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Interim Report on the Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the United Nations System

Executive Summary

The adoption of Conference Resolutions 13/2005 and 2/2007 marked a turning point for FAO participation in UN coherence efforts, making implementation of the UN General Assembly Resolutions¹ on the “*Comprehensive Policy Review of Operational Activities for Development of the United Nations System*” mandatory in the Organization. These resolutions provide guiding principles on functioning and coordination of the UN system at the country level. They were following a triennial cycle (TCPR) until 2007 and will from now on be quadrennial (QCPR).

These General Assembly resolutions are cumulative in nature and the approval of new ones does not supersede – but adds to – the previous ones. The latest QCPR Resolution has been adopted in December 2012. The present progress report on implementation of the TCPR/QCPR covers the period 2011-2013². For this reason, following previous interim reports³, this document focuses on:

- 1) Further progress in the implementation by FAO of the 2004 and 2007 TCPR Resolutions;
- 2) Initial FAO's views on the newly approved 2012 QCPR Resolution.

Suggested action by the Conference

The Conference takes note of FAO's progress in the implementation of the TCPR and of the new elements included in the QCPR.

The Conference requests another progress report at the next session.

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¹ 59/250 (2004); 62/208 (2007); 67/226 (2012).

² Until June 2013.

³ C 2007/17; C 2009/14; C 2011/26.

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I. Introduction

1. FAO Conference Resolutions 13/2005 and 2/2007 request the Director-General to take actions for the implementation of the UN General Assembly Resolutions⁴ on the “*Comprehensive Policy Review of Operational Activities for Development of the United Nations System*”.

2. As of November 2012, the function to lead follow-up on the implementation of these Resolutions has been transferred from the Technical Cooperation Department (TC) to the Office of Support to Decentralization (OSD). OSD leads this task with the support of an Interdepartmental Working Group (IDWG QCPR-DaO) and ensures coordination with the Office of Communication, Partnerships and Advocacy (OCP). Three interim reports have been prepared in previous years⁵.

3. Since the last report, the UN General Assembly decided to move from a triennial (TCPR) to a quadrennial policy review cycle (QCPR). A new QCPR Resolution has been approved in December 2012. Hence, the present report:

- complements document C 2011/26, covering major milestones and achievements in the implementation of the 2004 and 2007 TCPR Resolutions⁶ in the period June 2011 – June 2013;
- provides initial FAO’s views on the newly approved QCPR Resolution⁷.

II. PART 1 - PROGRESS IN THE IMPLEMENTATION BY FAO OF THE 2004 AND 2007 TCPR RESOLUTIONS

A. Funding of FAO's Operational Activities for Development

[Paragraphs 18 through 29, 31- 32 and 34 of GA resolution 62/208]

Overview of FAO funding structure and level

4. The reviewed Strategic Framework 2010-2019⁸ guides how the Organization’s work is planned, delivered, monitored and reported. The complementary four-year Medium Term Plan (MTP) and two-year Programme of Work and Budget (PWB) specify the organizational outcomes (previously called “Organizational Results”) to be achieved over a four-year period, along with indicators of performance and the resources required from both assessed and voluntary contributions.

5. The integrated approach to planning resources combines assessed contributions paid by member countries and voluntary contributions from Members and other partners. Both funding sources are subject to the same planning and oversight arrangements, encouraging reduced earmarking of voluntary contributions. This approach is also being applied at country level through the preparation of Country Programming Frameworks (CPFs) and Country Work Plans (CWPs).

6. In 2012-13, total resources planned by FAO are about USD 2.4 billion, with voluntary contributions accounting for over 58 percent or USD 1.4 billion. While partly a reflection of increasing demands for technical support services and public goods from the Organization, this also demonstrates its growing capacity to mobilize resources. In 2010-11, new approvals for voluntary contributions reached about USD 1.7 billion for development and emergency operations, a value higher than the average of the last three biennia of USD 1.6 billion.

⁴ 59/250 (TCPR 2004) and 62/208 (TCPR 2007).

⁵ C 2007/17; C 2009/14; C 2011/26.

⁶ 59/250 (2004); 62/208 (2007).

⁷ 67/226 (2012).

⁸ C 2013/7.

Implementation of the corporate Resource Mobilization and Management Strategy and diversification of the resource base

7. Endorsed by governing bodies in 2011, FAO's Resource Mobilization and Management Strategy (RMMS) has sought to drive a more strategic approach to securing resources for FAO's Strategic Framework. Despite a challenging resource environment, it has contributed to consolidating, diversifying and expanding the base for resource partnerships.

8. Resources mobilized in 2012 reached USD 818 million. In spite of reductions in some traditional bilateral aid budgets, partners such as the European Union, the United States of America, Germany, Norway and the United Kingdom are maintaining or increasing their voluntary contributions to the Organization. FAO's top ten resource partners in 2012 include, in order of funding contributions, the European Union, the United States of America, the Office for the Coordination of Humanitarian Affairs, the United Kingdom, the United Nations Development Programme (UNDP), Italy, Brazil, Norway, Japan and Australia.

9. Improved partnership with other agencies within the United Nations (UN) family has resulted in quadrupling of funds mobilized by the Organization under Multi-Partner Trust Funds (MPTF) in the last biennium. While MPTFs and Joint Programmes in the past were mainly used in the context of humanitarian activities, they are increasingly being adopted for development-related purposes also as a result of the "Delivering as One" (DaO) initiative and of global thematic initiatives, such as the UN Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD). Funding to FAO from the MPTF Office increased from USD 52.5 million in 2006 to 75.6 million in 2011⁹.

10. FAO has diversified its resource base through Unilateral Trust Funds (UTFs) which have increased from USD 48 million in 2010 to 104 million in 2012. In kind, contributions from member countries - such as staff secondments - are also increasing.

11. Given the wider transformation changes taking place in FAO, the RMMS will be strengthened and adapted to concentrate RM efforts on the five reviewed Strategic Objectives (SOs). Focus will also be placed on strengthening decentralized offices' capacity in resource mobilization and management and reinforcing the concept of an RM Network.

12. In achieving its Strategic Objectives, FAO is also reviewing its Strategies for Partnerships with Private Sector and Civil Society organizations.

South-South Cooperation (SSC)

[Para. 48, 50 through 53, and 55 of GA resolution 62/208]

13. Since its launch in 1996, FAO has established over 50 SSC tripartite agreements. One of the main supporters of FAO's SSC Programme is China. It contributed USD 30 million to the programme and fielded over 900 experts and technicians to 18 countries. In 2012, a team that assists and develops member countries' capacities in SSC has been established within the South-South and Resource Mobilization Division (TCS).

Emerging opportunities for country-level pooled funding

14. The CPFs address national priorities in line with the overall results of FAO's Strategic Framework, facilitating links to country-level action as reflected in United Nations Development Assistance Frameworks (UNDAF) and other joint UN frameworks, in a clear chain. Hence, the CPFs are key in ensuring that resource mobilization activities are complementary to wider UN efforts. The UNDAF, CPF and DaO initiative are discussed in the following Part 1/B.

⁹ Measured as net funded amount (<http://mptf.undp.org>).

B. Efficiency, Effectiveness and FAO Participation in UN System Coordination Mechanisms

Involvement in UN System coordination and the Resident Coordinator System (RCS)

[Paragraphs 45, 53, 55, 58, 59, 61 and 78 of GA resolution 59/250, and paragraphs 89, 90, 92, 94, 105, 107, 109 and 110 of GA resolution 62/208]

15. FAO has been a proactive member of the United Nations Development Group (UNDG) and its machinery. The UNDG, as one of the pillars of the UN Chiefs Executive Board (CEB), designs system-wide guidance to harmonize UN operational activities for development. It also focuses on “strengthening the UN Resident Coordinator system and helping UN organizations work together in new and better ways”.¹⁰

16. In pursuing its commitment to the TCPR call for creation of a participatory, collegial and accountable RCS owned by all components of the UN development system, FAO has:

- participated at the global level in relevant UNDG working groups and task forces related to country-level activities for development, as well as in the Inter-Agency Standing Committee (IASC), which addresses the role of the RC as Humanitarian Coordinator;
- taken part in regional UNDG teams and other regional mechanisms;
- ensured that FAO country Representatives and staff fully participate in UN Country Teams (UNCTs), including leading thematic groups and similar mechanisms.

17. FAO has taken further steps towards the full implementation of the “*Management and Accountability System of the UN Development and the RC System*”, introducing a requirement for FAO Representatives to reflect the work done in the context of UNCT in the Performance Evaluation and Management System (PEMS) agreements.

18. Outstanding challenges remain in relation to requests for financial support to the RCS. These are described in Part 2 of this report (new provisions of the 2012 QCPR resolution).

Coordination and programming at the country level

[Paragraphs 43, 44, 46 and 48 of GA resolution 59/250, and paragraphs 87, 88, 95, 99 and 101 of GA resolution 62/208]

19. In response to the recommendations put forward by the Strategic Evaluation of Country Programming (2010), FAO has rolled out the Effective Country Programming Learning Programme (ECP LP) and a related on-line toolkit. The ECP LP aims to enhance FAO staff capacities to improve the strategic focus, relevance and impact of FAO’s work at country level.

20. The ECP LP brings together: the Country Programming Frameworks (CPFs) including linkages with the UNDAF; Country Work Plans (CWPs); Project Cycle Management (PC); Resource Mobilization (RM); and Cross-cutting themes such as UN and FAO Reforms and UN Common Programming Principles¹¹. So far the main target audience has included staff in FAO decentralized offices. A learning-by-doing methodology has encouraged the establishment of a support network across decentralized offices.

FAO country programming

21. As a follow up to the above-mentioned evaluation on FAO Country Programming, new Country Programming Policies and Principles were adopted by the Governing bodies in October 2011. These served as a basis for the CPF guidelines (2012).

¹⁰ www.undg.org.

¹¹ As per the UNDG UNDAF Guidelines, these include three normative principles (human rights-based approach; gender equality; environmental sustainability) and two enabling principles (results-based management and capacity development).

22. FAO Senior Management has requested for CPFs to be prepared for all countries where FAO is providing support. As of December 2012, CPFs were either endorsed or ready in a draft form in 83 countries. In 41 countries the previous National Medium-Term Priority Frameworks (NMTPFs) were still valid. In 24 countries work on preparation of the CPF was on-going.

23. While recognizing the need to adjust to country circumstances, the CPF guidelines stress the importance of the adherence to the common UN programming principles including the alignment and integration with the UN country programming process (in particular the UNDAF).

24. Many of FAO's in-country activities programmed in the CPF can be meaningfully integrated into UNDAF, as close collaboration with sister agencies enhances the probability of achieving intended outcomes and impact. Other FAO activities, especially those related to normative and standard-setting work in support of global public goods as well as region-wide trans-boundary issues (e.g. animal diseases, plant pests, common management of natural resources and trade) are, given their strong links with the global/regional rather than national development agenda, programmed often outside of the UNDAF context.

Country-level capacity of FAO

[Paragraph 62 and 65 of GA resolution 59/250, and paragraphs 123, 124 and 127 of GA resolution 62/208]

25. Strengthened capacity of the FAO Decentralized Offices is progressively being put in place to address the needs of the Member states. Areas of focus¹² include: a) improvement of the performance, results and impact of all of FAO's work at the country level; b) reduction of fragmentation and increase integration across all aspects of FAO's work, irrespective of source of funding, between Decentralized Offices and Headquarters (HQ), between normative and global knowledge products and its actions in the field, and along the emergency-rehabilitation-development continuum; and c) promotion of partnerships with national and regional institutions, other UN and non-UN international agencies, the private sector, universities and research organizations, and civil society - always in close consultation with the local government.

Transaction costs and efficiency

[Paragraphs 23, 112 through 121 of GA resolution 62/208]

26. At the 23rd session of the UN High-level Committee on Management (HLCM) in Madrid (March 2012), UN organizations reported on the most promising initiatives launched in the UN System in the search for economies of scale and improved administrative efficiencies. FAO contributed its numerous initiatives, especially those having high replicability potential.

(a) New Operational Modalities (HACT and NEX)

27. The Inter-departmental Working Group (IDWG) on New Operational modalities has supported the piloting phase of the Harmonized Approach to Cash Transfers (HACT) in FAO since December 2010. An internal assessment has been conducted in mid-2012 for the four pilot programmes in operation at the time. Currently there are five pilots, with two more in the pipeline. FAO is also participating in the undg revision of the HACT framework. Based on these assessments, the IDWG is expecting to roll-out HACT in FAO beyond the pilot phase and release updated guidelines and tools. Regarding National Execution (NEX), a zero draft of the FAO NEX guidelines has been produced, with two projects already using NEX on a pilot basis.

(b) International Public Sector Accounting Standards (IPSAS)

28. During 2012-13 FAO will implement and deploy IPSAS-compliant systems and processes to all offices and ensure that staff are fully trained in their use as part of the Global Resource Management System (GRMS) Programme. The systems have been rolled out successfully to HQ and Regional Offices in November 2012, and the programme plan foresees the deployment to more than

¹² CL 144/15.

100 offices worldwide by May 2013. The first IPSAS-compliant financial statements will be prepared for financial years commencing 1 January 2014.

(c) Harmonization in procurement processes

29. FAO has been an active member of the HLCPM Procurement Network (PN) and contributed to the *“Harmonizing UN Procurement: Common UN Procurement at the Country Level Guidelines”*, published in September 2012. FAO’s Manual Section MS502.18 sets out the framework for developing procurement strategies with other UN entities. The PN has recommended the replication of the language in the FAO’s MS by all other UN entities to facilitate collaborative procurement activities.

30. At a local level, FAO HQ in Rome hosts a Common Procurement Team (CPT) bringing together the procurement departments of the Rome-Based Agencies to share best practices and to promote harmonization and optimization of procurement activities. Recognized as an innovative model, it has already generated benefits and savings. In the last three years, it has initiated over 30 common tenders and boosted UN cooperation even outside Rome.

“Delivering as One” (DaO) pilots

[Paragraph 139 of GA resolution 62/208]

31. Mandated by the 2007 TCPR, the Independent Evaluation of the DaO pilot initiative was finalized in 2012. FAO has been active part in the evaluation proceedings.

32. As a result of the evaluation, the 2012 QCPR resolution has granted inter-governmental recognition to the DaO approach, though it remains a voluntary option. The UNDG is currently formulating a set of DaO Standard Operating Procedures (SOPs) for UN Country Teams.

33. FAO is contributing to the formulation of the SOPs and had already started integrating DaO best practices in its policies and procedures. For example, the UN Joint Programmes have been integrated in the new FAO Project Cycle Guide¹³ issued in 2012.

34. In line with the TCPR principles of national ownership and of “no one size fits all”, the SOPs should keep the DaO approach flexible, allowing for governments and UNCTs to agree on which component to implement and to which extent. Two points are particularly relevant for FAO:

- There should be no automatic substitution of agency-specific instruments (i.e. CPF) by UNDAF/One UN Programme, since the former address sector-specific priorities in response to constituents’ demands.
- Joint resource mobilization approaches should be kept adaptable to country circumstances, without conditionality for agencies to give up individual resource mobilization at country level to gain access to the One UN Fund. Soft earmarking of One Fund contributions should be allowed where relevant.

35. The Independent Evaluation also looked at systemic issues of UN Reform triggered by the DaO approach beyond the country level, and related to regional and headquarters level. An inclusive UN Reform agenda will need to consider the strategic thinking processes and reform agendas of the Specialized Agencies.

¹³ <http://www.fao.org/docrep/016/ap105e/ap105e.pdf>.

C. Other Areas of the Implementation of the TCPR of Relevance to FAO

Accelerated achievements of the MDGs and the process leading to the Post 2015 Development Agenda

[Preamble paragraphs 8, 9, 11 and 12 and operative paragraphs 9, 13, 32, 35, 45, 106 and 107 of GA resolution 62/208]

36. In 2011 the UN Secretary-General initiated the process to advance the UN development agenda beyond 2015¹⁴. FAO has been closely involved in this process mainly through its participation in the: (i) UN Task Team (UNTT) on the post-2015 UN Development Agenda and its Working Groups; (ii) the CEB and its pillars, i.e. the High-Level Committee on Programmes (HLCP) and the undg; (iii) the undg MDG Task Force. In 2010, FAO endorsed the MDG Acceleration Framework (MAF) launched by UNDP.

37. As part of the post 2015 process, in 2012 the undg launched a series of global thematic, national and regional consultations to catalyse dialogues among different stakeholders to inform the Secretary-General's report to the 68th Session of the General Assembly and the Special Event on MDGs in 2013. FAO and the World Food Programme (WFP) are the co-leads of the Global Thematic Consultation on Food Security and Nutrition in close collaboration with the International Fund for Agricultural Development (IFAD), Bioversity International, and the Special Representative of the Secretary-General for Food Security and Nutrition. The process included an online consultation (November 2012 - January 2013) and an informal consultation with stakeholders of the Committee on World Food Security (February 2013). The final meeting was co-hosted by the Governments of Spain and Colombia in Madrid in April 2013, to mobilize political support towards a bold and ambitious goal on Food and Nutrition Security for all, to be included in the Post 2015 Agenda.

38. Working closely with its sister Rome-based Agencies, FAO has set up internal mechanisms to reinforce its engagement in the post-2015 agenda, follow-up to Rio+20 and other relevant processes. Given the importance of the Sustainable Development Goals and the Post-2015 Agenda, it is proposed to include this as a substantive item on the Council and Regional Conference agendas beginning in 2013 on a recurrent basis until 2015.

National capacity development

[Paragraphs 36 through 40, 42 through 47 of GA resolution 62/208]

39. FAO is continuing to implement its Corporate Strategy on Capacity Development with new approaches that aim to enhance the sustainability of national and regional results of its programmes. An implementation plan for the corporate strategy, which is led by an inter-departmental working group, underpins the successful uptake of the new approaches. The Organization's reviewed five strategic objectives feature the new framework for capacity development. In addition, good practices are being embedded in FAO's planning, programming and monitoring guidelines and mechanisms, ensuring that the effects of the strategy will be verified over time. Internal communication is raising the awareness of staff to the strategy, and a corporate learning programme is being implemented in HQ and decentralized offices.

Evaluation function in FAO

[Paragraphs 129-130, 132 through 139 of GA resolution 62/208]

40. In the period 2011-2012, FAO Office of Evaluation (OED) completed five evaluations focused on the Organizational performance and cooperation with individual Member Countries, as well as 68 evaluations of Voluntary funded projects and programmes, both Technical Cooperation for Development (51) and Emergency and Rehabilitation (17). Other evaluations assessed FAO's operational activities for development, including in the areas of Gender and Development, Forestry and Responsible Fisheries.

¹⁴ GA Resolution A/Res/65/1.

41. From 2011, a section on the impact of accepted recommendations on policies and procedures is included in evaluation follow-up reports, as requested by the Programme Committee.

42. The Organization is pursuing a more systematic inclusion of evaluation provisions in newly approved projects. Regular reporting to the Governing Bodies through the Programme Evaluation Report should also promote improved compliance with the Organization's evaluation policy.

43. Also, in 2012, a joint peer review by the UN Evaluation Group (UNEG) and the Organization for Economic Co-Operation and Development (OECD) assessed the performance of the Office. The exercise resulted in an overall positive appreciation of the evaluation function in FAO and formulated recommendations to the Office on harmonization of approaches and methods that are under implementation.

44. OED maintains collaboration with UNEG and other evaluation networks, including by active participation in a number of their Task Forces and Working Groups.

Gender and development

[Paragraphs 56, 59 through 62, 64 through 66 of GA resolution 62/208]

45. The decision by FAO Member States to formulate a specific Strategic Objective (SO K) on gender equity fostered the full integration of the work on gender equality into the Organization's PWB.

46. FAO's work on gender equality has been revitalized. The FAO network of Gender Focal Points was strengthened, resulting in 43 percent of FAO units reporting on their gender-related activities against the target of 50 percent for the end of 2013. FAO currently has 48 gender focal points and alternates at HQ and 68 in decentralized offices. An accountability mechanism on gender mainstreaming for senior management and Gender Focal Points was established.

47. A corporate Policy on Gender Equality was developed and endorsed by the Director-General in March 2012. Gender Equality has been included as cross-cutting theme in the reviewed Strategic Framework.

48. Based on the budget decision of the 143th Session of the FAO Council, all five Regional Offices are about to reinstate the regional senior gender positions.

Both the Country Programming Framework Guidelines and the Guide to Project Cycle incorporate the perspectives of gender equality and the women's empowerment.

49. FAO participates in a wide range of inter-agency coordination mechanisms on gender equality and the empowerment of women. The Organization contributes to and reports against the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN SWAP).

Transition from relief to development

[Paragraphs 67 through 72, 74 through 79, 81, 83 through 85 of GA resolution 62/208]

50. During 2012-13, FAO supported early warning, preparedness and resilient livelihood programming in countries in the Horn of Africa and in the Sahel that are emerging from severe drought. At the same time, mindful of the importance in some transition settings of contributing to peace building, FAO country offices have offered their support to governments piloting the New Deal for Engagement in Fragile States – in particular, Afghanistan, Liberia, DRC, South Sudan, Sierra Leone, Somalia, Timor Leste, and Central African Republic.

51. FAO continues to engage at the policy and operational level on transition issues through its membership in the UNDG/ECHA Working Group on Transition and through chairing the IASC Task Team on Financing for Preparedness. FAO also represents the UN within the International Dialogue on its Task Team on New Deal Implementation.

III. PART 2 - INITIAL VIEWS ON THE 2012 QCPR RESOLUTION

A. Main Changes Introduced by the 2012 QCPR

52. The new QCPR Resolution approved by the UN General Assembly in December 2012 does not supersede the previous TCPR Resolutions, but builds on them. It introduces far-reaching changes that signal the importance attached by GA Member States to enhanced system-wide coherence as a strategy for improving the relevance and effectiveness of the UN development system. Distinctive elements of particular relevance to FAO include:

- recognition of the value of improving linkages between operational activities and norms and standards;
- emphasis on the need to assign the highest priority to poverty eradication and to addressing the root causes of extreme poverty and hunger¹⁵;
- intergovernmental recognition of the “Delivering as One” model (see Part 1/B above);
- guidance on intra-agency rationalization of business practices (rules, policies and procedures in the functional areas of finance, procurement and other services);
- increased multi-dimensional understanding of the transition from relief to development, underscoring the diversity of contexts in which transitions take place, and the need for tailored, non-linear and long-term approaches;
- recognition – in convergence with Strategic Objective 5 of FAO’s reviewed Strategic Framework – of the importance of building and strengthening resilience at all levels for reducing the impact of disasters.

53. In relation to funding for operational activities, there is mention of the need to define the “critical mass” of core resources, i.e. the minimum level of resources required by UN entities to produce the results expected in strategic plans. Even though this provision is only formally addressed to UN Funds and Programmes in the resolution, this kind of discussion is very relevant also for Specialized Agencies.

Financial support to the Resident Coordinator System (RCS) and cost of coordination

54. The QCPR Resolution calls to funds, programmes and specialized agencies of the UN development system to provide further “*financial, technical and organizational support for the resident coordinator system*” and requests the UN Secretary General to submit “*concrete proposals on modalities for the funding of the Resident Coordinator system*”.¹⁶

55. Financial, technical and organizational support for the Resident Coordinator system entails current and likely future financial implications for FAO.

56. To date any contributions from the FAO to the activities of the RCS have been made on an ad hoc basis by FAO Representations. There are no provisions in the 2014-15 PWB for such payments. The Representations are currently granted a small budget of up to USD 10,000 per year to contribute to the UN Country Team activities. The Technical Cooperation Programme (TCP), the TCP Facility (TCPf) and any resources arising from technical support or Project Support Cost reimbursements in the FAO country offices can be used to support the formulation/design phase of programmatic activities. Given the nature of FAO as knowledge and technical Organization, the bulk of the support to the RCS has been mainly given through staff time.

57. The table below summarizes the results of a survey conducted in March 2013 amongst a sample of FAO decentralized offices in DaO and non-DaO countries in different regions. The survey estimated staff time and cash contributions devoted to the main components of UN coordination for enhancing coherence at the country level (i.e RCS; UNDAF; common services in countries; joint communication).

¹⁵ GA Resolution 67/226, paragraph 71.

¹⁶ GA Resolution 67/226, paragraphs 124 and 128.

TABLE 1 – Average results of survey conducted in FAO offices in nine countries (mixed sample including “Delivering as One” and non-“Delivering as One” countries)										
Type of activity in which FAO contributes	% working time of: (biennium 2012-2013)								Cash contributions given by FAO (USD per biennium 2012-13)	
	FAO Representative		Assistant FAOR Programme		Assistant FAOR Admin.		Other staff			
<i>“delivering as one”</i> YES/NO	Y	N	Y	N	Y	N	Y	N	Y	N
1. UNDAF or other joint programming	22%	4.5%	18.7%	15.5%	4.4%	0%	15.5%	5%	0	0
2. Support to the Resident Coordinator Office	7%	4.5%	0.6%	3.2%	0%	0%	4 %	5 %	27000	12200
3. Common services (including joint premises)	3.2%	3.7%	0%	0.5%	6%	3.7%	2.5%	5.5%	77400	375
4. Joint advocacy	2.8%	4%	1.4%	3.2%	0%	1.2%	18.7%	2.5%	600	0

58. A UNDG Task Team estimated the funding requirements for the RC system at the country, regional and global levels¹⁷ at USD 132 million per year. This amount would be centrally funded through the proposed arrangement:

- 67 per cent would be funded by the UNDP backbone; and
- 33 per cent would need to be cost-shared by the UNDG, including FAO.

59. The HLCM Finance and Budget Network has proposed efficiency savings for the reduction of the cost-sharing amount. The UNDG meeting of 4 April 2013 agreed on a final and further reduced figure of 121 million per year, with USD 33 million to be cost-shared.

60. The estimated charge for FAO to participate in this centralized cost-sharing would be between USD 5-6 million per biennium. This charge would add to the average USD 4.2 million per biennium included in the FAO PWB (2012-13) for other centrally-funded UN activities (e.g. the CEB, the Salary Survey, the International Civil Service Commission, the Joint Inspection Unit etc).

61. Additional efficiency savings could be achieved by including a calculation of the value of in-kind contributions (i.e. staff time) in the cost-sharing formula. A system-wide calculation could be achieved by replicating on a larger scale the sample survey conducted by FAO (see Table 1). Other

¹⁷ RC offices, Regional UNDG Teams and the Development Operations Coordination Office (DOCO) in New York.

agencies, such as ILO, have already engaged in similar exercises¹⁸. Also, given the sizable proportion of the FAO field programme devoted to emergency and rehabilitation activities, FAO should be granted the "discount" which has been granted to other humanitarian agencies.

62. The centralized cost-sharing will mainly substitute country-level contributions as described in rows (2) and (4) of Table 1 above. It will not cover for row (3) as provisions of joint services (including joint premises) is not part of the proposed functions of the RC office. Therefore, FAO's participation in joint services arrangements at the country level would still need to be evaluated on a case-by-case basis and in light of clear cost-effectiveness considerations. FAO's contribution to UN Joint Programming will continue, in close alignment with the CPF process.

63. Any commitment on the side of FAO will have to be approved the Governing Bodies. The Organization will continue to follow inter-agency discussions related to financial implications of coordination and will seek guidance from the Governing Bodies when appropriate.

¹⁸ ILO GB.317/PFA/4 (February 2013).