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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

منظمة  
الأغذية والزراعة  
للأمم المتحدة

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## JOINT MEETING

**Joint Meeting of the Hundred and Twentieth Session  
of the Programme Committee and Hundred and Sixty-fourth Session of the  
Finance Committee**

**Rome, 7 November 2016**

**Roadmap for the independent assessment of technical capacity of the  
Organization**

**ADDENDUM**  
**Terms of reference and curricula vitae of independent consultants**

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## INDEPENDENT CONSULTANTS

### Terms of Reference

**Name:** Mr Anil Sood, Mr Kevin Cleaver, Mr Amnon Golan (curricula vitae attached)

#### General Description of task(s) and objectives to be achieved

##### **Context**

The 153<sup>rd</sup> Session of the FAO Council in December 2015 “urged the FAO Secretariat to undertake an independent assessment of the technical capacity of the Organization, both at headquarters and in the decentralized offices, to be presented to the Conference in 2017”.

As requested by the Council, the independent assessment is being undertaken by the FAO Secretariat. The Secretariat has developed a methodology, which has benefitted from comments and guidance provided by the independent Strategy Experts Panel, held from 9 to 10 September 2016 in Rome.

In line with the methodology, the Secretariat has collected relevant data. A team of external experts is to be engaged to refine the methodology, undertake the analysis and interpret the relevant results from September to March 2017.

##### **Reporting Lines**

The international experts will report to the Deputy Director-General, Coordinator for Natural Resources

##### **Assignment**

Under the overall supervision of the DDN and within the context of the methodology provided, the experts will refine the methodology, organise the data, calculate and analyse the relevant indicators (or indices), and on the basis of such analysis, extrapolate relevant conclusions on the technical capacity of the Organization.

##### **Output**

1. Assessment report of FAO technical capacity through entitled “Report of the Independent Assessment of FAO technical capacity”. The report should include:
  - a. Rationale for of the study
  - b. Objectives of the assessment
  - c. Methodology
  - d. Assessment of the technical capacity of FAO
  - e. Conclusions
  - f. Annexes: Report of the work developed

## Anil Sood

<b>Name of Expert:</b>	Anil Sood
<b>Date of Birth:</b>	November 7, 1949
<b>Country of Citizenship/Residence</b>	India/USA

### Education:

Harvard Business School, MBA, 1973-1975

Cornell University, M.S., Mechanical Engineering, 1971-1973

Indian Institute of Technology, Delhi, B.S., Mechanical Engineering, 1967-1971

### Employment record relevant to the assignment:

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
2008-present	Centennial Group International, Principal and Chief Operating Officer	USA, various	<ul style="list-style-type: none"> <li>Responsible for business development, oversight, quality assurance and leadership of several major projects and studies (including those below)</li> </ul>
<ul style="list-style-type: none"> <li>African Development Bank (AfDB) (2012-2014): Member of panel advisory on high-level strategy, led a number of evaluations (GCI and ADF Replenishment, Policy- and Strategy-Making and Implementation, Operational Procurement) and contributed to formulation of Financial Sector Development Policy and Strategy (details under Firm References).</li> <li>Japanese International Cooperation Agency (JICA) (2011-2012): Coordinated and contributed to study of food security and agricultural transformation in ASEAN countries.</li> <li>Asian Development Bank (ADB) (2009-present) [1b]: Coordinated Centennial study team and contributed (overall strategic framework and section on Productivity and technology development) to India 2039 Study; coordinated Centennial study team and contributed (overall strategic framework and section on Innovation and Entrepreneurship) to Asia 2050 Study.</li> <li>International Fund for Agricultural Development (IFAD), Independent Office of Evaluation (2010-present) [1c]: Led large team of experts to undertake corporate-level evaluation of IFAD operational and institutional efficiency; used a wide mix of methods including surveys, focus groups, interviews and country studies; effort spread over two years; presented recommendations to the Executive Board that are being incorporated in a Management Action Plan; assisting IOE with revision of Evaluation Manual.</li> <li>Corporacion Andin de Fomento (CAF) – Development Bank of Latin America (2009-2015): Co-authored and contributed overall strategic framework and section on Innovation and technology development to Latin America 2040 Study (described under Major Publications); initiating work on long-term strategy for CAF.</li> <li>Islamic Development Bank Group (IsDBG) (2007-present): Being asked to help formulate 10-year strategy for 40th Anniversary in 2014; formulated organizational recalibration strategy; led a team of 15 Senior development and private sector professionals to formulate a program of strategic and institutional reform covering: strategy, structure, governance, organization; ongoing advice and support.</li> <li>United Nations Economic Commission for Africa (UNECA) (2009-2014): <i>Africa 2050</i> study (listed under Publications)</li> </ul>			
2006-2008	UNECA, Consultant; Advisor to the Executive Secretary	Ethiopia	<ul style="list-style-type: none"> <li>Responsible for advising the Executive Secretary and for leading a Task-Force to develop</li> </ul>

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
			<p>recommendations for “Repositioning” ECA to deliver improved results to its member States and African Regional Economic Communities based inter alia on a greater reliance on partnerships and stronger presence at the sub-regional level.</p>
2005-2007	United Nations Development Programme, Advisor to the Administrator	USA	<ul style="list-style-type: none"> <li>Responsible for advising the Administrator and for leading a team of staff and external consultants to carry out a management review focused on rationalizing management structures, reporting lines and decision-making processes within the organization, while examining a range of wider topics including UNDP’s role within the UN system and ongoing UN Reform, result-based strategic planning/ resource allocation/ monitoring, donor harmonization, and decentralization to regional and country offices</li> </ul>
2005-2008	AfDB, Advisor to the President	Tunisia/Côte d’Ivoire	<ul style="list-style-type: none"> <li>Responsible for advising the President on the overall direction and strategy for reform of the Bank with the objective of improved development effectiveness and for guiding Bank-wide taskforce to develop recommendations for organizational and related process changes</li> </ul>
2003-2005	World Bank, Special Advisor to the Managing Director	USA	<ul style="list-style-type: none"> <li>Responsible for advice on wide range of issues and for developing and implementing recommendations to improve the Bank’s effectiveness and efficiency in delivering results for country clients and enhancing its response to and impact on global issues (e.g., HIV/AIDS); adapted the Bank’s model for delivering country and global services, strengthening its global skills and knowledge base, and further decentralizing its operations.</li> </ul>
1999-2003	World Bank, Vice President, Strategy and Resource Management	USA	<ul style="list-style-type: none"> <li>Responsible for articulating the Bank’s strategic priorities and direction, formulating and managing the \$1.6B budget; formulating Bank strategy (incorporating the Millennium Development Goals)</li> </ul>

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
			and budget and cultivating shareholder (governing Board representing governments) approval and support for significant increases
1976-1999	World Bank, various positions	USA	<ul style="list-style-type: none"> <li>• See below</li> </ul>
<ul style="list-style-type: none"> <li>• Director Regional Operations, Europe and Central Asia (1996-1999): Managed regional development operations across all sectors and countries in Europe and Central Asia, in support of the Regional Vice President; staff of 1000, lending \$5B/year; designed and helped manage 1,000 strong organizations to provide full range of lending and knowledge services to 27 countries of Europe and Central Asia.</li> <li>• Renewal Director/Network Leader (1995-1997): Led Bank-wide renewal project resulting in organizing the 3,000+ professional staff worldwide into four networks-- Human Development; Finance, Private Sector and Infrastructure; Environment and Social Development; and Economic Management --to improve focus on agreed development priorities, to develop and disseminate practical development solutions, and to better manage skills and knowledge on a global basis.</li> <li>• Director, Technical Department, Europe and Central Asia, Middle East and North Africa (1992-1996): Sustained and managed specialized skills and knowledge across all development sectors to support development operations in 40 countries in the two regions; directed 100+ senior specialists organized under 8 managers for different sectors. Major areas of emphasis included: Policy reform to support transition of the former centrally planned economies to a market economy; Modernization and reform of health, education and pension systems; Privatization of enterprises and banks; Upgrading of infrastructure; Addressing environmental degradation through regional consensus on Central and East European Environment Program; Managing water resources to mitigate potential scarcity through regional alliance in the Middle east and North Africa Region.</li> <li>• Country Strategy and Operations; Manager, Industry Energy and Finance, Central and Eastern Europe (1987-1992): Directly managed up to thirty staff to deliver annually project and policy support loans of \$2-3B across different sectors to support transition of Central and Eastern European countries from central planning to market economies.</li> <li>• Manager, Industrial Restructuring and Privatization (1976-1987): Managed wide range of projects worldwide and, subsequently, responsible for establishing Bank practice in restructuring and privatization; helped in early 1980s to create and manage Bank methodology and capacity to support industrial restructuring and privatization of state enterprises; led teams to develop, evaluate, and support implementation of projects in wide range of industries (e.g., Electronics, Engineering, Steel and Textiles) and countries worldwide (e.g. Egypt, India, Korea, Mexico, Turkey and Yugoslavia).</li> </ul>			

#### Membership in Professional Associations and Publications:

- *India 2039: An Affluent Society in One Generation*, SAGE, 2010
- *Latin America 2040: Breaking Away from Complacency*, SAGE, 2010
- *Asia 2050: Realizing the Asian Century*, SAGE, 2011
- *Africa 2050: Realizing the Continent's Full Potential*, Oxford University Publishing, 2014

#### Language Skills (indicate only languages in which you can work):

English, Hindi, Punjabi

## Kevin Cleaver

<b>Name of Expert:</b>	Kevin Cleaver
<b>Date of Birth:</b>	29/8/1948
<b>Country of Citizenship/Residence</b>	USA

### Education:

Harvard Business School, Executive Development Management Program

Tufts University, PhD, Economics

Tufts University, Master's, International Law and Diplomacy

University of Pennsylvania, BA, International Relations

### Employment record relevant to the assignment:

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
12/2015-present	IFAD, Management Advisor	Italy	<ul style="list-style-type: none"> <li>• Provided advice to Associate Vice President for Programs of IFAD regarding the IFAD 2016-2018 program of loans and grants, needed reforms to the Performance Based Allocation system and Results measurement system; organizational changes needed to better collaborate with the Strategic Planning Department, and on overall management of the Programs Department.</li> </ul>
9/2014-2/2015	African Development Bank [with Centennial Group], Consultant	USA	<ul style="list-style-type: none"> <li>• Evaluating the replenishment process of the African Development Fund and the last Capital increase of the African Development Bank (AfDB)</li> <li>• Evaluating the strategy and policy making processes</li> </ul>
8/2006-4/2014	IFAD, Associate Vice President (1/2010-4/2014); Assistant President for Program Management (8/2006-1/2010)	Italy	<ul style="list-style-type: none"> <li>• Managed the staff and programs involved in IFAD's lending and grant operations with country clients and with organizations which receive grants from IFAD.</li> <li>• Responsible for much of the analysis and reporting related to IFAD replenishments.</li> <li>• Reviewed individual projects and country strategies, including in visiting projects and programs in the field.</li> <li>• Worked in-country directly supporting staff (on projects and country strategies) on Brazil, Mali, Nigeria, Sudan, Peru, Vietnam,</li> </ul>

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
			Guatemala, Honduras, Argentina, El Salvador, Mexico, India, and Egypt. <ul style="list-style-type: none"> <li>• Introduced the decentralization of staff to field offices, developed systems for supervision of projects by IFAD, revised the systems of project and country strategy design and review in IFAD, improved partnership arrangements with the World Bank, FAO Investment Center, AFDB; and improved staff training</li> </ul>
2002-2006	World Bank, Director, Agriculture and Rural Development	USA	<ul style="list-style-type: none"> <li>• Responsible for managing the World Bank's Agriculture and Rural Development Program globally, setting the Bank's corporate strategy in this area and overseeing its implementation throughout the Bank</li> <li>• Managed and produced the World Bank corporate strategies for Agriculture and Rural Development (October 2002), Forests (January 2003), and Water Resources (2003).</li> <li>• Oversaw recruitment of rural development and agriculture experts into the Bank, and represented the Bank in fora dealing with rural development issues.</li> <li>• Co-managed, in the World Bank's matrix management system, all of the Bank's and IFC's agriculture managers</li> </ul>
1997-2002	World Bank, various positions	USA, Kenya	<ul style="list-style-type: none"> <li>• See below</li> </ul>
<ul style="list-style-type: none"> <li>• Director for Environment, Rural Development, and Social Development, Europe and Central Asia (1997-2000): Managed approximately 150 staff that worked in these areas in the Europe and Central Asia Region of the World Bank; work involved project development, project supervision, and analytical work at the country level; developed a large portfolio of agriculture, environment, rural development and social development projects throughout the former Soviet Union; directly undertook agriculture sector analysis, advice to governments, environmental and social assessment of projects in all three sectors, and managed donor and NGO partnerships for agriculture in some of these countries. Manager: Mr. Johannes Linn, Vice President. Associate: Mr. Anil Sood Chief Administrative officer</li> <li>• World Bank, Technical Director, Africa; Manager, Knowledge Center, Africa (1992-1997): Launched the first knowledge management activities in the Africa Region of the Bank, which were to become the model for regional knowledge management activities throughout the World Bank; responsible, with the Chief Economist in strategy setting, co-authoring with Ravi Kanbur, the World Bank's Africa Region development strategy ("A Continent in Transition," 1995), and authoring its agriculture and rural development strategy (1997). Managers: Mr. Calisto Madavo Vice President, and Jean-Louis Sarbib Vice President.</li> </ul>			

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
			<ul style="list-style-type: none"> <li>Chief of Agriculture, Africa (1991-1992): Managed technical agriculture staff serving the Africa Region of the World Bank, developed agriculture strategy and research, provided advice to sub-regional agriculture staff. Manager: Mr. Ismail Serageldin, Vice President.</li> <li>Agriculture Division Chief, West Africa (1987-1991): Managed agriculture staff working on policy advice, project design and supervision, and strategy in West Africa. Manager: Mr. Ismail Serageldin, Vice President.</li> <li>Agriculture Section Chief, Nairobi Office (1982-1987): Managed agriculture staff working on policy advice, project design, supervision and strategy in East Africa. Manager was Ms. Katherine Marshall, division chief</li> <li>Agricultural Economist, North Africa (1976-1982): Undertook agricultural policy and sector work, project design and supervision in North Africa.</li> </ul>

### **Membership in Professional Associations and Publications:**

#### **Major Awards**

2014 IFAD President's Award (given to one IFAD staff member per year)

Chevellier de l'ordre du merit agricole, awarded by the French government

Good Practice Award from World Bank Institutional Effectiveness Group (Independent Evaluation Group of the World Bank), 2006

World Bank Group Staff Association Good Manager Award, 2001 (of 29 managers given this award in the World Bank up to 2001)

American Productivity Quality Center award, 1995.

#### **Major Publications:**

"The Importance of Scaling up for agriculture and rural development, and a success story from Peru," IFAD, Rome, Italy, 2013.

"The Impact of the 2008-2010 Economic Crisis on Global Agriculture: Do we need a new approach to public intervention in Agriculture?" with Jacqueline Cleaver; in Luigi Paganetto (ed.), *Recovery after the crisis: Perspectives and Policies*; Economics Foundation, University of Rome Tor Vergata, Rome, Italy, 2011.

"Issues Confronting the 2002 Rural Development Strategy of the World Bank" in Uwe Kracht, Manfred Schulz (eds.): *Food and Nutrition Security in the Process of Globalization and Urbanization*, Spetrum 84, Munster, Germany 2005.

Contributor to United Nations Task Force on Hunger: *Halving Hunger: It can be done*, United Nations Millennium Project, 2005, New York, New York.

"Reversing the Spiral: The Population, Environment and Agriculture Nexus in Sub-Saharan Africa" with Gotz Schreiber, in *The Environment and Development in Africa*, Moses K. Tesi (ed.), Lexington Books, Lanham Maryland, 2000.

"Rural Development in Eastern Europe and Central Asia, progress to Date and Strategic directions", ECSSD Rural Development and Environment Working Paper No. 6, August 17, 1998, World Bank, Washington DC.

*Rural Development Strategies for Poverty Reduction and Environmental Protection in Sub-Saharan Africa*, World Bank, Directions in Development, 1997, Washington DC.



*A Continent in Transition, Sub-Saharan Africa in the Mid 1990s*, (with Ravi Kanbur), World Bank, November 1995, Washington DC.

*Reversing the Spiral, the Population, Agriculture and Environment Nexus in Sub-Saharan Africa*, World Bank, 1994 (with Gotz Schreiber), Washington DC.

*A Strategy to Develop Agriculture in Sub-Saharan Africa and a Focus for the World Bank*, World Bank Technical Paper Number 203, 1993.

*Conservation of West and Central African Rainforests*, World Bank Environment Paper Number 1, 1992.

A chapter in *Politiques de développement et croissance démographique rapide en Afrique*, (ed.), Jean-Claude Chasteland, Institut National d'Etudes Demographiques, 1991 entitled: "Les Politiques Agricoles".

**Language Skills (indicate only languages in which you can work):**

English, French, Spanish

## Amnon Golan

<b>Name of Expert:</b>	Amnon Golan
<b>Date of Birth:</b>	
<b>Country of Citizenship/Residence</b>	USA

### Education:

INSEAD, Advanced Management Program

Tufts University, M.A.L.D., International Economics

Tufts University, MA, Economics

University of Kentucky, BA, International Finance and Trade

### Employment record relevant to the assignment:

<b>Period</b>	<b>Employing organization and your title/position</b>	<b>Country</b>	<b>Summary of activities performed relevant to the Assignment</b>
2012-present	Centennial Group International, Associate	USA	<ul style="list-style-type: none"> <li>Managed evaluation of 45 Country Strategy Papers and 5 Regional Integration Papers for the African Development Bank</li> <li>Managed a team of experts preparing a major JICA funded study, ASEAN Dynamism: Agricultural Transformation &amp; Food Security</li> </ul>
2007-present	International Fund for Agricultural Development, Consultant	Italy	<ul style="list-style-type: none"> <li>Serving as Lead Quality Assurance Adviser to IFAD's management. Duties include coordination of three quality assurance reviews per year.</li> </ul>
2013	World Bank, Independent Evaluation Group, Consultant	USA	<ul style="list-style-type: none"> <li>Evaluation of Bank policies in Fragile and Conflict Situation. Senior team member associated with country reviews in DRC, Cameroon, Sierra Leone, Yemen, Nepal and the Solomon Islands. The task covered evaluation of both country strategy and formulation and execution of the lending portfolio.</li> </ul>
2005-2012	Government of Australia (AusAID), Consultant	Australia	<ul style="list-style-type: none"> <li>Performing the role of team leader on a range of agricultural and infrastructure projects in Cambodia, Philippines and Indonesia. Duties include assessment of the quality of projects under implementation, identification and design of new operations, independent completion and mid-term reviews, and advising on a range of project design issues.</li> </ul>
1997-2011	World Bank, Senior Adviser	USA	<ul style="list-style-type: none"> <li>Long-term senior advisor associated with: quality assurance reviews, Africa Region, Evaluation of Global Programs and Partnership,</li> </ul>

Period	Employing organization and your title/position	Country	Summary of activities performed relevant to the Assignment
			Organizational effectiveness reviews, Assessment of Non-Dedicated Projects, Europe and Central Asia Region, East Asia and Pacific Region and more.
1994-1995	International Monetary Fund, Field Reviewer/Proposal Manager	USA	<ul style="list-style-type: none"> <li>Field Review and Proposal preparation for a training centre in East and Central Africa</li> </ul>
1970-1994	World Bank, various positions	USA	<ul style="list-style-type: none"> <li>See below</li> </ul>
<ul style="list-style-type: none"> <li>Director, Economic Development Institute (1990-1994): Coordinating training and policy seminars for senior government officials; oversight of research and publication activities; directing the administrative and academic design of new MA degree programs in economic management for government officials at selected universities in the USA, France, Canada and Japan; preparing a management framework and curricula for the Joint Vienna Institute, a training center for senior officials from the Former Soviet Union, Eastern Europe, China and Vietnam; and as a member of the Institute's Board of Directors, providing oversight to the various training activities.</li> <li>Director, Technical Department, Asia Region (1987-1990): Managing the daily activities of 150 senior experts serving the entire range of project and sector activities in Asia, including agriculture and rural development; coordinating an internal evaluation of lending to Development Finance Companies and poverty alleviation activities; directing the assessment of the Arun Hydroelectric Project in Nepal, Jamuna Bridge in Bangladesh, Narmada Hydroelectric Dam and irrigation scheme in India, and the Three Gorges Multipurpose Project in China; evaluating the capacity of local construction industries in China and India and local consulting firms in Indonesia.</li> <li>Director, Industry Department (1984-1987): Directing US \$1.2 billion annual lending for industrial projects and managing the activities of 120 professionals working in over 50 countries; providing assistance and guidance to six regional units in charge of lending to financial intermediaries and financial sector work; establishing the Bank's first enterprise privatization and restructuring unit; and promoting the participation of private foreign investors in Bank financed projects.</li> <li>Assistant Director, Asia Projects Department (1978-1984)</li> <li>Division, Irrigation (1970-1978)</li> <li>Water Resources Specialist (1965-1970)</li> </ul>			

**Language Skills (indicate only languages in which you can work):**

English, Hebrew, German, French (basic)