

# **REPORT**

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# **OF THE CONFERENCE OF FAO**

**Thirty-fifth (Special) Session**  
**Rome, 18-21 November 2008**

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**COUNCIL**  
**(until 31 December 2008)**

*Independent Chairperson of the Council: Mohammed Saeid Noori Naeini*

|                            |   |                                       |
|----------------------------|---|---------------------------------------|
| Australia <sup>1</sup>     | India <sup>1</sup>                      | Republic of Moldova <sup>2</sup>      |
| Bangladesh <sup>2</sup>    | Indonesia <sup>1</sup>                  | Russian Federation <sup>3</sup>       |
| Belgium <sup>3</sup>       | Iran (Islamic Republic of) <sup>2</sup> | Saudi Arabia <sup>1</sup>             |
| Bolivia <sup>3</sup>       | Italy <sup>1</sup>                      | Senegal <sup>3</sup>                  |
| Brazil <sup>3</sup>        | Japan <sup>2</sup>                      | South Africa <sup>2</sup>             |
| Canada <sup>3</sup>        | Kenya <sup>3</sup>                      | Sudan <sup>3</sup>                    |
| Chile <sup>2</sup>         | Kuwait <sup>3</sup>                     | Sweden <sup>1</sup>                   |
| China <sup>2</sup>         | Lebanon <sup>1</sup>                    | Thailand <sup>2</sup>                 |
| Congo <sup>3</sup>         | Madagascar <sup>1</sup>                 | Trinidad and Tobago <sup>3</sup>      |
| Côte d'Ivoire <sup>1</sup> | Malaysia <sup>2</sup>                   | Turkey <sup>3</sup>                   |
| Cuba <sup>3</sup>          | Mexico <sup>3</sup>                     | Ukraine <sup>2</sup>                  |
| Egypt <sup>1</sup>         | Morocco <sup>3</sup>                    | United Kingdom <sup>1</sup>           |
| El Salvador <sup>1</sup>   | Niger <sup>3</sup>                      | United States of America <sup>3</sup> |
| Ethiopia <sup>2</sup>      | Nigeria <sup>1</sup>                    | Uruguay <sup>2</sup>                  |
| France <sup>1</sup>        | Pakistan <sup>1</sup>                   | Zambia <sup>1</sup>                   |
| Gabon <sup>2</sup>         | Panama <sup>2</sup>                     |                                       |
| Germany <sup>2</sup>       | Republic of Korea <sup>2</sup>          |                                       |

<sup>1</sup> Term of office until 31 December 2008.

<sup>2</sup> Term of office until the conclusion of the Thirty-sixth Session of the Conference, November 2009.

<sup>3</sup> Term of office until 31 December 2010.

**COUNCIL**  
**(as from 1 January 2009)**

*Independent Chairperson of the Council: Mohammed Saeid Noori Naeini*

|                          |   |  |
|--------------------------|---|--|
| Afghanistan <sup>3</sup> | Ghana <sup>3</sup>                      | Republic of Moldova <sup>1</sup>         |
| Australia <sup>3</sup>   | India <sup>3</sup>                      | Russian Federation <sup>2</sup>          |
| Bangladesh <sup>1</sup>  | Indonesia <sup>3</sup>                  | Saudi Arabia <sup>3</sup>                |
| Belgium <sup>2</sup>     | Iran (Islamic Republic of) <sup>1</sup> | Senegal <sup>2</sup>                     |
| Bolivia <sup>2</sup>     | Italy <sup>3</sup>                      | South Africa <sup>1</sup>                |
| Brazil <sup>2</sup>      | Japan <sup>1</sup>                      | Sudan <sup>2</sup>                       |
| Canada <sup>2</sup>      | Kenya <sup>2</sup>                      | Thailand <sup>1</sup>                    |
| Chile <sup>1</sup>       | Kuwait <sup>2</sup>                     | Trinidad and Tobago <sup>2</sup>         |
| China <sup>1</sup>       | Malaysia <sup>1</sup>                   | Turkey <sup>2</sup>                      |
| Congo <sup>2</sup>       | Mauritania <sup>3</sup>                 | Ukraine <sup>1</sup>                     |
| Cuba <sup>2</sup>        | Mexico <sup>2</sup>                     | United Kingdom <sup>3</sup>              |
| Egypt <sup>3</sup>       | Morocco <sup>2</sup>                    | United Republic of Tanzania <sup>3</sup> |
| El Salvador <sup>3</sup> | Niger <sup>2</sup>                      | United States of America <sup>2</sup>    |
| Ethiopia <sup>1</sup>    | Norway <sup>3</sup>                     | Uruguay <sup>1</sup>                     |
| France <sup>3</sup>      | Pakistan <sup>3</sup>                   | Zimbabwe <sup>3</sup>                    |
| Gabon <sup>1</sup>       | Panama <sup>1</sup>                     |  |
| Germany <sup>1</sup>     | Republic of Korea <sup>1</sup>          |  |

<sup>1</sup> Term of office until the conclusion of the Thirty-sixth Session of the Conference, November 2009.

<sup>2</sup> Term of office until 31 December 2010.

<sup>3</sup> Term of office until the conclusion of the Thirty-seventh Session of the Conference, November 2011.

# **REPORT**

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# **OF THE CONFERENCE OF FAO**

**Thirty-fifth (Special) Session  
Rome, 18-21 November 2008**

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## Table of Contents

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|   | Paragraphs |
|---|------------|
| INTRODUCTION  | 1 - 12     |
| ELECTION OF THE CHAIRPERSON AND VICE-CHAIRPERSONS   | 1 - 2      |
| APPOINTMENT OF THE GENERAL COMMITTEE AND<br>CREDENTIALS COMMITTEE   | 3          |
| TRIBUTE TO THE LATE MIRIAM MAKEBA   | 4          |
| ADOPTION OF THE AGENDA  | 5          |
| ADOPTION OF THE TIMETABLE AND OTHER ARRANGEMENTS<br>FOR THE SESSION   | 6 - 11     |
| <i>Right of Reply</i>   | 7          |
| <i>Verbatim Records</i>   | 8          |
| <i>Verification of Credentials</i>  | 9          |
| <i>Intergovernmental Organizations and International<br/>        Non-Governmental Organizations</i>   | 10         |
| <i>Liberation Movement</i>  | 11         |
| STATEMENT BY THE DIRECTOR-GENERAL   | 12         |
| FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION<br>OF FAO  | 13 - 19    |
| CONSIDERATION OF THE REPORT OF THE CONFERENCE<br>COMMITTEE ON FOLLOW-UP TO THE INDEPENDENT EXTERNAL<br>EVALUATION OF FAO - IMMEDIATE PLAN OF ACTION<br>( <b>Resolution 1/2008</b> ) | 13 - 19    |
| <i>Statement by Representative of FAO Staff Bodies</i>  | 19         |
| OTHER SUBSTANTIVE MATTERS   | 20 - 28    |
| FOLLOW-UP TO THE HIGH LEVEL CONFERENCE ON WORLD<br>FOOD SECURITY: FAO CONTRIBUTION TO THE PREPARATION<br>AND IMPLEMENTATION OF THE COMPREHENSIVE FRAMEWORK<br>FOR ACTION            | 20 - 23    |
| BUDGETARY MATTERS   | 24 - 26    |
| CONSTITUTIONAL AND LEGAL MATTERS  | 27         |

**DATE AND PLACE OF THE THIRTY-SIXTH CONFERENCE SESSION 28****APPENDICES**

- A**     Agenda for the Thirty-fifth (Special) Session of the Conference
- B**     List of Delegates and Observers
- C**     List of Documents
- D**     Statement of the Director-General
- E**     The Immediate Plan of Action for FAO Renewal

## INTRODUCTION

### ELECTION OF THE CHAIRPERSON AND VICE-CHAIRPERSONS <sup>1</sup>

1. The Conference elected Mauri Pekkarinen (Finland) as Chairperson of the Thirty-fifth (Special) Session of the Conference.
2. The Conference elected the three Vice-Chairpersons of the Conference:

Guillermo Salazar (Panama)

El Zubair Bashir Taha (Sudan)

Lee Brudvig (United States of America)

### APPOINTMENT OF THE GENERAL COMMITTEE AND CREDENTIALS COMMITTEE <sup>2</sup>

3. The the Conference elected the:
  - Seven Members of the General Committee

Brazil

France

Canada

Jordan

China

New Zealand

Ethiopia

- Nine Members of the Credentials Committee:

Angola

Malaysia

Qatar

Estonia

Mexico

San Marino

Hungary

Oman

United States of America

### TRIBUTE TO THE LATE MIRIAM MAKEBA <sup>3</sup>

4. The Director-General delivered a brief message in memory of Miriam Makeba, celebrated singer and FAO Goodwill Ambassador, who died on 10 November 2008. One minute of silence was observed by the Conference followed by a short video tribute to Ms Makeba.

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<sup>1</sup> C 2008/2; C 2008/PV/1; C 2008/PV/7.

<sup>2</sup> C 2008/2; C 2008/PV/1; C 2008/PV/7.

<sup>3</sup> C 2008/PV/1; C 2008/PV/7.

## **ADOPTION OF THE AGENDA <sup>4</sup>**

5. The Conference adopted its Agenda as given in *Appendix A* to this report.

## **ADOPTION OF THE TIMETABLE AND OTHER ARRANGEMENTS FOR THE SESSION <sup>5</sup>**

6. The Conference adopted the arrangements and timetable as proposed by the General Committee.

### *Right of Reply*

7. The Conference confirmed the decision taken at its previous sessions to the effect that, when a Member wished to reply to criticisms of its Government's policy, it should preferably do so on the afternoon of the day on which such criticism had been voiced after all those wishing to participate in the discussion had had an opportunity to speak.

### *Verbatim Records*

8. As provided for in Rule XVIII-1 GRO, Verbatim Records were kept of all Conference Plenary meetings. The Conference endorsed the recommendation of the General Committee that statements could be inserted in the Verbatim Records when time did not permit them to be delivered, taking into consideration the conditions laid down by the General Committee.

### *Verification of Credentials <sup>6</sup>*

9. The credentials of delegations of 155 Members were found valid.

### *Intergovernmental Organizations and International Non-Governmental Organizations <sup>7</sup>*

10. The Conference reviewed the list of intergovernmental organizations and international non-governmental organizations to which the Director-General had extended a provisional invitation to the Session, and confirmed the said provisional invitations.

### *Liberation Movement*

11. The Conference confirmed the invitation issued by the Director-General to the Palestine Liberation Organization.

## **STATEMENT BY THE DIRECTOR-GENERAL <sup>8</sup>**

12. The Director-General delivered a statement to the Conference, which is given in *Appendix D* to this report.

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<sup>4</sup> C 2008/1; C 2008/LIM/1; C 2008/PV/2; C 2008/PV/7.

<sup>5</sup> C 2008/2; C 2008/6; C 2008/INF/1; C 2008/INF/4; C 2008/PV/2; C 2008/PV/7.

<sup>6</sup> C 2008/LIM/4.

<sup>7</sup> C 2008/6.

<sup>8</sup> C 2008/INF/5; C 2008/PV/2; C 2008/PV/7.



## **FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF FAO**

### **CONSIDERATION OF THE REPORT OF THE CONFERENCE COMMITTEE ON FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF FAO IMMEDIATE PLAN OF ACTION<sup>9</sup>**

13. The Conference expressed its appreciation for the major work undertaken in a very short time, by the Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE), its Chair, Vice-Chairs, other officers and representatives of spokes-countries in Working Groups, as listed in Annex 5 to the Report of the CoC-IEE. The contributions and commitment of the Members, Director-General, management and the CoC-IEE secretariat had all been important in developing the Immediate Plan of Action, a path of Reform with Growth.

14. The Conference emphasised that implementation of the Immediate Plan of Action must take place in a world facing interlocking crises of higher food and energy prices, volatility in commodity markets and major instabilities in financial institutions. These crises were not only increasing hunger and poverty but were making it more difficult for the world to achieve the Millennium Development Goals. The need for FAO's input was greater than ever and FAO renewal more urgent. Full implementation of the Immediate Plan of Action would better position FAO to help boost agricultural production in a sustainable manner and strengthen agriculture's overall contribution to development and livelihoods, contributing to enduring food availability for all.

15. The first year of the Immediate Plan of Action, 2009 was a period in which both the implementation of the Plan must be urgently pursued and a number of actions would be required involving continued close collaboration between the Membership and management. The Conference looked forward to considering at its next session the new Strategic Framework, Medium-Term Plan and Programme of Work and Budget, the size and regional representation in the Membership of the Council, and the finalisation of administrative, human resource and organizational reforms. The definition of substantive priorities in a results-based framework was essential and many members indicated their priorities in this regard.

16. The Conference also stressed the need for early contributions to the Trust Fund for Implementation of the Immediate Plan of Action in 2009 (paragraph 3 of Resolution 1/2008) and Members from a cross-section of Regions announced their intentions to contribute.

17. Members further emphasised elements of the Immediate Plan of Action which they considered vital to making FAO a strengthened, efficient and effective Organization, playing its role within the multilateral system especially the Rome-based food agencies. A coherent architecture must be built to respond to needs in which all countries and institutions, including the non-governmental sectors played their part and where all countries benefited according to their needs. The role of a reformed FAO in this remained absolutely essential as the world responded to ever emerging challenges in a spirit of multilateralism and joint endeavour.

18. The Conference thus adopted the following Resolution:

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<sup>9</sup> C 2008/4; C 2008/INF/7; C 2008/LIM/3; C 2008/PV/2; C 2008/PV/3; C 2008/PV/4; C 2008/PV/5; C 2008/PV/7.

## RESOLUTION 1/2008

### Adoption of the Immediate Plan of Action (IPA) for FAO Renewal (2009-11)

#### THE CONFERENCE:

**Reaffirming** FAO's unique global mandate for food and agriculture and the Membership's continued commitment to achieving the World Food Summit objectives and the Millennium Development Goals; reaffirming the contribution FAO must make to this and in addressing hunger and poverty reduction, the expansion of agriculture and food production, high food prices, climate change, and the expected impact of the recent financial crisis on the investment in agriculture, as well as the challenges and opportunities of bioenergy.

**Reaffirming** in this context the necessity of FAO "**Reform with Growth**".

**Welcoming** the report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE), including the Immediate Plan of Action (IPA), which provides a firm and realistic basis for FAO to significantly enhance its global relevance, efficiency and effectiveness in the service of all its Members.

**Recognising** the active participation of all Members and the unfailing support of the Director-General and management in the process, and **stressing** the need for the same spirit of partnership to prevail in the implementation and completion of the reform:

- 1) **DECIDES to approve**, for implementation, the Immediate Plan of Action for FAO Renewal (2009-11), including its annex, which forms in its entirety an integral part of this Resolution, which is given in Appendix E.
- 2) **DECIDES that amendments to the Basic Texts should be developed**, for approval at its 36<sup>th</sup> session in 2009, to give effect to the provisions of the Immediate Plan of Action, and having noted the report of the Committee on Constitutional and Legal Matters at its 83<sup>rd</sup> Session (September 2008), further decides that pending such amendments to the Basic Texts:
  - a) the Technical Committees of the Council will report to the Conference on global policy and regulatory matters and to the Council on programme and budgetary matters; and
  - b) the Strategic Framework, Medium Term Plan and Programme of Work and Budget 2010-11 will be developed as specified in the Immediate Plan of Action, with no requirement for a Summary Programme of Work and Budget.
- 3) **DECIDES** that implementation of the Immediate Plan of Action in 2009 requires funding by extra-budgetary contributions, and that its funding for 2010-2011 will be treated under the Programme of Work and Budget. In this connection, **URGES all Member Countries** to contribute extra-budgetary resources of a provisional amount of US\$ 21.8 million for 2009 to a special Trust Fund established for this purpose. For transparency, the Trust Fund accounts will be publicly available and oversight will be provided by the Council supported by the Finance Committee.
- 4) **DECIDES to establish** a time-bound **Conference Committee** (CoC-IEE) for the duration of 2009 under Article VI of the FAO Constitution for continued follow-up to the Independent External Evaluation of FAO, completing outstanding work within the Immediate Plan of Action. It will finalise its report on suggested Basic Text amendments in June 2009<sup>10</sup> and complete its final report by September 2009 for presentation to the Conference in November 2009.
- 5) This Committee will be open to full participation by all Members of the Organization. It will strive for transparency and unity in its work and will collectively decide its final recommendations to the Conference, arriving at its decisions to the maximum extent possible through consensus. The

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<sup>10</sup> In order that proposals for changes to the Constitution may be despatched to the Membership 120 days prior to the Conference as specified in Article XX, paragraph 4 of the Constitution.

Conference Committee will undertake its work with the direct support of Working Groups and advice from the Council, Programme Committee, Finance Committee and Committee on Constitutional and Legal Matters as appropriate, without prejudice to the reporting of these Committees to the Council and their statutory functions. FAO management is expected to proactively support the Conference Committee and fully participate in its meetings and those of its Working Groups, providing timely documents for consideration.

a) The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees, will be:

i) to recommend to the Conference in 2009:

- (1) the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management on the new integrated results-based framework;
- (2) any changes found desirable in the size and regional representation in the Membership of the Council;
- (3) further reforms of systems, culture change and organizational restructuring, including:
  - (a) Dynamic follow-up to the reports of the Root and Branch Review by management, including early actions,
  - (b) Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework,
  - (c) Plans for increased effectiveness of the decentralized offices,
  - (d) Detailed proposals for strengthened Human Resource management.

ii) to recommend to the Conference in 2009 necessary changes in the Basic Texts as provided for in the Immediate Plan of Action, providing policy oversight and guidance of the process of revision of the Basic Texts. This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters, which will be provided directly to the Committee, and will be reviewed by the Council as appropriate.

iii) to analyse the concept of "Reform with Growth" and submit proposals to the 2009 Conference.

b) The Conference Committee:

i) will establish three Working Groups to prepare inputs for its consideration on:

- (1) the Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11,
- (2) proposed amendments to the Basic Texts and any changes found desirable in the size and regional representation in the Membership of the Council, and
- (3) reform of systems, culture change and organizational restructuring;

ii) may further establish additional time-bound working groups as required; and

iii) will appoint a Bureau consisting of the Chair and Vice-Chairs of the Conference Committee, one representative of Member countries per region and the Chairs and Vice-Chairs of the Working Groups, participating as speaking observers. The Bureau will address exclusively administrative and organizational matters.

c) The Conference Committee modalities: the Working Groups will be made up of a Chair and Vice-Chair (or two Co-Chairs) appointed by the Conference Committee and will be open to all Members to fully participate with speaking rights. A maximum of three Member country representatives per region will be designated as spokespersons for their regions in

each of the Working Groups. Meetings of the Bureau will be open to non-speaking observers from the FAO Membership as a whole. The work of the Conference Committee will be conducted in all languages of the Organization. Sessions of the Conference Committee, its Working Groups or Bureau will not be held in parallel with each other or in parallel with other major meetings of the Rome-based UN agencies, thus allowing the fullest participation of Members. The Chair of the Conference Committee and its Bureau and the Chairs of the Working Groups will ensure that aide-mémoires are available to the Members following each session.

6) **DECIDES to appoint as officers of the Conference Committee (CoC-IEE):** Prof. Mohammed Saeid Noori-Naeini as Chair and Ms Agnes van Ardenne-van der Hoeven and Mr Wilfred Joseph Ngirwa as Vice-Chairs of the Committee.

7) **DECIDES that the Council** will monitor the overall progress of follow-up in implementation of the Immediate Plan of Action and report to the Conference at its 36<sup>th</sup> Session in 2009 and its 37<sup>th</sup> Session in 2011. It will receive regular quarterly progress implementation reports from management for its consideration and advice. The Council will be supported in its monitoring during 2009 by the Conference Committee. It will also receive inputs from the Programme Committee, the Finance Committee and the Committee on Constitutional and Legal Matters in their respective areas of mandate, which may flexibly convene additional sessions as required.

(Adopted on 19 November 2008)

#### *Statement by Representative of FAO Staff Bodies*

19. The General-Secretary of the Union of General Service Staff (UGSS) spoke on behalf of the three Staff Representative Bodies focusing her attention on FAO reform and the change process. She indicated that staff were committed and supported change, and stressed the need for sufficient time and resources for implementation.

### **OTHER SUBSTANTIVE MATTERS**

#### **FOLLOW-UP TO THE HIGH LEVEL CONFERENCE ON WORLD FOOD SECURITY: FAO CONTRIBUTION TO THE PREPARATION AND IMPLEMENTATION OF THE COMPREHENSIVE FRAMEWORK FOR ACTION <sup>11</sup>**

20. The Conference recalled the establishment of the High-Level Task Force (HLTF) on the Global Food Security Crisis, under the leadership of the UN Secretary-General and with the FAO Director-General as Vice-Chair. It welcomed the significant contribution of FAO to the work of the HLTF and the preparation of the Comprehensive Framework for Action (CFA).

21. The Conference took note of the central role played by FAO in facilitating the implementation of the CFA particularly with respect to achieving goals related to increasing small farmers' food production. It noted the need to balance reform, technical support, resource mobilization and political advocacy in the way forward.

22. The Conference underlined that, owing to the food crisis, the number of undernourished people had risen to 923 million. Although food prices were no longer soaring, the food situation remained fragile. The Conference therefore recommended that the food crisis continue to receive the highest attention of the international community. The Conference welcomed the proposal made by the Director-General in his statement to establish a High-Level Panel of Experts on Food Security (HLPE) and requested the Secretariat to prepare terms of reference, in consultation with Member Nations, for the HLPE with a view to its establishment in 2009. It also requested the Secretariat to provide relevant information and prepare any required studies for review and

<sup>11</sup> C 2008/5; C 2008/PV/6; C 2008/PV/7.

discussion with the membership on the other proposals contained in the Director General's statement, including a possible summit on food security in 2009.

23. With respect to the follow-up of the High-Level Conference held in June at FAO headquarters, the Conference expressed concern that only 10 percent of the USD 22 billion announced at that time had been committed. While the Conference appreciated FAO's usage of USD 103 million as catalytic funding to prepare the ground for broader and more comprehensive programmes at country level, it urged the international donor community to rapidly come forward with more substantial funding in order to address the structural problems facing agriculture in developing countries.

### **BUDGETARY MATTERS <sup>12</sup>**

24. The Conference recalled its decision in 2007 to defer the replenishment of the Special Reserve Account and revisit the matter at its 2008 Session.

25. The Conference took note of the balance in the Special Reserve Account of USD 30 million as at 30 September 2008 and of the Finance Committee's recommendation that proposals for replenishment of reserves be developed in the context of the Programme of Work and Budget for the 2010-11 biennium and future biennia.

26. The Conference concurred with this approach and took note that proposals for replenishment of the Special Reserve Account would be submitted to the 2009 Conference through the Programme of Work and Budget 2010-11.

### **CONSTITUTIONAL AND LEGAL MATTERS**

27. There were no constitutional and legal matters.

### **DATE AND PLACE OF THE THIRTY-SIXTH CONFERENCE SESSION**

28. The Conference decided that its Thirty-sixth Session should be held in Rome from 14 to 21 November 2009.

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<sup>12</sup> C 2008/3; C 2008/PV/6; C 2008/PV/7.



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**APPENDIX A****AGENDA FOR THE THIRTY-FIFTH (SPECIAL) SESSION OF THE CONFERENCE**

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**INTRODUCTION**

1. Election of the Chairperson and Vice-Chairpersons
2. Appointment of the General Committee and Credentials Committee
3. Adoption of the Agenda
4. Adoption of the Timetable and other Arrangements for the Session
5. Statement by the Director-General

**FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF FAO**

6. Consideration of the Report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO – Immediate Plan of Action

**OTHER SUBSTANTIVE MATTERS**

7. Follow-up to the High Level Conference on World Food Security: FAO Contribution to the Preparation and Implementation of the Comprehensive Framework for Action
8. Budgetary Matters
9. Constitutional and Legal Matters
10. Date and Place of the Thirty-sixth Conference Session
11. Any Other Matters





المرفق باء  
附录 B  
APPENDIX B  
ANNEXE B  
ПРИЛОЖЕНИЕ В  
APÉNDICE B

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قائمة المندوبين والمراقبين

代表和观察员名单

LIST OF DELEGATES AND OBSERVERS

LISTE DES DÉLÉGUÉS ET OBSERVATEURS

ПЕРЕЧЕНЬ ДЕЛЕГАТОВ И НАБЛЮДАТЕЛЕЙ

LISTA DE DELEGADOS Y OBSERVADORES

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الرئيس

主席

Chairperson

Président

Председатель

Presidente

: Mauri PEKKARINEN (Finland)

نواب الرئيس

副主席

Vice-Chairpersons

Vice-présidents

Заместители Председателя

Vicepresidentes

: Guillermo SALAZAR (Panama)

: El Zubair BASHIR TAHA (Sudan)

طه بشير الزبيري (السودان)

: Lee A. BRUDVIG (United States of America)



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 成员国  
 MEMBERS  
 MEMBRES  
 ЧЛЕНЫ  
 MIEMBROS

**AFGHANISTAN - AFGANISTÁN**

Delegate

Musa M. MAROOFI  
 Ambassador  
 Permanent Representative to FAO  
 Rome

Alternate(s)

Abdul Razak AYAZI  
 Agriculture Attaché  
 Alternate Permanent Representative to  
 FAO  
 Rome

Mrs Fatima ZAHER  
 First Secretary  
 Embassy of the Islamic Republic of  
 Afghanistan  
 Rome

**ALBANIA - ALBANIE**

Delegate

Llesh KOLA  
 Ambassador  
 Permanent Representative to FAO  
 Rome

Alternate(s)

Ms Vera CARA  
 First Secretary  
 Alternate Permanent Representative to  
 FAO  
 Rome

**ALGERIA - ALGÉRIE - ARGELIA -**

رئازجل

Délégué

Sid Ahmed FERROUKHI  
 Secrétaire général  
 Ministère de l'agriculture et du  
 développement rural  
 Alger

مندوب

سعيد أحمد فروخي  
 الأمين العام  
 وزارة الفلاحة والتنمية الريفية  
 الجزائر

Suppléant(s)

Rachid MARIF  
 Ambassadeur  
 Représentant permanent auprès de la FAO  
 Rome

مناوب (مناوبون)

رشيد معريف  
 السفير

والممثل الدائم لدى المنظمة  
 روما

Abderrahman HAMIDAOU

Ministre plénipotentiaire

Représentant permanent adjoint auprès de  
 la FAO  
 Rome

عبدالرحمان حميداوي

الوزير المفوض  
 والممثل الدائم المناوب لدى المنظمة  
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Kamel FELIACHI  
 Directeur  
 Institut National de la Recherche  
 Agronomique d'Algerie  
 Alger

كامل فيلياشي  
 مدير  
 المعهد القومي للأبحاث الزراعية  
 الجزائر

Faiza YAKER  
 Chef de bureau  
 Direction de la Programmation des  
 Investissements et des Études économiques  
 Ministère de l'agriculture et du  
 développement rural  
 Alger

ميلي فايزه ياكور  
 رئيس المكتب  
 إدارة برمجة الاستثمارات والدراسات  
 الاقتصادية  
 وزارة الفلاحة والتنمية الريفية  
 الجزائر

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 Secrétaire diplomatique  
 Ministère des affaires étrangères  
 Alger

يوسف كيشا  
 سكرتير دبلوماسي  
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#### ANTIGUA AND BARBUDA – ANTIGUA-ET-BARBUDA – ANTIGUA Y BARBUDA

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 Representante Permanente Alterno ante la  
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**BAHAMAS**

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Simeon PINDER  
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**BAHRAIN - BAHREÏN - BAHREIN -**

نيرحبالا

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مساعد وكيل وزارة الأراضي والمياه  
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خليل ابراهيم الدرزي

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**BARBADOS - BARBADE**

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Министерство сельского хозяйства и  
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| <p>Дмитрий МИРОНЧИК<br/>Заместитель Постоянного представителя<br/>при ФАО<br/>Рим</p>   | <p><b>BHUTAN - BHOUTAN - BHUTÁN</b></p>  |
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| <p>Hugo VERBIST<br/>Conseiller<br/>Représentant permanent suppléant auprès<br/>de la FAO<br/>Rome</p>                                   | <p>Oscar Bailón Javier RIVERO<br/>ECHEVERRIA<br/>Segundo Secretario<br/>Embajada de la República de Bolivia<br/>Rome</p>                                 |



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BOSNIE-HERZÉGOVINE –  
BOSNIA Y HERZEGOVINA**

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**BRAZIL - BRÉSIL - BRASIL**

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**COOK ISLANDS - ÎLES COOK -  
ISLAS COOK****COSTA RICA**

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**CÔTE D'IVOIRE**

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**CUBA**

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**CZECH REPUBLIC –  
 RÉPUBLIQUE TCHÈQUE –  
 REPÚBLICA CHECA**

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Ms Martina KROUPOVÁ  
 Trade and International Cooperation  
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 Ministry of Agriculture  
 Prague

Libor KUDLACEK  
 Counsellor  
 Ministry of Agriculture  
 Prague

**DEMOCRATIC PEOPLE'S REPUBLIC  
 OF KOREA –  
 RÉPUBLIQUE POPULAIRE  
 DÉMOCRATIQUE DE CORÉE -  
 REPÚBLICA POPULAR  
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**DEMOCRATIC REPUBLIC OF THE  
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 RÉPUBLIQUE DÉMOCRATIQUE DU  
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Délégué

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Djibouti

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وزير الزراعة، والتربية الحيوانية والصيد  
البحري  
والمسؤول عن الموارد المائية  
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مناوب (مناوبون)

دجاما محمد دوله  
أمين عام وزارة الزراعة،  
والتربية الحيوانية والصيد البحري  
والمسؤول عن الموارد المائية  
والممثل الدائم لدى المنظمة  
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مندوب

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والممثل الدائم لدى المنظمة  
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والممثل الدائم المناوب لدى المنظمة  
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#### **GEORGIA - GÉORGIE**

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alimentaires et forestières  
Rome

Giampiero BELTOTTO  
Ministère pour les politiques agricoles,  
alimentaires et forestières  
Rome

Arturo SEMERARI  
Ministère pour les politiques agricoles,  
alimentaires et forestières  
Rome

Alessandro ROMANO  
Ministère pour les politiques agricoles,  
alimentaires et forestières  
Rome

Mme Chiara SCHIROSI  
Ministère pour les politiques agricoles,  
alimentaires et forestières  
Rome

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Ministère des affaires étrangères  
Rome

Mme Elena GAINO  
Ministère des affaires étrangères  
Rome

Mme Maria RIZZO  
Ministère des affaires étrangères  
Rome

Mme Maria CELIMA  
Ministère des affaires étrangères  
Rome

Mme Claudia ERAMO  
Ministère des affaires étrangères  
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Francesco CANTONE  
Ministère des affaires étrangères  
Rome

Stefano TALIANI  
Ministère des affaires étrangères  
Rome

Carolina UMMARINO  
Ministère des affaires étrangères  
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Ministry of Agriculture  
Kingston

Alternate(s)  
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Principal Director  
Planning, Policy and Development  
Division  
Ministry of Agriculture  
Kingston

## **JAPAN - JAPON - JAPÓN**

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Vice-Minister for International Affairs  
Ministry of Agriculture, Forestry and  
Fisheries  
Tokyo

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Permanent Representative to FAO  
Rome

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International Cooperation Division  
Minister's Secretariat  
Ministry of Agriculture, Forestry and  
Fisheries  
Tokyo

Ichiro TSURUSAKI  
Deputy Director  
International Cooperation Division  
Minister's Secretariat  
Ministry of Agriculture, Forestry and  
Fisheries  
Tokyo

Toru GOMI  
Deputy-Director  
Economic Security Division  
Economic Affairs Bureau  
Ministry of Foreign Affairs  
Tokyo

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Alternate Permanent Representative to  
FAO  
Rome

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Subsection Chief  
International Cooperation Division  
Minister's Secretariat  
Ministry of Agriculture, Forestry and  
Fisheries  
Tokyo

Shuichiro KIDA  
Subsection Chief  
International Cooperation Division  
Minister's Secretariat  
Ministry of Agriculture, Forestry and  
Fisheries  
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Embassy of Japan  
Rome

Ms Miyuki IWAMOTO  
Embassy of Japan  
Rome

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نردال

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HASHEMI  
Ambassador  
Permanent Representative to FAO  
Rome

مندوب  
سمو الأميرة وجدان فواز مهني الهاشمي  
السفير  
والممثل الدائم لدى المنظمة  
روما

Alternate(s)  
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Agricultural Attaché  
Deputy Permanent Representative to FAO  
Rome

مناوب (مناوبون)  
ابراهيم أبو عتيله  
الملحق الزراعي  
نائب الممثل الدائم لدى المنظمة  
روما

Ms Salma F.A.K. AL Taweel  
Third Secretary  
Alternate Permanent Representative to  
FAO  
Rome

الآنسة سلمى الطويل  
السكرتير الثالث  
والممثل الدائم المناوب لدى المنظمة  
روما

Firas KHOURI  
Counsellor  
Embassy of the Hashemite Kingdom of  
Jordan  
Rome

فiras خوري  
المستشار  
سفارة المملكة الأردنية الهاشمية  
روما

**KAZAKHSTAN – KAZAJSTÁN -**  
**KAZAXCTAH**

Delegate  
Almaz N. KHAMZAYEV  
Ambassador  
Permanent Representative to FAO  
Rome

Делегат  
Алмаз Н. ХАМЗАЕВ  
Посол  
Постоянный представитель при ФАО  
Рим

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|--|---|
| <p>Alternate(s)<br/>Yerbolat SEMBAYEV<br/>Counsellor<br/>Alternate Permanent Representative to<br/>FAO<br/>Rome</p>            | <p>Robinson K. GAITA<br/>Director of Irrigation, Drainage and Water<br/>Ministry of Water and Irrigation<br/>Nairobi</p>  |
| <p>Заместитель (ли)<br/>Ерболат СЕМБАЕВ<br/>Советник<br/>Заместитель Постоянного представителя<br/>при ФАО<br/>Рим</p>         | <p>Mrs Jacinta NGWIRI<br/>Agricultural Attaché<br/>Alternate Permanent Representative to<br/>FAO<br/>Rome</p>   |
| <p>Banyrzhan ASKAROV<br/>Third Secretary<br/>Alternate Permanent Representative to<br/>FAO<br/>Rome</p>                        | <p>Samuel C. YEGON<br/>Deputy Director<br/>Ministry of Agriculture<br/>Nairobi</p>  |
| <p>Баниржан АСКАРОВ<br/>Третий секретарь<br/>Заместитель Постоянного<br/>представителя при ФАО<br/>Рим</p>                     | <p><b>KIRIBATI</b></p> <p><b>KUWAIT - KOWEÏT - تي وكلا</b></p> <p>Delegate<br/>Jasem Mohammad HABIB AL-BADER<br/>Chairman and Director General of the<br/>Public Authority for Agriculture Affairs<br/>and Fish<br/>Kuwait City</p> |
| <p><b>KENYA</b></p> <p>Delegate<br/>Gideon MUSYOKA NDAMBUKI<br/>Assistant Minister<br/>Ministry of Agriculture<br/>Nairobi</p> | <p>مندوب<br/>جاسم محمد حبيب البدر<br/>الرئيس والمدير العام<br/>الهيئة العامة لشؤون الزراعة والثروة<br/>السمكية<br/>مدينة الكويت</p>   |
| <p>Alternate(s)<br/>Mrs Ann Belinda NYIKULI<br/>Ambassador<br/>Permanent Representative to FAO<br/>Rome</p>                    | <p>Alternate(s)<br/>Mrs Lamya Ahmed AL-SAQQAF<br/>Counsellor<br/>Permanent Representative to FAO<br/>Rome</p>   |
| <p>Mrs Beatrice W. KINGORI<br/>Deputy Director of Agriculture<br/>Ministry of Agriculture<br/>Nairobi</p>                      | <p>مناوب (مناوبون)<br/>السيدة لمياء أحمد السقاف<br/>المستشار<br/>والممثل الدائم لدى المنظمة<br/>روما</p>  |
| <p>Paul NYANWAYA ANYUMBA<br/>Deputy Secretary<br/>Ministry of Fisheries Development<br/>Nairobi</p>                            |   |

Faisal Yousef AL-SADIQQI  
Deputy Director-General  
Fish Resources Department  
Public Authority for Agriculture and Fish  
Resources  
Kuwait City

فيصل يوسف الصديقي  
نائب المدير العام  
إدارة الثروة السمكية  
الهيئة العامة لشؤون الزراعة والثروة  
السمكية  
مدينة الكويت

Ms Henadi GHLOOM ABDELRAHMAN  
Deputy Director-General for Finance and  
Administrative Affairs  
Public Authority for Agriculture and Fish  
Resources  
Kuwait City

السيدة هنادي غلوم عبد الرحمن  
نائب المدير العام  
إدارة الشؤون المالية والإدارية  
الهيئة العامة لشؤون الزراعة والثروة  
السمكية  
مدينة الكويت

Shaker MOHAMMAD AWAD  
Director of Public Relations  
Public Authority for Agriculture and Fish  
Resources  
Kuwait City

شاكراً محمد عواد  
مدير العلاقات العامة  
الهيئة العامة لشؤون الزراعة والثروة  
السمكية  
مدينة الكويت

Hamad AL-DERBAS  
Head of Coordination Department  
Public Authority for Agriculture and Fish  
Resources  
Kuwait City

حمد الدرباس  
رئيس إدارة التنسيق  
الهيئة العامة لشؤون الزراعة والثروة  
السمكية  
مدينة الكويت

Ms Mona AL-OTMAN  
Head of Fishery Department  
Public Authority for Agriculture and Fish  
Resources  
Kuwait City

السيدة منى آل عثمان  
رئيس إدارة مصايد الأسماك  
الهيئة العامة لشؤون الزراعة والثروة  
السمكية  
مدينة الكويت

Faisal AL-HASAWI  
Second Secretary  
Alternate Permanent Representative to  
FAO  
Rome

فيصل الحساوي  
السكرتير الثاني  
والممثل الدائم المناوب لدى المنظمة  
روما

Ms Manar SABAH AL-SABAH  
Attaché  
Alternate Permanent Representative to  
FAO  
Rome

منار صباح آل صباح  
الملحق  
والممثل الدائم المناوب لدى المنظمة  
روما

Ms Norma CALABRESE  
Permanent Representation of the State of  
Kuwait to FAO  
Rome

السيدة نورما كلابريزي  
الممثلة الدائمة لدولة الكويت لدى المنظمة  
روما

Ilham NAJIM  
Permanent Representation of the State of  
Kuwait to FAO  
Rome

السيدة الهام نجم  
الممثلة الدائمة لدولة الكويت لدى المنظمة  
روما

Said STELI  
Permanent Representation of the State of  
Kuwait to FAO  
Rome

سعيد ستلي  
الممثلة الدائمة لدولة الكويت لدى المنظمة  
روما

Ms Fatemah Fahad EBRAHIM  
Diplomatic Attaché  
Embassy of the State of Qatar  
Rome

السيدة فاطمة فهد ابراهيم  
ملحق دبلوماسي  
سفارة دولة الكويت  
روما

**KYRGYZSTAN - KIRGHIZISTAN -  
КЫРГЫЗСТАН - KIRGUISTÁN**

**LAO PEOPLE'S DEMOCRATIC  
REPUBLIC –  
RÉPUBLIQUE DÉMOCRATIQUE  
POPULAIRE LAO –  
REPÚBLICA DEMOCRÁTICA  
POPULAR LAO**

**LATVIA - LETTONIE – ЛАТВИЯ -  
LETONIA**

Delegate  
Arvids OZOLS  
Deputy State Secretary  
Ministry of Agriculture  
Riga

Делегат  
Арвидс ОЗОЛС  
Заместитель государственного секретаря  
Министерства земледелия  
Рига

Alternate(s)  
Ainars NABELS-SNEIDERS  
Head of Foreign Relations Division  
Ministry of Agriculture  
Riga

Заместитель (ли)  
Айнарс НАБЕЛС-СНЕЙДЕРС  
Руководитель Отдела международных  
отношений Министерства земледелия  
Рига

Juris ZINARS  
Deputy Director Food Department  
Ministry of Agriculture  
Riga

Юрис ЗИНАРС  
Заместитель Директора департамента  
продовольствия  
Министерства земледелия  
Рига

**LEBANON - LIBAN - LÍBANO - نان بل**

Délégué  
Adel CORTAS  
Ancien Ministre de l'agriculture  
Beyrouth

مندوب  
عادل قرطاس  
وزير الزراعة سابقا  
بيروت

**LESOTHO**

Delegate  
Lesole MOKOMA  
Minister for Agriculture and Food Security  
Maseru

Alternate(s)  
Jonas Sponkie MALEWA  
Ambassador  
Permanent Representative to FAO  
Rome

Ms Mathoriso MOLUMELI  
Chief Economic Planner  
Ministry of Agriculture and Food  
Maseru

Ms Senate Barbara MASUPHA  
Counsellor  
Alternate Permanent Representative to  
FAO  
Rome

Ms Mamosala S. SHALE  
First Secretary  
Alternate Permanent Representative to  
FAO  
Rome

Mohale SEKOTO  
Principal Secretary  
Ministry of Agriculture and Food Security  
Maseru

## LIBERIA - LIBÉRIA

LIBYAN ARAB JAMAHIRIYA -  
JAMAHIRIYA ARABE LIBYENNE -  
JAMAHIRIJA ÁRABE LIBIA -  
الجمهورية العربية الليبية

Delegate

Abu Baker Al-Mabrouk AL-MANSOURI  
Secretary of the General People's  
Committee for Agriculture, Animal Wealth  
and Marine Resources  
Tripoli

مندوب  
أبو بكر المبروك المنصوري  
أمين اللجنة الشعبية العامة  
للزراعة والثروة الحيوانية والبحرية  
طرابلس

Alternate(s)

Abdalla Abdulrahman ZAIED  
Ambassador  
Permanent Representative to FAO  
Rome

مناوب (مناوبون)  
عبدالله عبد الرحمن زايد  
السفير  
والممثل الدائم لدى المنظمة  
روما

Ali Ahmed ARHOMA  
Director-General of the National  
Programme for Cultivating 100000  
Hectares  
General People's Committee for  
Agriculture, Animal Wealth and Marine  
Resources  
Tripoli

على أحمد أرحومة  
مدير عام البرنامج الوطني لزراعة 100 ألف  
هكتار  
اللجنة الشعبية العامة للزراعة والثروة  
الحيوانية والبحرية  
طرابلس

AL Hadi Almahdi AL-ZANATI  
Coordinator of the Sector Food Security  
Programme  
General People's Committee for  
Agriculture, Animal Wealth and Marine  
Resources  
Tripoli

الهادي المهدي الزناتي  
منسق قطاع برنامج الأمن الغذائي  
اللجنة الشعبية العامة للزراعة والثروة  
الحيوانية والبحرية  
طرابلس

Talal Ali MARAI  
Counsellor  
Alternate Permanent Representative to  
FAO  
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طلال علي ماراي  
المستشار  
والممثل الدائم المناوب لدى المنظمة  
روما

Mahmoud Alsadek SAWAN  
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Alternate Permanent Representative to  
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محمود الصادق صوان  
السكرتير الثالث  
والممثل الدائم المناوب لدى المنظمة  
روما

Otman S. EL-DAWKHI  
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General People's Committee for Foreign  
Liaison and International Cooperation  
Tripoli

عثمان الدوخي  
أمانة  
اللجنة الشعبية العامة للعلاقات الخارجية  
والتعاون الدولي  
طرابلس

## LITHUANIA - LITUANIE - LITUANIA

Delegate

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Permanent Representative to FAO  
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 Relations Department  
 Ministry of Agriculture  
 Vilnius

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 Deputy Permanent Representative to FAO  
 Rome

**LUXEMBOURG - LUXEMBURGO**

## Délégué

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 Représentant permanent auprès de la FAO  
 Rome

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 Premier Secrétaire  
 Représentant permanent adjoint auprès de  
 la FAO  
 Rome

**MADAGASCAR**

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 Ambassadeur  
 Représentant permanent auprès de la FAO  
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 Représentant permanent adjoint auprès de  
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**MALAWI**

## Delegate

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 Security  
 Lilongwe

## Alternate(s)

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 Ministry of Agriculture and Food Security  
 Lilongwe

Mrs Ivy SUSUWELE  
 Secretary  
 Ministry of Agriculture and Food Security  
 Lilongwe

**MALAYSIA - MALAISIE - MALASIA**

## Delegate

Datuk Rohani ABDUL KARIM  
 Deputy Minister of Agriculture and Agro-  
 Based Industry  
 Putrajaya

## Alternate(s)

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 Secretary General  
 Ministry of Agriculture and Agro-Based  
 Industry  
 Putrajaya

Ariffin TAWANG  
 Deputy Director-General  
 Malaysian Agricultural Research and  
 Development Institute (MARDI)  
 Putrajaya

Yeoh GIM BEE  
 Under-Secretary  
 Ministry of Agriculture and Agro-based  
 Industry  
 Putrajaya

Mohammad Azhar Bin MAZLAN  
 Chargé d'Affaires a.i.  
 Counsellor  
 Alternate Permanent Representative to  
 FAO  
 Rome

Johari BIN RAMLI  
 Agricultural Attaché  
 Alternate Permanent Representative to  
 FAO  
 Rome

Azhar MOHD ISA  
Assistant Agricultural Attaché  
Alternate Permanent Representative to  
FAO  
Rome

Ms Zuraini HARUN  
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Industry  
Putrajaya

Ahmad Shahrane AHMAD FAUZI  
Private Secretary to the Deputy Minister  
Ministry of Agriculture and Agro-Based  
Industry  
Putrajaya

#### MALDIVES - MALDIVAS

#### MALI - MALÍ

Délégué  
Tiémoko SANGARÉ  
Ministre de l'agriculture  
Bamako

Suppléant(s)  
Gaoussou DRABO  
Ambassadeur  
Représentant permanent auprès de la FAO  
Rome

Fousseyni DIARRA  
Conseiller Technique  
Ministère de l'agriculture  
Bamako

Modibo Mahamane TOURÉ  
Conseiller  
Ministère de l'agriculture  
Bamako

Mahamane KONATÉ  
Conseiller  
Ministère de l'agriculture  
Bamako

#### MALTA - MALTE

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Walter BALZAN  
Ambassador  
Permanent Representative to FAO  
Rome

Alternate(s)  
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First Secretary  
Alternate Permanent Representative to  
FAO  
Rome

#### MARSHALL ISLANDS - ÎLES MARSHALL - ISLAS MARSHALL

#### MAURITANIA - MAURITANIE -

اين انتي روم

Délégué  
Mme Messaouda MINT BAHAM  
Ministre du développement rural  
Nouakchott

Suppléant(s)  
Abdallahi OULD KEBD  
Premier Conseiller  
Représentant permanent suppléant auprès  
de la FAO  
Rome

مندوب  
السيدة مسعودة منت بهام  
وزير التنمية الريفية  
نواكشوط

مندوب (مناوبون)  
عبد اللاهي ولد كبد  
المستشار الأول  
والممثل الدائم المناوب لدى المنظمة  
روما

Limam OULD ABDAWA  
Chargé de mission  
Ministère du développement rural  
Nouakchott

ليمام ولد أباداوا  
مكلف بمهمة  
وزارة التنمية الريفية  
نواكشوط

**MAURITIUS - MAURICE - MAURICIO**

Delegate

Denis CANGY

Consul

Consulate of Mauritius

Rome

**MEXICO - MEXIQUE - MÉXICO**

Delegado

Jorge Eduardo CHEN CHARPENTIER

Embajador

Representante Permanente ante la FAO

Roma

Suplente(s)

Diego Alonso SIMANCAS GUTIÉRREZ

Segundo Secretario

Representante Permanente Alterno ante la

FAO

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Elías REYES BRAVO

Subdirector de Enlace con Instituciones

Internacionales Académicas y de

Investigación

Secretaría de Agricultura, Ganadería,

Desarrollo Rural, Pesca y Alimentación

Ciudad de México, D.F.

José Rubén ESCAJEDA JIMÉNEZ

Miembro de la Comisión de Agricultura y

Ganadería

Cámara de Diputados

México

Héctor PADILLA GUTIÉRREZ

Presidente de la Comisión de Agricultura y

Ganadería

Cámara de Diputados

México

**MICRONESIA, FEDERATED STATES OF –  
MICRONÉSIA, ÉTATS FÉDÉRÉS DE -  
MICRONESIA, ESTADOS FEDERADOS DE****MONACO - MÓNACO**

Délégué

Philippe BLANCHI

Ambassadeur

Représentant permanent auprès de la FAO

Rome

Suppléant(s)

Jean-Philippe BERTANI

Premier Secrétaire

Ambassade de la Principauté de Monaco en

Italie

Rome

**MONGOLIA - MONGOLIE****MONTENEGRO - MONTÉNÉGRO**

Delegate

Darko USKOKOVIC

Ambassador

Permanent Representative to FAO

Rome

Alternate(s)

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Rome

**MOROCCO - MAROC - MARRUECOS -**

برغمل

Délégué

Tajeddine BADDOU

Ambassadeur

Représentant permanent auprès de la FAO

Rome

مندوب

تاج الدين بادو

السفير

والممثل الدائم المناوب لدى المنظمة

روما

|   |   |
|---|---|
| <p>Suppléant(s)<br/>Moha MARGHI<br/>Secrétaire général<br/>Ministère de l'agriculture et de la pêche<br/>maritime<br/>Rabat</p> | <p>Mrs Laurinda Fernando Saide BANZE<br/>Second Secretary<br/>Alternate Permanent Representative to<br/>FAO<br/>Rome</p>  |
| <p style="text-align: center;">مناوب (مناوبون)<br/>موحا مارغي<br/>الأمين العام<br/>وزير الزراعة والصيد البحري<br/>الرباط</p>    | <p><b>MYANMAR</b></p> <p>Delegate<br/>U HTAY OO<br/>Minister for Agriculture and Irrigation<br/>Nay Pyi Taw</p>   |
| <p>Mohamed AIT HMID<br/>Ministre plénipotentiaire<br/>Représentant permanent adjoint auprès de<br/>la FAO<br/>Rome</p>          | <p>Alternate(s)<br/>U TIN HTUT OO<br/>Director-General<br/>Department of Agricultural Planning<br/>Ministry of Agriculture and Irrigation<br/>Nay Pyi Taw</p>                             |
| <p style="text-align: center;">محمد آيت حميد<br/>الوزير المفوض<br/>الممثل الدائم المناوب لدى المنظمة<br/>روما</p>               | <p>U OHN THAN<br/>Managing Director<br/>Myanmar Agriculture Service<br/>Ministry of Agriculture and Irrigation<br/>Nay Pyi Taw</p>  |
| <p><b>MOZAMBIQUE</b></p> <p>Delegate<br/>Mrs Caterina PAJUME<br/>Deputy Minister for Agriculture<br/>Maputo</p>                 | <p>U THAN TUN<br/>Ambassador<br/>Permanent Representative to FAO<br/>Rome</p>   |
| <p>Alternate(s)<br/>Mrs Carla Elisa MUCAVI<br/>Ambassador<br/>Permanent Representative to FAO<br/>Rome</p>                      | <p>Ms MARAN JA TAUNG<br/>Minister Counsellor<br/>Alternate Permanent Representative to<br/>FAO<br/>Rome</p>   |
| <p>João Simão NYAIMA<br/>Chief<br/>International Cooperation Department<br/>Ministry of Agriculture<br/>Maputo</p>              | <p>U KYI WIN<br/>Director<br/>Department of Agriculture Planning<br/>Ministry of Agriculture and Irrigation<br/>Nay Pyi Taw</p>   |
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SAO TOMÉ-ET-PRINCIPE –  
SANTO TOMÉ Y PRÍNCIPE**

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طارق عبد الكريم الدرويش  
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والممثل الدائم المناوب لدى المنظمة  
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مندوب

الزبير بشير طه  
الوزير الاتحادي للزراعة والغابات  
الخرطوم

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مناوب (مناوبون)

محمد الطيب الفكي النور  
المستشار  
والممثل الدائم لدى المنظمة  
روما

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علي الخليل  
مدير التعاون الثنائي  
الوزارة الاتحادية للزراعة والغابات  
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مندوب  
عادل سفر  
وزير الزراعة والاصلاح الزراعي  
دمشق

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مناوب (مناوبون)  
سمير القصير  
السفير  
والممثل الدائم لدى المنظمة  
روما

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مدير عام  
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رفيق صالح  
المدير العام  
المركز العربي لدراسات المناطق القاحلة  
والاراضي الجافة  
دمشق

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السيدة سها جمالي  
الوزير المفوض  
والممثل الدائم المناوب لدى المنظمة  
روما

Bashar AKBIK  
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بشار أكبيك  
المستشار  
والممثل الدائم المناوب لدى المنظمة  
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ناصر الدين عبيد  
مدير الشؤون المالية والإدارية  
المركز العربي لدراسات المناطق القاحلة  
والأراضي الجافة  
دمشق

**TAJIKISTAN - TADJIKISTAN -  
ТАДЖИКИСТАН - TAYIKISTÁN**

**THAILAND - THAÏLANDE - TAILANDIA**

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Ministry of Agriculture and Cooperatives  
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**THE FORMER YUGOSLAV REPUBLIC  
OF MACEDONIA –  
L'EX-RÉPUBLIQUE YOUGOSLAVE DE  
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LA EX REPÚBLICA YUGOSLAVA DE  
MACEDONIA**

Delegate

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**TIMOR-LESTE**

**TOGO**

Délégué

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**TONGA**

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**TRINIDAD AND TOBAGO –  
TRINITÉ-ET-TOBAGO –  
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مناوب (مناوبون)

صبري باشطبي  
القائم بأعمال مستشار الشؤون الخارجية  
والممثل الدائم المناوب لدى المنظمة  
روما

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محمد الأسود  
 مدير التعاون الدولي  
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عبد الحميد عبيد  
 المستشار  
 والمسؤول عن التعاون بين تونس  
 والمؤسسات المتعددة الأطراف التي توجد  
 مقارها في روما  
 والممثل الدائم المناوب لدى المنظمة  
 روما

#### **TURKEY - TURQUIE - TURQUÍA**

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#### **TURKMENISTAN - TURKMÉNISTAN - ТУРКМЕНИСТАН - TURKMENISTÁN**

#### **TUVALU**

#### **UGANDA - OUGANDA**

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#### **UKRAINE – UCRANIA - УКРАИНА**

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Первый секретарь  
Заместитель Постоянного  
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Рим

**UNITED ARAB EMIRATES –  
ÉMIRATS ARABES UNIS –  
EMIRATOS ÁRABES UNIDOS – ١**  
الإمارات العربية المتحدة

## Delegate

Sultan Abdulla ALWAN  
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مندوب  
سلطان عبدالله علوان  
وكيل مساعد  
وزارة البيئة والمياه  
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## Alternate(s)

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مناوب (مناوبون)  
عبد الحميد عبدالفتاح كاظم  
السفير  
والممثل الدائم لدى المنظمة  
روما

Habib Hussain ABOUDI  
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حبيب حسين العبودي  
مدير مكتب التخطيط  
وزارة البيئة والمياه  
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خليفة سيف المزروعي  
المستشار  
وزارة الشؤون الخارجية  
أبو ظبي

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FAO  
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وليد مراد درويش الرئيس  
سكرتير أول  
والممثل الدائم المناوب لدى المنظمة  
روما

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مرغني حسن عبيد علي  
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روما

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**UNITED REPUBLIC OF TANZANIA -  
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## UZBEKISTAN - OUZBÉKISTAN - ЎЗБЕКИСТАН - UZBEKISTÁN

## VANUATU

## VENEZUELA (BOLIVARIAN REPUBLIC OF) – VENEZUELA (RÉPUBLIQUE BOLIVARIENNE DU) – VENEZUELA (REPÚBLICA BOLIVARIANA DE)

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مناوب (مناوبون)  
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السفير  
والممثل الدائم لدى المنظمة  
روما

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أحمد يحيى صابر  
مدير عام التخطيط والرصد  
وزارة الزراعة والري  
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## ZIMBABWE

## Delegate

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## Alternate(s)

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العضو المنتسب  
准成员  
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**FAROE ISLANDS - ÎLES FÉROÉ (LES) - ISLAS FEROE**

Delegate

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الكرسي الرسولي  
教廷  
HOLY SEE  
SAINT-SIÈGE  
СВЯТЕЙШИЙ ПРЕСТОЛ  
SANTA SEDE

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Permanent Observer to FAO  
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Vincenzo BUONOMO  
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Lelio BERNARDI  
Adviser  
Vatican City

Saverio PETRILLO  
Adviser  
Vatican City

Giovanni TEDESCO  
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Vatican City

جماعة فرسان مالطة  
马耳他自治社  
SOVEREIGN ORDER OF MALTA  
ORDRE SOUVERAIN DE MALTE  
СУВЕРЕННЫЙ МАЛЬТИЙСКИЙ ОРДЕН  
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حركة التحرير  
解放运动  
LIBERATION MOVEMENT  
MOUVEMENT DE LIBÉRATION  
ОСВОБОДИТЕЛЬНОЕ ДВИЖЕНИЕ  
MOVIMIENTO DE LIBERACIÓN

PALESTINE - PALESTINA - نيطسلف

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Counsellor  
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Rome

حسين العفلق  
مستشار  
سفارة فلسطين  
روما

ممثلو الأمم المتحدة ووكالاتها المتخصصة

联合国和各专门机构的代表

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**REPRESENTANTS DES NATIONS UNIES ET INSTITUTIONS SPÉCIALISÉES**  
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**СПЕЦИАЛИЗИРОВАННЫХ УЧРЕЖДЕНИЙ**  
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Ms Chiara MARTINELLI  
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CONSEIL INTERNATIONAL DES FEMMES  
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Ms Lydie ROSSINI VAN HISSENHOVEN  
Board Member  
Permanent Representative to FAO  
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FÉDÉRATION INTERNATIONALE POUR L'ÉCONOMIE FAMILIALE  
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Josh BREM-WILSON  
Member IPC

George Dixon FERNANDEZ  
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UNIÓN INTERNACIONAL RAIFFEISEN**

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International Relations Department  
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Coordinator  
EuroAfrica  
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**ROTARY INTERNATIONAL**

Marco RANDONE  
Permanent Representative to FAO  
Rome

Antonio LICO  
Alternate Permanent Representative to FAO  
Rome

**VIA CAMPESINA**

Ibrahima COULIBALY  
President CNOP/MALI  
Bamako

**WOMEN'S INTERNATIONAL LEAGUE FOR PEACE AND FREEDOM  
LIGUE INTERNATIONALE DES FEMMES POUR LA PAIX ET LA LIBERTÉ  
LIGA INTERNACIONAL DE MUJERES PRO PAZ Y LIBERTAD**

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Permanent Representative to FAO  
Rome

Ms Annita FISICARO  
Permanent Representative to FAO  
Geneva  
Switzerland

**WORLD ASSOCIATION FOR ANIMAL PRODUCTION  
ASSOCIATION MONDIALE DE ZOOTECHNIE  
ASOCIACIÓN MUNDAL PARA LA PRODUCCIÓN ANIMAL**

Milan ZJALIC  
Technical Advisor  
Rome



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**APPENDIX C****LIST OF DOCUMENTS**

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|                              |   |
|------------------------------|---|
| C 2008/1                     | Provisional Agenda  |
| C 2008/2                     | Arrangements for the 35 <sup>th</sup> (Special) Session of the Conference   |
| C 2008/3                     | Replenishment of the Special Reserve Account  |
| C 2008/4                     | Report of the Conference Committee on Follow-up to the Independent External Evaluation of FAO – Immediate Plan of Action  |
| C 2008/5                     | Follow-up to the High Level Conference on World Food Security: FAO Contribution to the Preparation and Implementation of the Comprehensive Framework for Action |
| C 2008/6                     | Admission to the Session of Representatives and Observers of International Organizations  |
| <br><b>C 2008/INF Series</b> |   |
| C 2008/INF/1                 | Provisional Timetable   |
| C 2008/INF/2                 | Provisional List of Delegates and Observers   |
| C 2008/INF/3                 | Provisional List of Documents   |
| C 2008/INF/4                 | Statement of Competence and Voting Rights Submitted by the European Community and its Member States   |
| C 2008/INF/5                 | Statement of the Director-General   |
| C 2008/INF/6                 | Status of Contributions   |
| C 2008/INF/7                 | Immediate Plan of Action for FAO Renewal: Follow-up Arrangements for 2009. Management actions resulting from the Root and Branch Review Stage 1 Report          |
| <br><b>C 2008/LIM Series</b> |   |
| C 2008/LIM/1                 | First Report of the General Committee   |
| C 2008/LIM/2                 | First Interim Report of the Credentials Committee   |
| C 2008/LIM/3                 | Adoption of the Immediate Plan of Action (IPA) for FAO Renewal (2009-11) (Draft Resolution)   |
| C 2008/LIM/4                 | Report of the Credentials Committee   |



## APPENDIX D

## STATEMENT OF THE DIRECTOR-GENERAL

*Mr Chairman of the Conference,*  
*Mr Independent Chairman of the Council,*  
*Distinguished Ministers,*  
*Excellencies,*  
*Ladies and Gentlemen,*

This special session of the Conference has been convened to accelerate implementation of the decisions taken by the Member Nations on the recommendations of the Independent External Evaluation of FAO.

***(FAO reform)***

The Member Nations, management and staff of FAO share the vision of a world that is free from hunger and malnutrition. Food and agriculture must contribute to improving the living standards of all people, particularly the poorest, and to ensuring sustainable economic development.

In an ever more difficult economic and climatic context, FAO must therefore adapt if it is to meet the expectations of its Member Nations. For that we must build a "new FAO". That requires dedication, determination, goodwill, mutual trust and hard work from all of us.

FAO benefited greatly from an in-depth independent evaluation of its governance, its programmes and priorities, and of its systems of management, its administration and its organizational structure. That work was carried out under the oversight of its Governing Bodies and with direct funding from the Member Nations.

As the Evaluation states, the world is continuously confronted by "*emerging challenges that only a global organization with the mandate and experience of FAO can address with legitimacy and authority*". We must today redouble our efforts to address the challenges that lie before us.

I am grateful to the member countries for their exceptional commitment to the production of the report of the Conference Committee. I should like to thank in particular the Chairman of the Conference Committee, Mr Noori-Naeini, and the Vice-Chairpersons, Mrs Van Arden and Mr Ngirwa. They have successfully guided this difficult process that has required 90 formal meetings this year. I should like to salute the untiring efforts of the chairs, co-chairs and vice-chairs of the working groups. Finally, I should like to thank you all, Representatives of the Member Nations, for all this work undertaken in harmony. What you have achieved is unique in the history of the United Nations and I am proud that FAO can thus become a reference on the path to excellence.

These intensive efforts this year have led to the drafting of an Immediate Plan of Action (IPA). This represents an ambitious road map for FAO renewal. This plan sets out a vision of FAO, its priorities and its programmes. It defines its governance and its administrative procedures. It invokes culture change and organizational restructuring. The FAO staff participated

actively throughout the process. I should like to thank all those within the Secretariat whose efforts and perseverance have helped us reach this positive outcome.

Immediately following the release of the IEE report, I took measures to implement those recommendations that were within my competence. Delegations of authority were introduced into administrative management at Headquarters and in the decentralized offices and procedures were simplified. Another step was to secure efficiency savings of 22 million US dollars in the Programme of Work and Budget (PWB) for 2008-2009, in compliance with the conclusions of the last Conference. I also undertook to reduce by one-third in 2008, 2009 and 2010, the number of permanent Director-level posts, of which there were 120 at the beginning of January 2008. In the framework of *Reform with Growth*, the bulk of the savings resulting from this streamlining will be ploughed back into the technical programmes. Finally, in response to the emphasis placed on the psychological aspects, a team comprising staff from all levels, both at Headquarters and in the regions, was charged with promoting culture change.

After this special session of the Conference, we shall have to resolutely engage in the implementation of the Immediate Plan of Action in 2009, 2010 and 2011. I am certain that during this period we will be able to better focus our strategic objectives and better target our priorities and programmes. I am convinced that the Plan will also produce better governance and control by the Member Nations, thus ensuring transparency in the functioning of the Organization and mutual understanding.

In addition, the Plan calls for a sweeping overhaul of the way FAO works, in particular through reform of its financial procedures, reorganization of its structures at Headquarters and in the decentralized offices. It will entail changes in hierarchies and in human resources management. The year 2009 will be devoted to the preparatory work for the execution of activities in the following biennium. In addition, the final report of the detailed review currently being undertaken by external consultants is due for completion in the first half of 2009.

The Evaluation recalled that one of the main obstacles to successful reform is often in the “*mismatch between available resources and over-ambitious goals*”. Implementation of the Immediate Plan of Action will require investment in the spheres of governance, human resources, administrative procedures, management and programming, both at FAO Headquarters and in the decentralized offices. The funds required to implement changes in 2009 amount to 21.8 million US dollars. We must therefore avoid losing time. Actions need to be initiated as soon as this Conference is over. I hope that the Member Nations will demonstrate their political will and their firm support for this reform by making the necessary voluntary contributions available as rapidly as possible. No one must doubt the scale of the task ahead.

To that end, a trust fund has been set up to receive the extrabudgetary contributions that are essential for implementation of the Immediate Plan of Action in 2009.

I should like to assure you of my personal commitment and that of all FAO staff to implement the envisaged changes and to support the *Reform with Growth* that you have decided.

*Excellencies,*

*Ladies and Gentlemen,*

But this Thirty-fifth session of our Conference is also taking place at a time when the world is in serious turmoil: financial crisis, economic crisis and food crisis. Faced with these major challenges, we must take important decisions to enable FAO to perform its mandate to the full.



*(State of food insecurity in the world)*

These last three years have seen a rapid increase in food prices. The FAO Food Price Index increased by 9 percent between 2005 and 2006, then by 24 percent the next year, and finally by 40 percent during the first part of 2008. In July, good prospects for world production triggered a price reduction for the main cereals. Food prices have indeed fallen by 14 percent. But the Food Price Index in September 2008 was still 51 percent higher than its value in September 2006. Input prices have doubled, even tripled, and have become inaccessible to small farmers.

The reduction in food prices should not be interpreted as the end of the food crisis. It is more the result of lower demand associated with the global economic slowdown than of an adequate increase in supply. Cereal stocks must in fact be replenished. With only 433 million tonnes of opening stocks, the cereal "stocks-to-utilization" ratio is at its second lowest level in 30 years. What is more, the downturn in prices could reduce food production in 2009/2010, which would provoke another food crisis.

In response to more attractive prices, the developed countries, which have a higher elasticity of supply relative to demand, have increased their cereal production by 11 percent. The developing countries, on the other hand, have only recorded growth of 0.9 percent. In fact, if we exclude China, India and Brazil, production from this group of countries has actually fallen by 1.6 percent.

Total food imports amounted to 827 billion US dollars in 2007 and could reach as much as 1 020 billion US dollars in 2008. This represents an increase in import costs of 23 percent at world level and of 35 percent for the developing countries.

The consequences of the food crisis are dramatic, especially for poor households and even for small producers not able to feed themselves from their home production. At the end of 2007 and the beginning of 2008, food riots caused social and political unrest in 20 countries on all continents.

FAO's latest data on food insecurity indicate that in 2007 alone – mainly because of higher prices - the number of hungry people in the world rose by 75 million instead of falling by the 43 million needed to attain the commitment of the World Food Summit of 1996.

In October 2008, we counted 36 countries in a state of serious food crisis requiring emergency aid. Of those countries, 21 are in Africa, 12 in Asia and three in Latin America.

*Excellencies,*

*Ladies and Gentlemen,*

*(Programmes and initiatives)*

To meet these challenges, we must not only eliminate the hunger that 923 million people in the world suffer, but also double food production. For we need to feed a current population of 6.5 billion that will reach 9 billion in 2050.

Plans, programmes and projects exist to resolve the problem of food insecurity in the world, even though they might need further refinement and updating.

From 3 to 5 June of this year, we convened a High-Level Conference to deal with the world food crisis. Delegates from 181 countries – including 43 Heads of State and Government and over 100 Ministers – reaffirmed the need to produce more, particularly in low-income food-deficit countries. The declaration of the Conference, which was approved by acclamation, clearly stated that investment in agriculture was the cornerstone of any sustainable solution to the food crisis and that the necessary resources should be made available.

The G-8 Summit in Hokkaido and the Special Session of the United Nations General Assembly in New York provided opportunities to continue discussions of the causes of the crisis and necessary responses.

FAO has pursued a variety of actions under its Initiative on Soaring food Prices, launched on 17 December 2007. The Organization has thus received from 79 countries requests to participate in this programme. Seed and fertilizer distribution has already begun or is planned in 76 of those countries. This type of activity is in fact nothing new for the Organization, as in the past 10 years we have implemented 1 022 input distribution projects with an aggregate value of 931 million US dollars.

But, given the expectations of those countries, I must also point out that the funds available for intervention fall far short of requirements. In spite of the heartfelt speeches and financial commitments that were made by many countries, only a tiny fraction of the amount pledged last June has actually been delivered. Only 10 percent of the 22 billion dollars announced have been received and have been used mainly as emergency food aid.

*Excellencies,*

*Ladies and Gentlemen,*

***(World Summit on Food Security)***

The recent financial crisis has shattered the triumphant certainties of deregulation of the international economic management system. It was therefore no surprise that, on the initiative of President Nicolas Sarkozy, the world's political leaders should call for a recasting of the international financial order. Such was the backdrop to the G-20 Summit that was held last week in the United States.

The food crisis requires the same level of attention. It has economic, social and ethical ramifications but is also clearly a threat to world peace and security.

That is why I proposed a World Summit on Food Security in the first half of 2009 to reach a broad consensus on the rapid and conclusive elimination of hunger from the world.

I launched this idea at the World Food Day celebration in New York on 23 October this year in the presence of President Clinton and the Secretary General of the United Nations. I have just put the idea to US President-elect Barack Obama in my message of congratulations. And I have submitted it for consideration by the Heads of State and Government of the Member Nations.

The Summit should ensure greater coherence in the governance of world food security. It should lay the ground for a new system of agricultural trade that offers farmers, in developed and developing countries alike, the means of earning a decent living. They should earn incomes that are comparable to those of workers in the secondary and tertiary sectors of their countries, if they are to remain in the rural sector. We need to revisit the international agricultural system that President Roosevelt and the founding fathers wanted fairer and more considerate to the undernourished when they created FAO. For that, we must have the intelligence and the imagination to devise agricultural development policies, rules and mechanisms that can forge an international trade system that is not only free but also equitable.

The Summit should also come up with 30 billion US dollars per year to build rural infrastructure and increase agricultural productivity in the developing world. We need to save Humanity from hunger in a world in which 365 billion US dollars were spent in 2007 supporting agriculture in the OECD countries; in which 1 340 billion US dollars are spent each year on armaments; and in which more than 3 000 billion US dollars could be found in just a few weeks in an attempt to stifle the world financial crisis. In the immediate term, an "Emergency Intervention

Fund” should also be envisaged to provide capacity for the revival of production in low-income countries that are heavily reliant on food imports. We need to avoid situations in which, despite repeated FAO warnings on falling agricultural investment in 2002 and on rising food and input prices in 2007, the rapid response resources needed to deal those problems did not exist and still do not exist.

For its part, FAO is ready to do everything it can to help prepare the organization and ensure the success of such a Summit which should enable all people on Earth to enjoy the *Right to Food*, which is the most fundamental of human rights.

**(Governance)**

We must correct the present system that generates world food insecurity on account of international market distortions resulting from agricultural subsidies, customs tariffs and technical barriers to trade, but also from a skewed distribution of resources from official development assistance.

We also need to bolster the international fight against food insecurity, drawing upon existing structures and programmes. We need to devise a global system that is better suited to the new challenges of food security.

The Committee on World Food Security (CFS), which was established after the World Food Conference of 1974, serves as a forum for review and follow-up of policies and programmes on world food security. Mandated to directly oversee implementation of the World Food Summit Plan of Action, the Committee also examines key problems and issues affecting the world food situation, monitors actions taken by stakeholders and proposes measures to facilitate the goal of world food security. As an intergovernmental mechanism, the CFS is universal. It is open to all Member Nations of FAO and the UN and to representatives of other international agencies, NGOs, civil society and the private sector.

However, in order to fully implement its mandated role, the CFS needs to be enhanced as a system of governance of world food security. Its expertise and intervention capabilities need to be strengthened.

Thus, the formation of a global network of high-level experts on food and agriculture would strengthen CFS expertise, providing science-based analysis and highlighting needs and future risks. This network of 400 to 500 experts from around the world could be set up in 2009 along the lines of the Intergovernmental Panel on Climate Change (IPCC).

By reinforcing it with the “Global Partnership for World Food Security”, the CFS would gain in credibility and effectiveness, and would be more widely recognized and operational. For this to happen, it needs to have new prerogatives and meaningful capacity for action, justifying stronger policy support from the Member Nations.

The CFS needs to become a forum of synthesis and guidance for determining and implementing agricultural and food security policy at national, regional and international level. It should also be a forum of discussion to ensure coherence of the world food security system: production to meet growing demand and the fight against hunger, productivity in the face of climate change and the need for environmental conservation, production chains and food safety, a fair international market and remunerative incomes for all farmers, allocation to agriculture of funds from official development assistance, direct foreign investment and national budgets.

*Excellencies,*

*Ladies and Gentlemen,*

***(Conclusion)***

The intention therefore is to reform FAO so that it can play a more effective role in world food security. But after more than 60 years, it is also essential to create a new system of world food security

International political consensus is needed, not only to find and apply appropriate technical and economic solutions to the challenges of hunger and nutrition in the world, but also to renew, strengthen and harmonize structures of reflection and decision, and to equip those structures with the powers and the means to act.

I know that this Special Conference will guide us in the path of renewal to eradicate hunger from our planet and lay the foundations for conservation agriculture to feed Humanity.

Thank you for your kind attention.

## APPENDIX E

## THE IMMEDIATE PLAN OF ACTION FOR FAO RENEWAL

*A. Priorities and Programmes of the Organization***Summary Elements of the Strategic Framework and Medium Term Plan<sup>1</sup>**

- 1) In order to focus FAO's work to better serve Members' needs, the **Conference** approves FAO's Vision and Global Goals (Box 1) for inclusion in the new Strategic Framework. It also approves the application of the new Results-Based programming framework as described below. The following elements of the Strategic Framework and Medium Term Plan as described below are also approved in principle, i.e. the: Strategic Objectives; Core Functions; Functional Objectives; and the format for presentation of the results-based programme documentation. The concept of Impact Focus Areas (IFAs) is approved and indicative listing of IFAs is agreed as a basis for further elaboration. This total results-based package will provide the basis for the further elaboration of the Results-Based Programme in full, including Organizational Results and indicators for inclusion in the 2010-13 Medium Term Plan. Provision for this development has been included in the Committee's proposals on institutional and governance arrangements for follow-up in 2009 where one Working Group of the new Conference Committee will be devoted to the task of developing the full proposal of a new Strategic Framework and Medium Term Plan for the 2009 Conference. The elements presented in this summary are further elaborated, particularly as regards possible results and indicators, in a FAO Management paper provided as Annex 1 to the CoC-IEE report.
- 2) Changes in the Programme and Budget preparation process and governance input and oversight arrangements are addressed in Section C of the Immediate Plan of Action: Reform of Programming, Budgeting and Results-Based Monitoring.

**Introduction of a Results-based Framework for all FAO's Work**

- 3) The elements of the new Strategic Framework and Medium Term Plan will be based on an integrated results-based structure. It will provide a strong basis for "**Reform with Growth**", prioritising and focusing work in line with Members' needs, clarifying the means-ends relationships through which FAO will contribute to agreed impacts in, and for, member countries. The Medium Term Plan will clearly present this and will provide the framework within which FAO shifts the Organization's focus from what it intends to do with assessed contributions to what it intends to achieve through the application of assessed contributions and extra-budgetary resources. The enhanced results-based approach to programming consists of a hierarchy of:
  - a) **Three Global Goals:** These represent the fundamental development impacts in the areas of FAO's mandate which the member countries aim to achieve (see Box 1);
  - b) **Strategic Objectives:** These contribute to the Global Goals and express the impact, in countries, regions and globally, expected to be achieved in a ten-year time horizon by Members with a contribution from FAO (see Box 2);
  - c) **Organizational Results:** These define the outcome expected from the use by member countries and partners of FAO's products and services in the pursuit of each Strategic Objective; and
  - d) **Core Functions:** These represent the critical means of action to be employed by FAO to achieve results, drawing on the Organization's comparative advantages.

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<sup>1</sup> At its session in 2007 the FAO Conference required the Conference Committee to present elements of a new FAO Strategic Framework and Medium Term Plan (Resolution 5/2007). The Strategic Framework and Medium Term Plan are to be finalised together with the 2010-11 Programme of Work and Budget for decision at the Conference in 2009.

**Box 1:**

**FAO's Vision and Global Goals:** *FAO's vision is of a world free of hunger and malnutrition where food and agriculture<sup>2</sup> contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner. To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuing contribution of food and sustainable agriculture to the attainment of three global goals:*

- *reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;*
- *elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;*
- *sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.*

**FAO's Strategic Objectives:**

- *Sustainable intensification of crop production;*
- *Increased sustainable livestock production;*
- *Sustainable management and use of fisheries and aquaculture resources;*
- *Sustainable management of forests and trees;*
- *Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture;*
- *Improved quality and safety of foods at all stages of the food chain;*
- *Enabling environment for markets to improve livelihoods;*
- *Improved food security and better nutrition;*
- *Improved preparedness for, and effective response to, food and agricultural threats and emergencies;*
- *Gender equity in access to resources, goods, services and decision-making in rural areas;*
- *Increased and more effective public and private investment in agriculture and rural development.*

4) Targets and indicators to permit assessment of progress are being defined for Organizational Results with the aim of putting them in place from 2010-11. To support their application a results-based monitoring system will be established and the monitoring of indicators for Organizational Results will provide the basis for a biennial report to the membership in 2012 on the Organization's performance in 2010-11. The same system and data will also facilitate impact assessment at the level of objectives through evaluation. This major innovation in the way in which FAO plans, implements and assesses its work will feed back into management decision-making and facilitate Governing Body oversight, both of the use of all resources in line with agreed priorities and of their effectiveness in terms of benefits to individual member countries and the global community.

5) The Programme of Work will thus be presented in an integrated suite of planning documentation encompassing: the Strategic Framework with a 10-15 year time-horizon (reviewed every four years); the Medium Term Plan presenting the Organizational Results, covering a four-year time horizon, but reviewed and adjusted each biennium; and the Programme of Work and Budget dealing with the resources required to contribute to the Organizational Results each biennium (see Section C of the IPA).

**Organizational Results**

6) **Progress in defining Organizational Results:** Organizational Results combine the outcomes of FAO actions at country, regional and global levels. Significant progress has been made in defining both the Results and their targets and indicators (see FAO Management paper in Annex 1 to the Conference Committee Report). This work will be completed for final consideration by the Conference in 2009 of the Strategic Framework, Medium Term Plan 2010-2013 and Programme of Work and Budget 2010-11.

<sup>2</sup> Agriculture encompasses all aspects of crops, livestock, forestry and fisheries.

7) It is at the Results level that the major outcomes of FAO's work are elaborated in such major areas as the "Right to Food", and the related issues of an enabling environment for increased food production and access to that food of those who most need it. This includes the support to the development of the essential policy frameworks and national institutional capacities. It is also at this level that specificity is given to FAO's work on such important regulatory areas as food safety. The approach to the further elaboration of results for cross-cutting strategic objectives in work such as gender, investment and natural resources will help to ensure that they are largely defined in the context of work within the remaining Strategic Objectives of a more sectoral nature. This will help integrate attention to and mainstream these important areas of work.

8) The achievement of Organizational Results will integrate outcomes from the application of both assessed contributions and extra-budgetary resources. Targets and indicators for Results will thus be designed both to verify outcomes from the application of assessed contributions and to take into consideration the extent to which Results are achieved as voluntary contributions become available in addition to the assessed budget.

9) **Format for Presentation of Strategic Objectives and their Organizational Results in the Medium Term Plan:** A format has been developed for the presentation of Organizational Results which is used in part in the FAO Management paper in Annex 1 to the Conference Committee Report and is endorsed in principle for application in the development of the Medium Term Plan. It is summarised in Box 2.

| <b>Box 2: Format for Presentation of Strategic Objectives and their Organizational Results</b>  |                        |
|---|------------------------|
| <b>Strategic Objective Title:</b>   |                        |
| <b>Issues and Challenges:</b>   |                        |
| <b>Assumptions and Risks:</b>   |                        |
| <b>Organizational Results</b>   |                        |
| Result 1 Title  |                        |
| Primary Tools for achievement of the Result   | Targets and Indicators |
| Result 2 Title  |                        |
| Primary Tools for achievement of the Result   | Targets and Indicators |
| Result 3 Title  |                        |
| Primary Tools for achievement of the Result   | Targets and Indicators |
| etc for each Organizational Result  |                        |
| Check list of application of the Organization's Core functions to achievement of the Strategic Objective                                      |                        |
| Strategic Objective Budget broken down by Organizational Result (and by: assessed contributions and extra-budgetary resources; and by region) |                        |

10) **Prioritizing and Focusing Work:** Prioritisation and focusing of FAO's work is essential at all levels of the Results-Based Framework and is particularly critical at the level of Organizational Results to achieve greater efficiency and effective delivery of services to Members and other stakeholders. FAO must respect its responsibility to promote action on all aspects of the mandate and resources must be allocated for Organizational Results that clearly contribute to the achievement of the Strategic Objectives. Within this context absolute priority needs to be accorded to Members' existing needs and meeting emerging challenges.

11) In further developing the priorities for the Medium Term Plan and Programme of Work and Budget during 2009 the planned Conference Committee will work closely with management in undertaking an analysis of Members' needs. This will be combined with a structured analysis of the potential for application of the Organization's strengths, as embodied in the Core Functions (see Box 4) and which include such considerations as: organizational performance in each area of work; existing technical capacity, including for cross-disciplinarity; and the integration of strengths in advocacy, normative work and technical cooperation. This analysis will recognise that there are areas of need where FAO will need to strengthen its capacity to provide services, while also recognising that considering the breadth of FAO's mandate and the limitations on resources, the availability to member countries of alternative sources of supply for the service or product and FAO's comparative strengths

will be important considerations. The avoidance of duplication and working in partnership will be essential, in particular with other organizations in the UN system, but also with non-UN entities, both public and private.

- 12) Guiding principles applied in reformulating FAO programmes, with this in mind, will be to:
- a) support countries in developing their policies and building their capacities for action in areas that can stimulate sustainable development of food production, food security and pro-poor economic growth;
  - b) foster progress in the global and regional conditions for development through policy and regulatory coherence and the availability of information to underpin national development; and
  - c) assist the global community and individual member countries in addressing emerging issues, such as those of climate change and high food prices.
- 13) Members will thus require evidence that Organizational Results have been formulated taking full account of these considerations, and both the results-based monitoring system and evaluation will help to assure this. Other major tools which will inform the development of the Organizational Results and Strategic Objectives include:
- a) National Medium-Term Priority Frameworks developed with individual governments to focus FAO's efforts on national needs;
  - b) structured and consultative development of sub-regional and regional areas of priority action, including the Regional Conferences in the consultation; and
  - c) at the global level, a limited number of Impact Focus Areas (see below).
- 14) **Impact Focus Areas contribute to Strategic Objectives** and their agreed Organizational Results, providing a focus within or across them. They will:
- a) help mobilise resources for priority groups of results which could benefit from additional funding, acting as “flagships”, providing a communication and advocacy tool to better attract voluntary extra-budgetary resources and partnerships to supplement assessed contributions;
  - b) progressively enable pooled, and less rigidly tied, funding of voluntary extra-budgetary contributions;
  - c) primarily address issues of priority to developing countries with emphasis on capacity building and getting policy frameworks right; and
  - d) facilitate Governing Body oversight of the use of extra-budgetary resources in line with agreed priorities.
- 15) They have an initial duration of some four years and may be extended as necessary. They will be underpinned by a strategy and indicators of outcomes. Review will take place each biennium as part of the Medium Term planning process and Impact Focus Areas may be discontinued, adjusted or added to in line with emerging needs and results.

**Box 3: Indicative initial listing of Impact Focus Areas**

- **Action towards global food security in the context of the current food crisis and climate change** : Build longer-term resilience and contribute to global food security through short, medium and long term action under the UN System Comprehensive Framework of Action on the Global Food Crisis by supporting sustainable growth in food production in developing countries, especially among smallholder farmers, including through the Initiative on Soaring Food Prices (immediate needs) and support to National and Regional Programmes for Food Security.
- **Prevention and reduction of the negative effects of transboundary animal and plant pest and food safety incidences** (negative economic, social and health impacts).
- **Strengthening the information base for sustainable forest management**: Building countries' capacities to manage forests and trees based on timely and reliable information.
- **Implementation of the Code of Conduct for Responsible Fisheries** (FishCode - Global Partnerships for Responsible Fisheries) to help ensure sustainable fisheries and aquaculture as integral components of food production and resource management systems at national, regional and global levels, in particular through capacity building.
- **Coping with scarcity of land and water resources**: Increasing capacities to achieve improved



*governance, access to and management of land and water resources, including the implications of climate change, with a special emphasis on Africa.*

- **Information and statistics:** *Strengthening national, regional and global capacities to generate reliable information and statistics to improve national and global decision making in agriculture and the fight against hunger.*
- **Standard setting and regulation:** *Strengthened national and global capacities for the development and implementation of regulations and standards with particular attention to the capacities and participation of developing countries (plant protection, food safety, genetic resources).*

## Core Functions

16) Eight core functions of FAO define the means of action and the important modalities to achieve results drawing on the Organization's comparative advantages. Each core function is underpinned by a strategy which will help to ensure coherent approaches, cooperation among organizational units, mutual learning and the pursuit of excellence.

### **Box 4: The Core Functions of FAO**

- *Providing **long-term perspectives** and leadership in **monitoring and assessing trends** in food security and agriculture, fisheries and forestry;*
- *Stimulating the **generation, dissemination and application of information and knowledge**, including **statistics**;*
- *Negotiating international instruments, setting norms, standards and voluntary guidelines, supporting the development of national legal instruments and promoting their implementation;*
- *Articulating **policy and strategy options and advice**;*
- *Providing **technical support** to:*
  - *promote technology transfer,*
  - *catalyse change,*
  - *build capacity, particularly for rural institutions,*
- *Undertaking **advocacy and communication**, to mobilize political will and promote global recognition of required actions in areas of FAO's mandate;*
- *Bringing integrated **interdisciplinary and innovative approaches** to bear on the Organization's technical work and support services;*
- *Working through strong **partnerships and alliances** where joint action is needed.*

## Functional Objectives

17) To ensure that all aspects of the Organization's work are established in a results-based framework, including its administration and processes, two Functional Objectives have been defined:

- a) Effective collaboration with Member States and stakeholders (partnership and communication); and
- b) Efficient and effective administration.

18) These will also have targets and indicators for their results and assist the Organization to continuously improve not only the relevance and impact of its technical delivery, but also its efficiency and contribution to the achievement of Strategic Objectives.

## Management responsibilities

19) Clear managerial responsibilities throughout the cycle of preparation, implementation and assessment, will be assigned for each Strategic Objective, Organizational Result, Impact Focus Area, Core Function and Functional Objective. Managers will be held accountable for the progress not only in terms of provision of products and services but also the results these achieve.

**FAO Strategic Objectives and the New Results-Based Framework – 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                                       |
| 1.1     | 7.5          | Decide the application of the new Results-Based Framework   | Conference                                | 2008           | (See WG III – HR training)                                   | (See WG III – HR training)                                   |
| 1.2     | 7.1          | Decide the Vision and Global Goals of FAO   | Conference                                | 2008           | 0  | 0  |
| 1.3     | 7.1          | Decide in principle the Strategic Objectives, Functional Objectives and Core Functions  | Conference                                | 2008           | 0  | 0  |
| 1.4     | 7.1          | Adopt in principle the format for presentation of Strategic Objectives and Organizational Results                                   | Conference 2008                           | 2008           | 0  | 0  |
| 1.5     | 7.2          | Develop Impact Focus Areas with the purposes summarised and with a basis for further development provided by the indicative listing | Conference 2008                           | 2008-2009      | 0  | 0  |
| 1.6     | 7.5          | Develop the results-based monitoring system   | Management                                | 2009           | (See Section C - Reform of Prog, Bud and RBM; Res Mob Strat) | (See Section C - Reform of Prog, Bud and RBM; Res Mob Strat) |
| 1.7     | 7.1          | Develop and adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model        | Conference Committee/ Council/ Conference | 2009           | ditto above  | ditto above  |
| 1.8     | 7.5          | First report on organizational performance based on new results-based system for 2010-11 biennium                                   | Council/ Conference                       | 2012           | ditto above  | ditto above  |

## *B. Governance Reform*

### Governing Bodies

#### Governance Priorities

20) There are two major and distinct functions of the FAO Governing Bodies<sup>3</sup>:

- 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

| 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    | <b>Global policy coherence and regulatory frameworks:</b> 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<br>Technical Committees<br>Regional Conferences<br>Management | 2009 - continuing                                 | 0                               | 0 (RP priority)        |
| 2.2     |              | 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<br>Technical Committees<br>Regional Conferences<br>Management | 2010-11 biennium continuing                       | 0                               | 0 (RP priority)        |
| 2.3     |              | See also below – for roles of the various Governing Bodies   | Governing Bodies   | (see below – with respect to each Governing Body) |                                 |                        |
| 2.4     |              | <b>Executive governance:</b> 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

21) **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 Budgeting Process).

<sup>3</sup> 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.

|                                       |
|---------------------------------------|
| <b>The Conference – Action Matrix</b> |
|---------------------------------------|

| 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          | Each session of the Conference will usually have one major theme agreed by the Conference, normally on the recommendation of the Council  | Conference/<br>Council            | 2009 -<br>continuing | 0                               | 0                      |
| 2.6     | 4.7a          | 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 -<br>continuing | 0                               | see<br>2.12            |
| 2.7     | 4.7c<br>& 7.3 | Conference will meet in June of the second year of the biennium   | Conference                        | 2011 -<br>continuing | 0                               | 0                      |
| 2.8     | 4.7c          | 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 -<br>continuing | 0                               | 0                      |
| 2.9     | 4.15c         | 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 -<br>continuing | 0                               | see<br>2.12            |
| 2.10    | 4.7a          | Formal plenary meetings will become more focused on issues of vital interest to members   | Conference                        | 2009-<br>continuing  | 0                               | 0                      |
| 2.11    |               | Side events will be developed to provide a forum for informal interchange on development of issues  |                                   | 2009 -<br>continuing | 0                               | 0                      |
| 2.12    | 4.15          | Changes in practice will be introduced, including ways of working and reporting lines as detailed below with respect to the various Bodies  | Conference                        | 2008 -<br>continuing | 0                               | 0.4                    |
| 2.13    | 4.15          | Basic Text changes for functions, reporting lines, role in making recommendations to the Conference, etc. as detailed in the Action Matrix  | Conference                        | 2009                 | 0                               | 0                      |

22) **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 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 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 |
|         | 4.8         | The Council functions will be clarified as necessary in the Basic Texts and will include:   | Conference                        | Decision 2008<br>Implementation 2009 onwards | 0                               | 0                      |
| 2.14    |             | i) the major role in deciding and advising on: <ul style="list-style-type: none"> <li>work-planning and performance measures for the Council itself and for other Governing Bodies excluding the Conference;</li> <li>monitoring and reporting performance against these measures;</li> <li>strategy, priorities and budget of the Organization;</li> <li>the overall programme of work;</li> <li>major organizational changes, not requiring Conference changes of Basic Texts;</li> <li>recommending the agenda of the Conference to the Conference;</li> </ul>   |                                   |  |                                 |                        |
| 2.15    |             | ii) monitor the implementation of governance decisions;   |                                   |  |                                 |                        |
| 2.16    |             | iii) exercise oversight, ensuring that: <ul style="list-style-type: none"> <li>the Organization operates within its financial and legal framework;</li> <li>there is transparent, independent and professional audit and ethics oversight;</li> <li>there is transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts;</li> <li>there are functioning results-based budgeting and management systems;</li> <li>policies and systems for human resources, information and communication technology, contracting and purchasing, etc are functional and fit for purpose;</li> <li>extra-budgetary resources are effectively contributing to the Organization's priority goals; and</li> </ul> |                                   |  |                                 |                        |
| 2.17    |             | iv) monitor the performance of management against established performance targets.  |                                   |  |                                 |                        |
| 2.18    |             | The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level   |                                   |  |                                 |                        |
| 2.19    | 4.8         | The Council will meet more flexibly 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    |             | The Council Report will consist of conclusions, decisions and recommendations (verbatim to provide detail and be published in all languages)  |                                   |  |                                 |                        |
| 2.23    | 4.8         | 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                      |
| 2.24    | 4.15        | Changes of practice, including ways of working and reporting lines will be introduced for the Council (see below with reference to other bodies)  | Conference/<br>Council            | 2009 onwards                                 | 0                               | 0                      |
| 2.25    | 4.15        | Introduce Basic Text changes for functions, reporting lines, etc.   | Conference                        | 2009   | 0                               | 0                      |

### The Independent Chairperson of the Council

23) 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. These functions of the Independent Chairperson will be specified in the Basic Texts and will include active consultation with regional groups in preparation for Council sessions.

#### Independent Chairperson of 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 |
| 2.26    | 4.10a        | 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:  | Conference Committee/<br>CCLM/<br>Conference | 2009           | 0                               | 0                      |
| 2.27    |              | a) serve as an honest broker in arriving at consensus between members on controversial issues;  |  |                |                                 |                        |
| 2.28    |              | b) 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;  |  |                |                                 |                        |
| 2.29    |              | c) as and when he/she considers it useful, the Independent Chairperson of the Council may call for consultative meetings with representatives of the Regional Groups on issues of an administrative and organizational nature for the preparation and conduct of a session;   |  |                |                                 |                        |
| 2.30    |              | d) liaise with FAO senior management on concerns of the membership, expressed through the Council and its Programme and Finance Committees and the Regional Conferences;  |  |                |                                 |                        |
| 2.31    |              | e) 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;  |  |                |                                 |                        |
| 2.32    |              | f) drive forward the continuous improvement of the efficiency, effectiveness and Member ownership of FAO Governance.  |  |                |                                 |                        |
| 2.33    |              | g) The Basic Texts will also specify:   |  |                |                                 |                        |
| 2.34    |              | i) desirable qualifications (competencies) for the Independent Chairperson to be developed by the Conference Committee with advice of the CCLM and decided by the 2009 Conference<br>ii) that the Independent Chairperson 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 in Rome |  |                |                                 |                        |

24) **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 |
| 2.35    | 4.9 & 4.17  | <p><b>Clarifications of functions and ways of working</b> 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, 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;</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 – becoming a Finance and Administration Committee;</p> <p>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);</p> <p>iv) The two Committees will hold more joint meetings. The discussion will be in joint session, whenever there is overlap in the discussion, or the two Committees contribution will have a strong complementarity;</p> <p>v) The Committees 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 agree and adopt criteria for which WFP documentation it should review.</p> | Conference                        | 2009 – continuing | 0                               | 0                      |
| 2.36    |             |   |                                   |                   |                                 |                        |
| 2.37    |             |   |                                   |                   |                                 |                        |
| 2.38    |             |   |                                   |                   |                                 |                        |
| 2.39    |             |   |                                   |                   |                                 |                        |
| 2.40    |             |   |                                   |                   |                                 |                        |
| 2.41    |             |   |                                   |                   |                                 |                        |
| 2.42    | 4.15        | Introduce changes in practice, including ways of working (see below)  | Conference/<br>Council            | 2009              | 0                               | 0                      |
| 2.43    | 4.15        | Introduce Basic Text changes for functions of the Committees  | Conference                        | 2009-2011         | 0                               | 0                      |

| Actions |             |   | Responsibility for final decision | Start-End Year    | Costs or Savings US\$ (million) |                        |
|---------|-------------|---|-----------------------------------|-------------------|---------------------------------|------------------------|
| Ref N.  | Ref IEE Rec | Action  |                                   |                   | Investment                      | Recurrent per biennium |
| 2.44    | 4.9 & 4.17  | <b>Programme and Finance Committees membership, chairs and observers:</b> - 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/<br>Council            | 2009 - continuing | 0                               | 0.1                    |
| 2.45    |             | i) 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);   |                                   |                   |                                 |                        |
| 2.46    |             | ii) 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 members for individual meetings or during the term of office, thus avoiding that a seat remains empty) |                                   |                   |                                 |                        |
| 2.47    |             | iii) Committees, including joint meetings will be open to non-speaking observers.   |                                   |                   |                                 |                        |

#### 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 |
| 2.48    |             | 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 legal qualifications;  | Conference/<br>Council            | 2009 - continuing | 0                               | 0                      |
| 2.49    |             | The chair will be elected from amongst the CCLM members by the Council on the basis of his/her individual merit (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); |                                   |                   |                                 |                        |
| 2.50    |             | The Committee will have seven members, with each region having a right to one member nominated by the region and confirmed by the Council (countries may substitute their members for individual meetings or during the term of office, thus avoiding that a seat remains empty)                                    |                                   |                   |                                 |                        |
| 2.51    |             | The CCLM will be open to non-speaking observers   |                                   |                   |                                 |                        |



## Regional Conferences

25) Regional Conferences will have an important 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 |
| 2.52    | 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                               | 0.4 <sup>4</sup>       |
| 2.53    |              | a) Functions will include: <ul style="list-style-type: none"> <li>i) Develop issues for regional policy coherence &amp; regional perspective on global policy issues &amp; regulation – presenting its report to the FAO Conference</li> <li>ii) 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</li> </ul>   |                                   |                   | 0                               | 0                      |
| 2.54    |              | b) Ways of working – Regional Conferences will: <ul style="list-style-type: none"> <li>i) 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 &amp; duration and need for the Conference;</li> <li>ii) appoint a rapporteur;</li> <li>iii) 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 (with consideration also by the Programme and Finance Committees as appropriate) in line with the new cycle of governing body oversight and decision making for the programme and budget process;</li> <li>iv) to the extent possible, hold sessions in tandem with other inter-governmental regional bodies concerned with agriculture;</li> <li>v) papers for Regional Conferences will be focused with actionable recommendations.</li> </ul> |                                   |                   | 0                               | 0                      |
| 2.55    |              | Introduce Basic Text changes for functions, reporting lines, etc.  | Conference                        | 2009              | 0                               | 0                      |

<sup>4</sup> Beginning 2010

## Technical Committees and Ministerial Meetings

26) **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  | 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 becoming Committees of the Conference, and:                            | Conference                        | 2009 - continuing | 0                               | 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:<br>i) 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; |                                   |                   |                                 |                        |
| 2.59    |   | ii) the Chair will facilitate full consultation with Members, on agendas, formats and duration  |                                   |                   |                                 |                        |
| 2.60    |   | iii) 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);   |                                   |                   |                                 |                        |
| 2.61    |   | iv) The Committee on Agriculture (COAG) will specifically include and devote adequate time in its agenda to livestock with a livestock segment;   |                                   |                   |                                 |                        |
| 2.62    |   | v) The Committee on Commodity Problems (CCP) will strengthen interaction with UNCTAD, WTO and the Common Fund for Commodities;  |                                   |                   |                                 |                        |
| 2.63    | vi) 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. |   |                                   |                   |                                 |                        |
| 2.64    |   | Introduce changes in practice, including ways of working and reporting lines  | Conference                        | 2009              | 0                               | 0                      |
| 2.65    |   | Introduce Basic Text changes for functions, reporting lines, etc.   | Conference                        | 2009 - continuing | 0                               | 0                      |

27) **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. 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 |
|---------|--------------|---|------------------------|--------------|------------|------------------------|
| 2.66    | 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/<br>Council | 2009         | 0          | 0.1                    |
| 2.67    |              | The Ministerial meeting reports will normally be considered directly by the Conference.   | Conference             | 2009 onwards | 0          | 0                      |

#### Statutory Bodies, Conventions, etc.

28) The statutory bodies and conventions will be strengthened, enjoying more financial and administrative authority 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 |
| 2.68    | 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 the Technical Committee (Basic Text Change)   | Conference/<br>Council                | 2009 - continuing | 0                               | 0                      |
| 2.69    | 4.6          | Undertake a review with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members, while remaining within the framework of FAO and maintaining a reporting relationship with it. | Management/<br>Council/<br>Conference | 2009-10           | 0.3 <sup>5</sup>                | 0                      |

<sup>5</sup> In 2010

## Further Actions to Improve the Effectiveness of FAO Governance

29) 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 |
| 2.70    | 4.4a         | The Council, Programme and Finance Committees, CCLM, Regional Conferences and Technical Committees will each:   | Council                           | 2009 - continuing -                         | 0                               | 0.2                    |
| 2.71    |              | a) prepare a 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);  |                                   |   |                                 |                        |
| 2.72    |              | 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.  |                                   |   |                                 |                        |
| 2.73    |              | The term Governing Bodies will be defined, preferably in the Basic Texts  | Conference                        | 2009  |                                 |                        |
| 2.74    | 4.1c         | The Conference will assess the workings of the governance reforms, including the role and functioning of the Regional Conferences with an independent review as an input to this process.   | Conference/<br>Council            | Biennial with target for completion by 2015 | 0.8                             | 0                      |
| 2.75    | 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"> <li>• Strategic Framework and Medium Term Plan priorities;</li> <li>• Priority goals which senior management has established for immediate progress;</li> <li>• annual and biennial performance.</li> </ul> | Council                           | 2009 - continuing                           | 0                               | 0                      |
| 2.76    |              | 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                        | 2009  | 0.2                             | 0                      |

## Evaluation, Audit and Organizational Learning

30) **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   |
| <b>Evaluation</b> |              |   |                                       |                |                                 |  |
| 2.77              | 7.10a        | <b>Establishment of evaluation as a separate and operationally independent office</b> inside the FAO secretariat structure, reporting to the Director-General and to the Council through the Programme Committee.   | Management/<br>Council                | Jan 2009       | 0                               | 0  |
| 2.78              | 7.11         | <b>Evaluation Budget:</b> 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, allocated in full to the evaluation office. <u>All contributors of extra-budgetary funds will respect the Council decision that at least 1% of all extra-budgetary funds should be allocated for evaluation.</u>  | Conference                            | 2010 - 2013    | 0                               | 4.5  |
| 2.79              | 7.10d        | <b>Evaluation staffing:</b><br>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/<br>Programme<br>Committee | 2009           | 0                               | 0  |
| 2.80              |              | 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.  |                                       |                |                                 | Difference between D1 and D2 covered in increase in Budget above |

**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                        |   |
| 2.81    | 7.10b        | <b>Quality assurance and continued strengthening of the evaluation function:</b><br>a) Strengthening of existing independent peer review of major reports<br>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<br>c) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee   | Evaluation Director               | 2009 first peer review 2010      | 0                               | 0 part of above increase in evaluation budget |   |
| 2.82    |              |  |                                   |                                  | 0                               |   |   |
| 2.83    | 7.10b        |  |                                   | Programme Committee & Management | 2013 first evaluation           | 0   | 0 part of above increase in evaluation budget |
| 2.84    | 7.10c        | <b>Approval by the Council of a comprehensive evaluation policy incorporated in a “Charter”, including the above, and</b><br>a) the FAO internal evaluation committee will interact with the Programme Committee as appropriate;<br>b) the rolling evaluation plan will continue to be approved by the Governing Bodies, following consultation with the internal evaluation committee;<br>c) the follow-up processes for evaluation will be fully institutionalised, including an independent monitoring system and reporting to the Programme Committee;<br>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;<br>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;<br>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).<br>g) The provisions for evaluation as approved in the Charter reflected in the Basic Texts | Council                           | 2009                             | 0                               | 0   |   |
| 2.85    |              |  |                                   |                                  |                                 |   |   |
| 2.86    |              |  |                                   |                                  |                                 |   |   |
| 2.87    |              |  |                                   |                                  |                                 |   |   |
| 2.88    |              |  |                                   |                                  |                                 |   |   |
| 2.89    |              |  |                                   |                                  |                                 |   |   |
| 2.90    | 7.10c        |  |                                   | Council                          | 2009                            | 0   | 0   |

31) **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 Council through the Finance Committee and be available for consultation with the Council 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             | 2008 - onwards | 0 | 0.3 |
| 2.92 | 7.9b | The Audit Committee:<br>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 Director-General and Finance Committee; | Management/<br>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 in addition to the regular audits carried out by the Inspector-General                              | Council                | 2008 - onwards | 0 | 0   |

### Appointment and Term of Office of the Director-General

32) The post of Director-General will 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                               | 0.1 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); |                                   |                |                                 |                            |

| Actions |              |  | Responsibility for final decision | Start-End Year | Costs or Savings US\$ (million) |                        |
|---------|--------------|--|-----------------------------------|----------------|---------------------------------|------------------------|
| Ref. N. | Ref. IEE Rec | Action   |                                   |                | Investment                      | Recurrent per biennium |
| 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; |                                   |                |                                 |                        |
| 2.100   |              | e) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009.   | Conference Committee/ Conference  | 2009           | 0                               | 0                      |
| 2.101   | 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                      |



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

#### **Reform of Programming, Budgeting and Results Based Monitoring**

33) 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 in a unified work programme, subject to the same planning and oversight, with encouragement to contributors of extra-budgetary funding to reduce earmarking and increase 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 corresponding to the new organizational structure). 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**

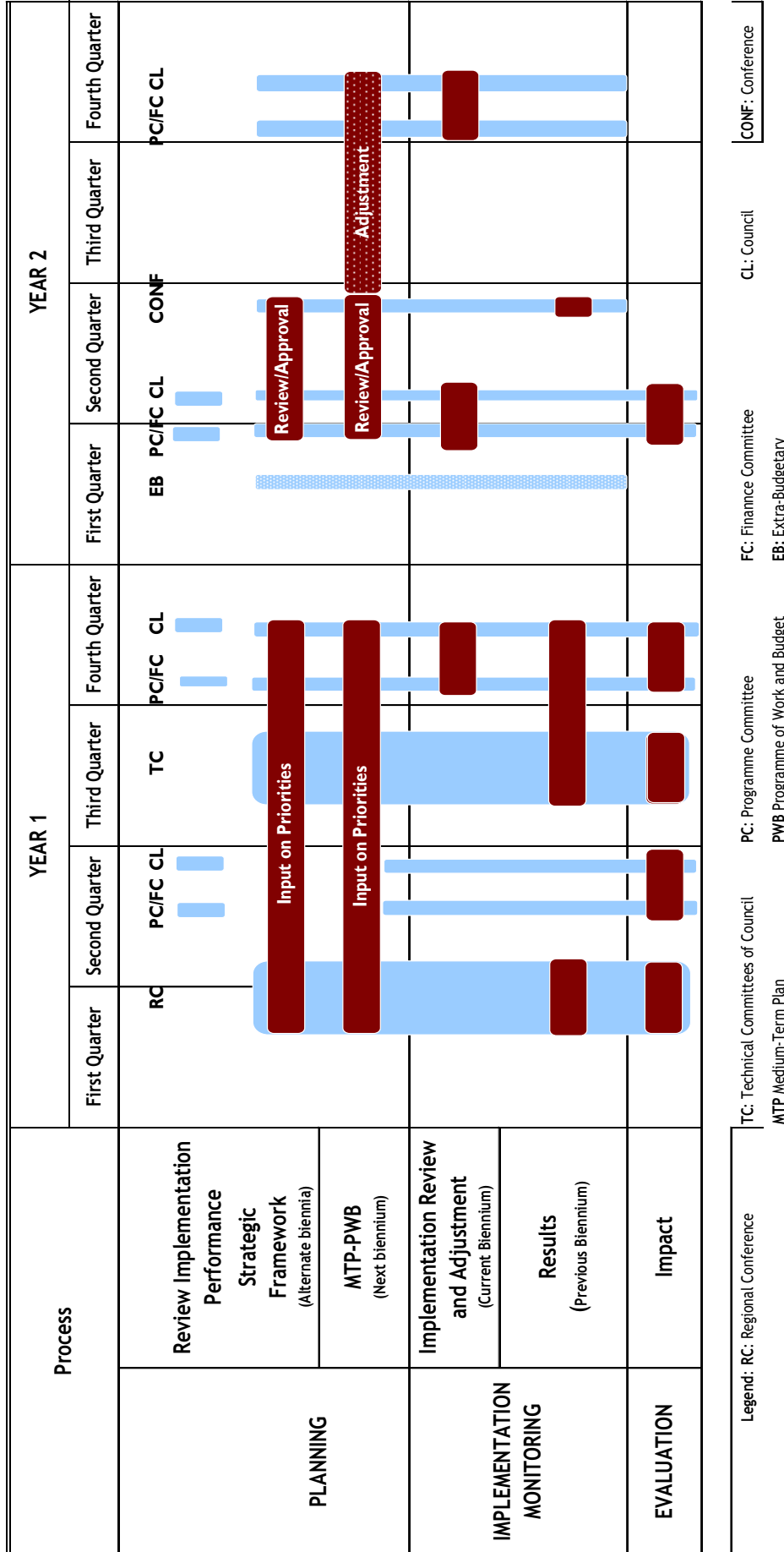
| Actions |   |  | Responsibility for final decision | Start-End Year                                 | Costs or Savings US\$ (million) |                        |
|---------|---|--|-----------------------------------|--|---------------------------------|------------------------|
| Ref. N. | Ref. IEE Rec  | Action   |                                   |  | Investment                      | Recurrent per biennium |
| 3.1     | 7.1, 7.2 & 3.19   | <p><b>Introduction of revised Programme and Budget Documentation</b> consisting of the following sections, which may be presented as a single document to avoid repetition and provide a complete picture (first full approval 2009 for 2010-2011 biennium):</p> | Conference                        | 2009 – continuing – first full cycle 2010-2011 | 0.2                             | 0.8                    |
| 3.2     | <p>i) <b>Strategic Framework</b> with a 10-15 year time horizon reviewed every four years and including:</p> <ul style="list-style-type: none"> <li>• Analysis of the challenges facing food, agriculture and rural development and the dependent peoples, including consumers,</li> <li>• Strategic Vision,</li> <li>• The Goals of Member Nations, and</li> </ul> <p>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);</p>  |  |                                   |  |                                 |                        |
| 3.3     | <p>ii) <b>Medium Term Plan</b> with a four year time horizon and reviewed each biennium, including:</p> <ul style="list-style-type: none"> <li>• Strategic Objectives for achievement with support from FAO by Member Countries and the international community, as per the Strategic Framework,</li> <li>• Organizational Results framework (outcomes) – a maximum of some 80 inclusive of the core functions, 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) Gender will be fully integrated into the Strategic Framework and Medium Term Plan and will no longer have a separate Plan of Action,</li> </ul> |  |                                   |  |                                 |                        |

| Actions |              |  | Responsibility for final decision | Start-End Year   | Costs or Savings US\$ (million) |                        |
|---------|--------------|--|-----------------------------------|--|---------------------------------|------------------------|
| Ref N.  | Ref. IEE Rec | Action   |                                   |  | Investment                      | Recurrent per biennium |
|         |              | <ul style="list-style-type: none"> <li>• Impact Focus Areas which combine results, which focus resources as a communication tool, serving to mobilise and improve oversight of extra-budgetary resources in key impact areas,</li> <li>• Core Functions of FAO, and</li> </ul>   |                                   |  |                                 |                        |
| 3.4     |              | iii) Functional Objectives which ensure organizational processes and administration work towards improvements in a Results Based Framework;<br>iv) <b>Programme of Work and Budget</b> , each covering a single biennium, with the budget divided between an administrative budget and a programme budget presented in a results based framework and providing: <ul style="list-style-type: none"> <li>• Organizational Results framework (outcomes) as per the Medium Term Plan, including the organizational responsibility for each result;</li> <li>• Quantification of costs for all Organizational Results and all obligations</li> <li>• Calculation of cost increase and planned efficiency savings,</li> <li>• Provision for long-term liabilities, under-funded obligations and reserve funds</li> <li>• Draft Programme and Budget resolution.</li> </ul> |                                   |  |                                 |                        |
| 3.5     |              | v) The summary Programme of Work and Budget will be eliminated in view of the ongoing interaction of the Governing Bodies in the Programme development process.  |                                   |  |                                 |                        |
| 3.6     | 7.5          | <b>Introduction of a Revised Implementation Performance Results Based Management monitoring system and report:</b><br>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. This report will replace the current Programme Implementation Report.   | Council                           | First report 2012 and then each biennium   | 0.4                             | 0                      |
| 3.7     | 7.3          | <b>Introduction of revised cycle of preparation and Governing Body decision making (see Chart 1 below for sequencing).</b><br>The <b>date of the FAO Conference will move to June</b> , starting from 2011, with a corresponding shift in the dates of all other meetings (the Council will meet in September 2009 in order to prepare the Conference – in line with the new cycle). The following full cycle will be introduced <b>starting 2010</b> (for budgetary provision for meetings – see B Governance Reform):  | Conference                        | Decision 2009<br>First full cycle 2010-11 and then continuing for subsequent biennia | 0                               | 0                      |
| 3.8     |              | i) <u>Year 1 of the biennium</u> (with at least two meetings of the Council): <ul style="list-style-type: none"> <li>• the Technical Committees will review and make recommendations, with respect to their areas of mandate, on:               <ul style="list-style-type: none"> <li>FAO performance in contributing to results against performance indicators, including any pertinent evaluations, and</li> <li>◆ priorities and results planned under the Medium Term Plan, including in areas of global governance, and suggest adjustments for the next biennium;</li> </ul> </li> </ul>  |                                   |  |                                 |                        |

| Actions |              |   | Responsibility for final decision | Start-End Year | Costs or Savings US\$ (million) |                        |
|---------|--------------|---|-----------------------------------|----------------|---------------------------------|------------------------|
| Ref N   | Ref. IEE Rec | Action  |                                   |                | Investment                      | Recurrent per biennium |
|         |              | <ul style="list-style-type: none"> <li>• The Regional Conferences will with respect to their Regions, review and make recommendations on: <ul style="list-style-type: none"> <li>◆ FAO performance in contributing to results against performance indicators, including any pertinent evaluations;</li> <li>◆ priorities and results planned under the Medium Term Plan, and suggest adjustments for the next biennium; and</li> <li>◆ policy issues for the region to be considered at global level or through additional action at regional level.</li> </ul> </li> <li>• The Council and the Programme and Finance Committees with respect to their areas of mandate, will review and make decisions on: <ul style="list-style-type: none"> <li>◆ the performance implementation report for the previous biennium, including performance against indicators;</li> <li>◆ major evaluations;</li> <li>◆ budgetary and implementation performance in the second half of the year;</li> <li>◆ any necessary adjustments in the agreed Programme of Work and Budget;</li> <li>◆ approve in advance requested reallocations between Chapters.</li> </ul> </li> </ul>   |                                   |                |                                 |                        |
| 3.9     |              | <p>ii) <u>Year 2 of the biennium</u> (with at least two and probably three main meetings of the Council):</p> <ul style="list-style-type: none"> <li>• <u>Throughout the year</u> the Programme and Finance Committees and the Council will review and make decisions on any necessary adjustments in the agreed Programme of Work and Budget and approve in advance any requested reallocations between Chapters;</li> <li>• 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;</li> <li>• 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;</li> <li>• March/April: The Council will make explicit recommendations to the Conference for the Results Framework and budgetary aspects, including the budget level;</li> <li>• June: The Conference will approve the Results Framework and budgetary aspects including the budget level; and</li> <li>• 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.</li> </ul> |                                   |                |                                 |                        |
| 3.10    | 7.3          | Introduce necessary Basic Text changes for Programme and Budget cycle including the timing of Governing Body sessions   | Conference                        | 2009           | 0                               | 0                      |
| 3.11    | 8.17         | 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                        | 2009           | 0                               | 0                      |

Chart 1

**Schedule for Governing Body Input and Oversight Under  
The Reformed Programming, Budgeting and Results Based Monitoring Systems**



## Resource Mobilization and Management Strategy

34) Assessed contributions will be supplemented by extra-budgetary contributions in an integrated resource mobilization and management strategy for support to agreed priorities in the Strategic Objectives. This will facilitate both Governing Body oversight and increased focus and impact, while recognising that extra-budgetary contributions are not fully assured (see also paragraph 8). It will facilitate increased predictability of extra-budgetary resources through greater pool and programme funding (as distinct from project funding) and 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 and Sub-regional Programmes;
- b) a series of measures to improve the management of Assessed Contributions<sup>6</sup>.

### Resource Mobilization and Management Strategy – 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 |
| 3.12    | 7.6          | To supplement Assessed Contributions, projected extra-budgetary resources will be integrated within the programming and budgeting process, including the definition of Impact Focus Areas, while recognising that extra-budgetary funding is not fully predictable (see also paragraphs 8 and 33), and:   | Conference                        | Decision 2009 and then continuing | 0.7                             | 0.7                    |
| 3.13    |              | 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;  |                                   |                                   |                                 |                        |
| 3.14    |              | b) put in place a management structure for extra-budgetary resources and assessed contributions which places overall strategy, policy, 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 including a small unit in the Department of the Organization dealing with Technical Cooperation which will support the decentralized offices and operations units in their liaison with donors <sup>7</sup> ; |                                   |                                   |                                 |                        |
| 3.15    |              | c) vigorously pursue new partnerships, including with the private foundations;  |                                   |                                   |                                 |                        |

<sup>6</sup> The operational modalities will be further developed by management in 2009 through the Follow-up Conference Committee with advice and inputs from the Programme and Finance Committees as appropriate.

<sup>7</sup> The modalities will be further developed following consideration of the report of the Root and Branch Review with advice from the Finance Committee as appropriate.

| Actions |              |   | Responsibility for final decision | Start-End Year                                       | Costs or Savings US\$ (million) |                        |
|---------|--------------|---|-----------------------------------|--|---------------------------------|------------------------|
| Ref. N. | Ref. IEE Rec | Action  |                                   |  | Investment                      | Recurrent per biennium |
| 3.16    |              | 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.   |                                   |  | 0                               | 0                      |
| 3.17    | 4.6          | 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 developing a greater degree of self-funding from their members (see also 2.69). Present report to Council and reports to the parties to the agreements. | Council & parties to agreements   | 2010-2012  | 0                               | 0                      |
| 3.18    | 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:   | Conference/<br>Council            | 2008 decision and applied continuously starting 2009 | 0                               | 0                      |
| 3.19    |              | 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;  |                                   |  |                                 |                        |
| 3.20    |              | b) prominent reporting on the main FAO public website of the situations of timely payments and delayed payments and arrears by country;   |                                   |  |                                 |                        |
| 3.21    |              | c) continuation of the present responsible borrowing policy to smooth cash flow   |                                   |  |                                 |                        |

### The Technical Cooperation Programme

35) The Technical Cooperation Programme is a central programme of the Organization enabling it to provide catalytic technical inputs to developing country members. Members thus reaffirmed their commitment to increase both the amount and the proportion of total resources of the Organization from assessed contributions dedicated to TCP, subject to ex-post audit and evaluation. 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 responsibility for TCP allocations will be assigned to Regional Representatives and at country level to FAO Representatives.

#### Technical Cooperation Programme – 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 |
| 3.22    | 3.2c & 7.8   | 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 and 3% for inter-regional projects.   | Conference                        | 2008 Decision                                     | 0                               | 0                      |
| 3.23    |              | Indicative allocations to regions agreed as follows with review by the Council every four years in line with the Medium Term Planning cycle: Africa 40%; Asia and Pacific 24%; Latin America and Caribbean 18%; Europe 10%; Near East 8%. Developed countries are eligible for TCP but only on a full refund basis |                                   | Full implementation from 2010-11 biennium onwards | 0                               | 0                      |

| Actions  |  |   | Responsibility for final decision | Start-End Year  | Costs or Savings US\$ (million) |                        |
|----------|--|---|-----------------------------------|-----------------|---------------------------------|------------------------|
| Ref. N.  | Ref. IEE Rec   | Action  |                                   |                 | Investment                      | Recurrent per biennium |
| 3.2<br>4 | 3.2c<br>&<br>7.8   | TCP project cycle and TCP approval guidelines to be reviewed in 2009, reaffirming priority to Least Developed Countries; Low-Income Food-Deficit Countries; Small Island and Land-Locked Developing States, further clarifying existing Council approved guidelines and specifying: | Programme Committee/<br>Council   | 2009 or<br>2010 | 0.7                             | (0.9)                  |
| 3.2<br>5 | a) approval criteria including convergence of countries' needs and the Organization's agreed Strategic Objectives and Organizational Results;  |   |                                   |                 |                                 |                        |
| 3.2<br>6 | b) specify minimum information required from countries for consideration of request;   |   |                                   |                 |                                 |                        |
| 3.2<br>7 | c) clarify the project cycle - specifying the steps and responsibilities for clearances at each stage of the process, simplifying the number of steps, and with delegations to decentralized offices at the lowest level possible; | 0   |                                   |                 | 0                               |                        |
| 3.2<br>8 | d) clearly specify timelines for each stage of the process so that managers can be held accountable;   |   |                                   |                 |                                 |                        |
| 3.2<br>9 | There will not be universal criteria for the proportion of TCP funding to go to Regional and sub-regional projects, as this varies from region to region.  |   |                                   |                 |                                 |                        |

### Institutional Culture Change

36) 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 establishment by management of a culture change team, in a process led by the Deputy Director-General is welcomed.

#### Culture Change in the FAO Secretariat – 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 |
| 3.30    | 6.2             | Develop terms of reference, and appoint, an External Facilitator and change team | Management                        | 2008-09        | 1.0                             | 0                      |
| 3.31    | 6.1<br>&<br>6.2 | Development of Internal vision   | Management                        | 2008-09        | 0.5                             | 0                      |
| 3.32    | 6.1<br>&<br>6.2 | Implementation of the vision   | Management                        | 2009 onwards   | ?                               | ?                      |

## Ethics

37) The appointment of an Ethics Officer and the subsequent establishment of an Ethics Committee is welcomed.

### Ethics – 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 |
| 3.33    | 7.9g         | Appointment of an Ethics Officer, functioning of the office, and training of staff  | Management                        | 2009           | 0.2                             | 0.8                    |
| 3.34    | 7.9g         | Review of Terms of Reference and proposed membership of Ethics Committee by the CCLM and the Finance Committee  | Finance Committee & CCLM          | 2009           | 0                               | 0                      |
| 3.35    | 7.9g         | Appointment and initiation of work by Ethics Committee  | Management                        | 2009           | 0                               | 0                      |
| 3.36    | 7.9g         | 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 onwards   | 0                               | 0                      |

## Reform of Administrative and Management Systems

38) **Approach to Risk:** There is 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 should be undertaken beginning in 2009. Management is 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.

39) **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.

40) In addition to the Root and Branch Review 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

| Actions  |              |   | Responsibility for final decision | Start-End Year | Costs or Savings US\$ (million) |                        |
|--|--------------|---|-----------------------------------|----------------|---------------------------------|------------------------|
| Ref No.  | Ref. IEE Rec | Action  |                                   |                | Investment                      | Recurrent per biennium |
| <b>Management Early Actions summary including:</b> |              |   |                                   |                |                                 |                        |
| 3.37   | 8.4 & 8.3    | Delegations of authority from the Office of the Director-General for human resource actions;                                      | Management                        | 2008-2009      | 0                               | 0                      |
| 3.38   | 8.10         | Delegation of authority for procurement, authority for Letters of Agreement to divisional level and in the decentralised offices; |                                   |                | 0                               | 0                      |
| 3.39   | 8.10         | Streamlining of travel procedures;  |                                   |                | 0                               | 0                      |
| 3.40   |              | Local procurement for emergencies;  |                                   |                | 0                               | 0                      |
| 3.41   | 8.10         | Opening of temporary operational cash accounts in the field;  |                                   |                | 0                               | 0                      |



| Actions   |              |  | Responsibility for final decision   | Start-End Year | Costs or Savings US\$ (million) |                        |
|---|--------------|--|-------------------------------------|----------------|---------------------------------|------------------------|
| Ref No.   | Ref. IEE Rec | Action   |                                     |                | Investment                      | Recurrent per biennium |
| 3.4<br>2  |              | Development and 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).                                 |                                     |                | 0                               | 0                      |
| <b>Basic Text change to facilitate delegation of authority</b>              |              |  |                                     |                |                                 |                        |
| 3.4<br>3  | 8.1          | Revise Basic Texts to stipulate that in line with the agreed principle of delegations of authority to the lowest appropriate levels, the Director-General may delegate final authority and responsibility in specific areas of work and action to designated officers and such delegations will be reflected in the FAO manual and published job descriptions. | Council/<br>Conference              | 2009           | 0                               | 0                      |
| <b>Follow-up to the Root and Branch Review:</b>                             |              |  |                                     |                |                                 |                        |
| 3.4<br>4  | 8.1          | Conduct of Root and Branch Review  | Management                          | 2008-09        | 2.4                             | 0                      |
| 3.4<br>5  |              | Review by management, the Council and the Finance Committee of the Final Report  | Management/<br>Council              | 2009           | 0                               | 0                      |
| 3.4<br>6  |              | Development of follow-up action plan   | Management                          | 2009           | 0                               | 0                      |
| 3.4<br>7  |              | Review by Governing Bodies of the Follow-up Action Plan  | Council                             | 2009           | 0                               | 0                      |
| 3.4<br>8  |              | Implementation of Action Plan  | Management                          | 2010 onwards   | 0                               | 0                      |
| <b>Shared Services with Rome Based UN Agencies (see Partnerships below)</b> |              |  |                                     |                |                                 |                        |
| <b>Enterprise Risk Management Framework</b>                                 |              |  |                                     |                |                                 |                        |
| 3.4<br>9  | 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/<br>Finance<br>Committee | 2009           | 0                               | 0                      |
| 3.5<br>0  |              | Issue of external contract for the study   | Management                          | 2009-2010      | 1.2                             | 0                      |
| 3.5<br>1  |              | Review by management and the Council and Finance Committee of the Final Report   | Management/<br>Council              | 2010           | 0                               | 0                      |
| 3.5<br>2  |              | Development of follow-up action plan   | Management                          | 2010           | 1.2                             | 0                      |
| 3.5<br>3  |              | Review by Council and the Finance Committee of the Follow-up action plan   | Council                             | 2010           | 0                               | 0                      |
| 3.5<br>4  |              | Full Implementation of Enterprise Risk Management Structure and systems  | Management                          | 2011 - onwards | ?                               | ?                      |

### Publishing in all Languages of the Organization

41) It is essential that the Organization improve the availability of its publications to users, 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 |              |  |                                   |                |                                 |                        |
|---|--------------|--|-----------------------------------|----------------|---------------------------------|------------------------|
| Actions   |              |  | Responsibility for final decision | Start-End Year | Costs or Savings US\$ (million) |                        |
| Ref. N.   | Ref. IEE Rec | Action   |                                   |                | Investment                      | Recurrent per biennium |
| 3.55  | 3.6          | A budget will be set aside for technical publishing (paper and web) in each FAO language. A panel of users of technical documentation in each language will decide on the application of funds for translation (this is in addition to the existing budget for main meeting documentation) | Management                        | 2010 onwards   | 0                               | 0                      |
| 3.56  | 3.6          | Increased hard copies of technical documentation will be made available to Least Developed Countries with decisions on priorities for documents taken by the same panels   | Management                        | 2010 onwards   | 0                               | 0                      |
| 3.57  |              | Separate mirror websites to the FAO website will be developed for Arabic and Chinese   | Management                        | 2010 onwards   | 0.2                             | 0.1                    |
| 3.58  |              | Following the findings of the Root and Branch Review, improvements will be introduced to ensure quality and timely translation if possible at reduced costs  | Management                        | 2010 onwards   | 0                               | 0                      |

### Human Resource Policies and Practices

42) FAO's human resources are the main asset of the Organization, providing the totality of its technical support to Member Countries. The strategy developed by Management presented a vision which now needs 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. The Council with the support of the Finance Committee will actively review human resources policy and practices.

### Human Resource Policies and Practices - 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 |
| 3.59    | 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 | Management/<br>Finance Committee  | 2009 - continuing | 0.1                             | 0.1                    |
| 3.60    | 8.8          | Introduce a package for increasing staff training, including in management  | Management                        | 2009 - continuing | 1.7                             | 1.8                    |
| 3.61    | 8.2          | Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria   | Management/<br>Finance Committee  | 2009 - continuing | 0                               | 8.8                    |
| 3.62    | 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/<br>Finance Committee  | 2010 - continuing | 0                               | 2.0                    |

| Actions |              |  | Responsibility for final decision | Start-End Year    | Costs or Savings US\$ (million) |                        |
|---------|--------------|--|-----------------------------------|-------------------|---------------------------------|------------------------|
| Ref. N. | Ref. IEE Rec | Action   |                                   |                   | Investment                      | Recurrent per biennium |
| 3.63    | 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 - continuing | 0                               | 0                      |
| 3.64    | 8.4          | Wider publication of FAO vacancies   | Management                        | 2009 - continuing | 0                               | 0.2                    |
| 3.65    | 8.4          | Develop, publish and implement procedures for full transparency in the selection and recruitment of all senior staff and FAORs   | Management/<br>Finance Committee  | 2009 - continuing | 0                               | 0                      |
| 3.66    | 8.4          | Revise competency profiles for Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support  | Management/<br>Finance Committee  | 2009 - continuing | 0.1                             | 0                      |
| 3.67    | 8.3          | Introduce transparency and competitive policies for recruitment of consultants with measures to ensure attention to geographical and gender balance  | Management/<br>Finance Committee  | 2009              | 0                               | 0.1                    |
| 3.68    | 8.3          | Rationalise the use of FAO retirees who will not be rehired for at least six months after their retirement from FAO  | Management                        | 2009              | 0                               | 2.0                    |
| 3.69    | 8.3          | Consultants, including FAO retirees, will not be used for long-term gap filling in vacant posts as a cost saving measure   | Management                        | 2009              | 0                               | 0                      |
| 3.70    | 8.7          | Introduce an objective staff appraisal system linking staff performance to organizational objectives based on realistic performance targets and objective assessment criteria                    | Management<br>Finance Committee   | 2009              | 1.7                             | 0.7                    |
| 3.71    | 6.15 & 8.3   | Introduce dual grading for P5/D1 and D1/D2 posts   | Management                        | 2009              | 0                               | 0                      |
| 3.72    | 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              | 1.3                             | 0                      |
| 3.73    | 8.3c         | Establish a staff redeployment fund initially funded from extra-budgetary resources and subsequently funded from a proportion of staff costs   | Council                           | 2009              | 12.4                            | 5.0                    |
| 3.74    | 4.8e         | Enhance governance oversight of all aspects of human resource policies through the Finance Committee, including the use of consultants   | Council/<br>Finance Committee     | 2009              | Covered under Governance        |                        |
| 3.75    | 8.3d         | Governing Body action and action by management to secure changes at the UN Common System level<br>a) develop proposals for Common System change<br>b) present changes to UN                      | Council &<br>Management           | 2010-<br>2011     | 0                               | 0                      |

## Restructuring for Effectiveness and Efficiency

### Functioning as One Organization

43) 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

44) It is important for FAO to have a strong decentralized presence to contribute in a results based framework to the achievements of the Organization's Strategic Objectives. Such a presence is essential to provide services flexibly to Members and create an effective flow of information as a knowledge organization. Decentralization will be accompanied by delegation of responsibility with accountability. In common with the whole of FAO, decentralized offices and staff will be subject to results-based performance assessment.

45) Effective decentralisation depends upon an appropriate balance between administrative costs and programme expenditures and between headquarters and field 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 will be specifically tailored to the needs of individual countries and regions with rationalised coverage based on clear criteria for resource allocation and developmental impact at country level. Improvement and rationalisation of decentralised services will thus proceed in a framework which, without impairing Headquarters capabilities, assures adequate resources for both the capacities of decentralised offices and headquarters.

### Decentralization - 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 |
| 3.76    |              | The Programme and Finance Committees will support the Council in providing policy oversight of all aspects of the Decentralization including in particular the implementation of the Immediate Plan of Action   | Council Programme & Finance Committees | 2009 - onwards         | 0                               | 0                      |
| 3.77    |              | Organize Senior Management Meetings so that ADG/Regional Representatives can be present via video link  | Management                             | 2008 - onwards         | 0                               | 0                      |
| 3.78    | 6.20         | Transfer the primary reporting line for decentralised technical officers in the regional offices to the Regional Representatives (ADGs) or, where more appropriate for sub-regional staff, the sub-regional coordinator   | Management                             | 2009 onwards           | 0                               | 0                      |
| 3.79    | 6.19         | Fully involve ADG/Regional Representatives in programming and budgeting (see also 3.14)   | Management                             | 2009 onwards           | 0                               | 0                      |
| 3.80    | 6.20         | Transfer Budget and Programme responsibility of technical officers in the regional offices to the Regional Representatives (ADGs)   | Management                             | 2010 onwards           | 0                               | 0                      |
| 3.81    | 6.20         | Transfer primary responsibility for technical, substantive and technical aspects of supervising FAORs to the Regional Representatives (ADGs) with, where appropriate, the reporting line to the ADG through the sub-regional coordinator. A unit in the office responsible for operations will handle overall coordination, liaison between regions, etc. | Management                             | 2009 onwards           | 0                               | 0                      |
| 3.82    | 6.19         | Revise all delegated authorities to decentralized offices and control procedures (see also above)   | Management                             | 2009 – completion 2011 | 0                               | 0                      |
| 3.83    | 6.21         | Discontinue administrative responsibilities with sub-regional offices to allow them to function fully as technical support units to countries of the sub-region   | Management                             | 2009 – completion 2010 | 0                               | 0                      |

| Actions |              |  | Responsibility for final decision                                  | Start-End Year  | Costs or Savings US\$ (million) |                        |
|---------|--------------|--|--|---|---------------------------------|------------------------|
| Ref. N. | Ref. IEE Rec | Action   |  |   | Investment                      | Recurrent per biennium |
| 3.84    | 6.22         | Clearly distinguishing between well established offices and any plans for additional new offices, 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:<br>a) size of the FAO Programme (indicative ratio office costs to size of programme 1:3);<br>b) commitment to the National Medium-Term Priority Frameworks as they are developed with FAO;<br>c) size and poverty levels of agriculturally dependent population;<br>d) priority to Least Developed Countries;<br>e) potential for agriculture in economic growth;<br>f) ease of servicing from another country;<br>g) potential for shared or fully joint representations with the UN system, particularly with the other Rome-based agencies, and other regional organizations as appropriate; and<br>h) willingness of governments to cover costs of FAO presence. | Management (with annual reports to Council with savings indicated) | 2009-12 (with Council annual review and overall review in 2012) | 0                               | 0                      |
| 3.85    | 6.20 & 6.21  | Adjust composition of sub-regional and regional office staffing in line with priority needs, reviewed in light of the UN system offices  | Management   | 2009-12   | 0                               | 0                      |
| 3.86    |              | Clarify coverage of Near East Regional Office  | Management   | 2010  | 0                               | 0                      |
| 3.87    | 8.4          | 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 3.66)   | Management   | 2009  | 0.1                             | 0                      |
| 3.88    | 8.6          | Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices   | Management   | 2010  | 0.2                             | 0.6                    |
| 3.89    | 8.8          | Strengthen staff training (see also 3.60)  | Management   | 2009  | Covered under HR above          |                        |
| 3.90    |              | Deployment of support systems (including training and upgrade of IT information systems)   | Management   | 2009  | 1.3                             | 3.4                    |

### Headquarters Structure

46) A comprehensive programme of Headquarters restructuring will be initiated in 2009 for completion by 2012. Recurrent savings will be achieved through restructuring for redeployment in undertaking the technical work of the Organization. The following principles are being applied to restructuring:

- a) Facilitating the effective work of the Organization in achieving Organizational Results and contributing to Strategic Objectives in line with the results-based framework;
- b) A manageable span of control of the number of reports to managers at all levels, including the Director-General;
- c) Consolidation of units at all levels to reduce fragmentation and costs of senior posts, reducing FAO's tendency to work in silos;
- d) Better integration of headquarters and decentralised offices with representation of the decentralized offices in senior management decision making processes;
- e) Flexible unit structure depending upon functions;
- f) Delayering, with reduction of senior posts including D1 and D2 levels, with the introduction of dual grading of posts including D1/D2 and P5/D1 in order to strengthen technical capacity and with due attention to improving geographical and gender balance;
- g) Facilitating the effective development and use of human resources, including the management, training and promotion of human resources as a major element in reshaping the headquarters structure;
- h) Promotion of management by results with clear frameworks for action and delegation and accountability for management within the frameworks and policy guidelines;
- i) Undertaking tasks at the most cost-effective location;
- j) Exploring the possibilities for shared services and joint action within the framework of partnership in the UN system and amongst the Rome-based UN agencies (see IPA Action Matrix points 3.109-3.113);
- k) Exploring possibilities for cost-efficient and effective outsourcing; and
- l) Maintaining flexibility to respond to changing world needs.

47) Changes in the apex organizational structure are designed to be fully responsive to the issues raised by the Root and Branch Review in the high level business model and will be flexibly adjusted during 2009 for implementation in 2010-11, as the functions are further developed in the lower subordinate structures. The recommendations of the Root and Branch Review are expected to have particular implications for the functional organization of corporate services, while the further development of the Organizational Results for the Strategic Framework and Medium Term Plan will have implications for the flexible development of the functional structure within the Technical Departments. Both the Medium Term Plan and the Root and Branch Review may have implications for operational functions. The apex structure of the senior management (see Box 5) is approved in principle and will be implemented in 2010 following any adjustments resulting from a complete functional analysis in 2009. The departmental structures and mandates will also be finalised for implementation in 2010 following this analysis.

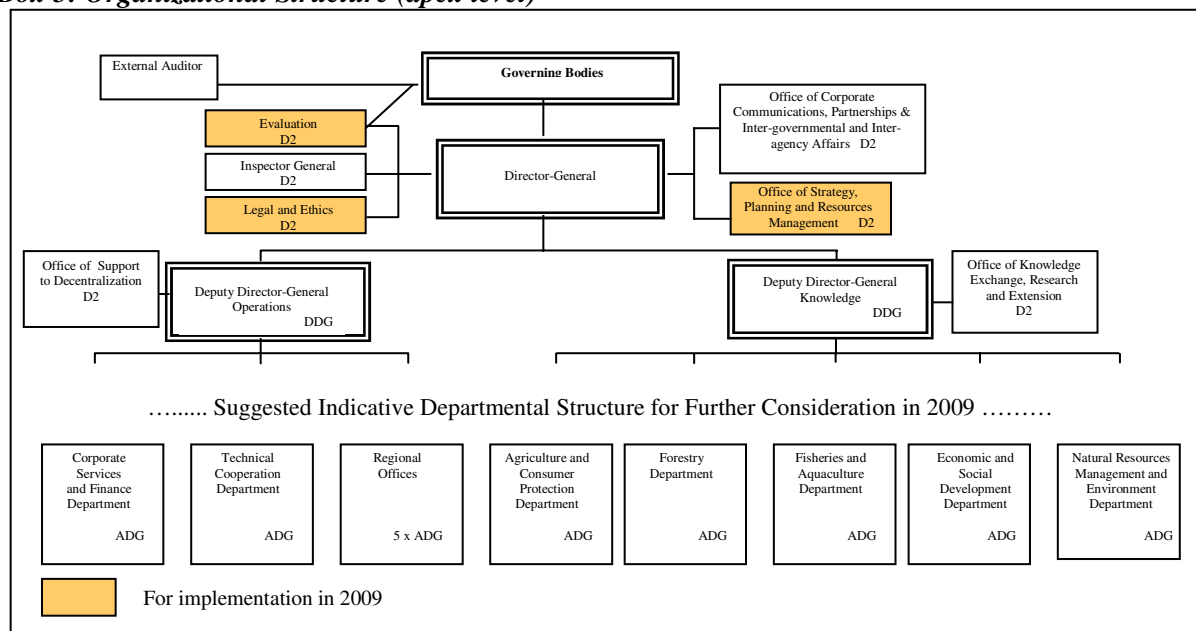
48) Equally important to the organizational structure is the development of functional relationships, decision making and communication, together with the underpinning development of human resources.

### Headquarters Structure – 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 |
| 3.91<br>3.92<br>3.93<br>3.94 | 6.7 & 6.15   | a) establish offices of:<br>i) Strategy, Planning and Resource Management;<br>ii) Evaluation;<br>iii) Legal and Ethics<br>b) examine the most appropriate organizational functions and structure for corporate communications, partnership and interagency affairs; | Conference (2008)                 | 2009           | 0                               | 0                      |
| 3.95                         |              | c) transfer OCD functions to Regional/sub-regional Offices and to a coordination unit in the office responsible for operations;   |                                   | 2010 -11       |                                 |                        |

| Actions |                        |   | Responsibility for final decision                 | Start-End Year | Costs or Savings US\$ (million) |                        |
|---------|------------------------|---|---|----------------|---------------------------------|------------------------|
| Ref.N.  | Ref. IEE Rec           | Action  |   |                | Investment                      | Recurrent per biennium |
| 3.96    |                        | d) delayering of D level posts (27 to be abolished for 2010-11 biennium)  |   | 2010 - 11      |                                 | (17.4)                 |
| 3.97    | 6.6<br>6.7<br>&<br>6.8 | Approve in principle the apex of the Structure of Headquarters Departments and the Senior Executive Management (see Box 5 below) for introduction in 2010, subject to any adjustments indicated by the functional analysis below  | Conference 2008                                   | 2010-11        | 0                               | 0                      |
| 3.98    |                        | Complete functional analysis of the work of the Headquarters Departments and finalise plans for their reorganization and detailed mandates <ul style="list-style-type: none"> <li>• Technical Departments in light of Medium Term Plan</li> <li>• Operational functions in light of Medium Term Plan and the Root and Branch Review</li> <li>• Support Services, Administration and Human Resources in light of Root and Branch Review</li> </ul> | Management/ Conference Committee/ 2009 Conference | 2009           | 0                               | 0                      |
| 3.99    |                        | Conference approval of the revised Headquarters structure in the Programme of Work and Budget 2010-11   | Conference  | 2009           | 0                               | 0                      |
| 3.100   |                        | Appoint Senior Executive Management Team including two DDGs   | Director-General                                  | 2010           | 0                               | 0                      |
| 3.101   |                        | Implement new Headquarters structure  | Management  | 2010-11        | 0.5                             | 17.4                   |
| 3.102   |                        | Reorganize senior management responsibilities, including for strategic objectives and core functions  | Director-General                                  | 2009-10        | 0                               | 0                      |
| 3.103   |                        | Review reorganization with a view to further improvements   | Council/ Conference                               | 2012           | 0                               | 0                      |

### Box 5: Organizational Structure (apex level)



## Partnerships

49) A strategy for development of FAO's capacity to assist Members in achieving their Global Goals through partnerships and strong alliances is fully endorsed. Particular stress is placed on the importance of partnership with the Rome Based agencies with respect to both technical and administrative functions at country and headquarters levels 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 is attached to cooperation with regional economic organizations and it is emphasised that global partnerships must address regional and country dimensions as well as global issues. New approaches need to be developed for partnership with the private sector.

### Partnerships – 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 |
| 3.104   | 5.1          | Finalise and disseminate guiding corporate principles on partnerships as a living document, including that partnerships are:   | Management                        | 2008-2009      | 0                               | 0                      |
| 3.105   |              | 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;  |                                   |                |                                 |                        |
| 3.106   |              | b) based on the comparative advantages of the partners and aim at specific goals of FAO shared by the partners; and  |                                   |                |                                 |                        |
| 3.107   |              | c) generally built-up from ongoing collaboration.  |                                   |                |                                 |                        |
| 3.108   |              | 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  |                                   |                |                                 |                        |
| 3.109   | 5.1          | Stocktaking of partnerships including the potential for greater partnership with the private sector. Undertake assessment and launch new or renewed partnerships pursuing the possibilities for further joint activities and collaborative arrangements with: <ul style="list-style-type: none"> <li>➤ the United Nations system, with emphasis on partnership at country level;</li> <li>➤ CGIAR and OIE;</li> <li>➤ International Atomic Energy Agency;</li> <li>➤ the private sector;</li> <li>➤ civil society organizations</li> </ul> | Management/ PC/FC and Council     | 2009-2010      | 0                               | 0.2                    |
| 3.110   | 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                    |
| 3.111   | 5.4          | Further pursue partnership with the Rome based UN agencies for synergies leading to both efficiency gains and increased effectiveness, making full use of the comparative strengths of the three Organizations within their respective mandates, particularly with respect to:   | Management/ PC/FC/ Council        | 2009 - ongoing | 0                               | 0                      |
| 3.112   |              | a) areas of technical programme interface and overlap both in normative and development work;  |                                   |                |                                 |                        |
| 3.113   |              | b) shared administration and services (taking note of the findings of the Root and Branch Review);   |                                   |                |                                 |                        |



| Actions        |              |  | Responsibility for final decision | Start-End Year    | Costs or Savings US\$ (million) |                        |
|----------------|--------------|--|-----------------------------------|-------------------|---------------------------------|------------------------|
| Ref. N.        | Ref. IEE Rec | Action   |                                   |                   | Investment                      | Recurrent per biennium |
| 3.114<br>3.115 |              | c) joint oversight functions, including evaluation. Regular joint meetings of the management of the three organizations will take place with the membership to review progress |                                   | 2010<br>ongoing   |                                 |                        |
| 3.116          |              | Progress and proposals to be reviewed annually by the Council on the basis of recommendations of findings of the Programme and Finance Committees                              |                                   | 2009 -<br>ongoing | 0                               | 0                      |
| 3.117          | 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                             | 0                      |
| 3.118          | 5.1          | Establishment of focal point responsibilities for partnerships   | Management and Council            | 2009- 10          | 0                               | 0                      |

## *D. Follow-up Arrangements for Implementation of the Immediate Plan of Action*

### **Governing Body Follow-up**

50) A combination of use of the Council and a time-bound Conference Committee will ensure follow-up of the decisions of the Special Session of Conference for the Implementation of the Immediate Plan of Action, including finalisation of the Strategic Framework and Medium Term Plan and consideration of the major recommendations of the Root and Branch Review. The provisions will maintain continuity with CoC-IEE Follow-up process and also strengthen involvement of the continuing Governing Bodies through the Council and Programme & Finance Committees.

#### **Governing Body Follow-up - 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 |
| 4.1     |              | <b>The Council</b> will monitor the progress of implementation of the Immediate Plan of Action, and report to the Conference at its 36 <sup>th</sup> Session (2009) and its 37 <sup>th</sup> Session (2011). It will be supported in this by the Programme and Finance Committees and reports from the management.   | Conference                        | 2009-11        | 0                               | 0                      |
| 4.2     |              | A time-bound <b>Conference Committee</b> will be established for the duration of 2009 under Article VI of the FAO Constitution to complete outstanding work within the Immediate Plan of Action (see below). It will present its report to the 36 <sup>th</sup> Session of the FAO Conference in November 2009. This Committee will collectively decide the final recommendations of the Committee to the Conference, arriving at its decisions to the maximum extent possible through consensus. The Conference Committee will undertake its work with the direct support of Working Groups and with direct expert inputs to the Working Groups from the Programme and Finance Committees and the advice of the Council as appropriate. FAO management is expected to actively support the Committee and participate in its meetings and those of its Working Groups. | Conference                        | 2008-09        | 1.6                             | 0                      |
|         |              | The functions of the Committee, without prejudice to the statutory functions of the Council and its standing committees are:<br>i) to recommend to the 36 <sup>th</sup> session of the FAO Conference (2009):  |                                   |                | 0                               | 0                      |
| 4.3     |              | <ul style="list-style-type: none"> <li>• the new Strategic Framework, Medium Term Plan 2010-13 and the Programme of Work and Budget 2010-11 proposed by management with a new integrated results-based framework. These recommendations will be developed by the Conference Committee and will be undertaken with the support of a Working Group of the Conference Committee and with direct expert inputs to the Working Group from the Programme and Finance Committees, the support of management and the advice of the Council as appropriate;</li> </ul>  |                                   |                |                                 |                        |

| Actions |              |   | Responsibility for final decision | Start-End Year | Costs or Savings US\$ (million) |                        |
|---------|--------------|---|-----------------------------------|----------------|---------------------------------|------------------------|
| Ref N.  | Ref. IEE Rec | Action  |                                   |                | Investment                      | Recurrent per biennium |
| 4.4     |              | <ul style="list-style-type: none"> <li>• any changes found desirable in the size and regional representation in the membership of the Council and propose with advice from the CCLM any necessary changes in the Basic Texts to the 2009 Session of the Conference;</li> </ul>  |                                   |                |                                 |                        |
| 4.5     |              | <ul style="list-style-type: none"> <li>• further reforms of systems, culture change and organizational restructuring, including:               <ul style="list-style-type: none"> <li>◆ Follow-up action to the final report of the Root and Branch Review (17 April 2009);</li> <li>◆ Initiation and review of the report of the study for an Organizational Risk Assessment and Management Framework,</li> <li>◆ Plans for increased effectiveness and streamlining of the decentralized offices;</li> <li>◆ Plans for restructuring of headquarters;</li> <li>◆ Detailed proposals for strengthened financial management; and</li> <li>◆ Detailed proposals for strengthened Human Resource management.</li> </ul> </li> </ul> |                                   |                |                                 |                        |
| 4.6     |              | <ul style="list-style-type: none"> <li>ii) to provide policy oversight and guidance of the process of revision of the Basic Texts in line with the changes provided for in the Immediate Plan of Action (and propose the necessary changes to the Conference Report). This work will be carried out on the basis of the recommendations of the Committee on Constitutional and Legal Matters (CCLM) and review by the Council as appropriate.</li> </ul>  |                                   |                |                                 |                        |

### Managerial Arrangements for IEE Follow-up Implementation

51) The Director-General has established internal managerial arrangements which are currently overseen by the senior management meeting supported by a reform group of senior staff and with a number of working groups on particular issues. These arrangements are currently being reviewed for the future and a dedicated coordinator may also be appointed.

### FAO Managerial Arrangements for IEE Follow-up Implementation – 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 |
| 4.7     |              | Establish internal managerial arrangements including:   | Director-General                  | 2008-11        | 2.0                             | 0                      |
| 4.8     |              | i) a reform support group;  |                                   |                |                                 |                        |
| 4.9     |              | ii) specialist working groups, including for the Root and Branch Review and the Change Team drawn from all parts and levels of the Organization (decentralised and centralised) |                                   |                |                                 |                        |

### Resourcing Implementation of the Immediate Plan of Action

52) For 2009, ensuring the start-up of implementation, including the Governance follow-up arrangements, requires funding by voluntary extra-budgetary contributions through the establishment of a Trust Fund. Such funding should also permit immediate follow-up to the Root and Branch Review and ensure the integrity of implementation of the 2008-09 Programme of Work and Budget. From 2010-11 funding for implementation of the Immediate Plan of Action will be treated under the Programme of Work and Budget. Provisional costings totalling US\$ 21.8 million for 2009 are provided below.

| <b>Funding Requirements of the IPA and Root and Branch Review in 2009 (US\$ million)</b><br><b>(provisional figures)</b> |             |            |             |                              |                           |
|--|-------------|------------|-------------|------------------------------|---------------------------|
|  | Costs       |            |             | Resources already identified | Resource requirement 2009 |
|  | Investment  | Recurrent  | Total       |                              |                           |
| Immediate Plan of Action   | 13.1        | 5.1        | 18.2        |                              |                           |
| Root and Branch Review   | 4.5         | 3.0        | 7.5         |                              |                           |
| <b>Total</b>   | <b>17.6</b> | <b>8.1</b> | <b>25.7</b> | <b>3.9</b>                   | <b>21.8</b>               |

### Funding 2009 Implementation Follow-up - Action Matrix

| Actions |              |   | Responsibility for final decision | Start-End Year | Provisional Costs or Savings US\$ (million) |                        |
|---------|--------------|---|-----------------------------------|----------------|---|------------------------|
| Ref N.  | Ref. IEE Rec | Action  |                                   |                | Investment                                  | Recurrent per biennium |
| 4.10    |              | <b>Establish Trust Fund</b> and cost of 2009 implementation | Conference/ Management            | 2008           | 14.7  | 7.1                    |
| 4.11    |              | <b>Contribute to Trust Fund</b>                             | Members                           | 2008-09        |   |                        |

## **Annex to the Immediate Plan of Action Summary of Costs, Savings, Resource Requirements and Implementation Schedule**

### **i) Summary of Costs, Savings and Resource Requirements for Implementation of the Immediate Plan of Action (IPA)**

#### **I: Introduction**

- 1) The discussion below presents preliminary and tentative costs and savings estimates and resource requirements for the implementation of the Immediate Plan of Action and for the initiatives described in the Stage 1 deliverable of the Root and Branch Review.<sup>8</sup> Costs and savings estimates could alter if projects change in scope or timing, as further information becomes available, and/or if further synergies are identified<sup>9</sup>. In particular, it will be important to gain a deeper understanding of all initiatives stemming from the Root and Branch Review in conjunction with the IPA actions.
- 2) The estimated costs and savings for each action are provided in the action matrices in of the Immediate Plan of Action (IPA). The assumptions for development of the costings and savings can be found in the Annex to Finance Committee document FC 123/18 - Cost and Funding Modalities of the Immediate Plan of Action.
- 3) This section of the Annex to the Immediate Plan of Action (IPA) is divided into four main parts:
  - Section II focuses on overall costs and savings from the implementation of the IPA (i.e. excluding the preliminary findings of the Root & Branch Review).
  - Section III presents the costs and savings stemming from the main initiatives identified in the Stage 1 Deliverable in the Root and Branch Review.
  - Section IV presents a holistic view of the IPA and preliminary Root and Branch Review costs and savings.
  - Section V focuses on 2009 only (IPA and Root and Branch Review), presenting all requirements and identified sources of funding.

#### **II: Immediate Plan of Action (2009-2011)**

- 4) The following five tables are presented to provide a more categorized view of the costs shown in the action matrices in Part II of the IPA. The tables show all IPA costs grouped into sub-categories, and include total investment costs and total biennial recurrent costs. The subset of costs for 2009 is shown in Section V.
- 5) Table 1 shows the costs for improved governance and oversight. While investment costs are not particularly high (USD 1.3 million), the recurrent biennial costs are quite substantial at USD 9.2 million per biennium. Under governance, the large increases occur for the Council, where additional sessions and translation of verbatim records increase costs by USD 3.1 million. The other large increase in this category is a result of the importance given to Evaluation, where bringing the budget to at least 0.8% of the Regular Programme budget results in a biennial increase of USD 4.5 million.

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<sup>8</sup> In examining the costs and funding modalities of the IPA, the Finance Committee at its 123<sup>rd</sup> session in October 2008 "...concluded that the figures provided an acceptable indication of the order of magnitude of the overall costs and savings that would stem from implementation of the Immediate Plan of Action and the Root and Branch review initiatives". (CL 135/8 paragraph 66)

<sup>9</sup> Since the finalization of this costing information, for example, additional costs of approximately USD 0.3 million have been identified for consultative meetings of the Independent Chair of the Council with regional groups and for the cost of travel and stay of the Independent Chair of the Council in Rome.

Annex Table 1

| <b>Improved Governance and Oversight</b>                            |                         |                           |
|---|-------------------------|---------------------------|
|   | <b>Total Investment</b> | <b>Biennial Recurrent</b> |
|   | <b>in US\$ millions</b> |                           |
| <b>The Council</b>  | <b>0</b>                | <b>3.1</b>                |
| Increased sessions  |                         | 1.4                       |
| Translation of verbatim records                                     |                         | 1.7                       |
| <b>Other Governing Bodies</b>                                       | <b>0.8</b>              | <b>0.8</b>                |
| Independent review of governance reforms                            | 0.8                     |                           |
| Translation of Conference verbatim records (all languages)          |                         | 0.4                       |
| Travel for presentation of Regional Conference reports              |                         | 0.4                       |
| <b>Evaluation</b>   | <b>0</b>                | <b>4.5</b>                |
| Increase budget to 0.8% - 1% of the total RP budget                 |                         | 4.5                       |
| <b>Other</b>  | <b>0.5</b>              | <b>0.8</b>                |
| Audit, appraisal of DG candidates, review of statutory bodies, etc. | 0.5                     | 0.8                       |
| <b>Total Improved Governance and Oversight</b>                      | <b>1.3</b>              | <b>9.2</b>                |

6) Table 2 provides an overview of the largest single cost category in the IPA, which is dedicated to increase effectiveness through improved human resource policies and practices. The actions are grouped into three categories: attracting the highest calibre staff, developing and appraising staff, and staff renewal. The single largest recurrent cost in these categories is the implementation of a rotation policy, which, assuming 80 rotations per year, would result in USD 8.8 million in recurrent costs per biennium.

Annex Table 2

| <b>Improved Effectiveness through Human Resource Policies and Practice</b> |                         |                  |
|--|-------------------------|------------------|
|  | <b>Total Investment</b> | <b>Recurrent</b> |
|  | <b>in US\$ millions</b> |                  |
| <b>Attracting highest calibre staff</b>                                    | <b>0.2</b>              | <b>2.4</b>       |
| Young Professionals Programme  |                         | 2.0              |
| Recruitment policies   | 0.2                     | 0.4              |
| <b>Developing and appraising staff</b>                                     | <b>4.7</b>              | <b>2.5</b>       |
| Staff development programmes   | 1.7                     | 1.8              |
| Staff appraisal system   | 1.7                     | 0.7              |
| HR Management Information system   | 1.3                     |                  |
| <b>Staff renewal</b>   | <b>12.4</b>             | <b>15.8</b>      |
| Rotation policy  |                         | 8.8              |
| Rationalise use of retirees  |                         | 2.0              |
| Staff redeployment fund  | 12.4                    | 5.0              |
| <b>Total Human Resources Policies and Practices</b>                        | <b>17.3</b>             | <b>20.7</b>      |

7) Another large item is a one-time staff redeployment fund of USD 12.4 million, which is the estimated cost of implementing the proposed delayering at headquarters. Although this is a large upfront cost, it would allow the Organization to permanently reinvest USD 17.4 million in the technical programmes (see table 3).

8) While the total costs related to organizational restructuring and revised programme planning (table 3) are relatively small (USD 4.1 million investment and USD 4.6 million recurring costs), the changes underlying these items are very large. For example, the headquarters' structure changes will result in a significantly streamlined and downsized management structure with the related savings reinvested in the technical programmes (USD 17.4 million). The planning changes will allow for improved resource mobilization and provide a basis for more effective programme evaluation. The TCP programme changes, once fully implemented, will result in efficiency savings (USD 0.9 million per biennium).

Annex Table 3

| <b>Organizational Restructuring and Revised Programme Planning</b>             |                         |                           |
|--|-------------------------|---------------------------|
|  | <b>Total Investment</b> | <b>Biennial Recurrent</b> |
|  | <b>in US\$ millions</b> |                           |
| <b>Programme and Planning Changes</b>  | <b>2.0</b>              | <b>0.6</b>                |
| Reform of planning model and resource mobilization                             | 1.3                     | 1.5                       |
| TCP Programme changes  | 0.7                     | (0.9)                     |
| <b>Decentralized structure</b>   | <b>1.6</b>              | <b>4.0</b>                |
| Deployment of decentralized support and appraisal systems                      | 1.6                     | 4.0                       |
| Reorganize and reinvest in country offices, following review (net impact zero) |                         |                           |
| <b>Headquarters structure</b>  | <b>0.5</b>              | <b>0.0</b>                |
| Delaying   |                         | (17.4)                    |
| Reinvestment in technical areas  | 0.5                     | 17.4                      |
| <b>Total Org Restructuring and Programme Planning</b>                          | <b>4.1</b>              | <b>4.6</b>                |

9) The items in Table 4 related to the reform of administration, management and culture entail relatively large investment costs (USD 7.2 million), but are expected to result in significant improvements in the ways of working.

Annex Table 4

| <b>Reform of Administration, Management and Culture</b> |                         |                           |
|---|-------------------------|---------------------------|
|   | <b>Total Investment</b> | <b>Biennial Recurrent</b> |
|   | <b>in US\$ millions</b> |                           |
| Culture Change  | 1.5                     | 0.0                       |
| Root and Branch Review                                  | 2.4                     | 0.0                       |
| Enterprise Risk Management                              | 2.4                     | 0.0                       |
| Ethics Office   | 0.2                     | 0.8                       |
| Other (partnerships and mirror websites)                | 0.7                     | 0.4                       |
| <b>Total</b>  | <b>7.2</b>              | <b>1.2</b>                |

10) Finally, Table 5 shows the estimated costs of Governing Bodies and Management in supporting the Implementation follow-up.

Annex Table 5

| <b>Implementation Follow-up</b> |                         |                           |
|---------------------------------|-------------------------|---------------------------|
|                                 | <b>Total Investment</b> | <b>Biennial Recurrent</b> |
|                                 | <b>in US\$ millions</b> |                           |
| Governing Body                  | 1.6                     | 0.0                       |
| FAO Managerial Arrangements     | 2.0                     | 0.0                       |
| <b>Total</b>                    | <b>3.6</b>              | <b>0.0</b>                |

### III: Root and Branch Review Initiatives

11) The costs and savings presented by the consultants, Ernst & Young in the Stage 1 Deliverable of the Root and Branch Review have been tentatively considered in preparing this document. It should be stressed that the figures provided by Ernst & Young are preliminary and tentative estimates which management has not had the opportunity to confirm in detail, and which will need to be verified in Stage 2 of the Review. In providing their figures, Ernst & Young took into consideration all items costed within the IPA to avoid any obvious double counting. Estimated savings identified in the Ernst & Young report are shown only in this section; no attempt was made to allocate the savings to individual actions in the IPA, although many synergies obviously exist.

12) Table 6 provides an overview of the cost and savings estimates stemming from the Root and Branch Review. Total investment and recurring costs are estimated at approximately USD 16.5 million (with USD 9.2 in investment costs and USD 7.3 million in biennial recurrent costs).

13) Ernst & Young estimate savings stemming from their main initiatives at USD 5 million to USD 7 million per year. These would be realized in a phased fashion over the next two biennia, shown here as resulting in USD 13 million savings by 2012-13. In addition, early savings (described by Ernst & Young as achievable by the Organization in six/twelve months following the relevant decisions) would be in the range of USD 3.0 million per biennium. They note that these figures enable an average return on investment through efficiency savings and productivity gains within 30 months.

Annex Table 6

| Root and Branch Review               |             |                    |             |   |               |
|--------------------------------------|-------------|--------------------|-------------|---|---------------|
| Main Initiatives                     | Total Costs |                    |             | Total Savings (efficiency & productivity) |               |
|                                      | Investment  | Biennial Recurrent | Total       | 2010-11                                   | 2012-13       |
| Overall Initiatives                  | 4.7         | 0.8                | 5.5         | (1.4)                                     | (4.0)         |
| Finance                              | 0.0         | 0.0                | 0.0         | 0.0                                       | (1.6)         |
| Budgeting                            | 0.3         | 0.5                | 0.8         | (0.8)                                     | (1.2)         |
| Information Technology               | 0.0         | 6.0                | 6.0         | 0.0                                       | (2.4)         |
| Human Resources                      | 1.0         | 0.0                | 1.0         | (0.4)                                     | (0.6)         |
| Procurement                          | 1.9         | 0.0                | 1.9         | (1.0)                                     | (2.2)         |
| Administrative Services              | 1.3         | 0.0                | 1.3         | (0.8)                                     | (1.0)         |
| <i>Total Investments and Savings</i> | <i>9.2</i>  | <i>7.3</i>         | <i>16.5</i> | <i>(4.4)</i>                              | <i>(13.0)</i> |
| Early Savings                        |             |                    |             | (3.0)                                     | (3.0)         |
| <b>Total Root and Branch Review</b>  | <b>9.2</b>  | <b>7.3</b>         | <b>16.5</b> | <b>(7.4)</b>                              | <b>(16.0)</b> |

#### IV: Total Costs and Savings <sup>10</sup>

14) Table 7 presents a summary of all costs and savings shown in tables 1 through 6. The IPA figures now show the savings separately from the costs (savings are USD 17.4 million for delayering and USD 0.9 million for TCP programme changes). Total investments required over the next three years are estimated to be in the range of USD 42.7 million. The changes implemented would result in USD 61.3 million in recurrent costs which are offset by savings of USD 34.3 million, after some phasing in. The final result would be a growth budget of USD 27 million. These figures compare to total investment costs (average) of USD 69 million in the IEE and a growth budget of USD 22.5 million.

Annex Table 7

| Overall Investment Costs, Recurrent Costs and Recurrent Savings (in US\$ millions) |                      |                             |                   |               |                                 |              |
|--|----------------------|-----------------------------|-------------------|---------------|---------------------------------|--------------|
| Main Initiatives   | Investments<br>Total | Recurrent costs<br>Biennial | Recurrent Savings |               | Net Recurrent Costs and Savings |              |
|  |                      |                             | 2010-11           | 2012-13       | 2010-11                         | 2012-13      |
| <b>Immediate Plan of Action</b>  |                      |                             |                   |               |                                 |              |
| Governance Reform  | 1.3                  | 9.2                         | 0.0               | 0.0           | 9.2                             | 9.2          |
| Systems, Prog, Culture, Org Restr.   | 28.6                 | 44.8                        | (18.3)            | (18.3)        | 26.5                            | 26.5         |
| Implementation Follow-up   | 3.6                  | 0.0                         | 0.0               | 0.0           | 0.0                             | 0.0          |
| <i>Total Immediate Plan of Action</i>  | <i>33.5</i>          | <i>54.0</i>                 | <i>(18.3)</i>     | <i>(18.3)</i> | <i>35.7</i>                     | <i>35.7</i>  |
| <b>Root and Branch Review</b>  |                      |                             |                   |               |                                 |              |
| Main Initiatives   | 9.2                  | 7.3                         | (4.4)             | (13.0)        | 2.9                             | (5.7)        |
| Early Savings  |                      |                             | (3.0)             | (3.0)         | (3.0)                           | (3.0)        |
| <i>Total Root and Branch Review</i>  | <i>9.2</i>           | <i>7.3</i>                  | <i>(7.4)</i>      | <i>(16.0)</i> | <i>(0.1)</i>                    | <i>(8.7)</i> |
| <b>Grand Total</b>   | <b>42.7</b>          | <b>61.3</b>                 | <b>(25.7)</b>     | <b>(34.3)</b> | <b>35.6</b>                     | <b>27.0</b>  |
| IEE figures (for comparison purposes)  | 69.0                 | 93.5                        |                   | (71.0)        |                                 | 22.5         |

<sup>10</sup> In line with the approach of the Root & Branch Review 'savings' comprise efficiency savings and productivity gains.



**V: 2009 Requirements and Funding**

15) Of the total estimated investment costs of USD 42.7 million, USD 17.6 million would be required in 2009. Recurrent costs are expected to reach USD 8.1 million in 2009, bringing total 2009 requirements to USD 25.7 million (see table 8).

*Annex Table 8*

| <b>2009 Investment and Recurrent Costs</b>                                     |                         |                  |              |
|--|-------------------------|------------------|--------------|
|  | <b>Investment</b>       | <b>Recurrent</b> | <b>Total</b> |
|  | <b>in US\$ millions</b> |                  |              |
| <b>Governance Reform</b>   | <b>0.1</b>              | <b>1.4</b>       | <b>1.5</b>   |
| Council and Conference translation of verbatim records                         |                         | 1.1              | 1.1          |
| Other Governance Reform  | 0.1                     | 0.3              | 0.4          |
| <b>Human Resources Policies and Practices</b>                                  | <b>3.1</b>              | <b>2.1</b>       | <b>5.2</b>   |
| Recruitment policies   | 0.2                     | 0.2              | 0.4          |
| Staff development programmes   | 1.7                     | 0.9              | 2.6          |
| Staff appraisal system   | 0.7                     | 0.0              | 0.7          |
| HR Management Information system   | 0.5                     | 0.0              | 0.5          |
| Rationalise use of retirees  | 0.0                     | 1.0              | 1.0          |
| <b>Reform of Administration, Management and Culture</b>                        | <b>5.0</b>              | <b>0.6</b>       | <b>5.6</b>   |
| Culture Change   | 1.5                     | 0.0              | 1.5          |
| Root and Branch Review   | 2.4                     | 0.0              | 2.4          |
| Enterprise Risk Management   | 0.6                     | 0.0              | 0.6          |
| Ethics Office  | 0.2                     | 0.4              | 0.6          |
| Partnerships   | 0.3                     | 0.2              | 0.5          |
| <b>Programme and Planning Changes</b>  | <b>1.6</b>              | <b>0.0</b>       | <b>1.6</b>   |
| Reform of planning model and resource mobilization                             | 1.1                     | 0.0              | 1.1          |
| TCP Programme changes  | 0.5                     | 0.0              | 0.5          |
| <b>Decentralized structure</b>   | <b>0.7</b>              | <b>1.0</b>       | <b>1.7</b>   |
| Deployment of decentralized support and appraisal systems                      | 0.7                     | 1.0              | 1.7          |
| Reorganize and reinvest in country offices, following review (net impact zero) |                         |                  | 0.0          |
| <b>Headquarters structure</b>  | <b>0.0</b>              | <b>0.0</b>       | <b>0.0</b>   |
| Delaying and reinvestment preparatory work                                     | 0.0                     | 0.0              | 0.0          |
| <b>Implementation Follow-up</b>  | <b>2.6</b>              | <b>0.0</b>       | <b>2.6</b>   |
| Governing Body arrangements  | 1.6                     | 0.0              | 1.6          |
| FAO Managerial arrangements  | 1.0                     | 0.0              | 1.0          |
| <b>Sub-total Immediate Action Plan</b>   | <b>13.1</b>             | <b>5.1</b>       | <b>18.2</b>  |
| <b>Root and Branch Review initiatives</b>                                      | <b>4.5</b>              | <b>3.0</b>       | <b>7.5</b>   |
| <b>Grand Total 2009</b>  | <b>17.6</b>             | <b>8.1</b>       | <b>25.7</b>  |

16) Table 9 shows the identified sources of funding totalling USD 3.9 million which could cover part of the 2009 requirements. The current request for voluntary contributions for the remaining 2009 requirements would therefore be in the range of USD 21.8 million.

Annex Table 9

| <b>2009 Costs and Funding</b>   |                        |                  |              |
|---|------------------------|------------------|--------------|
| <b>Costs and Funding Modalities of the Immediate Plan of Action (FC 123/18), 9 Oct 2008</b> |                        |                  |              |
|   | <b>Investment</b>      | <b>Recurrent</b> | <b>Total</b> |
|   | <b>in USD millions</b> |                  |              |
| <b>Immediate Plan of Action Items</b>   |                        |                  |              |
| Governance Reform   | 0.1                    | 1.4              | 1.5          |
| Human Resources Policies and Practices  | 3.1                    | 2.1              | 5.2          |
| Reform of Administration, Management and Culture  | 5.0                    | 0.6              | 5.6          |
| Programme and Planning Changes  | 1.6                    | 0.0              | 1.6          |
| Decentralized structure   | 0.7                    | 1.0              | 1.7          |
| Headquarters structure  | 0.0                    | 0.0              | 0.0          |
| Systems, Prog, Culture and Org Restructuring  | 10.4                   | 3.7              | 14.1         |
| Implementation Follow-up  | 2.6                    | 0.0              | 2.6          |
| <b>Total Immediate Action Plan</b>  | <b>13.1</b>            | <b>5.1</b>       | <b>18.2</b>  |
| <b>Sources of Funding</b> (early savings, Spanish Funds, IEE follow-up funding)             | <b>(2.9)</b>           | <b>(1.0)</b>     | <b>(3.9)</b> |
| <b>IPA - 2009 request for voluntary contributions</b>                                       | <b>10.2</b>            | <b>4.1</b>       | <b>14.3</b>  |
| <b>Root and Branch Review initiatives</b>   |                        |                  |              |
| <b>R&amp;B Review - 2009 request for voluntary contrib.</b>                                 | <b>4.5</b>             | <b>3.0</b>       | <b>7.5</b>   |
| <b>Total 2009 request for voluntary contributions</b>                                       | <b>14.7</b>            | <b>7.1</b>       | <b>21.8</b>  |



















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<sup>1</sup> Replaced by Renato Mosca de Souza at the Hundredth Session.

<sup>2</sup> Replaced by Kazumasa Shioya as of the Hundredth Session.

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<sup>1</sup> Belgium replaced New Zealand on 1 January 2008.

<sup>2</sup> This seat rotates between lists A, B and C as follows: List A (2000-2002), List B (2003-2005), List A (2006-2008) and List C (2009-2011).

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