



Proposal to enhance effectiveness and efficiency of the joint CFS Secretariat

Background

The purpose of this proposal is to provide suggestions to enhance the effectiveness and efficiency of the working methods of the Committee on World Food Security (CFS). In particular the suggestions in this document are in response to Recommendation 9 of the Independent Evaluation which states that *“the structure of the CFS Secretariat will be reviewed and revised as appropriate to ensure that the Secretariat can effectively support CFS and to make the most efficient use of staff and resources, and presented to the Bureau. The RBAs support this recommendation and indicated willingness to review and revise levels and terms of reference of the positions in the joint Secretariat. They will prepare a joint proposal with the Secretariat.”*¹

This proposal is also relevant to Action 3.3 of Recommendation 3 which notes *“CFS will request the RBAs to contribute the full amount of their stated contributions, with guiding principles for monetary and in-kind contributions, and to formalize their contribution for predictability.”*²

The proposal has been developed based on experiences since the establishment of the joint CFS Secretariat following the Reform in 2009. It also takes into consideration the needs of the current MYPOW (2018-2019) and may be reviewed jointly by the Secretary and the RBAs. Adjustments may be made as necessary to optimize the effectiveness and efficiency of the CFS Secretariat in line with the new four-year MYPOW (2020-2023).

CFS Secretariat Structure and Composition

The main role of the CFS Secretariat is to provide technical and administrative support to the Committee including the Plenary, Chair, Bureau, Advisory Group and the various intersessional workstreams and supporting activities, such as Open-Ended Working Groups (OEWGs), Technical Task Teams (TTTs) and other events/activities. This work involves developing agendas, technical documents, meeting logistical requirements, administration, communication and outreach, as well as budget management. The Secretariat also facilitates strengthening linkages with CFS stakeholders, including the RBAs.

An optimal structure and composition of the CFS Secretariat, as presented below, is intended to ensure within budget the effective implementation of the tasks described above. These are further elaborated in Annex 1 which includes the main tasks for the CFS Secretary and the Secretariat throughout the year.

- CFS Secretary
- 2 Senior Food Security Officers
- 1 Senior Communication Officer and Planning Coordinator
- 3 Programme officers/Workstream coordinators
- 2 Administrative Assistants

¹ [CFS 2017/44/12/Rev.1 page 13](#)

² CFS 2018/45/3

The current annual cost for this proposed structure is approximately USD1.45 million and it is considered by the RBAs to cover the main tasks of the CFS Secretariat to support the MYPOW based on current levels of thematic workstreams and supporting activities. In addition, further ad hoc human resources may be required at certain points during the year to assist with specific tasks and activities, subject to available resources. Any additional activities would need to be funded by further voluntary contributions. This proposal is also contingent upon timely receipt of the contributions from the RBAs as described below.

This structure does not cover several key functions that are important for RBA engagement with CFS. This includes the technical support provided by the RBAs through participation in TTTs, OEWGs, etc., the RBA liaison functions with the joint Secretariat, and supporting the RBAs in their outreach within their organizations. It is suggested that other mechanisms, such as regular meetings between the CFS Secretary and the RBAs are held to strengthen the engagement among and within the RBAs and their constituencies on CFS matters, including advisory roles regarding the functioning of the Secretariat.

RBA contributions and guiding principles

As stated in the endorsed response to Recommendation 3³ (see Annex 1 for full text) *“CFS relies on the contributions of the three RBAs (FAO, IFAD and WFP), who provide 4.05 million each biennium in cash and in-kind, towards the CFS core budget that covers the cost of CFS plenary and Secretariat. The RBAs are requested to commit to contributing collectively USD 4,050,000 per biennium, equating to \$675,000 per Agency, per year shared equally”*

CFS' endorsed action in response to recommendation 3.3 states that *“CFS will request the RBAs to contribute the full amount of their stated contributions, with guiding principles for monetary and in-kind contributions, and to formalize their contribution for predictability.”*

In order to address this action, the following guiding principles are suggested:

Guiding principles for cash contributions:

- Funding is contributed into the FAO regular programme and does not incur project support costs
- FAO will administratively facilitate the creation of positions within the agreed structure that are being funded by the joint cash contributions, in a timely manner
- Staff engaged through the cash contribution from the three RBAs will be selected based on consultations with and recommendations from representatives of each RBA, plus the Secretary (or delegate)
- All posts will be filled in a timely manner (within 3-4 months) within the agreed structure

Guiding principles for in-kind contributions:

- Human resources may be adjusted based on the evolving needs of the Secretariat and the approved MYPoW
- The CFS Secretary will be involved in the selection of in-kind resources that will have reporting lines within the Secretariat
- In-kind resources from all three RBAs will have clarity on procedures, administration and reporting lines
- As part of the Secretariat, which is subject to FAO rules, IFAD or WFP staff provided in-kind will be able to manage and supervise Secretariat resources (such as staff and consultants)
- FAO as host agency will continue providing support enabling those non-FAO human resources assigned to the Secretariat to work effectively (access to systems, email, building passes, etc.).

³ [CFS 2017/44/12/Rev.1 page 13](#)

Annex 1

Indicative list of the main tasks of the CFS Secretary and Secretariat

CFS Secretary (extracted from TORs)

- Manage and supervise the CFS Secretariat;
- Exercise overall supervision of the CFS Secretariat's support to the High Level Panel of Experts;
- Manage, monitor, report on and be accountable for the CFS budget;
- Lead and supervise the design and implementation of the CFS Resource Mobilization Strategy and funding for the activities of CFS;
- Lead the updates to and implementation of the CFS Communication Strategy as well as the development of mechanism for systematic communication among CFS stakeholders and the dissemination of CFS publications;
- Ensure technical, administrative and logistical support to the CFS Chair and the Chairs of the different working groups and technical task teams;
- Supervise and provide technical inputs in the preparation of CFS publications, working documents and meetings;
- Engage in global policy dialogues beyond the CFS meetings to promote the CFS platform in the context of delivery on the 2030 Agenda for Sustainable Development;
- Engage with RBA focal points to ensure that CFS outcomes are appropriately disseminated across the RBA constituencies, including at country level to improve FSN outcomes;
- Report to the CFS Chair, and upon request, to the Bureau, on the implementation of the decisions taken by the CFS Plenary and Bureau.

| CFS Secretariat main tasks (indicative list) |
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| Workstreams & Supporting Activities (2018-2019) |
| Multi-Year Programme of Work (MYPoW) Monitoring Nutrition CFS engagement with 2030 Agenda Global Strategic Framework Urbanization, rural transformation and implications for FSN Rules of Procedure CFS Independent Evaluation |
| For each of the above workstreams or activities, the focal point(s): Develop the workplan including the organization of meetings and room bookings Develop background documents Manage the task team and inputs (where there is a task team) Manage the OEWG and inputs (where there is an OEWG) Take notes as a record of all meetings Develop outcomes of the meetings Manage the roll out and outcomes of intersessional events (if any) Manage online and face to face consultations (if any) |

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| <p>Develop the document(s) for Plenary (if any) Develop and rollout the Plenary session(s) (if any)</p> |
| <p>Administrative support (year round)</p> <p>CFS email account management Travel including intersessional events CFS Calendar of meetings Bureau & Advisory Group Meeting Support Dispatch of correspondence Tracking of budget HR and recruiting support Meeting management including room bookings, IT reqs, etc CFS Working Space documents and meeting information Mailing List Management/Meeting Attendance</p> |
| <p>Annual Plenary Session</p> <p>Agenda, Timetable and Annotated Agenda development Session Invitation Letters Registration (Members) Registration (Participants & Observers) CVENT High level invitees and panelist travel/DSA Meeting room management Podium management Plenary hall seating IT and webstreaming Visibility items Podium scripts Coordination with Protocol Interpretation Messengers Session Document Quality Control and Formatting Translation/posting of Session Documents Guests, panelists, moderator tracking Print On Demand Centre Information Session (for years when there is on) Draft Report Drafting Committee Forwarding of CFS Final Report to FAO Council/ECOSOC</p> |
| <p>Other Plenary activities:</p> <p>Chair's statements Media engagement CFS 45 Web page Social Media Guide and live outreach Call for Side Events process Rollout Side Events Information Marketplace call and rollout</p> |
| <p>Bureau & Advisory Group Meetings (year round)</p> <p>Agenda setting, coordination and rollout</p> |

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| Background documents Chair's preparation Meeting Outcomes |
| Communication and Outreach (year round) |
| Communication Strategy and Annual Plan CFS Public Website Social Media and blog Videos and photos Graphic layout of CFS policy work Chair's outreach & bilaterals Chair's correspondence, agenda and travels Chair's outreach – communication and media |
| Other activities (year round) |
| Resource Mobilization Budget/project monitoring and tracking progress CFS Annual Report Workflow and business systems IT System development |