameworks; and
- i) the need to ensure a smooth and transparent transition from the current four-year results framework in the Medium Term Plan (MTP) 2010-13 to the new results framework in the MTP 2014-17 in terms of areas of work to be continued or dropped, new areas of work and accountability for results and allocation of resources.

33. The Council took note of the roadmap for review and decision of major planning documents by the Governing Bodies. It looked forward to considering the Reviewed Strategic Framework and an outline of the Medium Term Plan 2014-17 at its 145th Session in December 2012, so that its guidance would provide a basis for preparing the Programme of Work and Budget 2014-15.

34. The Council noted that it would consider the Reviewed Strategic Framework, and the Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 at its 146th Session in April 2013, and that these documents would be prepared by the Secretariat in time for the meetings of the Programme and Finance Committees of March 2013 and at the latest by 31 January 2013, in line with the schedule of Governing Body input and oversight in the Basic Texts.

Regional Conferences¹⁰

35. The Council examined and endorsed the conclusions of the five Regional Conferences held during the months of March, April and May of 2012 and contained in the documents CL 144/4, CL 144/5, CL 144/6, CL 144/7, CL 144/8. The conclusions of the Informal Regional Conference for North America, contained in the document CL 144/LIM/4, were also duly noted.

36. Apart from the region-specific issues contained in the respective Regional Conference reports, the Council agreed with the requests and recommendations of the Regional Conferences and the Informal Regional Conference for North America as follows:

- a) FAO needed to focus its efforts in areas where it had a comparative advantage, in particular the dissemination of knowledge through policy advice, technical assistance, capacity-building and the facilitation of South-South and Triangular Cooperation. The

¹⁰ CL 144/4; CL 144/5; CL 144/6; CL 144/7; CL 144/8; CL 144/LIM/4; CL 144/PV/1; CL 144/PV/4; CL 144/PV/7.

- Council also highlighted the need to ensure that FAO could provide effective leadership and establish partnerships with other organizations in areas within its mandate;
- b) the work of FAO should duly consider cross-cutting issues such as gender, rural youth and indigenous people;
 - c) through the preparation of Country Programming Frameworks (CPFs), FAO could improve the effectiveness of its assistance and could contribute more strategically to the strengthening of national capacities. CPFs would be closely aligned to National Priorities, FAO's overarching Strategic Objectives and the United Nations Development Assistance Framework (UNDAF). They would be prepared in close cooperation with national stakeholders, resource partners, international financial institutions, civil society and the private sector. FAO would assure regular consultation with stakeholders, and coordinate the identification of priorities, planning, programming and monitoring;
 - d) to enhance the effectiveness, impact and synergy of regional and sub-regional programmes, FAO would facilitate greater collaboration at (sub)regional level, and engage in close partnerships with (sub)regional entities involved in development and/or humanitarian assistance, including with regional economic integration organizations, civil society organizations, the private sector and other partners.

37. The Council recommended that the findings of the Regional Conferences and the Informal Regional Conference for North America be taken into consideration in the further review or development of the revised Strategic Framework 2010-19, the Medium-Term Plan 2014-17 and the Programme of Work and Budget 2014-15.

Reports of the Joint Meetings of the Programme Committee and the Finance Committee (7 May and 31 May – 1 June 2012)¹¹

38. The Council endorsed the reports of the Joint Meetings of the 110th Session of the Programme Committee and the 143rd Session of the Finance Committee, and of the 111th Session of the Programme Committee and 145th Session of the Finance Committee, respectively.

39. The Council requested that proposals for overall enhancement of the Technical Cooperation Programme, consistent with the Strategic Thinking Process and Country Programming Frameworks, be submitted at its next session for its consideration through the Programme and Finance Committees.

40. The Council approved the draft Policy on the Proclamation and Celebration of International Years as proposed in document CL 144/13, "*FAO Policy on Proclamation and Implementation of International Years*", and reproduced in *Appendix D* to this Report.

Report of the 110th Session of the Programme Committee (7-11 May 2012)¹²

41. In endorsing the report of the 110th Session of the Programme Committee, the Council made the observations below.

42. In noting that the mandate of the incumbent Director of Evaluation ended on 31 August 2013, the Council agreed with the high-level roadmap for the process of recruitment of the new Director of Evaluation, contained in *Appendix 2* of document PC 110/9 and conforming with the Charter of the Office of Evaluation.

43. The Council endorsed the recommendations of the Programme Committee on the Evaluation of FAO's work in tenure, rights and access to land and other natural resources, and:

- a) underlined the importance of FAO's work in this area; and
- b) looked forward to receiving an update on the implementation of the Evaluation's recommendations at its 145th Session.

44. The Council endorsed the recommendations of the Programme Committee on the Evaluation of FAO's role and work in food and agriculture policy and:

¹¹ CL 144/13; CL 144/16; CL 144/PV/4; CL 144/PV/7.

¹² CL 144/11; CL 144/PV/4; CL 144/PV/7.

- a) recognized policy work as a core function of the Organization; and
 - b) requested that the future focus of FAO's work in policy be integrated into the Reviewed Strategic Framework 2010-19, the Medium Term Plan 2014-17 and the Country Programming Frameworks.
45. The Council endorsed the findings of the Programme Committee on the Evaluation of FAO's response to the July 2010 floods in Pakistan and:
- a) recognized the high-quality of work carried out by the Organization in this regard;
 - b) stressed the importance of the role of FAO Representatives in such circumstances; and
 - c) emphasized the importance of integration of emergency and development activities in order to increase resilience and promote sustainability, which should be included in the Country Programming Frameworks.
46. The Council also noted the benefit of emphasizing aspects of accountability and internal coordination in monitoring the follow-up on implementation of recommendations arising from Evaluations.

Reports of the 143rd (7-11 May 2012), 144th (14 May 2012) and 145th (1 June 2012) Sessions of the Finance Committee¹³

47. The Council approved the Reports of the 143rd, 144th and 145th Sessions of the Finance Committee. The 144th Session of the Committee was a special session convened to deal only with World Food Programme (WFP) matters, and the Report was submitted to the WFP Executive Board for its consideration.
48. The Council, in particular:
- a) urged all Member Nations to make timely and full payment of Assessed Contributions to ensure that FAO continued to meet the operating cash requirements for the Programme of Work;
 - b) endorsed the Finance Committee recommendations on further efforts to encourage payment of Assessed Contributions and Arrears;
 - c) noted that in accordance with Financial Regulations 4.1 and 4.5, the Finance Committee had authorized final budgetary transfers from Chapters 1, 2, 3, 4, 5, 7 and 13 in favour of Chapters 6 (USD 1.5 million), 8 (USD 1.65 million), 9 (USD 0.7 million), 10 (USD 1.3 million) and 11 (USD 4.55 million);
 - d) noted the Finance Committee's conclusions on the Human Resources Strategic Framework and Action Plan 2012-13, and invited the Director-General to report on the achievements attained as well as on his strategy to promote culture change, notably through an effective mobility policy;
 - e) emphasized the importance of ensuring that core project objectives of International Public Sector Accounting Standards (IPSAS) compliance, the R12 upgrade and the implementation of an Enterprise Risk Management Framework be delivered by the planned project target dates and within the reported budget estimates;
 - f) endorsed the extension of the term of Ms Ndiaye for two additional years, Mr Zimmermann for one additional year, and the appointment of Ms Carolyn Dittmeier for an initial period of two years, as members of the FAO Audit Committee;
 - g) noted the decision of the Finance Committee confirming the proposed arrangements for the selection and appointment of the External Auditor;
 - h) noted the decision of the Committee to maintain the current criteria and procedures for the selection of external candidates to the Ethics Committee, and
 - i) endorsed the Committee's guidance provided to the Secretariat on all other matters within its mandate, as well as initiatives to improve its own methods of work.

¹³ CL 144/12; CL 144/17; CL 144/20; CL 144/LIM/2; CL 144/PV/4; CL 144/PV/7.

Committee on World Food Security

Report of the 38th (Special) Session of the Committee on World Food Security (11 May 2012)¹⁴

49. The Council welcomed the Report of the Thirty-eighth (Special) Session of the Committee on World Food Security and supported its decisions and recommendations to:

- a) endorse the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT);
- b) recognize that the Guidelines are voluntary and not legally-binding;
- c) encourage all stakeholders to promote, make use of and support the implementation of the VGGT when formulating strategies, policies and programmes on food security, nutrition and agriculture, and the tenure of land, fisheries and forests;
- d) request the United Nations General Assembly, through the Economic and Social Council (ECOSOC), to endorse the VGGT and ensure their wide dissemination to all relevant UN Bodies and Agencies.

50. The Council requested FAO to ensure that the VGGT be included as a priority in the new Strategic Framework that was being developed, and that they be taken into consideration in relevant work programmes.

Constitutional and Legal Matters

Report of the 94th Session of the Committee on Constitutional and Legal Matters (19-21 March 2012)¹⁵

51. The Council endorsed the Report of the 94th Session of the Committee on Constitutional and Legal Matters (CCLM).

52. The Council, in particular:

- a) acknowledging broad support to draft Conference Resolution “*Amendments to Rules XXXVII and XL of the General Rules of the Organization*”, noted that the proposed amendments would still be re-examined by the CCLM and the Finance Committee at their Autumn 2012 sessions, in light of additional information, including on their financial implications, and that the Council would examine the matter again at its session of December 2012;
- b) noted that the detailed review of Statutory Bodies under Article XIV of the Constitution with a view to allowing them to exercise greater financial and administrative authority would be re-examined by the CCLM, the Finance and the Programme Committees at their sessions of Autumn 2012;
- c) taking into account the views of both the CCLM and the Finance Committee, concluded that the current selection procedure of external members of the Ethics Committee, whereby each Committee made its own recommendation to the Council, should be maintained.

Other Constitutional and Legal Matters

Invitations to Non-Member Nations to attend FAO Sessions¹⁶

53. The Council noted the participation of Singapore and Brunei Darussalam at the 31st Regional Conference for Asia and the Pacific (Hanoi, Viet Nam, 12-16 March 2012).

¹⁴ CL 144/9; CL 144/PV/5; CL 144/PV/6; CL 144/PV/7.

¹⁵ CL 144/2; CL 144/PV/5; CL 144/PV/7.

¹⁶ CL 144/PV/1; CL 144/PV/7.

Applications for Membership in the Organization¹⁷

54. The Council noted that on 27 January 2012 the Director-General had received an application for Membership in the Organization by the Republic of South Sudan.
55. The Council agreed to invite the Republic of South Sudan to participate in an observer capacity in Sessions of the Council, as well as regional and technical meetings of the Organization, which could be of interest.
56. The Council agreed to submit the request for application for Membership in the Organization by the Republic of South Sudan to the 38th Session of the Conference in June 2013 for approval.

Governance Matters

FAO's contribution to the Programme of Action for the Least Developed Countries for the Decade 2011-2020¹⁸

57. The Council expressed support for the Istanbul Programme of Action for 2011–2020, adopted at the Fourth United Nations Conference on the Least Developed Countries (Istanbul, Turkey, May 2011).
58. The Council requested FAO to integrate relevant sections of the Istanbul Programme of Action into its own Programme of Work, and to continue to assist the Least Developed Countries to implement sections of the Programme of Action of interest to them.

Council Multi-year Programme of Work 2012-15¹⁹

59. The Council took note of the comments made regarding the Multi-Year Programme of Work (MYPOW) 2012-15.
60. The Council requested that IPA actions which had not yet been completed be added to the MYPOW.
61. The Council also requested that the report of the Informal Regional Conferences for North America be included in the MYPOW, given in *Appendix C* to this Report.

Status of Implementation of Decisions taken at the 143rd Session of the Council²⁰

62. The Council took note of the status of implementation of the decisions adopted at its 143rd Session, which had taken place from 28 November to 2 December 2011.
63. The Council expressed its appreciation for the innovations presented in the document, and requested that all actions be identified and categorized according to their level of implementation. It also requested the more accelerated implementation of actions, especially as regarded decisions relating to gender parity.

International Years²¹

64. The Council welcomed and noted the presentations on three International Years, and particularly the efforts and preparations underway to celebrate them:
- a) International Year of Cooperatives (2012);
 - b) International Year of Quinoa (2013), and
 - c) International Year of Family Farming (2014).
65. The Council also noted the evaluation of the International Year of Forests (2011).

¹⁷ C 2013/10; CL 144/PV/1; CL 144/PV/7.

¹⁸ CL 144/18; CL 144/PV/6; CL 144/PV/7.

¹⁹ CL 144/INF/3; CL 144/PV/6; CL 144/PV/7.

²⁰ CL 144/INF/4; CL 144/PV/6; CL 144/PV/7.

²¹ CL 144/INF/7 [Rev.2 English only]; CL 144/PV/4; CL 144/PV/5; CL 144/PV/7.

66. The Council invited Governing Bodies, including Regional Conferences and Technical Committees, and Member Nations to support the International Years.
67. The Council invited the Secretariat to forecast and measure the impact of the International Years with a view to maximizing their returns. It emphasized the need for clearly-defined objectives and activities that led to measurable impacts.
68. The Council called on FAO Governing Bodies, including Regional Conferences and Technical Committees, and Member Nations to support International Years in order to obtain maximum benefits.

Other Matters

Annual Report of the WFP Executive Board on its Activities in 2011²²

69. The Council welcomed:
- a) the annual report of the World Food Programme (WFP) to FAO and adopted it;
 - b) the progress made in 2011 to enhance multilateral and country-level partnerships;
 - c) the contribution of WFP in leading humanitarian operations and for the preparation and implementation of the humanitarian transformative agenda.
70. The Council reiterated its support for WFP's shift from food aid to food assistance, which had entailed a successful deployment of a broader set of tools to combat food insecurity and malnutrition.
71. The Council welcomed the emphasis given to enhanced collaboration among the Rome-based Agencies, including country-level collaboration.

Progress Report on the Establishment of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services²³

72. The Council welcomed the close cooperation between UNEP, UNESCO, FAO and UNDP in the preparation of the sessions of the Plenary meeting and of the joint proposal for co-hosting the Secretariat of the Platform.
73. The Council reaffirmed FAO's commitment to co-hosting the Platform Secretariat with other UN Bodies, provided that costs be met through extra-budgetary resources with appropriate administrative and operational costs reimbursed in accordance with the prevailing FAO Support Cost Policy.
74. The Council reiterated that FAO's work towards the Platform would be funded by extra-budgetary resources.

Calendar of FAO Governing Bodies and other Main Sessions 2012-2013²⁴

75. The Council noted the Calendar of FAO Governing Bodies and Other Main Sessions for 2012 and decided to reschedule:
- a) the 112th Session of the Programme Committee and 146th Session of the Finance Committee to 5-9 November 2012;
 - b) the 95th Session of the Committee on Constitutional and Legal Matters to 8-11 October 2012, and
 - c) the 145th Session of Council to 3-7 December 2012.
76. The Revised Calendar is reproduced in *Appendix E* to this Report.

²² C 2013/INF/2; CL 144/PV/5; CL 144/PV/7.

²³ CL 144/19; CL 144/PV/6; CL 144/PV/7.

²⁴ CL 144/LIM/1; CL 144/PV/6; CL 144/PV/7.

Developments in Fora of Importance for the Mandate of FAO²⁵

77. The Council appreciated presentations made on the following subjects:
- a) Recent Developments in International Nutrition Activities;
 - b) Observance of a World Soil Day by the UN and the Celebration of the International Year of Soils 2015;
 - c) Ongoing UN-led discussions on the post 2015 UN Development Agenda, and FAO's involvement;
 - d) Tropical Agriculture Platform;
 - e) Independent Evaluation of the Delivering as One initiative and Tirana Conference in June 2012;
 - f) Statistics for Decision-Making.

Provisional Agenda for the 145th Session of the Council (November 2012)²⁶

78. The Council reviewed the draft Provisional Agenda for its 145th Session (December 2012), and decided to add two items: i) Programme Implementation Report 2010-11, and ii) Margarita Lizárraga Medal.

Working Methods of the Council²⁷

79. The Council took note of the efforts to improve methods of work, welcomed the initiatives taken to this effect, and encouraged the search for further innovation.
80. The Council requested that copies of the Basic Texts be made available in all language versions at its sessions.
81. The Council deplored the late publication of documents, particularly those submitted to the Programme Committee and Finance Committee, as this was an enduring problem which perturbed the work of the Committees, the Council and the governance of the Organization in general. The Council considered the issue to be a major concern and insisted that all documents be delivered, in all language versions, by the indicated deadlines.

Any Other Matters²⁸

82. Following the withdrawal of Germany and Belgium from Membership of the Programme Committee, the Council elected Ms Natalie Feistritz (Austria) and Ms Christina Emma Grieder (Switzerland) as members of the Programme Committee for the remainder of the term of office, replacing the representatives of Germany and Belgium.
83. The FAO Staff Representative Bodies, the Association of Professionals in FAO (AP-in-FAO) and the Union of General Service Staff (UGSS), delivered a statement to the Council.

Desert Locust outbreak in the Sahel Region

84. The Council took note of a brief presentation on the Desert Locust outbreak in the Sahel region, which was seriously endangering food security. The Council encouraged Members to increase their level of vigilance in this regard to be better prepared to respond to requests for support by the Organization and the countries concerned in the following months.

²⁵ CL 144/INF/6; CL 144/PV/6; CL 144/PV/7.

²⁶ CL 144/INF/2; CL 144/PV/6; CL 144/PV/7.

²⁷ Web Document "Note on the Methods of Work of the Council"; CL 144/PV/6; CL 144/PV/7.

²⁸ CL 144/LIM/3 Rev.1; CL 144/PV/1; CL 144/PV/6; CL 144/PV/7.

APPENDIX A

Agenda for the Hundred and Forty-fourth Session of the Council

Procedure of the Session

1. Adoption of the Agenda and Timetable
2. Election of three Vice-Chairpersons, and Designation of the Chairperson and Members of the Drafting Committee

Programme, Budgetary, Financial and Administrative Matters

3. Programme Implementation Report 2010-11
4. Immediate Plan of Action – IPA annual report for 2011 and direction for 2012
5. Structure and Functioning of Decentralized Offices
6. Further Adjustments to the Programme of Work and Budget 2012-2013
7. Outline of the Reviewed Strategic Framework
8. Regional Conferences
 - 8.1 Report of the 31st Session of the Regional Conference for Asia and the Pacific (Hanoi, Viet Nam, 12-16 March 2012)
 - 8.2 Report of the 32nd Session of the Regional Conference for Latin America and the Caribbean (Buenos Aires, Argentina, 26-30 March 2012)
 - 8.3 Report of the 28th Session of the Regional Conference for Europe (Baku, Azerbaijan, 17-20 April 2012)
 - 8.4 Report of the 27th Session of the Regional Conference for Africa (Brazzaville, Congo, 23-27 April 2012)
 - 8.5 Report of the 31st Session of the Regional Conference for the Near East (Rome, Italy, 14-18 May 2012)
 - 8.6 Input from the Informal Regional Conference for North America (Ottawa, Canada, 3-5 April 2012)
9. Reports of the Joint Meetings of the Programme Committee and the Finance Committee (7 May and 31 May-1 June 2012)
10. Report of the 110th Session of the Programme Committee (7-11 May 2012)
11. Reports of the 143rd (7-11 May 2012), 144th (14 May 2012) and 145th (1 June 2012) Sessions of the Finance Committee

Committee on World Food Security

12. Report of the 38th (Special) Session of the Committee on World Food Security (11 May 2012)

Constitutional and Legal Matters

13. Report of the 94th Session of the Committee on Constitutional and Legal Matters (19-21 March 2012)
14. Other Constitutional and Legal Matters, including, if required:
 - 14.1 Invitations to Non-Member Nations to attend FAO Sessions
 - 14.2 Applications for Membership in the Organization

Governance Matters

15. FAO's contribution to the Programme of Action for the Least Developed Countries for the Decade 2011-2020
16. Council Multi-year Programme of Work 2012-15
17. Status of implementation of decisions taken at the 143rd Session of the Council
18. International Years:
 - 18.1 Evaluation of the International Year of Forests (2011)
 - 18.2 International Year of Cooperatives (2012)
 - 18.3 International Year of Quinoa (2013)
 - 18.4 International Year of Family Farming (2014)

Other Matters

19. Annual Report of the WFP Executive Board on its Activities in 2011
20. Progress Report on the Establishment of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
21. Calendar of FAO Governing Bodies and other Main Sessions 2012-2013
22. Developments in Fora of Importance for the Mandate of FAO
23. Provisional Agenda for the 145th Session of the Council (November 2012)
24. Working Methods of the Council
25. Any Other Matters

APPENDIX B

List of Documents

CL 144/1	Provisional Annotated Agenda
CL 144/2	Report of the 94 th Session of the Committee on Constitutional and Legal Matters (19-21 March 2012)
CL 144/3	Further Adjustments to the Programme of Work and Budget 2012-2013
CL 144/3 Web Annex	Organizational Result level resource changes arising from biennial work planning
CL 144/4 (C 2013/14)	Report of the 27 th Session of the Regional Conference for Africa (Brazzaville, 23-27 April 2012)
CL 144/5 (C 2013/15)	Report of the 31 st Session of the Regional Conference for Asia and the Pacific (Hanoi, Viet Nam, 12-16 March 2012)
CL 144/6 (C 2013/16)	Report of the 28 th Session of the Regional Conference for Europe (Baku, Azerbaijan, 17-20 April 2012)
CL 144/7 (C 2013/17)	Report of the 32 nd Session of the Regional Conference for Latin America and the Caribbean (Buenos Aires, Argentina, 26-30 March 2012)
CL 144/8 (C 2013/18)	Report of the 31 st Session of the Regional Conference for the Near East (Rome, Italy, 14-18 May 2012)
CL 144/9 (C 2013/20)	Report of the 38 th (Special) Session of the Committee on World Food Security (11 May 2012)
CL 144/10	Immediate Plan of Action – IPA annual report for 2011 and direction for 2012
CL 144/10 Web Annex (English only)	Assessment to the IPA Programme - A Way Forward
CL 144/11	Report of the 110 th Session of the Programme Committee (7-11 May 2012)
CL 144/12	Report of the 143 rd Session of the Finance Committee (7-11 May 2012)
CL 144/13	Report of the Joint Meeting of the 110 th Session of the Programme Committee and the 143 rd Session of the Finance Committee (7 May 2012)
CL 144/14	Outline of the Reviewed Strategic Framework
CL 144/14 Corr.1 (English only)	Outline of the Reviewed Strategic Framework - Corrigendum
Web Annex (English only)	Global Trends and Future Challenges for the Work of the Organization
Web Annex (English only)	FAO's Attributes, Core Functions and Comparative Advantages
CL 144/15	Structure and Functioning of the Decentralized Offices Network
CL 144/15 Corr.1 (English only)	Structure and Functioning of the Decentralized Offices Network - Corrigendum
Web Annex (English only)	Key Actions Related to Decentralization and Improved Delivery of FAO Services at Country Level - Implementation Plan
Web Annex 2 (English only)	Additional Detail on Structure, Staffing and Funding of Decentralized Offices

CL 144/16	Report of the Joint Meeting of the 111 th (Special) Session of the Programme Committee and the 145 th (Special) Session of the Finance Committee (31 May-1 June 2012)
CL 144/17	Report of the 144 th Session of the Finance Committee (14 May 2012)
CL 144/18	FAO's contribution to the Programme of Action for the Least Developed Countries for the Decade 2011-2020
CL 144/19	Progress Report on the Establishment of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)
CL 144/20	Report of the 145 th (Special) Session of the Finance Committee (1 June 2012)

C 2013 Series

C 2013/8	Programme Implementation Report 2010-11
C 2013/8 Corr.1	Programme Implementation Report 2010-11 – Corrigendum
C 2013/8 Web Annex	Programme Implementation Report 2010-11
C 2013/10	Application for Membership in the Organization
C 2013/INF/2	Annual Report of the WFP Executive Board to ECOSOC and the FAO Council on its Activities in 2011

CL 144 INF Series

CL 144/INF/1 Rev.1	Provisional Timetable
CL 144/INF/2	Provisional Agenda for the 145 th Session of the Council (November 2012)
CL 144/INF/3	Council Multi-year Programme of Work 2012-15
CL 144/INF/4	Status of implementation of decisions taken at the 143 rd Session of the Council
CL 144/INF/5	Provisional List of Documents
CL 144/INF/6	Developments in Fora of Importance for the Mandate of FAO
CL 144/INF/7 (Rev.2: English only)	International Years
CL 144/INF/8	Statement of Competence and Voting Rights submitted by the European Union and its Member States
CL 144/INF/9	The Audit Function in the United Nations System (JIU/REP/2010/5)
CL 144/INF/11	Policies and Procedures for the Administration of Trust Funds in UN System Organizations (JIU/REP/2010/7)
CL 144/INF/12	Inter-Agency Staff Mobility and Work/Life Balance in the Organizations of the United Nations System (JIU/REP/2010/8)

CL 144 LIM Series

CL 144/LIM/1	Calendar of FAO Governing Bodies and other Main Sessions 2012-2013
CL 144/LIM/2	Status of Contributions and Arrears
CL 144/LIM/3 Rev.1	Membership of the Programme Committee
CL 144/LIM/4 (C 2013/LIM/1)	Report of the Informal Regional Conference for North America (Ottawa, Canada, 3-5 April 2012)

CL 144 REP Series

CL 144/REP/1 to Draft Reports of Plenary

CL 144/REP/25

CL 144 PV Series

CL 144/PV/1 to Verbatim Records of Plenary

CL 144/PV/7

CL 144 OD Series

CL 144/OD/1 to Orders of the Day

CL 144/OD/4

Other Documents

Note on the Methods of Work of the Council

List of Delegates and Observers

APPENDIX C

Multi-year Programme of Work of the Council 2012-15

I. Overall Objective for the Council

The Council provides the Conference with precise, balanced and timely guidance on strategies, priorities, programmes and budget for the Organization, as well as constitutional, organizational, administrative and financial matters. The Council also provides clear assessments on the world food and agriculture situation and exercises its oversight and monitoring functions in accordance with the Basic Texts of the Organization, including Conference Resolution 8/2009. It operates efficiently and effectively in a results-based manner, holding its sessions in keeping with the rolling workplan outlined in the Appendix, and with the Note on Methods of Work of the Council.

II. Results

A. Strategy and priority setting, and budget planning

Result: Conference decisions on strategies, priorities, programmes and budget for the Organization, as well as on the status of world food and agriculture, are based on Council guidance.

Indicators and targets:

- Conference report reflects the recommendations made by Council on the Strategic Framework, Medium Term Plan (MTP) and Programme of Work and Budget (PWB).
- In examining and adopting the budget of the Organization, the Conference has at its disposal an explicit recommendation by Council regarding the level of the budget.
- Council guidance on world food and agriculture issues receives Conference approval.
- Conference approves the provisional agenda recommended to it by Council.

Outputs: Clear and precise decisions taken, and recommendations made to Conference.

Activities:

- Review and assessment of the recommendations made by the Finance and Programme Committees and their Joint Meetings regarding the Strategic Framework, MTP and PWB, and clear recommendations thereon to Conference.
- Review and assessment of the recommendations made by the Technical Committees on technical priorities and budget matters.
- Review and assessment of the recommendations made by the Regional Conferences on regional priorities and budget matters.
- Assessment of major issues pertaining to the world food and agriculture situation as necessary.
- Decisions on any adjustments to the PWB.
- Recommendations to Conference on the Programme and Budget Resolution, including the content and level of the budget.
- Recommendation of the main theme of the general debate at the Conference session.
- Recommendation of the provisional agenda of the Conference session.

Working methods:

- Informal coordination meetings of the Chairpersons and Secretariats of the Finance and Programme Committees, Regional Conferences and Technical Committees, facilitated by the Independent Chairperson of Council.

- Informal consultation meetings of the Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the Independent Chairperson of Council.
- Regular contacts between the Independent Chairperson of Council and FAO Management.

B. Monitoring implementation of governance decisions

Result: Implementation of decisions on governance matters is regularly monitored by Council.

Indicators and targets:

- Timely implementation of governance decisions taken by Conference and Council is monitored by the Council, and this is reflected in the Conference report.
- The recommendations on measures designed to increase the efficiency of Governing Bodies are reviewed and assessed by Council before submission to Conference.

Outputs: Clear and precise decisions and resolutions taken, and recommendations made to Conference.

Activities:

- Review and assessment of governance decisions of Council.
- Review and assessment of the recommendations made by the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation.
- Review of the Multi-Year Programmes of Work (MYPOW) of the Governing Bodies, and assessment of related progress reports.
- Recommendations and decisions on the convening of Ministerial Meetings as necessary.
- Review and assessment of issues regarding treaties, conventions and agreements that are within the framework of FAO.
- Review of developments in other fora of importance for the mandate of FAO.

Working methods:

- Informal coordination meetings of the Chairpersons and Secretariats of the Committee on Constitutional and Legal Matters (CCLM), Finance and Programme Committees, Regional Conferences and Technical Committees, facilitated by the Independent Chairperson of Council.
- Informal consultation meetings of the Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the Independent Chairperson of Council.
- Regular contacts between the Independent Chairperson of Council and FAO Management.
- Advice from the Statutory Bodies through the Technical Committees.

C. Exercise of oversight functions

Result: Well functioning legal, ethics, financial and administrative frameworks, policies and systems are in place and regularly monitored by Council.

Indicators and targets:

- The Organization operates within its legal, financial and administrative framework.
- Transparent, independent and professional evaluation of the Organization's performance, as well as audit and ethics oversight.
- The elections mandated by the Basic Texts are held within the set deadlines.
- Policies are implemented and systems function in accordance with existing rules and standards.

- The proposed calendar of FAO Governing Bodies and other main sessions conforms the schedule of sessions for the implementation of the Programming, Budgeting and Results-based Monitoring System.

Outputs: Clear and precise decisions taken, and recommendations made to Conference.

Activities:

- Review and assessment of the Finance Committee recommendations and decisions regarding budgetary performance and programme, budgetary transfers and the Organization's financial situation, including resource mobilization and voluntary contributions.
- Review and assessment of the Finance Committee recommendations regarding ethics and audit, both internal and external.
- Review and assessment of the Finance Committee recommendations regarding policies and systems, both in Headquarters and Decentralized Offices, for human resources, administrative and business processes, contracting and purchasing, and information and communication technology.
- Review and assessment of the Programme and Finance Committee recommendations on independent evaluations.
- Review and assessment of the CCLM recommendations on constitutional and legal matters.

Working methods:

- Advice from the Finance and Programme Committees and their Joint Meetings, and from the CCLM.
- In-depth review of one substantive issue to be chosen by the Council once every two years.
- Regular contacts between the Independent Chairperson of Council and FAO Management.

D. Monitoring of IPA implementation and further steps in the Reform process

Results: Overall progress in implementation of the Immediate Plan of Action is regularly monitored by Council.

Indicators and targets:

- Management reports on progress in IPA implementation timely submitted to all Council sessions.
- The recommendations made by Council on IPA implementation are reflected in the 2011 CoC-IEE Report on the IPA to the Conference, and endorsed by Conference in 2011. After 2011, recommendations related to the IPA are made to Conference.

Outputs: Clear and precise recommendations and decisions in a specific report to Conference.

Activities:

- Review and assessment of Management reports on progress in IPA implementation.
- Review and assessment of IPA-related recommendations made by the Finance and Programme Committees and their Joint Meetings, CCLM, Regional Conferences and Technical Committees.

Working methods:

- Use of the documentation produced for CoC-IEE meetings.
- Informal seminars and consultations among Members.

E. Monitoring of Management performance

Result: Management performance targets are regularly reviewed and monitored by Council.

Indicators and targets:

- Performance of Management is in line with established performance targets.
- Adjustments are made to performance targets as necessary.

Outputs: Clear and precise decisions taken, and recommendations made to Conference.

Activities:

- Monitoring of the performance of Management against established performance targets in the framework of the results-based budgeting and management system, based on the MTP/PWB and on the reports of the Finance and Programme Committees and their Joint Meetings.
- Review of the contribution of extra-budgetary resources to the Organizational Results framework.
- On a periodic basis, organize the transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts.
- Review of the Programme and Finance Committees recommendations for adjustment of PWB implementation.

Working methods:

- Regular contacts between the Independent Chairperson of Council and FAO Management.
- Informal seminars and consultations among Members.

F. Work planning and working methods

Results: Council operates efficiently, in a proactive and inclusive way, according to established work plans and improved working methods.

Indicators and targets:

- Council agendas are focused.
- Council reports are concise, consisting mainly of conclusions, decisions and recommendations, and are made available to Members soon after the closure of the session.
- Council documents have a standardized cover page, with a box suggesting the proposed action.
- Council documents are provided 4 weeks before a session commences.

Outputs:

- A MYPOW for Council.
- A revised Note on Methods of Work of the Council.

Activities:

- Preparation of the Council MYPOW, with performance indicators.
- Preparation of a progress report to Conference on the Council MYPOW.
- Regular review of the methods of work of Council, including performance measures.
- Review of the status of implementation of Council decisions.

- Study and comparison of the governance of other international organizations in view of introducing potential improvements in the operating procedures of Council and the implementation of its MYPOW.

Working methods:

- Structured and focused deliberations during Council sessions.
- Efficient drafting arrangements for Council reports.
- Regular inter-sessional activities, determined according to their interest, and level of priority.
- As appropriate, strengthen human and financial resources mobilized by the Secretariat for the implementation of, and follow up to, the MYPOW.
- Informal meetings of the Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the Independent Chairperson of Council.
- Regular contacts between the Independent Chairperson of Council and FAO Management.

G. Outstanding IPA Actions²⁹

The 144th Session of Council requested that IPA actions which had not been completed be added to the MYPOW:

	IPA Actions with delays	Planned End Date
	Governing Body Reform	
	The Council	
2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	30.06.2013
	Appointment and Term of Office of the Director-General	
2.100	c) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.	30.06.2013
	Governing body follow-up	
4.4	<ul style="list-style-type: none"> • 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; 	30.06.2013
	Ethics	
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	30.03.2013

²⁹ CL 144/REP para 60

	IPA Actions with delays	Planned End Date
	Decentralization	
3.84	<p>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:</p> <ul style="list-style-type: none"> 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. 	31.12.2013

	IPA Actions on track	Planned End Date
	Governing Body Reform	
	Statutory Bodies, Conventions, Treaties, Codex, etc.	
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.	31.12.2013
	Further Actions to Improve the Effectiveness of FAO Governance	
2.70	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:	30.06.2013
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);	30.06.2013
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.	30.06.2013
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.	30.06.2015
	Governing body follow-up	
4.1	The Council will monitor the progress of implementation of the Immediate Plan of Action. and report to the Conference at its 36th Session (2009) and its 37th Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.	31.12.2013

	IPA Actions on track	Planned End Date
	Evaluation	
2.78	Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8-1.0% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the Programme of Work and Budget approval process, allocated in full to the evaluation office. All contributors of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.	31.12.2013
2.83	a) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	01.01.2016
	Reform of Programming, budgeting and Results Based Monitoring	
	FAO Strategic Objectives and the New Results-Based Framework	
3.88	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices	31.12.2013
	Reform of Programming, Budgeting and Results Based Monitoring	
7.1	Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM)	31.12.2013
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.	31.12.2013
	Design new Planning and Budgeting Model	
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.	31.12.2013
	Interdisciplinarity	
6.2	5% budget to DDGs for interdisciplinary work	31.12.2013
	Decentralization	
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	31.12.2013
	Partnerships	
3.109	Mainstream, operationalization and implementation of renewed strategy for partnerships with civil society and the FAO strategy for partnerships with the private sector, including capacity building targeted to all FAO staff. Undertake assessment and stocktaking of partnerships, including the potential for greater partnership with civil society and the private sector. Launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with the private sector and civil society organizations.	31.12.2013
3.110	Operationalization and implementation of corporate partnership strategies in line with FAO's Strategic Framework. Further strengthening collaboration within the UN system, including among the Rome-based UN agencies. Development and implementation of training activities for all corporate partnerships. Preparation and dissemination of communication materials.	31.12.2013

	IPA Actions on track	Planned End Date
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:	31.12.2013
3.112	a) areas of technical programme interface and overlap both in normative and development work;	31.12.2013
3.113	b) shared administration and services (taking note of the findings of the Root and Branch Review);	31.12.2013
3.114	c) joint oversight functions, including evaluation.	31.12.2013
3.115	Regular joint meetings of the management of the three organizations will take place with the membership to review progress	31.12.2013
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	31.12.2013
3.117	Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	31.12.2013
	Travel	
7.15	Other Rome-based agency joint initiatives - Travel	31.12.2013
	Administrative Service Model and FAO Manual	
	FAO Manual	
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.	31.12.2013
	IPSAS (and FAS Replacement)	
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).	31.12.2013
7.24	Implementation of IPSAS as key initiative for the finance division and FAO as a whole	31.12.2013
	Other IT Actions	
7.0	Strengthen IT Governance. All functions must abide by formal processes, e.g. project/change request procedures, project management and development processes	31.12.2013
7.26	Design of the Management Information System	31.12.2013
	Enterprise risk management	
3.54	Full Implementation of Enterprise Risk Management Structure and systems	31.12.2013
	Culture Change	
3.32	Implementation of the vision	31.12.2013

	IPA Actions on track	Planned End Date
	Other Human Resources Actions	
3.75	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	31.12.2013
	IPA Programme Management Unit	
	FAO Managerial Arrangements for IEE	
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)	31.12.2013
	IPA Communications	
4.9a	IPA employee communications	31.12.2013
4.9b	IPA member communications	31.12.2013

Multi-year programme of Work of the Council 2012-15

145th Session of the Council, December 2012
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Report of the Joint Meeting of the Programme and Finance Committees (November 2012) 2) Report of the Programme Committee (November 2012) 3) Report of the Finance Committee (November 2012) 4) Programme Implementation Report 2010-11 5) Reviewed Strategic Framework and outline of Medium Term Plan 2014-17 6) Further Adjustments to the Programme of Work and Budget 2012-13
<p>Technical Committees and Committee on World Food Security</p> <ol style="list-style-type: none"> 7) Report of the Committee on Commodity Problems (May 2012) 8) Report of the Committee on Agriculture (May 2012) 9) Report of the Committee on Fisheries (July 2012) 10) Report of the Committee on Forestry (September 2012) 11) Report of the Committee on World Food Security (October 2012)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 12) Report of the Committee on Constitutional and Legal Matters (October 2012)
<p>Governance Matters</p> <ol style="list-style-type: none"> 13) Progress Report on the Immediate Plan of Action Implementation 14) Arrangements for the 38th Session of the Conference (including provisional agenda and Council recommendation on a theme for the general debate at Conference) 15) Council Multi-year Programme of Work 2012-15 16) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 17) Election of Six Members of the WFP Executive Board 18) Developments in Fora of Importance for the Mandate of FAO 19) Calendar of FAO Governing Bodies and other Main Sessions 2012-2013 20) Provisional Agenda for the following session of Council 21) Working Methods of Council
146th Session of the Council, April 2013
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Review of Medium Term Plan and Programme of Work and Budget (2014-2015) – Recommendation to Conference on budget level 2) Report of the Joint Meeting of the Programme and Finance Committees (February 2013) 3) Report of the Programme Committee (February 2013) 4) Report of the Finance Committee (February 2013)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 5) Report of the Committee on Constitutional and Legal Matters (March 2013)
<p>Governance Matters</p> <ol style="list-style-type: none"> 6) Progress Report on the Immediate Plan of Action Implementation 7) Arrangements for the 38th Session of the Conference (including tentative timetable) – Recommendations to Conference 8) Council Multi-year Programme of Work 2012-15 9) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 10) Annual Report of the WFP Executive Board on its Activities in 2012 11) Calendar of FAO Governing Bodies and other Main Sessions 2013-2014 12) Provisional Agenda for the following session of Council 13) Working Methods of Council

147th Session of the Council, July 2013
<p>Election of Committees</p> <ol style="list-style-type: none"> 1) Election of the Chairperson and Twelve Members of the Programme Committee 2) Election of the Chairperson and Twelve Members of the Finance Committee 3) Election of the Chairperson and Seven Members of the Committee on Constitutional and Legal Matters
<p>Other Matters</p> <ol style="list-style-type: none"> 4) Matters Arising out of the Conference Session 5) Developments in Fora of Importance for the Mandate of FAO 6) Calendar of FAO Governing Bodies and other Main Sessions 2013-2014 7) Provisional Agenda for the following session of Council 8) Working Methods of Council
148th Session of the Council, November 2013
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Approval of Adjustments to the Programme of Work 2014-15 2) Report of the Joint Meeting of the Programme and Finance Committees (October 2013) 3) Report of the Programme Committee (October 2013) 4) Report of the Finance Committee (October 2013)
<p>Committee on World Food Security</p> <ol style="list-style-type: none"> 5) Report of the Committee on World Food Security (October 2013)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 6) Report of the Committee on Constitutional and Legal Matters (September 2013)
<p>Governance Matters</p> <ol style="list-style-type: none"> 7) Progress Report on the Immediate Plan of Action Implementation 8) Multi-year Programmes of Work of the <ul style="list-style-type: none"> • Finance Committee • Programme Committee • CCLM • Regional Conferences • Technical Committees • Council 9) Council Multi-year Programme of Work 2014-17 10) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 11) Election of Six Members of the WFP Executive Board 12) Developments in Fora of Importance for the Mandate of FAO 13) Calendar of FAO Governing Bodies and other Main Sessions 2014-2015 14) Provisional Agenda for the following session of Council 15) Working Methods of Council

149th Session of the Council, June 2014
<p>Programme, Budgetary, Financial and Administrative Matters</p> <p>1) Report of the Joint Meeting of the Programme and Finance Committees (...2014) (t.b.d.) 2) Report of the Programme Committee (...2014) (t.b.d.) 3) Report of the Finance Committee (...2014) (t.b.d.)</p>
<p>Regional Conferences</p> <p>4) Report of the Regional Conference for Africa (2014) (t.b.d.) 5) Report of the Regional Conference for Asia and the Pacific (2014) (t.b.d.) 6) Report of the Regional Conference for the Near East (2014) (t.b.d.) 7) Report of the Regional Conference for Latin America and the Caribbean (2014) (t.b.d.) 8) Report of the Regional Conference for Europe (2014) (t.b.d.) 9) Report on the Informal Conference for North America (2014) (t.b.d.)</p>
<p>Committee on Constitutional and Legal Matters</p> <p>10) Report of the Committee on Constitutional and Legal Matters (...2014) (t.b.d.)</p>
<p>Governance Matters</p> <p>11) Progress Report on the Immediate Plan of Action Implementation 12) Council Multi-year Programme of Work 2014-17 13) Status of implementation of Council decisions</p>
<p>Other Matters</p> <p>14) Annual Report of the WFP Executive Board on its Activities in 2013 15) Developments in Fora of Importance for the Mandate of FAO 16) Calendar of FAO Governing Bodies and other Main Sessions 2014-2015 17) Provisional Agenda for the following session of Council 18) Working Methods of Council</p>
150th Session of the Council, November 2014
<p>Programme, Budgetary, Financial and Administrative Matters</p> <p>1) Report of the Joint Meeting of the Programme and Finance Committees (...2014) (t.b.d.) 2) Report of the Programme Committee (...2014) (t.b.d.) 3) Report of the Finance Committee (...2014) (t.b.d.) 4) Programme Implementation Report 2012-2013</p>
<p>Technical Committees and Committee on World Food Security</p> <p>5) Report of the Committee on Commodity Problems (2014) (t.b.d.) 6) Report of the Committee on Agriculture (2014) (t.b.d.) 7) Report of the Committee on Fisheries (2014) (t.b.d.) 8) Report of the Committee on Forestry (2014) (t.b.d.) 9) Report of the Committee on World Food Security (2014) (t.b.d.)</p>
<p>Committee on Constitutional and Legal Matters</p> <p>10) Report of the Committee on Constitutional and Legal Matters (...2014) (t.b.d.)</p>
<p>Governance Matters</p> <p>11) Progress Report on the Immediate Plan of Action Implementation 12) Arrangements for the 39th Session of the Conference (including provisional agenda and Council recommendation on a theme for the general debate at Conference) 13) Council Multi-year Programme of Work 2014-17 14) Status of implementation of Council decisions</p>
<p>Other Matters</p> <p>15) Election of Six Members of the WFP Executive Board 16) Developments in Fora of Importance for the Mandate of FAO 17) Calendar of FAO Governing Bodies and other Main Sessions 2014-2015 18) Provisional Agenda for the following session of Council 19) Working Methods of Council</p>

151st Session of the Council, April 2015
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Review of Medium Term Plan and Programme of Work and Budget (2016-2017) – Recommendation to Conference on budget level 2) Report of the Joint Meeting of the Programme and Finance Committees (...2015) (t.b.d.) 3) Report of the Programme Committee (...2015) (t.b.d.) 4) Report of the Finance Committee (...2015) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 5) Report of the Committee on Constitutional and Legal Matters (...2015) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 6) Progress Report on the Immediate Plan of Action Implementation 7) Arrangements for the 39th Session of the Conference (including tentative timetable) – Recommendations to Conference 8) Council Multi-year Programme of Work 2014-17 9) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 10) Annual Report of the WFP Executive Board on its Activities in 2014 11) Calendar of FAO Governing Bodies and other Main Sessions 2015-2016 12) Provisional Agenda for the following session of Council 13) Working Methods of Council
152nd Session of the Council, July 2015
<p>Election of Committees</p> <ol style="list-style-type: none"> 1) Election of the Chairperson and Twelve Members of the Programme Committee 2) Election of the Chairperson and Twelve Members of the Finance Committee 3) Election of the Chairperson and Seven Members of the Committee on Constitutional and Legal Matters
<p>Other Matters</p> <ol style="list-style-type: none"> 4) Matters Arising out of the Conference Session 5) Developments in Fora of Importance for the Mandate of FAO 6) Calendar of FAO Governing Bodies and other Main Sessions 2015-2016 7) Provisional Agenda for the following session of Council 8) Working Methods of Council
153rd Session of the Council, November 2015
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Approval of Adjustments to the Programme of Work 2016-17 2) Report of the Joint Meeting of the Programme and Finance Committees (...2015) (t.b.d.) 3) Report of the Programme Committee (...2015) (t.b.d.) 4) Report of the Finance Committee (...2015) (t.b.d.)
<p>Committee on World Food Security</p> <ol style="list-style-type: none"> 5) Report of the Committee on World Food Security (October 2015) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 6) Report of the Committee on Constitutional and Legal Matters (...2015) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 7) Progress Report on the Immediate Plan of Action Implementation 8) Multi-year Programmes of Work of the <ul style="list-style-type: none"> • Finance Committee • Programme Committee • CCLM • Regional Conferences • Technical Committees • Council 9) Council Multi-year Programme of Work 2016-19 10) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 11) Election of Six Members of the WFP Executive Board 12) Developments in Fora of Importance for the Mandate of FAO 13) Calendar of FAO Governing Bodies and other Main Sessions 2016-2017 14) Provisional Agenda for the following session of Council 15) Working Methods of Council

APPENDIX D

FAO Policy on Proclamation and Implementation of International Years

Criteria for selection of themes

- 1) A subject proposed for an International Year should be consistent with the purposes and principles listed in the main constitutional instruments of concerned UN system entities (i.e. the United Nations Charter, the FAO Constitution, etc).
- 2) The International Year should address a priority concern to all, or the majority of countries, and should contribute to the development of international cooperation in solving global problems, in particular those affecting developing countries.
- 3) The International Year, if endorsed, should involve concrete action at the international and national levels and should be expected to generate significant follow-up at both levels in the form of new activities or the strengthening of existing ones.
- 4) There should be an interval of at least two years between two International Years, and a longer interval between years concerning similar subjects. The Conference will not call for the proclamation of more than one International Year at a time.
- 5) The proclamation of an International Year should be considered only when celebrations of shorter duration (a month, week or day) would not suffice.
- 6) An International Year should not be proclaimed when a World Conference has been convened separately on the same subject, or when a subject is already of wide international concern and effective programmes exist to further its ends.

Procedures to be followed and other requisites

- 1) Adequate time should be allowed for full consultations, including the fact that a final decision on a proposal is taken by the United Nations General Assembly not earlier than one full year after the introduction of the proposal in order to take into account the views expressed by Members, and to allow a thorough assessment of the proposal by the competent organs.
- 2) In general, there should be a period of two years between the proclamation and the beginning of an International Year.
- 3) An International Year will not be proclaimed unless full financing (which in principle should be based on voluntary contributions) and all organizational arrangements are confirmed.
- 4) There should be effective coordination of the activities of United Nations organizations and bodies concerned so as to build on inherent synergies and avoid duplication.
- 5) Each International Year should have objectives that are likely to lead to identifiable and practical results.
- 6) Arrangements for evaluation should be established in the preparatory phase and form part of the implementation of, and follow-up, to each International Year.

APPENDIX E

Calendar of FAO Governing Bodies and Other Main Sessions 2012-2013

	2012		2013	
JANUARY				
FEBRUARY	WFP IFAD/GC	13-17 20-24	IFAD/GC WFP 96 CCLM	11-15 18-22 25-27
MARCH	31 APRC 94 CCLM 32 LARC 122 IFAD/AC	12-16 19-21 26-30 23	147 FC 113 PC	18-22 18-22
APRIL	71 IFAD/EC* IFAD/EB 28 ERC 27 ARC	2 3-4 17-20 23-27	IFAD/EB 146 CL	8-12 22-26
MAY	143 FC 110 PC 38 CFS* 144 FC* 31 NERC* 23 COAG 69 CCP 111 PC*	7-11 7-11 11 14 14-18 21-25 28-30 31/05-01/06		
JUNE	145 FC* WFP 144 CL Rio+20 123 IFAD/AC	1 4-8 11-15 20-22 22	WFP 38 C 147 CL	3-7 15-22 24-25
JULY	35 CODEX 30 COFI 72 IFAD/EC	2-7 (Rome) 9-13 17	36 CODEX	1-6 (Geneva)
AUGUST				
SEPTEMBER	124 IFAD/AC IFAD/EB 21 COFO	6 17-21 24-28	UNGA IFAD/EB 97 CCLM	17 16-20 23-25
OCTOBER	73 IFAD/EC 95 CCLM* 39 CFS WFD	2 8-11 15-20 16 (Tuesday)	40 CFS WFD 148 FC 114 PC	7-11 16 (Wednesday) 21-25 21-25
NOVEMBER	146 FC* 112 PC* WFP* 125 IFAD/AC 74 IFAD/EC	5-9 5-9 12-16 19 22	WFP 148 CL	4-8 25-29
DECEMBER	145 CL* IFAD/EB	3-7 10-14	IFAD/EB	9-13

Easter: 8 April 2012
 Ramadan: 20 July - 18 Aug. 2012
 Eid Al-Fitr: 19 August 2012
 Eid Al-Adha: 26 October 2012

Easter: 31 March 2013
 Ramadan: 9 July - 7 August 2013
 Eid Al-Fitr: 8 August 2013
 Eid Al-Adha: 15 October 2013

APRC	Regional Conference for Asia and the Pacific	ERC	Regional Conference for Europe
ARC	Regional Conference for Africa	FC	Finance Committee
C	Conference	IFAD/AC	IFAD Audit Committee
CCLM	Committee on Constitutional and Legal Matters	IFAD/EC	IFAD Evaluation Committee
CCP	Committee on Commodity Problems	IFAD/EB	IFAD Executive Board
CFS	Committee on World Food Security	IFAD/GC	IFAD Governing Council
CL	Council	LARC	Regional Conference for Latin America and the Caribbean
COAG	Committee on Agriculture	NERC	Regional Conference for the Near East
CODEX	Codex Alimentarius Commission	PC	Programme Committee
COFI	Committee on Fisheries	WFD	World Food Day
COFO	Committee on Forestry	WFP	World Food Programme Executive Board

*Change compared to Calendar submitted to the previous session of Council

PROGRAMME COMMITTEE (July 2011 - June 2013)

Chairperson

Ms Cecilia Nordin
Van Gansberghe (Sweden)

Members

Afghanistan (Mr Abdul Razak Ayazi)
Algeria (Mr Mohamed Mellah)
Argentina (Mr Gustavo Oscar Infante)
Austria (Ms Natalie Feistritz)¹
Bangladesh (Ms Sultana Afroz)
Canada (Mr Marco Valicenti)*

China (Mr Li Zhengdong)*
Egypt (Mr Essam Osman Fayed)
Ethiopia (Mr Abreha G. Aseffa)
New Zealand (Mr Neil Fraser)*
Panama (Mr Gerardo E. Vega Berrio)*
Switzerland (Ms Christina Emma Grieder)¹

¹ Elected by the Council following the withdrawal of Belgium (Ms Martine Van Dooren) and Germany (Ms Swantje Nilsson)

* Details of substitute representative available at:

<http://www.fao.org/unfao/govbodies/gsbhome/programme-committee/substitute-representatives/en/>

FINANCE COMMITTEE (July 2011 - June 2013)

Chairperson

Mr Médi Mougui
(Cameroon)

Members

Australia (Mr Travis Power)*
Brazil (Mr Olyntho Vieira)
Burkina Faso (Mr Laurent Diandjoua Couliati)
India (Mr Shobhana K. Pattanayak)
Japan (Mr Hideya Yamada)
Kuwait (Ms Manar Sabah Mohammad Al-Sabah)

Mexico (Mr Jorge Eduardo Chen Charpentier)*
Morocco (Mr Amal Belcaïd)*
Netherlands (Mr Ronald Elkhuizen)*
Russian Federation (Mr Vladimir V. Kuznetsov)*
Sudan (Mr Mohamed Eltayeb Elfaki Elnor)*
United States of America (Ms Karen E. Johnson)*

* Details of substitute representative available at:

<http://www.fao.org/unfao/govbodies/gsbhome/finance-committee/substitute-representatives/en/>

COMMITTEE ON CONSTITUTIONAL AND LEGAL MATTERS (July 2011 - June 2013)

Chairperson

Mr Hassan Janabi (Iraq)

Members

Ecuador (Ms Mónica Martínez Mendiño)
Ireland (Mr Jarlath O'Connor)
Pakistan (Mr Khalid Mehboob)
Papua New Guinea (Mr Lawrence Kuna Kalinoe)

Syrian Arab Republic (Mr Ammar Awad)
United States of America (Mr Gregory Groth)
Zambia (Ms Kampamba Pam Mwananshiku)

WFP EXECUTIVE BOARD 2012

Term of office expiring

31 December 2012

Elected by FAO Council

Finland (D)¹
Jordan (B)
Kenya (A)
Mexico (C)
Philippines (B)
United States of America (D)

Elected by ECOSOC

Burkina Faso (A)
France (D)
India (B)
Iran (Islamic Republic of) (B)
Russian Federation (E)
Spain (D)²

31 December 2013

Cameroon (A)
Canada (D)
Germany (D)
Haiti (C)
Saudi Arabia (B)
South Africa (A)

Australia (D)
Cuba (C)
Morocco (A)
Norway (D)
Republic of Korea (B)
Sudan (A)

31 December 2014

Belgium (D)
Brazil (C)
Ghana (A)³
Slovakia (E)
Sweden (D)
Tunisia (A)

China (B)
Czech Republic (E)
Guatemala (C)
Japan (D)
United Kingdom (D)
Zambia (A)

¹ The Netherlands resigned from the WFP Executive Board on 31 December 2011, and agreed that Finland would occupy this List D seat for the remainder of the term of office to 31 December 2012.

² Luxembourg resigned from the WFP Executive Board on 31 December 2010, and ECOSOC agreed that Spain would occupy this List D seat for the remainder of the term of office to 31 December 2012.

³ This seat rotates between lists A, B and C as follows: List A (2012-2014), List B (2015-2017), List A (2018-2020) and List C (2021-2023).

FAO MEMBERS

Afghanistan	Georgia	Panama
Albania	Germany	Papua New Guinea
Algeria	Ghana	Paraguay
Andorra	Greece	Peru
Angola	Grenada	Philippines
Antigua and Barbuda	Guatemala	Poland
Argentina	Guinea	Portugal
Armenia	Guinea-Bissau	Qatar
Australia	Guyana	Republic of Korea
Austria	Haiti	Republic of Moldova
Azerbaijan	Honduras	Romania
Bahamas	Hungary	Russian Federation
Bahrain	Iceland	Rwanda
Bangladesh	India	Saint Kitts and Nevis
Barbados	Indonesia	Saint Lucia
Belarus	Iran (Islamic Republic of)	Saint Vincent and the Grenadines
Belgium	Iraq	Samoa
Belize	Ireland	San Marino
Benin	Israel	Sao Tome and Principe
Bhutan	Italy	Saudi Arabia
Bolivia (Plurinational State of)	Jamaica	Senegal
Bosnia and Herzegovina	Japan	Serbia
Botswana	Jordan	Seychelles
Brazil	Kazakhstan	Sierra Leone
Bulgaria	Kenya	Slovakia
Burkina Faso	Kiribati	Slovenia
Burundi	Kuwait	Solomon Islands
Cambodia	Kyrgyzstan	Somalia
Cameroon	Lao People's Democratic Republic	South Africa
Canada	Latvia	Spain
Cape Verde	Lebanon	Sri Lanka
Central African Republic	Lesotho	Sudan
Chad	Liberia	Suriname
Chile	Libya	Swaziland
China	Lithuania	Sweden
Colombia	Luxembourg	Switzerland
Comoros	Madagascar	Syrian Arab Republic
Congo	Malawi	Tajikistan
Cook Islands	Malaysia	Thailand
Costa Rica	Maldives	The former Yugoslav Republic of Macedonia
Côte d'Ivoire	Mali	Timor-Leste
Croatia	Malta	Togo
Cuba	Marshall Islands	Tokelau
Cyprus	Mauritania	(Associate Member)
Czech Republic	Mauritius	Tonga
Democratic People's Republic of Korea	Mexico	Trinidad and Tobago
Democratic Republic of the Congo	Micronesia (Federated States of)	Tunisia
Denmark	Monaco	Turkey
Djibouti	Mongolia	Turkmenistan
Dominica	Montenegro	Tuvalu
Dominican Republic	Morocco	Uganda
Ecuador	Mozambique	Ukraine
Egypt	Myanmar	United Arab Emirates
El Salvador	Namibia	United Kingdom
Equatorial Guinea	Nauru	United Republic of Tanzania
Eritrea	Nepal	United States of America
Estonia	Netherlands	Uruguay
Ethiopia	New Zealand	Uzbekistan
European Union (Member Organization)	Nicaragua	Vanuatu
Faroe Islands (Associate Member)	Niger	Venezuela (Bolivarian Republic of)
Fiji	Nigeria	Viet Nam
Finland	Niue	Yemen
France	Norway	Zambia
Gabon	Oman	Zimbabwe
Gambia	Pakistan	
	Palau	