

**Chairs' Aide Mémoire of Joint Meeting of CoC-IEE Working Groups I, II and III
Thursday 31 July 2008**

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Governance Oversight and Follow-up Arrangements in 2009

- 1) The combined Working Groups identified three separate areas where work would need to be carried out after the agreement of the Special Session of the Conference on an Immediate Plan of Action. The arrangements for this would form part of the Immediate Plan of Action:
 - a) overall monitoring and follow-up of the implementation of the agreed Immediate Plan of Action, including the revisions to the Basic Texts (progress in the Governing Bodies and implementation by management);
 - b) the completion of development of work scheduled for the 2009 Conference, including:
 - i) the full Strategic Framework, Medium-Term Plan and Programme of Work and Budget on the new results-based framework;
 - ii) development of a follow-up implementation plan to the Root and Branch Review and initiation of the study for an Organizational Risk Assessment and Management Framework; and
 - c) completion of work in any additional areas which may remain outstanding for agreement at the time of the Conference.

- 2) Members first considered two options for governance follow-up:
 - a) Conference Committee and working groups dealing with each of the work areas;
 - b) Use of the Council and the Programme and Finance Committees, with a greater intensity of work.

- 3) Most Members considered that the two options were complementary. As foreseen in the draft Immediate Plan of Action, it was important to maximise the use of the existing Governing Body structures and to reinforce them, rather than bypass them in their enhanced role. At the same time the volume of work envisaged was such that a Conference Committee open to all Members was also needed. Moreover, the Conference Committee for IEE Follow-up and its Working Groups had ensured wide participation by Members and facilitated a sense of ownership of the FAO renewal. Members considered that there could be integration with the lead being taken according to the following division of work:
 - a) Council and Programme and Finance Committees - overall monitoring and follow-up of the implementation of the agreed Immediate Plan of Action;
 - b) Conference Committee - the completion of development of work scheduled for the 2009 Conference and completion of work in any additional areas which may remain outstanding for agreement at the time of the Conference.

- 4) The CoC-IEE Secretariat was requested to draft a paper taking into account these preliminary views by the combined Working Groups and including a full consideration of the costs. The paper should consider both an option combining a Conference Committee with work by the existing Governing Bodies and an option relying entirely on the existing Governing Bodies. This paper is provided as Annex I.

Annex 1

Requirements for Governance Oversight and Follow up Arrangements in 2009 – Following the Special Session of Conference

The Requirements for Follow-up

1) The Conference Committee for follow-up of the Independent External Evaluation (CoC-IEE) will end its mandate with the presentation of its report to the Special Session of Conference (November 2008). Following the Conference, it will be necessary for the FAO Membership to continue following the implementation of the decisions of the Special Session, as well as preparing the further decisions for the FAO Council and Conference in 2009. These follow-up arrangements will form an integral part of the Immediate Plan of Action (IPA). Tasks which will need to be undertaken include:

- a) overall monitoring and follow-up of the implementation of the Immediate Plan of Action (progress in the Governing Bodies and implementation by management);
- b) the completion of development of the full Strategic Framework, Medium-Term Plan and Programme of Work and Budget on the new results-based framework;
- c) revision of the Basic texts of FAO, particularly as they relate to Governance reform and the programme and budget cycle (in addition to changes undertaken at the 2008 Special Session of the Conference); and
- d) Reform of systems, culture change and organizational restructuring, including:
 - i) development of a follow-up implementation plan to the Root and Branch Review; and
 - ii) initiation of the study for an Organizational Risk Assessment and Management Framework; and
- e) completion of agreements on any issues which may be left outstanding at the time of the Special Session of the Conference in November 2008.

Possible Institutional arrangements for the Follow-up by the Membership

2) In a preliminary discussion at a combined meeting of the three Working Groups, most members preferred that the follow-up arrangements utilise the existing governing Body structure for monitoring and follow-up on the implementation of the Immediate Plan of Action and establish a Conference Committee to undertake the further development of the Immediate Plan of Action. This committee would complete follow-up documentation for the Conference prior to the Council which prepares the Conference in 2009 (this session of the Council would probably be in September, two months prior to the Conference). The work programme discussed below would probably require two Working Groups corresponding to Working Groups I and III of the current structure. The Programme and Finance Committees would meet in additional but shorter sessions. If necessary an additional short meeting of the Council could be envisaged in March.

3) The Secretariat was also requested however, to consider a second option which would rely entirely on the existing Governing Body structure. In the text below:

- a) Option 1 refers to the use of both the existing Governing Body structure and a Conference Committee; and
- b) Option 2 refers to total reliance on the existing Governing Body structure.

Tasks to be performed and possible division of work

4) **Monitoring and follow-up of the implementation of the Immediate Plan of Action (IPA):** The Membership will need to monitor the overall progress of follow-up in line with the Immediate Plan of Action by management and also progress in advancing Governance reform. This monitoring and experience of implementation of the IPA may require adjustments to be made in the IPA, prior to the Conference in November.

➤ **Task to be undertaken:**

- **Under both Options 1 and 2 to be undertaken by the Council with detailed discussion in the Programme and Finance Committees.**

5) **Development of the Strategic Framework, Medium-Term Plan and Programme of Work and Budget on the new results-based framework:** The CoC-IEE is completing draft elements of a Strategic Framework and Medium-Term Plan. These elements will be subject to adjustment, refinement and completion in such areas as targets and indicators and major outputs as well as budget allocations, in accordance with priorities. The full draft of the Strategic Framework and Medium-Term Plan and the summary Programme of Work and Budget will need to be completed by June 2009 with finalisation in September by the Council¹, for recommendation to the Conference in November.

➤ **Task to be undertaken:**

- **Option 1 by a Conference Committee through a Working Group with the Council receiving a preliminary report in June and the Programme and Finance Committees providing expert advice as appropriate;**
- **Option 2 primarily by the Programme Committee, with consideration by the Council.**

6) **Revision of the Basic Texts:** The Basic Text changes required in order to implement the Immediate Plan of Action are now being defined and will relate in particular to governance changes and changes in the Programme and Budget cycle. A start on this task will be made for the 2008 Special Session of the Conference but it is probable that the bulk of changes will be finalised at the 2009 session of the Conference. These changes will be drafted by the FAO Legal Office and reviewed by the **Committee on Constitutional and Legal Matters (CCLM)**.

➤ **Task to be undertaken: In addition to the technical review by the CCLM it will be necessary to assure that the proposed Basic Text changes are meeting the political intent, and discussion is not reopening the decisions of the Special Session of the Conference:**

- **Option 1: This task will be undertaken by the Conference Committee;**
- **Option 2: This task will be undertaken by the Council.**

7) **Reform of systems, culture change and organizational restructuring:** The reforms of systems, culture change and organizational restructuring are all areas where most of the tasks in the Immediate Plan of Action will fall fully under the purview of management, including the ongoing programme of culture change. Elements in addition to monitoring requiring Governing Body action, include:

¹ It is assumed that in line with its new role as envisaged in the Immediate Plan of Action, the Council will meet in September two months before the Conference and make its recommendations to the Conference

- a) Upon presentation of the final report of the Root and Branch Review (17 April 2009), follow-up actions agreed;
- b) Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework;
- c) Review of plans for increased effectiveness and streamlining of the decentralized offices; and
- d) Review of detailed proposals for strengthened Human Resource management.

➤ **Task to be undertaken:**

- **Option 1 by the Conference Committee through a Working Group with the Council receiving a preliminary report in June and the Finance Committees providing expert advice; and**
- **Option 2 by the Council with the detailed discussion taking place in the Finance Committee with support from the Programme Committee, as necessary.**

8) **Completion of agreements on any issues which may be left outstanding at the time of the Special Session of the Conference in November:** It is not possible to foresee what this might include at the present stage of work.

Cost Considerations

9) There is expected to be some US\$ 1 million remaining as balance on the Budget for the Work of the Conference Committee for IEE follow-up when that Committee comes to an end at the Special Session of the Conference (November 2008). As can be seen from Table 1 below, there is not a major difference in the cost of:

- a) Option 1 the use of both the existing Governing Body structure and a Conference Committee (US\$ 574,000 minimum cost and US\$ 1,100,000 with additional items considered very desirable, including a chair and small secretariat); and
- b) Option 2 with total reliance on the existing Governing Body structure (US\$ 1,119,400 minimum cost and US\$ 1,310,400 with the small secretariat considered very desirable).

10) Although Option 2 is slightly more costly, both options could be envisaged largely funded from the balance on the Budget of the Conference Committee for IEE follow-up.

Table 1: Comparative Cost Estimates for Two Institutional Options	
Creation of a Conference Committee and the Existing Governing Body Structure (Option 1) or Use of the Existing Governing Body Structure only (Option 2)	US\$
Option 1: Use of Existing Governing Bodies and a Conference Committee - Grand total of essential and desirable items	1,100,000
Total Essential items - Option 1	574,000
Additional meetings of the PC & FC (6 days additional - one set extra meeting 2x 3 days)	103,000
<i>travel</i>	25,000
<i>interpretation</i>	78,000
Meetings of the Conference Committee (2 days) interpretation only	26,000
Meetings of the Working Groups (10 days) interpretation only	130,000
Messengers etc.	15,000
Documentation translation & printing	300,000
Total Desirable items - Option 1*	526,000
Additional meetings of the Council (one meeting 3 days) total	203,000
<i>travel</i>	84,000
<i>interpretation</i>	84,000
<i>temporary staff etc.</i>	5,000
<i>documentation translation & printing</i>	30,000
Chair of Conference Committee - total	132,000
<i>travel and honorarium (6 months between December 08 and July 09)</i>	85,000
<i>secretary to Chair of Conference Committee (December - July 09)</i>	47,000
Small secretariat – total*	191,000
<i>1 officer 8 months (Secretary)</i>	145,000
<i>1 temporary GS</i>	46,000
Option 2: Use of Existing Governing Body Structure - Grand total of essential and desirable items	1,310,400
Total Essential items - Option 2	1,119,400
Additional meetings of the PC & FC (16 days additional - 3-4 sets extra meeting 8 x 2 days)	308,000
<i>travel</i>	100,000
<i>interpretation</i>	208,000
Meetings of the Council (2 days x 3 meetings) interpretation only	491,400
<i>travel</i>	240,000
<i>interpretation</i>	168,000
<i>Travel and per diem Independent Chair of the Council (90 days)</i>	60,400
<i>Secretary to Independent Chair 90 days</i>	23,000
Messengers etc	20,000
Documentation translation & printing	300,000
Total Desirable items - Option 2*	191,000
Small secretariat – total*	191,000
<i>1 officer 8 months (Secretary)</i>	145,000
<i>1 temporary GS</i>	46,000
* Under either option it would probably be necessary to provide a small secretariat dedicated to this task, as the additional work could not be absorbed under the existing arrangements	