



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  
Agricultura  
y la  
Alimentación

## COUNCIL

### Hundred and Fortieth Session

Rome, 29 November – 3 December 2010

### Report of the Hundred and Fourth Session of the Programme Committee Rome, 25 – 29 October 2010

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## REPORT OF THE HUNDRED AND FOURTH SESSION OF THE PROGRAMME COMMITTEE

25 – 29 October 2010

### Introduction

1. The Committee submitted to the Council the following report of its Hundred and Fourth session.
2. In addition to the Chairperson, Ms Riikka Laatu (Finland), the following representatives of Members were present:

Mr A.R. Ayazi (Afghanistan)

Mr M. Valicenti (Canada)

Mr C.A. Amaral (Angola)

Mr M. Hosni (Egypt)

Ms M. del Carmen Squeff (Argentina)

H.E. C. Obama Ondo (Equatorial Guinea)

Ms E. Collins (Australia)

Ms S. Nilsson (Germany)

Ms S. Afroz (Bangladesh)

Mr K. Shioya (Japan)

Ms M van Dooren (Belgium)

Ms L.H. Coronel Correa (Paraguay)

3. The Chairperson informed the Committee that Ms Emily Collins had been designated to replace Mr Travis Power for this session as the representative of Australia. A summary of the qualifications of Ms Collins is given in the addendum to this report<sup>1</sup>.

### ITEM 1: ADOPTION OF THE AGENDA AND TIMETABLE<sup>2</sup>

4. The Agenda and a modified Timetable for the meeting were approved.

### Programme Planning and Priority Setting

### ITEM 2: PRIORITIES FOR THE TECHNICAL WORK OF THE ORGANIZATION IN THE 2012-13 BIENNIUM<sup>3</sup>

5. The Committee recommended that the preparation of the PWB 2012-13 and related prioritization process should start from the results frameworks approved in the MTP 2010-13.
6. The Committee requested the Secretariat to:
  - a) analyze commonalities in the recommendations and guidance received from the Regional Conferences, Technical Committees and other governing bodies (e.g. Council) on priorities with a view to relate these to the Strategic Objectives and Organizational Results;
  - b) formulate Regional Results for 2012-13 as a means to reflect country, subregional and regional priorities and their contributions to Organizational Results, ensuring that the formulation of the Regional Results reflects the priorities expressed by the Regional Conferences;
  - c) take account of results of evaluations and lessons learned from the first year of implementation of the PWB 2010-11.

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<sup>1</sup> CL 140/8 Add. 1

<sup>2</sup> PC 104/1; PC 104/INF/1

<sup>3</sup> PC 104/2

- d) present proposed areas of programmatic emphasis and de-emphasis within and between Strategic Objectives and Organizational Results, including resources compared with 2010-11, to be included in the PWB 2012-13.
7. The Committee requested that the Organization-wide Strategy Teams be assigned a lead role to:
- a) refine the results framework formulations for the PWB 2012-13 taking into account the priorities expressed by the Technical Committees and embodied in the Regional Results, along with the results of evaluations and lessons learned from the first year of implementation of the PWB 2010-11;
  - b) improve focus and prioritization of the technical work based on a deeper analysis of the appropriate mix of core functions to be applied in achieving the Organizational Results;
  - c) complete and improve the formulation of Organizational Result indicators and baselines.
8. The Committee requested management to ensure that adequate internal mechanisms are put in place to re-enforce the role of the Strategy Teams and their coordination in reflecting priorities and resources requirements in Organizational Results in the PWB 2012-13.
9. The Committee requested management to provide documentation for the Programme Committee's February 2011 meeting, complementing the information provided in document PC 104/2 to include:
- a) the results of the Regional Conference for the Near East, the Committee on Fisheries, the Council, and the Committee on World Food Security in the matrix;
  - b) the relation of the priorities expressed by the Regional Conferences and Technical Committees to the Strategic Objectives and Organizational Results;
  - c) an indication of proposed areas of emphasis and de-emphasis of the Organizational Results for the 2012-13 biennium, also taking into account lessons learned from the first year of implementation of the PWB 2010-11.
10. The Committee requested management to invite the Strategy Team Leaders to be present at its February 2011 session.
11. In establishing a coherent set of priorities for future biennia, the Committee recommended that the Secretariat:
- a) further improve the documentation submitted to the Regional Conferences and Technical Committees, including a description of areas of emphasis and de-emphasis of the technical work of the Organization at global and regional level, so as to promote more structured guidance on priorities and their relation to specific Strategic Objectives and Organizational Results, and to facilitate a more uniform approach to drafting reports;
  - b) ensure consultation with Strategy Teams (strategic objectives and regions) when preparing prioritization documents to be submitted to Regional Conferences and Technical Committees.
12. In this regard, the Committee recalled the role of the Independent Chairperson of the Council in facilitating FAO's priority-setting process, building on the practice followed in the current biennium.

### ITEM 3: CORPORATE STRATEGY ON CAPACITY DEVELOPMENT<sup>4</sup>

13. The Committee noted that the corporate strategy on capacity development had addressed a very important segment of the Organization's work. The Committee gave its general support to the corporate approach and the principles contained in the strategy, but serious concerns were expressed about the lack of a well-defined plan of action in implementing the corporate strategy.

14. The Committee, in view of the high importance attached to the corporate strategy for capacity development and its implementation, and also in the overall context of the reform process, requested that:

- a) the corporate strategy be resubmitted to the Programme Committee at its session in March 2011;
- b) the revised paper should provide an implementation plan which covers the following aspects: i) sustainability of FAO's work in capacity development; ii) the roles and functions of decentralized offices; iii) the inclusion of capacity development activities in the country programming framework; iv) the role of South-South Cooperation; v) the role of the different sources of funding, including TCP and trust funds; vi) the role of partnerships; vii) FAO working as one; and viii) the coordination between headquarters' departments (including the Technical Cooperation Department), decentralized offices and Strategy Teams, with the Office of Knowledge Exchange, Research and Extension having the coordination and facilitation role.

### Evaluation

#### ITEM 4: STRATEGIC EVALUATION OF FAO COUNTRY PROGRAMMING<sup>5</sup>

15. The Committee considered and appreciated the Evaluation report and the management response.

16. The Committee:

- a) requested that FAO management provide for its October 2011 session a paper on *Country Programming Guidelines*. This paper would not be a detailed "Manual" on country programming, but should focus on the policies and principles related to country programming. It was recommended that the process proposed in October should: i) be flexible in nature; ii) be finally approved by the governing bodies; iii) clarify the relationship with the UNDAF process;
- b) requested that clarifications be provided on how the financial envelope would be reflected in the country programming framework and that the next steps be identified on the integration of emergency activities in the country programming framework;
- c) recommended that the appropriate governing bodies should keep the timing of the Regional Conferences under consideration and revert to the matter in the future, as some experience is gained in the new schedule of governing body sessions;
- d) recommended that the linkages with the IPA project on decentralization and, particularly the roles and functioning of regional, subregional and country offices should be carefully considered when preparing the *Country Programming Guidelines*;

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<sup>4</sup> PC 104/3

<sup>5</sup> PC 104/4; PC 104/4 Sup.1

- e) recommended a gradual approach to the integration of the Technical Cooperation Programme (TCP) within the overall country programming framework, taking the opportunity for the Regional Conferences to look into this matter and provide recommendations in 2012.

**ITEM 5: EVALUATION OF FAO'S ACTIVITIES ON  
CAPACITY DEVELOPMENT IN AFRICA<sup>6</sup>**

17. The Committee considered and appreciated the Evaluation report and the management response.

18. The Committee recommended that:

- a) FAO should enhance capacity development activities in Africa, both in terms of effectiveness and efficiency;
- b) as part of the overall capacity development strategy, FAO should: i) ensure sustainability and effective follow-up of activities; ii) ensure that gender issues are considered in capacity development work; iii) actively pursue opportunities for partnerships and South-South Cooperation; and iv) reinforce capacity of producers' organizations;
- c) FAO should identify most effective ways to produce and disseminate the technical information in Africa;
- d) the role in capacity development of decentralized offices in Africa should be carefully considered, also as part of the decentralization process;
- e) special attention should be given to activities with long-term impact aimed at strengthening capacities of institutions in Africa, including production and dissemination of technical information;
- f) the role of the Technical Cooperation Programme (TCP) in capacity development should be reconsidered and TCP should be used more strategically for, among others, follow-up, given that capacity development in Africa may require long-term support and extrabudgetary resources.

**ITEM 6: SECOND REAL-TIME EVALUATION OF FAO'S WORK ON HPAI<sup>7</sup>**

19. The Committee appreciated the quality and professionalism of both the Evaluation report and the management response. It requested that FAO present to the Programme Committee at its March 2011 session:

- a) a prioritized and sequenced plan of work for the period 2011-2015, with special attention given to proposals for the immediate period and including information following the three-pillar system of the integrated budget on present funding, future funding needs, and possible alternatives for funding, including promoting the Impact Focus Area on transboundary threats to production, health and environment (IFA-EMPRES);
- b) the plan should emphasise the comparative advantage of FAO and take a broad, multidisciplinary approach, building on the work done on HPAI;
- c) considerations for inclusion in the plan are: i) issues of sustainability; ii) country ownership and regional perspectives; iii) private sector engagement; including the "honest broker" role that can be played by FAO; iv) a risk-based approach; v) the transition from emergency to development work; and vi) partnerships opportunities,

<sup>6</sup> PC 104/5; PC 104/5 Sup.1

<sup>7</sup> PC 104/6; PC 104/6 Sup. 1

including cooperation with national governments, regional and subregional organizations, and development banks.

**ITEM 7: FAO'S EFFECTIVENESS AT COUNTRY LEVEL:  
A SYNTHESIS OF EVALUATIONS IN POST-CONFLICT AND TRANSITION  
COUNTRIES (DEMOCRATIC REPUBLIC OF THE CONGO,  
SUDAN, TAJIKISTAN)<sup>8</sup>**

20. The document responded to a request made by the Programme Committee at its 99<sup>th</sup> session to receive synthesis reports on country evaluations in similar types of countries, drawing common lessons. The Committee considered and appreciated the document and the management response.

21. The Committee recommended a prompt implementation of the recommendations in the synthesis report aimed at ensuring smooth linkage between rehabilitation and development, including: i) a strong FAO leadership and presence at country level; ii) good coordination between FAO and other actors; iii) promoting conditions for sustainability of interventions; and iv) consideration of gender aspects.

22. In this connection, the Committee agreed with the recommendations presented in the *State of Food Insecurity in the World - "Addressing food insecurity in protracted crises"* (SOFI 2010), as they have been endorsed by the Committee on World Food Security (CFS) at its 36<sup>th</sup> Session.

**ITEM 8: FOLLOW-UP TO THE INDEPENDENT EVALUATION OF  
FAO'S ROLE AND WORK IN STATISTICS<sup>9</sup>**

23. The Committee appreciated the progress in the implementation of the recommendations of the Evaluation.

**IPA implementation and integration in PWB**

**ITEM 9: ACCESS TO TCP ON A GRANT BASIS: ELIGIBILITY CRITERION<sup>10</sup>**

24. The Committee considered the four options proposed by the Secretariat to resolve the inconsistency created by the situation of countries which belonged to both the category of countries that should receive special attention for TCP assistance and to the category of high-income countries.

25. The Committee recommended that regional consultations be carried out in order to have regional views and refinements (such as progressive reimbursement solutions) for the next regular session of the Committee, concerning two possible options:

- *Option 1*: any country that falls into the "special attention" category may receive TCP assistance on a full grant basis, even if the same country is also included on the list of high-income developing and developed countries; and
- *Option 2*: any country that falls in the high-income category can receive national non-emergency TCP assistance on a full cost-recovery basis only, even if it is also included on the list of "special attention" countries.

26. The Committee recommended that regional groups should seek the facilitating role of the Independent Chairperson of the Council, if no solution could be found.

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<sup>8</sup> PC 104/7; PC 104/7 Sup.1

<sup>9</sup> PC 104/INF/3

<sup>10</sup> PC 104/8

**ITEM 10: PRELIMINARY REVIEW OF STATUTORY BODIES WITH PARTICULAR REFERENCE TO ARTICLE XIV BODIES AND THEIR RELATIONSHIP WITH FAO<sup>11</sup>**

27. The Committee noted that, as a result of a review of the matter by the Committee on Constitutional and Legal Matters (CCLM) and the Council, the Secretariat would initiate a process of consultation with the membership of Article XIV bodies on relevant issues regarding their relationship with the Organization, including possible adjustments to existing procedures. The Committee noted further that this consultation process, which had already been launched within some Article XIV bodies, would be carried out on the basis of the review by the CCLM, supplemented, as appropriate, by a questionnaire highlighting issues referred to in document PC 104/9. The Committee recommended the completion of this consultation process and looked forward to receiving a report on the matter.

28. The Committee requested that any proposals involving amendments to the constituent instruments of bodies under Article XIV of the Constitution be referred to it, for review of their policy and programmatic impact, prior to review by the relevant governing bodies of FAO.

**Standing Items**

**ITEM 11: UNITED NATIONS JOINT INSPECTION UNIT REPORTS**

*JIU/REP/2008/4 National Execution of Technical Cooperation Projects<sup>12</sup>*

29. The Committee took note of this report.

**ITEM 12: IMPROVED METHODS OF WORK AND EFFICIENCY OF THE PROGRAMME COMMITTEE**

30. Discussion on this item was deferred to the March 2011 session.

**ITEM 13: PROGRESS REPORT ON THE FOLLOW-UP TO PAST PROGRAMME COMMITTEE RECOMMENDATIONS<sup>13</sup>**

31. The Committee took note of this report.

**ITEM 14: DATE AND PLACE OF THE HUNDRED AND FIFTH SESSION**

32. The Committee was informed that the Hundred and Fifth Session of the Programme Committee was scheduled to take place in Rome from 8 to 9 February 2011.

**ITEM 15: ANY OTHER BUSINESS**

33. The Committee recommended a change in the order of items in the provisional timetable of 140th Session of the Council so that the Reports of the Regional Conferences and Technical Committees would be presented before the Report of the Programme Committee, which was supported by the Independent Chairperson of the Council.

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<sup>11</sup> PC 104/9

<sup>12</sup> CL 140/INF/7

<sup>13</sup> PC 104/INF/4