

**Initial Considerations for Governance Oversight and Follow-up Arrangements
in 2009 Following the Special Session of Conference** (November 2008)
(secretariat note for the joint meeting of CoC-IEE Working Groups I, II & III, 31 July 2008)

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

- 1) The Conference Committee for follow-up of the Independent External Evaluation (CoC-IEE) will end its mandate with the presentation of its report to the Special Session of Conference (17-22 November 2008). Following the Conference, it will be necessary for the FAO Membership to continue following the implementation of the decisions of the Special Session as well as preparing the further decisions for the FAO Council and Conference in 2009. These follow-up arrangements will form an integral part of the Immediate Plan of Action.
- 2) Tasks which will need to be undertaken include:
 - a) overall monitoring and follow-up of the implementation of the Immediate Plan of Action (progress in the Governing Bodies and implementation by management);
 - b) the completion of development of the full Strategic Framework, Medium-Term Plan and Programme of Work and Budget on the new results-based framework;
 - c) revision of the Basic texts of FAO, particularly as they relate to Governance reform and the programme and budget cycle (in addition to changes undertaken at the 2008 Special Session of the Conference); and
 - d) Reform of systems, culture change and organizational restructuring, including development of a follow-up implementation plan to the Root and Branch Review and initiation of the study for an Organizational Risk Assessment and Management Framework.
- 3) **Monitoring and follow-up of the implementation of the Immediate Plan of Action:** The Membership will need to monitor the overall progress of follow-up in line with the Immediate Plan of Action by management and also progress in advancing Governance reform. This monitoring and experience of implementation may require adjustments to be made, especially during 2009, prior to the Conference in November.
- 4) **Development of the Strategic Framework, Medium-Term Plan and Programme of Work and Budget on the new results-based framework:** The CoC-IEE is completing draft elements of a Strategic Framework and Medium-Term Plan. These elements will be subject to adjustment, refinement and completion in such areas as targets and indicators and major outputs as well as budget allocations, in accordance with priorities. The full draft of the Strategic Framework and Medium-Term Plan and the summary Programme of Work and Budget will need to be completed by June 2009 with finalisation in September by the Council, for recommendation to the Conference in November.
- 5) **Revision of the Basic Texts:** The Basic Text changes required in order to implement the Immediate Plan of Action are now being defined and will relate in particular to governance changes and changes in the Programme and Budget cycle. A start on this task will be made for the 2008 Special Session of the Conference but it is probable that the bulk of changes will be finalised at the 2009 session of the Conference. These changes will be drafted by the FAO Legal Office and reviewed by the Committee on Constitutional and Legal Matters (CCLM). In addition to the technical review by the CCLM the Membership will need to assure itself that the proposed Basic text changes are meeting its political intent, and discussion is not reopening the decisions of the Special Session of the Conference.

6) **Reform of systems, culture change and organizational restructuring:** The reforms of systems, culture change and organizational restructuring are all areas where most of the actions in the Immediate Plan of action will fall fully under the purview of management, including the ongoing programme of culture change. The Membership will require to monitor progress in line with the Immediate Plan of Action. There are also two new elements to be undertaken for the furtherance of the Immediate Plan of Action:

- a) Upon presentation of the final report of the Root and Branch Review (17 April 2009), detailed follow-up actions will need to be developed and agreed;
- b) The study for an Organizational Risk Assessment and Management Framework will be initiated and the report reviewed in 2009.

Possible Institutional arrangements for the Follow-up by the Membership

7) **Options:** There appear to be two main options for governance oversight and follow-up in 2009: through the existing Governing Body structure; or through a continuation at a reduced intensity of work in the CoC-IEE structure.

8) A. Through the Existing Governing Body structure: Follow-up would take place through the Council, the Programme and Finance Committees and the Committee on Constitutional and Legal Matters (CCLM). Additional sessions would be required of all the bodies, with functions probably distributed as follows:

- a) Council: Monitoring and follow-up of the overall implementation of the Immediate Plan of Action;
- b) Programme Committee: Development of the Strategic Framework, Medium-Term Plan and Programme of Work and Budget on the new results-based framework;
- c) CCLM: Revision of the Basic Texts, with policy scrutiny provided by the Council; and
- d) Finance Committee: Reform of systems, culture change and organizational restructuring.

9) B. Through a Conference Committee reporting to the regular sessions of the Council and to the 2009 session of the Conference: In this structure the existing structure of Working Groups would probably be maintained, with the Conference Committee undertaking the overall monitoring. The policy scrutiny of the technical work of drafting Basic text changes in the CCLM would be provided by a continuation of Working Group II on Governance.

10) **Cost considerations:** It can be assumed that the intensity of meetings would be the same with either option and that the need for meetings of the existing Governing Bodies would be somewhat reduced if the main development work on the Strategic Framework, Medium-Term Plan and Programme of Work and Budget was undertaken by a Conference Committee (Option B). The interpretation and documentation costs should thus be similar for the two options. Depending on the degree of Members' needs for information and support a small additional secretariat input may be needed with either option. Option A utilising the existing Governing Body Structure, involves additional costs by FAO for members travel to relatively short meetings. Both options thus have incremental costs but the cost differentials for the two are much the same and should not thus be a significant factor in deciding between the two basic options.