

**For Consideration of the Conference Committee for IEE Follow-up
(CoC-IEE) – 30 July 2008
Status of Work of the CoC-IEE (22 July 2008)**

1) Elements of the Strategic Framework and Medium-Term Plan

- a) Attachment: Most recent conclusions of Working Group I
- b) Remaining to be completed: All areas are remaining for completion – management suggestions pending for Impact Focus Areas (initial discussion scheduled for 28-29 July)

2) Governance Reform

- a) Attachment: Most recent draft of section of Immediate Plan of Action as discussed in Working Group II (work in progress)
- b) Remaining to be completed: Conclusions on membership of the Council (discussion to be resumed on 9 September)

3) Reform of Systems, Programming & Budgeting, Culture Change and Organizational Restructuring

- a) Attachment: Most recent draft of section of Immediate Plan of Action as discussed in Working Group III (work in progress)
- b) Remaining to be completed:
Conclusions on:
 - i) TCP allotment and approval criteria and considerations (discussion to be resumed on 28 July)
 - ii) Headquarters organizational structure (discussion to be resumed on 4 September)
 - iii) Addendum on Preliminary Proposals of the Root and Branch Review and CoC-IEE Recommendations for Immediate Follow-up (addendum to be completed in October – following first report of the Root and Branch Review)

4) Implementation of the Immediate Plan of Action (Remaining to be started):

- a) Governance oversight and follow-up arrangements (joint meeting of Working Groups I, II and III 31 July), and
- b) For discussion in September
 - i) Management internal arrangements
 - ii) Summary of Costs and Savings
 - iii) Summary of resource requirements and programme adjustments to implement the Immediate Plan of Action
 - iv) Summary Implementation Schedule

Also Attached:

- 1) Indicative Draft Outline of CoC-IEE Report to the Special Session of the Conference (including the Immediate Plan of Action which includes elements of the Strategic Framework and Medium-Term Plan)
- 2) Updated CoC-IEE meeting schedule
- 3) Revised Indicative Road Map and Calendar of CoC-IEE Sessions

Most Recent Conclusions of Working Group I: Elements of the Strategic Framework and Medium-Term Plan

Strategic Objectives and Organizational Results

- 1) **Preface:** The discussion took place on the basis of two papers on Strategic Objectives and Organizational Results from management and a supplementary paper further illustrating the Forests and Trees Strategic Objective. The most recent management paper is attached as Annex 1. Detailed observations on individual Strategic Objectives and Organizational Results were taken direct account of by management during the discussions. Only considerations for Strategic Objectives and Organizational results overall and major points on individual Strategic Objectives are recorded in this Aide Mémoire.
- 2) **Overall Conclusions:** The Working Group welcomed the overall approach being developed by management and the move towards greater specificity. The overall programme model was reconfirmed, i.e. a Results-Based model with Goals of Member Nations at the apex, Strategic Objectives for Programme Areas, at the level of impacts achieved by member countries and below them Organizational Results which represented the Outcomes of the Organization's work (and to which were attached resources, targets and indicators). The concept of "Functional Objectives" to provide a results base for internal secretariat improvements was endorsed.
- 3) The Working Group appreciated the increased prioritisation evident in the Organizational Results. Many members considered however, that insufficient prioritisation had been demonstrated and a way needed to be found to convey the clear priorities of the Organization.
- 4) The concept of major "Core Functions and Comparative Advantages" for FAO was endorsed, however, some Members considered that the list needed to be revisited. Some functions such as "Capacity Building" might deserve separate consideration in view of their agreed priority. The ideas in: g) inter-disciplinarity; h) partnerships and i) effective management and administration were important but were not core functions in the same category as those covered in a) - f) and did not necessarily reflect comparative advantages.
- 5) It was suggested by some Members that the strengthening of the Core Functions g)-i), and attention to them, could be better reflected in the Functional Objectives. Particular importance was attached to including a functional objective or organizational result on achieving greater inter-disciplinarity and work across organizational boundaries. It was noted that the Organizational Result K4 under Gender and in part under I3 Emergencies were internal results not results in Member Countries. It was agreed that Core Functions each needed a responsible manager, a strategy and indicators. It was noted that the strategy for several of these had been discussed by the Working Group and that the elements of a strategy for each should be reflected in the Medium-Term Plan.
- 6) There was full agreement that all the strategic objectives presented were important and needed visibility and focus. There was however, also a concern to ensure their integration, as some were cross-cutting and others were sectoral. Some members considered that the number needed to be reduced but most members did not consider that the number was the main issue but a clear sense of priorities, means-ends relationships throughout the hierarchy and ensuring the necessary integration. The Working Group agreed to discuss how integration and duplication could be best addressed at its meeting on 28-29 July.
- 7) Regarding Indicators, the Working Group recognised that it was probably not possible to present a refined set of indicators to the Special Session of the Conference as part of the Immediate Plan of Action. Nevertheless, the presentation of indicators for the Strategic Objective on Forests and Trees had been an important aid to the Working Group in understanding Organizational Results. The Working Group considered that to the extent possible, as further refinement of the Organizational Objectives continued, members should have the possibility to review draft indicators. It would be useful for the Conference to receive indicative examples, as this would deepen understanding of the Immediate Plan of Action Annex on the Elements of the Strategic Framework and Medium-Term Plan. Some members considered that it was desirable to have many indicators and thus track the

many aspects of outcomes but most considered that for the Results-Based-Management System to be functional indicators must be verifiable, both for internal use and regular reporting to the Governing Bodies, through the biennial Performance Implementation Report. The number of indicators should thus be limited and realistic within the four year time horizon of the Medium-Term Plan and for each biennium (in this context it was noted that an indicator may be applicable to more than one Organizational Result). Management drew Members attention to the costs of introducing and maintaining an effective Results Based Management System, not least in staff training.

8) The Working Group requested that the FAO Evaluation Office, in line with its dual role, should provide advice to management on the design of the Results Based Programme and be required to provide an assessment to the Council, through the Programme Committee, on the quality of the results-based structure, including the indicators.

9) It was further agreed that:

- a) the Strategic Objectives should have succinct titles;
- b) the Organizational Results should state the Outcome and the FAO contribution;
- c) the contribution of the Strategic Objectives to the Goals of Member Nations should be clear;
- d) the tables under each Strategic Objective indicating the application of “Core Functions” by Organizational Result were useful, but a standard approach to their application was required. This should ensure that relevant boxes were ticked but should not result in a lack of discrimination with a tendency to tick all boxes. Possibly some formula should be used for discriminating between the main Core Function applied and others which played a more minor role;
- e) language and the overall approach should be more standardised throughout the presentations of Strategic Objectives and Organizational Results. In this regard the Working Group considered that the summary and unfocused statements of FAO’s contribution under Strategic Objectives G, H, J & K needed to be improved;
- f) public costs and benefits (goods and bads) from agriculture should be internalised, for example on the environment, and it would be desirable to include this in the way the Organizational Results were stated; and
- g) statements could give priority to rural areas where there was a high concentration of poverty but unless they were very specific to rural areas should not be limited to them (for example peri-urban agriculture can be important with both benefits and environmental and health risks, food security is not only a rural issue and agricultural value added may create urban employment).

10) **Conclusions with Respect to Individual Strategic Objectives** (only major observations are presented here):

- a) B. Increased livestock production in support of rural development: The issues of grassland and range management should not be ignored, including the interface with other sectors such as Forestry;
- b) C. Sustainable management and use of fisheries and aquaculture resources:
 - i) While agreeing with management that there were a range of environmental and health hazards to be managed in aquaculture, some Members considered that fish diseases and the application of disease control measures in aquaculture should receive particular attention,
 - ii) It was agreed that there should be more explicit recognition of, and encouragement to, partnerships;
- c) D. Improved quality and safety of foods at all stages of the food chain: Members emphasised the importance of all members being able to participate adequately in Codex and of technical cooperation for strengthening capacity at country level;
- d) F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture: Many members questioned if this should continue as a stand alone strategic objective, due to its cross-cutting nature. Many other members emphasised the importance of this area of work and the need for it to receive visibility;

- e) G. Enhanced Incomes and Livelihoods in Rural Areas: Members considered that the wording of the Strategic Objective and Results did not adequately reflect the emphasis on developing markets, trade and other aspects of the enabling environment for small holders and agri-business to develop. Areas of overlap with other Strategic Objectives were also noted including that on Investment;
- f) H. Improved food security and better nutrition:
 - i) The Right to Food should appear clearly at the level of the Organizational Results and if this occurred it did not need to appear in the title;
 - ii) Members emphasised that adequate nutrition should be seen as an aspect of household food security and not in a separate context;
 - iii) There should be reference to commodity markets and prices; and
 - iv) There should be recognition of the importance of indigenous knowledge systems.
- g) I. Improved preparedness for and effective responses to food and agricultural threats and emergencies: The importance was emphasised for national and sub-regional early warning systems of sustainability and partnerships which both helped ensure sustainability and reduced duplication of effort;
- h) J. Improved frameworks for global and regional governance of food and agriculture read as the work of one office, rather than a cross-cutting Strategic Objective:
 - i) Ex ante assessment of the needs for global and regional governance in the field of food and agriculture needed to be included (and should reflect developments beyond the governmental sector),
 - ii) The Organizational Results reflected only legal instruments and not the achievement of global and regional policy coherence on international issues achieved through FAO meetings underpinned by secretariat analysis,
 - iii) There was room to combine Organizational Results J1 and J2,
 - iv) There was overlap with Organizational Results relating to Codex, IPPC, Genetic Resources and Fisheries as well as with Natural Resources Management;
- i) K. Gender Equity in access to resources, goods, services and decision-making in the rural areas: While recognising this Strategic Objective as a major priority, it could be re-examined in light of the need to mainstream a gender approach across all Strategic Objectives; and
- j) L. Increased and more effective public and private investment in agriculture: Members repeated the importance of investment and recalled that they had considered a Strategy Paper on this topic and the suggestions from management reflected much of the discussion at that time. However, as presently formulated many members considered that the Organizational Results failed to demonstrate FAO's comparative advantage and there was heavy overlap with other Strategic Objectives. Members looked forward to seeing the indicators under this Strategic Objective which they considered might give a better indication of the anticipated Outcomes.

Annex 1: Possible Strategic Objectives and Organizational Results for FAO

1. This fourth paper on possible Strategic Objectives for FAO was prepared by management based on inputs received at the Working Group 1 meeting of 4/7 July. It is intended to support further discussion among Members by presenting a more complete picture of the strategic results framework, comprising possible *Strategic Objectives* (to be achieved by Members with expected significant value added from the Organization) and the means for FAO to contribute to their achievement under all sources of funds: *Core Functions*, *Functional Objectives* and *Organizational Results*.
2. There are three new aspects in this paper compared with 4/7 July:
 - recap of the revised programme model and terminology to provide context (section I and Annex I);
 - revised possible strategic objectives and core functions/objectives (sections II and III);
 - revised possible organizational results and application of core functions for each strategic objective in a consistent format stating the expected outcome and focus for FAO's work in the medium-term, with examples of indicators (section IV).

I. Recap of Revised Programme Model

3. The revised programme model provides for clear means-ends linkages through a simplified cascading results hierarchy starting from the overarching and interrelated Global Goals of Members. The model provides accountability for the achievement of results, measurable indicators and targets at two strategic levels:
 - Strategic Objectives (12), which are the high-level benefits or changes expected to be achieved by Members in a ten-year timeframe (in countries, regions and globally), taking account of regional and subregional priorities; and,
 - Organizational Results (about 80), which represent the first-level outcomes at national, regional or global level that occur from the use of FAO products and services. FAO is to be principally accountable for the achievement of Organizational Results.
4. Each level of the hierarchy is determined in log-frame approach, and the model encompasses all sources of funds and contributions of all units in the Organization. A more detailed definition is found in Annex 1 and the paper discussed on 5 May.¹

II. Possible Strategic Objectives

5. The paper of 4/7 July presented 12 possible Strategic Objectives. Based on the discussions of Working Group I on 4/7 July, a further revised set of possible strategic objectives is presented in the box below. The revisions fall into two main categories:
 - a) **Formulation**. The statement of each Strategic Objective has been limited to the outcome expected to be achieved by Members (the bold text in the version of 4/7 July, adjusted in some cases), while the value-added by FAO has been removed and instead expressed as part of the Organizational Results.
 - b) **Grouping**. There was concern in the Working Group discussions that the grouping by Global Goals of Members, while providing for some structure and emphasis, detracted from the inter-related nature

¹ FAO Revised Programme Model (Objectives, Results, Hierarchy) at http://www.fao.org/uploads/media/AideMemoireWGIandIII5May08_1.pdf

of the Goals and thus of the objectives. At the same time, it was recognized that some objectives were more sectoral, some were more cross-cutting, and some related mainly to critically important means of action. To improve comprehension, the objectives have been reordered along these lines.

6. The result is a set of 12 Strategic Objectives, as presented in the box below, contributing to sustainable increases in food production and availability, economic and social progress and human well-being, and sustainable management and use of natural resources.

POSSIBLE STRATEGIC OBJECTIVES

- A. **Sustainable intensification of crop production.**
- B. **Increased livestock production in support of rural development.**
- C. **Sustainable management and use of fisheries and aquaculture resources.**
- D. **Improved quality and safety of foods at all stages of the food chain.**
- E. **Sustainable management of forests and trees.**
- F. **Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture.**
- G. **Enhanced incomes and livelihoods in rural areas.**
- H. **Improved food security and better nutrition** [including implementation of the progressive realization of the right of adequate food in the context of national food security].
- I. **Improved preparedness for, and effective response to, food and agricultural threats and emergencies.**
- J. **Improved frameworks for global and regional governance on food and agriculture.**
- K. **Gender equity in access to resources, goods, services and decision-making in the rural areas.**
- L. **Increased and more effective public and private investment in agriculture and rural development.**

III. How FAO will support the achievement of Strategic Objectives

III.a Core Functions

7. FAO's support to Members for achievement of Strategic Objectives depends on the applications of the Organization's core functions and main comparative advantages, as outlined below. These build on FAO's mandate, guiding the Organization's work and means of action at global, regional and national levels. These core functions and comparative advantages, critical to the success of FAO, are applied across the Organization and permeate all Strategic Objectives. A summary of the application of core functions is provided for each Strategic Objective in section IV below.

CORE FUNCTIONS AND COMPARATIVE ADVANTAGES	
a.	Providing long-term perspectives in areas of FAO's mandate, as well as leadership in monitoring and assessing trends in food security and agriculture, fisheries and forestry, bringing emerging risk factors to international attention;
b.	Stimulating the generation, dissemination and application of information and knowledge , including statistics ;
c.	Negotiating international instruments, setting norms, standards and voluntary guidelines, and supporting the development of national legal instruments , together with promoting their implementation;
d.	Articulating policy and strategy options and advice ;
e.	Providing technical support , promoting technology transfer , catalysing change and building effective and sustainable institutional capacity ;
f.	Undertaking advocacy and communication , to mobilize political will and promote global recognition of required actions in areas of FAO's mandate;
g.	Bringing integrated interdisciplinary and innovative approaches to bear on the Organization's technical work and support services;
h.	Working through strong partnerships and alliances where joint action is needed.
i.	Flexible, efficient and effective internal management, administration and financial arrangements .

III.b Functional Objectives

8. Two objectives of a more functional nature would cover work related the provision of an enabling environment for the Organization to effectively and efficiently contribute to the achievement of the Strategic Objectives. They will also ensure corporate approaches to applying the core functions. These Functional Objectives relate to relations with Members and other key stakeholders, including oversight, and internal management and administration.

Possible Functional Objectives

X. Enhanced collaboration with member states and stakeholders at all levels.

Y. Flexible, efficient and effective internal management, administration and financial arrangements.

IV. Organizational Results

9. The Organizational Results reflect the products and services that FAO commits to deliver to Member Countries and the international community in a time-frame of four years, and the initial

outcomes which stem from the use of these products and services. Indicators, means of verification, baselines and targets will provide the framework to measure and report on the achievement of the results.

10. An internal consultative process has been put in place for the iterative formulation of Organizational Results:

- A Senior Manager (ADG or Director level) has been designated to lead the formulation of results by all concerned units (at Headquarters and Regional Offices) for each Strategic Objective, taking into account the priorities identified in the Strategy Notes discussed by the Working Group.
- All offices have been requested to contribute to formulation of Organizational Results in their areas of responsibility.
- Briefings have been held for Headquarters and Regional Offices and ongoing corporate support is provided.

11. The second round of formulation and review has resulted in 62 possible Organizational Results under the 12 Strategic Objectives, along with 11 possible Organizational Results under the two functional objectives. The Organizational Results under the Strategic Objectives have been formulated by stating the expected outcome of first order use of FAO's products and services, and (in bulleted form) what FAO will do to contribute to each outcome. In addition, the application of core functions to each Organizational Result is summarized in tabular form for each Strategic Objective. The Organizational Results under the Functional Objectives describe the expected operational outcome that would be achieved through internal measures to improve the quality of core functions and services.

A. Sustainable intensification of crop production.

Application of Core Functions

Org. Result	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instruments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, communication	g. Inter-disciplinary approach	h. Partnerships, alliances
A1	x	x		x	x	x	x	x
A2	x	x		x	x	x	x	x
A3	x	x	x	x	x	x		x
A4	x	x	x	x	x	x		x
A5		x	x	x	x	x	x	x

Organizational Results

A1- National and regional capacities to strengthen livelihoods of the poor and to ensure food security are enhanced through:

- design of policies and programmes, facilitated access to technologies, and development and deployment of knowledge systems for improved crop productivity and sustainability;
- strategies and programmes for crop diversification, including production and consumption of horticultural crops;
- development and guiding of application of ecosystem management approaches to crop production intensification;
- support to national and regional programmes for food security (NPFS/RPFS).

A2 - Risks to food security, trade and the sustainability of production systems stemming from plant pests and disease outbreaks are minimized at national, regional and global levels through:

- implementation of the IPPC;
- facilitation of regional and global collaboration for contingency planning and early warning;
- support to programmes involving Farmer Field Schools based on integrated pest management technologies.

A3 - Risks from pesticides are reduced at national level through:

- promotion of regional and global collaboration under the Rotterdam Convention and Code of Conduct on Distribution and Use of Pesticides;
- advice, knowledge sharing and advocacy for policies and programmes in support of ecosystem-based crop protection;
- support to programmes involving Farmer Field Schools for IPM.

A4 - Policy frameworks and strategies are applied to manage plant genetic resources for food and agriculture (PGRFA) and to strengthen national seed systems, with defined linkages between conservation and sustainable use, including in the context of the International Treaty on PGRFA, through:

- advice on legislative and policy frameworks;
- support to development of national policies and programmes to support conservation of PGRFA on-farm and promote diversity in agro-ecosystems;
- policy and technical advice and development of programmes in support of sustainable use of PGRFA, including through capacity building on improved technologies;
- policy advice, advocacy and development of programmes to strengthen linkages between the formal and the informal seed sector through community-based seed production;

A5 - National capacities are strengthened to integrate environmental benefits and costs into agricultural policy and planning through:

- design of tools for the assessment of ecosystem services from crop agricultural landscapes;
- building capacity in assessing and managing ecosystem benefits in agriculture;
- provision of ecosystem and environmental management information.

B. Increased livestock production in support of rural development.

Application of Core Functions

	a.	b.	c.	d.	e.	f.	g.	h.
	Perspectives, trend monitoring, assessment	Information, knowledge, statistics	Intl instruments	Policy advice	Tech support, capacity building	Advocacy, communication	Inter-disciplinary approach	Partnerships, alliances
Org. Result								
B1	x	x	x	x	x	x	x	x
B2	x	x	x	x	x	x	x	x
B3	x	x	x	x	x	x	x	x
B4				x	x		x	x

Organizational Results

B1 - The livestock sector is used effectively in countries for contributing to food security, for protecting livestock-related livelihoods and for supporting rural economic development through:

- the design of technical, policy and institutional measures and the support to their implementation;
- PRSPs/NPFS/RPFS that focus on livestock production among resource poor households.

B2 - Effective collaboration among countries is in place to manage animal diseases and animal related human health threats successfully through:

- improved early warning and knowledge of animal disease emergence/spread;
- regional and international coordination of disease control and management, with national animal health systems equipped with the necessary technical capacity and policy instruments,
- Crisis Management Centre for the Food Chain with fully operational Animal Health component;
- design of national animal health and veterinary public health policies taking full account of socio-economic, cultural, structural and developmental dimensions.

B3 - The sustainable use of natural resources for increased livestock production is facilitated through:

- support to the implementation of the Global Plan of Action for Animal Genetic Resources at all levels;
- assistance in reducing the environmental impact of the livestock sector through technological and policy instruments, as well as through supportive investment.

B4 - National capacity for livestock sector development is built and sustained through:

- assistance in the use of best practices (technology, institutions, policy);
- advice on investments guided by multiple-objective needs assessments;
- advice on prevention and preparedness plans to guide emergency management (animal diseases and natural and man-made disasters where livestock is involved).

C. Sustainable management and use of fisheries and aquaculture resources.

Application of Core Functions

Org. Result	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instruments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, communication	g. Inter-disciplinary approach	h. Partnerships, alliances
C1	x	x	x	x	x	x		x
C2			x	x	x			
C3	x	x		x	x			x
C4	x	x		x	x		x	x
C5		x		x	x			
C6		x		x	x	x		

Organizational Results

C1 – Policy and practice in fisheries and aquaculture, in particular, implementation of the Code of Conduct for Responsible Fisheries and related international instruments, including those related to combating IUU fishing, reducing overcapacity and improving fishery management, are based on timely and reliable information and reinforced by international cooperation and debate, through:

- support to regional fishery bodies and COFI;
- development of complementary instruments;
- capacity building for implementation;
- support to implement Strategies for Improving Information on Status and Trends of Capture Fisheries and Aquaculture.

C2 – Institutions governing fisheries and aquaculture are strengthened and transparency in decision-making improved through:

- policy advice and institutional capacity building for improving governance of the sector;
- advice on establishing and integrating/harmonizing policy frameworks for fisheries and aquaculture in relation to broad social and economic development objectives, sustainable resource use and conservation needs.

C3 - Marine and inland fisheries are managed more effectively with active implementation of an ecosystem approach to fisheries, taking account of livelihood requirements, in a significant number of countries, through:

- technical advice and capacity building;
- regular reporting on the status of fish stocks and ecosystems;
- facilitating regional coordination in planning and implementation of EAF;
- cooperation with other relevant UN organizations including UNEP, CBD and CITES.

C4 - Sustainable aquaculture is promoted, and its production is significantly increased with special efforts in Africa and the Latin America, for supporting rural livelihoods and economic development emphasizing integrated farming systems and eco-system approach through:

- assistance in development of technical, policy and institutional frameworks for responsible aquaculture practices;
- promotion of regional and inter-regional cooperation and networks in applied research, development and technology transfer.

C5 - An increasing number of countries implement responsible fishing practices, addressing the use of appropriate fishing gear to reduce impact, effective control of fishing activities, the safety of fishing operations and improved social and economic efficiency in fishing operations, through:

- promoting the use of satellite based VMS;
- capacity building;
- establishment of global record of fishing vessels;
- support to countries to adopt and implement national and international fishing safety standards.

C6 - An increasing number of countries and institutions adopt and implement policies and programmes for responsible utilisation and trade in fisheries and aquaculture products and transparent and harmonised market access requirements leading to fair and transparent trade regimes, through:

- consultation, science based guidelines and codes of practice
- technical advice and capacity building
- promotion of harmonization and equivalence in international trade.

D. Improved quality and safety of foods at all stages of the food chain.

Application of Core Functions

Org. Result	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instruments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, communication	g. Inter-disciplinary approach	h. Partnerships, alliances
D1		x	x	x	x		x	x
D2	x	x		x	x		x	x
D3				x	x	x	x	

Organizational Results

D1 - New and revised food standards for food safety and quality are developed with broad input from countries and other stakeholders, providing internationally agreed recommendations for the production, safe use and fair exchange of food and agricultural products, including fishery products, through:

- support to the Codex Alimentarius Commission;
- provision of scientific advice on food safety and quality, including food composition and nutrient requirements (including advice from JECFA, JMPR, JEMRA and ad hoc expert meetings);
- capacity building to improve the effectiveness of developing countries' participation in Codex work.

D2 - Countries have established food safety and quality policies and evidence-based programmes that reflect public health and trade priorities, are consistent with other major national policies, and are supported by coherent legislation and regulations in line with internationally-agreed principles, through:

- policy and technical advice;
- scientific advice on food safety and quality, including food composition and nutrient requirements;
- capacity and institution building;
- provision of food safety intelligence and risk management advice

D3 - Member countries are implementing programmes of technical assistance to food chain operators to improve adherence to internationally-accepted guidelines on good practice by domestic food businesses with emphasis on good agricultural practice and good hygiene practices at all stages of the food chain and covering all foods, including fishery products, through:

- policy and technical advice
- capacity building
- support to public awareness programmes for consumer participation and education on food safety, nutrition and other food quality issues

E. Sustainable management of forests and trees.

Application of Core Functions

Org. Result	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instruments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, communication	g. Inter-disciplinary approach	h. Partnerships, alliances
E1	x	x	x	x	x	x	x	x
E2	x	x		x	x	x	x	x
E3		x		x	x		x	x
E4	x	x	x	x	x	x	x	x
E5	x	x		x	x	x	x	x
E6	x	x	x		x		x	x

Organizational Results

E1 - Policy and practice affecting forests and forestry are based on timely and reliable information, and reinforced by international cooperation and debate, through:

- support to national and regional forest monitoring and assessment;
- the Global Forest Resources Assessment and reporting on the state of the world's forests;
- the FAO Regional Forestry Commissions and Committee on Forestry;
- other relevant partnerships, including the Collaborative Partnership on Forests.

Examples of Indicators

- *Number of countries using FAO information to build national forest information systems, including forest inventory and basic statistics about forest resources, products, policies and institutions.*
- *Number of countries using FAO information that meet international reporting requirements for forests and forestry.*
- *Requests for and positive feedback on publications.*
- *Use and usefulness of internet sites, as measured by "hits," user responses, feedback from user surveys on use of FAO forestry web sites.*

E2 - Institutions governing forests are strengthened and transparency of decision-making improved, including involvement of forest stakeholders in the review and modernization of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries, through:

- sector studies and comparative analyses of forest institutions;

- support to the development of forest policy and law, and institutional reform.

Examples of Indicators

- *Countries drawing on FAO technical assistance, studies and analyses, including in the drafting of forest policies and legislation.*
- *Countries that incorporate FAO technical assistance, studies and analyses, including on multi-stakeholder engagement, in the development of forestry institutions.*

E3 - Planning for forestry's contribution to sustainable development is better integrated into national development plans and processes, considering interfaces between forests and other land uses, through:

- support to effective national forest programmes, including capacity building and knowledge exchange;
- host and support the National Forest Programme Facility.

Examples of Indicators

- *Percentage of countries actively participating in regional initiatives led by FAO, including outlook studies.*
- *National and sub-national planning initiatives, in particular in countries that have national development plans, where FAO guidelines are used to address forestry issues.*
- *Countries using FAO-generated knowledge resources and technical assistance to develop strategies for improving the contributions of forests in climate change mitigation.*

E4 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and mitigate climate change, through:

- the development and use of guidelines for good forest practices;
- increased use of financial mechanisms to build capacity to strengthen forest management and to reduce deforestation and forest degradation (REDD).

Examples of Indicators

- *Countries using FAO guidelines to monitor forest area.*
- *Countries using FAO good practices to draft or implement forest resource management plans.*
- *The number of countries using FAO guidelines, such as those for forest harvesting, planted forests, and fire management as an input into national management plans.*

E5 - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically viable land-use option, through:

- analysis and knowledge of social and economic factors resulting in increased investment;
- analysis of production, consumption and trade of forest products;
- technical assistance and guidelines for forest-based enterprises that improve livelihoods and reduce poverty.

Examples of Indicators

- *Countries using FAO studies, guidelines and technical assistance to draft policies favourable to improving the economic contribution of forest products and services.*

- *Countries where governments, private sector and/or other key stakeholders are using FAO knowledge resources to guide activities related to improving the viability of forest-based enterprises and forest products*

E6 - Environmental values of forests and forestry are better realized, through:

- technical assistance and documentation in support of more effective policies and programmes for landscape and ecosystem approaches, with an emphasis on mountain ecosystems, arid zones and rangelands, coastal forests and other fragile ecosystems;
- support to countries to address forest health, with special reference to adaptation to climate change;
- support to national and regional initiatives to conserve forests and their biological diversity; to improve the management of watersheds and wildlife resources; and to rehabilitate degraded forest lands and combat desertification.

Examples of Indicators

- *Countries using FAO technical assistance and documentation promoting the maintenance of healthy forest ecosystems as inputs into policy development.*

F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture.

Application of Core Functions

Org. Result	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instruments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, communication	g. Inter-disciplinary approach	h. Partnerships, alliances
F1			x	x	x	x	x	x
F2			x	x	x	x	x	x
F3	x	x		x	x	x	x	x
F4	x	x	x	x	x		x	x
F5	x	x	x	x	x	x	x	x
F6	x	x		x	x		x	x
F7	x	x	x	x	x	x	x	x
F8	x	x		x	x		x	x

Organizational Results

FI - The dimensions of food, agriculture, forestry and fisheries are reflected in the negotiations and implementation of international instruments addressing global challenges related to the environment and natural resources, including climate change, biodiversity and desertification, through:

- advocacy to ensure linkages are reflected;
- provision of inputs to intergovernmental sessions and processes;
- capacity building for negotiating, formulating and implementing instruments and integrating them into relevant national policies.

F2 - More equitable access to natural resources and more secure tenure are achieved in countries, including improved governance, administration and stakeholder participation, through:

- development of normative (global) guidelines;
- national and community level capacity building using technical guidelines and policy support.

F3 - Countries have improved capacity to cope with water scarcity and to enhance water productivity of agricultural systems at national and river-basin levels (including any trans-boundary water) through:

- global information and analysis of status and trends;
- support for national and regional policy/strategy formulation and implementation;
- capacity building addressing water scarcity, irrigation and water efficiency options.

F4 - Countries have strengthened capacities in land evaluation, land degradation assessment and land-use planning and promote and develop sound policies for sustainable land management, through:

- provision of global data and classification systems;
- development of normative guidelines;
- coordination, at global level, of global assessments;
- provision of capacity building and technical assistance on land evaluation, land degradation assessment, land use planning and sustainable land management.

F5 - Countries are enabled to develop and strengthen policies and programmes for the conservation and sustainable use of biological diversity for food and agriculture and the fair and equitable sharing of benefits derived from the use of genetic resources at national, regional and international levels, through:

- provision of information, including country-driven global assessments;
- implementation of the CGRFA's Multi-year Programme of Work and the development of global instruments for the conservation and sustainable use of genetic resources;
- capacity building for national implementation and support mechanisms;
- strengthened cooperation with relevant international organizations, including the Convention on Biological Diversity.

F6 - Policies and decisions related to the sustainable management and use of land, soil, water, and biodiversity for food and agriculture, as well as the improved responses to global environmental challenges, are based on integrated and shared knowledge and indicators, through:

- provision of global data on these resources, including geospatial information;
- national capacity building for the generation and use of national level data.

F7 - Resilience of food and agricultural production systems to climate change is improved and an increasing number of countries vulnerable to climate change have incorporated relevant adaptation measures, which cut across agriculture, forestry and fisheries sectors, into their national development, climate change and disaster management plans and countries are able to benefit from financial mechanisms supporting climate change mitigation, including those under the UNFCCC, GEF and carbon markets, through:

- provision of national impact assessments;
- capacity building for formulation, implementation and monitoring of intersectoral adaptation and mitigation policies, strategies and programmes and support to countries and communities to use the financial mechanisms;
- advocacy and technical support for diverse agro-ecosystems;
- facilitation of a better inter-linkage between climate change, food security, rural livelihoods and environmental services into global climate change instruments and changed eligibility and

accessibility procedures to enable greater access by smallholders, incl. post 2012 processes and mechanisms.

F8 - National decision making on sustainable bioenergy development is improved through:

- the provision of information;
- facilitation of international dialogues;
- support of national bioenergy strategy formulation, including food security concerns.

G. Enhanced incomes and livelihoods in rural areas.

Application of Core Functions

Org. Result	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instruments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, communication	g. Inter-disciplinary approach	h. Partnerships, alliances
G1		x		x	x		x	
G2		x		x		x	x	x
G3		x		x	x			
G4	x	x		x	x			
G5		x		x	x			
G6	x	x		x				

Organizational Results

G1 - Policy reform, institutional strengthening and specific programmes enable smallholders improve competitiveness, diversify into new farm enterprises and off-farm activities, meet the requirements of markets, and integrate into globalizing agri-food systems and value chains through:

- analytical contributions;
- policy advice and technical assistance.

G2 - Rural employment creation is adequately considered in agricultural and rural development policies and programmes, including those that support agro-industries, as well as small scale and commercial farming, through:

- analysis
- policy advice
- advocacy work.

G3 - National and regional policies and programmes enable the development of competitive agro-industries and enhance the role of the private sector in sustainable rural development through:

- analysis
- strategic advice
- technical assistance.

G4 - National decision-makers' capacity to appraise international market trends and developments in international trading systems and to formulate and implement appropriate policy and institutional responses to allow agricultural producers and agro-enterprises to take advantage of expanding or new trade opportunities is enhanced through:

- analysis;

- advice and training support.

G5 - Governments are enabled to establish appropriate financial, institutional and regulatory systems that enhance access by agricultural enterprises and producers to input and output markets and manage risks through:

- analysis;
- technical assistance.

G6 - National, regional and global policy makers and institutions address the impacts on rural livelihoods of global challenges such as climate change, water scarcity, environmental degradation, price instability, and migration, through:

- analytical contributions;
- policy advice.

H. Improved food security and better nutrition [including implementation of the progressive realization of the right of adequate food in the context of national food security].

Application of Core Functions

	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instru- ments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, commu- nication	g. Inter- disciplinary approach	h. Partner- ships, alliances
Org. Result								
H1		x			x	x	x	x
H2	x	x		x	x			
H3	x	x		x	x	x	x	x
H4	x	x	x		x	x	x	x
H5	x	x			x			x
H6	x	x			x			x
H7		x			x	x	x	x

Organizational Results

H1 - Stakeholders in countries and internationally (including governments, civil society, private sector, UN System partners etc.) have access to best practices regarding food security and nutrition through:

- processes facilitated by FAO and partners that identify, analyse and disseminate lessons and successful experiences at global, regional, national and decentralised levels.

H2 - Countries and Regional Economic Integration Organizations (REIOs) formulate and adopt coherent policies, programmes and interventions (including national and regional programmes for food security) that address the root causes of hunger and malnutrition, enhance access to food and improve the efficiency of food processing and distribution systems through:

- analytical contributions;
- policy assistance;
- capacity building.

H3 - Countries are able to design and implement nutrition programmes, incorporate nutrition concerns, considerations and objectives into agricultural and rural development policies, strategies, programmes and plans of action and into food security policies and interventions through:

- analysis;
- policy advice and technical support.

H4 - Countries, upon their request, are enabled to implement the voluntary guidelines on the progressive realisation of the Right to Food, including principles of good governance (transparency, participation and accountability), in processes related to agriculture, food security and nutritional wellbeing through:

- methodological support and technical assistance.

H5 - Countries and regional organizations are aware of emerging trends affecting food security and able to address threats and opportunities in a timely manner through:

- support in developing early warning systems;
- projection work carried out in collaboration with countries and international partners.

H6 - Improved statistical and other information systems pertaining to nutrition, food, including food composition, and agriculture are in place at national, regional and global levels to serve decision-making and monitoring of interventions to reduce hunger and vulnerability and ensure food security, through:

- methodology development;
- statistics and information system operations;
- technical assistance and capacity building.

H7 - User groups in countries and internationally (including governments, NGO's, private sector, research institutes, UN System partners etc.) have access to essential knowledge/information on food and agriculture through:

- collection, production, dissemination, preservation and sharing of knowledge tools and resources;
- technical assistance and capacity building.

I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies.

Application of Core Functions

Org. Result	a. Perspectives, trend monitoring, assessment	b. Information, knowledge, statistics	c. Intl instruments	d. Policy advice	e. Tech support, capacity building	f. Advocacy, communication	g. Inter-disciplinary approach	h. Partnerships, alliances
I1	x	x			x			
I2				x	x			x
I3					x			x
I4				x	x			

Organizational Results

I1 - Early warning systems related to food and agricultural emergencies are used by stakeholders at global and national levels of developing countries to respond effectively and efficiently by:

- building capacity to produce, monitor, analyze and manage early warning data in high risk developing countries with significant vulnerable rural populations

I2 - Governments and relevant partners in high risk developing countries with significant vulnerable rural populations are empowered, through effective contingency planning, to respond to food and agricultural emergencies by:

- supporting establishment of contingency plans in relation to food and agricultural emergencies;
- strengthening local capacities and institutional arrangements for protecting and promoting nutrition, especially of the poor and food insecure.

I3 - Governments and their relevant partners in high risk countries with significant vulnerable rural populations are able to respond to food and agricultural emergencies in a coordinated, timely and technically robust manner. Emergency and rehabilitation plans of action and responses are gender sensitive and ensure that affected rural poor households and communities recover quickly, build back more resilient livelihoods, and can better handle future disaster risks, commensurate with available funding, through:

- technical advice for preparation of gender-sensitive needs assessments and plans of action for food and agricultural emergencies and rehabilitation;
- technical advice for protecting and promoting nutrition and incorporating nutrition and household food security considerations into emergency agriculture interventions;
- FAO staff trained in Incident Command System.

I4 - High risk developing countries with significant vulnerable rural populations have enhanced policy frameworks and institutional capacities in relation to potential emergencies that fully incorporate the agriculture, fishery and forestry sectors, and rural communities and households at risk adopt improved agricultural and land and water management to reduce such risks, through:

- policy and technical advice for integrated risk reduction practices and principles in sectoral policies and programmes.

J. Improved frameworks for global and regional governance on food and agriculture.

Application of Core Functions

	a.	b.	c.	d.	e.	f.	g.	h.
Org. Result	Perspectives, trend monitoring, assessment	Information, knowledge, statistics	Intl instruments	Policy advice	Tech support, capacity building	Advocacy, communication	Inter-disciplinary approach	Partnerships, alliances
J1			x		x			
J2			x		x			
J3		x	x		x			
J4	x	x	x		x			
J5		x	x			x		x

Organizational Results

J1 - Development in an inclusive context of non-legally binding global or regional instruments on food and agriculture, as agreed by FAO's members, such as codes of conduct, codes of practice and guidelines, through:

- provision of neutral fora;
- technical advice.

J2 - Development in an inclusive context of legally binding global or regional instruments on food and agriculture, as agreed by FAO's members, through:

- provision of neutral fora;
- technical advice.

J3 - Design and improvement of national regulatory frameworks, including through:

- best practices, guidelines, databases on regulatory issues;
- capacity building for the implementation of international frameworks for food and agriculture.

J4 - Formulation of standards and other norms on food and agriculture by FAO statutory bodies, through:

- support to FAO statutory bodies;
- technical advice.

J5 - Increased coherence among frameworks impacting upon food and agriculture, through:

- interaction with other international organizations and treaty bodies responsible for regulatory instruments.

K. Gender equity in access to resources, goods, services and decision-making in the rural areas.

Application of Core Functions

	a.	b.	c.	d.	e.	f. Advocacy, communi- cation	g. Inter- disciplinary approach	h. Partner- ships, alliances
Org. Result	Perspectives, trend monitoring, assessment	Information, knowledge, statistics	Intl instru- ments	Policy advice	Tech support, capacity building			
K1				x	x		x	x
K2	x	x			x	x		
K3	x			x	x		x	
K4	x				x	x	x	x

Organizational Results

K1 – “Delivering as One” countries and networks at both country and regional level are able to implement joint programmes and policies to support gender equality, by:

- developing and using joint tools and methodologies and drawing on FAO's expertise in gender issues related to agriculture, rural development, access to resources, and emergencies.

K2 - Government staff have increased capacities to incorporate gender issues in agricultural/rural development policy and to measure the gender-differentiated impacts of policy, including on vulnerable groups and female-headed households, through:

- support in training, skills development and research.

K3 - Governments are able to formulate food security, nutrition and sustainable livelihoods policies that are gender-sensitive and promote gender equality through:

- technical support and policy advice;
- developing N/RPFS that give due consideration to the gender and socio-economic dimensions of food security and vulnerability and use gender-disaggregated information to monitor progress, evaluate impacts and adjust programme implementation

K4 - The Gender Plan of Action is fully implemented and FAO staff address the gender dimensions in their work through upgraded skills, awareness creation and standardized administrative and project guidelines and systems through:

- FAO staff trained with demonstrated gender competency at both headquarters and decentralised levels;
- Gender mainstreaming modules developed for and used by technical divisions;
- implementation of policy to improve gender-balance in FAO staff at all levels.

L. Increased and more effective public and private investment in agriculture and rural development.

Application of Core Functions

	a.	b.	c.	d.	e.	f. Advocacy, communi- cation	g. Inter- disciplinary approach	h. Partner- ships, alliances
Org. Result	Perspectives, trend monitoring, assessment	Information, knowledge, statistics	Intl instru- ments	Policy advice	Tech support, capacity building			
L1	x			x	x			
L2		x			x			
L3				x	x			
L4				x	x	x		x

Organizational Results

L1 - National Agricultural and Rural Development (ARD) public and private investment policies and strategies are elaborated and applied, based on:

- FAO country and regional thematic, sector and public expenditure studies;
- engagement in government investment framework formulation.

L2 - National capacity for sustainable investment planning and implementation strengthened, through:

- competency based skills training in investment cycle management;
- development and dissemination of related knowledge products.

L3 - Effective national public ARD investment programs and projects formulated, implemented and evaluated, through:

- the integrated provision of FAO technical and investment management expertise to member countries.

L4 - Countries and Regional Economic Integration Organizations (REIOs) develop National and Regional Programmes for Food Security (NFPS and RFPS) to raise the investment required from public and private sources to meet hunger reduction targets.

X. Enhanced collaboration with member states and stakeholders at all levels.

Organizational Results

X1 - A focused and effective advocacy and communication approach at corporate level maintains the hunger issue high on the international agenda so as to increase understanding of the need for investment in agriculture and the rural sector, and raises awareness of FAO's comparative advantages.

X2 - Key partnerships and alliances are achieved and coordination and networking are further developed with main stakeholders at country, regional and global levels, including through the provision of systematic and proactive FAO contributions at the corporate level to policy coherence and coordination across the UN system at the intergovernmental and inter-agency levels.

X3 - Work of the Organization under all funding sources is based on a results framework, with strategic and operational plans that take into account global, regional, sub-regional and country dimensions, and incorporate lessons learned.

X4 - Effective Information Technology (IT), Information and Knowledge Management (IM/KM) governance are established, and value-added IT/IM solutions and services are aligned with the changing needs of the Organization.

X5 - Effective direction of the Organization is exercised through enhanced governance and oversight of FAO's work.

X6 - An effective field presence promotes engagement of countries with relevant global issues and supports the formulation and implementation of joint cooperation strategies and programmes at regional, subregional and country levels, aligned with national priorities, integrated with the UN initiatives and coordinated with the programmes of other development partners.

X7 - Corporate strategy, methodologies, and tools for knowledge management and capacity building are developed and implemented through inter-departmental mechanisms that take account of UN system-wide processes with a view to support Member States in their development efforts.

X8 - FAO's field programme is designed and delivered effectively and efficiently at global, regional, subregional and country level, with maximum impact on national capacities to achieve shared objectives.

Y. Flexible, efficient and effective internal management, administration and financial arrangements.

Organizational Results

Y1 - Accurate and timely recording of financial information is ensured in FAO accounts and client-centric approaches should aim at resolving any emerging issues related to accounting policies and procedures.

Examples of Indicators

- *Official financial statements of the Organization receive external audit certification, without qualifications*
- *Strategies in place for the Member Nations to fully fund the Organization's long-term liabilities and reduce levels of arrears*
- *Achieving IPSAS compliance for the Organization's official financial reporting by 2011*

Y2 - Human resource policies and practices create an enabling environment to attract and retain high quality staff, promote learning and individual development, manage performance, and foster ethical behaviour.

Examples of Indicators

- *Proportion of staff in compliance with the PEMS review cycle, i.e. objectives, performance indicators, and developmental needs have been discussed between supervisor and staff and Year-End review has been completed (including multi-rater feedback)*
- *Proportion of managers participating in the leadership programme and demonstrating improved managerial and leadership capacity.*
- *Geographical and gender representation.*
- *Time period between issuance of vacancy announcement and selection decision for professional and higher category.*
- *Number of staff rotated into new locations/positions under rotation policy.*

Y3 - Managerial and administrative support services necessary for the efficient functioning of the Organization are provided to users in accordance with service-level agreements that emphasize quality and responsiveness.

Examples of Indicators

- *Proportion of services covered by service level agreements*
- *Client satisfaction with the timeliness and accuracy of transactions processed through the Shared Services Center (SSC)*
- *Ratio of SSC staff to total number of employees served*
- *Client satisfaction with the infrastructure and facilities management services provided (including cleanliness, maintenance, and general comfort)*
- *Timeliness of response to requests for procurement actions.*

Annex I – Definition of Key Terms of Results Hierarchy

Global Goals of Members refer to the overarching and interrelated goals that FAO is committed to helping its Members achieve. These goals form the apex of the results hierarchy, cascading down to those aspects for which a contribution is expected from FAO in view of its mandate and sphere of competence and taking into account the outcomes of key global fora, in particular the World Food Summit, and the internationally agreed development goals.

Strategic Objectives are the benefits or changes expected to be achieved in a given time frame (e.g. 10-15 years) in Member country institutions, the international community or development partners. In terms of the log-frame, these benefits represent several steps in the causal chain beyond the immediate result of the uptake of FAO's products and services by its primary users, building on the related Organizational Results (see below). Hence Strategic Objectives will not be achieved by FAO itself, but

rather by Members based on the value added that FAO provides, and in view of identified dependencies and assumptions on developments elsewhere.

Organizational Results (Outcomes): These represent the products and services which FAO commits itself to deliver to Member Countries and the international community in a time-frame of four years and the outcomes which result from the taking up and use of these products and services by users, in order to contribute to the achievement of Strategic Objectives. Organizational results or outcomes will normally be the responsibility of one or a small group of organizational units. Organizational results or outcomes represent the first-order level of results in the causal chain beyond what FAO produces, i.e. requiring up-take and use by primary user groups, and are stated in terms of what it is expected to be the result of the application by these primary 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.

Working Group II Section of Immediate Plan of Action

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

Governing Bodies

Governance Priorities

- 2) There are two major and distinct functions of the FAO Governing Bodies:
- a) the review of the world food and agriculture situation and the pursuit of global and regional policy coherence between governments on major international issues for food and agriculture, including their national implications, and the design or adjustment of international instruments, including treaties, conventions and regulations; and
 - b) the executive policy decision making and oversight for FAO as an Organization, including its programme and budget.

Governance Priorities - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.4 & 4.5	a)	Global policy coherence and regulatory frameworks: Systematically review the global situation to determine those issues requiring priority initiative for greater policy coherence and study current regulatory frameworks to determine areas requiring early action by FAO or in other fora.	Conference Technical Committees Regional Conferences Management	2009	0	-	0 (RP priority)
	b)	As appropriate take into consideration policy issues and instruments relating to food and agriculture being developed in other fora than FAO and provide recommendations to those fora	Conference Technical Committees Regional Conferences Management	2010-11 biennium continuing	0	-	0 (RP priority)
	c)	See also below – for roles of the various Governing Bodies	Governing Bodies	(see below – with respect to each Governing Body)			
	d)	Executive governance: Strengthen roles and coverage of Governing Bodies (see below)	Governing Bodies	(see below – with respect to each Governing Body)			

FAO Conference, Council & the Programme & Finance Committees

3) **The FAO Conference:** The Conference will remain the ultimate decision making body of the Organization and determine overall policy and strategy. Its distinctive functions will be further emphasised, reducing duplicative discussion with the Council. A series of measures were agreed to make the Conference more action orientated, focused and attractive to participation by Ministers and senior officials. The Conference will:

- a) be the ultimate venue for discussion and decision on global issues of food and agriculture and requirements for regulatory instruments, normally following their discussion in, and the receipt of recommendations from, the Technical Committees and the Regional Conferences;
- b) make the final decision on the objectives, strategy and budget of the Organization following receipt of recommendations from the Council (see below Programming and

The Conference – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.7 a)		a) Each session of the Conference will have one major theme agreed by the Conference, normally on the recommendation of the Council	Conference/Council	2009	0	-	0
4.7 a)		b) Conference will give more attention to global policy issues and legal frameworks, normally acting on recommendations of the Technical Committees & Regional Conferences and where appropriate, Council (it will receive directly the pertinent sections of Technical Committee and Regional Conference reports)	Conference	2009	0	-	(see g)
4.7 c) & 7.3		c) Conference will meet in June of the second year of the biennium	Conference	2011	0	-	0
4.7 c)		d) Conference will decide Priorities, Strategy and Budget on the basis of a Council recommendation (see Programme and Budget Procedure below)	Conference	2009	0	-	0
4.15 c)		e) The Conference report will concentrate on decisions, especially resolutions developed in appropriate negotiating and drafting groups (the verbatim will provide the detail and be published in all languages)	Conference	2009	0	-	(see g)
4.7 a)		f) There will be a reduction in formal plenary meetings and more side events	Conference	2009	0	-	0
4.15		g) Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	Conference	2008	0	-	0.2
4.15		h) Basic Text changes for functions, reporting lines, etc. as detailed in the Action Matrix	Conference	2008-2011	0	-	0

4) **The FAO Council:** The executive governance role of the Council will be further developed with attention to making clear decisions. It will meet more flexibly on the request of members and for variable lengths of session as appropriate to the agenda. It will play a more dynamic role in the development of the programme and budget drawing on the advice of the Programme and Finance Committees and it will extend its oversight and monitoring function particularly with regard to extra-budgetary resource mobilization and use and human resource development and utilization.

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

6) The Independent Chairperson of the Council will play an enhanced facilitation role in further empowerment of the Council to better play its role in governance and oversight. The role of the Independent Chairperson will be specified in the Basic Texts.

The Council – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.8		<p>a) The Council will exercise the following functions of Governance which will be clarified as necessary in the Basic Texts:</p> <p>i) the major role in deciding and advising on:</p> <ul style="list-style-type: none"> • workplanning and performance measures for the Council itself and for other Governing Bodies excluding the Conference; • monitoring and reporting performance against these measures; and • strategy, priorities and budget of the Organization; • the overall programme of work; • major organizational changes, not requiring Conference changes of Basic Texts; <p>ii) monitor the implementation of governance decisions;</p> <p>iii) exercise oversight ensuring that:</p> <ul style="list-style-type: none"> • the Organization operates within its financial and legal framework; • there are transparent, independent and professional audit and ethics oversight • there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts; • there are functioning results-based budgeting and management systems; • policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose; • extra-budgetary resources are effectively contributing to the Organization's priority goals; and <p>iv) monitor the performance of management against established performance targets.</p>	Conference	Decision 2008 Implementation 2009 onwards	0	-	-
			b) The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	Council	2009	0	-
4.8		<p>c) The Council will meet more flexibly on the request of members and for variable lengths of session as appropriate to the agenda (normally a minimum of 5 sessions per biennium) - Section C Chart 1 Programme and Budget planning and review cycle:</p> <p>i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance committees.</p> <p>ii) The meeting of the Council to prepare the Conference will be at least two months prior to the Conference, so that recommendations can be taken account of.</p>	Council	2010	0	-	2.1
		d) The Council Report will consist of resolutions, decisions and recommendations (verbatim to provide detail and be published in all languages)	Council	2009	0	-	1.3

4.8	e) The Council will no longer discuss global policy and regulatory issues, unless there is an urgent reason to do so (to be handled by the Technical Committees and the Conference)	Conference	2009	0	-	0
4.8	f) The Council membership will be revised as follows: i) change in representation to be decided: ii) [term of membership will become two years, rather than three at present] – <i>one region dissented</i>	Conference	2009	0	-	?
	g) The Independent Chairperson of the Council: Revise Basic Texts to clearly specify the proactive facilitation role of the Independent Chairperson of the Council for the Governance of FAO, eliminating any potential for conflict of roles with the managerial role of the Director-General and, including, in addition to chairing meetings of the Council: i) serve as an honest broker in arriving at consensus between members on controversial issues; ii) liaise with the Chairs of the Programme and Finance Committees and CCLM on their work programmes and as appropriate with the chairs of technical committees and regional conferences, normally attending the Programme and Finance Committees and regional conferences; iii) liaise with regional groups on the work programme of the Council; iv) liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the regional conferences; v) ensure that the Council is kept abreast of developments in other fora of importance for FAO's mandate and that dialogue is maintained with other Governing Bodies as appropriate, in particular the Governing Bodies of the Rome based food and agriculture agencies; vi) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance. The Basic Texts will also specify: vii) desirable qualifications (competencies) for the Independent Chair viii) that the Independent Chair is required to be present in Rome for all sessions of the Council and will normally be expected to spend at least six to eight months of the year on this task, primarily present in Rome (expenses will be covered for this period at ADG rate with the discontinuation of the standard allowance).	Conference	2009	-	-	0
4.15	i) Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)	Conference/ Council	2009- 11	0	-	0
4.15	j) Introduce Basic text changes for functions, reporting lines, etc.	Conference	2008- 2009	0	-	0

7) **The Programme and Finance Committees** will strengthen their advice to the Council and become more transparent. They and the Council will assume more responsibility for agendas. The Committees will meet more flexibly on the request of the Council and members and for variable lengths of session and in increased Joint Sessions as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Section C Chart 1). They will be required to make clear recommendations and give more attention to

policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council.

Programme and Finance Committees – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.9 & 4.17		<p>a) Clarifications of functions and ways of working will be introduced immediately in practice and followed-up by Basic Text Changes, including on clarification of functions:</p> <p>i) Programme Committee functions will emphasise programme priorities, strategy and budget and will also include: consideration of field and decentralized work; priorities for the Organization to address in developing global policy coherence and regulation; and partnership and coordination with other organizations for technical work;</p> <p>ii) Finance Committee will cover all aspects of administration, services and human resources as well as finance, including the policies and budget for these areas of work;</p> <p>iii) The Committees will meet more flexibly on the request of the Council and members and for variable lengths of session as appropriate to the agenda and in line with the programme and budget planning and review cycle (see Chart 1) - (minimum number of sessions normally four per biennium);</p> <p>iv) The two Committees will hold more joint meetings. The discussion will be in joint session and whenever there is overlap in the discussion or the two committees contribution will have a strong complementarity;</p> <p>v) They will be required to make clear recommendations and give more attention to policies, strategies and priorities in order to provide improved oversight and more dynamic guidance to the Council; and</p> <p>vi) The Finance Committee will no longer be required to review the WFP Strategy.</p>	Conference	2008	0	-	-
4.15		b) Introduce changes in practice, including ways of working (see below)	Conference/ Council	2008	0	-	1.5
4.15		c) Introduce Basic text changes for functions of the committees	Conference	2009-2011	-	-	0

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.9 & 4.17		<p>Programme and Finance Committees Membership, chairs and observers: - Changes will be introduced in the Basic Texts. The members will be countries not individuals but in nominating their representatives countries will be expected to propose representatives with the necessary technical qualifications, and:</p> <p>a) chairs will be elected by the Council on the basis of their individual qualifications and will not occupy seats of their electoral groups or represent a region or country;</p> <p>b) the membership of the Committees will each be increased, <u>in addition to the Chair</u>, to eight representatives of Africa, Asia, Latin America and the Caribbean and the Near East and four representatives of Europe, North America and the South West Pacific (1+8+4) elected by the Council (countries may substitute their representative during the term of office with a representative of adequate qualifications);</p> <p>c) six alternates will also be elected by the Council on the regional basis as above (4+2). If a country which has a member on a committee cannot be present for a meeting or substitute its member, he or she will be substituted by an alternate from their electoral group, thus avoiding that a seat remains empty during a meeting;</p>	Council	2011	0	-	-
		d) committees, including joint meetings will be open to non-speaking observers.		2008			

Committee on Constitutional and Legal Matters (CCLM)– Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
		The CCLM will be open to non-speaking observers	Council	2008	0	-	0

Regional Conferences

8) Regional Conferences will have an important potential role to play in governance for: policy coherence for development in their region; discussion of global priorities as they relate to the region; providing inputs to the Council and Conference on FAO priorities and in discussing such issues as intra-regional trade and investment. This role may vary from region to region. They will become a full part of the governance structure, feeding into the Conference and Council.

Regional Conferences – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.13		Changes in lines of reporting, functions and ways of working will be introduced immediately in practice and followed-up by Basic Text changes, including Changing the status of the Regional Conferences to Committees of the FAO Conference: a) Functions will include: <ul style="list-style-type: none"> • Develop issues for regional policy coherence & regional perspective on global policy issues & regulation – presenting its report to the FAO Conference • Advise on the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council • Exercise an oversight function for FAO programmes in the region – reporting to the Council b) Ways of working – Regional Conferences will: <ul style="list-style-type: none"> • be convened normally once in every biennium on the decision of the Members of FAO from the region and with full consultation among members on agendas, formats, dates & duration and need for the Conference • appoint a rapporteur. • the Chair and rapporteur will remain in office between sessions and the Chair or if more appropriate the rapporteur will present the regional conference report to the FAO Council and Conference • to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture • papers for regional conferences will be concise and focused with a limited number of precise action recommendations. 	Conference	2008	0	-	-
		Introduce changes in practice, including ways of working and reporting lines as specified in the Action Matrix	Conference	2008	0	-	1.8
		Introduce Basic text changes for functions, reporting lines, etc.	Conference	2009-2011	-	-	0
		Independent review of regional conference performance	Council	2014	0.3	2016	0

Technical Committees and Ministerial Meetings

9) **Technical Committees:** The Technical Committees are fundamental to FAO's work. They are committees of the whole membership and have distinct roles: Firstly developing global information exchange, policy coherence and instruments for their area of competence; and secondly providing guidance to the Governing Bodies on the Strategy and Programme of the Organization. They will be more systematically used to develop work on global issues. Technical committees, as committees of the whole deal with world issues as well as FAO's programme and will report directly to the FAO Conference on global issues and to the Council on FAO programme priorities and performance.

10) The conferences of parties for treaties and conventions, other statutory bodies, such as those in fisheries, and bodies such as the Codex Alimentarius Commission will in future have

a direct line of communication through the appropriate technical committee of the FAO Governing Bodies.

11) **Ministerial meetings** may be convened by the Conference or Council when matters developed at technical level, normally in the technical committees need political endorsement or more visibility and this cannot be adequately dealt with in the Conference or Technical Committees. Their reports will normally be considered directly by the FAO Conference.

Technical Committees – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
Technical Committees:							
4.11		<p>Technical Committees: The Committees will report to Council on FAO's budget, and the priorities and strategies for the programmes and directly to the FAO Conference on global policy and regulation, and:</p> <p>a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;</p> <p>b) Ways of working –Technical Committees will:</p> <ul style="list-style-type: none"> • meet more flexibly as to duration and frequency, according to needs and normally at least once in each biennium. They will address priority emerging issues and may be convened especially for this purpose; • the Chair will facilitate full consultation with Members, on agendas, formats and duration <p>c) More use will be made of parallel sessions and side events, taking care that developing countries and small countries are well represented (informal sessions will include NGOs and the private sector including representation from developing countries);</p> <p>d) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;</p> <p>e) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD and WTO;</p> <p>f) The Committee on World Food Security (CFS) will normally meet once per biennium. It will revitalise its role regarding monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.</p>	Conference	2008	0	-	-
		Introduce changes in practice, including ways of working and reporting lines	Conference	2008	0	-	1.0
		Introduce Basic Text changes for functions, reporting lines, etc.	Conference	2008-2011	-	-	0
Ministerial meetings							
4.12		Basic Text Change to specify that the Conference or Council may call a Ministerial meeting when matters developed at technical level need political endorsement or more visibility. The Ministerial meeting reports will be considered directly by the Conference.	Conference/ Council	2008-2011	-	-	0

Statutory Bodies Conventions, etc.

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

Statutory Bodies, Conventions, Treaties, Codex, etc. – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.11 g)		Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) may bring issues to the attention of the Governing Bodies through relevant Technical Committee (Basic Text Change)	Conference/Council	2009	0	-	0
4.6		Undertake a review to enable FAO to establish bodies with a high degree of self-governance and financing, while remaining within the framework of FAO	Management / Council	2009 - 10	0.3	2009 - 10	0

Further Actions to Improve the Effectiveness of FAO Governance

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

Further Actions to Improve the Effectiveness of FAO Governance – Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
4.4 a)		The Council and all other Governing Bodies, excluding the Conference will prepare a multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council, which will provide its views to each of the bodies and: a) maintain a consolidated programme of work b) review progress against the Programmes of work once every two years.	Council	2009-2010	0	-	0.2
4.1 c)		Commission an in-depth independent review of the workings of the Governing Bodies following the reforms with a view to further improvements	Conference/Council	2015	0.5	2015	0
8.6 b)		In order to further transparency and communication the Director-General will report to and dialogue with the Council and the Joint Meeting of the Programme and Finance Committees on the: • Strategic Framework and Medium-term Plan priorities; • Priority goals which senior management has established for immediate progress; • annual and biennial performance	Council	2009	0	-	0
para 745		Staff from permanent representations to FAO will only be recruited to posts and consultancies following normal FAO procedures of transparency and competition improved in line with Section C. They will not be eligible for recruitment by FAO before a break in service from their work in the permanent representation to FAO at least equal to that applied to retirees from FAO	Management	2008	0	-	0

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action		Start-End Year	Cost US\$ (million)	Year (s)	
The Revision of Basic Texts (costs)							
		Costs of revising the Basic Texts for all Governing Bodies: Work to be carried out by Legal Office and CCLM for revisions of Basic Texts	Management	2008-11	0.2	2009-11	0

Evaluation, Audit and Organizational Learning

14) **Evaluation:** Members and management agreed with the IEE that strong evaluation was indispensable for both the Governing Bodies and for senior management and that the conduct of evaluation must be responsive to, but operationally independent of, both. Evaluation in FAO was already of a relatively high standard and provided a strong foundation to build on further. The learning and accountability functions of evaluation were essential for both the Governing Bodies and management and for confidence in the evaluation function. Transparency was important, as well as clarity on institutional arrangements. The Organization's evaluation policy, strategy and institutional arrangements will be incorporated in a "Charter" which will be subject to Council approval.

15) **Audit:** Members welcomed the measures taken to ensure effective audit functions and Management's general agreement with the IEE recommendations. They noted the high audit standards in FAO, supporting continued development of *ex post* control, transparency, coherence within the UN system and audit independence and autonomy in budget and staffing. The Governing Bodies will examine the internal audit workplan and Management will proceed with ending audit membership in decision making committees within FAO to limit potential conflict in interest. The Audit Committee should provide its reports to the Governing Bodies through the Finance Committee and be available for consultation with the Governing bodies as appropriate.

Evaluation, Audit and Organizational Learning - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action		Start-End Year	Cost US\$ (million)	Year (s)	
Evaluation							
7.10 a)		Establishment of evaluation as a separate office inside the FAO secretariat structure reporting to the Director-General or his Deputy and to the Council through the Programme Committee.	Management/ Council	Jan 2009	0	-	0
7.11		Evaluation Budget: The evaluation Regular Programme budget will be increased to 0.8-1.0% of the total Regular Programme Budget (over two biennia) and once decided upon by the Governing Bodies, as part of the Programme of Work and Budget approval process, fully protected and allocated in full to the evaluation office. <u>All donors</u> are requested to respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.	Conference	2009 - 2011	0	-	4.5
7.10 d)		Evaluation staffing: a) Recruitment of evaluation director at D2 level. A panel consisting of representatives of the Director-General and Governing Bodies, as well as evaluation specialists from other UN agencies will review the terms of reference and statement of qualifications for the post, and then participate in a panel to screen and select an appropriate candidate. The Director of evaluation will serve for a fixed term of four years with the possibility of renewal for a maximum of one further term, with no possibility for reappointment within FAO to another post or consultancy for at least one year; b) All appointments for evaluation of staff and consultants will follow transparent and professional procedures with the first criteria being technical competence but also with attention to considerations of regional and gender balance. The Director of evaluation will have the main responsibility for the appointment of evaluation staff and the responsibility for appointment of consultants in conformity with FAO procedures.	Management/ Programme Committee	Oct 2008	0	-	0 Difference between D1 and D2 covered in increase in Budget above
7.10 b)		Quality assurance and continued strengthening of the evaluation function: a) Strengthening of existing independent peer review of major reports b) Biennial review by a small group of independent peers for conformity of work to evaluation best-practice and standards – report to management and the Council together with the recommendations of the Programme Committee	Evaluation Director	2008 first peer review 2010	0	-	0 part of above increase in evaluation budget
		c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	Programme Committee & Management	2013 first evaluation			0 part of above increase in evaluation budget

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
7.10 c)		<p>Approval by the Council of a comprehensive evaluation policy incorporated in a “Charter” , including the above, and</p> <p>a) a Deputy Director-General will continue to chair the internal evaluation committee to provide advice to the Director-General and this Committee will also interact with the Programme Committee;</p> <p>b) the rolling evaluation plan will continue to be approved by the Governing Bodies following consultation with the internal evaluation committee;</p> <p>c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;</p> <p>d) all evaluation reports, management responses and follow-up reports will continue to be public documents, fully available to all FAO Members. Efforts to discuss and bring the reports to the attention of all concerned Governing Body members will also be further strengthened through consultative groups and workshops on individual evaluations;</p> <p>e) the evaluation office will have an institutionalised advisory role to management on results based management and programming and budgeting, reinforcing the feed-back and learning loop;</p> <p>f) evaluation will be well coordinated within the UN system, taking account of the work of the Joint Inspection Unit (JIU) and the evaluation office will continue to work closely with the United Nations Evaluation Group (UNEG).</p>	Council	2009	0	-	0
7.10 c)		The provisions for evaluation as approved in the Charter reflected in the Basic Texts	Council	2010	0	-	0
Audit							
7.9 a)		In line with current policy the work of the Inspector-General's office will be extended to major organizational risk areas	Management	2009	0	-	0
7.9 b)		<p>The Audit Committee will:</p> <p>a) have a membership which is fully external agreed by the Council on the recommendation of the Finance Committee;</p> <p>b) present an annual report to the Council through the Finance Committee</p>	Management/ Council	2008	0	-	0
7.9 f)		The External Auditor will assume responsibility for audit of the immediate office of the Director-General	Council	2009	0	-	?

Appointment and Term of Office of the Director-General

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

Appointment and Term of Office of the Director-General - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action		Start-End Year	Cost US\$ (million)	Year (s)	
4.20		Introduce procedure and Basic Text changes to strengthen opportunity for the FAO Membership to appraise candidates for the post of Director-General prior to the election, including: <ul style="list-style-type: none"> a) Candidates for the post of the Director-General will address the Conference at which the election will be held. Members will have the opportunity to put questions to candidates; b) Candidates for the post of the Director-General will address a session of the FAO Council and provide details of their qualifications, not less than 60 days from the Conference at which the election will be held. At that session both Members and observers to the Council will have the opportunity to put questions to candidates (the meeting with candidates is for information only and no recommendation or conclusion of the discussion will be made); c) Nominations by Member Governments of candidates for the post of Director-General will close at least 60 days prior to the above Council session; d) When the post of Director-General is due to become vacant it will be advertised widely, together with desirable qualifications (as approved by the Conference) When the vacancy is as a result of the expiry of a normal term of office, advertisement will be no less than 12 months before the closure of nominations. 	Conference	2009	0	-	?
4.20		Change Basic Texts for period of office of the Director-General to four years with possibility of renewal for one further period of four years	Conference	2009	0	-	0

Working Group III Section of Immediate Plan of Action

as revised 10 July

C. Reform of Systems, Programming & Budgeting Culture Change and Organizational Restructuring

Reform of Programming, Budgeting and Results Based Monitoring

17) In order to improve prioritisation, effectiveness, impact and oversight of FAO's work, major reforms of programming and budgeting are proposed, including in the role of the Governing Bodies. Assessed contributions and extra-budgetary resources will be managed to the maximum extent in a unified work programme, subject to the same planning and oversight, with encouragement to contributors of extra-budgetary funding to reduce earmarking and pool funding. Programming and Budgeting documentation will be drawn up, reflecting a results based hierarchy which will be monitored and evaluated for results. The Council will propose the programme of work, the level of the assessed budget and provide an estimate of extra-budgetary funding to the Conference (budgetary data will be divided between administrative and programme budgets). The date of the FAO Conference will shift to June of the second year of each biennium, in order to facilitate an earlier decision on the final budget for assessed contributions and orderly planning and oversight of the definitive programme of work by the Governing Bodies.

Reform of Programming, Budgeting and Results Based Monitoring – Action Matrix
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Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
7.1, 7.2 & 3.19		<p>a) Introduction of revised Programme and Budget Documentation consisting of the following sections, which <u>may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009):</u></p> <p>i) Strategic Framework with a 10-15 year time horizon reviewed every four years and including:</p> <ul style="list-style-type: none"> • Analysis of the challenges facing food, agriculture and rural development and the dependent peoples, including consumers, • Strategic Vision, • The Goals of Member Nations, and • Strategic Objectives for achievement with support from FAO by Member Countries and the international community, including indicative targets and indicators of achievement (some 8-12)²; <p>ii) Medium-Term Plan with a four year time horizon and reviewed each biennium, including:</p> <ul style="list-style-type: none"> • Strategic Objectives for achievement with support from FAO by Member Countries and the international community, as per the Strategic Framework, and • Organizational Results framework (outcomes) – a maximum of some 80, contributing to the achievement of Strategic Objectives by Member Countries and the international community. Each Organizational Result will have specified achievement targets and indicators for verification, show FAO's contribution and indicate the budget from assessed contributions and estimated extra-budgetary resources (targets may be conditioned upon level of extra-budgetary resources); • Impact Focus Areas³ which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas; • Gender will be fully integrated incorporated into the Strategic Framework and Medium-Term Plan and will no longer have a separate Plan of Action <p>iii) Programme of Work and Budget, each covering a single biennium, with the budget divided between an administrative budget and a programme budget and providing:</p> <ul style="list-style-type: none"> • Organizational Results framework (outcomes) as per the Medium-Term Plan, including the Organizational Responsibility for each result; • Quantification of costs for all Organizational Results and all obligations • Calculation of cost increase and efficiency savings, <p>iv) Provision for long-term liabilities, under-funded obligations and reserve funds</p> <p>v) Draft Programme and Budget resolution.</p>	Conference	2009	0.4	-	0

² Progress in Strategic Objectives will be assessed primarily through evaluation as they are not susceptible to cost-effective routine performance monitoring.

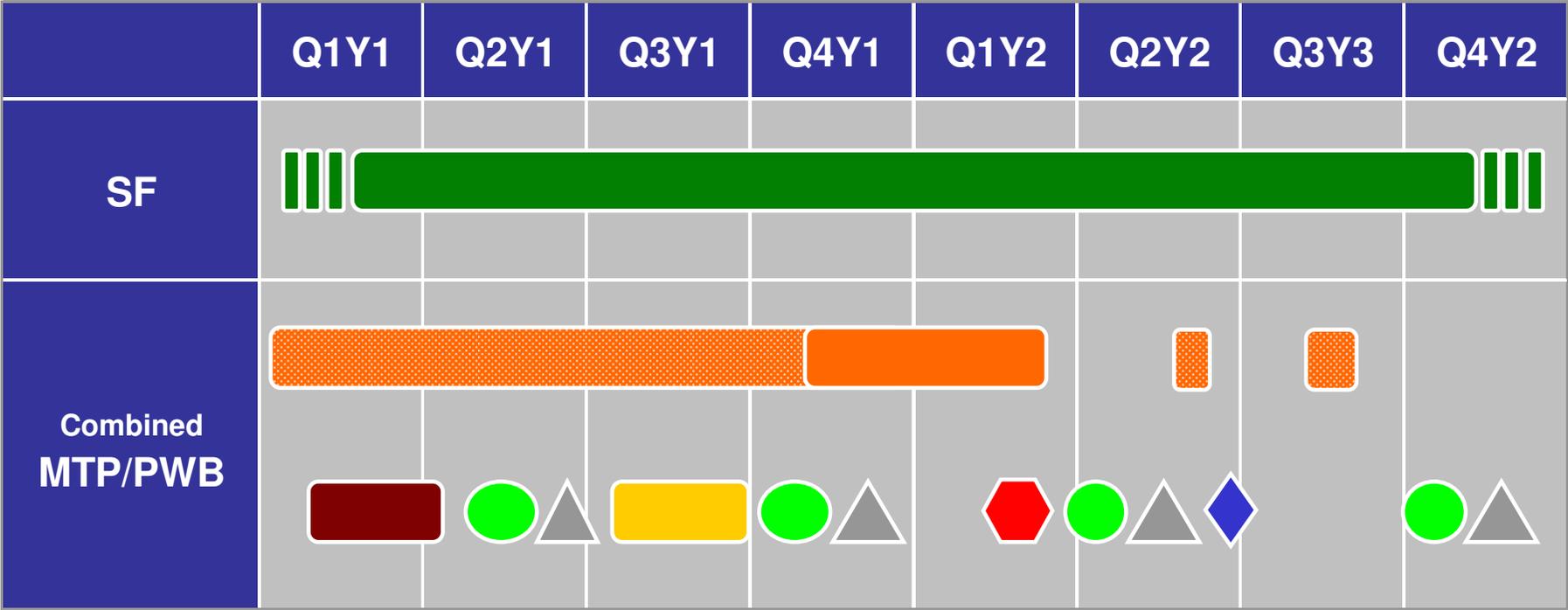
³ Impact Focus Areas combine “Results” to more effectively contribute to the achievement of Strategic Objectives, producing impact in 4-6 year timeframe, leaving flexibility for decision making and prioritization to

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
7.5		b) Introduction of a Revised Implementation Performance monitoring system and report: Each report will cover the previous biennium and report on delivery, and targets and indicators of results as well as efficiency indicators for the functional objectives.	Council	2009 - 2012	0.1	2009-10	-
7.3		c) Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing). The date of the FAO Conference will move to June, starting from 2011, with a corresponding shift in the dates of all other meetings. The following cycle will be introduced (for budgetary provision for number and days of meetings – see B Governance Reform): i) <u>Year 1 of the biennium:</u> <ul style="list-style-type: none"> • the Technical Committees will review and make recommendations, with respect to their areas of mandate, on: <ul style="list-style-type: none"> ◆ FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and ◆ priorities and results planned under the Medium-Term Plan, including in areas of global governance, and suggest adjustments for the next biennium; • The Regional Conferences will with respect to their Regions, review and make recommendations on: <ul style="list-style-type: none"> ◆ FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and ◆ priorities and results planned under the Medium-Term Plan, and suggest adjustments for the next biennium, and ◆ policy issues for the region to be considered at global level or through additional action at regional level; • the Programme and Finance Committees and the Council with respect to their areas of mandate, will review and make decisions on: <ul style="list-style-type: none"> ◆ the performance implementation report for the previous biennium, including performance against indicators, ◆ major evaluations, ◆ budgetary and implementation performance in the second half of the year, and ◆ any necessary adjustments in the agreed Programme of Work and Budget ◆ approve in advance requested reallocations between Chapters; ii) <u>Year 2 of the biennium:</u> <ul style="list-style-type: none"> • <u>Throughout the year</u> the Programme and Finance Committees and the Council will review and make 	Conference	2010 -11	0	-	(see Gov Reform)

reflect emerging challenges. They are limited in number and 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 assessed contributions. They have clear targets and indicators and will facilitate untied pool funding of extra-budgetary resources and facilitate Governing Body oversight of the use of those resources in line with agreed priorities.

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
		<p>decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested Reallocations between Chapters;</p> <ul style="list-style-type: none"> • January - March: the Programme and Finance Committees and the Council will review the proposed Medium-Term Plan and Programme of Work and Budget and in every second biennium, the Strategic Framework (this latter may be coincided with the term of office of the Director-General), • January –March: - not as part of the Governing Body cycle of meetings - an informal meeting will be held of interested members and other potential sources of extra-budgetary funds and partnership, to exchange information on extra-budgetary funding requirements, especially in relation to Impact Focus Areas, • March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level, • June: The Conference will approve the Results Framework and budgetary aspects including the budget level, and • September – November: the Programme and Finance Committees and the Council will if necessary consider and approve any changes in the Results Framework and budgetary allocations following the Conference decision on the budget level. 					
7.3		d) Introduce necessary Basic text changes for Programme and Budget cycle including the timing of Governing Body sessions	Conference	2008/9	0	-	0
8.17		e) In addition to capital account and TCP Introduce provisions for roll-over of up to five percent of the assessed budget, between biennia, in order to smooth income and expenditure, thus reducing wasteful and inefficient transactions	Conference	2008/9	0	-	0

Chart 1: Schedule for Governing Body Consideration of the Medium Term Plan (MTP) and the Programme of Work and Budget (PWB)



- 
Secretariat process
- 
Conference
- 
EB Meeting
- 
Programme & Finance Comm.
- 
Council
- 
Technical Committees
- 
Regional Conferences

Resource Mobilization and Management Strategy

18) FAO will adopt an integrated resource mobilization and management strategy bringing together Assessed Contributions and extra-budgetary resources, to support agreed priorities facilitating both Governing Body oversight and increased focus and impact. Greater pool funding (as distinct from project funding) will reduce transaction costs. Essential building blocks for the strategy will include:

- a) the areas selected by the Governing Bodies as an integral part of the Medium-term Planning process to form a focus for extra-budgetary resources:
 - o Impact Focus Areas (IFAs)
 - o Country development priorities as defined in National Medium-Term Priority Frameworks
 - o Regional Programmes
- b) a series of measures to improve the management of assessed Contributions

Resource Mobilization and Management Strategy – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
7.6		<p>Integrate into the programming and budgeting process extra-budgetary resources, including the definition of Impact Focus Areas (see also Reform of Programming Budgeting and Results Based Monitoring), and:</p> <p>a) review by the Council of the plans for, the application and results of extra-budgetary resources in an integrated framework on the basis of the findings and recommendations of the Programme and Finance Committees, ensuring that resources are mobilized to support the agreed priorities of the Organization;</p> <p>b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall management and coordination of resource mobilization, including donor relations on policy, in a central Office of Strategy, Planning and Resources Management with decentralized responsibilities at all levels within the coordinated framework for resource mobilization, in particular at regional and country levels;</p> <p>c) vigorously pursue new partnerships, including with the private foundations;</p> <p>d) keep under continuous review both efficiency measures and the cost of support services to extra-budgetarily funded work to ensure that there is no cross-subsidisation between the sources of funds.</p>	Conference Special Session	2009	0	-	-
4.6		<p>Review treaties conventions, agreements and similar bodies and instruments established under articles VI, XIV and XV of the FAO constitution with a view to their development on the basis of a high degree of self-governance and funding:</p> <p>a) present report to Council and to the parties to the agreement</p>	Council & parties to agreements	2009	0	-	Savings n.a.

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
8.16		Introduce measures to encourage timely payment and the avoidance of arrears and management of resource availability, taking account of the Recommendations of the Finance Committee, including: a) annual review by the Council on the basis of a report from the Finance Committee of the situation of late payments and arrears and its implications for the Organization's liquidity b) prominent reporting on the FAO website of the situations of timely payments and delayed payments and arrears by country c) continuation of the present responsible borrowing policy to smooth cash flow	Conference/ Council	2009	0	-	Possible reduced interest charges

The Technical Cooperation Programme

19) The Technical Cooperation Programme is a central programme of the Organization enabling it to provide catalytic technical inputs to developing country members. It will no longer be used in any way as a reserve fund for shortfalls in payments, anymore than any other programme of the Organization. The level of the Programme will be maintained at, at least the 2006-07 level (i.e. 13 percent) of the total resources of the Organization from assessed contributions. The responsibility for TCP will be assigned to Regional Representatives and at country level to FAO Representatives.

Technical Cooperation Programme – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
		TCP resources to be allocated to regions under the authority of Regional Representatives, except for 15% retained under the authority of the Department responsible for Technical Cooperation for use in emergencies. Criteria for allocations to regions and considerations to be applied by Regional Representatives in approvals for countries and projects agreed as follows: To come	Conference Special Session	2009	0	-	savings in TCP unit ?

Institutional Culture Change

20) The CoC-IEE concluded that culture change is fundamental to the successful reform of FAO and is a long-term process which requires high levels of participation and improved communication horizontally and vertically. It is closely linked to human resource policy and a culture of responsibility, accountability and incentives. The CoC-IEE welcomed the establishment by management of a culture change team, in a process led by the Deputy Director-General. It was agreed that incremental costs of culture change in the FAO secretariat will be funded from extra-budgetary resources.

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
Culture Change in the FAO Secretariat:							
		Appointment of External Facilitator and change team	Management	2008-09	1.0		0.1
		Development of Internal vision	Management	2008-09	0.3		
		Implementation of the vision	Management	2009 onwards	0	-	?

Ethics

21) The CoC-IEE welcomed the appointment of an Ethics Officer and the subsequent establishment of an Ethics Committee.

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
Ethics:							
7.9 g)		Appointment of an Ethics Officer, functioning of the office, and training of staff	Management	2008	0.2	-	0.7
7.9 g)		Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee	Finance Committee & CCLM	2009	0	-	-
7.9 g)		Appointment and initiation of work by Ethics Committee	Management	2009	0	-	-
7.9 g)		Review of annual or biennial report of Ethics Committee by the Council on the basis of the findings and recommendations of the CCLM and Finance Committee	Council	2010	0	-	-

Reform of Administrative and Management Systems

22) **Approach to Risk:** The CoC-IEE concluded that FAO is excessively risk averse. There was agreement on moving from *ex ante* to *ex post* controls, and the negative impact of controls and lack of delegation on staff motivation. A risk assessment and management study will be undertaken beginning in 2009, subject to availability of extra-budgetary funds. Management was urged to make rapid progress not only in administration but in other areas of delegation, procedural simplification and greater flexibility and introduce these in its early actions.

23) **The Root and Branch Review and other Administrative and Financial Improvements:** The Root and Branch Review has been contracted to the consultancy firm Ernst and Young and covers all aspects of administrative servicing, contracting purchasing, financial management and systems, human resources, and information technology and communication systems.

The CoC-IEE recommendations with respect to the first report of the Root and Branch Review are the subject of a separate addendum to this report finalised in October 2008.

24) In addition to the Root and Branch Review the CoC-IEE has emphasised that 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. Early actions have been agreed with management to initiate immediate implementation.

Reform of Administrative and Management Systems – Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
Management Early Actions summary including:							
8.4 8.3 & 6.15 8.10 8.10 8.10 8.10		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; f) opening of temporary operational cash accounts in the field g) deployment of a field version of oracle adapted to FAORs' needs. Note: some early actions will be completed by the time of the Special Session of the Conference; other major items which will incur costs beyond the Conference are reflected below (e.g. Root and Branch review and performance management).	Management	2008	0	-	???
Follow-up to the Root and Branch Review:							
8.1		Conduct of Root and Branch Review	Management	2008-09	2.2	2009	0
8.1		Review by management and the Governing Bodies of the Final Report	Management/ Council	2009	0	-	0
8.1		Development of follow-up action plan	Management	2009	n.a.	2009	0
8.1		Review by Governing Bodies of the Follow-up Action Plan	Council	2009	0	-	0
8.1		Implementation of action plan	Management		n.a.	n.a.	n.a.
Shared Services with Rome Based UN Agencies (see Partnerships below)							
Enterprise Risk Management Framework							
8.15		Agreement by Finance Committee on Terms of Reference for a comprehensive enterprise risk management study addressing all forms of risk, including but not limited to financial risk	Management/ Finance Committee	2008	0.2	-	0
8.15		Issue of external contract for the study	Management	2009	?	2009-10	
8.15		Review by management and the Governing Bodies of the Final Report	Management/ Council	2009	0	-	0
8.15		Development of follow-up action plan	Management	2010	?	2010	0
8.15		Review by Governing Bodies of the Follow-up	Council	2010	0	-	0
8.15		Full Implementation of Enterprise Risk Management Structure	Management	2009-2010	2.2	2009-2010	
8.15		Implementation of Follow-up	Management	2011	n.a.	n.a.	n.a.

Publishing in all Languages of the Organization

25) The CoC-IEE considered it essential that the Organization improve the availability of its publications to users and including different language groups. It must also ensure that good translations are delivered at the lowest possible cost.

Publishing in all Languages of the Organization - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
3.6		In addition to main meeting documentation, a budget will be provided for each FAO language and within that budget envelope a panel of users of each language will decide on the application of funds for translation and for increased distribution of hard copies as appropriate to the Least Developed Countries	Management	2009	0	-	
		Separate mirror websites to the FAO website will be developed for Arabic and Chinese	Management	2009	?	2009	
		If not adequately covered by the Root and Branch Review a study will be undertaken of how to ensure quality and timely translation at reduced costs	Management	2010	?	2010	savings ?

Human Resource Policies and Practices

26) The CoC-IEE stressed the value of FAO's human resources. They welcomed the strategy developed by Management which presented a vision which now needed to be converted into a concrete action plan. Although the detailed results of the Root and Branch Review will further improve the plan, immediate improvements will proceed in parallel with this Review according to the Plan:

Human Resource Policies and Practices - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
8.5		Maintaining the primary criteria of staff and consultant selection on the basis of merit, implement an effective policy for geographical and gender representation, particularly regarding developing countries, which will not detract from	Management	2008 - 2009	0.1	-	0.1
8.8		Introduce a package for increasing staff training, including in management	Management	2009	?	2009	2.9
8.2		Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	Management	2009	0	-	8.8
8.2		Establish a joined-up and consistent system for the recruitment and development of young professionals, particularly from developing countries. This will include the intern programme	Management	2010	0	-	2.0
8.4		Decentralise and delegate decision making within clear policies and requirements, including further delegation of authorities from the Office of the Director-General and from senior management	Management	2008	0	-	await Root and Branch review

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
8.4		Wider publication of FAO vacancies	Management	2009	0	-	0.2
8.4		Provide for full transparency in the selection and recruitment of all senior staff and FAORs	Management	2008	0	-	0
8.4		Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	Management	2009	0	-	0.1
8.3		Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance	Management	2009	0	-	0.2
8.3		Rationalise the use of FAO retirees, who will not be used for long-term gap filling in vacant posts as a cost saving measure	Management	2009	0	-	2.0
8.7		Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria	Management	2009	1.0	2008/9	0.6
6.15 & 8.3		Introduce dual grading for P5/D1 and D1/D2 posts	Management	2009	0	-	(-1.0)
8.2		Upgrade the Oracle systems to i) improve ease of data extraction and analysis and ii) to support substantive staff management, rather than purely transaction processing	Management	2010	1.2	2009/2010	0 (savings in enquiries)
8.3 c)		Establish a staff redeployment fund	Council	2009	?	2009/2010	?
4.8 e) 4)		Enhance governance oversight of human resource policies through the Finance Committee	Council/FC	2009	Covered under Governance		
8.3 d)		Governing Body action and action by management to secure changes at the UN Common System level	Council & Management	2009	0	0	0

Restructuring for Effectiveness and Efficiency

Functioning as One Organization

27) The decentralized offices and headquarters will work as one effectively integrated Organization, through decentralization of authorities, networking and full involvement of the decentralized offices in FAO's overall decision making. Similarly headquarters will be organized in fewer units with a much more integrated approach to programmes and clearer lines of responsibility. This culture change underlies many of the actions and changes discussed below.

Decentralized Offices and Country Presence

28) The CoC-IEE emphasises the importance of FAO having a strong decentralized presence to provide services flexibly to Members and create an effective flow of information as a knowledge organization. This presence will be specifically tailored to the needs of individual countries and regions with rationalised coverage based on clear criteria. Effective decentralisation depends upon properly resourced offices and strategically selected locations. The present situation of an inadequate budget to ensure the continuous staffing of Country offices is unsustainable and the structural deficit cannot not be allowed to continue. Offices and staff should be subject to performance and results-based assessment. Thus, decentralisation will not proceed further without accompanying regular programme and extra-budgetary resources and will not be authorised if it impairs headquarters' capacity. Decentralization will be accompanied by delegation of responsibility with accountability.

Decentralization - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
		Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link	Management	2008	0	-	0
		Provision of separate administrative and technical budget information for Decentralized Offices: regional, sub-regional and national	Management	2009-10			
6.20		Transfer the primary reporting line for technical officers in the regional offices to the Regional Representatives (ADGs) or where more appropriate the sub-regional representatives	Management	2009	0	-	0
6.19		Fully involve ADG/Regional Representatives in programming and budgeting (see also above ref)	Management	2009	0	-	0
6.20		Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)	Management	2009-10	0	-	0
6.20		Transfer primary responsibility for all aspects of FAORs to the Regional Representatives (ADGs) with a small coordination unit in the Department responsible for Technical Cooperation and field support	Management	2009-10	0	-	indicative savings on OCD ??
6.19		Revise all delegated authorities to decentralized offices and control procedures (see also above)	Management	2009	?	2009	await Root and Branch review
6.21		Discontinue all administrative and managerial responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region	Management	2009	0	0	0
6.22		Rationalise coverage of country offices following results of review utilising agreed criteria, taking into account both existing and potential locations, efficiency, projected cost savings and cost/benefit analysis. Implementation of the results of the review will ensure that at a minimum the structural deficit is eliminated in the Country representation (FAORs) through alternative forms of country presence, with further reductions desirable to free up resources for the improved functioning of the decentralized offices. Criteria to be applied: a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3); b) commitment to the National Medium-Term Priority Frameworks partially prepared with FAO; c) size and poverty levels of agriculturally dependent population; d) priority to Least Developed Countries; e) potential for agriculture in economic growth; f) ease of servicing from another country; g) potential, shared or fully joint representations with the UN system, particularly with the other Rome-based agencies, and other regional organizations as appropriate; and h) willingness of governments to cover costs of FAO presence.	Management (with annual reports to Council with savings indicated)	2010-12 (with Council annual review and overall review in 2012)	0	-	savings per office when converting to multiple accreditation: - 0.3M (contribute to offset structural deficit)
6.20 & 6.21		Redefine composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices.	Management	2010-12	0	2010-12	0
		Clarify coverage of Near East Regional Office	Management	2009	0	-	0

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
8.2 & 8.6		Redefine job descriptions, profile of competencies (including policy competence), recruitment and performance appraisal procedures (open competitive) for Regional ADGs, Sub-Regional Coordinators and FAORs – see also HR above ref	Management	2009	0.1	-	-
8.6		Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices	Management	2010	0.2	2009/10	0.6
8.8		Strengthen staff training – see also HR above ref	Management	2009	Covered under HR above		

Headquarters Structure

29) [To come](#)

Partnerships

30) The CoC-IEE endorsed a strategy for development of FAO's capacity to assist Members in achieving their Global Goals through partnerships and strong alliances. Particular stress was placed on partnership with the Rome Based agencies with respect to both technical and administrative functions and partnerships at country level within the UN system in the context of UN system coherence and effectiveness for members. At regional and sub-regional levels importance was attached to cooperation with regional economic organizations and it was emphasised that global partnerships must address regional and country dimensions as well as global issues. It was emphasised that new approaches needed to be developed for partnership with the private sector.

Partnership - Action Matrix

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
5.1		Finalise guiding corporate principles on partnerships as a living document, including that partnerships are: a) not an end in themselves but a means for greater effectiveness in supporting international governance of agriculture and agricultural development, pursuing the objectives and priorities of the Strategic Framework of the Organization. The desirability of a partnership thus depends on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners; b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and c) generally built up from ongoing collaboration. The nature of FAO's role will vary according to the different partnerships it engages in and the Organization may take a leadership role or act as facilitator in some, and be a participant in others. FAO must at all times preserve its neutral and impartial role and act in a transparent manner, avoiding partnerships where significant conflict of interest is of concern.	Management	2008	0	-	0

Reference IEE recommendations (see Annex)	Actions		Responsibility for final decision	Initiation Start-End Year	Investment		Recurrent Costs or Savings US\$ million per biennium
	No	Action			Cost US\$ (million)	Year (s)	
5.1		Stocktaking of partnerships including the potential for greater partnership with the private sector (undertake assessment and launch new or renewed partnerships)	Management	2008 - 11	0	2008-09	0.2
5.1		Preparation of a short-term agenda of initiatives (12 months) that will generate outcomes and outputs and preparation of a medium-term action plan in line with the Medium-Term Plan (4 years), including development and implementation of a training programme.	Management	2009	0.2	-	0.1
5.4		Further pursue partnership with the Rome based UN agencies, particularly with respect to: a) areas of technical programme interface and overlap both in normative and development work; b) shared administration and services (taking note of the findings of the Root and Branch Review); c) joint oversight functions, including evaluation Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees.	Management/ Council	2009	0	-	savings to be determined
5.1		Establishment of a monitoring mechanism to ensure feedback and iterative improvement of partnership collaborations and of the FAO strategy	Management	2009 - 10	0.3	2009 - 10	0
5.1		Establishment of focal point responsibilities for partnerships (see HQ structure)	GB & Management	2008 -09	0	-	0

Indicative Draft Outline of CoC-IEE Report to the Special Session of the Conference (including the Immediate Plan of Action which includes elements of the Strategic Framework and Medium-Term Plan)

1) **Executive Summary**

(maximum 4 pages)

2) **Chair of the CoC-IEE's Foreword**

3) **Statement of the Director-General of FAO**

4) **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.

5) **Draft Resolution of the Special Session of the Conference**

6) **Immediate Plan of Action (IPA)**

(including and elements of the Strategic Framework and Medium-Term Plan)

- a) **Priorities and Programmes of the Organization** – Summary Elements of the Strategic Framework and Medium-Term Plan (an Annex will provide the elements, including indicative examples of indicators which will be summarised in the main text)
 - i) Vision and The Goals of Member Nations
 - ii) Priorities Strategic Objectives and Results Framework
 - (1) Strategic Objectives
 - (2) Core functions
 - (3) Organizational Results
 - (4) Functional Objectives and their results
 - iii) Impact Focus Areas
- b) **Governance Reform**
 - i) Governing Bodies
 - (1) Governance priorities
 - (2) FAO Conference Council and the Programme and Finance Committees
 - (3) Regional Conferences
 - (4) Technical Committees and Ministerial Meetings
 - (5) Statutory Bodies and Conventions
 - ii) Evaluation Audit and Organizational Learning
 - iii) Appointment and Term of Office of the Director-General
- c) **Reform of Systems, Programming & Budgeting**
Culture Change and Organizational Restructuring
 - i) Reform of Programming, Budgeting and Results Based Monitoring
 - ii) Resource Mobilization and Management Strategy
 - iii) The Technical Cooperation Programme

- iv) Institutional Culture Change
- v) Ethics
- vi) Reform of Administrative and Management Systems
- vii) Publishing
- viii) Human Resources Policies and Practices
- ix) Restructuring for Effectiveness and Efficiency
 - (1) Functioning as One Organization
 - (2) Decentralized Offices and Country Presence
 - (3) Headquarters Structure
- x) Partnerships

d) Implementation of the Immediate Plan of Action

- i) Governance oversight and follow-up arrangements
- ii) Management internal arrangements
- iii) Summary of Costs and Savings
- iv) Summary of resource requirements and programme adjustments to implement the Immediate Plan of Action
- v) Summary Implementation Schedule

7) Annexes

I. Elements of the Strategic Framework and Medium-Term Plan, including:

- Overall approach and priorities
- Vision and Goals of Member Nations;
- Strategic Objectives and Organizational Results with indicative examples of indicators;
- Impact Focus Areas
- Core functions
- Functional Objectives and results
- Structure of the results based framework

II. Immediate and Medium-Term Schedule of Deliverables

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

III. Resource Requirements and Programme Adjustments to Implement the Immediate Plan of Action (including priority shifts and early initiation of organizational changes)

- Programme of Work and Budget adjustments for 2009
- Extra-budgetary requirements for immediate implementation in 2009
- Total extra-budgetary requirements

IV. Basic Text Changes and Timetable for Their Introduction

V. Status Report on Management Early Actions for IEE Follow-up during 2008

VI. Resolution 5/2007 of the Conference in 2007 – Follow-up to the Independent External Evaluation of FAO

**8) Addendum – Preliminary Proposals of the Root and Branch Review
and CoC-IEE Recommendations for Immediate Follow-up**

CoC-IEE Meeting Schedule July – November 2008 (Revised 22 July)

Dates	Working Groups	Other Meetings
July		
Monday 28 (09:30 – 12:30)	Joint I & III	
Monday 28 (14:30 – 17:30)	WG I	
Tuesday 29	WG I	
Wednesday 30 (09:30 – 11:00)	Bureau	
Wednesday 30 (11:00 – 12:30)	Regional Groups consultation as necessary	
Wednesday 30 (14:30 – 17:30)	CoC-IEE	
Thursday 31	Joint I, II & III	
August		
	No meetings	
September		
Monday 1		No meetings
Tuesday 2		No meetings
Wednesday 3		No meetings
Thursday 4	Joint I & III	
Friday 5		No meeting (IFAD Evaluation Committee)
Monday 8		No meeting (IFAD Audit Committee)
Tuesday 9	WG II with break for regional consultations as required	
Wednesday 10		IFAD Executive Board
Thursday 11		IFAD Executive Board
Friday 12	WG I	
Monday 15	Joint I, II & III	
Tuesday 16	WG or CoC-IEE as required	
Wednesday 17		No meetings
Thursday 18		No meetings
Friday 19		No meetings
Monday 22	CoC-IEE	
Tuesday 23		No meetings
Wednesday 24		No meetings
Thursday 25		No meetings
Friday 26	CoC-IEE	
Monday 29		No Meetings (CCLM)
Tuesday 30		No Meetings (CCLM)
October		
Monday 6 – Friday 10		Programme and Finance Committees
Monday 13	WG III	
Monday 20	CoC-IEE	
November		

CoC-IEE Meeting Schedule July – November 2008 (Revised 22 July)

Dates	Working Groups	Other Meetings
Friday 14		FAO Council
Monday 17 – Saturday 22		FAO Conference (Special Session)
Tuesday 25 – Saturday 29		Asia & Pacific Regional Conference

Revised - Indicative Road Map and Calendar CoC-IEE Sessions (22 July)

DATES	WG I	WG II	WG III	CoC-IEE
July				
Monday 28 July (morning)	Joint meeting with WG III <ul style="list-style-type: none"> • TCP allocations 		Joint meeting with WG I <ul style="list-style-type: none"> • TCP Allocations 	
Monday 28 p.m. and Tuesday 29 July	<ul style="list-style-type: none"> • Options for ensuring integration of cross-cutting and sectoral strategic objectives • Impact Focus Areas • Goals of Member Nations • Functional Objectives of FAO 			
Wednesday 30 July (morning)	Regional Groups consultations as necessary (11:00 – 12:30)			Bureau 09:30 – 11:00 <ul style="list-style-type: none"> • Agenda of the special session of the conference (November 2008) • Any other business
Wednesday 30 July (afternoon)				CoC-IEE Round-up Meeting
Thursday 31 July	Joint Meeting of Working Groups I, II and III <ul style="list-style-type: none"> • Governance oversight and follow-up arrangements the Implementation of the Immediate Plan of Action 			
Thursday 4 September	Joint meeting with WG III <ul style="list-style-type: none"> • Headquarters Organizational Structure 		Joint meeting with WG I <ul style="list-style-type: none"> • Headquarters Organizational Structure 	
Tuesday 9 September		<ul style="list-style-type: none"> • Continued discussion of Council membership with break for Regional Group consultations if required • Finalisation of revisions to draft IPA 		
Friday 12 September	<ul style="list-style-type: none"> • Continued discussion on elements of Strategic Framework and Medium-Term Plan 			
Monday 15 September	Joint Meeting of Working Groups I, II and III <ul style="list-style-type: none"> • Implementation of the Immediate Plan of Action 			
Tuesday 16 September	Working Groups or discussions of CoC-IEE as required			
Monday 22 September				CoC-IEE report to the Conference
Friday 26 September				Finalise draft resolution for consideration by Conference
October				

DATES	WG I	WG II	WG III	CoC-IEE
Monday 13 October			Consideration of preliminary report of the Root and Branch Review	
Monday 20 October				Finalise separate note of CoC-IEE to the Conference on the Root and Branch Review
November				
Friday 14 – Saturday 22 November	Council and Special Session of the Conference			