

Working Group II Section of Immediate Plan of Action

B. Governance Reform (Draft Section of Immediate Plan of Action) as discussed at meeting of Working Group II up to 23 September

Governing Bodies

Governance Priorities

1) There are two major and distinct functions of the FAO Governing Bodies¹:

- 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
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Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.1	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 - continuing	0	0 (RP priority)
2.2		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)
2.3		c) See also below – for roles of the various Governing Bodies	Governing Bodies	(see below – with respect to each Governing Body)		
2.4		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

2) **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

¹ Considered for the purposes of this Immediate Plan of Action to include: the Conference; Council; Committees on Finance, Programme and Constitutional and Legal Matters; the Regional Conferences; and the Technical Committees of the Council.

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 Budgeting Process).

The Conference – Action Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.5	4.7a	a) Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council	Conference/ Council	2009 - continui ng	0	0
2.6	4.7a	b) Conference will give more attention to global policy issues and international frameworks (including treaties, conventions and regulations), 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 - continui ng	0	(see g)
2.7	4.7c & 7.3	c) Conference will meet in June of the second year of the biennium	Conference	2011 - continui ng	0	0
2.8	4.7c	d) Conference will approve the Organization's Priorities, Strategy and Budget having considered the recommendations of the Council (see Programme and Budget Procedure below)	Conference	2009 - continui ng	0	0
2.9	4.15 c	e) The Conference report will concentrate on conclusions and decisions, which may be defined in drafting committees and "friends of the Chair" as appropriate. The verbatim will provide the detail of interventions and will be published in all FAO languages.	Conference	2009 - continui ng	0	(see g)
2.10	4.7a	f) Formal plenary meetings will become more focused side events on vital issues to Members will be encouraged	Conference	2009- continui ng	0	0
2.11		g) Side event will be further developed to provide a forum for informal interchange on development of issues		2009 - continui ng	0	0
2.12	4.15	h) Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies	Conference	2008 - continui ng	0	0.4
2.13	4.15	i) Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix	Conference	2011	0	0

3) **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. The membership of the Council; the need for and role of an Independent Chair of the Council and the need for and role of a Bureau of the Council will be further discussed for finalisation and incorporation in the Immediate Plan of Action either prior to the Special Session of the Conference in 2008 or subsequently in 2009 under the auspices of the planned Conference Committee.

The Council – Action Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.14	4.8	a) The Council functions will be clarified as necessary in the Basic Texts and will include: i) the major role in deciding and advising on: • work-planning 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; • recommending the agenda of the Conference to the Conference;	Conference	Decision 2008 Implementation 2009 onwards	0	-
2.15		ii) monitor the implementation of governance decisions;				
2.16		iii) exercise oversight ensuring that: • 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				
2.17		iv) monitor the performance of management against established performance targets.				
2.18		b) The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	Council	2009 - continuing	0	0
2.19	4.8	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:	Council	2010 - continuing	0	1.4
2.20		i) There will be: a short meeting (minimum two days) after each session of the Programme and Finance committees.				
2.21		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, including recommending the final agenda of the Conference to the Conference for its final approval.				
2.22		d) The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)	Council	2009 - continuing	0	1.7
2.23	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 - continuing	0	0
2.35	4.15	h) 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 onwards	0	0
2.36	4.15	i) Introduce Basic text changes for functions, reporting lines, etc.	Conference	2009	0	0

4) **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 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

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.37	4.9 & 4.17	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:	Conference	2009 - continuing	0	-
2.38		i) Programme Committee functions will emphasise programme priorities, strategy, budget and evaluation 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;				
2.39		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 – becoming a Finance and Administration committee;				
2.40		iii) The Committees will meet more flexibly 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);				
2.41		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;				
2.42		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				
2.43		vi) The Finance Committee will agree and adopt criteria for which WFP documentation it should review.				
2.44	4.15	b) Introduce changes in practice, including ways of working (see below)	Conference/Council	2009	0	0
2.45	4.15	c) Introduce Basic text changes for functions of the committees	Conference	2009-2011	-	0
2.46	4.9 & 4.17	Programme and Finance Committees Membership, chairs and observers: - Changes will be introduced in the Basic Texts, including for the election of members. 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:	Conference/Council	2009 - continuing	0	0.1
2.47		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 (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council);				

Programme and Finance Committees – Action Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.48		b) the membership of the Committees will each be increased, <u>in addition to the Chair</u> , to twelve representatives with each region having a right to up to two representatives each for Africa, Asia, Latin America and the Caribbean, the Near East and Europe and one representative each for North America and the South West Pacific nominated by the region and confirmed by the Council (countries may substitute their member for a single meeting or during the term of office, thus avoiding that a seat remains empty)				
2.49		c) committees, including joint meetings will be open to non-speaking observers.		2009		

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

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
		Changes will be introduced in the Basic Texts, including for the election of members. 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: The chair will be elected by the Council on the basis of his/her individual qualifications and will not occupy seats of their electoral groups or represent a region or country (in the event of a chair falling vacant, the incumbent will be replaced by a vice-chair of the Committee elected by the Committee, until such time as a replacement can be elected by the Council); The Committee will have seven members in addition to the Chair with each region having a right to one member nominated by the region and confirmed by the Council (countries may substitute their member for a single meeting or during the term of office, thus avoiding that a seat remains empty)	Conference/Council	2009 - continuing		
2.50		The CCLM will be open to non-speaking observers	Council	2009- - continuing	0	0

Regional Conferences

5) 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

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.51	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:	Conference	2008 - continuing	0	-
2.52		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 Review and advise on the FAO programme for the region and the overall FAO programme as it affects the region – presenting its report to the Council through the Programme and Finance Committees 				
2.53		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 not available the rapporteur will present the regional conference report to the FAO Council and Conference through the Programme and Finance Committees in line with the new cycle of governing body oversight and decision making for the Programme and budget process to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture papers for regional conferences will be focused with precise action recommendations. 				
2.54		Introduce changes in practice, including ways of working and reporting lines as specified in the Action Matrix	Conference	2010 - continuing	0	0.3
2.55		Introduce Basic text changes for functions, reporting lines, etc.	Conference	2009	-	0

Technical Committees and Ministerial Meetings

6) **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 proposals to the Council and Conference on the Strategy and Programme of the Organization. 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.

Technical Committees – Action Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.56	4.11	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:	Conference	2009 - - continuing	0	-
2.57		a) Chairs will remain in office between sessions and provide their reports to the Council and Conference;				
2.58		b) Ways of working –Technical Committees will: <ul style="list-style-type: none"> meet more flexibly as to duration and frequency, according to needs, normally 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 				
2.59		c) More use will be made of parallel sessions and side events, taking care that countries with small delegations can participate (informal sessions will include NGOs and the private sector including representation from developing countries);				
2.60		d) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;				
2.61		e) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;				
2.62		f) The Committee on World Food Security (CFS) will revitalise its role in monitoring and driving progress on the World Food Summit commitment and reviewing the State of Food Insecurity in the world.				
2.63		Introduce changes in practice, including ways of working and reporting lines	Conference	2009	0	0.1
2.64		Introduce Basic Text changes for functions, reporting lines, etc.	Conference	2009 - continuing	-	0

7) **Ministerial meetings** may be convened by the Conference and 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, with reference of any FAO programme issues for the advice of the Council.

Ministerial Meetings – Action Matrix

Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.65	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.	Conference/Council	2009	-	0
		The Ministerial meeting reports will normally be considered directly by the Conference.	Conference	2009 onwards		

Statutory Bodies Conventions, etc.

8) The statutory bodies and conventions will be strengthened, enjoying more autonomy within the framework of FAO and a greater degree of self-funding by their Members. They

will have a direct line of access to the appropriate FAO Technical Committees. They will be accountable to the FAO Council and Conference for the use of that proportion of their funding which is provided for from FAO assessed contributions

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

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.66	Ref. IEE Rec	Action				
2.67	4.11g	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 Council and Conference through relevant Technical Committee (Basic Text Change)	Conference/Council	2009 - continuing	0	0
2.68	4.6	Undertake a review with a view to making any necessary changes in FAO Basic Texts and practices to enable statutory bodies to exercise autonomy and mobilise adequate funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it.	Management/Council	2010 - 11	0.3	0

Further Actions to Improve the Effectiveness of FAO Governance

9) 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

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.69	4.4a	The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each: :	Council	2009 - continuing -	0	0.2
2.70		a) prepare multiyear programme of work of at least four years duration, once per biennium which will be reviewed by the Council and/or Conference (in accordance with their respective reporting lines)				
2.71		b) prepare a report of their progress against the Programme of Work once every two years also for review by the Council and/or Conference.				
		The term Governing Bodies will be defined, preferably in the Basic Texts	Conference	2009		
2.72	4.1c	The Conference will assess the workings of the governance reforms, including the role and functioning of the regional conferences and [may] [will] commission an independent review as an input to this process in 2015.	Conference/Council	Ongoing with review in 2015	0.5	0
2.73	8.6b	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: <ul style="list-style-type: none"> • Strategic Framework and Medium-term Plan priorities; • Priority goals which senior management has established for immediate progress; • annual and biennial performance clarify 	Council	2009 - continuing	0	0
2.74	Para 745	[As with all other appointments, staff from permanent representations to FAO may be recruited to FAO posts and consultancies only following normal FAO procedures of transparency and competition improved in line with Section C of this IPA.] [They will not be eligible for recruitment by FAO before a break in service from their work in the permanent representation to FAO of at least six months]	Management	2009 - continuing	0	0

Further Actions to Improve the Effectiveness of FAO Governance – Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.75		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	0

Evaluation, Audit and Organizational Learning

Evaluation: The learning and accountability functions of a strong evaluation system are indispensable for use by both the Governing Bodies and the senior management of FAO and the conduct of evaluation must be responsive to, but operationally independent of, both. Evaluation in FAO is already of a relatively high standard and provides a strong foundation to build on further. Transparency in evaluation is 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.

Evaluation - Action Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
Evaluation						
2.76	7.10a	Establishment of evaluation as a separate and operationally independent office inside the FAO secretariat structure reporting to the Director-General and to the Council through the Programme Committee.	Management/ Council	Jan 2009	0	0
2.77	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> will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.	Conference	2010 - 2013	0	4.5
2.78	7.10d	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;	Management/ Programme Committee	2009	0	0 Difference between D1 and D2 covered in increase in Budget above
2.79		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.				

Evaluation - Action Matrix

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.80	7.10b	Quality assurance and continued strengthening of the evaluation function:	Evaluation Director	2008 first peer review 2010	0	0 part of above increase in evaluation budget
2.81		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				
2.82	7.10b	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
2.83	7.10c	Approval by the Council of a comprehensive evaluation policy incorporated in a “Charter” , including the above, and	Council	2009	0	0
2.84		a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;				
2.85		b) the rolling evaluation plan will continue to be approved by the Governing Bodies following consultation with the internal evaluation committee;				
2.86		c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;				
2.88		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;				
2.89		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;				
		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).				
2.90	7.10c	The provisions for evaluation as approved in the Charter reflected in the Basic Texts	Council	2009	0	0

10) **Audit:** High audit standards in FAO must be maintained. The Governing Bodies will examine the internal audit workplan and Management will proceed with ending the membership of the Office of the Inspector-General in decision making committees within FAO to limit potential conflict of 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.

Audit - Action Matrix

2.91	7.9a	In line with current policy the work of the Inspector-General's office will be extended to cover all major organizational risk areas, making use of external expertise as necessary	Management	2009 - onwards	0	0.3
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2.92	7.9b	The Audit Committee will: a) will be appointed by the Director-General and have a membership which is fully external agreed by the Council on the recommendation of the Finance Committee (DG);	Management/ Council	2009 - onwards	0	0
2.93		b) present an annual report to the Council through the Finance Committee				
2.94	7.9f	[The External Auditor will assume responsibility for audit of the immediate office of the Director-General]	Council	2010 - onwards	0	?

Appointment and Term of Office of the Director-General

11) The post of Director-General be publicised well in advance of the election (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..

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

Actions			Responsibility for final decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. N.	Ref. IEE Rec	Action			Investment	Recurrent per biennium
2.95	4.20	Introduce procedures 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:	Conference	2009 - onwards	0	100,000 once every two biennia
2.96		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 (expenses of candidates will be covered from the FAO Budget);				
2.97		b) Candidates for the post of the Director-General will address a session of the FAO Council not less than 60 days prior to 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 - expenses of candidates will be covered from the FAO Budget);				
2.98		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;				
2.99		d) When the post of Director-General is due to become vacant it will be publicised, no less than 12 months before the closure of nominations, noting that all nominations remain fully the responsibility of Member Countries;				
		e) The FAO Conference will develop desirable qualifications for the post of Director-General.				
2.100	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