

# Chair's Progress Report to the Conference Committee for IEE Follow-up (CoC-IEE) May 2008

Conference Resolution 5/2007 requested the Conference Committee for IEE Follow-up (CoC-IEE) to provide a progress report on its work by 1st May 2008. The initial discussion will take place at the meeting of the CoC-IEE on 30 April on the basis of the verbal reports to that meeting of the CoC-IEE Chair and the Working Group Chairs' reports. This CoC-IEE Chair's Progress report will be available in all languages for a more in-depth discussion at the meeting of the CoC-IEE on 15 May.

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## Chair's Foreword – the Challenge Before Us

*We, the membership of FAO undertook the Independent External Evaluation of FAO (IEE) with the common goal of achieving a better FAO in the service of all its Members. We have driven forward holding this goal continuously in mind and maintaining a momentum, which is in many ways remarkable. We did however, set our sights very high and are committed to having the main elements of an action plan for “FAO Renewal” before the Special Session of the Conference, beginning on the 17 November 2008. This means we must complete our work in September.*

*This can only be achieved if we redouble our efforts as Members and request management to join-hands with us, moving forward in joint endeavour. This at a time when great challenges face the world in food and agriculture. FAO must play its pivotal role in addressing the current food crisis and the immediate actions required to address hunger; in response to climate change and the many other threats and opportunities for rural people and for food and agriculture. Early action requires FAO but enduring and effective action in future needs a stronger FAO. We must vigorously pursue IEE follow-up while also dealing with the immediate, if the continuing challenge is to be met.*

*My thanks to all of you for the effort so far in actively participating in the Working Groups, under the very capable leadership of your Chairs and vice-chairs and with the assistance of the Bureau and secretariat.*

*We are now moving from understanding the IEE and completing our own analysis to decision making. The CoC-IEE needs to begin to make rigorous decisions. For this we need a continued willingness for constructive dialogue and a will to move forward. The 2009 Conference will make the final decisions on the Strategic Framework, Medium-Term Plan and Programme of Work and Budget, but the upcoming special session of the Conference will decide the Immediate Action Plan. A major input to this is required from Management and from all of us.*

### Introduction

1) At its Hundred and Twenty-seventh Session in November 2004, the Council agreed to launch an Independent External Evaluation of FAO (IEE). Following a preparatory process by FAO members in an inter-sessional working group, the FAO Conference in 2005 fully endorsed the decisions of the Council to initiate the IEE as soon as possible. The IEE presented its report which was considered in a Friends of the Chair Process, in preparation for the November 2007 Council and Conference. 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. .... The Conference welcomed the Management Response “In Principle”. 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*” (for the Regular Programme Budget).

2) The conference further unanimously approved Resolution 5/2007 Follow-up to the Independent External Evaluation of FAO (see Annex II) which established and provided the mandate for the CoC-IEE, stating “*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 ; 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.*

3) *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 ... below;*
- 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.”*

4) In defining the Immediate Action Plan the Resolution stated, “*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 (a) systems; and*
  - ii) *restructuring for effectiveness and efficiency.”*

## Overall Progress to Date

- 5) In conformity with the resolution, the CoC-IEE held its first meeting on Friday 14 December 2007. Three working groups were established (see Annex III):
- a) CoC-IEE Working Group I – FAO Vision, Programme and Priorities;
  - b) CoC-IEE Working Group II – Governance Reform
  - c) CoC-IEE Working Group III – Reform of FAO Systems, Organization and Culture.
- 6) The Director-General also appointed his overall representative to the CoC-IEE and his representative to each Working Group (Annex IV).
- 7) The Working Groups held their initial meetings in January and established time-tables of deliverables which were approved *inter alia* by the CoC-IEE on 23 January as part of its consideration of the initial reports of the Working Groups. These work-plans have been largely held to and an overall indicative rolling road map for the remainder of the CoC-IEE process has now been prepared and is attached as Annex V.
- 8) Management also developed a road map for Early Implementation on deliverables lying within the authority of the Director-General. Progress on this is being reviewed periodically in Working Group III.
- 9) In line with the Resolution, the Working Groups have held their first meetings in January 2008. They have largely completed their initial review of the CoC-IEE recommendations and their initial conclusions are provided in subsequent sections of this report, **it being clearly understood by all that no conclusions of the CoC-IEE are final until their consideration the full Committee.**
- 10) The results of the deliberations of the Working Groups are available through a dedicated website found on the FAO home page ([www.fao.org/iee-follow-up-committee/home-iee.html](http://www.fao.org/iee-follow-up-committee/home-iee.html)).

## The Next Steps

- 11) The indicative Road Map (Annex V), specifies the schedule for the remainder of the work. Significant areas remaining for further in-depth review include:
- a) Strategic Objectives;
  - b) The indicative Medium-Term Plan framework of planned results;
  - c) Headquarters and decentralized organizational structures;
  - d) The evaluation function;
  - e) Human Resource Policy;
  - f) Secretariat Culture Change; and
  - g) The functions and Membership of the Council and the Programme and Finance Committees.
- 12) Management will have the major responsibility for developing proposals in a significant number of areas for consideration by the CoC-IEE through its Working Groups. These include:

- a) indicative strategic objectives, programme results framework, global governance priorities and indicative resource requirements, including priority themes (elements of the Strategic Framework and Medium-term Plan);
- b) organizational restructuring (decentralized and headquarters);
- c) resource mobilization strategy;
- d) partnerships;
- e) culture change within the secretariat; and
- f) human resource policy.

13) The management is also carrying forward the Root and Branch Review of all aspects of administrative servicing, contracting purchasing, financial management and systems, human resources, and Information Technology and Communication systems and at a later stage a corporate risk assessment.

14) A priority task will be to develop in close consultation with Management the actions and time frame for implementation on all recommendations of the CoC-IEE. This will form part of the Immediate Action Plan proposed to the special Session of the Conference.

## **Progress in Developing Conclusions**

### ***Elements of the Strategic Framework and Medium-Term Plan***

15) **Goals of Member Nations:** Members considered that the three Goals of Member Nations set in the 1999 Strategic Framework remain valid. They had stood the test of time, were carefully negotiated and balanced. The Goals formed the apex of the hierarchy of FAO objectives contributing to a means-end relationship. They will be further reviewed but most Members considered significant changes were not required. The context for the Goals will be provided in the Strategic Framework but no specific preamble was considered necessary. The three Goals as stated in the 1999 Strategic Framework are:

- a) Access of all people at all times to sufficient nutritionally adequate and safe food, ensuring that the number of chronically undernourished people is reduced by half by no later than 2015;
- b) The continued contribution of sustainable agriculture and rural development, including fisheries and forestry, to economic and social progress and the well-being of all; and
- c) The conservation, improvement and sustainable utilization of natural resources, including land, water, forest, fisheries and genetic resources for food and agriculture.

16) **Strategic Objectives:** The Strategic Objectives form the next layer in the hierarchy of Objectives below the Goals of Member Nations and form part of the Strategic Framework. They will reflect Members' priorities for the longer-term, provide a direction and indicate the main areas for impact with a time horizon of 10-15 years (currently, for example to 2020). They will clearly contribute with a direct causal relationship to the achievement of one or more of the three Goals of Member Nations. Most members of Working Group I thus, considered that the Strategic Objectives should be specified for the sectors of Crops, Livestock, Fisheries and Forestry and for distinct multi-sectoral areas (such as: Food and Nutrition, including food safety; cross-cutting areas of Natural Resource Management; and Livelihoods, including the restoration of livelihoods following emergencies). The majority considered that most of these could be better considered as means-to-ends within the sectors. This would also make the whole understanding of the strategic objectives simpler and facilitate responsibility and accountability. Members of Working Group I, further:

- a) Came to broad agreement on a time-frame for review and revision within the hierarchy, with the Strategic Objectives fixed every 10-15 years as part of the Strategic Framework but reviewed at regular intervals in the context of the Medium-Term Plan (results would have a four year time horizon but be reviewed every two years as part of the Medium-Term Plan);
- b) Reiterated that the number of Strategic Objectives should be limited in number;
- c) Agreed that “results” must be targeted, time bound and measurable, but expressed diverse views on the extent to which targets could be set or progress systematically assessed at the strategic objective level, given that FAO was making a rather small contribution to the achievement of national, regional and global objectives. Some members considered that FAO’s contribution to progress on each Strategic Objective should be evaluated, but others considered that this would not be a productive use of scarce resources.

17) The Working Group requested management to now propose for its discussion an indicative but comprehensive possible set of strategic objectives within a means-ends hierarchy, taking into full consideration the guidance provided by the Working Group to date. The Working Group’s proposals for Strategic Objectives are expected to be finalised in May

18) **Results** have been defined as the results that FAO commit to, and will be held responsible for achieving, in the Medium Term (four years), based on its comparative advantages, in order to contribute to the achievement of Strategic Objectives. These Results will often, though not always, be achieved by one organizational unit. They represent the first-order level means-ends the causal chain beyond what FAO produces, i.e. requiring up-take and use by *immediate user* groups, and are stated in terms of what it is expected to be the result of the application of FAO products and services by this first level of users. In order to be able to measure and report on the achievement of organizational results, indicators, means of verification, baselines and targets are formulated related to a given timeframe.

Results form part of the Medium-Term Plan and an indication of results are expected to be developed by management as part of its proposals for the elements of the Medium-Term Plan.

19) **Priority Themes** The priority themes will provide a focus within the strategic objectives, contributing to the Strategic Objectives. They will thus bring together groups of results to impact in a shorter time-frame in high priority areas for the near future, leaving flexibility for decision making and prioritization to reflect emerging challenges, and:

- a) Act as “Flagships” providing a communication and advocacy tool on high profile work, enabling the Organization to better attract extra-budgetary funding and partnerships to complement the Regular Programme resources;
- b) Facilitate less rigidly tied and pooled funding of extra-budgetary resources, as well as facilitating Governing Body oversight of the use of those resources in line with agreed priorities;
- c) Often be on cross-cutting topics but this would not exclusively be the case, for example the topic of livelihoods is cross-cutting but the code of conduct for responsible fisheries concerns a specific sector;
- d) Be limited in number in order to achieve their objective as a tool for focusing, mobilising and communicating the use of resources, though the guidance from the IEE

recommendation of six Themes may be too restrictive and some extra-budgetary resources would also be mobilised for other purposes; and

- e) Be of limited duration in line with Medium-Term Plan, but could be renewed or modified and would have clear targets and indicators.

20) Priority themes form part of the Medium-Term Plan and an indication of results are expected to be developed by management as part of its proposals for the elements of the Medium-Term Plan, with completion of discussion of priority themes by Working Group I planned for May.

### ***Consideration of Strategies and Programmes***

21) **Overall priorities:** Working Group I will develop its specific advice to the CoC-IEE on priorities in its discussion of Strategic Objectives and Priority Themes. In discussion to-date priority was reaffirmed in the crops, fisheries, forestry and livestock sectors and of food and nutrition policy. High priority was given to policy support and capacity building including for technology application to increase production. Livestock will require specific attention to reflect its relative importance as a sector. Emphasis was also given to Basic data and statistics; Environment and natural resource management; and Emergencies and rehabilitation. It was noted that Knowledge management, Gender mainstreaming and Women's empowerment, are integral to FAO's overall programme.

22) **Consideration of Strategies:** The Working Group is considering strategy notes in the following areas in order to provide advice to management in developing for its further consideration priority proposals and the elements of the Strategic Objectives and the Medium-term Plan. Summaries of the views expressed have been recorded in the Chairs' aide mémoires and this review is expected to be completed on 8 May:

- a) Advocacy and communication (completed)
- b) Capacity building (completed)
- c) Knowledge management (completed)
- d) Emergencies and rehabilitation (completed)
- e) Investment Support (completed)
- f) Fisheries (completed)
- g) Forestry (completed)
- h) Livestock (completed)
- to be completed
- i) Crops
- j) Assistance to policy & strategy & Economic, social and food and nutrition policy
- k) Gender mainstreaming and women's empowerment
- l) Basic data and statistics
- m) Environment, Climate Change & natural resources management
- n) Partnerships

23) Overall review and comments were also made to assist management in developing the elements of the Medium-term plan proposals with respect to: Institutional support to agricultural development, including higher education and research; Agri-business; Land and soils; Water and Irrigation; Crop production and IPM; Legal Services; and Joint work with IAEA.

24) Specific issues outstanding include the future of the International Rice Commission and future Joint work with IAEA. Partnership and clarity in specification of objectives to be achieved in terms of benefits to members, have been particular areas of emphasis in the discussion.

### ***Programme and Budget Structure and Process for Consideration by the Governing Bodies***

25) All three Working groups have considered aspects of the Programme and Budget Structure and the Process for consideration by the Governing Bodies. In addition to the points discussed above in the context of Strategic Objectives, Results and Priority Themes, there has been general agreement to recommend to the CoC-IEE:

- a) Moving the FAO Conference to May/June of the second year of the biennium from 2011 with accompanying shifts in the calendar of the other Governing Bodies sessions to facilitate a better reflection of the recommendations of the Technical Committees and Regional Conferences. The Conference will decide on overall budget level and the basic programme of work for the next biennium and refinements to this on the basis of the approved budget level will be approved by a session of the Council in November/December, immediately prior to the start of the new biennium. It was noted that this process should integrate:
  - i) advice from the Regional Conferences on priorities and programmes to feed into sessions of the technical committees prior to consideration of the advice of both in finalising programme proposals in the Council for submission to the Conference;
  - ii) flexibility to adjust resource allocations with adequate Governing Body oversight to reflect changing and unforeseen circumstances. Management should report on actual expenditures and their purpose to a session of the Council at the end of the biennium Year 1, which would review the progress of implementation and make any necessary programme adjustments;
  - iii) early in the biennium Year 2, a meeting open to all Members and other interested donors (such as major foundations and the World Bank) to consider extra-budgetary needs in support of national and regional programmes and the Priority Themes: to improve mobilisation of these resources; their integration with the Regular Programme resources; and their predictability;
  - iv) early involvement of the Governing Bodies in the priority setting process during the first year of each biennium;
- b) With regard to the Programme and Budget documentation:
  - i) The Strategic framework would adopt a 10 - 15 year time horizon and would be integrated with the Medium-Term Plan with Strategic Objectives reviewed at regular intervals;
  - ii) Information on extra-budgetary funding should be realistic and indicate both sources and purposes;
  - iii) Results should have clearly specified targets and verifiable indicators with progress systematically reported in the Programme Implementation Report;
- c) Some members considered that there should be separate administrative and programme budgets; and

- d) With regard to the Programme and Budget secretariat formulation processes, the full participation of the regional representatives was emphasised.

26) Management will provide a joint meeting of Working Groups I and III on 5 May with a revised elaboration of the programme and budget cycle and the objective hierarchy.

### ***Resource Mobilization***

27) Members generally agreed with the IEE proposals for resource mobilization. Regular Programme and extra-budgetary resources should be integrated and support agreed priorities. The agreed National Medium-term Priority Frameworks, specific regional priorities and the Priority Themes must provide an integrated basis for resource mobilization, with overall central coordination but decentralization of authority, especially for resource mobilization at country level.

28) In Priority Themes, extra-budgetary funding should support Regular Programme resources devoted to priority themes, not the other way around, with clear advantages to pooled rather than project funding. Priority Themes will serve to mobilise resources, joining the Regular Programme budget with attraction of extra-budgetary resources, and facilitate more open ended and pooled extra-budgetary resources and Governing Body oversight. Themes should unite normative and technical strengths for support to Member Countries, integrating all funding sources. Development should be through close interaction between the Secretariat and Membership taking into account the views of relevant donors. Also:

- a) Integration of resources would contribute to increased transparency and accountability;
- b) There should be Governing Body oversight of, and transparency in, acceptance of extra-budgetary resources, with some flexibility necessary in areas such as emergencies;
- c) Integration of extra-budgetary resources is crucial to address priority themes and the National Medium-term Priority Frameworks; and
- d) Pool funding is desirable but will have to develop gradually through confidence building and establishment of governance mechanisms.

29) Regarding an FAO Foundation, many Members supported the proposal in principle though noted reservations about possible costs. However, establishing such a foundation was not considered to be an immediate priority and merited further consideration, building in part on TeleFood experience.

30) There was consensus that parties should increasingly directly fund conventions, agreements, treaties and similar instruments as is the practice in other international agencies and which also encourages greater responsibility and self-governance by the parties. This change would be gradual and some support from the FAO Regular programme should continue.

### ***Arrears and Late Payments***

31) Members did not agree that appointments of staff or access to TCP should be conditional upon a country's contribution status. Working Group III looked forward to the further discussion of the issue in the Finance Committee, and most Members agreed:

- a) On prominent display of the status of Member Country payments on the FAO website;

- b) On more rigorous application of existing provisions with regard to voting rights and Council membership for Members in arrears;
- c) That charging interest on borrowings brought about by arrears to the Organization's interest income would not be desirable as this was being used to build up the funds to cover after service liabilities;
- d) That charging interest on late payments could be further explored;
- e) On the need to ensure that unrecoverable debt was not carried forward indefinitely on the balance sheet;
- f) Positive incentives for payment should be further explored and this could include:
  - i) Payment schedules to smooth income and reduce borrowing;
  - ii) Permitting payment in local currencies;
  - iii) Reviewing arrears for bad debts.

### **Organizational Change**

32) Members agreed that form should follow function and that functions were now becoming clearer enabling discussion to move forward. Many members also emphasised that while overall organizational structure and the principles underlying it should be determined by the Governing Bodies, the more detailed organizational arrangements, such as configuration of Headquarters Divisions and distribution of Country Offices were a management responsibility, subject to Governing Body comment but not requiring Governing Body approval.

33) **Decentralized Structure of FAO:** In a preliminary discussion, Members stressed the importance of FAO's decentralized offices and emphasised that they should be specifically tailored to country and regional needs. There was general support for the overall thrust of IEE recommendations, noting the need for greater decentralization of authority and better integration of offices into FAO's decision-making processes:

- a) on the merits of consolidating offices through multiple accreditation, joint representation with IFAD and IICA, and the integration of FAO representation into the UN Resident Coordinators office; Greater partnership was generally supported but Representatives of the Latin America and Caribbean region did not generally favour full merger of offices with IICA. Some members, particularly in the Africa region expressed concern about the negative impacts on programme delivery should decentralised offices be closed or downgraded, while many others stressed that the decentralized office structure needed to be cost-effective and supported the IEE proposed criteria in making decisions on arrangements for country coverage;
- b) for sub-regional offices, it was noted that these were intended to function as technical hubs of professional expertise rather than as a layer of management. Members from Latin America and the Caribbean did not favour closure of country offices and their replacement with additional sub-regional offices. In Asia, Members' preliminary judgement was that rather than additional sub-regional offices in the region, the functioning of the existing regional office should be strengthened;
- c) for Country level representation, Members were in general in agreement with the principle of subsidiarity emphasising devolution of authority to the country level with, for example, responsibility for Telefood, and increasing authority over budgetary and administrative matters:

- i) the criteria proposed by the IEE for deciding on country coverage (see below) received support from many members:
  - (1) possibilities for partnering in the UN system and with regional organizations such as IICA, including shared offices in the Resident coordinator system and joint offices with IFAD;
  - (2) the size of the FAO programme, its relevance to FAO's priorities and the possibility to develop a coherent programme with National Medium-Term Priority framework;
  - (3) size and poverty levels of the agriculturally dependent population;
  - (4) level of development with priority to LDCs;
  - (5) potential for agriculture in economic development;
  - (6) ease of servicing the country from a nearby country; and willingness of governments to cover costs of FAO country presence, especially in middle income and developed countries.
  
- ii) FAORs were the vital point of interaction between countries and the Organization. Recruitment selection criteria should be clear and the process fully transparent. It was essential for FAO Representatives to have a good knowledge of the Organization and the issues of the country in which they served. There must be a results based assessment system for FAORs and benchmarks for the overall assessment of decentralized office performance.

34) Many Members favoured freezing any further net transfers of resources from Headquarters to the decentralized offices until an adequate budget could be assured for the technical work carried out at headquarters. All Members considered that the present situation of an inadequate budget to ensure the continuous staffing of Country offices was unsustainable.

35) Working Group III will examine the issues of decentralization further on 30 April and May 6.

**36) Headquarters Organizational Structure:** In preliminary discussion, most members agreed with the underlying principles proposed by the IEE for the strengthening of FAO's organizational structure including:

- a) A manageable span of control of the number of reports to managers at all levels including the Director-General;
- b) Consolidation of units at all levels to reduce fragmentation and costs of senior posts, reducing FAO's tendency to work in silos;
- c) Budget allocations for senior management to facilitate cross-unit and cross-departmental work;
- d) Better integration of headquarters and decentralised offices with representation of the latter in senior management decision making processes;
- e) Flexibility in unit structure depending upon functions and size;
- f) Delaying, with reduction of senior posts including D1 and D2 levels, with the introduction of dual grading of posts including D1/D2 and P5/D1 (management noted that some measures for progressive delaying were already in effect with the elimination of some D1 level posts and that it was possible to introduce dual grading of posts which had been done in some other UN organizations);

- g) Promotion of management by results with clear frameworks for action and delegation and accountability for management within the frameworks and policy guidelines (management clarified that delegation of authority could proceed even if all Departments did not have a divisional structure);
- h) Achievement of cost savings;
- i) General agreement on establishment of a consolidated Office of Strategy, Resources and Planning to integrate overall strategy development, programme planning and resource mobilization;
- j) Consolidation of IT functions into one division for greater efficiency and responsiveness. Members agreed with Management's view that deployment of an IT officer to each Department would not be an efficient use of resources as long as the consolidated services respond to departmental IT needs
- k) Greater priority and focus on livestock. There should not be a separate livestock department but adequate work on the sector between the concerned divisions and departments must be assured;
- l) Several groups of Members supported the proposal of two additional Deputy Directors-General to free the Director-General to concentrate on policy and strategy issues, and communication of policy messages. It would ensure better integration of work and fuller representation of the decentralised offices. Decrease in number of ADGs would offset the cost implications. Other Members expressed concerns about an additional layer, additional cost and creation of two major silos. If there are two additional Deputy Directors-General, selection criteria should first be competence and due consideration of geographical balance should also be reflected in the appointments; and
- m) There was a large measure of agreement that the Deputy Director-General should be the Chief Operating Officer overseeing and coordinating day-to-day work.

37) Continued discussion is scheduled in Working Groups III and also jointly with Working Group I for the first days of May.

### ***Partnerships***

38) There was general support for the IEE recommendations on partnerships from Working Groups I and III. Partnership was not an end in itself but must become an increasing modality for FAO. Members stressed :

- a) the importance of collaboration amongst the Rome based agencies, noting collaboration with IFAD in several technical areas but stressing that more progress should be made on shared services with WFP and IFAD. It was agreed that the Governing Bodies of all three organizations needed to be more active in securing greater progress in partnering for technical programmes, services and areas such as advocacy and country representation;
- b) the importance of partnerships at regional and country levels, emphasising collaboration with the UN family and regional organizations at country level; and
- c) Welcomed partnerships with the private sector with some Members stressing careful selection to safeguard FAO's reputation for impartiality and others taking the view that FAO was excessively risk averse.

39) The working groups plan to review the Management's Strategy Note on Partnerships on May 21.

### **Culture Change in the Secretariat, including Approach to Risk**

40) Members noted that culture change is a long-term process based on participation and improved communication horizontally and vertically. It was closely linked to human resource policies and a culture of responsibility, accountability and incentives. Members will discuss the Management paper on this topic on April 29. Members generally agreed with the conclusions of the IEE's analysis and considered that FAO is excessively risk averse. There was agreement on the importance of moving from *ex ante* to *ex post* controls, and the negative impact of controls and lack of delegation on staff motivation. Members noted that:

- a) Financial risk is an expert area, though there is need to avoid theoretical approaches to analysis and assessment;
- b) Rapid progress can be achieved even before the Root and Branch review is completed to simplify *ex ante* and strengthen *ex post* controls, move from a rule based to policy based approach and delegate authority, given the necessary training; and
- c) A culture and system must be in place to build on the accomplishments of changes in business models and practices and thus ensure that best practice continues to be applied in future.

41) Members agreed on the need for a corporate-wide **Enterprise Risk Management Framework** and noted that in-house expertise is not available and extra-budgetary resources would be required. It was noted that management planned that a study should be carried out subject to funding in 2009.

42) **Ethics:** Members welcomed the proposal to appoint an Ethics Officer and subsequent establishment of an Ethics Committee.

### **Administration, Support Services, Human Resources and Finance**

43) **The Root and Branch Review:** A Root and Branch review is being contracted by Management as part of the immediate actions to outside consultants and will cover all aspects of administrative servicing, contracting purchasing, financial management and systems, human resources, and Information Technology and Communication systems. Working Group III will have its first interaction with the team in May.

44) In addition to the Root and Branch Review Working group III has emphasised early action specifically with respect to:

- a) delegations of authority from the Office of the Director-General for human resource actions;
- b) introduction of dual grading of posts;
- c) delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices;
- d) streamlining of travel procedures;
- e) local procurement for emergencies; and
- f) opening of temporary operational cash accounts in the field.

45) **Human Resource Policies and Practices:** Members stressed the value of FAO's human resources. An overall policy is a priority for the Governing Bodies, ensuring transparency but avoiding micro-management. In preliminary discussion Members emphasised:

- a) Proven management skills should be important for the appointment of managers in addition to provision of appropriate management training;
- b) Development of criteria and a system for staff rotation;
- c) More resources for staff training;
- d) Wider publication of FAO vacancies;
- e) Improved gender and geographical balance, particularly regarding developing countries;
- f) Introduction of an Organization wide staff appraisal system based on realistic performance targets and objective assessment criteria;
- g) Decentralisation and delegation of decision making within clear policies and requirements;
- h) Development of a junior professional programme aimed at developing countries;
- i) Greater facility and encouragement for staff lateral transfer between posts to acquire competencies and for career possibilities;
- j) More transparency in recruitment of consultants;
- k) More transparency in the recruitment of senior staff and FAORs;
- l) The Governing Bodies needed to be more involved in oversight of human resource policies, possibly through the Finance Committee;
- m) Governing Body action and action by management was needed to also secure changes at the UN Common System level.

46) Working Group III will further discuss human resource policy as of the 29 April.

47) **Information Technology and Communication Systems:** Members welcomed Management's agreement with the IEE recommendations including:

- a) Ensuring the coordination and compatibility of computer systems;
- b) Deployment in the near future of a field version of Oracle adapted to FAORs' needs;
- c) Consolidation of IT functions into one division for greater efficiency and responsiveness. Members agreed with Management's view that deployment of an IT officer to each Department would not be an efficient use of resources as long as the consolidated services respond to departmental IT needs;
- d) The desirability of increasing harmonisation and cooperation among the Rome-based agencies, recognising that the differences in corporate IT systems required longer-term planning for fundamental changes.

48) **Finance:** Members appreciated that actions already being taken by Management were largely in line with the IEE recommendations. They appreciated management agreement that in the medium-term it would be possible to move to Regular Programme budgeting and accounting in both Euros and US dollars and introduce accounting in multiple currencies for extra-budgetary resources.

### ***Oversight and Organizational Learning***

49) **Evaluation:** In a preliminary discussion of the evaluation function, members noted that independent evaluation has a critical role to play for effective operation, results and transparency of the Organization. Accountability for results and impacts and lessons for improvement are essential to both the Governing Bodies and Management. Members considered that the evaluation unit should be operationally independent with:

- a) A dedicated budget decided upon by the Governing Bodies, which could figure separately in the Programme of Work and Budget;
- b) Independence in the selection of evaluators; and
- c) A separate office with direct lines of reporting to the Governing Bodies and the Director-General, with the Programme Committee continuing as the most appropriate interface.

50) Working Groups I and II will conclude discussions on this topic on 28 April.

51) **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 should examine the internal audit workplan and Management should proceed with ending audit Membership in decision making committees within FAO to limit potential conflict in interest.

### ***Global Governance for Food and Agriculture***

52) Members agreed that FAO must strengthen its role as convener, facilitator and source of reference for global policy coherence and codes, conventions and agreements. The Organization must have an authoritative voice on behalf of rural people, the poor and those benefiting from the agriculture. Members noted the need for:

- a) Greater emphasis on global policy coherence to ensure adequate food and nutrition for all and not regulatory instruments alone;
- b) Study of current regulatory frameworks for food and agriculture with an overall map of responsibilities, overlaps and interactions with other bodies;
- c) Rapid development of an initial policy agenda pending outcome of the study.

53) The majority of Members expressed support to a role for FAO Governing Bodies and Secretariat in reviewing relevant governance discussions and instruments being developed in other bodies than FAO. These may have important implications for the hungry, sustainable agriculture and food and constitute a strong feature of the Organization's approach to global governance. Such discussion should also be joined up to alert national governments to the wider implications of such developments. Some Members argued that their governments have well considered national positions and that FAO should not make points about discussions in other global fora which could also lead to duplication of work.

### ***Functions and Structure of the Governing Bodies***

54) **Functions of the Conference and Council:** The Working Group on Governance Reform has re-emphasised the executive role of the Council. At the same time the Working Group has stressed the role of the Conference with respect to global review of the world food and agriculture situation, and the development of global policy coherence and governance on behalf of FAO's stakeholders (the malnourished, agriculturally dependent people and food consumers)<sup>1</sup>. It concluded that the Council already concentrated on executive oversight of the FAO secretariat, its budget and programmes. The main venue for discussion and decision on global governance issues should be in the Conference, following their discussion in the

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<sup>1</sup> It was noted that the Conference includes specialists in its Commissions to a much greater extent than the Council and is fully representative of the membership as a whole, as are the Technical Committees which are made up of specialists.

Technical Committees and the Regional Conferences.

55) This distinction of roles between the Council and the Conference could be further reinforced, reducing duplicative discussion. The Council would naturally continue to consider the recommendations for priorities, policies and strategy in the work of the Organization emanating from Technical Committees and Regional Conferences. The Conference would continue to set the overall objectives, strategy and budget of the Organization. Members drew specific attention to the need to provide more focus for the Conference itself, not overburdening its agenda and making it more attractive for participation by Ministers and senior officials.

**56) Programme and Finance Committees:** Members agreed that the Programme and Finance Committees should function better to support the Council's role in executive governance. The Committees should make clear recommendations and give more attention to policies, strategies and priorities. Members agreed that membership needed to ensure regional balance. Also:

- a) the committees should be open to non-speaking observers;
- b) the chairs should be elected in a personal capacity and should not occupy seats of their electoral groups;
- c) the members should be elected with due attention to their technical qualifications but that the members are countries not individuals
- d) the countries should be able to replace their members if they become unavailable before the expiry of their term of office, as is in fact the current practice; and
- e) if a member cannot be present for a meeting, he or she may be substituted by another member from their electoral group, thus avoiding that a seat remains empty during a meeting.

57) A Co-Chairs' options paper for Functions and Composition of the Council and Programme and Finance Committees will be reviewed in Working Group II on 28 April with discussion continued if necessary on May 7.

**58) Regional Conferences:** Members expressed the view that the Regional Conferences have an important potential role in governance for: policy coherence in their region; discussion of priorities in global governance as they relate to the region; and in determining FAO priorities. This role may vary from region to region. FAORs, and relevant regional and headquarters staff should attend the Regional Conferences which should:

- a) Become a full part of the governance structure, feeding into the Conference and Council. This will require a revision of the Basic Texts;
- b) Develop issues for regional policy coherence;
- c) Exercise an oversight function for FAO programmes in the region;
- d) As possible, hold the sessions in tandem with other inter-governmental regional bodies concerned with agriculture (for example IICA for Latin America and the Caribbean);
- e) Be convened by the Members of the regions, with more consultation on agendas, formats and duration;
- f) Have their Chairs, or as appropriate the rapporteurs, who remain in office between sessions and present the regional conference report to the FAO Council and Conference.

59) Some Members further considered that, as recommended by the IEE, there should be an evaluation of performance of the Regional Conferences in six years to consider their effectiveness.

60) **Technical Committees and Ministerial Meetings:** Members emphasised that the Technical Committees are fundamental to FAO's work. Most Members considered that:

- a) the Committees should 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;
- b) Chairs should remain in office between sessions;
- c) More use should be made of informal sessions and side events, taking care that developing countries and small countries are well represented;
- d) informal sessions with NGO and private sector representatives could be useful but care should be taken to include representation from developing countries;
- e) conferences of parties to treaties, conventions and agreements such as the IPPC should report through the relevant Technical Committee to the Governing Bodies;
- f) The Committee on Agriculture (COAG) should specifically include and devote adequate time in its agenda to coverage of the livestock sector;
- g) The Committee on Commodity Problems (CCP) should strengthen interaction with UNCTAD and WTO;
- h) The Committee on World Food Security (CFS) should meet once per biennium. It also needed to revitalise its role regarding monitoring and driving progress on the World Food Summit Goals and reviewing the State of Food Insecurity in the World.

61) **Ministerial meetings** were useful when matters developed at technical level needed political endorsement or more visibility. However, these should not duplicate work of the Conference or Technical Committees.

### ***Efficiency and Effectiveness of the Governing Bodies and Role of the Independent Chairperson of the Council***

62) **Efficiency and Effectiveness of the Governing Bodies:** There was agreement on the importance of improving the efficiency, effectiveness and Member ownership of governance processes. There should be a rolling work programme for all Governing Bodies, with a monitoring mechanism. Efficiency indicators might be introduced at a later stage. The Working Group on Governance, further considered that:

- a) Duplication of discussion between the Council and Conference should be reduced. Members considered that the Council still needed to prepare the work of the Conference, but this did not mean it needed to meet immediately before it or pre-discuss global governance issues;
- b) The Council, the Programme and Finance Committees and the technical committees should meet more frequently and flexibly, with the duration of sessions being modified according to requirements but often being shorter than at present;
- c) There should be less negotiation of full reports in drafting committees (line-by-line negotiation of the discussion of a meeting as distinct from the decisions was not productive). There could be more formal drafted decisions and recommendations, as was the practice in many other UN Organizations. This would make the actual decisions clearer. These decisions would require drafting committees or Friends of the Chair for their finalisation in the Council but some Members further suggested that a

Chair's aide mémoire or the verbatim would be adequate record of the discussion, as it was the decisions which mattered;

- d) The present operations of the Council in exercising its executive function were constrained by lack of clear cut recommendations and alternatives put for its consideration by the Programme and Finance Committees on policy, strategic and prioritisation issues for the Organization's work;
- e) Regional Conferences and Technical Committee Chairs or their representatives should present the reports of their meetings to the Council and Conference, as was the present practice with the Programme and Finance Committees;
- f) Decisions made by consensus were preferable but the option for voting remained when needed, as at present; and
- g) Informal briefing of representations in Rome before meetings was very useful, though not a total substitute for briefing delegations from capitals.

**63) Independent Chairperson of the Council:** All Members considered that the Independent Chairperson should play a greater facilitation role in further empowerment of the Council to better play its role in governance and oversight and this required her/his more extended presence in Rome. Members considered that the Independent Chairperson:

- a) should have a defined role specified in the Basic Texts;
- b) should continue to be elected by the whole membership at the Conference;
- c) Stressed that there should clearly be no overlapping executive role between the Independent Chairperson and the Director-General; and
- d) Would require limited secretariat support to be effective but views varied on the extent of support required and cost-implications.

#### ***Appointment of the Director-General***

64) With respect to the appointment of the Director-General, Members agreed that proposals of candidates by Member Countries and elections should still be carried out as foreseen in the Basic Texts, and:

- a) agreed that each upcoming election for the post of Director-General should be widely publicised and advertised with terms of reference for the post and desirable competencies;
- b) reconfirmed the need for term limits, with many Members in agreement that a four years, plus four years formula is logically consistent;
- c) agreed that candidates for Director-General should address the Council and/or Conference as part of the election process; and
- d) did not consider that a performance appraisal system should be applied to the Director General as the outcome of any election for a second term would constitute a Member assessment.

## Annexes

### ***Annex I: Indicative Draft Outline of CoC-IEE Report to the Special Session of the Conference (including the immediate action plan & elements of the Strategic Framework and Medium-Term Plan)***

(The Director-General may provide a separate Report to the Special Session or a note within the Introduction to the Report of the CoC-IEE. The Chair CoC-IEE may provide a Foreword to the Report)

#### 1) **Introduction**

- a) The IEE – very brief history and what it covered
- b) Mandate of the CoC-IEE
- c) The structure of working groups and the approach followed.

#### 2) **Draft Resolution of the special Session of the Conference**

#### 3) **Recommendations for the Future - Immediate Action Plan and elements of the Strategic Framework and Medium-Term Plan**

- a) **Priorities and Programmes of the Organization** – Elements of the Strategic Framework and Medium-Term Plan (based on draft prepared by management)
  - i) Elements of a Strategic Vision
  - ii) The Goals of Member Nations (3)
  - iii) Strategic Objectives
  - iv) Results Framework and Priority Themes
- b) **Reform of Programming, Budgeting** and Results Based Monitoring including resource mobilization strategy (based on draft prepared by management)
- c) **Organizational Change** (following management responses based on drafts prepared by the CoC-IEE secretariat in full cooperation with management (costs and savings to be provided by management))
  - i) Country level representation
  - ii) Regional and sub-regional offices
  - iii) Headquarters
- d) **Culture Change in the Secretariat** including risk (based on draft prepared by management)
- e) **Administration, Support Services, Human Resources and Finance** (based on drafts prepared by management with reference to root and branch review and proposed corporate risk assessments and management study)
  - i) Human resource policy;
  - ii) Purchasing, contracting, etc.
  - iii) Information and Communication Technology

- iv) Finance
- f) **Oversight and Organizational Learning** (based on drafts prepared by the CoC-IEE secretariat in full consultation with management)
  - i) Evaluation
  - ii) Audit
- g) **Governance** (based on drafts prepared by the CoC-IEE secretariat)

4) **Immediate and Medium-Term Schedule of Deliverables - Indicative**  
(based on draft prepared by FAO management in consultation with the CoC-IEE secretariat)

- a) Timetable of deliverables and milestones with indicators of achievement
- b) Responsibilities and Implementation Arrangements
- c) Schedule of costs and savings and indications of whether Regular Programme or Extra-budgetary

**Annex II: Conference Resolution 5/2007<sup>2</sup>**  
**Follow-up to the Independent External Evaluation of FAO**

**THE CONFERENCE,**

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- **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.
- **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.
- **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.
- **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:**

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- 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:
  - an FAO vision and programme priorities:
    - priorities and programme adjustments for the period 2009-2011; and

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<sup>2</sup> C 2007/PV/9.

- a draft covering the major elements of a long-term Strategic Framework and a draft Medium-Term Plan;
- governance reform;
- reform of systems, culture change and organizational restructuring:
  - institutional culture change and reform of administrative and management systems; and
  - 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.

- **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.
- **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 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:
  - recommend to the Conference proposals for the Immediate Plan of Action as defined in paragraph 5 above; and
  - 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.

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 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;
- 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;
- 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

- 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.

**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:**

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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.

- FAO management will provide full support, as requested, to the workings of the Conference Committee, its Bureau and its working groups.
  - 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.
  - 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.
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(Adopted on 23 November 2007)

**Annex III: CoC-IEE Bureau and Working Groups Members**

<b>CONFERENCE COMMITTEE for IEE follow-up Members of Bureau and Working Groups</b>				
	<b>FAO vision and programme priorities</b>	<b>Governance Reform</b>	<b>Reform of systems culture change and organizational structure</b>	<b>Bureau</b>
	<b>WG I</b>	<b>WG II</b>	<b>WG III</b>	
<b>Chair</b>	Vic Heard (UK)	Dr Lamy Al-Saqqaf (Kuwait) and Natalie Feistritz (Austria)	R. Parasuram (India)	Professor Noori Naeni
<b>Vice Chair</b>	Dr Horacio Maltez (Panama)		Rita Mannella (Italy)	Ambassador van Ardenne (Netherlands) Ambassador Ngirwa (Tanzania)
<b>AFRICA</b>	Cameroon	Angola	Ethiopia	Eritrea
	Mali	Congo (Rep)	Gabon	
	Zimbabwe	Nigeria	Egypt	
<b>ASIA</b>	China	Sri Lanka	Malaysia	Pakistan
	Viet Nam	Indonesia	Thailand	
	Japan	Pakistan	Philippines	
<b>Europe</b>	Germany	Poland	Belgium	France
	Sweden	Portugal	Netherlands	
	Switzerland	Russian Federation	Finland	
<b>GRULAC</b>	Colombia	Argentina	Brazil	Brazil
	Cuba	Brazil	Guatemala	
	Paraguay	Dominican Republic	Mexico	
<b>NEAR EAST</b>	Egypt	Jordan	Oman	Afghanistan
	Iran	Syria	Sudan	
	Afghanistan	Egypt	Libya	
<b>NORTH America</b>	Canada	Canada	Canada	USA
	USA	USA	USA	
<b>S.W. Pacific</b>	Australia	Australia	Australia	Australia
	New Zealand			

**Annex IV: Representatives of the Director-General to the CoC-IEE**

Representative of the Director-General to the CoC-IEE: Mr. M. Juneja, Assistant Director-General, Department of Human, Financial and Physical Resources (AF)

CoC-IEE Working Group I – FAO Vision, Programme and Priorities: Mr. B. Haight, Director of the Office of Programme, Budget and Evaluation (PBE)

CoC-IEE Working Group II – Governance Reform: Mr. A. Mekouar, Director of the Conference, Council and Protocol Affairs Division (KCC)

CoC-IEE Working Group III – Reform of FAO Systems, Organization and Culture: Mr. T. Alonzi, Director of the Human Resources Management Division (AFH)

### Annex V: Indicative Road Map and Calendar CoC-IEE Sessions

The Indicative Road Map is intended to chart the work of the CoC-IEE and its Working Groups, including deliverables. It will be kept updated with changing circumstances, but as is evident there is very little room for slippage in the schedule.

DATES	WG I	WG II	WG III	CoC-IEE	Notes to table / IEE Recommendation
<b>April</b>					
Thursday 10 April	<p>Main Strategies - conclusion*:</p> <ul style="list-style-type: none"> <li>• Fisheries</li> <li>• Forestry</li> <li>• Support to Development of Investment</li> <li>• Emergencies and Rehabilitation</li> </ul> <p>Format and approach for further strategy papers</p> <p>Approach to Development of Strategic Objectives. <b>Strategies</b> are divided between main strategies on which, subject to further discussion, a main note is required from management and minor programme level strategies which can be dealt with on block in programme results proposals for the CoC IEE report (elements of strategic framework &amp; MTP) <u>see notes</u>.</p>				<p><b>WG I</b> Major strategies are:</p> <ol style="list-style-type: none"> <li>1. Advocacy and communication (IEE Recs 3.4 &amp; 5.10)</li> <li>2. Assistance to policy &amp; strategy &amp; Economic, social and food and nutrition policy (IE Recs 3.18 &amp; 3.23)</li> <li>3. Capacity building (IEE Rec 3.24)</li> <li>4. Knowledge management (IEE Rec 3.3)</li> <li>5. Partnerships (IEE Rec 5.1)</li> <li>6. Gender mainstreaming and women's empowerment (IEE Rec 3.19)</li> <li>7. Basic data and statistics (IEE Rec 3.5)</li> <li>8. Emergencies and rehabilitation (IEE Rec 3.8)</li> <li>9. Investment Support (IEE Rec 3.7)</li> <li>10. Environment, Climate Change &amp; natural resources management (IEE Rec 3.20)</li> <li>11. Fisheries (IEE Rec 3.15)</li> <li>12. Forestry (IEE Rec 3.16)</li> <li>13. Livestock (IEE Rec 3.11)</li> <li>14. Crops (IEE Rec 3.10)</li> </ol> <p>Minor strategies at the programme results level include:</p> <ul style="list-style-type: none"> <li>• Codex and food quality</li> <li>• Institutional support to agricultural development (IEE Rec 3.17)</li> <li>• Joint work with IAEA (IEE Rec 3.13)</li> <li>• Land and soils (IEE Rec 3.12)</li> <li>• Legal support to countries (IEE Rec 3.22))</li> <li>• Production technologies transfer and piloting (IEE Rec 3.21)</li> <li>• Water and Irrigation (IEE Rec 3.14)</li> </ul>

<b>DATES</b>	<b>WG I</b>	<b>WG II</b>	<b>WG III</b>	<b>CoC-IEE</b>	<b>Notes to table / IEE Recommendation</b>
Monday 21 April	<ul style="list-style-type: none"> <li>• Draft Strategies: - Conclusion on further 3-4 main strategies - <u>see notes</u></li> <li>• Strategic Objectives (IEE rec 7.1) <ul style="list-style-type: none"> <li>○ Chair's options paper;</li> <li>○ Elaborated worked example by management</li> </ul> </li> </ul>				<b>WG I Strategies:</b> <ol style="list-style-type: none"> <li>1) Advocacy and communication (IEE Recs 3.4 &amp; 5.10))</li> <li>2) Capacity building (IEE Rec 3.24)</li> <li>3) Knowledge management (IEE Rec 3.3)</li> <li>4) Livestock</li> </ol>
Monday April 28 morning	<b>Joint meeting with WG II</b> <ul style="list-style-type: none"> <li>• Evaluation Function in FAO - conclusion</li> </ul>	<b>Joint meeting with WG I</b> <ul style="list-style-type: none"> <li>• Evaluation Function in FAO - conclusion</li> </ul>		<b>Postponed Bureau</b> <ul style="list-style-type: none"> <li>• Budget and Expenditure report</li> <li>• Roadmap</li> </ul>	IEE Recs 7.10 & 7.11
Monday April 28 afternoon		<ul style="list-style-type: none"> <li>• Options paper – the functions and membership of the Council &amp; Programme and Finance Committees</li> </ul>			IEE Recs 4.8 to 4.10
Tuesday April 29			Update - Root & Branch Review <b>Conclusion</b> <ul style="list-style-type: none"> <li>• Human Resource Policy</li> <li>• Culture Change Policy (staff representatives present for discussion)</li> </ul>		IEE Rec 8.1  IEE Recs 8.2 to 8.8 IEE Recs 6.1 to 6.5
Wednesday April 30 morning				Consideration of Chair's progress report	
Wednesday April 30 afternoon			Decentralized structure of FAO further discussion		IEE Recs 6.19 to 6.22
<b>May</b>					
Monday May 5	<b>With WG III</b> <ul style="list-style-type: none"> <li>• Headquarters Organization</li> <li>• The FAO Revised Programme Model (Budget, Results, Objectives hierarchy)</li> </ul> <b>WG I</b> Time permitting - Conclusion of further 2 draft strategies		<b>With WG I</b> <ul style="list-style-type: none"> <li>• Headquarters Organization</li> <li>• <b>Conclusion:</b> <ul style="list-style-type: none"> <li>○ The FAO Revised Programme Model (Budget, Results, Objectives hierarchy)</li> <li>○ Resource mobilization strategy</li> </ul> </li> </ul>		IEE Recs 6.6 to 6.18 IEE Recs 7.1 to 7.6 a) and c)

DATES	WG I	WG II	WG III	CoC-IEE	Notes to table / IEE Recommendation
Tuesday May 6			<ul style="list-style-type: none"> <li>Headquarters Organization &amp; Decentralized Organization - continued</li> <li>Discussion with Root &amp; Branch Review team</li> </ul>		IEE Recs 6.6 to 6.18 & IEE Recs 6.19 to 6.22  IEE Rec 8.1
Wednesday May 7		<ul style="list-style-type: none"> <li>Continue if necessary discussion of functions and membership of the Council &amp; Programme &amp; Finance Committees</li> <li>Commence consideration of draft initial synthesis report to the CoC-IEE based on Chairs' draft in form of immediate action plan (see notes)</li> </ul>			Synthesis report to the CoC-IEE based on Chairs' draft in form of immediate action plan IEE Recs 4.8 to 4.10  All IEE Governance Recs
Thursday- Friday May 8-9	<ul style="list-style-type: none"> <li>Conclusion of final main strategies (5-6 draft strategies)</li> <li>Strategic objectives – management paper</li> </ul>				
Thursday May 15				Conclude Progress Report on Basis of Chair's draft – includes: <ul style="list-style-type: none"> <li>Indicative Outline of CoC-IEE report to the Conference</li> </ul>	
Friday 21 May - morning	<b>Joint Meeting with WG III</b> <ul style="list-style-type: none"> <li>Conclude on TCP arrangements</li> <li>Consideration of Partnership</li> </ul>		<b>Joint Meeting with WG I</b> <ul style="list-style-type: none"> <li>Conclude on TCP arrangements</li> <li>Consideration of Partnership</li> </ul>		IEE Recs 3.2c) & 7.8 IEE Rec 5.1

DATES	WG I	WG II	WG III	CoC-IEE	Notes to table / IEE Recommendation
Friday May 16 afternoon			<p><b>Continue with a view to Conclusion</b> – Discussion of Organizational Structure</p> <p>Possibly Initiate discussion of consideration of draft initial synthesis report to the CoC-IEE based on:</p> <ul style="list-style-type: none"> <li>• Chairs' draft prepared in consultation with management for i) Organizational structure (IEE Recs 6.6 to 6.22) ii) Approach to Risk, iii) Audit (IEE Rec 7.9); Governance and funding of statutory bodies (IEE Recs 4.6 &amp; 7.6f); and arrears and late payments (IEE Rec 8.16)</li> <li>• Management draft for other areas - <u>see notes column</u></li> </ul>		<p><b>WG III:</b> Management draft to include in form of immediate action plan:</p> <ul style="list-style-type: none"> <li>• programming and budgeting (IEE Recs 7.1 to 7.6a) and c))</li> <li>• TCP (IEE Recs 3.2c) &amp; 7.8)</li> <li>• human resource policy (IEE Recs 8.2 to 8.8)</li> <li>• culture change in the FAO secretariat (IEE Recs 6.1 to 6.5)</li> <li>• administrative services (IEE Recs 8.9 &amp; 8.10)</li> <li>• ICT (IEE Recs 8.11 &amp; 8.12)</li> <li>• coverage and timetable of root and branch review (IEE Rec 8.1)</li> <li>• progress on quick wins in the purview of management</li> </ul>
Monday May 19	<p>Continued:</p> <ul style="list-style-type: none"> <li>• Strategic Objectives</li> <li>• Priority Themes</li> </ul>				<p>IEE Rec 7.1 IEE Rec 7.2</p>
Tuesday May 20		Continue consideration of draft initial synthesis report to the CoC-IEE			
Wednesday 21 May	<ul style="list-style-type: none"> <li>• <b>Completion:</b> <ul style="list-style-type: none"> <li>○ Strategic objectives</li> <li>○ Priority themes</li> </ul> </li> <li>• Initiate discussion of draft elements of Strategic Framework and Medium-Term Plan based on management draft (<u>see notes</u>)</li> </ul>				<p>IEE Rec 7.1</p> <p><b>WG I</b> Strategic Framework includes:</p> <ul style="list-style-type: none"> <li>• global goals;</li> <li>• strategic objectives</li> <li>• cross-cutting strategies</li> </ul> <p>Medium-Term Plan includes:</p> <ul style="list-style-type: none"> <li>• programme results</li> <li>• global governance priorities</li> <li>• priority themes</li> <li>• indicative budgetary requirements for Programme Results</li> </ul> <p><b>Management will plan in which order it can best present sections to WG I</b></p>
<b>June</b>					

DATES	WG I	WG II	WG III	CoC-IEE	Notes to table / IEE Recommendation
Friday 6 June			Continued discussion of consideration of draft initial synthesis report to the CoC-IEE based on: <ul style="list-style-type: none"> <li>Chairs' draft prepared in consultation with management for Organizational structure</li> <li>Management draft for other areas</li> </ul>		
June Date to be determined	•		<b>Complete</b> discussion of draft initial synthesis report		
Friday 13 June	• Continue discussion of draft elements of Strategic Framework and Medium-Term Plan based on management draft				
Monday 30 June		Complete consideration of draft initial synthesis report to the CoC-IEE			
<b>July</b>					
Tuesday 1- Thursday 3 July	<ul style="list-style-type: none"> <li>Complete discussion of draft elements of Strategic Framework and Medium-Term Plan based on management draft</li> <li>Initiate discussion of report to CoC-IEE based on Chair's draft</li> </ul>				Strategic Framework and MTP to include cross-cutting strategies IEE Rec 7.1
Friday July 4			Complete update of synthesis report		
Monday July 14 – Tuesday 15	• Continuation of report to CoC-IEE including draft elements of Strategic Framework and Medium-Term Plan				
Friday July 18				Consideration of report – elements from WG III – Organization & administration	
Monday 21 July				<b>Completion of report – elements from WG III – Organization &amp; administration</b>	

<b>DATES</b>	<b>WG I</b>	<b>WG II</b>	<b>WG III</b>	<b>CoC-IEE</b>	<b>Notes to table / IEE Recommendation</b>
Monday 28 July	• Completion of report to CoC-IEE				
Tuesday 29 - Wednesday 30 July				<b>Initiation &amp; Completion of report – elements from WG II – Governance</b>	
<b>August No Meetings</b>					
<b>September</b>					
Tuesday 9 September				Consideration of report – elements from WG I – Technical Programmes	
Monday 15 – Tuesday 16 September				<b>Completion of report – elements from WG I – Technical Programmes</b>	
Monday 22 September				<b>Finalise CoC-IEE report to Conference</b>	
Friday 26 September				<b>Finalise draft resolution for consideration by Conference</b>	

**Annex VI: Budget and Expenditure Summary – CoC-IEE**

<b>Estimated Budget and Expenditure Performance January - April 2008</b>				
Components of the Budget of US\$ 3.4 million (excludes the US\$ 0.6 million being managed separately by FAO management for the Special session of the Conference and development of the Strategic Framework and Medium-Term Plan)	Budget	Expected expenditure to end April	Actual Expenditure estimate to end of April	% over or under expenditure to end of April
<b>Chair of CoC- IEE (Travel and Honorarium)</b>	<b>270,000</b>	<b>98,182</b>	<b>81,664</b>	<b>-17%</b>
<b>Secretariat to CoC-IEE (staff and consultants)</b>	<b>960,000</b>	<b>349,091</b>	<b>116,347</b>	<b>-67%</b>
Senior consultant (secretary)			18,300	
P5 Temporary (1)			36,304	
P2 level consultant			5,323	
General Service temporary (1)			23,064	
Transaction processing			11,000	
Secretary to Chair of CoC - IEE (50% of salary)			17,106	
Web site			5,250	
<b>Meeting and documentation costs</b>	<b>2,170,000</b>	<b>948,636</b>	<b>716,701</b>	<b>-24%</b>
Interpreters	1,170,000	585,000	295,000	
Messengers			1,991	
Translation and printing	1,000,000	363,636	419,710	(+15%)
<b>TOTAL</b>	<b>3,400,000</b>	<b>1,395,909</b>	<b>914,712</b>	<b>-35%</b>

Expenditure to date is 35% under budget. the only area of over expenditure is 15 percent for translation and printing.