

Chair's Aide Mémoire

First Meeting of the Conference Committee for IEE Follow-up (CoC-IEE)

Wednesday 21 January 2009

Mohammad Saeid Noori-Naeini, Chair

- 1. Introduction:** The Chair welcomed Members to a new year of intensive work in the CoC-IEE, noting that, in 2009, efforts will be focused on implementing what was agreed at the Special Session of the FAO Conference in November 2008, and on completing outstanding work within the Immediate Plan of Action (IPA). He noted that the final report of the CoC-IEE should be completed by September for consideration by the Conference in November 2009. This would require flexibility and timeliness in conducting the CoC-IEE work, as well as close partnership and coordinated planning with Management.
- 2. Bureau and Working Group Membership:** the Members of the Bureau, the Chairs and Vice-Chairs as well as the spokes-countries in the three Working Groups (WG) were proposed by the Regional Groups and agreed as shown in Annex 3. Members thanked the outgoing Chair of WG III, Mr Parasuram of India, and welcomed the new Chair, Mr De Luna of the Philippines. It was noted that working arrangements for the CoC-IEE, its Bureau and WGs will remain the same as in 2008, as provided in Conference Resolution 1/2008 on the adoption of the IPA for FAO renewal, which is summarized in Annex 2.
- 3. Culture Change:** Members were pleased with the progress made so far and expressed appreciation for active leadership in the culture change process. Many issues were discussed and will be further addressed at the informal seminar on the IPA scheduled for 28 January 2009. In particular, Members stressed the need to move from process to results, ensuring continuity and sustainability in the long run. Members also pointed out the interrelations between elements of the IPA, Management practices and staff expectations.
- 4. Priorities and sequencing for management action in implementing the IPA:** Management's paper is enclosed in Annex 4. Members appreciated the management arrangements, to ensure effective implementation, oversight, monitoring, communication and reporting on the implementation of the IPA, and welcomed the leaders of the Reform Support Group. Members also appreciated the preparatory work undertaken by Management, to group the IPA into 14 major projects and 5 thematic clusters. While noting that Management was fully committed and ready to act, Members requested that management's documentation on the implementation of IPA to be provided at the next meeting contain a clear indication of priorities, sequencing, timelines and costs. Management reported that only 6% of the estimated budget (USD 21.8 million of extra-budgetary resources) needed for the implementation of the IPA had been received to date. Although this had not affected progress so far, difficulties could arise in the near future unless additional contributions were received. Management agreed to provide regular updates on the contributions made to the Trust Fund. It was also agreed that these and other issues would be further considered at the above mentioned informal seminar on the IPA.
- 5. Indicative Schedule of CoC-IEE meetings:** The Chair noted that, in 2009, most of the substantive work will be carried out by Management. Therefore there was a need for the work plans of the CoC-IEE and Management to be fully consistent. At the same time, these plans should be well coordinated with the meetings of the Governing Bodies scheduled in 2009. The Chair also noted that many meetings were planned in FAO, WFP and IFAD, leaving only a limited number of days available for CoC-IEE sessions – 16 days to be scheduled as half days for a total of 32 sessions. The Indicative Schedule of the CoC-IEE meetings, as updated, is given in Annex 5. It was decided that one day in February should be reserved for meetings of the CoC-IEE or Working Groups.

6. **Consideration of mechanisms for closer consultation with NGOs in the work of the CoC-IEE:** At the Special Session of Conference in November 2008 Members proposed considering this issue at the CoC-IEE. The value of contributions of NGOs to FAO's technical meetings and work was noted. The possible measures for consultation with NGOs were preliminarily considered: 1) holding occasional informal meetings with the CoC-IEE Chair; 2) sharing information through the CoC-IEE public website; 3) opening a window on that website for NGOs to post their views; and 4) participation of NGOs as observers in specific CoC-IEE sessions. It was clearly understood that NGOs cannot participate in decision making. As regards these possible measures, Members noted the need to consider scope and modality within FAO's rules and the potential resource implications. Management was requested to prepare a short paper to better evaluate possible measures for further consideration.

Annex 1

Agenda for the first meeting of the CoC-IEE

1. Chair's Introduction
2. Nominations and agreement on:
 - a. members of the Bureau
 - b. chairs and vice-chairs of working groups
 - c. spokes-countries in working groups
3. Culture Change
4. Priorities and sequencing for management action in implementing the IPA subject to availability of funds
5. Indicative Schedule of work of the CoC-IEE
6. Consideration of mechanisms for closer consultation with NGOs in the work of the CoC-IEE – Chair's thoughts on possible mechanisms
7. Any Other Business

Annex 2

The Conference Committee: Mandate, Structure, Arrangements, Reporting Summary of Resolution 1/2008

The Conference Committee (CoC-IEE) was established by Conference in 2008 for the duration of 2009 to (i) continue follow-up to the IEE and (ii) complete outstanding work on the Immediate Plan of Action.

Mandate

Functions of the CoC-IEE are to recommend to Conference in 2009:

- the new Strategic Framework, Medium Term Plan 2010-13 and PWB 2010-11;
- any changes in Council Membership;
- further reforms of systems, culture change and organizational restructuring, including issues regarding the Root and Branch Review, Organizational Risk Assessment, and Human Resources;
- Basic Texts changes as provided for in the IPA;
- proposals on the concept of “Reform with Growth”.

Structure

The *Chair* (Professor Noori) and *Vice-Chairs* (Ambassador van Ardenne and Ambassador Ngirwa) of the CoC-IEE were appointed by Conference in 2008.

The *Bureau* of the CoC-IEE, open to non-speaking observers from the whole Membership and dealing only with administrative and organizational matters, consists of:

- the Chair and Vice-Chairs of the CoC-IEE;
- one Member country representative per region;
- the Chairs and Vice-Chairs of the three Working Groups (participating as speaking observers).

The three *Working Groups* of the CoC-IEE, each comprising three Member country spokespersons per region, and open to all FAO Members with full speaking rights, will prepare inputs on:

- Working Group I: the Strategic Framework, MTP 2010-13 and PWB 2010-11;
- Working Group II: amendments to the Basic Texts and any changes in the size and regional representation in the Membership of Council;
- Working Group III: reform of systems, culture change and organizational restructuring.

Arrangements

Open to all Members with speaking rights, the CoC-IEE should undertake its work with:

- direct support of the Working Groups;
- advice from Council, Programme Committee, Finance Committee and CCLM;
- proactive support from FAO management.

The CoC-IEE’s work should be conducted in all FAO languages.

Sessions of the CoC-IEE, its Bureau and Working Groups should not be held in parallel or overlap with major meetings of Rome-based agencies.

Aide-mémoires should be prepared following sessions the CoC-IEE, its Bureau and Working Groups.

Reporting

The CoC-IEE should:

- produce its report on Basic Text amendments in June 2009;
- complete its final report to Conference by September 2009.

Annex 3

<p align="center">Bureau and Working Group Membership of the Conference Committee (CoC-IEE) in 2009</p> <p align="center"><i>Chairperson: Professor Noori Naeini (Independent Chairperson of Council)</i></p> <p align="center"><i>Vice-Chairpersons: Ambassador van Ardenne (Netherlands) and Ambassador Ngirwa (Tanzania)</i></p>				
	Strategic Framework, MTP and PWB	Basic Text s and Membership of Council	Reform of Systems, Culture Change and Organizational Restructuring	Bureau
	Working Group I	Working Group II	Working Group III	
Chairperson Co-Chairperson	Vic Heard (UK)	Lamya Al-Saqqaf (Kuwait) Natalie Feistritzter (Austria)	Noel de Luna (Philippines)	Professor Noori Naeini
Vice-Chairperson	Horacio Maltez (Panama)		Rita Mannella (Italy)	Ambassador van Ardenne Ambassador Ngirwa
Africa	Cameroon	Angola	Ethiopia	Eritrea
	Côte d'Ivoire	Congo (Rep)	Gabon	
	Zimbabwe	Nigeria	Egypt	
Asia	China	Sri Lanka	Malaysia	Pakistan
	India	Indonesia	Thailand	
	Japan	Pakistan	Bangladesh	
Europe	Germany	France	Belgium	Sweden
	Poland	Russian Federation	Finland	
	Switzerland	Spain	Turkey	
Latin America and the Caribbean	Colombia	Argentina	Brazil	Brazil
	Paraguay	Brazil	Mexico	
	Venezuela	Dominican Republic	Venezuela	
Near East	Egypt	Jordan	Oman	Afghanistan
	Iran	Syria	Sudan	
	Afghanistan	Egypt	Libya	
North America	Canada	Canada	Canada	USA
	USA	USA	USA	
South-West Pacific	Australia	Australia	Australia	Australia
	New Zealand			

Annex 4

Note to CoC-IEE on progress with IPA implementation **21 January 2009**

Introduction

1. At its 35th session on 18 – 22 November 2008, the Conference approved the Immediate Plan of Action (IPA) for FAO Renewal, established a time-bound Conference Committee (CoC-IEE) for continued follow-up to the Independent External Evaluation of FAO, and agreed that implementation of the IPA in 2009 would require funding by extra-budgetary contributions, whilst funding for 2010-2011 will be treated under the Programme of Work and Budget.

Sequencing and prioritisation of actions

2. In order to manage implementation in an effective and consistent manner, IPA actions¹ were grouped into 14 major projects, and projects of a similar or linked nature grouped into five thematic groups (see Annex 1). Each project will be led by a staff member who is an expert in the field while thematic groups will be led, when appropriate, by users of the services, in order to ensure a client perspective, and will include representatives from decentralized offices.
3. Implementation arrangements are guided by the need to ensure good staff consultation, effective project execution, integrated project monitoring and communications, effective decision making and timely communications to members.
4. Annex 2 indicates how these factors were incorporated into the proposed management arrangements in order to ensure effective implementation, oversight, monitoring, communication and reporting. Management has assigned senior staff to key management positions in the Reform Support Group, Thematic Groups and Projects.
5. One of the first tasks of Project leaders will be to produce detailed project plans, with associated detailed costs, to verify or amend the initial estimates provided and submit these for review by the Finance Committee in March. These plans will allow a detailed analysis of sequence and interdependencies between projects.
6. Management attaches the highest priority to the IPA Action Matrices “FAO Strategic Framework and the New Results-Based Framework” and “Reform of Programming, budgeting and results based monitoring” as central to the reform process, and launched the related RBM² project in mid-December 2008. Top priority is also assigned to Organizational restructuring, which must be formulated by April in order to feed into the RBM project.
7. The Conference has agreed a standard format for presentation of Strategic and Functional Objectives and their Organizational Results in the MTP and PWB, and this format is the foundation of the results framework being prepared by management. The MTP and PWB planning processes focus on completing and finalizing the results format for each of the Strategic and Functional Objectives while ensuring full consultation among concerned staff and units. The new Strategic Framework, MTP 2010-13 and PWB 2010-11 will be presented in one planning document which will be finalized for Governing Body review by end-July 2009. An overall timeline for the process is provided in Annex 3³.
8. In spite of its early launch, the RBM project is dependent upon a number of other linked actions, and without timely completion of these it cannot be fully implemented. These include, in addition to the organization restructuring, introduction of a performance management system and other HR reforms.

¹ including the Root and Branch review, and any outstanding items from the D-G early actions

² Results Based Management

³ Management inputs are shown in normal typeface, while steps related to Governance review are shown in italics.

9. In addition to the RBM project and associated actions, management has identified other areas of high priority. These include the reform of decentralisation, changes to Human resources, administration and management systems, and culture change. These areas are highly interconnected and cannot be considered in isolation because their successful implementation requires an integrated approach.
10. In the meantime, management is progressing in as many additional low cost areas as possible. Examples include but are not limited to:
- **Culture change**, where the culture change team has organised focus group discussions, open houses drop-in sessions both in headquarters and in decentralised offices and completed a communication strategy and launched a web page;
 - **Human resources**: the Performance Evaluation and Management System (PEMS) pilot being completed at the end of January and will be evaluated during February 2009; based on the results, the system will be adapted for extension and training of staff across the Organization during 2009 for full implementation in the 2010/11 biennium; Rotation and Mobility, Junior Professionals Programme, Use of Retirees, Recruitment of Consultants, and the HR Gender policies are being completed;
 - **Changes to basic texts**: a number of documents are being prepared, mainly regarding the Constitution and the General Rules of the Organization for referral to CCLM;
 - **Decentralization**: the Circular on Relationships and Responsibilities is being revised to transfer the primary reporting responsibility for decentralised technical offices to the ADG/RRs; ADGs/RRs now participate in all SMM meetings by video link and ROs are now also routinely involved in high level policy meetings related to priority activities such as ISFP⁴, CMC, and the RSG⁵;
 - **Decentralization of the TCP**: a draft Implementation Plan was issued last November;
 - **Partnerships**: strategies for private sector, civil society, the UN System and the Rome-based agencies are being prepared;
 - **Streamlining administration**: a number of actions are being implemented.

A full status report on progress on IPA implementation will be provided to the next meeting of the CoC.

Availability of funds

11. Management has put in place arrangements to ensure effective and coordinated delivery of the IPA. It has identified key priority areas, and initiated action wherever possible. It has assigned senior managers to responsible positions and will undertake an exercise to validate initial cost estimates. It has been proactive and has started the RBM project and made progress where possible in a number of low cost areas. It is now ready and fully prepared to launch the full IPA programme subject to availability of financial resources.
12. The Conference urged all Member Countries to contribute extra-budgetary resources of a provisional amount of US\$ 21.8 million for 2009 to a special Trust Fund established for this purpose. As of mid-January, pledges of funding support have been received totalling approximately \$4.2 million, whilst payments received total \$1.2 million.

⁴ Initiative on Soaring Food Prices

⁵ Reform Support Group

Annex 1 – Grouping of IPA, Root and Branch recommendations and outstanding D-G early action items into projects, thematic groups and action matrices⁶

Thematic group 1 - Improved articulation of member needs through effective governance and oversight

Project 1 – Governing Body Reform

Governance Priorities (IPA 2.1 – 2.4)
The Conference (IPA 2.5 – 2.13)
The Council (IPA 2.14 – 2.25)
Independent Chairperson of the Council (IPA 2.26 – 2.34)
Programme and Finance committees (IPA 2.35 – 2.47)
Committee on Constitutional and Legal Matters (IPA 2.48 – 2.51)
Regional Conferences (IPA 2.52 – 2.55)
Technical Committees (IPA 2.56 – 2.65)
Ministerial meetings (IPA 2.66 -2.67)
Statutory Bodies, Conventions, Treaties, Codex, etc (IPA 2.68 – 2.69)
Further Actions to Improve the Effectiveness of FAO Governance (IPA 2.70 – 2.76)
Appointment and Term of Office of the Director-General (IPA 2.95 – 2.101)

Project 2 – Oversight

Evaluation (IPA 2.77 – 2.90)
Audit (IPA 2.91 – 2.94)

Thematic group 2 - Focus on member needs through results-based programming, monitoring, reporting and resource mobilization

Project 3 – Reform of Programming, budgeting and Results Based Monitoring

FAO Strategic Objectives and the New Results-based Framework (IPA 1.1- 1.8)
Reform of Programming, Budgeting and Results Based Monitoring (IPA 3.1 – 3.11)
Publishing in all Languages of the Organization (IPA 3.55 – 3.58)
Design the new planning and Budgeting Model which will manage both Regular Program and Extra-Budgetary funds (RBR - 11)
Identify the areas of improvement and define the actions for the enhancement of the Results-Based Management (RBM) (RBR -12)
Interdisciplinarity (DG – EA)

Project 4 – Resource Mobilization and Management

Resource Mobilization and Management Strategy (IPA 3.12 – 3.21)

Thematic group 3 - Functioning as one organization by aligning our structures, roles and responsibilities to the results framework

Project 5 – Technical Cooperation Programme

Technical Cooperation Programme (IPA 3.22 – 3.29)

Project 6 - Decentralization

Decentralization (IPA 3.76 – 3.90, 3.95)

Project 7 – Headquarters Structure

Headquarters Structure (IPA 3.91 – 3.94, 3.96 -- 3.103)
Review the roles of internal committees and reduce their number (RBR - 7)
Strengthen IT Governance (RBR – 13)

Project 8 – Partnerships

Partnerships (IPA 3.104 - 3.118)
Joint Work with IAEA (DG – EA)

⁶ Numbers in parenthesis: IPA - Immediate Plan of Action references, RBR - Root and Branch Executive Summary references, DG-EA - DG Early Action references.

Thematic group 4 - Efficient use of member contributions through reform of administrative and management systems

Project 9 – Reform of administrative and management systems

- Reform of Administrative and Management Systems (IPA 3.37 - 3.42)
- Basic Text Change (IPA 3.43)
- Follow-up to the Root and Branch Review (IPA 3.44 – 3.48)
- Align the objectives of the support functions with the strategic objectives of the organization, defining key efficiency targets and service level agreements (RBR -2)
- Re-define the role of the ODG with regard to administrative activities (RBR - 5)
- Transfer of low value added/transactional activities to the SSC and consider an assessment of the current governance (RBR - 8)
- Identify and implement synergies with other UN Agencies to procure jointly common goods/services (Procurement for HQ) and to merging the facility management services (RBR - 18)
- Involve AFSP in the initial phases and activities of the procurement actions (Procurement for projects) (RBR - 19)
- Develop the registered vendors management towards an active suppliers management (partnership principles) (RBR – 20)
- Rationalize logistics and delivery processes (RBR - 21)
- Pursue a higher empowerment of the Regional and local officers in managing local procurement (RBR – 22)
- Define a plan for the registry management, considering the shift to electronic and outsourcing of resources (RBR – 23)
- Define an approach to communication style and document which will reduce the need for printing and storage (RBR – 24)

Project 10 – FAO Manual

- Rationalize set of policies and procedures of FAO organization (manual) (RBR - 3)
- A Regulatory Unit should be established (RBR – 4)

Project 11 – IPSAS and Oracle

- Implementation of IPSAS as key initiative for the finance division and FAO as a whole (RBR – 9)
- Upgrade Oracle for staff Management and IT infrastructures in DOs (RBR – 14)
- Design of the Management Information System (RBR -15)

Project 12 – Enterprise risk management

- Enterprise Risk Management Framework (IPA 3.49 -3.54)
- Implementation of the Enterprise Risk Management (ERM) (RBR – 10)

Thematic group 5 - Optimizing human resources through HR policy, practice and culture change

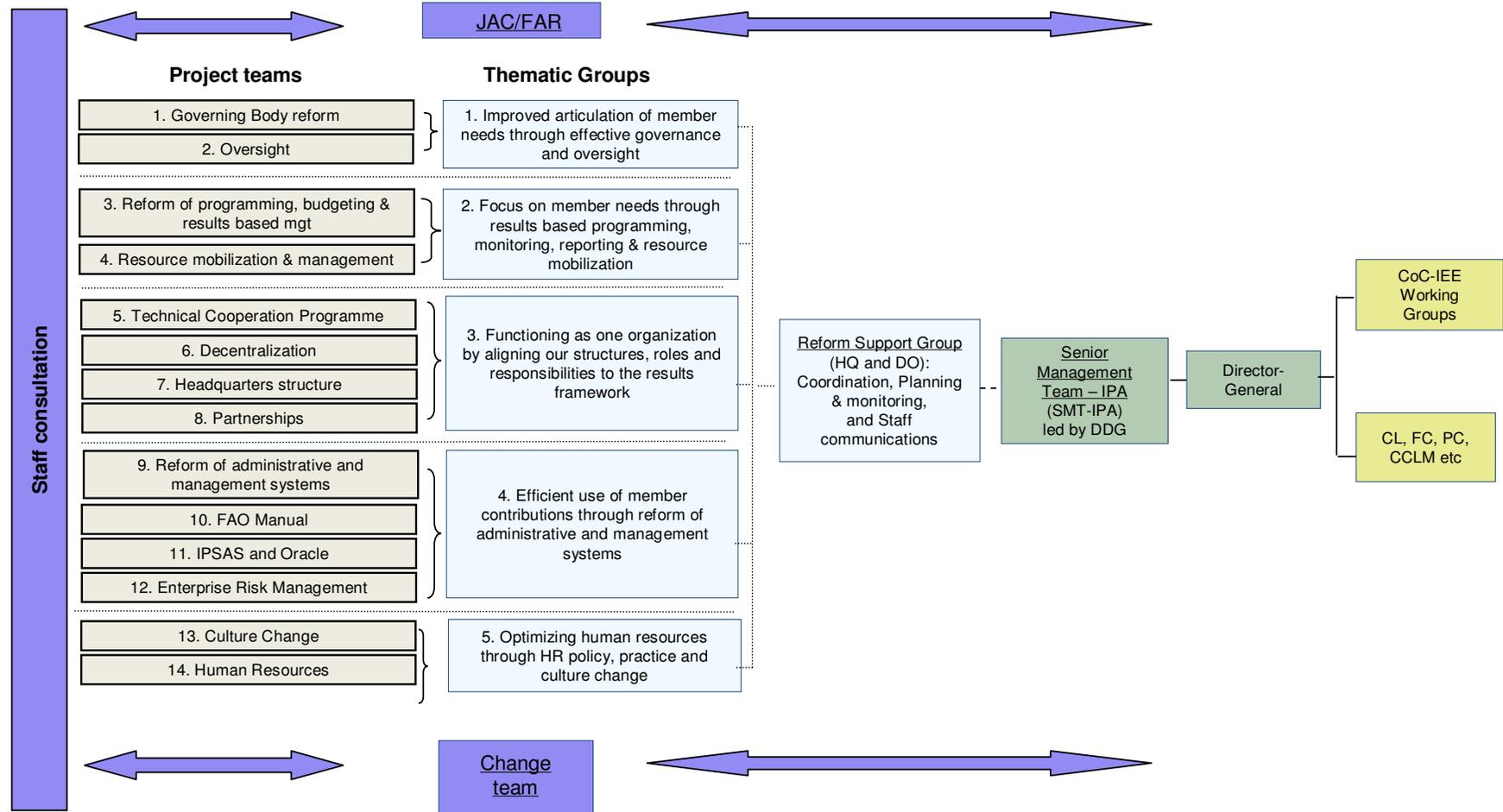
Project 13 – Culture Change

- Institutional Culture Change (IPA 3.30 – 3.32)
- Ethics (IPA 3.33 – 3.36)

Project 14 – Human Resources

- Human Resource Policies and Practices (IPA 3.59 – 3.77)
- Define a new role for the HR Function (RBR – 6)
- Complete the Competency Framework (RBR – 16)
- Review the Accountability Framework of HR process among AFH and other FAO entities (other departments, DOs, SSC) (RBR – 17)

Annex 2 - Proposed IPA Implementation Management Arrangements



The Senior Management Team for IPA Implementation (SMT-IPA) will assume overall responsibility for implementation of the IPA during 2009-11. It will provide policy guidance, arbitration and oversight, mobilize staff/expertise needed for implementation of the IPA, mobilize and ensure application of financial resources needed for IPA implementation from all sources (assessed and voluntary) and assist the Director-General in reporting to the Governing Bodies on implementation progress.

The **Reform Support Group** will support the SMT-IPA and facilitate implementation of the IPA. Members are one senior staff from each Department and office. It will plan, monitor and report on progress in the implementation of the IPA to ensure coherence, proper prioritization and sequencing of the work; set priorities and allocate among projects the funds provided for IPA implementation under the broad guidance of the SMT-IPA; help projects and thematic groups realize synergies and overcome impediments to efficient implementation by fostering cross thematic/project coordination and information flows; build broad-based organizational buy-in through an explicit programme of communication and consultation, facilitate cross-organizational teamwork and feedback in IPA implementation, as well as in consulting and communicating with staff in HQ and in the field, and liaising regularly with the Culture Change Team and JAC/FAR.

The RSG Chair is a member, who is not leading a Team or Thematic Group. He/she will oversee the work of the various teams working on the IPA implementation. The Chair will convene regular meetings and discussions, attempt to arbitrate on specific disagreements, interact as needed with the leaders of the Culture Change Team and JAC/FAR, and act as the main interface with the SMT-IPA providing regular oral and written reports. The RSG Chair will be budget holder for the Trust Fund for Implementation of the IPA for FAO Renewal in 2009.

Project Teams implement defined sets of actions identified in the IPA. They include “service providers” as well as “clients” and will bring in, when needed, external resource persons. Staff from decentralized offices will be included in relevant Project Teams. They will prepare and maintain plans for their project, clearly identifying the major milestones and deliverables, timescales, costs and risks; prepare, or assist in the preparation of, all substantive documents such as policy papers, circulars, guidance notes, manual sections and Basic Text changes to implement the IPA; manage and report on funds used for the specific project; undertake consultations with clients and other concerned staff to seek innovative ideas and solutions and regularly communicate with staff.

Project Teams will be headed by staff members who are senior technical experts (P5, D1 or D2) with detailed knowledge and expertise in the area to be covered. Staff leading Project Teams will be released from their normal duties as and when necessary. Project Team leaders will oversee preparation of all substantive documents, and arrange for their review and eventual submission to the appropriate bodies for approval.

Project Team leaders are expected to have frequent interaction with each other and with the leaders of their Thematic Groups to ensure coherence, proper sequencing and effective implementation.

Annex 3 - Overall Timeline for preparation of Strategic Framework, MTP 2010-13 and PWB 2010-11

Step	Process	Timing	Action
1	Establishment of Strategy Teams (including HQ and decentralized staff)	By end December '08	ADGs responsible for Strategic and Functional Objectives
2	Formulation of Strategic and Functional Objectives, Organizational Results and Indicators including application of Core Functions, and Impact Focus Areas	December '08 – March '09	Strategy Teams
3	<i>Technical Committee consideration of draft results matrices (as requested by Programme Committee)</i>	<i>March-April '09</i>	<i>Technical Committees and ADG's responsible for Strategic Objectives</i>
4	<i>CoC Working Group review of draft results matrices, application of core functions</i>	<i>March-April '09</i>	<i>CoC Working Group and ADG's responsible for Strategic and Functional Objectives</i>
5	Formulation of unit-specific contributions to Organizational Results (requires draft of new Org structure)	April-May '09	Strategy Teams and concerned units including decentralized offices
6	Planning of resources (integrated assessed and voluntary) against Organizational Results	April-May '09	Strategy Teams, HQ and decentralized offices
7	<i>CoC Working Group review of draft elements of Strategic Framework and MTP</i>	<i>May '09</i>	<i>CoC Working Group and relevant ADG's</i>
8	<i>PC/FC/CL initial review of draft results matrices, core functions, IFAs and overall resources framework</i>	<i>May-June '09</i>	<i>PC/FC/CL; DDG and ADGs</i>
9	Review, quality assurance, refinement of results matrices and resources, core functions and IFAs in draft MTP/PWB document	June-July '09	Strategy Teams in conjunction with HQ units and decentralized offices
10	<i>CoC Working Group review of fully developed MTP/PWB results matrices, with resources, baselines and targets</i>	<i>June-July '09</i>	<i>CoC Working Group and relevant ADGs</i>
11	<i>PC/FC review of draft, fully developed MTP/PWB results matrices and elements of PWB including budget level</i>	<i>July '09</i>	<i>PC/FC; DG, DDG and ADGs</i>
12	<i>Council and CoC review and recommendation of Strategic Framework, MTP and PWB</i>	<i>September '09</i>	<i>Council and CoC; DG, DDG and ADGs</i>
13	Final refinements for Conference	October '09	PBE in consultation with relevant parties
14	<i>Final approval by Conference</i>	<i>November '09</i>	<i>Conference; DG, DDG and ADGs</i>

Annex 5

Indicative Schedule for the Work of the Conference Committee for IEE Follow-up in 2009

1) The Conference Committee and its Working Groups have been budgeted for 12 days in 2009 which corresponds to 24 half day sessions. There must always be two sessions on one day as interpreters are paid by the day. The indicative schedule below provides in general for meetings to be held over one session except for Working Group I. This WG addressing the Strategic Framework, Medium-Term Plan 2010-13 and the Programme of Work and Budget 2010-11, proposed by management on the new integrated results-based framework, would generally meet for a full day. The Bureau is scheduled to meet only as needed and would take one hour a working group

or the CoC-IEE’s interpretation time to carry out its business on the same day as another session.

2) There will need to be flexibility in development of the work as has been the practice with the CoC-IEE to date with adjustments of timings and sessions between Working Groups. However, the total number of sessions utilised under the schedule below is 28, four more sessions (two days more than budgeted) leaving no margin for additional sessions.

	CoC-IEE	Bureau	WG I Strategy-MTP-PWB & Organizational structure	WG II Basic Text Changes & Membership of the Council	WG III Administrative, Human Resource and Financial matters & Organizational structure	Key FAO Meetings for the Work of the CoC-IEE	Holidays & Meetings of the Rome Based Agencies and FAO meetings less directly linked to the work of the CoC-IEE
January (2 sessions)	<ul style="list-style-type: none"> • Agreement on WG Chairs and spokespersons and Members of the Bureau • Schedule of work of the CoC-IEE • Priorities and sequencing for management action in implementing the IPA subject to full availability of funds • Mechanism for involving NGOs. • Culture Change 	<p>Same day as CoC-IEE</p> <ul style="list-style-type: none"> • Confirmation of CoC-IEE secretary • Other administrative matters 					

	CoC-IEE	Bureau	WG I Strategy-MTP-PWB & Organizational structure	WG II Basic Text Changes & Membership of the Council	WG III Administrative, Human Resource and Financial matters & Organizational structure	Key FAO Meetings for the Work of the CoC-IEE	Holidays & Meetings of the Rome Based Agencies and FAO meetings less directly linked to the work of the CoC-IEE
February (1 or 2 sessions)	As necessary	As necessary	Joint Session <ul style="list-style-type: none"> • Priorities and sequencing for management action in implementing the IPA subject to full availability of funds <ul style="list-style-type: none"> • Mechanism for involving NGOs • Any other matters 			CCLM 2-4/2 (Basic Text changes) CCLM 23-24/2 (Basic Text changes)	WFP 9-11/2 IFAD/GC 18-19/2 FC (WFP) 5-6/2
March (4 sessions)	As necessary	As necessary	First discussion of drafts (2 sessions)	Proposed Basic Text changes (excluding Council Membership) (1 session)		Finance Committee 9-13/3 (Funding of IPA) COFI 2-6/3 and COFO 16-20/3 (Draft Results Matrices)	WFP 24-25/3 Regional Conference for Asia and the Pacific 26-31/3
			Joint Session <ul style="list-style-type: none"> • monitoring of implementation • review of the Trust Fund Budget Situation • WG I & III Organizational Changes (1 session)				
April (4 sessions) ⁷	As necessary	As necessary	Second discussion of drafts (2 sessions)			COAG 22-25/4 (Draft Results Matrices)	Easter 12/4 CCP 20-22/4 IFAD/EB 29-30/4
			1.5 hours Joint Session <ul style="list-style-type: none"> • Consideration of Desirable Qualifications for the Post of Director-General 				

⁷ Two possible extra sessions were scheduled in April. Matters to be discussed at these sessions would be identified in due course.

	CoC-IEE	Bureau	WG I Strategy-MTP-PWB & Organizational structure	WG II Basic Text Changes & Membership of the Council	WG III Administrative, Human Resource and Financial matters & Organizational structure	Key FAO Meetings for the Work of the CoC-IEE	Holidays & Meetings of the Rome Based Agencies and FAO meetings less directly linked to the work of the CoC-IEE
May (2 sessions)	As necessary	As necessary		Proposed changes to the Basic Texts (1 session)	early May • Follow-up to Root and Branch Review • Human Resource reforms (1 session)	Finance & Programme Committees 11-15/5 (Elements of Strategic Framework, MTP and PWB; Results Based management; Organizational structure; Working Methods + PC - Charter of Office of Evaluation; & FC - Human Resources)	WFP 5-6/5
June (6 sessions)	<ul style="list-style-type: none"> • Proposed changes to the Basic Texts • Concept of Reform with Growth (1 session)	As necessary	Third discussion of drafts (2 sessions)	Membership of the FAO Council (1 session)		Council 15-19/6 (Elements of Strategic Framework, MTP and PWB; Results Based management)	WFP 8-12/6 Codex 29/6-4/7
			Joint Sessions <ul style="list-style-type: none"> • monitoring of implementation • review of the Trust Fund Budget Situation • WG I & III Organizational Changes (2 sessions)				

	CoC-IEE	Bureau	WG I Strategy-MTP-PWB & Organizational structure	WG II Basic Text Changes & Membership of the Council	WG III Administrative, Human Resource and Financial matters & Organizational structure	Key FAO Meetings for the Work of the CoC-IEE	Holidays & Meetings of the Rome Based Agencies and FAO meetings less directly linked to the work of the CoC-IEE
July (6 sessions)	<ul style="list-style-type: none"> • Membership of the FAO Council • Outstanding matters on Basic Text changes • Concept of Reform with Growth continued (2 sessions)	As necessary	Fourth discussion of drafts (2 sessions)	Membership of the FAO Council (1 session)	<ul style="list-style-type: none"> • Follow-up to the Root and Branch Review • Human Resource reforms (1 session)	CCLM 13-15/7 (Basic Text changes) Programme and Finance Committees 27-31/7 Strategic Framework and Medium Term Plan, Programme of Work and Budget, Results Based management, Organizational structure + for FC Human Resource management	Codex 29/6-4/7
August	No Meetings						
September (6 sessions)	<ul style="list-style-type: none"> • Finalisation of Report to the Conference • monitoring of implementation • review of the Trust Fund Budget Situation (3 sessions) 	As necessary	Fifth discussion of drafts (2 sessions)		Review management report on review of decentralized offices staffing, location and coverage (1 session)	CCLM 23-25/9 (Basic Text changes) Council 28/09-2/10	WFP 3-4/9 IFAD/EB 9-10/9 Eid Al-Fitr 21/9
October	No meetings					Council 28/9-2/10	WFD 16/10

	CoC-IEE	Bureau	WG I Strategy-MTP-PWB & Organizational structure	WG II Basic Text Changes & Membership of the Council	WG III Administrative, Human Resource and Financial matters & Organizational structure	Key FAO Meetings for the Work of the CoC-IEE	Holidays & Meetings of the Rome Based Agencies and FAO meetings less directly linked to the work of the CoC-IEE
November	No meetings					Conference 14-21/11 Council 23/11	WFP 9-13/11