



联合国
粮食及
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Food and Agriculture
Organization of the
United Nations

Organisation des Nations
Unies pour l'alimentation
et l'agriculture

Продовольственная и
сельскохозяйственная организация
Объединенных Наций

Organización de las
Naciones Unidas para la
Alimentación y la Agricultura

منظمة
الغذية والزراعة
للأمم المتحدة

COUNCIL

Hundred and Fifty-first Session

Rome, 23-27 March 2015

Council Multi-year Programme of Work 2015-18

Executive Summary

In conformity with the Basic Texts, Volume II, Section D (Resolution 8/2009¹), the Council prepares a Multi-year Programme of Work (MYPOW) covering a period of at least four years. The first MYPOW, covering the years 2010-13, was developed through informal meetings involving the Membership and facilitated by the Independent Chairperson of Council. It was adopted by the Council at its 140th Session (November-December 2010²) and subsequently endorsed by the 37th Session of the FAO Conference (June-July 2011). The Conference decided that the MYPOW should be a standing item on the Council agenda in view of its usefulness as a planning tool.

Suggested action by the Council

The Council may wish to note the changes in the MYPOW compared to the version submitted to its last session.

Queries on the substantive content of document may be addressed to:

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Tel.: +39 06570 57045

¹ Basic Texts, Volume II, Section D, Resolution 8/2009, *Implementation of the Immediate Plan of Action regarding the Council*

² CL 140/REP, paragraph 73.



Council Multi-year Programme of Work Revised version covering the 2015-18 period

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. In accordance with the Basic Texts and Conference Resolution 8/2009, the Council also plays a dynamic role in the development of the Strategic Framework, the Medium Term Plan (MTP) and the Programme of Work and Budget (PWB) of the Organization and has an oversight and monitoring function over the implementation of governance decisions. In particular, the Council has a major role in deciding and advising on matters pertaining to the implementation of the PWB. The Council also elects the members of the Programme Committee, Finance Committee and Committee on Constitutional and Legal Matters biennially and six members of the Executive Board of the World Food Programme annually and provides clear assessments on the world food and agriculture situation and related matters which may have been referred to the Council. It operates efficiently and effectively in a results-based manner, holding its sessions in keeping with the rolling work plan outlined in Section II G below, 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 aligned with and follow Council guidance based on FAO's Strategic Objectives as reflected in its Programme of Work and Budget.

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 reviewing and approving the budget of the Organization, the Conference has at its disposal an explicit recommendation from the Council on the alignment between strategies, priorities and work programmes with the proposed budget of the Organization³.
- 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 reflecting membership priorities for addressing agriculture and food security issues in the context of FAO's Strategic Objectives, as reflected in its MTP and PWB and recommendations made to Conference.

Activities:

- Review and assessment of the recommendations made by the FAO Governing bodies, in particular 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.

³ Basic Texts, Volume II, Section D, Resolution 8/2009, *Implementation of the Immediate Plan of Action regarding the Council*

- Recommendations to Conference on the Programme and Budget Resolutions, 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.
- Development of a set of Members' priorities as an organizational work plan.

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: Advise Conference through decisions on governance that directly support FAO's Strategic Objectives and regularly monitor the implementation of those decisions.

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 taken and recommendations made to Conference reflecting the Council's assessment of the implementation of governance decisions.

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.⁴
- Review of the Multi-year Programmes of Work (MYPOW) of the Governing Bodies, and assessment of related progress reports.
- Recommendations and decisions on the need to convene 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.
- Review of the outcome of the Independent Review of governance reforms to inform the final assessment by the 39th Session of the Conference in June 2015.

Working methods:

- Feedback method to Conference via reports on implementation of governance decisions.
- 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.

⁴ C 2011/28

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 with the schedule of sessions for the implementation of the Programming, Budgeting and Results-based Monitoring System.

Outputs: Clear and precise decisions and recommendations made to Conference ensuring the well-functioning of FAO's legal, ethical, financial and administrative frameworks.

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 strategic evaluations and the Programme Implementation Report.
- Review and assessment of the CCLM recommendations on constitutional and legal matters.
- Independent Evaluation of the evaluation function every six years (first review in 2016) – report to Management and the Council together with the recommendations of the Programme Committee.

Working methods:

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

D. Monitoring and Evaluation 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.
- Programme Implementation Report.
- 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.
- Recommendations of the Programme Committee on Strategic Evaluations and their subsequent follow-up.

Working methods:

- Regular contacts between the Independent Chairperson of Council and FAO Management.
- Informal seminars and consultations among Members.
- Presentations by the Secretariat on management strategies and policies to Council.
- Informal briefing by the FAO staff representatives bodies.

E. 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 issued 4 weeks before a session opens.

Outputs:

- A MYPOW for Council.
- A Note on Methods of Work of the Council is issued at each session of Council.
- Annual briefing for new Council members.
- Updating of the "Introduction to the FAO Council" document as required.

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, based on the conclusions made by the Independent Chairperson of Council in closing and summing up each item.
- 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.

F. Outstanding IPA Actions

The 144th Session of Council (June 2012) requested that the MYPOW include IPA actions which had not been completed:

IPA Action No. and Description		End-date	
	The Council		
2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	For attention by Members	Pending.
	Further Actions to Improve the Effectiveness of FAO Governance		
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.	June 2015	See document C 2015/25 – <i>Independent Review of FAO Governance Reforms - Final Report</i> and C 2015/26 – <i>Assessment of the Independent Review of FAO Governance Reforms</i>
	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.	For attention by Members	Pending.
	Governing body follow-up		
4.4	... 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;	For attention by Members	Pending.

G. Sessions and Work plan of Council

1. The Council shall hold at least five sessions in a biennium as follows:
 - a) two sessions in the first year of the biennium;
 - b) one session not less than 60 days before the regular session of the Conference, at which the Council shall in particular make recommendations to Conference on the Strategic Framework (every four years), MTP and PWB;
 - c) one session immediately after the regular session of the Conference, at which the Council shall in particular elect the Chairpersons and members of the Programme Committee, Finance Committee and CCLM; and
 - d) one session towards the end of the second year of the biennium.
2. The indicative rolling work plan of Council shall be as outlined in the following tables, and shall be adjusted as and when required by the Council, including inclusion of effective dates for sessions of bodies reporting to it, hence the “t.b.d” label (“to be determined”) added to some entries.
3. At its sessions, the Council shall review a document on the status of implementation of decisions taken at its previous session.
4. At the end of each session, the Council shall review its provisional agenda for the following session.
5. Substantive issues which shall be regularly addressed at Council sessions include the following items:
 - Audit, ethics and other oversight issues;
 - Human resources;
 - Resource mobilization, including voluntary contributions;
 - Decentralization issues;
 - Contracting and purchasing issues;
 - Information and communication technology issues;
 - Strategic evaluations and management responses;
 - United Nations system-wide developments regarding oversight issues impacting on FAO.

152nd Session of the Council, June 2015

Election of Committees

- 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

Other Matters

- 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

153rd Session of the Council, November/December 2015

Programme, Budgetary, Financial and Administrative Matters

- 1) Approval of Adjustments to the Programme of Work and Budget 2016-17
- 2) Report of the Joint Meeting of the Programme and Finance Committees (October 2015)
- 3) Report of the Programme Committee (October 2015)
- 4) Report of the Finance Committee (October 2015)

Committee on World Food Security

- 5) Report of the Committee on World Food Security (October 2015)

Committee on Constitutional and Legal Matters

- 6) Report of the Committee on Constitutional and Legal Matters (September 2015)

Governance Matters

- 7) Multi-year Programmes of Work of the
 - Finance Committee
 - Programme Committee
 - CCLM
 - Regional Conferences
 - Technical Committees
 - Council
- 8) Council Multi-year Programme of Work 2016-19
- 9) Status of implementation of Council decisions

Other Matters

- 10) World Food Programme:
 - i) Election of Six Members of the WFP Executive Board; and
 - ii) Annual Report of the WFP Executive Board on its activities in 2014
- 11) Developments in Fora of Importance for the Mandate of FAO
- 12) Calendar of FAO Governing Bodies and other Main Sessions 2015-2017
- 13) Provisional Agenda for the following session of Council
- 14) Working Methods of Council

154th Session of the Council, June 2016
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Programme Implementation Report 2014-2015 2) Report of the Joint Meeting of the Programme and Finance Committees (...2016) (t.b.d.) 3) Report of the Programme Committee (...2016) (t.b.d.) 4) Report of the Finance Committee (...2016) (t.b.d.)
<p>Regional Conferences</p> <ol style="list-style-type: none"> 5) Report of the Regional Conference for Africa (...2016) (t.b.d.) 6) Report of the Regional Conference for Asia and the Pacific (...2016) (t.b.d.) 7) Report of the Regional Conference for the Europe (...2016) (t.b.d.) 8) Report of the Regional Conference for Latin America and the Caribbean (...2016) (t.b.d.) 9) Report of the Regional Conference for the Near East (...2016) (t.b.d.) 10) Report on the Informal Regional Conference for North America (...2016) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 11) Report of the Committee on Constitutional and Legal Matters (...2016) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 12) Council Multi-year Programme of Work 2016-19 13) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 14) Developments in Fora of Importance for the Mandate of FAO 15) Calendar of FAO Governing Bodies and other Main Sessions 2016-2017 16) Provisional Agenda for the following session of Council 17) Working Methods of Council

155th Session of the Council, November/December 2016
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Review of the Strategic Framework 2) Report of the Joint Meeting of the Programme and Finance Committees (...2016) (t.b.d.) 3) Report of the Programme Committee (...2016) (t.b.d.) 4) Report of the Finance Committee (...2016) (t.b.d.)
<p>Technical Committees and Committee on World Food Security</p> <ol style="list-style-type: none"> 5) Report of the Committee on Agriculture (...2016) (t.b.d.) 6) Report of the Committee on Commodity Problems (...2016) (t.b.d.) 7) Report of the Committee on Fisheries (...2016) (t.b.d.) 8) Report of the Committee on Forestry (...2016) (t.b.d.) (including sub-item on World Forestry Congress) 9) Report of the Committee on World Food Security (...2016) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 10) Report of the Committee on Constitutional and Legal Matters (...2016) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 11) Arrangements for the 40th Session of the Conference (including provisional agenda and Council recommendation on a theme for the general debate at Conference) 12) Council Multi-year Programme of Work 2017-20 13) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 14) World Food Programme: <ol style="list-style-type: none"> i) Election of Six Members of the WFP Executive Board; and ii) Annual Report of the WFP Executive Board on its activities in 2015 15) Developments in Fora of Importance for the Mandate of FAO 16) Calendar of FAO Governing Bodies and other Main Sessions 2016-2018 17) Provisional Agenda for the following session of Council 18) Working Methods of Council

156th Session of the Council, April 2017
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Medium Term Plan 2018-21 and Programme of Work and Budget 2018-2019 2) Report of the Joint Meeting of the Programme and Finance Committees (...2017) (t.b.d.) 3) Report of the Programme Committee (...2017) (t.b.d.) 4) Report of the Finance Committee (...2017) (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 (...2017) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 6) Arrangements for the 40th Session of the Conference (including tentative timetable) – Recommendations to Conference 7) Council Multi-year Programme of Work 2017-20 8) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 9) Developments in Fora of Importance for the Mandate of FAO 10) Calendar of FAO Governing Bodies and other Main Sessions 2017-2018 11) Provisional Agenda for the following session of Council 12) Working Methods of Council

157th Session of the Council, June/July 2017
<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 2017-2018 7) Provisional Agenda for the following session of Council

158th Session of the Council, November/December 2017
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Approval of Adjustments to the Programme of Work and Budget 2018-19 2) Report of the Joint Meeting of the Programme and Finance Committees (...2017) (t.b.d.) 3) Report of the Programme Committee (...2017) (t.b.d.) 4) Report of the Finance Committee (...2017) (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 (...2017) (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 (...2017) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 7) Multi-year Programmes of Work of the <ul style="list-style-type: none"> • Finance Committee • Programme Committee • CCLM • Regional Conferences • Technical Committees • Council 8) Council Multi-year Programme of Work 2018-21 9) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 10) World Food Programme: <ol style="list-style-type: none"> i) Election of Six Members of the WFP Executive Board; and ii) Annual Report of the WFP Executive Board on its activities in 2016 11) Developments in Fora of Importance for the Mandate of FAO 12) Calendar of FAO Governing Bodies and other Main Sessions 2017-2019 13) Provisional Agenda for the following session of Council 14) Working Methods of Council

159th Session of the Council, June/July 2018
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Programme Implementation Report 2016-2017 2) Report of the Joint Meeting of the Programme and Finance Committees (...2018) (t.b.d.) 3) Report of the Programme Committee (...2018) (t.b.d.) 4) Report of the Finance Committee (...2018) (t.b.d.)
<p>Regional Conferences</p> <ol style="list-style-type: none"> 5) Report of the Regional Conference for Africa (...2018) (t.b.d.) 6) Report of the Regional Conference for Asia and the Pacific (...2018) (t.b.d.) 7) Report of the Regional Conference for the Europe (2018) (...t.b.d.) 8) Report of the Regional Conference for Latin America and the Caribbean (...2018) (t.b.d.) 9) Report of the Regional Conference for the Near East (...2018) (t.b.d.) 10) Report on the Informal Regional Conference for North America (...2018) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 11) Report of the Committee on Constitutional and Legal Matters (...2018) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 12) Council Multi-year Programme of Work 2018-21 13) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 14) Developments in Fora of Importance for the Mandate of FAO 15) Calendar of FAO Governing Bodies and other Main Sessions 2018-2019 16) Provisional Agenda for the following session of Council 17) Working Methods of Council
160th Session of the Council, November/December 2018
<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 (...2018) (t.b.d.) 2) Report of the Programme Committee (...2018) (t.b.d.) 3) Report of the Finance Committee (...2018) (t.b.d.)
<p>Technical Committees and Committee on World Food Security</p> <ol style="list-style-type: none"> 4) Report of the Committee on Agriculture (2018) (t.b.d.) 5) Report of the Committee on Commodity Problems (2018) (t.b.d.) 6) Report of the Committee on Fisheries (2018) (t.b.d.) 7) Report of the Committee on Forestry (2018) (t.b.d.) 8) Report of the Committee on World Food Security (2018) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 9) Report of the Committee on Constitutional and Legal Matters (...2018) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 10) Arrangements for the 41st Session of the Conference (including provisional agenda and Council recommendation on a theme for the general debate at Conference) 11) Council Multi-year Programme of Work 2019-22 12) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 13) World Food Programme: <ol style="list-style-type: none"> i) Election of Six Members of the WFP Executive Board; and ii) Annual Report of the WFP Executive Board on its activities in 2017 14) Developments in Fora of Importance for the Mandate of FAO 15) Calendar of FAO Governing Bodies and other Main Sessions 2018-2020 16) Provisional Agenda for the following session of Council 17) Working Methods of Council