

**Chair's Aide Mémoire First Meeting of the Conference Committee
for IEE Follow-up (CoC-IEE) – Friday, 14 December 2007**

- 1) **IEE Resolution and Statement by the Director-General to the Committee:** The Conference Committee (CoC-IEE) recalled Resolution 5/2007 of the 34th Session of the Conference “Follow-up to the Independent External Evaluation of FAO” (attached as Annex 1). The CoC-IEE also appreciated the Director-General’s commitment to the IEE follow-up process as reiterated in his opening statement (attached as Annex 2).
- 2) **Decision on the number and areas of mandate of working groups:** The Committee decided that there should be three working groups examining IEE follow-up and concentrating in the three areas below, indicated in Resolution 5/2007:
 - a) FAO vision and programme priorities (CoC-IEE-WG I);
 - b) governance reform (CoC-IEE-WG II); and
 - c) reform of systems, culture change and organizational restructuring (CoC-IEE-WG III).
- 3) **Chairs and members of working groups (WG):** Members reached agreement in principle on the persons to be appointed as chairs and vice-chairs of Working Groups I and III and co-chairs for Working Group II (the names of the persons to be notified to the CoC-IEE secretariat at the latest by 21 December). It was also agreed that the seven regional groups would each nominate up to three countries to be members of each working group in addition to the chairs and vice-chairs and notify the secretariat by 21 December. Any subsequent changes should be notified in writing by the regional group.
- 4) **Working arrangements for WGs:** It was recalled that each WG was responsible for establishing its own internal working arrangements. These could include task forces as appropriate and it could be useful to establish task forces across WGs where issues were common to two WGs. A minimum schedule of meetings was established for working groups up to the end of April 2008 and WGs would organize additional meetings to fulfil their needs and within the limitations of the budget for interpretation. A schedule needed to be established well in advance by each WG to facilitate the logistic arrangements, including interpretation and, as specified in Conference Resolution 5/2007, no WGs should hold sessions at the same time as each other, as this made it difficult for many delegations to participate. WG chairs’ aide mémoires should be produced at the completion of each session recording all conclusions and recommendations. These would be circulated to all members of the CoC-IEE and posted on the CoC-IEE website.
- 5) **The Bureau and co-vice chairs:** It was agreed that the Bureau would be composed of the chair, and two vice-chairs of the CoC-IEE, and one co-vice-chair per region, appointed by the region. The chairs and vice-chairs of the working groups would be invited by the Chair CoC-IEE to be present at all meetings of the Bureau as speaking observers. Regions would notify the secretariat of their Bureau member (co-vice chair) by 21 December. Any substitutes for practical reasons at the time of Bureau meetings would be notified to the chair prior to the Bureau meeting.
- 6) **Coordination:** It was agreed that the Chair CoC-IEE, assisted by the vice-chairs and secretariat, would ensure coordination of all activities of the Conference Committee, including liaison between the working groups, the meeting schedule and the timely production of deliverables. It was recalled that the role of the Bureau was one of administrative and logistic coordination and that the substance of the findings and

recommendations of WGs would be considered by the CoC-IEE as a whole.

7) **Overall timetable:** A fixed minimum schedule of meetings was agreed as contained in Annex 3 for the period January-April 2008, in view of the need to: i) agree working arrangements, an indicative schedule of work and timetable of deliverables before the end of January; ii) provide a progress report by 1 May 2008, as specified in Conference Resolution 5/2007; and iii) enable members to establish their schedules. This takes account of holiday periods and the meetings planned by the Rome-based agencies, which is provided as background in Annex 3 Appendix A.

8) **Development of a schedule of deliverables:** To provide background for the meetings of the working groups in January 2008, the CoC-IEE secretariat was requested to provide:

- a) information on the interpretation time available to the groups from the available budget;
- b) a summary for each working group, bringing together the IEE main findings, recommendations, and the “management response in principle”;
- c) discussion papers for their first meetings on a possible schedule of deliverables; and
- d) suggestions of additional information requirements from the FAO Secretariat at large and their timing.

9) **The CoC-IEE secretariat:** The Committee welcomed the proposed arrangements for a single unified secretariat to service the CoC-IEE, its Bureau and working groups, including inputs into the development of deliverables and liaison with the FAO Secretariat at large for the provision of inputs to assist the work of the Committee. The CoC IEE secretariat will thus provide:

- a) organizational support for all meetings, and the drafting of aide mémoires and reports;
- b) liaison with the FAO Secretariat in the provision of inputs to assist the working groups and the CoC-IEE itself in their discussions and decision making; and
- c) administration of the budget for the work of the Conference Committee and supporting activities (the overall budget summary for the use of the US\$ 4 million IEE follow-up budgetary provision is provided as Annex 4).

10) The secretariat will consist of a secretary (D1 level or above), one other senior professional and three junior/support staff, as well as some funds for consultants which may be used to support the work of the CoC-IEE on specific tasks. The Committee requested the Director-General that, as had been agreed for the IEE itself, there be a waiver of strictly internal procedures relating to requirements for clearances and waivers at the level of the Director-General and his Deputy for fee rates, hiring personnel over the age of 62, etc. and internal selection procedures for the staff and consultants.

11) **Information requirements:** It was noted that a website has been established for the Conference Committee which is accessible from the FAO Home Page and has the following address <http://www.fao.org/iee-follow-up-committee/home-iee.html>. This site includes links to the IEE report, management response and the FAO Conference Report and Resolution. All documentation will be posted there, including agendas and meeting schedules. It will shortly be expanded to include the possibility for members to password access a site for email interchange.

12) **Director-General’s Representative and inputs from the FAO Secretariat:** The Committee welcomed the assurances of the Director-General that the FAO Secretariat would

provide all necessary support to its work. It was agreed to request the Director-General to designate a representative to the CoC-IEE. Members suggested various arrangements for the Director-General to also designate focal points, representatives or resource persons within the FAO Secretariat for CoC-IEE Working Groups, technical areas and departments and for headquarters and decentralized offices. The Chair of the Committee has written to the Director-General, inviting him to designate his representative or representatives and to clarify working arrangements to assure the timely provision of the necessary inputs from, and dialogue with, the FAO Secretariat.

13) Recalling that the Director-General had undertaken to implement an early series of quick wins and other actions in follow-up to the IEE and that the CoC-IEE was required by Conference Resolution 5/2007 to “provide ongoing review and feedback on the implementation of all actions, including *inter alia* quick wins, being undertaken by the Director-General, on those areas of the IEE follow-up lying essentially within his authority, recognizing that some actions are subject to the provision of the requisite budgetary resources”, FAO management was requested to make available a schedule of the deliverables intended by the Secretariat in time for consideration by the working groups beginning on 14 January. This should include expected costs and their timing from both Regular Programme and extra-budgetary resources. It would provide a basis for the CoC-IEE to provide its views on the intended actions as well as a basis for monitoring which, as proposed by the Director-General, should be facilitated by regular management reporting on progress against the schedule.

14) **Presence of non-governmental observers at Conference Committee sessions:** The Committee appreciated the support which NGOs provided to the achievement of FAO’s goals and objectives but, in view of the requirement for inter-governmental negotiation and decision making on IEE follow-up, decided not to invite the presence of non-governmental observers in its sessions or those of its working groups.

15) **Compensation of the Chair of the CoC-IEE:** The Committee endorsed a compensation arrangement for the Chair of the CoC IEE as summarised in Annex 4.

CONFERENCE

REPORT

Thirty-fourth Session of the Conference

(Rome, 17-24 November 2007)

INDEPENDENT EXTERNAL EVALUATION OF FAO ¹

1. Having recalled the Hundred and Thirty-third Session of the Council Report, the Conference unanimously welcomed the Report of the Independent External Evaluation (IEE) of FAO. It shared the assessment of the Council that the evaluation was the most comprehensive, wide-ranging and forward-looking evaluation conducted of a UN organization. It agreed that the IEE had fully met its terms of reference. The evaluation had followed a sound methodology, which was consultative of the views of the main stakeholders. It was comprehensive, evidence-based and provided valuable and well documented findings and recommendations for the future of FAO.
2. The Conference welcomed the Management Response “In Principle” (document C 2007/7 B). In particular, it appreciated management’s statement to the Conference of support for IEE implementation of “reform with growth” and management’s determination to immediately initiate reforms and improvements, in line with the recommendations of the IEE which lay within the effective authority of the Director-General and which did not have incremental cost implications.
3. The Conference expressed its appreciation to all those who had contributed to the IEE process, especially the IEE core team, the Chair of the Council Committee for the IEE, Ambassador Perri, and the Independent Chairperson of the Council, Professor Noori-Naeini who had led the Friends of the Chair process. The invaluable support extended by the FAO Director-General, the Secretariat, especially Mr. John Markie, Chief of the Evaluation Service and his colleagues, was also appreciated.
4. In approving Resolution 5/2007, the Conference reaffirmed the commitment of the membership to the fulfilment of FAO’s mandate. Agriculture remains central in addressing the world’s problems of hunger, poverty and economic and social development. It was recognized as being crucial in addressing the challenges of climate change and the sustainable management of natural resources. The IEE had found that the world needed FAO, but a more relevant, effective and efficient FAO. Building on the results of the IEE, the Conference declared its determination to move forward speedily, with dynamism and unity in the renewal of the Organization, making it fit and responsive to the needs of the 21st century.
5. The Conference adopted the following Resolution:

¹ C 2007/7A.1-Rev.1; C 2007/7A.1-Corr.1; C 2007/7A.2; C 2007/7B; C 2007/II/PV/3; C 2007/II/PV/4; C 2007/PV/11.

RESOLUTION 5/2007²
Follow-up to the Independent External Evaluation of FAO

THE CONFERENCE,

1. **Recalls** its Resolution 6/2005 in 2005 to undertake the Independent External Evaluation of FAO, with a view to “chart the way forward” for FAO.
2. **Welcomes** the IEE report which will provide the basis for Members’ decision making on an integrated package of reform with growth for the Organization. **Welcomes** also the Director-General’s Management Response “In Principle”, which will further assist Members’ decision making.
3. **Reaffirms** the global mandate of FAO for food, agriculture and the related natural resource bases and **welcomes** the renewed global emphasis on the important role of agriculture for the present and future wellbeing of all, **stressing** the importance of the Millennium Declaration and the major contributions which the Organization has to make in supporting the three agreed Goals of Member Nations as stated in the Strategic Framework:
 - overcoming hunger and malnutrition;
 - agriculture’s contribution to sustainable economic and social development; and
 - conservation and sustainable use of the natural resource base.
4. **Reaffirms** its political will and determination to seize this opportunity and to undertake early and well considered action for a programme of FAO renewal, in the overall context of UN system reforms.

The Conference decides to:

5. **Develop** an Immediate Plan of Action and a Strategic Framework for FAO renewal after a systematic review of the IEE report and its findings and recommendations and the management response. The Plan of Action will address:
 - a) an FAO vision and programme priorities:
 - i) priorities and programme adjustments for the period 2009-2011; and
 - ii) a draft covering the major elements of a long-term Strategic Framework and a draft Medium-Term Plan;
 - b) governance reform;
 - c) reform of systems, culture change and organizational restructuring:
 - i) institutional culture change and reform of administrative and management systems; and
 - ii) restructuring for effectiveness and efficiency.

In addressing each of the actions for reform, the Immediate Plan of Action will specify: the financial implications; targets to be achieved; timetable for implementation; and implementation milestones over the period 2009-2011.

6. **Convene** a special session of the FAO Conference in the latter part of 2008, immediately preceded by a shortened session of the Council. This special session of the Conference will provide for the entirety of the membership to come together to discuss and decide upon proposals for an Immediate Plan of Action and make decisions on the budgetary implications.
7. **Establish** a time-bound Conference Committee under Article VI of the FAO Constitution, mandated to complete its work with the presentation of proposals for an Immediate Plan of Action to the Special Session of the Conference in 2008. This Committee will be open to full participation by all Members of the Organization. It will strive for transparency and unity in its work and will collectively decide the

² C 2007/PV/9.

final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. It will conduct its work in all the languages of the Organization. The functions of the Committee, without prejudice to the statutory functions of the standing committees of the Council, are to:

- a) recommend to the Conference proposals for the Immediate Plan of Action as defined in paragraph 5 above; and
 - b) provide ongoing review and feedback on the implementation of all actions, including *inter alia* quick wins, being undertaken by the Director-General, on those areas of the IEE follow-up lying essentially within his authority, recognizing that some actions are subject to the provision of the requisite budgetary resources.
8. In order to maintain the necessary momentum in reaching agreement on an Immediate Plan of Action for FAO reform with growth, to request the Conference Committee to initiate its work in December 2007 and develop its working arrangements, indicative schedule of work and timetable of deliverables before the end of January 2008. Considering that the special session of the FAO Conference should be held no later than November 2008, the Conference **requests the Committee to provide a progress report by 1 May 2008 and its final report before the end of September 2008**, and give early attention to:
- a) a detailed review of the IEE report, including each of the IEE recommendations, in order to develop preliminary conclusions to guide the further work of the Committee;
 - b) development of information requirements for decision making, including requirements from the Secretariat to assist the Governing Bodies in arriving at conclusions on each of the areas referred to in clause 5 above;
 - c) providing guidance for: drafting any agreed governance reforms requiring consideration by the Committee on Constitutional and Legal Matters (CCLM); such in-depth studies as may be required; and any immediate proposed adjustments in such areas as the programme of work and budget during 2009, administration, human resources and organizational structure; and
 - d) agreement on draft major elements of a strategic framework and medium-term plan; development of suggestions for further follow-up to be undertaken during 2009 and beyond; and any special arrangements of the Governing Bodies required for further development and implementation of a programme of FAO renewal.
9. **Appoint** Prof. Mohammed Saeid Noori-Naeini as Chair, and Ms Agnes van Ardenne van der Hoeven and Wilfred Joseph Ngirwa as Vice-Chairs of the Committee. The Committee shall appoint its Bureau and co-Vice-Chairs respecting regional representation. The meetings of the Bureau will be open to non-speaking observers and will address exclusively administrative and organizational matters.

The Conference further decides:

10. In the interests of efficiency, the Committee of the Conference will establish such task-defined working groups as it requires to prepare individual inputs for its consideration. The working groups will be made up of a maximum of three member country representatives per region. Meetings of the working groups will be open to observers from the whole of the FAO membership, ensuring transparency, and will conduct their work in all languages of the Organization. In order to assure that all Members may be present at Working Group and Bureau sessions, no meetings will be held simultaneously with the same timings nor will they coincide with Bureau meetings. The chairs of the Committee, the Bureau and the working groups will ensure that aide-mémoires are available to the FAO membership following each session. The Chairperson of the Committee will present its final report to the Special Session of the Conference.
11. FAO management will provide full support, as requested, to the workings of the Conference Committee, its Bureau and its working groups.

12. In conducting its work, the Conference Committee will decide when necessary to call on the Committees of the Council to give their advice on aspects of the reform process within their mandates.
13. The Conference recognizes the need for additional resources for the 2008-09 Regular Programme Budget of the Organization to fund the implementation of this Resolution, amounting to US\$4 million and provided for in Resolution 3/2007. (Adopted on 23 November 2007)

Annex 2: Statement by the Director-General to the First Meeting of the Conference Committee for IEE Follow-up

Thank you for inviting me to address this first meeting of the Conference Committee for IEE follow-up.

Commitment of Management

I want to first of all reassure you that I, and the entire FAO Secretariat, share your determination to reform and transform the Organization. I know I have already expressed this in the IEE management response, and in my statements to the Plenary at last month's Conference. I have also said this in the letter I wrote to the Chairs of the Regional Groups two weeks ago.

However, this sincere commitment is worth repeating at the start of your formal discussions on the IEE follow-up so that there is no doubt that the Director-General and the management of FAO stand firmly behind the IEE.

We appreciate the confidence you have placed in us through the approval of a maintenance budget that provides a stable basis on which to move forward. The budget resolution also gives an incentive to go the extra mile to achieve further efficiency savings. These conditions will enable us to focus on the many areas for early implementation under my authority, while at the same time creating flexibility to adjust to any decisions the Conference may take in 2008.

I therefore take this opportunity to inform the Committee of the steps I am taking to provide the necessary support to your work, and to take actions within my authority to achieve early reforms and improvements.

Support to the Committee and the IEE follow-up process

In the three weeks since the conclusion of Conference, I have put in place the internal arrangements in the FAO secretariat necessary to fully support the IEE follow-up process and to secure the active involvement of staff at all levels.

- A Reform Group of senior representatives from every headquarters' department and office, with arrangements for consultations with decentralized offices, held its first meeting on 12 December. The Group will coordinate and monitor the implementation of early actions and "quick wins" under my authority, and will also prepare information as may be requested by the Conference Committee.
- Responsibility for implementing the "quick wins" and supporting the immediate plan of action is being assigned to concerned ADGs.

- A schedule of weekly Senior Management Meetings and monthly Programme and Policy Advisory Board meetings has been established to provide policy guidance and review progress on implementation and support.
- The Joint Advisory Committee on FAO Reforms has been reactivated to foster open dialogue between management and staff representative bodies.

I am also ready to designate my representative if requested by the Committee.

These measures will ensure our full support to the Conference Committee and its working groups in preparing the immediate plan of action and providing details on the implementation of all actions on IEE follow-up that I am undertaking within my authority.

Early reforms and improvements

On the latter point, I am laying the groundwork for early and rapid implementation of those IEE recommendations that are within my authority to implement, as identified in the Management Response “In Principle”. My letter to the Chairs of the Regional Groups outlined some of the decisions I am prepared to take:

- Concerning the recommendation of the IEE on the Joint FAO/IAEA Division, I have written to the IAEA Director-General providing the required 12 months notice to wind up the Joint Division, and forge a new cooperative arrangement. Of course, a decision on this matter rests with the membership, but my action should widen members’ flexibility for decision-making and could accelerate the implementation of any decision that you may take in 2008;
- We will also undertake a careful review of all professional posts already vacant, and those falling vacant during 2008, similar to what we did before and during the reforms in 2005-06. We will also pursue selective delayering of Director-level posts, consistent with the spirit of the guiding principles of the 2005 reforms and the IEE recommendations. The objective of all this is to contribute towards efficiency savings and provide greater flexibility for decision-making on programmes and structure by the Conference in November 2008.
- We will proactively identify other savings and efficiency gains to deliver the programme of work with US\$ 22 million less resources, including through reduced travel costs, and establishing efficiency savings targets for all managers so as to further institutionalize the search for efficiencies and productivity gains in the work of the Organization.
- I have indicated that I would phase out pilot activities of SPFS in 2008 to focus on support to national and regional programmes for food security; and I would systematically integrate Telefood projects into larger ongoing rural development programmes or projects.
- I am ready to contract an external agency specialized in institutional analysis and culture reform to carry out the “root and branch” review of all aspects of management and administration, as recommended by the IEE. We will aim to have results of the review and the proposed actions before the Committee submits its report in September 2008. Draft terms of reference for the “root and branch” review have already been prepared so the tender process can begin immediately.

- In the meantime, administrative and human resources improvements can be initiated. For example: assigning responsibility for selection of professional and national officer staff to ADGs; implementing a recruitment strategy to improve gender and geographic representation profiles; decentralizing further the TCP approvals; and initiating the systematic development of an “Enterprise Risk Management Framework”.

Subject to guidance provided by the Committee, I am ready to prepare and submit to your subsequent meetings, for your review and feedback, progress reports on all actions being undertaken on IEE follow-up within my authority. We are also ready to start the strategic reviews that will underpin preparation of the new Strategic Framework. We agree with the sense of urgency conveyed by the Conference resolution on the IEE and are ready to provide these details for your next meeting in January 2008.

Funding of early actions

Many of the actions for early implementation under my authority will contribute to institutional culture change and reform of administrative and management systems. Some are foreseen within the maintenance budget, but others will need to be funded by voluntary contributions of Members.

The Conference resolution on the budget provided US\$ 4 million for the IEE follow-up process, such as servicing the meetings and documentation of the Conference Committee, the working groups, Bureau and task forces. The resolution encourages members to provide voluntary contributions to facilitate areas of early implementation. I do hope that during the coming weeks and months, developed and developing countries alike will be able to make extra-budgetary contributions. Adequate funding of the implementation of early actions is essential for the accomplishment of the follow-up actions.

Conclusion

In conclusion, Mr. Chairman, I commend the determination of Members to move forward speedily, with dynamism and unity in the renewal of FAO, as set forth in the IEE Resolution adopted by Conference. You have a challenging task ahead, to deliver the immediate plan of action for consideration by the November 2008 Conference.

You can be assured of my personal commitment to help you meet this challenge. The secretariat very much look forward to working with all Members in making our Organization better fit for the 21st century.

Thank you.

Annex 3 Proposed fixed schedule of meetings CC-IEE:follow-up January – April 2008	
January	
Working Group I meeting	Monday 14
Working Group II meeting	Tuesday 15
Working Group III meeting	Friday 18
Bureau	Wednesday 23 a.m.
CC-IEE:follow-up	Wednesday 23 p.m.
February	
Working Group I meeting	Tuesday 19 a.m.
Working Group II meeting	Tuesday 19 p.m.
Working Group III meeting	Wednesday 20 a.m.
Bureau	Wednesday 20 p.m.
March	
Working Group I meeting	Wednesday 19 a.m.
Working Group II meeting	Wednesday 19 p.m.
Working Group III meeting	Thursday 20 a.m.
Bureau	Thursday 20 p.m.
April	
Working Group I meeting	Monday 28 a.m.
Working Group II meeting	Monday 28 p.m.
Working Group III meeting	Tuesday 29 a.m.
Bureau	Tuesday 29 p.m.
CC-IEE:follow-up	Wednesday 30 p.m.

Annex 3 Appendix A Provisional FAO/IFAD/WFP Calendar of Main meetings 2008		
JANUARY	WFP Induction Session for Executive Board Members and Observers ***	16
	WFP Informal Consultation on the Strategic Plan***	17
	WFP Informal consultation on Costs Issues ***	17
	Representatives to FAO visit to Tanzania	24 Jan- 5 Feb
	121 FC	30
FEBRUARY	IFAD Conveners and Friends Seminar*	1
	WFP First Regular Session of the Executive Board	4-8
	IFAD/Governing Council	11-15
MARCH	29 NERC	1-5
	IFAD Conveners and Friends Seminar*	10 (tentative)
	83 CCLM	17-18
	Easter Monday	24
APRIL	25 ARC	31/03-4/04
	30 LARC	14-18
	IFAD/Executive Board	21-25
MAY	29 APRC	19-23
	99 PC	26-30
	122 FC	26-30
JUNE	IFAD Conveners and Friends Seminar	6 (tentative)
	WFP Annual Session of the Executive Board	9-13
	26 ERC	23-27
JULY		
AUGUST		

Annex 3 Appendix A Provisional FAO/IFAD/WFP Calendar of Main meetings 2008

SEPTEMBER	IFAD/EB	8-12
	UNGA	16
	84 CCLM	29-30
OCTOBER	123 FC	6-10
	100 PC	6-10
	34 CFS	13-17
	WFD	16 (Thursday)
	WFP Second Regular Session of the Executive Board	27-31
NOVEMBER	135 CL	14
	C Special Session	17-22
DECEMBER	IFAD/Executive Board	15-19

Annex 4 Estimated IEE- Follow-up Budget 2008	US\$ (000)
78 days of interpretation (Arabic, Chinese, English, French, Russian, Spanish)	1,170
500,000 words (equivalent to about 1,000 original pages) translation (Arabic, Chinese, English, French, Russian, Spanish)	1,000
Chair of CoC-IEE (total travel, compensation, etc.)	270
Secretariat to CoC-IEE (3 Professional, 2 General Service staff)	700
Incremental cost of Special Session of Conference (versus budgeted cost of CL 135)	200
Incremental costs of strategic reviews and consultative processes to support development of draft Strategic Framework and Medium-Term Plan	400
Additional human resources to support unforeseen technical requirements of working groups on FAO vision and programme priorities, governance reform, and culture change	260
Total estimated budget	4,000

Annex 5: Compensation to the Chair of the Conference Committee for IEE Follow-up (CoC-IEE)

It was recalled that the Chair of the CoC-IEE, Professor Noori Naeni is not a representative of his Government, whereby his expenses are covered by his Government. It was thus necessary to compensate him for loss of earnings from his posts in his home country and cover his costs of working primarily in Rome to fully follow and support the work of the Committee. The Committee endorsed a compensation agreement with Prof. Noori at the rate of € 475 per day when actually working on the CoC-IEE. As is the usual practice Prof. Noori's travel and per-diem would also be provided at the normal rates paid to consultants and non-staff when present in Rome. These costs would be covered by the additional US\$ 4 million identified in the 2008-09 FAO Budget for IEE-Follow-up.