

October 2013

	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	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
---	--	--------------------	---	---	---	--

COUNCIL

Hundred and Forty-eighth Session

Rome, 2-6 December 2013

Arrangements for an Independent Review of Governance Reforms

Suggested action by the CCLM, the Joint Meeting of the Programme and Finance Committees and by the Council

The CCLM and the Joint Meeting of the Programme and Finance Committees are requested to review the arrangements proposed in this document for the Independent Review of governance reforms, and to provide any advice deemed required to Council.

Council is requested to review and endorse the proposed arrangements for the Independent Review, making such adjustments and providing such guidance as deemed necessary.

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

Ms Tullia Aiazzi
Senior Evaluation Officer, Office of Evaluation
Tel.: +39 06570 55424

Mr Louis Gagnon
Director, Conference, Council and Protocol Affairs Division
Tel.: +39 06570 53098



I. Background

1. Action 2.74 in the Immediate Plan of Action for FAO Renewal (IPA), approved by the FAO Conference in 2008, provides that “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.”¹ This action builds on a recommendation made in 2007 by the Independent External Evaluation of FAO that “after six years, there should be a comprehensive review of progress on governance reforms and their effectiveness.”²
2. In view of the long-term nature of governance reforms, the target date for completion of Action 2.74 was set in 2015, well beyond the implementation timeframe for most of the other actions. Initially foreseen under the IPA, the long-standing character of Action 2.74 was further recognized by FAO Members through the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE)³ and the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies⁴, as well as the FAO Conference⁵ and Council⁶. It was also pointed out in various Management reports on implementation of the IPA⁷.
3. In more explicit terms, the final report on IPA implementation indicated that the results of the assessment of the workings of the governance reforms “will need to be considered by the 39th Session of Conference in 2015, and working arrangements would need to be decided beforehand in order to meet this deadline. To this extent Management is available to provide the support required to organize, undertake and report on the evaluation. It would however seem appropriate that Members give an indication of the approach they wish to adopt, including whether they intend to undertake the independent review.”⁸
4. Council reviewed the final report on IPA implementation at its 146th Session in April 2013 and endorsed it. In respect of Action 2.74, it recommended that “the Secretariat arrange for an Independent Review of the workings of the governance reforms to be undertaken in 2014 for assessment by the Conference in June 2015. The specific modalities for this Independent Review would be reviewed by Council at its 148th Session in December 2013, with the understanding that the budget for the review would amount to approximately USD 111,000.00.”⁹ In turn, Conference approved this report at its last session in June 2013, and “looked forward to an Independent Review of the outcome of the governance reforms in 2014 for assessment by the 39th Session of the Conference in June 2015”.¹⁰
5. In line with this guidance, the present document puts forward proposed arrangements for the conduct of an Independent Review of the governance reforms, for review and advice by the

¹ *Report of the 35th (Special) Session of the FAO Conference*, November 2008, C 2008/REP, Resolution 1/2008 and Appendix E.

² *Report of the Independent External Evaluation of the Food and Agriculture Organization of the United Nations (FAO)*, October 2007, C 2007/7A.1-Rev.1, Recommendation 4.1-c).

³ Reports of the CoC-IEE to Conference on the IPA of 2008 (C 2008/4, p. 30), of 2009 (C 2009/7, Annex 1 to Appendix 5), and of 2011 (C 2011/7, paras 149 and 160).

⁴ *Final Report of the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation*, April 2011, C 2011/28, para 40.

⁵ Reports of the 36th Session, November 2009 (C 2009/REP, para 133, Resolution 4/2009 and Appendix D); the 37th Session, June 2011 (C 2011/REP, para 104, Resolution 6/2011 and Appendix C); and the 38th Session, June 2013 (C 2013/REP, para 111).

⁶ Report of the 146th Session, April 2013, CL 146/REP, para 12.

⁷ *Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process*, June 2013, C 2013/26, paras 98, 218 and 238; *Progress Report on the Immediate Plan of Action Implementation*, October 2012, CL145/10, para 9; *IPA annual report for 2011 and direction for 2012*, April 2012, CL 144/10, para 64. It was stated in CL145/10 that Action 2.74, “by its nature, is scheduled to start after the reform programme has been completed at the end of 2012 because it relates to a post-closure assessment of reform.”

⁸ C 2013/26, para 238.

⁹ CL 146/REP, para 12.

¹⁰ C 2013/REP, para 111.

Committee on Constitutional and Legal Matters (CCLM) and the Joint Meeting of the Programme and Finance Committees, and for discussion and decision by Council.

II. Proposed Arrangements for the Independent Review

6. Pursuant to Action 2.74, the Independent Review is a contribution to the assessment of the implementation of the governance reforms. The assessment itself is to be carried out by Conference, and should therefore be a Member-driven process. Conference could also receive, as appropriate, inputs from other relevant Governing Bodies for the purposes of the assessment¹¹.

7. At its 146th Session held from 22 to 26 April 2013, Council called for “specific modalities” for the Independent Review to be discussed at its next session in December 2013. During an informal meeting of the Independent Chairperson of Council with the Chairpersons and Vice-Chairpersons of the Regional Groups, convened on 3 April 2013, it was proposed that the Independent Review be supported by the Office of Evaluation (OED), and that a group of FAO Members provide guidance to a small review team and facilitate consultation between the team and the Membership of the Organization.

8. Echoing this proposal, and in the light of past experience on governance related matters, Council could consider putting in place the following arrangements for the Independent Review of the governance reforms: (i) request the Independent Chairperson of Council (ICC) to hold informal and open-ended meetings with the Chairpersons and Vice-Chairpersons of the Regional Groups especially intended to guide the Independent Review process; and (ii) request the Joint Meeting of the Programme and Finance Committees to ensure oversight of the Independent Review exercise. These proposed arrangements are outlined below.

A. The Informal Meetings of the Regional Group Chairpersons and Vice-Chairpersons as a Consultation Forum for the Independent Review

9. Informal meetings of the ICC with the Chairpersons and Vice-Chairpersons of the Regional Groups have become a vehicle for consultation, coordination and consensus building among FAO Members. They are regularly convened by the ICC to facilitate inter-sessional work and prepare for formal Governing Body sessions. Hence, such informal meetings could usefully serve to facilitate consultation and interaction between FAO Members and the review team.

10. The Chairpersons and Vice-Chairpersons invited to participate in the informal open-ended meetings of the Regional Groups (IMRGs), on behalf of their constituencies, are those of the FAO regions for Council election purposes, namely: the Africa Region, the Asia Region, the Europe Region, the Latin America and the Caribbean Region, the Near East Region, the North America Region, and the South-West Pacific Region. As per established practice, the Chairpersons and Vice-Chairpersons of other Groups are also invited to participate as observers with speaking rights. The review team would be invited to attend the IMRGs as needed.

11. As to their frequency, the IMRGs would be held as and when needed in the course of 2014, upon invitation by the Independent Chairperson of Council. The required secretariat services would be made available to support their work with Management committed to extending the assistance needed “to organize, undertake and report on the evaluation”.¹²

B. Oversight of the Independent Review by the Joint Meeting of the Programme and Finance Committees

12. Over the years, the Joint Meeting of the Programme and Finance Committees has dealt with governance matters under a standing item on its agenda titled “Savings and Efficiencies in Governance”. This standing agenda item was mandated by the Council at its 110th Session in

¹¹ For example, Action 2.74 is specifically mentioned in the *Council Multi-year Programme of Work 2013-16*, CL 146/9, April 2013, para 2.

¹² *Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process*, June 2013, C 2013/26, para 238.

November 1995, as a means to improve the quality of governance while achieving savings and efficiencies.¹³

13. As the Joint Meeting of the Programme and Finance Committees is mandated to cover a wide range of financial and programmatic issues linked to governance matters, it would be well placed to perform oversight functions for the Independent Review of the governance reforms, without prejudice to the role of Council itself in this area. Following the forthcoming session of the Committees in November 2013, there would be opportunities in 2014 for the Joint Meeting to consider and advise on the work of the Independent Review at the scheduled sessions of the Programme and Finance Committees, including through direct interaction with the review team. In view of this, the final draft report of the Independent Review would be submitted to the Joint Meeting, as well as to Council.

14. The proposed arrangements for the Independent Review will be reviewed by the Committee on Constitutional and Legal Matters (CCLM) at its 97th Session in October 2013, prior to initial consideration by the Joint Meeting of the Programme and Finance Committees. This will ensure that any relevant issue of a legal nature pertaining to the Independent Review is addressed at the outset.

C. Indicative Timeline for the Independent Review

15. In terms of timing, as directed by Council and Conference¹⁴, the Independent Review should be undertaken in the course of 2014, which should allow sufficient time for observation of the deliberations of key Governing Bodies during the year, including at meetings of Regional Conferences as foreseen by Action 2.74. Governing Bodies sessions scheduled to take place in 2014¹⁵ that will be selectively attended by members of the review team as observers are listed in Annex 1.

16. Assuming the proposed arrangements are endorsed by Council in December 2013, the first IMRGs could be convened in February 2014 by the ICC, on a date to be set in consultation with the Secretariat. At that meeting, the IMRG would interact with the members of the Independent Review team and host an initial discussion on the issues to be addressed. On the same occasion, the schedule and workplan for the IMRGs during the course of the year would also be agreed upon.

17. The ICC would play a proactive facilitation role for the entire review process, in keeping with the ICC's enhanced responsibilities stemming from the IPA.

18. The proposed arrangements described above, including the draft Terms of Reference for the Independent Review set out in Annex 2, were developed by the Secretariat through a consultative process, which involved initially the ICC in August 2013, then the Chairpersons and Vice-Chairpersons of the Regional Groups at preparatory meetings called by the ICC in September and October 2013. Annex 3 sets out the tentative budget.

¹³ CL 110/REP, para 15.

¹⁴ CL 146/REP, para 12; C 2013/REP, para 111.

¹⁵ *Calendar of FAO/IFAD/WFP Governing Bodies and other Main Sessions 2013-14*, CL 147/REP, June 2013, Appendix C.

Annex 1

Governing Body Sessions that could be attended by the Review Team as Observers in 2014

Sessions	Dates
<i>Regional Conferences</i>	
for the Near East	23-27 February 2014
for Asia and the Pacific	10-14 March 2014
for Africa	24-28 March 2014
for Europe	1-4 April 2014
for Latin America and the Caribbean	6-9 May 2014
<i>Technical Committees</i>	
Committee on Fisheries:	9-13 June 2014
Committee on Forestry	23-27 June 2014
Committee on Agriculture:	29 September - 3 October 2014
Committee on Commodity Problems:	6-8 October 2014
<i>Committee on World Food Security</i>	
- 41 st Session	13-17 October 2014
<i>Committee on Constitutional and Legal Matters</i>	
98 th Session	17-19 March 2014
99 th Session	20-22 October 2014
<i>Finance Committee</i>	
151 st Session	26-30 May 2014
152 nd Session	3-7 November 2014
<i>Programme Committee</i>	
115 th Session	26-30 May 2014
116 th Session	3-7 November 2014
<i>Joint Meeting of the Programme and Finance Committees</i>	
PC 115 and FC 151	26 May 2014
PC 116 and FC 152	5 November 2014
<i>Council</i>	
149 th Session	16-20 June 2014
150 th Session	1-5 December 2014

Annex 2

Draft Terms of Reference for the Independent Review of Governance Reforms**I. Background**

1. Action 2.74 of the Immediate Plan of Action for FAO Renewal (IPA), approved by FAO Conference in 2008, provides that “*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.*”
2. Reforms to FAO governance brought about by the IPA were considered to be of a long-term nature: the 2009 CoC-IEE Report to the Conference foresaw an analysis that would cover the period between 2010, when the reform became operational, until the review took place in time for the 2015 Conference. Consequently, FAO Management in November 2012 classified Action 2.74 among those scheduled to start after the reform programme had been completed at the end of 2013, because it related to a post-closure assessment of reform.
3. In April 2013, in compliance with Action 2.74 itself, the FAO Council requested the Secretariat to organize the envisaged Independent Review, that would contribute in 2015 to the Conference’s own assessment and decision-making on any further adjustment deemed useful. The Council also called for ‘*specific modalities*’ for the governance mechanism of the Independent Review, to be discussed at its December 2013 session.
4. During an informal meeting of the Independent Chairperson of the Council with the Chairpersons and Vice-Chairpersons of the Regional Groups (IMRG),¹⁶ it was proposed that the Office of Evaluation (OED) be asked to support the Independent Review, with a group of FAO members providing guidance and facilitating consultation between the review team and Membership at large. These Terms of Reference propose in detail how the Independent Review will be carried out, including OED’s responsibility in the process.

II. Purpose

5. The Independent Review will be an input to the Conference for its own assessment of the workings of the governance reform through evidence-based analysis of progress accomplished and of areas or aspects where further improvement is necessary.

III. Scope and criteria

6. The Independent Review will analyse the whole set of decisions made and steps taken by FAO, both Secretariat, Governing Bodies (GBs)¹⁷ and Membership, to implement the IPA actions and sub-actions aimed at reforming the corporate governance mechanisms. These will also include the amendments to the Basic Texts that were adopted by the Conference in 2009, as well as the modified organizational arrangements that were introduced during the process, such as for example, initiatives taken by the Council, the Regional Conferences, the Technical Committees, relevant Statutory Bodies or by the Secretariat in response to requests from the members; as well as any other related action that will emerge through the assessment. All will be collectively referred to as ‘IPA-related governance reforms’.
7. The implementation of the IPA-related governance reforms will be assessed against the following criteria:
 - i) Coverage: extent to which all envisaged actions and sub-actions have been implemented, and reasons for not doing so if it is the case;
 - ii) Efficiency: overall efficiency gains through improved timeliness of action, rationalization of the governance mechanisms, clarity and simplification of communication flow, etc.; attention

¹⁶ Meeting convened on 3 April 2013.

¹⁷ This includes: Technical Committees, Regional Conferences, other Committees of the Council, Council and Conference.

will also be given to the analysis of actual and transaction costs linked to the governance reform process and to its new set-up;

- iii) Effectiveness: overall immediate results of the IPA actions on the substantive governance of FAO, in terms of improved functioning of the GBs; this will include aspects related to guidance by the GBs to the Secretariat and feed-back flow from the Secretariat to the GBs;
- iv) Impact: insofar as possible, actual and potential lasting changes on FAO's performance at the corporate level that can be attributed to, or to which the implementation of the IPA-related governance reforms has contributed.

8. A preliminary set of issues and questions to be assessed is listed here below by criteria. This will be finalized throughout the preparatory phase of the Independent Review and fine-tuned by the team as appropriate.

Coverage

- a) Main achievements and enabling factors in the implementation of envisaged actions and sub-actions;
- b) Main hindering factors preventing full implementation of envisaged actions, if any;

Efficiency

- c) Extent to which the new cycle of Governing Bodies sessions enables more streamlined and timely governance;
- d) Extent to which the dual reporting lines of Technical Committees and Regional Conferences enable timely communication and decision making;
- e) Changes if any, in the cost-efficiency of the new governance mechanisms for Members;
- f) Time and cost-efficiency improvements, if any, in the Secretariat's servicing of the Governing Bodies;
- g) Efficiency of a number of initiatives foreseen by, or being implemented as a result of, the IPA, including oversight mechanisms;

Effectiveness

- h) Extent to which the new cycle of Governing Bodies sessions enables better informed and more effective decision-making by the Governing Bodies;
- i) Extent to which the new cycle of Governing Bodies sessions, and in particular the priority setting process, enables more effective planning of and reporting on FAO's work;
- j) Extent to which the intended better demarcation of roles and agendas between Conference and Council is well understood and is leading to improved effectiveness of FAO governance;
- k) Extent to which the enhanced role of the Independent Chairperson of Council (ICC) contributes to improved effectiveness of FAO governance;
- l) Added value of the Multi-Year Plan of Work of each Governing Body;
- m) Effectiveness of a number of initiatives foreseen by, or being implemented as a result of, the IPA, including oversight mechanisms;

Impact

- n) Extent to which the new pattern of Council sessions is leading to tangible benefits in the work of the Organization;
- o) Extent to which the measures have led to greater inclusiveness and transparency in the governance of FAO at large;
- p) Extent to which Member Countries' participation and ownership of the governance mechanisms of FAO has changed and how.

IV. Approach and methodology

A. Approach and tools

9. The Independent Review will be formative: information, data and evidence gathered will be used to draw conclusions against the agreed criteria, identify gaps and/or needs for remedial action and

accordingly formulate recommendations. These will have to be actionable and realistic, addressed to responsible stakeholder/s and detailed in terms of time-frame.

10. The Review will make use of the following methods and tools, as appropriate:
 - Mapping of all relevant IPA actions and sub-actions related to governance reform;
 - Review of documents and reports, including reviews, audits and evaluations, by: the CoC-IEE; Governing Bodies; IPA Steering Committee, Senior Management, FAO Secretariat, Office of Evaluation,¹⁸ External Auditors, etc.;
 - Semi-structured interviews with key informants and stakeholders, supported by check lists and/or interview protocols;
 - Questionnaires to Members, through the Permanent Representatives Web site maintained by the FAO Conference, Council and Protocol Division;¹⁹
 - Direct interaction with Member Nations, and observation of the decision making process, through participation in a sample of meetings of Governing Bodies, including Regional Conferences; etc.
11. Triangulation of evidence and information gathered will underpin the Review's validation and analysis and support its conclusions and recommendations.

B. Stakeholders and consultation process

12. The key stakeholders for the Independent Review are the following:
 - FAO Governing Bodies, in their role of initiators and subjects of the governance reform process;
 - FAO Member Nations, in their role of shareholders of the Organization;
 - FAO Senior Management, in HQ and Decentralized Offices, who interact with the GBs in their various capacities and roles;
 - FAO Conference, Council and Protocol Division, which assists and services FAO GBs.
13. The Independent Review will adopt a consultative approach and interact extensively with stakeholders at different points in time; this will include sharing of key deliverables in draft version for comments and suggestions.
14. Interviews with stakeholders and participation as observers in a selected sample of Governing Body sessions will be the main occasion for direct canvassing of views and opinions. The proposed arrangements for the governance of the Independent Review will provide the opportunity to validate preliminary findings, conclusions and recommendations with FAO membership, at different stages of the process.
15. The Review Team will attend Governing Body sessions selected as per the following criteria:
 - Timing: earlier sessions in the year will be preferred;
 - Diversity: in so far as possible, all categories of Governing Body session will be attended once;
 - Avoid duplications: the Review team will not attend the Regional Conferences that OED is planning to attend in 2014, to present the final reports of the evaluations of FAO's Regional and Sub-regional Offices;
 - Logistics and costs of participation, including language skills of the team members.
16. On the basis of the above, Box 1 below indicates the proposed sessions, in chronological order, to be attended by the Review team to observe the procedures and processes and interact directly with members.

¹⁸ The role of the Regional Conferences and changes to it over time as a consequence of the IPA action was, and will be assessed in the context of the OED managed evaluations of FAO's regional and sub-regional offices that will be completed in early 2014.

¹⁹ This will include a questionnaire survey to the Permanent Representatives and the official representatives of Member States in the Governing Bodies session.

Box 1. Sessions of the Governing Bodies to be attended by the Independent Review team

Governing Body	Dates
<i>Regional Conference for the Near East</i>	23-27 February 2014
<i>Regional Conference for Europe</i>	1-4 April 2014
<i>Programme Committee, Finance Committee and Joint Meeting of the Programme and Finance Committees</i>	26-30 May 2014
<i>Council</i>	16-20 June 2014
<i>Committee on Forestry</i>	23-27 June 2014

In addition, the Independent Review team will also hold a meeting during the Informal Regional Conference for North America that will take place in April 2014, through low cost arrangements.

Roles and responsibilities

17. The FAO Office of Evaluation will support the Independent Review; it will be responsible for finalizing the ToR and the team composition, taking into account suggestions received, and for drafting individual ToRs for the team members. In addition, OED will discharge administrative and logistics functions.

18. The Office will also contribute to the work of the Review team with briefing, guidance on substantive aspects of the review, background work to identify documents and reports, etc.

19. The Independent Chair of the Council, on behalf of the Council, will be the main Focal Point for the Independent Review team; regular meetings will be organized to keep the ICC informed of progress.

20. The Independent Review team will be responsible for conducting the assessment, applying the methodology as appropriate and for producing the final report. Team members will participate in meetings and Governing Body sessions, as established through their individual ToR, and will contribute written inputs for the final draft and final report. The team is fully responsible for its report which may not reflect the views of FAO. OED will be responsible for the Quality Assurance of the report.²⁰

21. At the end of its first round of interviews in February 2014, the Independent Review team will fine-tune the questions and issues listed above and develop its own analytical tools. A short inception report will be discussed and agreed at the first IMRG set for 7 February 2014.

V. Team composition

22. The names and profiles of the selected team members will be communicated by the ICC at the 148th Session of Council (2-6 December 2013).

23. The members of the Review team will have had no previous direct involvement in the implementation of IPA-related governance reforms. All will sign the Declaration of Interest form of the FAO Office of Evaluation.

24. The team will comprise the best available mix of skills that are required to assess the FAO governance reform; as a whole, it will have expertise in all the following subject matters:

- Governance of UN organizations;
- Institutional reforms;
- Conduct of evaluations.

²⁰ Quality assurance entails verifying that the final report meets the terms of reference and the quality standards in terms of clarity, robustness of analysis and internal validity of the evidence-base, conclusions and recommendations.

25. The team will comprise two members and be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives. OED will integrate the team with an evaluation officer and/or an evaluation analyst, as required.

VI. Timing

26. The Independent Review will be carried out in 2014; it will include participation in key Governing Bodies' meetings, as well as reporting to them at different points in time. Box 2 indicates the sessions of the Governing Bodies that will include the discussion of the Independent Review in their agendas. The total number of Informal meetings of the Independent Chairperson of the Council and the Chairs and Vice-Chairs of the Regional Groups, and their dates, will be decided during the first IMRG meeting in February 2014.

Box 2. Tentative Timetable of discussion of the Independent Review at Governing Bodies

Activity	Date/deadline
<i>Meetings of ICC with Chairpersons and Vice-Chairpersons of Regional Groups</i>	September-October 2013
<i>Review by the Committee on Constitutional and Legal Matters (CCLM)</i>	October 2013, CCLM 97
<i>Joint Meeting of Programme and Finance Committees on arrangements for Independent Review</i>	November 2013, JM FC 150/PC 114
<i>Council endorsement of arrangements for Independent Review</i>	December 2013, Council 148
<i>First Informal meeting of the Independent Chair of the Council and the Chairs and Vice-Chairs of the Regional Groups</i>	7 February 2014
<i>Activities of Independent Review Team</i>	February-June 2014
<i>Second Informal meeting of the Independent Chair of the Council and the Chairs and Vice-Chairs of the Regional Groups</i>	April-May 2014 (to be decided)
<i>Joint Meeting of Programme and Finance Committees and Council: discussion of preliminary findings</i>	May 2014, Joint Meeting; June 2014, Council 149
<i>Third Informal meeting of the Independent Chair of the Council and the Chairs and Vice-Chairs of the Regional Groups: discussion of draft report</i>	Mid-September 2014 (to be decided)
<i>Submission draft Independent review report</i>	30 September
<i>Joint Meeting of Programme and Finance Committees and Council: discussion of draft report</i>	November 2014, Joint Meeting; December 2014, Council 150
<i>Submission final Independent Review report to FAO</i>	16 December
<i>Presentation final Independent Review report</i>	March 2015, June 2015
<i>Discussion of Independent Review report</i>	March 2015, Joint Meeting April 2015, Council 151
<i>Assessment of governance reforms, including consideration of Independent Review Report</i>	June 2015, Conference 38

Annex 3

**Tentative budget for the review of IPA governance actions
(IPA Action 2.74)**

	Unit	Quantity	Unit cost (USD)	Total
<i>Team member n.1</i>				
Honorarium	days	60.0	600.0	36,000.0
DSA Rome	days	30.0	400.0	12,000.0
DSA other	days	3.0	300.0	900.0
Terminals	number	28.0	38.0	1,064.0
Travel Rome	n.	6.0	4,000.0	24,000.0
Travel other	n.	1.0	4,000.0	4,000.0
Sub-total				77,964.0
<i>Team member n.2</i>				
Honorarium	days	50.0	550.0	27,500.0
DSA Rome	days	26.0	400.0	10,400.0
DSA other	days	3.0	300.0	900.0
Terminals	number	24.0	38.0	912.0
Travel Rome	n.	5.0	4,000.0	20,000.0
Travel other	n.	1.0	4,000.0	4,000.0
Sub-total				63,712.0
<i>Evaluation analyst</i>				
Honorarium	days	30.0	220.0	6,600.0
DSA other	days	3.0	300.0	900.0
DSA other	days	3.0	300.0	900.0
Terminals	number	8.0	38.0	304.0
Travel other	n.	2.0	1,500.0	3,000.0
Sub-total				11,704.0
Total				153,380.0