

Co-Chairs' Aide Mémoire of Tenth Meetings of CoC-IEE WG II
Monday 30 June and Wednesday 2 & Thursday 3 July 2008, 09.30 – 17.30
Natalie Feistritzter and Lamya Al-Saqqaf Co-Chairs

- 1) **Consideration of Draft Immediate Plan of Action (IPA)– Governance Aspects:** Members welcomed the structure and layout of the draft version of the Immediate Plan of Action (IPA). It was agreed that editing would be undertaken to place introductory texts close to the operative sections of the Action Matrix. Members reiterated their dissatisfaction with the quality of translation, particularly into Arabic. The original English Text would also be revisited for uniformity and to try and ensure a direct style for ease of comprehension by non-native speakers of English. Specific revisions suggested in the draft IPA are attached as Annex 1, pending the further editing for style and consistency referred to above.
- 2) It was agreed that the Working Group would separately review the budgetary implications as a whole, rather than focusing on individual budget items during its discussion. Management was requested to provide revised costings for the IPA before the end of July.
- 3) Management was requested to examine the matrix from the perspective of needed changes in the Basic Texts and advise the Working Group for its meeting on 21 July as to which changes were desirable to make at the Special Session of the Conference in November 2008. The Working Group agreed to discuss whether any additional mechanism needed to be put in place for the Basic Text changes, in addition to the normal procedure of drafting by the Legal Counsel and review by the Committee on Constitutional and Legal Matters (CCLM).
- 4) **The Council:** Discussion focused on:
 - a) Membership of the Council: Most members were of the view that a relatively small increase in the size of the Council was justified to bring about a more balanced representation of the regions. In the discussion many members emphasised that a significant increase in the size of the Council would inevitably have implications for numbers of speakers on any one issue and thus efficiency. Many other Members emphasised that the main consideration was effectiveness not efficiency and this required adequate democratic representation of all regions;
 - b) A Bureau and the Independent Chair: Many Members considered that it would be desirable to have a Bureau of one Member per region drawn from among the representative to FAO to assist the Chair in a facilitation role, ensuring that the Council becomes more effective and responsive to Members concerns. Members varied in their view as to whether the Bureau could best be chaired by the Independent Chair or a rotating chair from among the permanent representatives. Those favouring this role being played by the Independent Chair argued that this task was facilitated by the status of an Independent Chair; required more time and attention than could be given by many representatives; and that an Independent Chair provided a better guarantee of neutrality. Assurance of presence in Rome was however, an important consideration. Those favouring a rotating Chair from among the representatives considered that this would be a less costly solution than an Independent Chair and gave a greater number of countries the opportunity to occupy the position.
 - c) Spokespersons were asked to pursue the questions further in their regional groups and the Chairs and secretariat were asked to discuss options on these two issues with Members and provide preferred options for further discussion at the meeting of the WG Friday 18 July.
- 5) The Working Group agreed to discuss two further issues at its meeting on 18 July:

- a) Possible reporting arrangements for the Director-General on Organizational priorities, plans and performance (IEE para 1352 b); and
- b) Whether Permanent Representatives to FAO should be required to have break between service as a Permanent Representative and any appointment to FAO as a consultant or staff member (IEE para 745).

Annex 1: B. Governance Reform

Governing Bodies

2) There are two major and distinct functions of the FAO Governing Bodies:

- a) the review of the world food and agriculture situation and the pursuit of global and regional policy coherence between governments on major international issues for food and agriculture, including their national implications, and the design or adjustment of international instruments, including treaties, conventions and regulations (global governance); and
- b) the executive policy decision making and oversight for FAO as an Organization, including its programme and budget (executive governance).

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Global and Executive Governance - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
Governance priorities:							
4.4 & 4.5	a)	Global governance: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora.	Conference Technical Committees Regional Conferences Management	2009	0	-	0 (RP priority)
	b)	As appropriate <u>take into consideration policy issues and instruments</u> relating to food and agriculture being developed in other fora than FAO and provide recommendations to those fora	Conference Technical Committees Regional Conferences Management	2010-11 biennium continuing	0	-	0 (RP priority)
	c)	See also below – for roles of the various Governing Bodies	Governing Bodies	-- (see below – with respect to each Governing Body) --			
	d)	Executive governance: Strengthen roles and coverage of Governing Bodies (see below)	Governing Bodies	-- (see below – with respect to each Governing Body) --			

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FAO Conference, Council & the Programme & Finance Committees

3) **The FAO Conference:** The Conference will remain the ultimate decision making body of the Organization and determine overall policy and strategy. Its distinctive functions, will be further emphasised, reducing duplicative discussion with the Council. A series of measures were agreed to make the Conference more action orientated, focused and attractive to participation by Ministers and senior officials. The Conference will:

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- a) be the ultimate venue for discussion and decision on global governance issues, following their discussion in, and the receipt of recommendations from, the Technical Committees and the Regional Conferences;
- b) make the final decision on the objectives, strategy and budget of the Organization following receipt of recommendations from the Council (see below Programming and Budgeting Process).

Deleted: The Conference is fully representative of the membership as a whole and includes specialists in its Commissions to a much greater extent than the Council as do the Technical Committees which are also made up of specialists. The Council already concentrates on executive oversight of the FAO secretariat, its budget and programmes and this will be further reinforced.

The Conference – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.7 a)	a)	Each session of the Conference will have one major theme agreed by the Conference, normally on the recommendation of the Council	Conference/Council	2009	0	-	0
4.7 a)	b)	Conference will give more attention to global governance functions, acting on recommendations of the Technical Committees & Regional Conferences and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)	Conference	2009	0	-	(see g)
4.7 c) & 7.3	c)	Conference will meet in June of the second year of the biennium	Conference	2011	0	-	0
4.7 c)	d)	Conference will decide Priorities, Strategy and Budget on the basis of a Council recommendation (see Programme and Budget Procedure below)	Conference	2009	0	-	0
4.15 c)	e)	The Conference report will concentrate on decisions, especially resolutions <u>developed in appropriate negotiating and drafting groups</u> (the verbatim will provide the detail and be published in all languages)	Conference	2009	0	-	(see g)
4.7 a)	f)	There will be a reduction in formal <u>plenary meetings</u> , and more side events	Conference	2009	0	-	0
4.15	g)	Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	Conference	2008	0	-	0.2
4.15	h)	Basic Text changes for functions, reporting lines, etc. as detailed in the Action Matrix	Conference	2008-2011	0	-	0

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4) The FAO Council: The executive governance role of the Council will be further developed with attention to making clear decisions. It will meet more flexibly on the request of members and for variable lengths of session as appropriate to the agenda. It will play a more dynamic role in the development of the programme and budget drawing on the advice of the Programme and Finance Committees and it will extend its oversight and monitoring function particularly with regard to extra-budgetary resource mobilization and use and human resource development and utilization.

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Issues of the Council remaining to be further considered are:

- c) Membership of the Council: A relatively small increase in the size of the Council to bring ensure a more balanced representation of the regions.
- d) A Bureau and the Independent Chair: Many Members considered that it would be desirable to have a Bureau of one Member per region drawn from among the representative to FAO to assist the Chair in a facilitation role, ensuring that the Council becomes more effective and responsive to Members concerns. Members varied in their view as to whether the Bureau could best be chaired by the Independent Chair or a rotating chair from among the permanent representatives.

6) The Independent Chairperson of the Council will play an enhanced facilitation role in further empowerment of the Council to better play its role in governance and oversight. The role of the Independent Chairperson will be specified in the Basic Texts. (pending further discussion on whether Independent Chair or chair of Bureau)

The Council – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.8		<p>a) <u>The Council will</u> exercise the following functions of Governance which will be clarified as necessary in the Basic Texts:</p> <p>i) <u>the major role in deciding and advising on:</u></p> <ul style="list-style-type: none"> • <u>workplanning</u> and performance measures for the <u>Council itself and for other</u> Governing Bodies <u>excluding the Conference</u>; • monitoring and reporting performance against these measures; and • strategy, priorities and budget of the Organization; • the overall programme of work; • major organizational changes, <u>not requiring Conference changes of Basic Texts</u>; <p>ii) monitor the implementation of governance decisions;</p> <p>iii) exercise oversight ensuring that:</p> <ul style="list-style-type: none"> • the Organization operates within its financial and legal framework; • <u>there are transparent, independent and professional audit and ethics oversight</u>; • there is transparent, <u>professional</u> and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts; • there are functioning results-based budgeting and management systems; • policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose; • extra-budgetary resources are effectively contributing to the Organization's priority goals; and <p>iv) monitor the performance of management against established performance targets.</p>	Conference	Decision on 2008 Implementation onwards	0	-	-
		<p>b) <u>The Council shall</u> make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level</p>	Council	2009	0	-	0
4.8		<p>c) <u>The Council will</u> meet more flexibly, <u>on the request of members and for variable lengths of session as appropriate to the agenda (a maximum of 7 sessions for a total of 28 days per biennium)</u>;</p> <p>i) <u>There will be</u> a short meeting (<u>minimum two days</u>) after each session of the Programme and Finance committees (<u>see Chart 1 Programme and Budget planning and review cycle</u>).</p> <p>ii) The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that recommendations can be taken account of.</p>	Council	2010	0	-	2.1
		<p>d) The Council Report will <u>consist of</u> resolutions, decisions and recommendations (verbatim to provide detail and be published in all languages)</p>	Council	2009	0	-	1.3
4.8		<p>e) The Council will no longer discuss global governance issues, unless there is an urgent reason to do so (to be handled by the Technical Committees and the Conference)</p>	Conference	2009	0	-	0

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Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.8		f) The Council membership will be revised as follows: i) change in representation to be decided: ii) term of membership will become two years, rather than three at present	Conference	2009	0	-	?
		i) Bureau: Establish a Bureau – to be decided g) The Independent Chairperson of the Council: Revise Basic Texts to: i) specify enhanced facilitation role for the Independent Chairperson of the Council for the work of the Council. ii) make it clear that the Chair has no executive functions and thus no overlap of roles with the Director-General. iii) specify desirable qualifications (competencies) for the Independent Chair. iv) specify that Independent Chair is required to be present in Rome for all sessions of the Council and of the Programme and Finance Committees, attend the regional conferences and will normally be expected to spend at least eight months of the year on this task, primarily present in Rome. to be finalised	Conference	2009	-	-	0
4.15		j) Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	Conference/ Council	2009-11	0	-	0
4.15		k) Introduce Basic text changes for functions, reporting lines, etc.	Conference	2008-2009	0	-	0

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5) The Programme and Finance Committees will strengthen their advice to the Council and become more transparent. They and the Council will assume more responsibility for agendas. The Committees will meet more flexibly on the request of the Council and members and for variable lengths of session and in increased Joint Sessions as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1). They will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council.

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Programme and Finance Committees – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.9 & 4.17		<p>a) Clarifications of functions and ways of working will be introduced immediately in practice and followed-up by Basic Text Changes, including on clarification of functions:</p> <p>i) Programme Committee functions will emphasise programme priorities, strategy and budget and will also include: consideration of field and decentralized work; priorities for the Organization to address in developing global policy coherence and regulation; and partnership and coordination with other organizations for technical work;</p> <p>ii) Finance Committee will cover all aspects of administration, services and human resources as well as finance, including the policies and budget for these areas of work;</p> <p>iii) The Committees will meet more flexibly on the request of the Council and members and for variable lengths of session as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1) - (maximum number of sessions will be 8 for a total maximum of 30 days per committee);</p> <p>iv) The two Committees will hold more joint meetings. The discussion will be in joint session and whenever there is overlap in the discussion or the two committees contribution will have a strong complementarity; and</p> <p>v) They will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council.</p>	Conference	2008	0	-	-
4.15		b) Introduce changes in practice, including ways of working (see below)	Conference/ Council	2008	0	-	1.5
4.15		c) Introduce Basic text changes for functions of the committees	Conference	2009-2011	-	-	0

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Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.9 & 4.17		<p>Programme and Finance Committees Membership, chairs and observers: - Changes will be introduced in the Basic Texts. The members will be countries not individuals but in nominating their representatives countries will be <u>expected to propose</u> representatives with the necessary technical qualifications, and:</p> <p>a) chairs will be elected by the Council <u>on the basis of their individual qualifications</u> and will not occupy seats of their electoral groups or represent a region or country;</p> <p>b) the membership of the Committees will each be increased, <u>in addition to the Chair</u>, to eight representatives of Africa, Asia, Latin America and the Caribbean and the Near East and four representatives of Europe, North America and the South West Pacific (1+8+4) elected by the Council (<u>countries may substitute their representative during the term of office with a representative of adequate qualifications</u>); <u>eight alternates will also be elected on the same distribution as above</u>. If a member cannot be present for a meeting, he or she <u>will</u> be substituted by <u>an alternate</u> from their electoral group, thus avoiding that a seat remains empty during a meeting;</p> <p>d) committees, <u>including joint meetings</u> will be open to non-speaking observers.</p>	Council	2011	0	-	-

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Committee on Constitutional and Legal Matters (CCLM) – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
		<u>The CCLM will admit silent observers to its meetings</u>	<u>Council</u>	<u>2008</u>	<u>0</u>	<u>-</u>	<u>0</u>

Regional Conferences

6) Regional Conferences will have an important potential role to play in governance for: policy coherence for development in their region; discussion of global priorities as they relate to the region; and in providing inputs to the Council and Conference on FAO priorities. This role may vary from region to region. They will become a full part of the governance structure, feeding into the Conference and Council.

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Regional Conferences – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium	
	No	Action			Cost US\$ (million)	Year (s)		
4.13		Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including Changing the status of the Regional Conferences to Committees of the FAO Conference: a) Functions will include: <ul style="list-style-type: none"> Develop issues for regional policy coherence & regional perspective on global policy issues & regulation – presenting its report to the FAO Conference Advise on <u>the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council</u> Exercise an oversight function for FAO programmes in the region – reporting to the Council 	Conference	2008	0	-	-	Deleted: the Council
		b) Ways of working – Regional Conferences will: <ul style="list-style-type: none"> be convened <u>normally no more than once in every biennium on the decision</u> of the Members of FAO from the region and with full consultation among members on agendas, formats, <u>dates &</u> duration and need for the Conference appoint a rapporteur <u>the Chair and rapporteur will remain in office between sessions and the Chair or if more appropriate the rapporteur will present the regional conference report to the FAO Council and Conference</u> to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture <u>papers for regional conferences will be concise and focused with a limited number of precise action recommendations</u> 						Deleted: <#>FAORs, and relevant regional and headquarters staff will attend the Regional Conferences¶ Formatted: Bullets and Numbering Deleted: at the request Deleted: , normally from the same country as the Chair Deleted: The Formatted: Bullets and Numbering
		Introduce changes in practice, including ways of working and reporting lines as specified in the Action Matrix	Conference	2008	0	-	1.8	Deleted: (for example IICA for Latin America and the Caribbean)
		Introduce Basic text changes for functions, reporting lines, etc.	Conference	2009-2011	-	-	0	
	<u>Independent</u> review of regional conference performance	Council	2016	0.3	2016	0	Deleted: R	

Technical Committees and Ministerial Meetings

7) **Technical Committees:** The Technical Committees are fundamental to FAO's work. They are committees of the whole membership and have distinct roles: Firstly developing global information exchange, policy coherence and instruments for their area of competence; and secondly providing guidance to the Governing Bodies on the Strategy and Programme of the Organization. They will be more systematically used to develop work on global issues. Technical committees, as committees of the whole deal with world issues as well as FAO's programme and will report directly to the FAO Conference on global issues and to the Council on FAO programme priorities and performance.

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8) The conferences of parties for treaties and conventions, other statutory bodies, such as those in fisheries, and bodies such as the Codex Alimentarius Commission will in future have a direct line of

communication through the appropriate technical committee of the FAO Governing Bodies.

9) **Ministerial meetings** may be convened by the Conference or Council when matters developed at technical level, normally in the technical committees need political endorsement or more visibility and this cannot be adequately dealt with in the Conference or Technical Committees. Their reports will normally be considered directly by the FAO Conference.

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Technical Committees – Action Matrix

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Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
Technical Committees:							
4.11		<p>Technical Committees: The Committees will report to Council on FAO's programmes and the priorities and strategies for the programmes and directly to the FAO Conference on global policy and regulation, and:</p> <p>a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;</p> <p>b) Ways of working – Technical Committees will:</p> <ul style="list-style-type: none"> meet more flexibly as to duration and frequency, according to needs. They will address priority emerging issues and may be convened especially for this purpose <u>(with total period and number of sessions not normally exceeding the present figures on average and all committees meeting at least once in each biennium)</u>; the Chair will facilitate full consultation with Members, on agendas, formats and duration <p>c) More use will be made of <u>parallel</u> sessions and side events, taking care that developing countries and small countries are well represented (informal sessions will include NGOs and the private sector including representation from developing countries);</p> <p>d) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;</p> <p>e) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD and WTO;</p> <p>f) The Committee on World Food Security (CFS) will normally meet once per biennium. It will revitalise its role regarding monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.</p>	Conference	2008	0	-	-
		Introduce changes in practice, including ways of working and reporting lines	Conference	2008	0	-	1.0
		Introduce Basic Text changes for functions, reporting lines, etc.	Conference	2008-2011	-	-	0
Ministerial meetings							
4.12		Basic Text Change to specify that the Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility. The Ministerial meeting reports will be considered directly by the Conference.	Conference/ Council	2008-2011	-	-	0

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Statutory Bodies, Conventions, Treaties, Codex, etc. – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.11 g)		Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (registered under FAO statutes) may bring issues to the attention of the Governing Bodies through relevant Technical Committee (Basic Text Change)	Conference/ Council	2009	0	-	0
4.6		Undertake a review to enable FAO to establish bodies with a high degree of self-governance and financing, while remaining within the framework of FAO	Management / Council	2009 - 10	0.3	2009 - 10	0

Actions for all Governing Bodies – Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.4 a)		The Council and all other Governing Bodies, excluding the Conference will prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council, which will provide its views to each of the bodies and: a) maintain a consolidated programme of work b) review progress against the Programmes of work once every two years.	Council	2009-2010	0	-	0.2
The Revision of Basic Texts (costs)							
		Costs of revising the Basic Texts for all Governing Bodies: Work to be carried out by Legal Office and CCLM for revisions of Basic Texts	Management	2008-11	0.2	2009-11	0

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Evaluation, Audit and Organizational Learning

10) **Evaluation** Members and management agreed with the IEE that strong evaluation was indispensable for both the Governing Bodies and for senior management and that the conduct of evaluation must be responsive to, but operationally independent of, both. Evaluation in FAO was already of a relatively high standard and provided a strong foundation to build on further. The learning and accountability functions of evaluation were essential for both the Governing Bodies and management and for confidence in the evaluation function. Transparency was important, as well as clarity on institutional arrangements. The Organization's evaluation policy, strategy and institutional arrangements will be incorporated in a "Charter" which will be subject to [Council](#) approval.

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11) **Audit:** Members welcomed the measures taken to ensure effective audit functions and Management's general agreement with the IEE recommendations. They noted the high audit standards in FAO, supporting continued development of *ex post* control, transparency, coherence within the UN system and audit independence and autonomy in budget and staffing. The Governing Bodies will examine the internal audit workplan and Management will proceed with ending audit membership in decision making committees within FAO to limit potential conflict in interest. The

Audit Committee should provide its reports to the Governing Bodies through the Finance Committee and be available for consultation with the Governing bodies as appropriate.

Evaluation, Audit and Organizational Learning - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
Evaluation							
7.10 a)		Establishment of evaluation as a separate office inside the FAO secretariat structure reporting to the Director-General or his Deputy and to the <u>Council</u> through the Programme Committee.	Management/ <u>Council</u>	Jan 2009	0	-	0
7.11		Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8-1.0% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the Programme of Work and Budget approval process, fully protected and allocated in full to the evaluation office. <u>All donors</u> are requested to respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.	Conference	2009 - 2011	0	-	4.5
7.10 d)		Evaluation staffing: a) Recruitment of evaluation director at D2 level. <u>A panel consisting of representatives of the Director-General and Governing Bodies, as well as evaluation specialists from other UN agencies will review the terms of reference and statement of qualifications for the post, and then participate in a panel to screen and select an appropriate candidate.</u> The Director of evaluation will serve for a fixed term of four years with the possibility of renewal for a maximum of one further term, with <u>no possibility for reappointment within FAO to another post or consultancy for at least one year</u> . b) All appointments for evaluation of staff and consultants will follow transparent and professional procedures with the first criteria being technical competence but also with attention to considerations of regional and gender balance. The Director of evaluation will have the main responsibility for the appointment of evaluation staff and the responsibility for appointment of consultants in conformity with FAO procedures.	Management/ Programme Committee	Oct 2008	0	-	0 Difference between D1 and D2 covered in increase in Budget above
7.10 b)		Quality assurance and continued strengthening of the evaluation function: a) Strengthening of existing independent peer review of major reports b) Biennial review <u>by a small group of independent peers for conformity of work to evaluation best-practice and standards</u> c) Evaluation of the evaluation function every six years	Evaluation Director	2008 first peer review 2010	0	-	0 part of above increase in evaluation budget

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Appointment and Term of Office of the Director-General - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.20		<p>Introduce procedure <u>and Basic Text changes to strengthen opportunity for the FAO Membership to appraise candidates for the post of Director-General prior to the election, including:</u></p> <p>a) <u>Candidates for the post of the Director-General will address the Conference at which the election will be held. Members will have the opportunity to put questions to candidates;</u></p> <p>b) <u>Candidates for the post of the Director-General will address a session of the FAO Council and provide details of their qualifications, not less than 60 days from the Conference at which the election will be held. At that session both Members and observers to the Council will have the opportunity to put questions to candidates (candidates expenses in attending the session will be covered if required – the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made);</u></p> <p>c) <u>Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session;</u></p> <p>d) <u>When the post of Director-General is due to become vacant it will be advertised widely, together with desirable qualifications (as approved by the Conference). When the vacancy is as a result of the expiry of a normal term of office, advertisement will be no less than 12 months before the closure of nominations.</u></p>	Conference	2009	0	-	?
4.20		<p>Change Basic Texts for period of office of the Director-General <u>to four years with possibility of renewal for one further period of four years</u></p>	Conference	2009	0	-	0

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