

**Co-Chairs' Aide Mémoire of Twelfth Meeting of CoC-IEE WG II
18 and 21 July 2008**

Lamya Al-Saqqaf and Natalie Feistritzer Co-Chairs

- 1) **Reporting arrangements to the Governing Bodies by the Director-General on Plans and Performance:** Members agreed that it was important to improve dialogue and transparency on the Organization's plans and performance. Additions to the draft Immediate Plan of Action (IPA) are shown in Annex 1 under "Further Actions to Improve the Effectiveness of FAO Governance".
- 2) **Appointment of Staff of Permanent Representations to posts in FAO as staff or consultants:** Members agreed that the most important issue was full transparency and the application of standard criteria for all appointments, as discussed in Working Group III (Additions to the draft IPA are shown in Annex 1 under "Further Actions to Improve the Effectiveness of FAO Governance").
- 3) **Bureau of the Council and Role of the Independent Chairperson of the Council:** While many Members argued that a Bureau would be of assistance to the Independent Chairperson of the Council in improving the efficiency, effectiveness and Member ownership of governance, most members did not consider that a Bureau would provide significant additionality. In this context there was general agreement that the facilitation role for governance of the Independent Chair of Council should be reinforced and this should be reflected in the Basic Texts in line with the functions introduced by speakers at the meeting (Additions to the draft IPA are shown in Annex 1 under "The FAO Council").
- 4) **Membership of Council:** Members resumed discussion of options for Council membership focusing on proposals which would increase the total number of members across the regions but with a divergence of views on how large an increase there should be. Some Members continuing to prefer a reduction in the overall size of the Council. There was general recognition of the special case concerning the European region, given the significant increase in Member States since the last changes in the number of Council members in 1977. Several regions supported an increase of two seats for most regions with Europe having an additional three seats and the South West Pacific one more seat (North America would remain as at present with two seats covering the two Member Countries from that region). It was agreed to resume discussion of the issue on 9 September by which time Members would have obtained further clarification from capitals and discussed in greater depth in their regional groups.
- 5) **Review of Draft Sections of the Immediate Plan of Action – Governance Reform:** The Working Group reviewed the Immediate Plan of Action draft to date and further changes resulting from that review and the meeting are reflected in track changes in Annex 1.

B. Governance Reform (Draft Section of Immediate Plan of Action)

Governing Bodies

Governance Priorities

- 2) There are two major and distinct functions of the FAO Governing Bodies:
- 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; and
 - the executive policy decision making and oversight for FAO as an Organization, including its programme and budget.

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Governance Priorities - 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)	
4.4 & 4.5	a)	Global policy coherence and regulatory frameworks: 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 take into consideration policy issues and instruments 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:

- be the ultimate venue for discussion and decision on **global issues of food and agriculture and requirements for regulatory instruments, normally** following their discussion in, and the receipt of recommendations from, the Technical Committees and the Regional Conferences;
- 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).

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 policy issues and legal frameworks, normally 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 developed in appropriate negotiating and drafting groups (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 plenary meetings 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.

5) **Membership of the Council:** A relatively small increase in the size of the Council to ensure a more balanced representation of the regions – remaining to be considered

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.

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) The Council will exercise the following functions of Governance which will be clarified as necessary in the Basic Texts:</p> <p>i) the major role in deciding and advising on:</p> <ul style="list-style-type: none"> • workplanning and performance measures for the Council itself and for other Governing Bodies excluding the Conference; • monitoring and reporting performance against these measures; and • strategy, priorities and budget of the Organization; • the overall programme of work; • major organizational changes, not requiring Conference changes of Basic Texts; <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; • there are transparent, independent and professional audit and ethics oversight • there is transparent, professional 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 2008 Implementation 2009 onwards	0	-	-
			b) The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	Council	2009	0	-
4.8		<p>c) The Council will meet more flexibly on the request of members and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) - Section C Chart 1 Programme and Budget planning and review cycle:</p> <p>i) There will be a short meeting (minimum two days) after each session of the Programme and Finance committees.</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
		d) The Council Report will consist of resolutions, decisions and recommendations (verbatim to provide detail and be published in all languages)	Council	2009	0	-	1.3
4.8		e) The Council will no longer discuss global policy and regulatory issues, unless there is an urgent reason to do so (to be handled by the Technical Committees and the Conference)	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] - a few members dissented	Conference	2009	0	-	?
		g) The Independent Chairperson of the Council: <u>Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO, eliminating any potential for conflict of roles with the managerial role of the Director-General and, including, in addition to chairing meetings of the Council:</u> i) <u>serve as an honest broker in arriving at consensus between members on controversial issues;</u> ii) <u>liaise with the Chairs of the Programme and Finance Committees and CCLM on their work programmes and as appropriate with the chairs of technical committees and regional conferences, normally attending the Programme and Finance Committees and regional conferences;</u> iii) <u>liaise with regional groups on the work programme of the Council;</u> iv) <u>liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the regional conferences;</u> v) <u>ensure that the Council is kept abreast of developments in other fora of importance for FAO's mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the Rome based food and agriculture agencies;</u> vi) <u>drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.</u> <u>The Basic Texts will also specify:</u> vii) <u>desirable qualifications (competencies) for the Independent Chair</u> viii) <u>that the Independent Chair is required to be present in Rome for all sessions of the Council and will normally be expected to spend at least six to eight months of the year on this task, primarily present in Rome (expenses will be covered for this period at ADG rate with the discontinuation of the standard allowance).</u>	Conference	2009	-	-	0
4.15		i) 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		j) Introduce Basic text changes for functions, reporting lines, etc.	Conference	2008-2009	0	-	0

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7) **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 [Section C](#) 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.

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) - <u>(minimum number of sessions normally four per biennium)</u>;</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;</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; <u>and</u></p> <p>vi) <u>The Finance Committee will no longer be required to review the WFP Strategy.</u></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 expected to propose representatives with the necessary technical qualifications, and:</p> <p>a) chairs will be elected by the Council on the basis of their individual qualifications 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 (countries may substitute their representative during the term of office with a representative of adequate qualifications);</p> <p>c) <u>six</u> alternates will also be elected <u>by the Council</u> on the <u>regional basis</u> as above (4+2). If a <u>country which has a member on a committee</u> cannot be present for a meeting <u>or substitute its member</u>, he or she will be substituted by an alternate from their electoral group, thus avoiding that a seat remains empty during a meeting;</p> <p>d) committees, including joint meetings will be open to non-speaking observers.</p>	Council	2011	0	-	-
				2008			

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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)	
		The CCLM will be open to non-speaking observers	Council	2008	0	-	0

Regional Conferences

8) 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; providing inputs to the Council and Conference on FAO priorities and in discussing such issues as intra-regional trade and investment. This role may vary from region to region. They will become a full part of the governance structure, feeding into the Conference and Council.

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 the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council Exercise an oversight function for FAO programmes in the region – reporting to the Council b) Ways of working – Regional Conferences will: <ul style="list-style-type: none"> be convened normally once in every biennium on the decision of the Members of FAO from the region and with full consultation among members on agendas, formats, dates & duration and need for the Conference appoint a rapporteur. 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 to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture papers for regional conferences will be concise and focused with a limited number of precise action recommendations. 	Conference	2008	0	-	-
		Introduce changes in practice, including ways of working and reporting lines as specified in the Action Matrix	Conference	2008	0	-	1.8
		Introduce Basic text changes for functions, reporting lines, etc.	Conference	2009-2011	-	-	0
		Independent review of regional conference performance	Council	2014	0.3	2016	0

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Technical Committees and Ministerial Meetings

9) **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.

10) 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.

11) **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.

Technical 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)	
Technical Committees:							
4.11		<p>Technical Committees: The Committees will report to Council on FAO's budget, 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 and normally at least once in each biennium. They will address priority emerging issues and may be convened especially for this purpose; • the Chair will facilitate full consultation with Members, on agendas, formats and duration <p>c) More use will be made of parallel 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, etc.

12) The statutory bodies and conventions will be strengthened, enjoying more autonomy within the framework of FAO and a greater degree of self-funding. They will have a direct line of access to the FAO Governing Bodies.

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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 (incorporated 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

Further Actions to Improve the Effectiveness of FAO Governance

13) A series of supporting actions are envisaged to strengthen FAO governance with respect to ensuring the independence, transparency and efficiency of the Governing Bodies, as well as the dialogue with senior management .

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Further Actions to Improve the Effectiveness of FAO Governance – 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
4.1 c)		<u>Commission an in-depth independent review of the workings of the Governing Bodies following the reforms, with a view to further improvements</u>	Conference/ Council	2015	0.5	2015	0
8.6 b)		<u>In order to further transparency and communication the Director-General will report to and regularly dialogue with each session of the Council and the Joint Meeting of the Programme and Finance Committees on the:</u> <ul style="list-style-type: none"> • <u>Strategic Framework and Medium-term Plan priorities;</u> • <u>Priority goals which senior management has established for immediate progress;</u> • <u>annual and biennial performance</u> 	Council	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)	
para 745		Staff from permanent representations to FAO will only be recruited to posts and consultancies following normal FAO procedures of transparency and competition improved in line with Section C. They will not be eligible for recruitment by FAO before a break in service from their work in the permanent representation to FAO at least equal to that applied to retirees from FAO	Management	2008	0	-	0
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

14) 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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15) 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.

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)	
7.10 c)		<p>Approval by the Council of a comprehensive evaluation policy incorporated in a "Charter" , including the above, and</p> <p>a) a Deputy Director-General will continue to chair the internal evaluation committee to provide advice to the Director-General and this Committee will also interact with the Programme Committee;</p> <p>b) the rolling evaluation plan will continue to be approved by the Governing Bodies following consultation with the internal evaluation committee;</p> <p>c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;</p> <p>d) all evaluation reports, management responses and follow-up reports will continue to be public documents, fully available to all FAO Members. Efforts to discuss and bring the reports to the attention of all concerned Governing Body members will also be further strengthened through consultative groups and workshops on individual evaluations;</p> <p>e) the evaluation office will have an institutionalised advisory role to management on results based management and programming and budgeting, reinforcing the feed-back and learning loop;</p> <p>f) evaluation will be well coordinated within the UN system, taking account of the work of the Joint Inspection Unit (JIU) and the evaluation office will continue to work closely with the United Nations Evaluation Group (UNEG).</p>	Council	2009	0	-	0
7.10 c)		The provisions for evaluation as approved in the Charter reflected in the Basic Texts	Council	2010	0	-	0
Audit							
7.9 a)		In line with current policy the work of the Inspector-General's office will be extended to major organizational risk areas	Management	2009	0	-	0
7.9 b)		<p>The Audit Committee will:</p> <p>a) have a membership which is fully external agreed by the Council on the recommendation of the Finance Committee;</p> <p>b) present an annual report to the Council through the Finance Committee</p>	Management/ Council	2008	0	-	0
7.9 f)		The External Auditor will assume responsibility for audit of the immediate office of the Director-General	Council	2009	0	-	?

Appointment and Term of Office of the Director-General

16) It is recommended that the post of Director-General be widely advertised together with the job description (candidatures, as now, will only be proposed by Member Countries). Measures will be enhanced to require the candidates to formally make a presentation to the Council and Conference and respond to questions prior to election. The term of office will be changed to a four year term, with the possibility for only one single renewal for a further term of four years, making a total of eight years potential period of office.

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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 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:</p> <p>a) 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;</p> <p>b) 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 (the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made);</p> <p>c) Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session;</p> <p>d) 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.</p>	Conference	2009	0	-	?
4.20		Change Basic Texts for period of office of the Director-General to four years with possibility of renewal for one further period of four years	Conference	2009	0	-	0

Deleted: candidates expenses in attending the session will be covered if required –

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Governance priorities:		
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Bureau: Establish a Bureau – to be decided		