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	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольственная и сельскохозяйственная организация Объединенных Наций	Organización de las Naciones Unidas para la Alimentación y la Agricultura
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## COUNCIL

### Hundred and Forty-third Session

Rome, 28 November - 2 December 2011

### Report of the Hundred and Ninth (Special) Session of the Programme Committee

Rome, 2 - 4 November 2011

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**REPORT OF THE HUNDRED AND NINTH (SPECIAL) SESSION OF  
THE PROGRAMME COMMITTEE**

Rome, 2 - 4 November 2011

**INTRODUCTION**

1. The Committee submitted to the Council the following report of its Hundred and Ninth (Special) session.

2. In addition to the Chairperson, Her Excellency Cecilia Nordin van Gansberghe (Sweden), the following representatives of Members were present:

Mr A.R. Ayazi (Afghanistan)

Mr Handi Guo (China)

Mr M. Mellah (Algeria)

Mr E.O. Fayed (Egypt)

Mr G.O. Infante (Argentina)

Mr A.G. Aseffa (Ethiopia)

Ms S. Afroz (Bangladesh)

Ms S. Nilsson (Germany)

Ms M. van Dooren (Belgium)

Mr C. McGregor (New Zealand)

Mr M. Valicenti (Canada)

Mr G. Vega Berrio (Panama)

3. The Chairperson informed the Committee that for this session:

- Mr Handi Guo had been designated to replace H.E. LI Zhengdong as the representative of China;
- Ms Luisa Nero Rivera had been designated to replace Mr G. Vega Berrio as the representative of Panama from the afternoon session of Wednesday, 2 November; and
- Ms Catherine McGregor had been designated to replace Mr N. Fraser as the representative of New Zealand

A summary of the qualifications of the substitute representatives can be downloaded from the Governing and Statutory Body Web site at:

[www.fao.org/unfao/govbodies/gsbhome/programme-committee/en/](http://www.fao.org/unfao/govbodies/gsbhome/programme-committee/en/) .

**Adoption of the Agenda and Timetable<sup>1</sup>**

4. The Agenda and Timetable for the session were approved.

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<sup>1</sup> PC 109/1; PC 109/INF/1

## Programme planning and priority setting

### Adjustments to the Programme of Work and Budget 2012-13<sup>2</sup>

5. The Programme Committee considered the adjustments to the PWB 2012-13, focusing on changes to resource allocations among the Strategic and Functional Objectives, and in particular on Strategic Objective K (Gender), the budget for Evaluation, and FAO funding commitments to conventions and treaty bodies. The Committee:
- a) underlined that the gender measures undertaken, while being satisfactory, were dependent on the overall success of the FAO culture change efforts and the way in which mainstreaming would be implemented throughout the Organization;
  - b) reaffirmed the importance of Evaluation and concurred with the allocation of 0.7 percent of the 2012-13 net appropriation to this end, while awaiting measures in future PWBs to reach the Immediate Plan of Action goal of 0.8 percent;
  - c) requested that future documentation on adjustments to the PWB include resource distributions by Organizational Result;
  - d) requested that financial time series information on FAO's funding commitment to conventions and treaty bodies be provided in the future, to allow for funding trends to be seen; and
  - e) requested that the allocation of Junior Professionals Programme (JPP) posts be better aligned with the defined priorities in the programme of work recalling that one of JPP's main goals was to improve gender balance and increase representation from under-represented countries.
6. The Committee considered that further budgetary transfers could arise as a result of work planning and efficiency savings. It also noted that the ongoing discussion of the structure and functioning of decentralized offices could affect programme delivery and that this would be further discussed in the governing bodies. In this regard, the Committee:
- a) reiterated the guidance of the Joint Meeting at its Session on 12 October 2011, which rejected the proposal to automatically allocate additional savings, if any, under Functional Objectives X and Y to the decentralized offices;<sup>3</sup>
  - b) stressed that any further PWB adjustments should be addressed in accordance with agreed procedures; and
  - c) underlined the importance of its ongoing monitoring and review of PWB implementation, and looked forward to reviewing the programmatic impact of further budgetary transfers at its next session, including the USD 6.5 million in unallocated savings that remained to be defined.

### Process for review of the Strategic Framework and preparation of the Medium Term Plan 2014-17<sup>4</sup>

7. The Committee considered the proposed process for review of the Strategic Framework and preparation of the Medium Term Plan 2014-17 and generally agreed with the principles and steps. It received a presentation by the Deputy Director-General (Knowledge) on preliminary ideas emerging from initial consultations within the Secretariat for revisioning the Strategic Framework from 2014. The Committee appreciated the clear and thoughtful process, which served as a good starting point for further discussions, and looked forward to continued consultation on this matter. The Committee:
- a) observed that it would be good to aim for fewer and more focused Strategic Objectives that reflect FAO's work as a global Organization;

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<sup>2</sup> CL 143/3; CL 143/3 Add.

<sup>3</sup> CL 143/9, paragraph 9e)

<sup>4</sup> JM 2011.3/2

- b) underlined the importance of formulating a limited number of concrete and measurable indicators of results;
- c) reiterated the importance of improving prioritization of the technical work of the Organization, through the measures previously recommended by the Committee and Council, also taking into account recommendations from strategic Evaluations and lessons learned from programme implementation (Mid-term Review Synthesis Report and Programme Implementation Report), as well as global and subregional initiatives;
- d) underscored the importance of interlinking various programme planning and implementation monitoring processes, such as budgeting and allocation methods, to ensure coherence with the Strategic Framework;
- e) emphasized that the review process should take into consideration FAO's accomplishments, build on past experience in strategic planning of FAO and other organizations, and develop an accountability and responsibility framework as the basis for results-based management;
- f) suggested that a mechanism for future updating of the Strategic Framework be developed as part of the review process; and
- g) noted that continued close involvement of all staff both at headquarters and in decentralized offices was essential in the process.

## Evaluation

### FAO-WFP Joint Strategy on Information Systems for Food and Nutrition Security<sup>5</sup>

8. The Committee appreciated the comprehensiveness of the Joint FAO-WFP Strategy document on Information Systems for Food and Nutrition Security and commended FAO and WFP for having taken into account the recommendations of the Joint FAO-WFP Evaluation of Information Systems for Food Security conducted in 2009.<sup>6</sup> The Committee:

- a) recommended that the timing of the implementation of joint work and budgetary requirements should be added to the Joint Strategy document;
- b) recognized that the document acknowledged the important principle of national ownership, but stressed that it needs to spell out more clearly how FAO and WFP plan to ensure national ownership in the development of information systems for food security and nutrition;
- c) congratulated FAO and WFP for an excellent partnership designed to achieve a common goal, strongly stressed the need for inclusion of IFAD in this partnership, and the need to focus on the comparative advantages within the framework of the wider UN system, and expected more information on the respective roles of each Organization;
- d) stressed the importance of including institutions in developing countries as partners and in support of developing national ownership;
- e) recognized that the 'Pillar' of the Joint Strategy concerned with Capacity Development is fundamental to the success of the strategy implementation, recommended that capacity development efforts be tailored to the needs of each country, and requested that more information on the Pillars be provided;
- f) recommended that provisions must be made for the Strategy to be evaluated after the six-year implementation period, which would require measurable targets to be established; and
- g) recommended to FAO and WFP to amend the utilization of the term "food and nutrition security" to "food security and nutrition" pending further discussions at the CFS.

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<sup>5</sup> PC 109/2

<sup>6</sup> cf. PC 103/8; PC 103/8 Sup.1

## **IPA implementation within the PWB**

### **Progress Report on the Immediate Plan of Action Implementation<sup>7</sup>**

9. The Committee reviewed the paragraphs relating to programme planning, priority setting and evaluation in document CL 143/10, which reported on progress with IPA implementation in the second half of 2011, updating the information provided to the 37<sup>th</sup> session of the FAO Conference in June 2011. The Committee:

- a) stressed the need for a managerial perspective on breaking down functional silos and holistically addressing the structural and financial aspects of cross-cutting work (paragraph 18);
- b) noted that prioritization of the technical work of the Organization was still “work in progress”, and stressed the importance of prioritization on the basis of FAO comparative advantage (paragraph 20);
- c) stressed the importance of engagement by national stakeholders in the country planning process and the link to regional priorities;
- d) noted the lead role of decentralization within the IPA and the importance of developing a comprehensive implementation plan;
- e) noted that the IPA actions remaining open in 2012 include complex, high-risk actions with interdependencies;
- f) underlined that human resources were a critical part of the FAO reform;
- g) recognized the importance of mainstreaming culture change in the Organization and stressed the importance of gender as a key element of culture change; and
- h) took note of the 27 key IPA actions identified by management for a higher level of regular reporting and requested that the risk rebasing for these actions take into account human, financial, as well as programmatic risks.

## **Standing items**

### **Date and place of the Hundred and Tenth session**

10. The Committee was informed that the Hundred and Tenth session of the Programme Committee was scheduled to take place in Rome from 7 to 11 May 2012.

### **Any Other Business**

11. There was no discussion under this item.

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<sup>7</sup> CL 143/10; CL 143/10 Add.