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Progress Report on the Multi-year Programme of Work (MYPOW) of the Council and other Governing Bodies

Executive Summary

The Council and other governing bodies have been regularly preparing a Multi-year Programme of Work (MYPOW) of at least four years duration, as recommended by actions concerning the effectiveness of FAO Governance.

The present document comprises progress reports on the MYPOWs of FAO Governing Bodies prepared by their respective Secretariats and is submitted to the Council for review. The conclusions of the Independent Review of FAO Governance Reforms (C 2015/25) on MYPOWs and the response by the 39th Session of the Conference (June 2015) (C 2015/26 Rev.1) are given in paragraphs 5 to 7 of this Progress Report.

Suggested action by the Council

The Council is invited to:

- welcome inputs made by the Secretariats of Governing Bodies on their individual MYPOWs set out in Sections A to F of this document; and
- examine this Progress Report, taking into account the overall objectives and distinctive features of MYPOWs.

Queries on the content of this document may be addressed to:

Wilfred Ngirwa
Independent Chairperson of the Council
Tel.: +39 06570 57045

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Introduction

1. This document comprises reports on MYPOWs prepared by the respective Secretariats of the Council, the Committee on Constitutional and Legal Matters, Finance Committee, Programme Committee, FAO Regional Conferences, Technical Committees and the Committee on World Food Security. MYPOWs for Governing Bodies were called for by the 35th (Special) Session of the Conference (2008) under Conference Resolution 1/2008.

2. The initial approach adopted by Governing Bodies was to consider their first MYPOW as a series of agendas for future sessions. Early work on developing MYPOWs by the Council, the Programme Committee and the Finance Committee indicated that the MYPOW format could be used as a tool for each body to examine its work plan in a structured manner, in keeping with the results-based management approach introduced at the time, as well as offering a way to review working methods and practices as needed. Where possible, results achieved were reported against pre-defined indicators and targets.

3. Allowing for a degree of flexibility according to the mandate of each Governing Body, MYPOWs typically offer:

- an overview of the overall objectives of the Governing Body;
- expected results, including the related:
 - indicators and targets
 - outputs
 - activities
 - working methods
 - work plan for future sessions

4. At its 148th Session (December 2013) the Council recognized that the MYPOW mechanism was at an early stage and would benefit from further elaboration by each Governing Body, which had primary responsibility for its MYPOW. It was also noted that the Independent Review of Governance Reforms was going to evaluate the relevance and usefulness of MYPOWs.

5. The final report of the Independent Review of FAO Governance Reforms¹ (January 2015) concluded that:

While the intent of the MYPOW is to provide an opportunity for the Governing Body (GB) Members to reflect on the results of their work and to review their working methods, there have been problems in crafting results in MYPOWs that are sufficiently specific to be useful in assessing results achieved by the GB. In the case of the MYPOWs for Council and its Committees, the stated result is the acceptance or use of the GB's recommendations by the GB to which it reports. This result is not within the control of the GB itself, however, and misses the qualitative aspects of its work. [...] In effect, the 'Results' as specified in Section ii) have increased the complexity of the document, without adding greatly to its usefulness.²

and went on, under Recommendation 13, to propose that:

For the Council and its Committees, the format of the MYPOW should be modified by deleting or revising the Results section, and inserting a section on 'Outstanding and strategic issues to be tracked over time'

¹ [C 2015/25](#), Section 13.3

² [C 2015/25](#), paragraph 200

6. The 39th Session of Conference (June 2015) in relation to Recommendation 13, noted that:

*A section on 'Outstanding and strategic issues to be tracked over time' could be added when they emerge from their respective Governing Bodies, however, the format of the MYPOWs of the Council and its Committees should be improved by making the Results Section more focused and specific.*³

7. Under Recommendation 14 of the Independent Review of Governance Reforms the Evaluation Team proposed that:

For Technical Committees and Regional Conferences, the MYPOW should be discontinued, unless the GB leadership and Secretariat themselves wish to continue to prepare and report on it to Council. If the MYPOW continues to be prepared, its formal presentation during the session should be replaced with an oral presentation by the Chair summarizing GB performance.

Recommendation 14 was not, however, accepted by the 39th Session of Conference, which decided that:

The MYPOWs for Technical Committees and Regional Conferences could enable continuity and longer-term planning and accountability if their potential is fully realized.

8. The progress reports prepared by the Secretariat of each Governing Body are as follows.

A. Council

9. The 37th Session of the Conference (June-July 2011) endorsed the first MYPOW of the Council for the period 2010-13, which had been adopted by the 140th Session of the Council (November-December 2010). The 37th Session of the Conference took note of initial progress made in implementing the MYPOW and agreed that it should be a standing item on the Council agenda as it was considered a useful planning tool. The MYPOW for 2012-15 was approved by the 143rd Session of the Council (December 2011), and was then tabled at each successive session of Council, with the exception of the one day post-Conference session of Council.

10. The "rolling" nature of the MYPOW offers a useful overview of the sequencing of agenda items over a biennium, while not preventing Council Members from proposing additional items under the standing item on the draft Provisional Agenda for the following session. Hence the MYPOW provides an overview of the cyclical work of the Council and highlights its connections with Technical Committees and Regional Conferences. The Plan assists the Council in reviewing its agenda as part of a structured framework, and is particularly useful for new representatives as it sets out the pattern of Governing Bodies and their inter-relationship with the Council, and also allows comparison with the MYPOWs of other Governing Bodies.

11. Regular informal discussions between the Independent Chairperson of the Council and the Regional Groups have offered further opportunities to discuss the scope and purpose of the MYPOW, and to fine tune it.

B. Committee on Constitutional and Legal Matters (CCLM)⁴

12. The Committee on Constitutional and Legal Matters (CCLM), at its 93rd Session, 21-23 September 2011, approved the Multi-year Programme of Work (MYPOW) 2012-15. The MYPOW took account of the Council's guidance on the distinctive features of the Committee's statutory functions defined in the General Rules of the Organization (GRO). In particular, the CCLM holds sessions to consider items arising out of the issues indicated in Rule XXXIV, paragraph 7 of the GRO or legal and constitutional aspects of any matters (Rule XXXIV, paragraph 8 of the GRO), which are referred to the Council or the Director-General as necessary. The Council approved the MYPOW of the CCLM at its 143rd Session in November 2011, concurring with the CCLM's views that according to its functions, the CCLM does not have pre-determined, recurrent or standing items on its agenda, which could be reviewed on the basis of a pre-set programme of work. Notwithstanding

³ [C 2015/26 Rev.1](#)

⁴ Document [CCLM 101/7](#)

this, the CCLM kept the issue of its Multi-year Programme of Work under review, while noting that the distinctive features of its *modus operandi* had to be duly taken into account in adopting and reviewing the Committee's MYPOW.

13. The CCLM performed its functions in accordance with the overall objectives and mandate and proposed working methods and practices outlined in its MYPOW 2012-15. In particular, the CCLM approved various amendments to the FAO Basic Texts, examined items related to the status of FAO Statutory Bodies established under Article XIV of the Constitution, reviewed specific policies and practices of the Organization and examined issues related to the membership and functions of Commissions and Committees. It also reviewed and endorsed the progress reports⁵ prepared in the context of its Multi-year Programme of Work.

14. The CCLM wishes to reiterate the distinctive features of the Committee's work. Notwithstanding the above considerations, the issue of its Multi-year Programme of Work will continue to be kept under review by the CCLM while taking due account of the distinctive features of the Committee's *modus operandi*.

C. Programme Committee

15. At its 103rd Session (April 2010), the Programme Committee approved its MYPOW for the period 2010-13, which was subsequently endorsed by the Council at its 139th Session (May 2010). The MYPOW was reviewed as needed by the Committee to reflect the observations of its Members.

16. The programme of work of the Programme Committee comprises issues pertaining to programme planning and priority setting, results-based monitoring of programme implementation and evaluation in accordance with the rules and procedures provided in the Basic Texts Volume I, Chapter E "*Rules of Procedure of the Programme Committee*"; Volume II, Chapters F "*Implementation of the Immediate Plan of Action regarding the Reform of the Programming, Budgeting and Results-based Monitoring System*" and H "*Charter for the FAO Office of Evaluation*", as well as guidance from the Committee itself and Council and Conference.

D. Finance Committee

17. At its 135th Session (October 2010), the Finance Committee approved its MYPOW for 2010-13, which was subsequently endorsed by the Council at its 140th Session (November – December 2010).

18. At its 143rd Session in May 2012, the MYPOW was further revised to consolidate the objectives for the Finance Committee related to FAO and World Food Programme (WFP) matters into a single document and enhanced by the addition of a road map outlining when specific issues would be considered by the Committee.

19. The MYPOW has been presented, updated and refined as necessary.

E. Regional Conferences

*Regional Conference for Africa (ARC)*⁶

20. The 28th Regional Conference for Africa (ARC) discussed the Multi-year Programme of Work (MYPOW) and approved the revised MYPOW 2012-15 for the FAO Regional Conference for Africa. The MYPOW captures the specificities of the region and stipulates that the African Union Commission (AUC), through the New Economic Partnership for African Development (NEPAD)/ NEPAD Planning and Coordination Agency (NAPC)'s Comprehensive Africa Agricultural Development Programme (CAADP), serve as the foundation for the ARC.

⁵ Documents [CCLM 97/12](#); [CCLM 99/10](#)

⁶ Document [ARC/14/8](#)

21. ARC 28 acknowledged the excellent work of FAO and the Republic of Congo in the implementation and monitoring of the recommendations of the ARC 27 and encouraged continued efforts to strengthen communication and regular contacts with the Africa Group of Permanent Representatives to FAO, the African Union and the Regional Economic Communities.
22. The Conference agreed that the current Rules and Procedures are to be maintained and that the Chairperson of the 28th Regional Conference and the Chairperson of the Africa Group of Permanent Representatives be consulted if deemed necessary
23. In line with the recommendation of the MYPOW, the Chairperson of the ARC attended the relevant Council and Conference Sessions and provided input for decisions based on ARC recommendations.
24. Following the 28th Session, activities are on-going to ensure that the ARC continues to operate effectively and efficiently inter-sessionally, in an action-oriented and inclusive manner. With the support of the FAO Regional Office for Africa (RAF), the Chairperson has developed a road map for consultation with Members.
25. The MYPOW is also generally perceived as a guide to activities during the inter-sessional period in order to reach the agreed objectives – activities which require resources for successful implementation and to facilitate the intersessional work of the Chairperson and Secretariat with regard to follow-up and monitoring.

Regional Conference for Asia and the Pacific (APRC)

26. There was no agenda item for the MYPOW at the 32nd Regional Conference for Asia and the Pacific, and the applicability of a Multi-year Programme of Work to a Governing Body that convenes biennially was examined.

Regional Conference for Europe (ERC)⁷

27. The 28th ERC held in 2012 adopted its MYPOW and requested an update with regards to the amended Rules and Procedures for the FAO Regional Conference for Europe. The 29th ERC endorsed the revised MYPOW 2012-15, calling for a greater emphasis on the obligation of the Executive Committee of the European Commission on Agriculture (ECA) to link the Members of the European Regional Group (ERG) to the ECA. The possibility of ECA taking into consideration the ERC MYPOW would be reviewed in the future.
28. The Regional Conference noted the need for improvements in measurable indicators and targets of the MYPOW which REU was requested to address in preparation of the programme of work for the period 2016-19, in collaboration with the Executive Committee of the ECA and in consultation with the Members of ERG.

Regional Conference for Latin America and the Caribbean (LARC)⁸

29. The Regional Office for Latin America and the Caribbean responded to the priorities identified by the 2014 Regional Conference⁹ LARC33 - in line with its MYPOW - by focusing its work on three Regional Initiatives (RIs) to support the Hunger-Free Regional Initiative and the design and implementation of the CELAC Plan of Action;¹⁰ strengthen institutions, policies and strategies for family farming and rural territorial development to contribute to poverty eradication in rural areas; and improve food systems in the Caribbean region to support food security, nutrition and agricultural growth. FAO also facilitated policy dialogue and exchange of experiences in different regional and sub-regional fora, provided technical advice and evidence of Food Security and Nutrition (FSN) good practices and public policies in preparation of the Plan of Action

⁷ Document [ERC/14/8](#)

⁸ Document [LARC/14/6](#)

⁹ [LARC/14/5 Rev. 1](#) para 10-14

¹⁰ [CELAC Plan for Food and Nutrition Security and the Eradication of Hunger 2025](#)

*Regional Conference for the Near East (NERC)*¹¹

30. The 32nd Session of the Regional Conference for the Near East (NERC 32) reviewed and approved the revised MYPOW for 2012-15. The Chairperson of NERC presented the report to the 39th Session of the Conference (June 2015).

31. With regard to the MYPOW activities on priority setting, organizational structure and budget planning, NERC-32 endorsed three Regional Initiatives (RIs) on “*Water scarcity*”, “building resilience for food security and nutrition in the Near East and North Africa”, and “sustainable small-scale agriculture for inclusive development”, which address major and long-standing challenges in the region.

32. In line with the MYPOW activities on monitoring and advising on policy and regulatory matters, NERC-32 made clear and timely recommendations that were endorsed by the 39th session of the FAO Conference in June 2015.

33. The activities related to work planning and working methods contained in the MYPOW have underpinned the mechanism of consultation with the Near East Group of Permanent Representatives that was put in place by the Regional Office. Meetings were held in the inter-sessional period with the Group to review the implementation of the recommendations of NERC-32. The Group has also been more involved in the work of the Regional Office and has taken an active part in two high-level events: the Regional Multi-stakeholder Workshop on Food Security and Nutrition and the side event on water scarcity during the 39th Session of the FAO Conference.

F. Technical Committees

*Committee on Commodity Problems (CCP)*¹²

34. At its 70th Session (7-9 October 2014), the Committee on Commodity Problems (CCP) reviewed the progress report of the implementation of the Committee’s MYPOW and provided recommendations as regards improvements to be considered for the development of the MYPOW for the period 2016-19.

35. The enlargement of the CCP bureau membership from three to seven members, with one member for each regional group, has allowed better consultation with the various regional groups and a more inclusive governance approach, particularly in the preparation of the provisional agenda for the 70th Session and agreement on the further required changes in the Rules of Procedure of the Committee.

36. In line with the MYPOW for 2012-16, the CCP reviewed and discussed issues pertaining to commodity markets, agricultural and trade policy and emerging issues related to agricultural markets and trade. All recommendations agreed by the Committee were endorsed by the 39th Session of the Conference (June 2015).

37. In accordance with the objectives of the MYPOW, the Committee played an important role in reviewing and guiding the work of the Organization in the areas of commodity markets and trade, by discussing and providing recommendations on FAO’s programme of work in these areas under the reviewed Strategic Framework and the new Strategic Objectives.

38. The Committee will continue to review its MYPOW, taking into consideration the recommendations that emerged from its 70th Session in October 2014.

¹¹ Document [NERC/14/8](#)

¹² Documents [CCP 14/8](#)

*Committee on Agriculture (COAG)*¹³

39. At its 23rd Session (May 2012), the Committee on Agriculture (COAG) approved its first MYPOW for the period 2012-15 and stressed that it was an important step to improve COAG's efficiency in priority setting. Taking into account the rolling nature of the MYPOW, at its 24th Session (September-October 2014), the Committee reviewed the progress report of the implementation of the 2012-15 MYPOW in accordance with its overall objectives and mandate, approved the new rolling MYPOW 2014-17 and made recommendations to the Secretariat for its further improvement focusing on the results and the working method.

40. In line with the 2014-17 MYPOW, the Chairperson of the COAG Bureau facilitated the implementation of regular inter-sessional activities of the COAG Bureau. Three Bureau meetings have been held, first to elect the first Vice Chairperson of the Bureau as per the COAG rules of procedure, to discuss the road map of Bureau's inter-sessional activities and to launch the process for the preparation of the agenda of the 25th Session. The Bureau has requested the Secretariat to prepare a report on the implementation of COAG 24 recommendations in order to keep the Committee abreast of progress made to be presented to the 25th Session of the Committee.

*Committee on Fisheries (COFI)*¹⁴

41. At its 31st Session in June 2014 the Committee on Fisheries (COFI) approved the Progress Report on its MYPOW for 2012-15 as well as its MYPOW for 2014-17. The Committee suggested further improvement of the MYPOW, including by identifying quantifiable targets and indicators, and the actors to implement the decisions.

42. In keeping with the MYPOW for 2014-17 regular inter-sessional consultations have been facilitated by the Chairperson and the Bureau. Six meetings of the COFI 32 Bureau, as well as two Informal Meetings with COFI Members, have been organized by the Chairperson for follow-up and implementation of recommendations arising from the Committee's last session, including the suggestions regarding the MYPOW.

*Committee on Forestry (COFO)*¹⁵

43. The Committee reviewed progress on the implementation of its past recommendations and the MYPOW at its 22nd Session (23-27 June 2014) and recommended some improvements on the identification of priorities and enhancement of global-regional coordination to better support monitoring and evaluation, as well as suggestions to increase interaction and coordination with other Technical Committees and the Regional Conferences.

44. Following the Committee's recommendation the COFO Steering Committee continued its active role in the inter-sessional period, and considered, among other issues, the regional and global coordination as well as the strengthening of the priority setting functions of the Regional Forestry Commissions. Based on the Steering Committee's guidance the existing coordination mechanism has been reviewed and the six commissions will provide their input to the respective Regional Conferences, to COFO and the programme priorities of FAO in forestry accordingly, supporting also the development of the new MYPOW.

45. In order to strengthen coordination and cooperation between FAO's Technical Committees, joint COFO, COAG, and COFI Bureaux meeting are being held.

¹³ Documents [COAG/2014/14](#)

¹⁴ Documents [COFI/2014/9](#)

¹⁵ Document [COFO/2014/6.1](#)

G. Committee on World Food Security¹⁶

46. The Committee on World Food Security (CFS) at its 40th Session in October 2013 requested the Open-Ended Working Group on CFS Programme of Work (MYPOW) to prepare the MYPOW for the biennium 2016-17, which is presented for endorsement by CFS Plenary at its 42nd Session in October 2015.

47. The document describes the process for priority setting in line with CFS objectives and outcomes and presents the various activities to be carried out and expected outcomes to be reached by the Committee in 2016-17, including an indicative budget outlining the costs associated with the different proposed activities. In addition, it contains a revised guidance note for the selection of CFS activities aimed at ensuring CFS work is focussed, relevant and can value-add.

48. The programme of work for the next biennium will determine CFS' contribution, as an inclusive international and intergovernmental platform on food security and nutrition, to the Sustainable Development Goals and to advancing progress on achieving the outcomes of the Second International Conference on Nutrition. Work on the CFS MYPOW will continue to be supported technically through the ongoing effective collaboration between FAO, IFAD and WFP

¹⁶ Documents [CFS 2015/42/12](#)