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Продовольственная и
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Organización
de las
Naciones
Unidas
para la
Agricultura
y la
Alimentación

COMMITTEE ON WORLD FOOD SECURITY

Thirty-fifth Session

Rome, 14, 15 and 17 October 2009

Agenda Item III

REFORM OF THE COMMITTEE ON WORLD FOOD SECURITY

FINAL VERSION

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I. CONTEXT

1. The rise in food prices in 2007-08, followed by the financial and economic crisis in 2009, has highlighted the unacceptable levels of structural poverty and hunger around the world. The food and financial crisis threatens global food security and nutrition and the achievement of the 1996 World Food Summit target and the Millennium Development Goals (MDGs) for reducing hunger and malnutrition. It is now estimated that more than a billion people, one in every six human beings may be suffering from under-nourishment. These are mainly small holder food producers, particularly women, and other rural inhabitants.

2. Faced with rising hunger and a weak performing Committee on World Food Security (CFS), Member nations agreed at the 34th Session of CFS in October 2008 to embark on a reform of the CFS so that it can fully play its vital role in the area of food security and nutrition, including international coordination. The reforms are designed to redefine the CFS' vision and role to focus on the key challenges of eradicating hunger; expanding participation in CFS to ensure that voices of all relevant stakeholders are heard in the policy debate on food and agriculture; adapt its rules and procedures with the aim to become the central United Nations political platform dealing with food security and nutrition; strengthening its linkages with regional, national and local levels; and supporting CFS discussions with structured expertise through the creation of a High Level Panel of Experts (HLPE) so that the decisions and the work of the CFS are based on hard evidence and state of the art knowledge. FAO Council considered "the CFS reform to be crucial to the governance of world food security, with a view toward exploring synergies with the emerging Global Partnership for Agriculture, Food Security and Nutrition" (CL 136/REP, paragraph 29). CFS reform has been a topic of discussion in several fora including G8, G20 and the UN General Assembly and is on the agenda for the World Summit on Food Security 2009.

Concept of Food Security

Food security exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life. The four pillars of food security are availability, access, utilization and stability. The nutritional dimension is integral to the concept of food security and to the work of CFS.

Reform process

The reform proposals made in this document are the results of deliberations between the CFS Bureau and an open Contact Group established to advise the Bureau on all aspects of CFS reform. This participatory process included representatives from FAO Membership, WFP, IFAD, Bioversity International, the UN-High Level Task Force on the Global Food Security Crisis (HLTF), the Special Rapporteur on the Right to Food, and NGOs/CSOs/private sector.

3. In order to realize this goal and ensure better coordination, CFS Members agreed on three key guiding principles for the reform – inclusiveness, strong linkages to the field to ensure the process is based on the reality on the ground and flexibility in implementation so that CFS can respond to a changing external environment and membership needs. Members agreed that effective implementation of CFS' new roles will be carried out in phases. Starting after the Committee's meeting in mid-October 2009, CFS' activities, particularly in areas of coordination at the global level, policy convergence, facilitated support and advice to countries and regions will be the first to be implemented. While implementing Phase I, CFS will work on better defining the implementation details of other activities. In Phase II, CFS will gradually take on additional roles

such as coordination at national and regional levels, promoting accountability and sharing best practices at all levels and developing a global strategic framework for food security and nutrition (see Section V for proposed implementation plan).

II. VISION AND ROLE

A. VISION

4. The CFS is and remains an intergovernmental Committee in FAO. The reformed CFS as a central component of the evolving Global Partnership for Agriculture, Food Security and Nutrition will constitute the foremost inclusive international and intergovernmental platform for a broad range of committed stakeholders to work together in a coordinated manner and in support of country-led processes towards the elimination of hunger and ensuring food security and nutrition for all human beings. The CFS will strive for a world free from hunger where countries implement the voluntary guidelines for the progressive realization of the right to adequate food in the context of national food security.

B. ROLE

5. The roles of the CFS will be:
- i) *Coordination at global level.* Provide a platform for discussion and coordination to strengthen collaborative action among governments, regional organizations, international organizations and agencies, NGOs, CSOs, food producers' organizations, private sector organizations, philanthropic organizations, and other relevant stakeholders, in a manner that is in alignment with each country's specific context and needs.
 - ii) *Policy convergence.* Promote greater policy convergence and coordination, including through the development of international strategies and voluntary guidelines on food security and nutrition on the basis of best practices, lessons learned from local experience, inputs received from the national and regional levels, and expert advice and opinions from different stakeholders.
 - iii) *Support and advice to countries and regions.* At country and/or region request, facilitate support and/or advice in the development, implementation, monitoring and evaluation of their nationally and regionally owned plans of action for the elimination of hunger, the achievement of food security and the practical application of the "Voluntary Guidelines for the Right to Food" that shall be based on the principles of participation, transparency and accountability.
6. In Phase II, the CFS will gradually take on additional roles such as:
- i) *Coordination at national and regional levels.* Serve as a platform to promote greater coordination and alignment of actions in the field, encourage more efficient use of resources and identify resource gaps. As the reform progresses, the CFS will build, as appropriate, on the coordination work of the United Nation's High Level Task Force (HLTF). One guiding principle to support this role will be to build on and strengthen existing structures and linkages with key partners at all levels. Key partners include national mechanisms and networks for food security and nutrition, the UN country teams and other coordination mechanisms such as the International Alliance Against Hunger (IAAH) and its National Alliances, food security thematic groups, regional intergovernmental bodies and a large number of civil society networks and private sector associations operating at the regional and national levels. In each

case, the functional contributions they could make, as well as how the CFS could strengthen linkages and enhance synergy with such partners would have to be established.

- ii) *Promote accountability and share best practices at all levels.* One of the main functions of the CFS has been to “monitor actively the implementation of the 1996 World Food Summit Plan of Action” (WFS-PoA). Although countries are taking measures to address food insecurity, the specific programmes as they are presented do not necessarily help to report quantitatively on progress towards realizing the WFS-PoA objectives. The CFS should help countries and regions, as appropriate, address the questions of whether objectives are being achieved and how food insecurity and malnutrition can be reduced more quickly and effectively. This will entail developing an innovative mechanism, including the definition of common indicators, to monitor progress towards these agreed upon objectives and actions taking into account lessons learned from previous CFS and other monitoring attempts¹. Comments by all CFS stakeholders will have to be taken into account and new mechanisms will build on existing structures.
- iii) *Develop a Global Strategic Framework for food security and nutrition* in order to improve coordination and guide synchronized action by a wide range of stakeholders. The Global Strategic Framework will be flexible so that it can be adjusted as priorities change. It will build upon existing frameworks such as the UN’s Comprehensive Framework for Action (CFA), the Comprehensive Africa Agriculture Development Programme (CAADP), and the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security.

III. COMPOSITION, MODALITIES OF PARTICIPATION, AND CONSULTATION / COORDINATION MECHANISMS

A. COMPOSITION AND MODALITIES OF PARTICIPATION

7. The CFS is and remains an intergovernmental Committee. It will be composed of members, participants and observers and will seek to achieve a balance between inclusiveness and effectiveness. Its composition will ensure that the voices of all relevant stakeholders – particularly those most affected by food insecurity - are heard. It shall further take into account the fact that the overall CFS includes not only an annual global meeting, but also a series of intersessional activities at various levels.

B. MEMBERS

8. The **membership** of the Committee shall be open to all Members of FAO, WFP or IFAD, or non-member States of FAO that are member States of the United Nations.

9. Member States are encouraged to participate in Committee sessions at the highest level possible (Ministerial or cabinet level is desirable), insofar as possible representing a common, inter-ministerial governmental position. In those countries where there is a multi-stakeholder, inter-ministerial national body or mechanism concerning food security and nutrition, Member States are encouraged to include its representatives in their delegations to the Committee.

¹ See CFS 2008/3 and CL 135/10, paragraphs 12-13.

10. Members take part fully in the work of the Committee with the right to intervene in plenary and breakout discussions, approve meeting documents and agendas, submit and present documents and formal proposals, and interact with the Bureau during the inter-sessional period. Voting and decision taking is the exclusive prerogative of Members, including drafting the final report of CFS Plenary sessions.

C. PARTICIPANTS

11. The Committee shall be open to **participants** from the following categories of organizations and entities:

- i) Representatives of UN agencies and bodies with a specific mandate in the field of food security and nutrition such as FAO, IFAD, WFP, the HLTF (as a coordinating mechanism of the UN-SG) and representatives of other relevant UN System bodies whose overall work is related to attaining food security, nutrition, and the right to food such as the Special Rapporteur on the Right to Food, the Office of the UN High Commissioner on Human Rights, WHO, UNICEF, UNDP, Standing Committee on Nutrition (SCN).
- ii) Civil society and non-governmental organizations and their networks with strong relevance to issues of food security and nutrition with particular attention to organizations representing smallholder family farmers, artisanal fisherfolk, herders/pastoralists, landless, urban poor, agricultural and food workers, women, youth, consumers, Indigenous Peoples, and International NGOs whose mandates and activities are concentrated in the areas of concern to the Committee. This group will aim to achieve gender and geographic balance in their representation.
- iii) International agricultural research systems, such as through representatives of the Consultative Group on International Agricultural Research (CGIAR) and others.
- iv) International and regional Financial Institutions including World Bank, International Monetary Fund, regional development banks and World Trade Organization (WTO).
- v) Representatives of private sector associations² and private philanthropic foundations active in the areas of concern to the Committee.

12. Participants take part in the work of the Committee with the right to intervene in plenary and breakout discussions to contribute to preparation of meeting documents and agendas, submit and present documents and formal proposals. They commit to contribute regularly to inter-sessional activities of the Committee at all levels and interact with the Bureau during the inter-sessional period through the Advisory Group established by the Bureau.

D. OBSERVERS

13. The Committee or its Bureau may invite other interested organizations relevant to its work to observe entire sessions or on specific agenda items. Such organizations or bodies may also apply to the Committee for **Observer** status to participate regularly, periodically or exceptionally on specific issues subject to the decision of the Committee or its Bureau. Such organizations could include:

² Private sector associations represent the positions and interests of the business enterprises and corporations belonging to a particular sector of activity or geographic area.

- i) Regional associations of countries and regional intergovernmental development institutions;
- ii) Local, national, regional and global CSOs/NGOs, other than those attending as participants, which are active in areas related to food security, nutrition, and the right to food, particularly organizations which are linked to a regional or global network;
- iii) Other networks or associative organizations including local authorities, foundations and research or technical institutions.

14. Observers at Committee sessions may be invited by the Chair to intervene during discussions.

15. Mechanisms for enhancing the effectiveness of CFS Plenary discussions will be explored, such as that of holding preparatory consultations of regional groups and of Participant constituencies (civil society, private sector, etc.) to define positions and nominate spokespersons. Plenary sessions of the Committee should be organized in a way that are manageable and produce concrete outcomes. There is no limit to the participation by Members. The Bureau will determine the allocation of seats for Participants and Observers in consultation with the CSO/NGO coordination mechanisms. The quota assigned to civil society organizations and NGOs will be such as to ensure their visible and effective participation, equitable geographic representation, with particular attention to the categories of organizations detailed in paragraph 11(ii).

E. CONSULTATION/COORDINATION MECHANISMS AND ACTIVITIES

16. Civil society organizations/NGOs and their networks will be invited to autonomously establish a global mechanism for food security and nutrition which will function as a facilitating body for CSO/NGOs consultation and participation in the CFS. Such mechanisms will also serve inter-sessional global, regional and national actions in which organizations of those sectors of the population most affected by food insecurity, would be accorded priority representation. Civil society organizations/NGOs will submit to the CFS Bureau a proposal regarding how they intend to organize their participation in the CFS in a way that ensures broad and balanced participation by regions and types of organizations keeping in mind the principles approved by the CFS at its Thirty-Fourth Session in October 2008 (CFS: 2008/5; CL 135/10: paragraph 15). The activities of the mechanism will include:

- i) broad and regular exchange of information, analysis and experience;
- ii) developing common positions as appropriate;
- iii) communicating to the CFS and, as appropriate, its Bureau through representatives designated by an internal self-selection process within each civil society category;
- iv) convening a civil society forum as a preparatory event before CFS sessions if so decided by the civil society mechanism.

17. Private sector associations, private philanthropic organizations and other CFS stakeholders active in areas related to food security, nutrition, and the right to food are encouraged to autonomously establish and maintain a permanent coordination mechanism for participation in the CFS and for actions derived from that participation at global, regional and national levels. They are invited to communicate a proposal to that effect to the CFS Bureau.

IV. MECHANISMS AND PROCEDURES

A. OVERALL PROCESS AND STRUCTURE

18. Bearing in mind that CFS will include a Plenary, as well as intersessional activities at different levels, the process of defining strategies and actions to be adopted by Members should be transparent and take into consideration the views of all participants and stakeholders to the fullest extent possible in order to foster ownership and full participation during implementation of these strategies and actions.

19. The CFS will include:

- i) The Plenary of the CFS
- ii) The CFS Bureau and its Advisory Group
- iii) The High Level Panel of Experts (HLPE) - a multi-disciplinary scientific advisory body to the CFS
- iv) The Secretariat serving the CFS (Plenary, Bureau and its Advisory Group, and HLPE)

B. THE PLENARY

20. The Plenary is the central body for decision-taking, debate, coordination, lesson-learning and convergence by all stakeholders at global level on issues pertaining to food security and nutrition and on the implementation of the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security. It should focus on relevant and specific issues related to food security and nutrition in order to provide guidance and actionable recommendations to assist all stakeholders in eradicating hunger.

21. Regular Plenary Sessions shall be held annually. Extraordinary sessions may be requested by its Members and approved by the Bureau after consultation with CFS Members. The results of the CFS Plenary shall be reported to the FAO Conference and to the UN General Assembly (UNGA) through ECOSOC. The Chair of the CFS should consult with ECOSOC and take all necessary actions so that modalities for meaningful reporting be established and implemented. CFS Participants, including UN and other intergovernmental agencies, NGOs and CSOs are encouraged to consider in their respective governing bodies the outcomes of the CFS which are relevant to their own activities.

22. Any specific recommendations adopted by the Plenary of the CFS which affect the programme or finances and legal or constitutional aspects of concerned UN entities shall be reported to their appropriate bodies for consideration.

C. LINKAGES BETWEEN CFS AND THE REGIONAL AND COUNTRY LEVELS

23. It is crucial that the work of the CFS is based on the reality on the ground. It will be fundamental for the CFS, through its Bureau and Advisory Group, to nurture and maintain linkages with different actors at regional, sub regional and local levels to ensure on going, two way exchange of information among these stakeholders during intersessional periods. This will ensure that at its annual sessions the Plenary is made aware of latest developments on the ground, and that, conversely, results of the deliberations of the Plenary are widely disseminated at regional, sub-regional and country as well as global levels. Existing linkages should be strengthened, such as through the FAO Regional Conferences, and other regional and sub-regional bodies dealing with food security and nutrition related issues.

24. CFS Members States are encouraged, at their discretion, to constitute or strengthen multi-disciplinary national mechanisms (e.g. food security networks, national alliances, national CFS) including all key stakeholders dedicated to advance food security at national and local levels. Through renewed mobilization and coordination of key stakeholders, such mechanisms will enable more effective identification and implementation of food security and nutrition policies and programmes.

25. Existing structures should be used to ensure programmes are better integrated with each other and aligned with on-going national and local food security and nutrition priorities. This would take advantage of the field presence of stakeholders involved in the CFS. Key partners will include United Nations Country Teams, the United Nation's High Level Task Force (HLTF), the International Alliance against Hunger and its National Alliances, national and regional food security thematic groups, and a large number of civil society networks and private sector associations operating at the regional and national levels.

26. Such mechanisms could contribute to the elaboration of national plans against hunger and assist with the monitoring and evaluation of agreed actions and outcomes designed to combat hunger and food insecurity. They could also be instrumental in informing regional bodies and the CFS Plenary about successes achieved as well as remaining challenges and needs with a view to soliciting guidance and assistance in this regard.

27. Establishing linkages with the country level is likely to be more challenging in countries with weak capacity or in those without a central organization to address food security and nutrition in a multisectoral manner. Nevertheless, it is precisely in such cases that the CFS Plenary should ensure that consultation with and input from the national level takes place. Ways of enabling such linkages need to be found.

28. FAO Regional Conferences and regional meetings of WFP, IFAD and other concerned organizations are encouraged to devote part of their agendas to disseminate CFS conclusions and recommendations and to provide inputs to the CFS. Such regional bodies should, in coordination with the CFS Bureau and Advisory Group, open themselves to the participation of regional representatives of CFS participants and observers, including active participation by relevant regional intergovernmental and CSO organizations and networks, and to regional development institutions. The possibility of the CFS establishing and maintaining contacts through its Bureau to other regional organizations, such as NEPAD/CAADP, MERCOSUR, Arab Organization for Agriculture Development, Community of Independent States, and others, including regional CSO networks, should also be kept open.

D. BUREAU

29. The CFS Bureau represents the broader membership of the CFS between plenary sessions. It ensures coordination among all actors and levels and advances tasks in preparation for CFS plenary sessions.

30. The Bureau will perform tasks delegated to it by the Plenary including the preparation of documents and proposals such as setting the agenda and sending requests to and receiving inputs from the High Level Panel of Experts. It will facilitate coordination among relevant actors and levels to advance intersessional tasks entrusted to it. The Bureau should also deal with matters related to the implementation of the reform proposed in this document.

31. The Bureau shall be composed of the Chairperson and twelve members, two coming from each of the following geographic regions: Africa, Asia, Europe, Latin America and the Caribbean,

Near East, and one from both North America and South-West Pacific³. The CFS Chairperson, on a rotational basis among regions, and other members of the Bureau shall be elected in CFS Plenary for a term of two years.

32. The Bureau, immediately following its election, will establish an Advisory Group composed of representatives of FAO, WFP and IFAD and other non-Member CFS Participants (see para 11). The Advisory Group will have the same tenure as the Bureau. The Bureau will invite the different constituencies of CFS Participants to designate their representatives to this Group, which normally will not exceed that of the CFS Bureau in numbers. The function of the Advisory Group is to provide input to the Bureau regarding the range of tasks which the CFS Plenary has instructed it to perform. Decision making will be in the hands of the member States. It is expected that members of the Advisory Group should be able to contribute substantive work and provide advice to the CFS Bureau.

E. CFS SECRETARIAT

33. There should be a small, permanent CFS Secretariat located in FAO Rome. Its task will be to assist the Plenary, the Bureau and Advisory Group, and the High Level Panel of Experts in their work.

34. For the biennium 2010-2011, the Secretariat will be headed by a Secretary from FAO and include staff from the other Rome-based agencies (WFP and IFAD). Further arrangements regarding the Secretary, including possible rotation among the three Rome-based agencies, and the inclusion in the Secretariat of other UN entities directly concerned with food security and nutrition, should be decided by the CFS plenary in 2011.

35. The present CFS Secretariat will continue to perform its functions until final decisions of CFS Plenary as per paragraph 34 are adopted and implemented.

V. EXPERT INPUT TOWARD REVITALIZED CFS

A. HIGH LEVEL PANEL OF EXPERTS ON FOOD SECURITY AND NUTRITION (HLPE)

36. In line with efforts to revitalize the Committee on World Food Security, members called for regular inclusion of structured food security and nutrition-related expertise to better inform its sessions. This effort should help create synergies between world class academic/scientific knowledge, field experience, knowledge from social actors and practical application in various settings. Given the multidisciplinary complexity of food security, the effort is aimed at improving communication and information-sharing among the different stakeholders in food security and nutrition. Its products will focus on better understanding current food insecurity situations and will also look forward toward emerging issues. The expert process will, through Plenary and the Bureau, aim to support CFS members and other stakeholders in designing strategies and programs for addressing food insecurity. Participants in this expert process will utilize and synthesize available research/analyses and add value to the work performed already by numerous agencies, organizations, and academic institutions, among others.

³ Model recommended for FAO Finance and Programme Committee in the Immediate Plan of Action (IPA) that will be approved by the forthcoming session of the Conference. The CFS Chairperson and members will be appointed on ad personam basis.

B. KEY FUNCTIONS OF HLPE

37. As directed by the CFS Plenary and Bureau, the HLPE will:
- i) Assess and analyze the current state of food security and nutrition and its underlying causes.
 - ii) Provide scientific and knowledge-based analysis and advice on specific policy-relevant issues, utilizing existing high quality research, data and technical studies.
 - iii) Identify emerging issues, and help members prioritize future actions and attentions on key focal areas.

C. STRUCTURE AND MODUS OPERANDI OF HLPE

38. The HLPE will have two main components:
- i) A **Steering Committee** composed of at least 10 and not exceeding 15 internationally recognized experts in a variety of food security and nutrition-related fields.
 - ii) **Ad hoc project teams** constituting a larger subsidiary network of food security and nutrition experts acting on a project-specific basis, selected and managed by the HLPE Steering Committee to analyze/report on specific issues.
39. Led by a Chair and Vice-Chair, elected among the members of the Steering Committee, the HLPE will:
- i) Ensure state-of-the-art studies/analyses for consideration by CFS sessions on a variety of food security and nutrition issues.
 - ii) Assemble expert "project teams" to prepare studies/analyses for CFS sessions.
 - iii) Determine working methodologies and terms of reference for project teams, and manage their work.
 - iv) Normally meet two times per year in Rome and possibly more in extraordinary circumstances, to review work methodologies and prepare work plans/products.
40. Led by a team leader, the time-bound expert "project teams" will be responsible for drafting of studies/analyses under the HLPE Steering Committee direction and oversight.

D. OUTPUT OF HLPE

41. By request of the CFS Plenary or Bureau, the Steering Committee will provide scientifically sound, clear and concise written reports/analyses for Plenary or inter-sessional purposes.
42. Following its introduction as an item on the agenda by the Bureau and according to the nature and purpose of a project, a report, its conclusions and recommendations could be introduced in CFS Plenary by the Chair of the HLPE Steering Committee in possible conjunction with the head of a specific project team.

E. COMPOSITION / SELECTION OF THE HLPE

43. The CFS Bureau, in close cooperation with FAO management and drawing from applicable FAO legal texts, will solicit nominations for the HLPE Steering Committee.

- i) The Steering Committee should reflect an assortment of technical disciplines, regional expertise and representation. Ideal candidates will have relevant experience working with cross-disciplinary expert processes.
- ii) Members of the Steering Committee will participate in their individual capacities, and not as representatives of their respective governments, institutions or organizations.
- iii) Members of the Steering Committee will serve for a 2-year period, renewable once.

44. The CFS Bureau will designate an ad hoc technical selection committee comprised of representatives from among the Rome-based food/agriculture agencies (FAO, WFP, IFAD, CGIAR/Bioversity, a CSO/NGO rep) to choose the Steering Committee members. The ad hoc technical selection committee will submit its recommendations to the CFS Bureau for approval.

45. Early in 2010, the first 10 members of the HLPE Steering Committee will be selected. The HLPE Steering Committee will then designate its Chair and Co-Chair to begin its work in anticipation of the CFS October 2010 Session, based on explicit instructions from the CFS Bureau. Additional members could be chosen shortly after October 2010 Plenary

46. Members of the HLPE ad-hoc project teams will be chosen by the HLPE Steering Committee notably drawn from a database of experts to which CFS stakeholders can nominate experts at any time.

F. SECRETARIAL SERVICES

47. The joint CFS Secretariat, will assist the work of the HLPE Steering Committee and its Chair. Its functions will include, though are not limited to:

- i) Maintain a roster of experts.
- ii) Organize meetings of the HLPE Steering Committee and assist project teams, as needed.
- iii) Maintain system of communications, including posting of relevant reports/analyses.
- iv) Assist with preparation of working budget and other support documentation.

G. CALL FOR NOMINATIONS TO THE HLPE STEERING COMMITTEE

48. Immediately following adoption of this agreement during the October 2009 CFS Plenary, a letter co-signed by the CFS Chair and FAO Director General will be sent to CFS members and others, soliciting nominations for the HLPE Steering Committee. This letter would explain the structure of the new process, and contain the agreed Terms of Reference.

VI. IMPLEMENTATION ARRANGEMENTS

A. LEGAL MATTERS

49. The extent to which CFS reform proposals would require changes to the General Rules and Regulations of FAO governance aspects such as CFS membership, composition of the Bureau and Secretariat, and reporting arrangements, would require adjustments to legal dimensions of the CFS will be addressed by FAO Legal Counsel once the nature of the proposed changes is established.

B. COST AND FUNDING

50. The cost of a reformed CFS will be influenced by the nature and extent of functions and activities ascribed to it, particularly to its Bureau and Secretariat. Funding implications include considerations such as whether the costs of the new CFS would be shared by the main agencies involved, and to what extent (as per paragraphs 32-34). A preliminary budget and modalities of funding for the next biennium, including the use of voluntary contributions and trust funds for the HLPE, has been prepared by the Bureau and presented to the October plenary session for consideration by Members with a view to gain approval by FAO Conference. Resource mobilization strategies to cover the costs of participation by NGOs/CSOs from developing countries will also need to be addressed, as agreed by the CFS at its Thirty-Fourth Session⁴.

C. IMPLEMENTATION PLAN

51. Bearing in mind the complexity of the tasks ahead and with a view to improving the effectiveness of CFS, the Committee should focus on tangible outputs and outcomes as well as a roadmap for the progressive attainment of the renewed vision. More specific outcomes will have to be defined by the revitalized CFS in its forthcoming Sessions. It is proposed that, at its next Session, the CFS agrees on a phased and results-based plan to implement reform as outlined in this document. With this in mind, it is suggested that at its 35th Session, the CFS be invited to:

	Task	Proposed deadline
1	Approve CFS Reform document	Oct 2009
2	Election of CFS Bureau (paras 29-32)	Oct 2009
3	Bureau to present a draft budget and financing strategy for the reformed CFS including the HLPE (para 50)	Oct 2009
4	Call for nominations to the HLPE Steering Committee (para 48)	Oct 2009
5	Legal Office to finalize changes to the General Rules of FAO and the Rules of Procedure of the CFS (para 49)	Nov 2009
6	Bureau to designate the ad-hoc technical selection committee for HLPE Steering Committee members (para 46)	Nov 2009
7	Bureau to establish an Advisory Group (para 32)	Jan 2010
8	Make arrangements to establish a Secretariat (paras 33-35)	Jan 2010
9	Designate the HLPE Steering Committee members (para 44)	Jan 2010
10	First joint meeting of the HLPE Steering Committee and CFS Bureau and Secretariat to discuss areas requiring advice from the HLPE and agree on a timetable for delivery (para 45)	Feb 2010
11	Bureau to develop a work programme through a consultative process	Apr 2010
12	Bureau to submit a proposal for a work programme including implementation of (some parts of) Phase II, to the 36 th Session of CFS	Oct 2010

⁴ See CFS:2008/5; CL 135/10; paragraph 15

52. The Committee may wish to endorse this document and entrust the Bureau to proceed with implementation as outlined above.