

REPORT

OF THE COUNCIL OF FAO

Hundred and Forty-sixth Session

Rome, 22-26 April 2013



COUNCIL

(as from 1 July 2012)

Independent Chairperson of the Council: Mr Luc Guyau

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Argentina¹
Australia³
Bangladesh⁴
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Egypt³

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Gabon⁴
Germany⁴
Greece¹
Guinea³
India³
Indonesia³
Iran (Islamic Republic of)¹
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Jordan⁴
Mexico¹
Pakistan³

Philippines⁴
Poland³
Portugal⁴
Republic of Korea⁴
Russian Federation¹
Saudi Arabia³
Syrian Arab Republic¹
Thailand⁴
Togo³
Trinidad and Tobago¹
Tunisia¹
Uganda¹
United Kingdom⁴
United States of America¹
Venezuela⁴

¹Term of office: 1 January 2011 - end of 38th Session of Conference.

²Term of office: 1 July 2011 - end of 38th Session of Conference.

³Term of office: 1 December 2011 - 30 June 2014.

⁴Term of office: 1 July 2012 - end of 39th Session of Conference

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Introductory Items¹

1. The 146th Session of the Council was held in Rome from 22 to 26 April 2013 under the Chairpersonship of Mr Luc Guyau, Independent Chairperson of the Council.

Procedure of the Session

Adoption of the Agenda and Timetable²

2. The Council noted the Declaration of Competence and Voting Rights presented by the European Union and, after a statement made by the Director-General, Mr José Graziano da Silva, agreed to add two Sub-items to the Agenda: *FAO Strategy for Partnerships with the Private Sector*, and *Appointment of the External Auditor* and adopted the Agenda and Timetable for the Session as amended. The Agenda is given in *Appendix A* to this Report.

Election of three Vice-Chairpersons, and Designation of the Chairperson and Members of the Drafting Committee³

3. The Council elected three Vice-Chairpersons for its Session: Mr Mohammed Shahdat Hossain (Bangladesh), Mr Gianni Ghisi (Italy), and Ms Gladys Francisca Urbaneja Durán (Bolivarian Republic of Venezuela).

4. The Council elected Mr Abdul Razak Ayazi (Afghanistan) as Chairperson of the Drafting Committee with the following Membership: Afghanistan, Argentina, Australia, Bangladesh, Cape Verde, China, Ecuador, Egypt, Germany, Ireland, Japan, Jordan, Russian Federation, Uganda and United States of America.

Programme, Budgetary, Financial and Administrative Matters

Reviewed Strategic Framework⁴

5. Following its deliberations at its 145th Session, the Council considered the Reviewed Strategic Framework, and:

- a) welcomed the fact that the document accurately reflected its previous guidance, in particular the strengthening of FAO's Global Goal 1 to read: *Eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life*;
- b) expressed appreciation for the inclusive and participatory nature of the Strategic Thinking Process from which it was derived;
- c) recalled that the five Strategic Objectives represented the areas of work on which FAO will focus its efforts in support of Member Nations;
- d) underlined the importance of the sixth objective for maintaining and measuring, with specific indicators, the technical quality, knowledge and services of FAO's work;
- e) underlined the importance of integrating the two cross-cutting themes of gender and governance across all the Strategic Objectives;
- f) recalled that the success of the Reviewed Strategic Framework lay in its implementation, and noted the importance of the role of Member Nations and of partnerships with Civil Society Organizations and the private sector in this regard;
- g) underlined the significant organizational challenges in implementing the Reviewed Strategic Framework through the Medium Term Plan (MTP) and Programme of Work and Budget

¹ CL 146/PV/1; CL 146/PV/8

² CL 146/1; CL 146/INF/1 Rev.1; CL 146/INF/4; CL 146/PV/1; CL 146/PV/8

³ CL 146/PV/1; CL 146/PV/8

⁴ C 2013/7; CL 146/PV/2; CL 146/PV/8

- (PWB), and requested the Secretariat to continue to place a strong focus on the strategic and operational preparations necessary to best position the Organization for success, and
- h) endorsed the document, and recommended approval by Conference of the Reviewed Strategic Framework, in particular FAO's Vision, the revised Global Goals, the new five Strategic Objectives, as well as the sixth objective and the cross-cutting themes of gender and governance, which were integral to the achievement of the Strategic Objectives.

**Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15
(Recommendation to Conference on budget level)⁵**

6. The Council reviewed the Medium-Term Plan 2014-17 and the Programme of Work and Budget 2014-15 (MTP/PWB) and endorsed the recommendations of the Programme and Finance Committees and of their Joint Meeting.
7. The Council noted that the proposals had been developed on the basis of the Reviewed Strategic Framework and benefited from the Strategic Thinking and Transformational Change processes launched in 2012, and further noted that they also reflected the guidance provided by the Governing Bodies. The Council received some of the information in response to requests from the Programme and Finance Committees and urged the delivery of the pending requests as soon as possible.
8. The Council noted that the Finance Committee would undertake a comprehensive review of proposals to improve FAO's financial health, liquidity and reserves at its regular session in October 2013. In addition, for the 2014-15 biennium, it recommended that the Conference continue to follow the previously approved approach of partial funding of USD 14.1 million towards the After-Service Medical Coverage (ASMC) past service liability.
9. Regarding the substance of the MTP/PWB, the Council:
- a) stressed that FAO's vision was that of a world free from hunger and malnutrition and in this regard, it was important to support the proposed programme of work of the Organization;
 - b) endorsed the proposed budgetary chapter structure;
 - c) recalled that the five Strategic Objectives represented the areas of work on which FAO would focus its efforts in support of Member Nations;
 - d) emphasized the importance of the sixth objective concerning technical quality, knowledge and services;
 - e) stressed the importance of governance and gender-related activities and their cross-cutting nature;
 - f) stressed the importance of measurable, cost-effective and attributable indicators for all objectives;
 - g) welcomed efforts regarding implementation arrangements and stressed the importance of a clear delineation of roles, responsibilities and accountability;
 - h) noted the importance of strengthening the organizational structure;
 - i) requested continued close and careful monitoring and reporting of cost increase assumptions and update of estimates prior to the Conference;
 - j) welcomed the ongoing efforts of the Director-General to seek efficiency gains and savings, and requested that concrete proposals for further efficiencies and savings be identified, as already requested by the Finance Committee, particularly regarding staffing costs, and that these be submitted to Members as soon as possible and in any case prior to the 38th Session of the Conference;
 - k) requested that the Secretariat provide further explanation on the cost and functioning of the proposed matrix management arrangements, including on collaboration between Strategic Objective Coordinators and Assistant Directors-General;
 - l) requested that organizational responsibility for Organizational Outcomes and Outputs be clearly identified;

⁵ C 2013/3; C 2013/3 Corr.1 (English only); C 2013/3 Information Note 1; C 2013/3 Information Note 2; CL 146/PV/2; CL 146/PV/3; CL 146/PV/4; CL 146/PV/6; CL 146/PV/8

- m) requested that the Secretariat provide a new evaluation of the baseline calculations for the proposed budget increases in the PWB 2014-15, taking into account the budgetary impact of the IPA in the PWB 2012-13;
 - n) requested that the Secretariat identify possible options to reduce increases in staff costs as soon as possible and in any case prior to the 38th Session of the Conference, and
 - o) requested that the Globally Important Agricultural Heritage Systems continue to receive adequate funding.
10. Regarding the budget level for 2014-15, the Council:
- a) noted the challenges faced by Member Nations in the prevailing global economic and financial climate; and
 - b) noting there was no consensus on the budget level for 2014-15, recommended further consultations and agreed to hold informal meetings in a group of “Friends of the Chair” for constructive dialogue to be supported by additional information from the Secretariat prior to the 38th Session of the Conference.

Final Management Report on IPA Implementation and the FAO Reform Process⁶

11. The Council reviewed the Final Management Report on the IPA implementation and of the FAO Reform process and expressed appreciation for the work carried out by Professor Mohammad Saeid Noori Naeni and Management in the follow-up to the FAO Reform and IPA implementation.
12. The Council:
- a) took note of the recommendations of the 148th Session of the Finance Committee on the financial aspects provided in the Report and of the Joint Meeting of the 148th Session of the Finance Committee and the 113th Session of the Programme Committee on the substantive aspects provided in the Report;
 - b) considered that funds made available for the purpose of IPA implementation had been spent effectively and efficiently;
 - c) expressed appreciation for the many actions successfully implemented and requested completion of those still outstanding;
 - d) took note that the outstanding IPA Actions under the responsibility of the Secretariat would be fully implemented in 2013, and requested the Secretariat to provide an update to the 38th Conference in June 2013 on the seven IPA Actions scheduled for completion prior to Conference;
 - e) took note that the planned budgetary allocation for the IPA for 2013 would be fully and effectively expended on IPA activities in 2013 with no carry-over foreseen;
 - f) recognized the benefits associated with IPA implementation, especially the impact on culture change, and looked forward to continued internalization and mainstreaming of these benefits and an adoption of a culture of continuous improvement;
 - g) acknowledged the process for mainstreaming future reporting to the FAO Governing Bodies as indicated in the Report;
 - h) recommended that the Secretariat arrange for an Independent Review of the working of the Governance reforms be undertaken in 2014 for assessment by the Conference in June 2015. The specific modalities for this Independent Review would be reviewed by Council at its 148th Session in December 2013, with the understanding that the budget for the review would amount to approximately USD 111,000.00, and
 - i) endorsed the document and recommended that it be submitted to the 38th Session of Conference in June 2013 for approval.

⁶ C 2013/26; CL 146/LIM/7; CL 146/PV/1; CL 146/PV/2; CL 146/PV/8

Report of the Joint Meeting of the 113th Session of the Programme Committee and 148th Session of the Finance Committee (20 March 2013)⁷

13. The Council approved the Report of the Joint Meeting of the 113th Session of the Programme Committee and the 148th Session of the Finance Committee.

14. The Council endorsed the recommendations of the Joint Meeting on the updated version of the Strategy for Partnerships with the Private Sector, and accordingly approved the Strategy, as set out in *Appendix C* to this Report. In addition, the Council:

- a) emphasized the importance of the Strategy for the work of the Organization in achieving its five Strategic Objectives, the sixth objective and the two cross-cutting themes of gender and governance;
- b) recognized that the Strategy was a living document;
- c) welcomed the decentralized approach for the implementation of the Strategy;
- d) emphasized the need to maintain FAO's neutrality, impartiality and transparency, as well as the interests of Member Nations;
- e) underlined the distinction between national and international private sectors; and
- f) requested that an Annual Progress Report on the Implementation of the Strategy be presented to Member Nations, through the Joint Meeting of the Programme and Finance Committees.

Report of the 113th Session of the Programme Committee (18-22 March 2013)⁸

15. The Council endorsed the Report of the 113th Session of the Programme Committee.

16. The Council welcomed the *Mid-term Review Synthesis Report for 2012*,⁹ and:

- a) commended the progress made in implementing the approved Programme of Work and Budget 2012-13, and
- b) looked forward with interest to future Mid-term Review synthesis reports providing more information on indicators, timelines and specific examples of achievements.

17. The Council commended the quality of the *Evaluation of FAO's Role in Investment for Food and Nutrition Security, Agriculture and Rural Development*,¹⁰ noted with appreciation that Management had accepted all recommendations and emphasized the need for an investment strategy consistent with the Reviewed Strategic Framework and consistent with FAO's strategies for partnership with civil society organizations and the private sector.

18. The Council welcomed the *Evaluation of FAO's Regional and Sub-regional Offices for Europe and Central Asia*¹¹ and its Management Response, and endorsed the recommendations of the Programme Committee in this regard. In particular, the Council called on the 2014 European Regional Conference to discuss Governance issues raised in the Evaluation. The Council noted that the format of this particular Evaluation Report reflected progress towards more sustainable use of resources and reduction of translation costs of Committee documents. The Council also stressed the importance of increasing the number of FAO products translated into Russian.

19. The Council took note of the update on the rapid assessment of the internal evaluation function¹² and:

- a) encouraged the strengthening of the internal quality assurance and performance monitoring functions necessary for effective management;

⁷ CL 146/5; CL 146/LIM/5; CL 146/PV/4; CL 146/PV/8

⁸ CL 146/4; CL 146/4 Add.1; CL 146/PV/4; CL 146/PV/8

⁹ PC 113/5 – FC 148/9

¹⁰ PC 113/2; PC 113/2 Sup.1; PC 113/2 Add.1

¹¹ PC 113/3; PC 113/3 Sup.1; PC 113/3 Add.1

¹² PC 113/4

- b) noted the Programme Committee would continue to be informed of updates on future assessments of internal evaluation, and
- c) noted that the Programme Committee questioned the need for a comprehensive assessment of oversight functions at FAO.

20. The Council welcomed the actions taken in follow-up to the *Evaluation of FAO's Regional Office for the Near East and Sub-regional Office for North Africa*,¹³ and endorsed the recommendations of the Programme Committee in this regard.

21. The Council welcomed the Report of Progress on the Multi-year Programme of Work (MYPOW) of the Programme Committee.¹⁴

Report of the 148th Session of the Finance Committee (18-22 March 2013)¹⁵

22. The Council approved the Report of the 148th Session of the Finance Committee, and in particular:

- a) urged all Member Nations to make timely and full payments of Assessed Contributions to ensure that FAO continued to meet the operating cash requirements for the Programme of Work;
- b) noted the decision of the Finance Committee to maintain the Incentive Scheme for Prompt Payment of Contributions;
- c) recommended that the Draft Resolution on the Scale of Contributions for 2014-15, as set out in *Appendix D* to this Report, be submitted to the 38th Session of the Conference for adoption;
- d) noted that the Finance Committee had authorized forecasted budgetary Chapter transfers arising from implementation of the 2012-13 Programme of Work in favour of Chapters 7 and 13 from the other budgetary Chapters in 1 through 12;
- e) adopted the Resolution, as set out in *Appendix E* to this Report, for the Appointment of the Commission on Audit of the Republic of the Philippines as External Auditor of the Organization for the six-year period 2014-19;
- f) recommended that the Finance Committee review the procedures for the selection and appointment of the External Auditor, taking into account the lessons learned from the process adopted for the selection and appointment of the External Auditor for the period 2014-19;
- g) noted the importance, as stressed by the Finance Committee and as conveyed in the 2012 Office of the Inspector General (OIG) Annual Report, of implementing structured Enterprise Risk Management (ERM) processes and a robust accountability and internal control framework within FAO to support the transformational changes of the Organization;
- h) noted the Finance Committee's concurrence with the proposed updates to the Terms of Reference of the FAO Audit Committee;
- i) endorsed the extension of the terms of office of Mr Claus Andreasen (Denmark) and Mr Adnan Khan (Pakistan) for a further one year, and the appointment of Ms Lesedi Lesetedi (Botswana) and Mr Juan Manuel Portal Martínez (Mexico) for an initial period of three years, renewable thereafter up to a maximum of six years in total, as members of the FAO Audit Committee;
- j) noted the Finance Committee's concurrence with the criteria for increased delegations of authority for Article XIV Bodies, proposed in document FC 148/21, and the need for a differentiated approach given the specific characteristics of these Bodies;
- k) noted, given FAO's general accountability for the operation of Article XIV Bodies, the need for a prudent approach by recognizing the functional requirements of these Bodies, while ensuring, in a pragmatic manner, the observance of FAO's policies and procedures, and
- l) endorsed the interim appointment of Ms Suomi Sakai (Japan) as an external member of the Ethics Committee until 31 December 2013.

¹³ PC 113/6

¹⁴ CL 146/4 Add.1

¹⁵ CL 146/3; CL 146/LIM/2; CL 146/PV/4; CL 146/PV/8

23. The Council further endorsed the recommendations of the Finance Committee to the Secretariat on all other matters within its mandate, as well as the initiatives of the Finance Committee to improve its own methods of work.

FAO Strategy for Partnerships with Civil Society Organizations¹⁶

24. The Council reviewed and approved the updated version of the FAO Strategy for Partnerships with Civil Society Organizations, as set out in *Appendix F* to this Report, and endorsed the recommendations of the Joint Meeting of the Programme and Finance Committees concerning the Strategy.

25. In addition, the Council:

- a) concurred that previous comments and observations of the Council and the Joint Meeting had been fully addressed;
- b) welcomed the dynamic and inclusive consultation process by the Secretariat in updating the Strategy;
- c) emphasized the importance of the Strategy for the work of the Organization in achieving its five Strategic Objectives, the sixth objective and the two cross-cutting themes of gender and governance;
- d) emphasized the need to maintain FAO's neutrality, impartiality and transparency, as well as the interests of Member Nations;
- e) reasserted the central role of Member Nations in the Strategy and its implementation at the country level, with the *modus operandi* defined in Country Programming Frameworks, and
- f) requested that an Annual Progress Report on the Implementation of the Strategy be presented to Member Nations through the Joint Meeting of the Programme and Finance Committees.

Constitutional and Legal Matters

Report of the 96th Session of the Committee on Constitutional and Legal Matters (4-6 March 2013)¹⁷

26. The Council examined the Report of the 96th Session of the Committee on Constitutional and Legal Matters (CCLM).

27. The Council took note of the first Annual Report of the Ethics Committee, including the deliberations of the CCLM on the matter.

28. The Council approved the Draft Resolution for the Conference on Proposed Amendments to Rule XXXIII of the General Rules of the Organization concerning the Committee on World Food Security (CFS), as set out in *Appendix G* to this Report, and resolved to submit the Draft Resolution to the Conference for approval.

29. The Council noted the deliberations of the Committee on the question of the desirable qualifications for the Director-General and, in particular, on the need for Members to reach a consensus on the matter before it could be submitted for legal review by the Committee, within the framework of its general responsibility for examining amendments to, and updating of, the Basic Texts.

30. The Council approved the interim appointment of Ms Suomi Sakai (Japan), proposed by the CCLM and the Finance Committee, until 31 December 2013, to replace a resigning external member of the Ethics Committee.

¹⁶ CL 146/8; CL 146/PV3; CL 146/PV4; CL 146/PV/8

¹⁷ CL 146/2; CL 146/PV/5; CL 146/PV/8

Applications for Membership in the Organization¹⁸

31. Further to the application for Membership received from the Republic of South Sudan on 28 January 2012, the Council noted that the Director-General had received a request for Membership in the Organization from Brunei Darussalam on 17 January 2013.
32. The Council agreed to invite Brunei Darussalam to participate in an observer capacity in the 146th Session of the Council, as well as in regional and technical meetings of the Organization which could be of interest.
33. The Council agreed to submit the requests for application for Membership in the Organization by the Republic of South Sudan, already submitted to the 145th Session of the Council, and Brunei Darussalam to the 38th Session of the Conference in June 2013 for decision.

Governance Matters

Arrangements for the 38th Session of the Conference¹⁹

34. The Council agreed to submit to the Conference for approval:
- i) the Tentative Timetable set out in CL 146/6, and
 - ii) a proposal to hold the Awards Ceremony on an occasion other than the Conference, as set out in the Draft Conference Resolution (*Appendix H*), on the premise that the change would be implemented after the 38th Session of the Conference in June 2013.
35. In accordance with Rule XXIV.5 of the General Rules of the Organization, the Council agreed to put the following nominations before the Conference:
- a) Chairperson of Commission I: (Her Excellency Nomatamba Tambo) (South Africa)
 - b) Chairperson of Commission II: (Her Excellency Gerda Verburg) (Netherlands)
 - c) Vice-Chairpersons of the Conference:
 - Her Excellency Janine Tagliante Saracino of Côte d'Ivoire;
 - His Excellency Thomas Wriessnig of Germany;
 - Her Excellency Tehmina Janjua of Pakistan.
 - d) Members of the General Committee: Costa Rica, New Zealand, Slovakia, Sri Lanka, Sudan, United States of America and Zimbabwe.
 - e) Members of the Credentials Committee: Algeria, Canada, China, Colombia, Czech Republic, Honduras, Hungary, New Zealand and Oman.
36. The Council noted that there was consensus on the following seven nominees for the Resolutions Committee: Australia, Bangladesh, Canada, Equatorial Guinea, Estonia, Iraq and Uruguay.

Council Multi-year Programme of Work 2013-16²⁰

37. The Council took note of the amendments made to its Multi-year Programme of Work (MYPOW) since its last Session. (*Appendix I*)

Status of Implementation of Decisions taken at the 145th Session of the Council²¹

38. The Council took note of the status of implementation of decisions taken at its 145th Session (3-7 December 2012), and requested that any outstanding decisions be implemented effectively and rapidly.

¹⁸ C 2013/10 Rev.1; CL 146/PV/1; CL 146/PV/8

¹⁹ CL 146/6; CL 146/6 Sup.1; CL 146/LIM/6; CL 146/PV/6; CL 146/PV/8

²⁰ CL 146/9; CL 146/PV/6; CL 146/PV/8

²¹ CL 146/LIM/3; CL 146/PV/6; CL 146/PV/8

International Years²²
International Year of Soils²³
International Year of Pulses²⁴

39. Notwithstanding the provisions of paragraph 4 of the FAO Policy on the Proclamation of International Years, the Council decided to make an exception to its application and endorsed the following proposal:

- a) regarding declaring 2015 the International Year of Soils as a platform for raising awareness of the importance of soils for food security and essential eco-system functions, the Council agreed that the Draft Conference Resolution, as set out in *Appendix J* to this Report, be submitted to the 38th Session of the Conference for adoption; and
- b) regarding declaring 2016 the International Year of Pulses as a platform for raising awareness of the contribution of pulses to food security and nutrition, the Council agreed that the Draft Conference Resolution, as set out in *Appendix K* to this Report, be submitted to the 38th Session of the Conference for adoption.

40. The Council reiterated the application of the FAO Policy on the Proclamation and Implementation of International Years for all future proposals, including the requirement for an evaluation following each International Year.

Other Matters

Annual Report of the WFP Executive Board on its Activities in 2012²⁵

41. The Council welcomed and adopted the Annual Report of the World Food Programme (WFP) to the Economic and Social Council (ECOSOC) and to the FAO Council on its activities in 2012.

42. In particular, the Council:

- a) welcomed the efforts of WFP to strengthen collaboration with the other Rome-based Agencies, in particular with regard to the Committee on World Food Security (CFS);
- b) welcomed WFP's involvement in partnership and coordination efforts, jointly with other relevant international organizations, for the achievement of the international development objectives, particularly the post-2015 actions regarding food security and nutrition, as well as social protection, and
- c) noted the important programmatic and structural changes implemented at WFP during the previous year.

Calendar of FAO Governing Bodies and other Main Sessions 2013-14²⁶

43. The Council took note of the 2013-14 Calendar of FAO Governing Bodies and other Main Sessions, welcomed the ongoing efforts such as the online *Common Calendar* to improve the coordination of meetings, and agreed that its 147th Session be held on 24 June 2013. (*Appendix L*)

Provisional Agenda for the 147th Session of the Council (June 2013)²⁷

44. The Council endorsed the Provisional Agenda of its 147th Session (24 June 2013).

²² C 2013/LIM/15; CL 146/PV/6; CL 146/PV/8

²³ CL 146/7 A; CL 146/PV/6; CL 146/PV/8

²⁴ CL 146/7 B; CL 146/PV/6; CL 146/PV/8

²⁵ C 2013/INF/3; CL 146/PV/5; CL 146/PV/8

²⁶ CL 146/LIM/1; CL 146/PV/6; CL 146/PV/8

²⁷ CL 146/INF/2; CL 146/PV/6; CL 146/PV/8

Developments in Fora of Importance for the Mandate of FAO²⁸

45. The Council appreciated presentations made on the following subjects:
- a) Benefit-sharing under the International Treaty on Plant Genetic Resources for Food and Agriculture;
 - b) Second International Conference on Nutrition (ICN2);
 - c) International Day of Forests;
 - d) First Session of the Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services;
 - e) High Level Meeting of African and International Leaders “New, unified approaches to end hunger in Africa”, 30 June-1 July 2013, Addis Ababa, Ethiopia, and
 - f) Collaboration among the Rome-based Agencies.

Working Methods of the Council²⁹

46. The Council took note of the innovations implemented, and welcomed the results of the efforts undertaken by the Secretariat to improve services and methods of work.

Any Other Matters³⁰

Unveiling of the Portrait of the Independent Chairperson of the Council

47. The Council witnessed the unveiling of the portrait of Mr Luc Guyau, Independent Chairperson of the Council, at a ceremony held on 24 April 2013. The Council paid tribute to Mr Guyau and expressed appreciation for his tireless commitment to facilitating dialogue among Members and with Management during a transitional period.

Debriefing on 2012 Field Visit by Senior Officials of Rome-based Permanent Representations³¹

48. The Council was given a debriefing on the field visit to Bolivia and Nicaragua by Senior Officials of Rome-based Permanent Representations (21-28 October 2012).

Appointment of the Deputy Director-General (Knowledge)³²

49. The Director-General informed the Council of his intention to appoint a new Deputy Director-General (Knowledge), Ms Maria Helena M.Q. Semedo.
50. The Council confirmed the appointment of Ms Maria Helena M.Q. Semedo to the position of FAO Deputy Director-General (Knowledge).

²⁸ CL 146/INF/6; CL 146/PV/7; CL 146/PV/8

²⁹ CL 146/PV/6; CL 146/PV/8

³⁰ CL 146/PV/5; CL 146/PV/6; CL 146/PV/8

³¹ CL 146/PV/7; CL 146/PV/8

³² CL 146/LIM/4; CL/146/PV/1; CL 146/PV/8

APPENDIX A

Agenda for the Hundred and Forty-sixth Session of the Council

Procedure of the Session

1. Adoption of the Agenda and Timetable
2. Election of three Vice-Chairpersons, and Designation of the Chairperson and Members of the Drafting Committee

Programme, Budgetary, Financial and Administrative Matters

3. Reviewed Strategic Framework
4. Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 – (Recommendation to Conference on budget level)
5. Final Management Report on IPA Implementation and the FAO Reform Process
6. Report of the Joint Meeting of the 113th Session of the Programme Committee and 148th Session of the Finance Committee (20 March 2013)
 - 6.1 FAO Strategy for Partnerships with the Private Sector
7. Report of the 113th Session of the Programme Committee (18-22 March 2013)
8. Report of the 148th Session of the Finance Committee (18-22 March 2013)
 - 8.1 Status of Contributions and Arrears
 - 8.2 Scale of Contributions 2014-15
 - 8.3 Appointment of the External Auditor
 - 8.4 Other Matters Arising from the Report
9. FAO strategy for Partnerships with Civil Society

Constitutional and Legal Matters

10. Report of the 96th Session of the Committee on Constitutional and Legal Matters (4-6 March 2013)
11. Other Constitutional and Legal Matters, including:
 - 11.1 Applications for Membership in the Organization

Governance Matters

12. Arrangements for the 38th Session of the Conference (including tentative timetable - Recommendations to the Conference)
13. Council Multi-year Programme of Work 2013-16
14. Status of implementation of decisions taken at the 145th Session of the Council
15. International Years:
 - 15.1 International Year of Soils
 - 15.2 International Year of Pulses

Other Matters

16. Annual Report of the WFP Executive Board on its Activities in 2012
17. Calendar of FAO Governing Bodies and other Main Sessions 2013-14
18. Provisional Agenda for the 147th Session of the Council (June 2013)
19. Developments in Fora of Importance for the Mandate of FAO
20. Working Methods of the Council
21. Any Other Matters
 - 21.1 Debriefing on 2012 Field Visit by Senior Officials of Rome-based Permanent Representations
 - 21.2 Appointment of the Deputy Director-General (Knowledge)

APPENDIX B

List of Documents

CL 146/1	Provisional Agenda
CL 146/2	Report of the 96 th Session of the Committee on Constitutional and Legal Matters (4-6 March 2013)
CL 146/3	Report of the 148 th Session of the Finance Committee (18-22 March 2013)
CL 146/4	Report of the 113 th Session of the Programme Committee (18-22 March 2013)
CL 146/4 Add.1	Report of progress on the Multi-year Programme of Work (MYPOW) of the Programme Committee
CL 146/5	Report of the Joint Meeting of the 113 rd Session of the Programme Committee and the 148 th Session of the Finance Committee (20 March 2013)
CL 146/6	Arrangements for the 38 th Session of the Conference (15-22 June 2013)
CL 146/6 Sup.1	Provisional Timetable for the 38 th Session of the FAO Conference
CL 146/7 A	International Years - Part A: International Year of Soils
CL 146/7 B	International Years - Part B: International Year of Pulses
CL 146/8	FAO Strategy for Partnerships with Civil Society Organizations
CL 146/9	Council Multi-year Programme of Work 2013-16
 C 2013 Series	
C 2013/3	Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15
C 2013/Corr.1 (English only)	Medium Term Plan 2014-17 and Programme of Work and Budget 2014-15 Corrigendum
C 2013/3 Information Note 1	Cost increase assumptions and estimates – Update and additional information
C 2013/3 Information Note 2	Requests stemming from the Programme and Finance Committees (18-22 March 2013)
C 2013/3 Web Annex	Annex XI: List of Scheduled Sessions
C 2013/3 Web Annex	Annex XII : Strategic Objectives Action Plans
C 2013/7	Reviewed Strategic Framework
C 2013/10 Rev.1	Applications for Membership in the Organization
C 2013/26 ES	Final Management Report on Immediate Plan of Action Implementation and the FAO Reform Process - Executive Summary
C 2013/26	Final Management Report on IPA Implementation and the FAO Reform Process
C 2013/26 Web Annex 1 (English only)	Annex VIII - IPA Benefits Information in original IPA sequence/format

- C 2013/26 Web Annex IX - Status of IPA Actions in original IPA sequence/format
Web Annex 2
(English only)
- C 2013/INF/3 Annual Report of the WFP Executive Board to ECOSOC and the FAO Council on its activities in 2012
- C 2013/LIM/15 FAO Policy on Proclamation and Implementation of International Years

CL 147 Series

- CL 147/3 Membership of the Programme Committee, Finance Committee and Committee on Constitutional and Legal Matters

CL 146 INF Series

- CL 146/INF/1 Rev.1 Provisional Timetable
- CL 146/INF/2 Provisional Agenda for the 147th Session of the Council (June 2013)
- CL 146/INF/3 List of Documents
- CL 146/INF/4 Statement of Competence and Voting Rights submitted by the European Union and its Member States
- CL 146/INF/6 Developments in Fora of Importance for the Mandate of FAO
- CL 146/INF/7 Accountability frameworks in the United Nations system (JIU/REP/ 2011/5)
- CL 146/INF/8 Business continuity in the United Nations system (JIU/REP/2011/6)
- CL 146/INF/9 The investigations function in the United Nations system (JIU/REP/2011/7)
- CL 146/INF/10 Information and Communication Technology (ICT) governance in the United Nations system organizations (JIU/REP/2011/9)
- CL 146/INF/11 The Management of sick leave in the United Nations system (JIU/REP/2012/2)
- CL 146/INF/12 Evaluation of UN-Oceans (JIU/REP/2012/3)

CL 146 LIM Series

- CL 146/LIM/1 Calendar of FAO Governing Bodies and other Main Sessions 2013-14
- CL 146/LIM/2 Status of Current Assessments and Arrears as at 17 April 2013
- CL 146/LIM/3 Status of implementation of decisions taken at the 145th Session of the Council
- CL 146/LIM/4 Appointment of the Deputy Director-General (Knowledge)
- CL 146/LIM/5 FAO Strategy for Partnerships with the Private Sector
- CL 146/LIM/6 Arrangements for the 38th Session of the FAO Conference - Awards
- CL 146/LIM/7 Independent review as input to an assessment of the Governance Reforms (IPA action 2.74)

Other Documents

- Note on the Methods of Work of the Council
- List of Delegates and Observers

CL 146 REP Series

CL 146/REP/1 to 21.2 Draft Reports to Plenary

CL 146 PV Series

CL 146/PV/1 to 8 Verbatim Records of Plenary

CL 146 OD Series

CL 146/OD/1 to 5 Orders of the Day

APPENDIX C

FAO Strategy for Partnerships with the Private Sector

I. Rationale, mutual benefits and objectives

A. Rationale

1. FAO recognizes the private sector as a key stakeholder in the fight against food insecurity, malnutrition and rural poverty. In particular, it recognizes the potential that better coordination and collaboration between public and private sector can offer in increasing the delivery of FAO's Strategic Objectives. FAO therefore takes an open and pro-active approach to optimizing the benefits from closer collaboration, including dialogue, exchange of information and knowledge, funding initiatives and joint activities. Depending on the nature of activities, collaboration can be time-bound, or on a more continuous basis and present different levels of formalization and geographical focus.
2. Through enhancing dialogue and consultation between governments and the private sector, the Organization aims to improve efficiency and inclusiveness of development processes. This applies to agriculture, fisheries, forestry, natural resource management, the food value chain from farmer to consumer and diverse goods and services. Particular attention is paid to gender equality and the role of women in developing partnerships to improve food security and livelihoods.
3. Imbalances in the access to markets, including data and other relevant information, by different economic actors may result in difficulties for the most vulnerable in capturing benefits that can accrue from the private sector, markets and economic activities. FAO seeks to develop partnerships that help make services, goods and opportunities¹ available for this segment of the population.

B. Mutual benefits of collaboration

4. Closer collaboration of FAO and governments with relevant private sector entities is anticipated to result in: increased responsible and productive investment and innovation in agriculture; strengthened local agribusiness; enhanced efficiency in the supply chain; creation of decent rural employment; access to topical information and expertise; management and dissemination of knowledge and lessons learned; enhanced extension services (particularly technology transfer); data and scientific innovation and advances; increased entrepreneurship at country level resulting in job creation; implementation of sustainable business practices embodied in corporate social responsibility (CSR) programmes. Increased awareness about private sector perspectives will help FAO and Governments to optimally capture the potential benefits of collaboration.
5. For private sector entities, the engagement with FAO could generate: increased opportunity to be heard in international policy development and standard setting processes for food and agriculture; improved alignment of national requirements with international standards, which would enhance the ease of doing business; enhanced dialogue with governments and opportunity to contribute to the development of national planning frameworks; an environment that is more conducive to private sector responsible and productive investments; participation in processes to establish codes of conduct for responsible business practices, and promote creation of level-playing fields that would enable fairer competition and a more stable business environment.

C. Objectives

6. The main objective of the Strategy is to enhance collaboration aimed at further increasing delivery of FAO's objectives of eliminating food insecurity and reducing poverty, while safeguarding the Organization's characteristic of being a neutral forum.

¹ These partnerships will be identified on the basis of existing in-country rules and procedures.

7. More specifically, the Strategy aims at:
- a) assisting governments in enhancing coordination and collaboration with the private sector to boost agricultural production and food supply, to increase incomes, and enable the provision of employment, services and goods in isolated and vulnerable areas where access to market is particularly difficult;
 - b) helping FAO achieve its five Strategic Objectives as ‘development outcomes’ in FAO’s new Strategic Framework, at local, national and international levels;
 - c) enhancing the involvement and participation of the private sector, as an observer in international fora related to FAO’s mandate and encouraging the private sector to respect relevant standards set by such fora and Members through FAO’s governing bodies; and
 - d) enhancing the participation of the private sector through financial and non-financial contributions in FAO’s activities, with mutual cooperation including sharing of lessons learned and development of best practices.

II. Definitions of the private sector and partnerships

8. The FAO Organization-wide Strategy on partnerships² defines the term partnership as, “...cooperation and collaboration between FAO units and external parties in joint or coordinated action for a common purpose. It involves a relationship where all parties make a contribution to the output and the achievement of the objectives rather than a solely financial relationship”.

9. The private sector includes enterprises, companies or businesses, regardless of size, ownership and structure. It covers all sectors of the food, agriculture, forestry and fisheries systems from production to consumption, including associated services: financing, investment, insurance, marketing and trade.

10. FAO considers the private sector as encompassing a broad array of entities that range from farmer organizations,³ cooperatives and SMEs to the largest international corporations. For the purposes of this Strategy this also includes private financial institutions; industry and trade associations; and consortia that represent private sector interests. Academia, research institutions and philanthropic foundations are not included in this Strategy.

11. Any consortium, organization or foundation, largely funded or governed by private entities, as well as cooperatives, which generally have for-profit orientations, will be considered as private sector. In instances where this definition is not clear (e.g., cooperatives established by social movements) eligibility will be reviewed on a case-by-case basis by the Office for Communication, Partnerships and Advocacy (OCP) to determine if they fall more appropriately under the domains of civil society or private sector, on the basis of the in-country appropriate rules and procedures.

III. Categories of private sector contributions

12. FAO recognizes two main categories of contributions from the private sector: non-financial and financial contributions. These two categories are not mutually exclusive.

- a) **Mutual collaboration:** these partnerships involve active collaboration of the private sector with FAO in support of its work and in line with government priorities. Such collaboration could concern any of the areas of engagement listed below and may draw on mutual know-how, expertise and other support.

² Organization-wide Strategy on Partnerships, Rome 2011, page 2, http://www.fao.org/fileadmin/user_upload/corp_partnership/docs/stratbrochure_en_web.pdf.

³ FAO tends to consider small-scale producers organizations under the scope of civil society. Larger foundations funded or governed by private sector or commercial food organizations are usually treated as private sector. However, the division is not always clear-cut. Therefore, these organizations may be considered on a case-by-case basis to determine under which Strategy they fall more appropriately. Given FAO’s mandate, FAO will work to ensure adequate representation and participation of producers’ organizations at FAO meetings and processes to ensure their voices are considered and reflected. This will be done according to either the strategy for partnership with the private sector strategy or with civil society.

- b) **Sponsorships:** these exclusively involve financial contributions from the private sector in support of FAO's programmes through identified areas of engagement. Private sector contributions can be targeted towards specific projects and programmes

IV. Areas of engagement with private sector entities

13. Specific areas of engagement through which the private sector could contribute to delivery on FAO Strategic Objectives, include:

14. **Development and technical programmes:** the private sector can complement FAO's technical work locally, regionally and globally. Private companies can complement governmental programmes, as well as programmes that FAO develops at local level, in order to boost markets. International, large and medium-size enterprises can provide support to local SMEs and other actors, strengthening national capacity and economic growth. This can be manifested through the equitable distribution of goods and services; enabling access to agriculture insurance; providing credit and financing opportunities; agricultural inputs; improved production techniques, amongst others. Country Programme Frameworks, jointly prepared by FAO and governments, will be the basis for implementing the Strategy at the national level. Within the CPF context, governments with the assistance of FAO would identify key private sector entities that could work with Members in achieving their national development objectives.

15. **Policy dialogue:** private sector participation in policy dialogue on issues related to food and nutrition security at national and international level can contribute to the debate. It allows for private sector interests and technical expertise to be heard. This nurtures a sense of ownership that will enhance sustainability of policy adoption and implementation. FAO can play a role in encouraging and guiding such dialogue at the national and international levels. Examples of policy dialogue fora include the Private Sector Mechanism (PSM) at the Committee on World Food Security (CFS), Partnership on the environmental benchmarking of livestock supply chains and the World Banana Forum.

16. **Norms and standard setting:** FAO plays a key convenor and facilitator role in the negotiation and implementation of international codes of conduct, safety and quality standards for food and other commodities, and global conventions and regulatory frameworks in areas related to FAO's mandate (e.g. Code of Conduct for Responsible Fisheries;⁴ International Treaty on Plant Genetic Resources for Food and Agriculture; Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests).⁵ Over the years, and as agreed by Members where required, both private sector organizations and civil society organizations have provided their views as observers, which has been useful to inform the standard setting process. As agreed upon by Members, the private sector and civil society have a consultative role and are excluded from decision-making on policy development or standard setting. In order to safeguard FAO's intergovernmental nature, its independence and impartiality in decision-making.

17. **Advocacy and communication:** engaging the private sector in FAO's advocacy and communication activities could allow the Organization to reach a wider audience, with a strengthened scope and impact across broader sections of the population. The private sector might sponsor events organised at country level through financial or in-kind donations, or might help improve visibility and effectiveness of global and local public awareness initiatives. These include communication and social media outreach campaigns, patronage and co-sponsorship of FAO-led events, e.g. World Food Day, Save Food Initiative and TeleFood.

18. **Knowledge management and dissemination:** a wide range of FAO's activities are aimed at providing the international community with impartial information and knowledge, including statistics on food and agriculture. FAO's technical advice is often requested by international public and private

⁴ The participation of different stakeholders, as appropriate, in the Technical Committees, will be on the basis of decisions taken by the Members.

⁵ These normative frameworks and guidelines have resulted from negotiations and discussions at FAO's Technical Committees, such as the Committees on Forestry (COFO), Fisheries (COFI) and Agriculture (COAG).

organizations. The private sector contributes to FAO's knowledge and research capacity by providing data and information on market trends and emerging technologies. Private sector knowledge and technology can provide important contributions to public goods. FAO encourages and supports the sharing and dissemination of private sector information through global networks and along the value-chain. Examples include Access to Global Online Research in Agriculture (AGORA), FishInfo Network (FIN) and the Food Security Info Network (FSIN).

19. **Mobilization of resources:** mobilization of human, financial and other resources is fundamental to the implementation of FAO's programme of work. Private sector entities may provide human, logistics, managerial and financial resources to specific activities. When FAO responds to a humanitarian crisis, partnerships with private sector entities can assist by contributing in various ways, e.g. know-how, expert services, in-kind donations, or funds. Both can contribute to global fund raising and sponsoring of activities at all levels, as well as improving effectiveness of national implementation of policies and programmes in line with FAO's Resource Mobilization and Management Strategy.

V. Models of collaboration

20. There are different models of collaboration with the private sector that range from dialogue and consultation through to comprehensive partnerships. Not all forms of collaboration require a formalised partnership and FAO recognizes the value of developing informal collaborations as an initial step. When collaboration becomes more structured, or involves funding or other resources, a formalised partnership arrangement is required⁶.

21. Partnerships with the private sector can be formalized through existing legal arrangements used by FAO, in accordance with the Principles and Guidelines for Cooperation with the Private Sector (2000):

- a) **Memoranda of Understanding (MoU):** MoUs usually do not entail any financial commitment and establish a framework for collaboration.
- b) **Partnership Agreements:** partnership agreements are established to enable receipt of financial contributions from private sector entities.
- c) **Exchange of Letters:** in cases where collaboration is limited (to a reduced period of time, or with a more limited scope) and does not entail any financial commitments. An exchange of letters can be used, for example, to carry out a joint assessment or to coordinate actions while implementing field activities. The approval process is similar to that of MoUs.

22. FAO will encourage unearmarked or lightly earmarked support from the private sector to the Organization's Programme of Work and Budget through existing mechanisms including the FAO Multipartner Programme Support Mechanism (FMM) and new mechanisms that will be established, including a private sector Multidonor Trust Fund. These mechanisms will allow the Organization to receive contributions that can be translated into programmes and activities in line with FAO's Strategic Objectives. For larger contributions, separate trust funds may be set up, if appropriate. The Organization will establish operational rules and procedures that satisfy FAO and donor requirements for transparency and reporting.

23. FAO will continue to work closely with the other Rome-based agencies, the UN system and the UN Global Compact to monitor best practice in the use of tools for collaboration, capacity development and communication with the private sector. While acknowledging its unique characteristics, FAO will seek to achieve efficiencies of operation through drawing on the experience of other agencies, wherever appropriate.

VI. FAO risk management

24. Adopting an open approach to private sector partnerships requires adequate mechanisms to identify and manage potential risks that could affect FAO's intergovernmental character and its

⁶ Detailed guidance will be provided in revised Principles and Guidelines for FAO Cooperation with the Private Sector.

independence and impartiality. Such risks include: conflict of interest; undue influence on standard setting; and unfair advantage to specific companies. Being proactive in the selection of partners will help reduce such risks. This implies that FAO actively selects and approaches potential private sector partners that are expected to be able to make useful contributions to specific FAO Strategic Objectives. Any identification of potential partners at national level will be within the framework of the CPF and involve government endorsement from the initial stage.

25. Within the UN system, FAO is one of the organizations with a broad range of standard setting responsibilities. These include standards related to food safety, nutrition, food quality, prevention of animal and plant diseases, fisheries, forestry, biodiversity, trade and use of pesticides. These standards serve to protect the public interest and often have a bearing on operations of private sector businesses. FAO follows a policy to ensure that views of private sector stakeholders are heard, and that the private sector is encouraged to respect these standards, but at the same time it also ensures that there are adequate safeguards against undue influence and that full independence of decision-making on such standards is guaranteed.

26. Over recent years, the demand for partnerships with the private sector has been increasing both at HQ and decentralized levels. In order to be able to respond to such requests, a thorough risk assessment process has been developed to assess proposed private sector partnerships. This process will be further improved as the Organization develops more experience in this area.

27. FAO's current risk assessment consists of three distinct steps:

1) Preliminary screening - Partnerships and Advocacy Branch (OCP)

28. FAO's initial screening of potential partners is performed according to the following principles and guidelines: the UN Global Compact Principles,⁷ the Guidelines on Cooperation between the United Nations and the Business Sector,⁸ the FAO corporate risk factors as outlined in the 2000 Principles and guidelines for FAO cooperation with the Private sector, and existing CSR standards. The information gathered also includes: (a) identification of the proposed partners' business segments and geographical operations; (b) its major shareholders and subsidiary groups; and (c) its corporate social responsibility activities. If required, information might be asked to regional offices.

29. In particular FAO screens the proposed partner against UN Global Compact Principles, human and labour rights, environmental and governance practices, and conducts an initial assessment of the partnership against FAO risk factors (conflict of interest, threat to neutrality/scientific credibility, unfair advantage, and financial risk). A colour code is used to provide an instant analysis of the outcome of the screening assessment, depending upon the level of compliance with international principles and standards.⁹

2) Review - Sub-Committee for Review of Financial and other Agreements (SubCom-RFA)

30. The Sub-Committee RFA, composed by FAO management and senior technical officers (including a representative from both the regional office and the legal office), elaborate on the initial screening carried out by OCP and reviews and examines partnership proposals in the specific operational context, with particular attention to corporate risk factors and envisaged mutual benefits. The SubCom-RFA then summarizes its findings and makes a recommendation to the Partnerships Committee.

⁷ [The UN Global Compact ten principles](#), 2000, address core values in the areas of human rights, labour, environment and governance, and are derived from the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

⁸ [Guidelines on Cooperation between the United Nations and the Business Sector](#), 2009 serve as a common framework for the UN system in partnering with the business sector. The guidelines address general principles on partnerships among which are transparency, integrity, independence and no unfair advantage.

⁹ International Principles and Standards include: the UN Global Compact Principles, the Guidelines on Cooperation between the United Nations and the Business Sector and the FAO corporate risk factors as outlined in the 2000 Principles and guidelines for FAO cooperation with the Private sector.

3) *Decision - Partnerships Committee (PC)*¹⁰

31. The Partnership Committee, chaired by the Director-General, with the participation of the highest level organization is responsible for the final endorsement of partnership proposals.

4) *Monitoring and reporting – OCP in collaboration with FAO Focal Points for partnerships*

32. All partnerships will be monitored and evaluated to ensure that they continue to meet FAO requirements and to assess the expected outcome and impact. This will involve annual reporting on all individual partnerships. Any infringement on original selection criteria will result in re-assessment of the partnership and may lead to its cancellation. Full transparency will be ensured by a yearly report detailing screening criteria and results, and a list of approved partnerships made available to Members.

VII. Implementing the Strategy

33. The Office for Communication, Partnerships and Advocacy (OCP) is the responsible unit for the implementation of this Strategy and the associated corporate tasks as specified below.

34. To ensure coherent and effective implementation of the Strategy across the Organization, each regional office and technical division at headquarters will designate a partnership focal point to support the development of collaboration with the private sector. The private sector unit at headquarters is being reinforced and will coordinate the network of focal points.

35. The key areas of OCP support will include: creation and maintenance of a corporate database of past and ongoing partnerships; developing and maintaining a network of Partnerships Focal Points throughout the Organization; enhancing exchange of information through the Partnerships Focal Point network; developing appropriate tools and implementing staff training on private sector partnerships at headquarters and decentralized offices; guide and facilitate the development of partnerships by technical units and decentralized offices; provision of a help-desk function; development of an interactive web-portal; conducting of preliminary screening of proposed partnerships; coordinate and collaborate with private sector partnership programmes of other UN agencies and the UN Global Compact; reporting on progress in implementation of the Strategy.

36. Functions related to assessment and management of risks will be separated from advocacy and catalytic functions to promote and develop partnerships.

37. At the global and regional levels, OCP assistance will focus on four key areas:

- a) building capacity in FAO to develop partnerships that address needs identified by FAO and governments;
- b) developing innovative mechanisms for partnerships with the private sector (e.g. through multi-stakeholder partnerships);
- c) providing practical assistance to colleagues in decentralized offices and divisions in the development of partnerships, including the identification and management of risks and the monitoring of outcome and impact; and
- d) developing best practices from the available information on ongoing partnerships with the private sector.

38. Exchange of information and knowledge will be fostered through regional and global platforms and associations in which the private sector is represented.

39. At the national level, implementation of this Strategy will be through the Country Programme Frameworks, which will indicate potential areas of cooperation with the private sector. The CPF is the mechanism through which FAO and the governments define their priorities and work plans.

40. It is recognised that in many cases collaboration starts at the field level, building on local needs and established relationships. At the request of governments, FAO's decentralized offices, could provide support in building partnerships with the private sector that can promote country-level development and poverty alleviation programmes within the context of CPFs. Decentralized offices,

¹⁰ Partnership Committee composition and Modus Operandi, please see Director-General's Bulletin2010/22.

could also assist governments in developing local action plans and in identifying potential partners. These action plans will form an integral part of the CPF and be aligned with FAO's Strategic Objectives and the areas of engagement and criteria detailed in this Strategy.

41. OCP's role is to provide guidance and support to concerned staff in the implementation and management of partnerships, OCP will also serve as a catalyst and focal point in expanding the quality, number and impact of FAO's relationships with the private sector at global, regional and national levels.

VIII. Monitoring, evaluation and accountability

42. OCP, together with key FAO units, will continue to develop a monitoring system, design progress indicators and determine means of verification aimed at evaluating the delivery of partnerships on agreed objectives. The monitoring system will be linked to FAO's corporate information and project management tools, and inform the corporate Results Based Management (RBM) framework. Staff responsible for specific partnerships will report regularly on progress and the reports will be uploaded in corporate information systems. This monitoring system will assist the Organization in improving the quality of its partnerships, evaluating their outcome and impact, including through a set of indicators against which performance can be evaluated. The renewal or termination of partnership agreements will be decided accordingly.

43. For each partnership, a technical officer will be assigned to serve as contact person and be responsible for the day-to-day management of the partnership, including the regular reporting. The Director of the Division concerned will carry overall responsibility and is expected to ensure adequate management of risks and benefits deriving from the partnership.

44. FAO recognizes that effective management of partnerships with the private sector requires the maintenance of a high-quality database of past and ongoing partnerships with the private sector that serve as an accessible repository of accumulated experience of working with the private sector that can be a source of organizational learning both for FAO and its partners.

45. OCP will issue an annual report detailing collaboration between FAO and the Private Sector. The report will provide details on geographical distribution, industry category, outcomes, key achievements and financial aspects. The report will be made available on the partnerships web portal.

46. The OCPP Web site will list the selection criteria for collaboration with the private sector and provide up-to-date lists of approved partnerships to ensure transparency.

47. In addition, OCP will inform the appropriate governing bodies on a regular basis about the progress of the implementation of this strategy and key lessons learnt.

Annex I: General Principles from the FAO Organization-wide Strategy on Partnerships and basic principles for FAO partnership with the Private Sector

A. General Principles from the FAO Organization-wide Strategy on Partnerships

A partnership should lead to a clear and mutual added value in terms of results relevant to shared goals and objectives, weighted against costs and impediments. Therefore, costs versus benefits need to be carefully considered;

A partnership should serve as a means for greater effectiveness in supporting international governance of agriculture and agricultural development, including through results-based monitoring and incorporating lessons learned, in line with FAO's goals and strategic objectives;

Building on ongoing collaboration, new partnerships should be based on the comparative advantages of each partner;

The nature of the role of FAO in a partnership, which could be that of a leader, facilitator or participant, should be determined by the nature and relevance of inputs and services to be provided;

FAO must at all times preserve its neutral and impartial role in partnerships and act in a transparent manner while at the same time avoiding any conflict of interest;

The implementation of global partnerships should take into account conditions and requirements at regional and country levels.

B. Basic Principles for FAO Partnership with the Private Sector

The FAO's Principles and guidelines for FAO cooperation with the Private sector were first issued in 2000¹¹. The current Strategy and experience with partnerships to date will inform their revision. These Principles and guidelines are aligned with the UN Business Guidelines and similar principles of other UN agencies and the World Bank. All FAO partnerships with the private sector are expected to adhere to the following Principles:

- a) **Alignment with UN guidelines and international agreements:** Compliance and alignment with common UN guidelines is a prerequisite for a mutual beneficial partnership;
- b) **Conformity with FAO's mission, mandate, objectives and work programme.** Partnership activities must be consistent with FAO's mandate and should enhance the effectiveness of its work programme. FAO does not enter into partnership with organizations or enterprises whose products, programmes or methods of operation are judged by the Organization to be unethical or otherwise antithetical to its mandate; or into partnerships that might in any way undermine the Organization's credibility with Member Governments as a steward of public trust and funds;
- c) **Common objectives and mutual benefits:** A prerequisite of a partnership is alignment in mission and mandate, as well as long-term objectives;
- d) **Non-exclusivity with no preferential treatment, unfair advantage or endorsement:** No contribution may be construed as an FAO endorsement of any product or service, nor will FAO enter into any agreement that excludes the right to negotiate similar arrangements with other partners. Under no circumstances will a voluntary contribution from a private sector entity entitle that entity to special consideration in FAO recruitment, procurement or contracting procedure or give the appearance of any such favourable treatment;
- e) **Neutrality and integrity:** Partnerships must ensure that the neutrality of the Organization is maintained and the integrity, independence and reputation of FAO are not put at risk. In particular, declarations of interests are to be made explicit for policy, normative, knowledge production and dissemination work included in the partnership agreement;

¹¹ The revision of the Principles and guidelines for FAO cooperation with the Private sector, 2000, will be informed by the current strategy.

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- f) **Accountability of all parties with clear and agreed responsibilities:** Partnership activities will be designed and implemented in a manner that ensures clear and agreed responsibilities and accountability by all partners;
 - g) **Transparency:** Joint FAO/private sector initiatives will be fully transparent. Information on agreed activities will be publicly available and may be reported in documents to FAO's governing bodies. In partnership activities where business confidentiality is necessary or proprietary knowledge is a factor, exceptions to full transparency may be agreed on the basis of narrowly established criteria and explicit agreements;
 - h) **Sustainability:** Partnership activities should be planned to promote economic, environmental and social sustainability and to make optimum use of a partner's resources. A mutually agreed process for the monitoring and evaluation of partnership projects should be built into the project design;
 - i) **Respect for intellectual property in delivery of public goods:** There will be consultation and prior agreement between FAO and private sector partners regarding specific activities that could generate material subject to copyright, patent or other intellectual property jurisdiction;
 - j) **Scientific credibility and innovation:** Partnership activities should be defensible in terms of objective scientific judgment. FAO will further develop this principle to ensure that scientific credibility is protected.

APPENDIX D
Draft Resolution for the Conference
Scale of Contributions 2014-2015

THE CONFERENCE,

Having noted the recommendations of the Hundred and Forty-sixth Session of the Council;

Confirming that as in the past, FAO should follow the United Nations Scale of Assessments subject to adaptation for the different membership of FAO;

Decides that the FAO Scale of Contributions for 2014-15 should be derived directly from the United Nations Scale of Assessments in force during 2013, 2014 and 2015;

Adopts for use in 2014 and 2015 the Scale as set out below.

(2012-2013 Scale shown for comparative purposes)

	Proposed Scale ¹	Actual Scale ²
Member Nation	2014-15	2012-13
Afghanistan	0.005	0.004
Albania	0.010	0.010
Algeria	0.138	0.129
Andorra	0.008	0.007
Angola	0.010	0.010
Antigua and Barbuda	0.002	0.002
Argentina	0.434	0.288
Armenia	0.007	0.005
Australia	2.085	1.942
Austria	0.802	0.855
Azerbaijan	0.040	0.015
Bahamas	0.017	0.018
Bahrain	0.039	0.039
Bangladesh	0.010	0.010
Barbados	0.008	0.008
Belarus	0.056	0.042
Belgium	1.004	1.080

¹ Derived directly from the UN Scale of Assessments for 2013-2015 as adopted by General Assembly Resolution 67/238 of 21 December 2012

² Derived directly from the UN Scale of Assessments for 2010-2012 as adopted by General Assembly Resolution 64/248 of 24 December 2009

Belize	0.001	0.001
Benin	0.003	0.003
Bhutan	0.001	0.001
Bolivia	0.009	0.007
Bosnia and Herzegovina	0.017	0.014
Botswana	0.017	0.018
Brazil	2.950	1.619
Bulgaria	0.047	0.038
Burkina Faso	0.003	0.003
Burundi	0.001	0.001
Cambodia	0.004	0.003
Cameroon	0.012	0.011
Canada	3.000	3.222
Cape Verde	0.001	0.001
Central African Republic	0.001	0.001
Chad	0.002	0.002
Chile	0.336	0.237
China	5.176	3.204
Colombia	0.261	0.145
Comoros	0.001	0.001
Congo	0.005	0.003
Cook Islands	0.001	0.001
Costa Rica	0.038	0.034
Côte d'Ivoire	0.011	0.010
Croatia	0.127	0.098
Cuba	0.069	0.071
Cyprus	0.047	0.046
Czech Republic	0.388	0.351
Democratic People's Republic of Korea	0.006	0.007
Democratic Republic of the Congo	0.003	0.003
Denmark	0.679	0.740
Djibouti	0.001	0.001
Dominica	0.001	0.001
Dominican Republic	0.045	0.042
Ecuador	0.044	0.040
Egypt	0.135	0.095

El Salvador	0.016	0.019
Equatorial Guinea	0.010	0.008
Eritrea	0.001	0.001
Estonia	0.040	0.040
Ethiopia	0.010	0.008
Fiji	0.003	0.004
Finland	0.522	0.569
France	5.623	6.152
Gabon	0.020	0.014
Gambia	0.001	0.001
Georgia	0.007	0.006
Germany	7.180	8.056
Ghana	0.014	0.006
Greece	0.642	0.694
Grenada	0.001	0.001
Guatemala	0.027	0.028
Guinea	0.001	0.002
Guinea-Bissau	0.001	0.001
Guyana	0.001	0.001
Haiti	0.003	0.003
Honduras	0.008	0.008
Hungary	0.268	0.292
Iceland	0.027	0.042
India	0.670	0.537
Indonesia	0.348	0.239
Iran (Islamic Republic of)	0.358	0.234
Iraq	0.068	0.020
Ireland	0.420	0.500
Israel	0.398	0.386
Italy	4.472	5.023
Jamaica	0.011	0.014
Japan	10.892	12.590
Jordan	0.022	0.014
Kazakhstan	0.122	0.076
Kenya	0.013	0.012
Kiribati	0.001	0.001

Kuwait	0.275	0.264
Kyrgyzstan	0.002	0.001
Lao People's Democratic Republic	0.002	0.001
Latvia	0.047	0.038
Lebanon	0.042	0.033
Lesotho	0.001	0.001
Liberia	0.001	0.001
Libya	0.143	0.130
Lithuania	0.074	0.065
Luxembourg	0.082	0.091
Madagascar	0.003	0.003
Malawi	0.002	0.001
Malaysia	0.283	0.254
Maldives	0.001	0.001
Mali	0.004	0.003
Malta	0.016	0.017
Marshall Islands	0.001	0.001
Mauritania	0.002	0.001
Mauritius	0.013	0.011
Mexico	1.852	2.367
Micronesia (Federated States of)	0.001	0.001
Monaco	0.012	0.003
Mongolia	0.003	0.002
Montenegro	0.005	0.004
Morocco	0.062	0.058
Mozambique	0.003	0.003
Myanmar	0.010	0.006
Namibia	0.010	0.008
Nauru	0.001	0.001
Nepal	0.006	0.006
Netherlands	1.663	1.864
New Zealand	0.254	0.274
Nicaragua	0.003	0.003
Niger	0.002	0.002
Nigeria	0.091	0.078
Niue	0.001	0.001

Norway	0.856	0.875
Oman	0.103	0.087
Pakistan	0.086	0.083
Palau	0.001	0.001
Panama	0.026	0.022
Papua New Guinea	0.004	0.002
Paraguay	0.010	0.007
Peru	0.118	0.091
Philippines	0.155	0.091
Poland	0.926	0.832
Portugal	0.477	0.514
Qatar	0.210	0.136
Republic of Korea	2.005	2.271
Republic of Moldova	0.003	0.002
Romania	0.227	0.178
Russian Federation	2.451	1.610
Rwanda	0.002	0.001
Saint Kitts and Nevis	0.001	0.001
Saint Lucia	0.001	0.001
Saint Vincent and the Grenadines	0.001	0.001
Samoa	0.001	0.001
San Marino	0.003	0.003
Sao Tome and Principe	0.001	0.001
Saudi Arabia	0.869	0.834
Senegal	0.006	0.006
Serbia	0.040	0.037
Seychelles	0.001	0.002
Sierra Leone	0.001	0.001
Slovakia	0.172	0.143
Slovenia	0.101	0.104
Solomon Islands	0.001	0.001
Somalia	0.001	0.001
South Africa	0.374	0.387
Spain	2.989	3.192
Sri Lanka	0.025	0.019
Sudan	0.010	0.010

Suriname	0.004	0.003
Swaziland	0.003	0.003
Sweden	0.965	1.069
Switzerland	1.053	1.135
Syrian Arab Republic	0.036	0.025
Tajikistan	0.003	0.002
Thailand	0.240	0.210
The former Yugoslav Republic of Macedonia	0.008	0.007
Timor-Leste	0.002	0.001
Togo	0.001	0.001
Tonga	0.001	0.001
Trinidad and Tobago	0.044	0.044
Tunisia	0.036	0.030
Turkey	1.335	0.620
Turkmenistan	0.019	0.026
Tuvalu	0.001	0.001
Uganda	0.006	0.006
Ukraine	0.100	0.088
United Arab Emirates	0.598	0.393
United Kingdom	5.207	6.636
United Republic of Tanzania	0.009	0.008
United States of America	22.000	22.000
Uruguay	0.052	0.027
Uzbekistan	0.015	0.010
Vanuatu	0.001	0.001
Venezuela (Bolivarian Republic of)	0.631	0.316
Viet Nam	0.042	0.033
Yemen	0.010	0.010
Zambia	0.006	0.004
Zimbabwe	0.002	0.003

APPENDIX E
Resolution 1/146
Appointment of the External Auditor

THE COUNCIL,

Noting that the Finance Committee recommends the appointment of the Commission on Audit of the Republic of the Philippines as External Auditor of the Organization;

Recognizing the need and importance of the function of the External Auditor to review and certify the accounts of the Organization;

Decides to appoint the Commission on Audit of the Republic of the Philippines as External Auditor of the Organization for a period of six years commencing with the year 2014.

(Adopted on 26 April 2013)

APPENDIX F

FAO Strategy for Partnerships with Civil Society Organizations

I. Objectives and principles

A. Objectives

1. The Strategy establishes a framework for FAO-CSO collaboration, providing FAO staff with practical guidance on how to establish effective partnerships with civil society organizations.

2. It has been elaborated with the understanding that: (i) given the intrinsic nature of its membership and governance, the main interlocutors of FAO are its members governments; and (ii) the basic texts, rules, procedures or composition of FAO's governing bodies¹ are wholly unaffected by the Strategy.

3. Its specific objectives, at the two different levels of engagement are:

At the decentralized level:

- a) to assist in undertaking mapping exercises and identifying key local CSOs, which work in the areas of food security and nutrition, that can contribute to the priorities defined by Member States in the Country Programming Frameworks (CPFs);
- b) to foster collaborations and partnerships between FAO, Member States and CSOs during different stages of programme and project development, particularly at field and operational level;
- c) to capitalize on the outreach capacities of CSOs, as well as their detailed knowledge of grassroots realities and regional contexts, which can complement FAO's stock of knowledge and technical expertise;
- d) to support national and regional consultative and multi-stakeholder mechanisms with wide representation of different civil society constituencies for policy discussion, implementation and monitoring of programmes; and
- e) to support Member States in achieving the five Strategic Objectives as 'development outcomes' established in FAO's reviewed Strategic Framework, particularly those outcomes under Strategic Objective 1 on hunger eradication and Strategic Objective 3 on poverty reduction.

At the global level:

- a) to engage a broad and equitable range of CSOs in partnership with FAO, ensuring balanced geographic representation;
- b) to ensure that the views of the poor and marginalized are brought to FAO policy discussions through their civil society organizations;
- c) to encourage inclusive processes for policy dialogue, technical management and sharing of expertise and knowledge; and
- d) to improve FAO's knowledge and capacity to work in partnership with CSOs, in line with the guiding principles of this strategy;

¹ In this document, whenever the FAO governing bodies are mentioned, it is under the overarching principle that: this Strategy does not alter the present decision-making capacity of Member States, and does not change the rules and procedures of the governing bodies. Participation of civil society organizations in meetings of FAO governing bodies is subject to decision by Member States.

4. FAO will collaborate with CSOs to ensure two main outcomes:
- a) *Process-driven outcomes*: focus on the participation and inclusion of a wide a range of relevant CSOs, ensuring balanced representation among geographic areas, types of organizations and the various constituencies, in order to better inform and influence policy discussions and debates;
 - b) *Output-driven outcomes*: on technical work at field level, in which FAO, Member States and partner organizations work towards common outputs. These outputs improve the lives of the poor by bringing together FAO's technical expertise with CSOs' outreach and local knowledge.

B. Underlying principles of FAO-CSO engagement

5. This Strategy has been elaborated under the understanding that: (i) given the intrinsic nature of its membership and governance, the main interlocutors for FAO are its member governments; and (ii) the basic texts, rules, procedures or composition of FAO's governing bodies will not be affected by this Strategy.

6. Successful partnerships result from different organizations working towards shared goals. However, working together does not mean that parties must share the same positions, visions, or outlooks. Instead partnerships with CSOs should be based on mutually accepted principles.

Mutual Principles

- a) A partnership is a voluntary association of actors sharing a common interest; based on mutual respect and acknowledgement of each organization's capacities; built upon the comparative advantage and knowledge of each organization, and not compromising the position, opinions and nature of any of the partners.
- b) Respect for UN principles, human rights and dignity, gender equality and, in particular, the progressive realization of the right to adequate food in the context of national food security.

FAO's acknowledgement of relevant principles for civil society organizations

- a) *Autonomy and self-organization*: once granted access to a forum, civil society organizations can autonomously organize, deciding how best to occupy the different spaces of dialogue and express their positions.
- b) *Internal consultations*: civil society organizations will carry out internal consultations among their constituencies to establish their positions and identify their representatives.
- c) *Sufficient time*: civil society organizations need time to cascade relevant information to their main offices and members prior to consolidating and presenting a joint position.

Civil society acknowledgement of relevant principles for FAO

- a) *FAO Membership and Governance*: FAO is an Organization accountable to its Member States. The nature of the Organization entails agreements and adoption of standards of other UN and intergovernmental bodies.
- b) *Neutral forum*: FAO can provide a neutral forum for dialogue and debate.
- c) *Knowledge organization*: FAO is a knowledge organization, not a funding institution. In those cases when the Organization funds a CSO, FAO's rules and regulations apply.

II. Definition and types of civil society organizations

A. Civil society: A definition

7. In 1998 the UN defined civil society as: “the sphere in which social movements organize themselves around objectives, constituencies, and thematic interests.”² Civil society is a broad category which encompasses a wide variety of organizations, which although different, often share certain common goals, resources and/or approaches to maximize their decision-making capacity, advocacy and knowledge.

B. Types of civil society organizations (CSOs)

8. This strategy considers civil society organizations as those non-state actors that fit within three main categories (i.e. member-based organizations (MBOs); non-governmental organizations (NGOs); and social movements (SMs) as described below) that work in areas related to FAO’s mandate. Due to their varied nature, categorizing CSOs into distinct groups is a challenge and overlap is likely to exist.

9. For organizations that do not have a legal status, a decision will have to be made on a case-by-case basis. Formal agreements require a legal structure. Those civil society platforms or community-based organizations with no legal status will have to seek the assistance of a CSO with juridical standing if a formal agreement with FAO is to be signed. When collaborations are informal, particularly at the field level with community-based organizations, one of the main contributions from FAO can be to assist them in formalizing their organization.

Member-based organizations (MBOs)

10. Member-based organizations are locally-based organizations made up of stakeholders (e.g. small farmers, fishers or forest dwellers) who want to work towards a variety of common goals, such as managing common resources, lobbying their Member States on certain issues, or helping to satisfy local needs by providing goods or services. Their primary objective as an organization is to improve their livelihoods and those of their members. MBOs work to be self-sustainable, requiring members to contribute in some way, e.g. through paying an annual fee or providing services.

11. MBOs are democratic in structure, and are subject to local laws and regulations. This provides internal accountability to their members and enhances the legitimacy of these organizations. MBO leaders are elected democratically by their Members and often come from the most vulnerable communities.

12. MBO activities are aimed at impacting policies or providing public (not private) goods or service where there may be a gap in services provided by the State or the private sector. These can range from training their members to advocacy and lobbying.

13. An example of MBOs is the local agricultural research committees (CIALS) in the Honduran Hillsides, sponsored by the International Centre for Tropical Agriculture.

Non-governmental organizations (NGOs)

14. NGOs are formally constituted, legally registered, free from commercial interests, non-profit organizations that provide services, information and expertise, sensitize public opinion, and conduct advocacy activities. For years, FAO has been working with NGOs on policy discussions, normative work and field initiatives (e.g. collaborating in assessments, exchanging technical support and knowledge on food security and nutrition, etc.). FAO has also capitalized on their capacities when implementing its field programme. NGOs can also play a vital role in facilitating the quick delivery of emergency response interventions to affected populations.

15. An example of an FAO-NGO collaboration is the International Collective in Support of Fishworkers (ICSF), which is cooperating with FAO’s Fisheries and Aquaculture Department in the

² UNGA A/53/170 “Arrangements and practices for the interaction of non-governmental organizations in all activities of the United Nations System”
<http://documents-dds-ny.un.org/doc/UNDOC/GEN/N98/202/59/pdf/N9820259.pdf?OpenElement>

implementation of the Code of Conduct for Responsible Fisheries for the benefit of small-scale fisheries and fish workers.

Social movements (SMs) working in food security³

16. This category includes platforms, committees, mechanisms, federations and networks of advocacy-based and policy-oriented organizations related to FAO's mandate on food security and nutrition, which promote claims or rights of specific constituencies (e.g. land-holding farmers, fishers and fish workers, pastoralists and herders, forest dwellers, rural landless workers, urban poor, indigenous peoples).

17. Social movements working in food security emerge from historical circumstances. They share similar goals, promote awareness and attempt to influence policy-makers in development, social and/or political issues, some of which coincide with FAO's mandate. While their legal status⁴ and characteristics may vary, their common trait is to work to strengthen the capacities of the organizations under their coordination-umbrella to advocate for the common interests, concerns, views and goals of their constituencies.⁵

18. FAO has collaborated with various social movements working in food security including: the Civil Society Mechanism and the International Planning Committee for Food Sovereignty.

Indigenous peoples and other ethnic minorities

The needs of Indigenous Peoples and ethnic minority groups are recognized in the 2010 FAO Policy on Indigenous and Tribal Peoples.⁶ This policy takes into consideration the fact that among the most vulnerable, indigenous peoples and ethnic minority groups deserve particular attention. It is estimated that although indigenous peoples represent 5 percent of the world's population, they comprise about 15 percent of the total poor. FAO considers indigenous and tribal peoples, with their wealth of ancestral knowledge, to be key strategic partners in the fight against hunger. The increasing participation of indigenous peoples and other ethnic minorities in public policy debates and fora is an important step towards strengthening their rights and improving their situation.

III. Mutual benefits and areas of collaboration

A. Mutual benefits

19. By expanding its collaboration with CSOs, FAO aims to capitalize on the capacities, knowledge and skills of CSOs. FAO ensures that any assistance it provides to vulnerable people is delivered in a coordinated and accountable way. These mutual benefits provide the basis for FAO to engage in partnership with CSOs.⁷

20. FAO acknowledges the following comparative advantages of CSOs: their outreach capacity to the poor and vulnerable; their mobilization and advocacy capacity; the representation of their broader

³ Member-based organizations are different from social movements in that they respond directly to their members. Social movements coordinate different organizations, which may include MBOs as well as NGOs.

⁴ FAO works on food security related matters with a number of social movements and platforms that may not have legal standing as a movement, but whose membership includes numerous legally-registered organizations. In those cases where a formal agreement is required between FAO and the movement, a legally-registered organization from within the movement will be delegated responsibility for the work being carried out and sign any formal agreements with FAO on behalf of the whole social movement.

⁵ FAO is developing indicators to be able to identify and monitor the governance structures and levels of accountability and representation of social movements to ensure that these movements are in fact working with and representing the people and organizations they claim to be.

⁶ <http://www.fao.org/docrep/013/i1857e/i1857e00.htm>

⁷ When partnering with CSOs, a number of considerations should be made (e.g. limitations for some CSOs to fully engage at all levels of policy dialogue; dependency of some CSOs on external funding, which could influence their views and raise issues of sustainability; and the possibility of creating a divide between local governments and local civil society).

networks; their key role in community-based management of natural resources; and their knowledge of local contexts.

21. The following table summarizes some of these mutual benefits:

<u>Benefits for FAO</u>	<u>Benefits for CSOs</u>
<ul style="list-style-type: none"> - Inclusion in discussions of isolated and vulnerable groups. - Better representation in debates and discussions. - Increased advocacy and mobilization capacity. - Complementary outreach and capacity for field activities, including improved emergency response. - Enhanced ownership of endorsed policies/ strategies. - Access to resources (human, physical, knowledge). 	<ul style="list-style-type: none"> - FAO provides access to a neutral forum for discussions <i>vis-à-vis</i> private sector, Member States and other stakeholders. - Access to information, capacity building, technical knowledge and expertise on key food security areas. - Possibility of suggesting items for discussion in the agendas of FAO meetings. - FAO can facilitate discussion and the exchange of views between CSOs and member states at all levels.

B. Areas of collaboration

22. Six areas of collaboration have been identified:⁸

1) Field programme: to strengthen local capacities and project outreach in a more cost-effective manner, FAO, in coordination with Member States, will promote dialogue and partnerships at field level with civil society to design, implement and monitor quality and sustainable local initiatives, programmes, projects and emergency responses. FAO acknowledges that the chain of accountability to affected populations travels from the funding source to the end recipient, requiring FAO and other agencies to discuss and negotiate with their partners (e.g. the food security cluster and its humanitarian partners; forestry national fire surveillance systems with local NGOs; seed multiplication in Haiti with local NGOs).

2) Knowledge sharing and capacity development: FAO is in a unique position to promote and facilitate the flow of global knowledge on agriculture and nutrition issues and make it accessible to all sectors of society. However, FAO will also capitalize on the detailed knowledge CSOs have from the grassroots level and regional contexts, which will greatly complement the stock of knowledge and technical expertise that FAO promotes. This exchange will allow FAO to better respond to local contexts and needs (e.g. the Gambia Forestry Department worked with FAO and local civil society institutions, such as the National Consultancy on Forestry Extension Services and Training, to institutionalize a step-by-step participatory enterprise development tool that supports the sustainability of transfer of forest resources to the communities).

3) Joint use of resources in emergency situations: large international and national NGOs, foundations, and academic institutions have considerable stocks of human and financial capital, supplies, assets and capacity development strengths. Some of these entities are specifically mandated and funded to provide support to UN agencies with a range of services. In turn, grassroots CSOs will have numerous contacts, not only at grassroots level, but also with large formal and informal social networks and platforms. FAO will increase cooperation with some organizations to jointly mobilize and use the wide human, physical and financial resources available, increase the scale and focus of FAO's technical support, improve the coordination capacity of all stakeholders and ensure improved accountability to affected populations⁹ (e.g. humanitarian organizations have stand-by partner agreements with FAO through which staff, equipment and supplies can be made available for FAO's deployment missions when

⁸ The set of tools intended to complement the strategy outline a plan of implementation and guidelines for ensuring a balanced representation of CSO participation.

⁹ In 2011, through the Inter-Agency Standing Committee, FAO committed to promote accountability to affected populations with its partners and to incorporate these commitments into partnership agreements. A guidance note on accountability to affected populations is being prepared.

responding to crises). The Emergencies and Rehabilitation Division (TCE) will collaborate together with OCP in these interventions.

4) Policy dialogue: FAO may establish fora for policy dialogue or, when requested, support Member States in creating policy dialogue fora on issues related to food security and nutrition. These fora could be multistakeholder discussions including CSOs in the dialogue together with Member States and decision-makers, thus increasing ownership, accountability and sustainability of policy adoption and implementation (e.g. providing inputs to FAO Regional Conferences,¹⁰ post Rio+20).

5) Normative activities: FAO supports the involvement of CSOs along with Member States, research institutions and other interested stakeholders in the implementation of codes of conduct, global conventions and regulatory frameworks in areas related to FAO's mandate (e.g. Code of Conduct for Responsible Fisheries;¹¹ International Treaty on Plant Genetic Resources for Food and Agriculture; Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests).¹²

6) Advocacy and communication: FAO and civil society partners will jointly raise public awareness and build strong support and political will in the fight against poverty and food insecurity. They will benefit from each other's extensive experience, networks and outreach. Together they can reach grassroots audiences, raise issues to key decision-makers, inform public opinion (any joint advocacy initiative will abide by UN principles).

IV. Strategy implementation

A. Institutional arrangements

23. Under the general guidance of the Director-General, the Partnerships and Advocacy Branch (OCP) in the Office for Communication, Partnerships and Advocacy (OCP) is the responsible unit for implementation of this Strategy.

24. OCP will be responsible for the following in support of the implementation of this strategy:

- a) assist each of the five FAO regional offices in recruiting one focal point for partnerships. These regional focal points will provide guidance and support in the roll-out of Country Programming Frameworks and in implementing partnerships with CSOs at regional, national and subnational levels;
- b) provide support and work in close collaboration with FAO staff in technical units and decentralized offices;
- c) support FAO staff at all levels in developing and maintaining regular dialogue with CSOs to foster relationships built on mutual trust and to encourage joint activities and collaboration;
- d) collaborate with key units in FAO to develop capacity building material for FAO staff at decentralized and headquarters levels. The capacity development material will provide guidance to staff at all levels on how to liaise with CSOs;
- e) carry out a stock-taking exercise to identify existing collaborations with CSOs in various FAO departments; and
- f) develop a set of tools including a handbook, containing selection criteria for potential partners, and guidelines on ensuring balanced representation of CSOs, based on geography, gender, constituency and type of organization.

¹⁰ For example, the 2012 Regional Conference in Africa demonstrated the importance of implementing inclusive multistakeholder fora, in order to catalyze coherent actions for eradication of hunger and food insecurity.

¹¹ The participation of different stakeholders, as appropriate, in the Technical Committees, will be on the basis of decisions taken by the Members.

¹² These normative frameworks and guidelines have resulted from negotiations and discussions at FAO's Technical Committees, such as the Committees on Forestry (COFO), Fisheries (COFI) and Agriculture (COAG).

B. Decentralization

25. The implementation of this strategy will be focused on the decentralized level. FAO has drawn three important lessons from past FAO-CSO collaboration at decentralized level, which have informed this strategy:

- a) discussions and agreements between industry and farmer organizations are necessary in order to achieve an efficient management of the food chain;
- b) rural policies and social protection schemes are more efficient when community based and local civil society organizations are involved; and
- c) CSOs have important outreach capacity in rural areas, isolated zones and within vulnerable populations, thereby having access to important information about local food systems that complement FAO's technical expertise.

26. The Country Programming Frameworks (CPFs)¹³ will be the main instrument for implementing this Strategy, for liaising with FAO country representatives and FAO regional offices, and for assisting Member States in identifying potential local CSO partners.

27. When requested by Member States,¹⁴ FAO can assist in identifying potential local CSO partners. In addition, FAO can play a catalytic role in facilitating and supporting increased dialogue with CSOs by providing a neutral space for dialogue and expertise in technically-related discussions.

C. Selection of CSO partners

28. The selection of CSO partners will depend on whether the collaboration is taking place at the global-headquarters or at the decentralized level (i.e. regional, national, provincial, municipal, district).

29. At the global level it is important to involve networks and organizations with the broadest possible representation *vis-à-vis* their constituency and region. Moreover, FAO promotes that the views of small farmers, fishers, women, youth and others are brought to policy, normative and technical discussions convened by the FAO, and subject to a decision by Member States, to technical Committees (i.e. COFI, COFO, COAG) or FAO's governing bodies. In the latter case, FAO in coordination with the Chairs and Secretariats, invites relevant civil society networks as observers.

30. At the national level, FAO will work through the framework of the CPF set by the Member State. Based on its experience, FAO can assist the government in identifying key local CSOs that can contribute to the priorities set out in the CPF. The following considerations will be made when selecting CSOs to work with: their previous level of collaboration with other institutions and actors in the country; their technical expertise; and their outreach capacity in rural areas.

D. Tools for collaboration

31. FAO has developed a number of administrative tools and procedures¹⁵ to collaborate with CSOs. The main ones are:

1) Memoranda of Understanding (MoUs)

32. MoUs can be developed by FAO in order to establish a framework for collaboration of significant importance with civil society organizations.¹⁶

¹³ CPFs set Member States priorities for FAO's support.

¹⁴ Some Member States have developed a national strategy for partnerships with different stakeholders in food security. This national strategy will inform the CPF process, and if requested by the Member State, FAO could contribute to its implementation.

¹⁵ Civil society organizations especially social movements that lack proper legal status have requested that FAO reviews and upgrades some of its administrative tools. FAO is analyzing these requests internally.

¹⁶ DG bulletin 9/99 makes reference to the Memorandums of Understanding and the Exchanges of Letters.

2) Exchange of letters

33. If collaboration is limited to a reduced period of time, or if its scope is more limited, and does not entail any financial commitments, a more informal exchange of letters may be an appropriate tool. An exchange of letters can be used, for example, to carry out a joint assessment or to coordinate actions while implementing field activities. The approval process is similar to that of MoUs.

3) Letters of Agreement (LoAs)

34. Letters of Agreement (LoAs) may constitute a useful administrative tool for contracting services from civil society organizations. The scope of LoAs is generally limited to contracting services from non-commercial entities (e.g. organizing a meeting in regional, subregional or national offices; implementing a transboundary animal disease surveillance programme with local NGOs, etc.). LoAs entail a transfer of resources from FAO to a registered non-profit organization in exchange for pre-defined services and are governed by Section 507 of FAO Administrative Manual under the overall responsibility of the Procurement Service (CSAP) and technical units.

4) Formal relations

35. Some CSOs with international status and governance mechanisms have formal relations with FAO and may be invited to attend FAO's meetings as observers. The relevant regime is defined in FAO's Basic Texts which foresee that formal relations with an international non-governmental organization may take one of three forms according to the importance of its field of activity in relation to the activities of FAO, whatever the degree of cooperation envisaged in the common field of activity. These are: consultative status, specialized consultative status or liaison status. Based on the FAO Basic Texts, the formal status granted by FAO will be reviewed and maintained as appropriate. The list with Organizations having formal status with FAO will be regularly updated and made available on the FAO Web page.

5) Partnership Committee for review of financial and other agreements

36. In 2010, the Director General established the Partnership Committee¹⁷ for the review of financial and other agreements which examines partnerships with non-governmental and inter-governmental organizations. Review by the Committee is aimed primarily at ensuring compliance with a number of principles and guidelines, and specifying measures, conditions and contractual clauses as appropriate to avoid potential problems related to conflict of interest, image, governance and codes of conduct.

6) Multidonor Trust Funds to support civil society participation

37. FAO will develop Multidonor Trust Funds to support partnership and collaboration between FAO and civil society organizations. For example in 2011, a Multidonor Trust Fund was established for donors to allocate resources for the participation of civil society in the Committee on World Food Security (CFS). FAO will look at the possibility of establishing Multidonor Trust Funds for civil society as a tool for their capacity building and wider participation in FAO's broad areas of work.

E. Risk assessment

38. To ensure that partnerships will not compromise FAO's neutrality and impartiality, the Strategy includes a risk assessment process and a monitoring and evaluation system that will measure performance. Based on monitoring results, the risk assessment process may be further improved as more experience is gained in this area. These will identify and manage any potential risks which may result from increased partnerships (e.g. conflicts of interest; undue influence on standard setting; unfair advantages to certain organizations). Any identification of potential partners at national level will be within the framework of the CPF and involve government endorsement from the initial stage.

39. Over recent years, the demand for partnerships with CSOs has been increasing both at headquarters and decentralized level. In order to be able to respond to such requests, a thorough risk

¹⁷ The Partnerships Committee is chaired by the Director-General and composed by senior management (cf. Director-General Bulletin 2010/22).

assessment process has been developed to assess proposed partnerships with CSOs. This process will be further improved as the Organization gains more experience in this area. FAO's current risk assessment consists of three distinct steps:

1) Preliminary screening - OCP

40. OCP screens the partner against UN Global Compact Principles (human and labour rights, environmental and governance practices) and conducts an initial assessment of the partnership against FAO risk factors (conflict of interest, threat to neutrality/scientific credibility, unfair advantage, and financial risk). A colour code is used to provide an instant analysis of the outcome of the screening assessment, depending upon the level of compliance with international principles and standards.¹⁸ The information gathered also includes: (a) identification of the proposed partners' activities and geographical operations; (b) the composition of its directive and executive structure; and (c) linkages of the organization with other organizations or institutions.

2) Review - Sub-Committee for Review of Financial and other Agreements (SubCom-RFA)

41. The Sub-Committee RFA, composed of FAO management and senior technical officers (including a representative from both the Regional Offices and the Legal Office), elaborates on the initial screening carried out by OCP, and reviews and examines the proposal for formal partnership with FAO in its specific operational context. The SubCom-RFA then summarizes its findings and makes a recommendation to the Partnerships Committee to: (i) accept the formal proposal for collaboration; (ii) accept it with amendments; or (iii) reject it.

3) Decision - Partnerships Committee (PC)

42. The Partnerships Committee, convened at the highest level of the Organization and chaired by the Director-General, is responsible for the final decision on those partnership proposals forwarded by the Sub-Committee RFA, deciding on whether to endorse the proposal from the Sub-Committee or reject it.

F. Monitoring and evaluation of partnerships

43. OCP together with other FAO units will continue to develop and enhance the monitoring and evaluation system. The M&E system will provide FAO with a set of indicators against which to measure performance that can be evaluated and reported on as to its effectiveness, providing information both on impact and outcomes. This system will assist the Organization in improving the quality of its partnerships and in introducing changes in the implementation of the strategy based on the information generated.

44. With a more results-oriented approach, FAO will be able to enable effective monitoring and subsequent evaluation of new partnerships. The monitoring system will be linked to FAO's corporate information and project management tools and will not imply complex, ad hoc reporting from the technical units and field offices. Evaluation of the impact of partnerships between FAO and CSOs will be based upon the data provided by the monitoring system.

45. Based on the information from the monitoring and evaluation system, OCP will inform future revisions of the Strategy, should they be needed.

46. OCP will issue an annual report detailing the main collaborations between FAO and CSOs at the global level. The report will provide details on funding, types of organizations and key achievements.

47. The OCP Web site will provide the selection criteria used to collaborate with CSOs and an up-to-date list of approved partnerships to ensure transparency.

48. In addition, OCP will inform the appropriate governing bodies on a regular basis about the progress of the implementation of this Strategy and key lessons learnt.

¹⁸ The initial screening is informed by the Principles and Guidelines for FAO Cooperation with Civil Society as outlined in the 1999 Policy and Strategy.

APPENDIX G

Draft Resolution for the Conference

Amendments to Rule XXXIII of the General Rules of the Organization

THE CONFERENCE,

Recalling that the Committee on World Food Security (CFS), at its Thirty-fifth session, held in Rome from 14 to 17 October 2009, reviewed and adopted the proposals set out in document CFS 2009/2 Rev. 2 “*Reform of the Committee on World Food Security*”, which was inserted in Volume II of the Basic Texts of the Organization;

Recalling also that the Conference, at its Thirty-sixth session held in Rome from 18 to 23 November 2009, adopted Resolution No. 14/2009 “*Reform of the Committee on World Food Security, Amendments to the General Rules of the Organization*”;

Recalling further that the Committee on World Food Security (CFS), at its Thirty-seventh session, held in Rome from 17 to 22 October 2011, adopted revised Rules of Procedure and mandated the Bureau to recommend an update of Rule XXXIII of the GRO so that they would “*conform with the CFS Reform Document as well as with the revised Rules of Procedure*”;

Noting that the Committee on World Food Security (CFS) at its Thirty-ninth Session (Rome, 15-20 October 2012) reviewed and endorsed proposed amendments to Rule XXXIII of the General Rules of the Organization for the implementation of the reform of the Committee on World Food Security;

Having taken note of the views of the Committee on Constitutional and Legal Matters (CCLM), at its Ninety-sixth Session (Rome, 4-6 March 2013) on the amendments endorsed by the CFS to Rule XXXIII of the General Rules of the Organization;

Considering that the Council, at its Hundred and Forty-sixth Session (Rome, 22-26 April 2013), endorsed the proposed amendments and agreed to transmit them to the Conference for approval;

Decides to amend Rule XXXIII of the General Rules of the Organization as follows¹:

“Rule XXXIII

Committee on World Food Security

A. Composition and participation

(...)

6. The Committee shall normally hold two sessions during each biennium. Sessions shall be convened by the Director-General, ~~in consultation with~~ and the Chairperson ~~and the Bureau of the Committee,~~ taking into account any proposals decision made by the Committee. ~~If required, the Committee may hold additional sessions on the call of the Director-General in consultation with the Chairperson and the Bureau, or on request submitted in writing to the Director-General by the majority of Members of the Committee.~~

[new] 7. *The Committee may meet in extraordinary (or special) session:*

(a) if at any regular session the Committee so decides; or

(b) if the Bureau so requests.

(following paragraphs to be re-numbered)

¹ Deletions are indicated using ~~strikethrough text~~ and insertions are indicated using underlined italics.

D. High Level Panel of Experts on Food Security and Nutrition

~~12 41.~~ The Committee shall be assisted by a High Level Panel of Experts on Food Security and Nutrition which shall exercise the following functions, hereinafter referred to as the High Level Panel. ~~The functions of the High Level Panel shall be:~~

- a) to assess and analyze the current state of food security and nutrition and its underlying causes;
- b) to provide scientific and knowledge-based analysis and advice on policy-relevant issues, utilizing existing high-quality research data and technical studies;
- c) to identify emerging issues and assist the Committee and its Members to prioritize future actions and attention on key focal areas.

13 42. The High Level Panel of Experts on Food Security and Nutrition shall consist of a Steering Committee and ~~a subsidiary of ad-hoc Project Teams acting on a project-specific basis and constituting a~~ network of food security and nutrition experts. The High Level Panel of Experts on Food Security and Nutrition shall operate in accordance with the Rules of Procedure of the Committee.

~~13.~~ The Steering Committee shall consist of between ten and fifteen highly reputable, internationally-recognized experts on food security and nutrition related fields, appointed in their personal capacity for a term of office of two years, renewable only once. The members of the Steering Committee shall be appointed by the Bureau of the Committee on the basis of a recommendation of an ad hoc selection committee consisting of representatives of FAO, the World Food Programme, the International Fund for Agricultural Development, Bioversity International and a representative of civil society organizations. The Steering Committee shall normally hold two sessions every year, unless otherwise decided by the Committee itself in extraordinary circumstances. ~~The functions of the Steering Committee shall be:~~

- a) ~~to ensure and follow the preparation of state-of-the-art studies and analysis for consideration by the Committee on a variety of food security and nutrition issues;~~
- b) ~~to assemble expert project teams to prepare studies and analysis in support of decisions of the Committee;~~
- e) ~~to establish and keep under review working methodologies, plans of work and terms of reference for project teams and, in general, manage their work;~~
- d) ~~to review work methodologies and to propose work plans;~~
- e) ~~to perform such related functions as may be required.~~

~~14.~~ There shall be a database of experts on all relevant fields related to food security and nutrition who may be nominated by Members of the Committee or any other interested party participating in the proceedings of the Committee. Drawing from this database, the Steering Committee shall constitute ad hoc project teams to analyse and report on such issues as may be referred by the Steering Committee to the team. The project teams shall be constituted for pre-determined periods of time and shall be responsible for drafting studies and analysis under the general direction and oversight of the Steering Committee.

(following paragraphs to be re-numbered)

G. Miscellaneous provisions

(...)

22 23. The Committee may decide to establish subsidiary or *ad hoc* bodies where it considers that such action would expedite its own work, without duplicating the work of existing bodies. A decision to this effect may be taken only after the Committee has examined a report by the Secretary, after consultation with the Organization, the World Food Programme and the International Fund for Agricultural Development ~~Director General~~ on the administrative and financial implications.

(following paragraph to be re-numbered)”

APPENDIX H
Draft Resolution for the Conference
Awards Ceremony

THE CONFERENCE,

Recalling its previous Resolutions, which established awards in recognition of the achievements of former Directors-General of the Organization:

- a) B.R. Sen Award (Resolution 33/67);
- b) A.H. Boerma Award (Resolution 1/75);
- c) Edouard Saouma Award (Resolution 2/93); and
- d) Jacques Diouf Award for Food Security (Resolution 1/2011).

Recalling Conference Resolution 18/97, which established the Margarita Lizárraga Medal as a biennial award to be made by the Conference;

Appreciating that the above Awards were established as a tribute to the unique contribution made by B.R. Sen, A.H. Boerma, Edouard Saouma, Jacques Diouf and Margarita Lizárraga in working towards a world free from hunger and malnutrition;

Noting, in the context of FAO's transformational process and related efforts to achieve greater efficiency in the Governing Bodies, the merits of:

- a) Giving greater public visibility of the Awards and Awardees;
- b) Increasing the time available during Conference sessions to focus on substantial agenda items;
- c) Streamlining selection processes and timelines; and
- d) Taking advantage of synergies with an existing FAO event, to attract more international media attention for the Awards.

Recognizing that the imperative of achieving food security needs to be kept high on the global agenda, and that the achievements of exceptional individuals and institutions in working towards the eradication of hunger, food insecurity and malnutrition is of considerable interest to international media networks;

Decides to establish, as of 2015, a single, recurring prestigious event, "The FAO Awards", with no incremental costs being incurred compared to the Awards Ceremony previously held at Sessions of Conference;

Further decides to review this new approach to FAO Awards at the 40th Session of the Conference in June 2017.

APPENDIX I

Multi-year Programme of Work of the Council (2013-16)

I. Overall Objective for the Council

The Council provides the Conference with precise, balanced and timely guidance on strategies, priorities, programmes and budget for the Organization, as well as constitutional, organizational, administrative and financial matters. The Council also provides clear assessments on the world food and agriculture situation and exercises its oversight and monitoring functions in accordance with the Basic Texts of the Organization, including Conference Resolution 8/2009. It operates efficiently and effectively in a results-based manner, holding its sessions in keeping with the rolling workplan outlined in the Appendix, and with the Note on Methods of Work of the Council.

II. Results

A. Strategy and priority setting, and budget planning

Result: Conference decisions on strategies, priorities, programmes and budget for the Organization, as well as on the status of world food and agriculture, are based on Council guidance.

Indicators and targets:

- Conference report reflects the recommendations made by Council on the Strategic Framework, Medium Term Plan 2014-17 (MTP) and Programme of Work and Budget 2014-15 (PWB).
- In examining and adopting the budget of the Organization, the Conference has at its disposal an explicit recommendation by Council regarding the level of the budget.
- Council guidance on world food and agriculture issues receives Conference approval.
- Conference approves the provisional agenda recommended to it by Council.

Outputs: Clear and precise decisions taken, and recommendations made to Conference.

Activities:

- Review and assessment of the recommendations made by the Finance and Programme Committees and their Joint Meetings regarding the Strategic Framework, MTP and PWB, and clear recommendations thereon to Conference.
- Review and assessment of the recommendations made by the Technical Committees on technical priorities and budget matters.
- Review and assessment of the recommendations made by the Regional Conferences on regional priorities and budget matters.
- Assessment of major issues pertaining to the world food and agriculture situation as necessary.
- Decisions on any adjustments to the PWB.
- Recommendations to Conference on the Programme and Budget Resolution, including the content and level of the budget.
- Recommendation of the main theme of the general debate at the Conference session.
- Recommendation of the provisional agenda of the Conference session.

Working methods:

- Informal coordination meetings of the Chairpersons and Secretariats of the Finance and Programme Committees, Regional Conferences and Technical Committees, facilitated by the Independent Chairperson of Council.
- Informal consultation meetings of the Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the Independent Chairperson of Council.
- Regular contacts between the Independent Chairperson of Council and FAO Management.

B. Monitoring implementation of governance decisions

Result: Implementation of decisions on governance matters is regularly monitored by Council.

Indicators and targets:

- Timely implementation of governance decisions taken by Conference and Council is monitored by the Council, and this is reflected in the Conference report.
- The recommendations on measures designed to increase the efficiency of Governing Bodies are reviewed and assessed by Council before submission to Conference.

Outputs: Clear and precise decisions and resolutions taken, and recommendations made to Conference.

Activities:

- Review and assessment of governance decisions of Council.
- Review and assessment of the recommendations made by the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation.
- Review of the Multi-year Programmes of Work (MYPOW) of the Governing Bodies, and assessment of related progress reports.
- Recommendations and decisions on the convening of Ministerial Meetings as necessary.
- Review and assessment of issues regarding treaties, conventions and agreements that are within the framework of FAO.
- Review of developments in other fora of importance for the mandate of FAO.

Working methods:

- Informal coordination meetings of the Chairpersons and Secretariats of the Committee on Constitutional and Legal Matters (CCLM), Finance and Programme Committees, Regional Conferences and Technical Committees, facilitated by the Independent Chairperson of Council.
- Informal consultation meetings of the Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the Independent Chairperson of Council.
- Regular contacts between the Independent Chairperson of Council and FAO Management.
- Advice from the Statutory Bodies through the Technical Committees.

C. Exercise of oversight functions

Result: Well functioning legal, ethics, financial and administrative frameworks, policies and systems are in place and regularly monitored by Council.

Indicators and targets:

- The Organization operates within its legal, financial and administrative framework.
- Transparent, independent and professional evaluation of the Organization's performance, as well as audit and ethics oversight.
- The elections mandated by the Basic Texts are held within the set deadlines.
- Policies are implemented and systems function in accordance with existing rules and standards.
- The proposed calendar of FAO Governing Bodies and other main sessions conforms the schedule of sessions for the implementation of the Programming, Budgeting and Results-based Monitoring System.

Outputs: Clear and precise decisions taken, and recommendations made to Conference.

Activities:

- Review and assessment of the Finance Committee recommendations and decisions regarding budgetary performance and programme, budgetary transfers and the Organization's financial situation, including resource mobilization and voluntary contributions.
- Review and assessment of the Finance Committee recommendations regarding ethics and audit, both internal and external.
- Review and assessment of the Finance Committee recommendations regarding policies and systems, both in Headquarters and Decentralized Offices, for human resources, administrative and business processes, contracting and purchasing, and information and communication technology.
- Review and assessment of the Programme and Finance Committee recommendations on strategic evaluations.
- Review and assessment of the CCLM recommendations on constitutional and legal matters.

Working methods:

- Advice from the Finance and Programme Committees and their Joint Meetings, and from the CCLM.
- In-depth review of one substantive issue to be chosen by the Council once every two years.
- Regular contacts between the Independent Chairperson of Council and FAO Management.

D. Monitoring of IPA implementation and further steps in the Reform process

Result: Overall progress in implementation of the Immediate Plan of Action is regularly monitored by Council.

Indicators and targets:

- Management reports on progress in IPA implementation timely submitted to all Council sessions.
- The recommendations made by Council on IPA implementation are reflected in the Final Management Report on the IPA and the FAO Reform Process to be submitted to the Conference in 2013¹.

Outputs: Clear and precise recommendations and decisions in a specific report to Conference.

Activities:

- Review and assessment of Management reports on progress in IPA implementation.
- Review and assessment of IPA-related recommendations made by the Finance and Programme Committees and their Joint Meetings, CCLM, Regional Conferences and Technical Committees.

Working methods:

- Informal seminars and consultations among Members.

E. Monitoring of Management performance

Result: Management performance targets are regularly reviewed and monitored by Council.

Indicators and targets:

- Performance of Management is in line with established performance targets.
- Adjustments are made to performance targets as necessary.

Outputs: Clear and precise decisions taken, and recommendations made to Conference.

¹ C 2013/26

Activities:

- Monitoring of the performance of Management against established performance targets in the framework of the results-based budgeting and management system, based on the MTP/PWB and on the reports of the Finance and Programme Committees and their Joint Meetings.
- Review of the contribution of extra-budgetary resources to the Organizational Results framework.
- On a periodic basis, organize the transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts.
- Review of the Programme and Finance Committees recommendations for adjustment of PWB implementation.

Working methods:

- Regular contacts between the Independent Chairperson of Council and FAO Management.
- Informal seminars and consultations among Members.

F. Work planning and working methods

Result: Council operates efficiently, in a proactive and inclusive way, according to established work plans and improved working methods.

Indicators and targets:

- Council agendas are focused.
- Council reports are concise, consisting mainly of conclusions, decisions and recommendations, and are made available to Members soon after the closure of the session.
- Council documents have a standardized cover page, with a box suggesting the proposed action.
- Council documents are provided 4 weeks before a session commences.

Outputs:

- A MYPOW for Council.
- A revised Note on Methods of Work of the Council.

Activities:

- Preparation of the Council MYPOW, with performance indicators.
- Preparation of a progress report to Conference on the Council MYPOW.
- Regular review of the methods of work of Council, including performance measures.
- Review of the status of implementation of Council decisions.
- Study and comparison of the governance of other international organizations in view of introducing potential improvements in the operating procedures of Council and the implementation of its MYPOW.

Working methods:

- Structured and focused deliberations during Council sessions.
- Efficient drafting arrangements for Council reports, based on the conclusions made by the Independent Chairperson of Council in closing and summing up each item.
- Regular inter-sessional activities, determined according to their interest, and level of priority.
- As appropriate, strengthen human and financial resources mobilized by the Secretariat for the implementation of, and follow up to, the MYPOW.
- Informal meetings of the Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the Independent Chairperson of Council.
- Regular contacts between the Independent Chairperson of Council and FAO Management.

G. Outstanding IPA Actions

The 144th Session of Council (June 2012) requested that the MYPOW include IPA actions which had not been completed:

IPA Action No. and Description		End-date
1. Governing Body Reform		
The Council		
2.18	The Council shall make a clear recommendation to Conference on the Programme and Budget Resolution including the budget level	For attention by Members
Further Actions to Improve the Effectiveness of FAO Governance		
2.74	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	June 2015
Appointment and Term of Office of the Director-General		
2.100	c) The FAO Conference will consider for approval desirable qualifications for the post of Director-General developed by the CoC-IEE in 2009	For attention by Members
Governing body follow-up		
4.1	The Council will monitor the progress of implementation of the Immediate Plan of Action, and report to the Conference at its 36 th Session (2009) and its 37 th Session (2011). It will be supported in this by the Programme and Finance Committees and reports	June 2013
4.4	...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	For attention by Members
3. Evaluation		
Evaluation		
2.83	a) Independent Evaluation of the evaluation function every six years – report to management and the Council together with the recommendations of the Programme Committee	December 2016
4. Ethics		
Ethics		
3.36a	Appointment of Ombudsman	June 2013
5. Reform of Programming, Budgeting and Results Based Monitoring		
FAO Strategic Objectives and the New Results-Based Framework		
3.88	Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices	December 2013
Design new Planning and Budgeting Model		
7.2	Design the new Planning and Budgeting Model, define the new structure of PWB, outline the new standard streamlined logical framework for "Projects" budgets and the requirements for the standardized new reporting system	December 2013
6. Publishing in all Languages		
Publishing in all Languages of the Organization		
3.55	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)	December 2013
3.57	Separate mirror websites to the FAO website will be developed for Arabic and Chinese	December 2013

IPA Action No. and Description		End-date
	10. Headquarters Structure	
	Headquarters Structure	
3.103	Review reorganization with a view to further improvements	June 2013
	12. Partnerships	
	Partnerships	
3.109	NEW - Mainstream, operationalization and implementation of renewed strategy for partnerships with civil society and the FAO strategy for partnerships with the private sector, including capacity building targeted to all FAO staff	December 2013
	15. Translation and Printing	
	Printing and Publishing in all Languages of the Organization	
7.19	Change Translation Service Model. Translation service to be funded by Regular Programme	June 2013
	17. Administrative Service Model and FAO Manual	
	FAO Manual	
7.22	Carry out a major overhaul of the FAO Manual, reviewing and publishing a simplified framework, so that staff in all locations can understand-and comply with FAO rules and regulations	December 2013
	18. IPSAS (and FAS Replacement)	
	IPSAS	
3.42	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	June 2013
7.24	Implementation of IPSAS as key initiative for the finance division and FAO as a whole	January 2014
	22. Enterprise risk management	
	Enterprise Risk Management Framework	
3.54	Full Implementation of Enterprise Risk Management Structure and systems	December 2013
	23. Culture Change	
	Institutional Culture Change	
3.32	Implementation of the vision	No end-date foreseen
	25. Competency Framework	
3.66	NEW - Revise competency profiles for all job families including Regional Representatives, sub-regional coordinators and FAORs, including competencies in management and policy support	April 2013
	26. Mobility	
3.61	Establish an incentive based rotation policy in HQ and between HQ and the decentralized offices with clear criteria	June 2013
	27. Other Human Resources Actions	
3.71	Introduce dual grading for P5/D1 and D1/D2 posts	December 2013

Sessions and Work plan of Council

1. The Council shall hold at least five sessions in a biennium as follows:
 - a) two sessions in the first year of the biennium;
 - b) one session not less than 60 days before the regular session of the Conference, at which the Council shall in particular make recommendations to Conference on the Strategic Framework (every four years), MTP and PWB;
 - c) one session immediately after the regular session of the Conference, at which the Council shall in particular elect the Chairpersons and Members of the Programme Committee, Finance Committee and CCLM; and
 - d) one session towards the end of the second year of the biennium.

3. The indicative rolling work plan of Council shall be as outlined in the following tables, and shall be adjusted as and when required by the Council, including inclusion of effective dates for sessions of bodies reporting to it, hence the “t.b.d” label (“to be determined”) added to some entries.

4. At its sessions, the Council shall review a document on the status of implementation of decisions taken at its previous session.

5. At the end of each session, the Council shall review its provisional agenda for the following session.

6. Substantive issues which shall be regularly addressed at Council sessions include the following items:
 - Audit, ethics and other oversight issues;
 - Human resources;
 - Resource mobilization, including voluntary contributions;
 - Decentralization issues;
 - Contracting and purchasing issues;
 - Information and communication technology issues;
 - Strategic evaluations and management responses;
 - United Nations system-wide developments regarding oversight issues impacting on FAO.

147th Session of the Council, June 2013

Election of Committees

- 1) Election of the Chairperson and Twelve Members of the Programme Committee
- 2) Election of the Chairperson and Twelve Members of the Finance Committee
- 3) Election of the Chairperson and Seven Members of the Committee on Constitutional and Legal Matters

Other Matters

- 4) Matters Arising out of the Conference Session
- 5) Developments in Fora of Importance for the Mandate of FAO
- 6) Calendar of FAO Governing Bodies and other Main Sessions 2013-2014
- 7) Provisional Agenda for the following session of Council
- 8) Working Methods of Council

148th Session of the Council, December 2013

Programme, Budgetary, Financial and Administrative Matters

- 1) Approval of Adjustments to the Programme of Work and Budget 2014-15
- 2) Report on the Immediate Plan of Action Implementation
- 3) Report of the Joint Meeting of the Programme and Finance Committees (October 2013)
- 4) Report of the Programme Committee (October 2013)
- 5) Report of the Finance Committee (October 2013)

Committee on World Food Security

- 6) Report of the Committee on World Food Security (October 2013)

Committee on Constitutional and Legal Matters

- 7) Report of the Committee on Constitutional and Legal Matters (October 2013)

Governance Matters

- 8) Multi-year Programmes of Work of the
 - Finance Committee
 - Programme Committee
 - CCLM
 - Regional Conferences
 - Technical Committees
 - Council
- 9) Council Multi-year Programme of Work 2014-17
- 10) Status of implementation of Council decisions

Other Matters

- 11) Election of Six Members of the WFP Executive Board
- 12) Developments in Fora of Importance for the Mandate of FAO
- 13) Calendar of FAO Governing Bodies and other Main Sessions 2014-2015
- 14) Provisional Agenda for the following session of Council
- 15) Working Methods of Council

149th Session of the Council, June 2014

Programme, Budgetary, Financial and Administrative Matters

- 1) Report of the Joint Meeting of the Programme and Finance Committees (...2014) (t.b.d.)
- 2) Report of the Programme Committee (...2014) (t.b.d.)
- 3) Report of the Finance Committee (...2014) (t.b.d.)

Regional Conferences

- 4) Report of the Regional Conference for Africa (2014) (t.b.d.)
- 5) Report of the Regional Conference for Asia and the Pacific (2014) (t.b.d.)
- 6) Report of the Regional Conference for the Near East (2014) (t.b.d.)
- 7) Report of the Regional Conference for Latin America and the Caribbean (2014) (t.b.d.)
- 8) Report of the Regional Conference for Europe (2014) (t.b.d.)
- 9) Report on the Informal Conference for North America (2014) (t.b.d.)

Committee on Constitutional and Legal Matters

- 10) Report of the Committee on Constitutional and Legal Matters (...2014) (t.b.d.)

Governance Matters

- 11) Council Multi-year Programme of Work 2014-17
- 12) Status of implementation of Council decisions

Other Matters

- 13) Annual Report of the WFP Executive Board on its Activities in 2013
- 14) Developments in Fora of Importance for the Mandate of FAO
- 15) Calendar of FAO Governing Bodies and other Main Sessions 2014-2015
- 16) Provisional Agenda for the following session of Council
- 17) Working Methods of Council

150th Session of the Council, December 2014

Programme, Budgetary, Financial and Administrative Matters

- 1) Programme Implementation Report 2012-2013
- 2) Report of the Joint Meeting of the Programme and Finance Committees (...2014) (t.b.d.)
- 3) Report of the Programme Committee (...2014) (t.b.d.)
- 4) Report of the Finance Committee (...2014) (t.b.d.)

Technical Committees and Committee on World Food Security

- 5) Report of the Committee on Commodity Problems (2014) (t.b.d.)
- 6) Report of the Committee on Agriculture (2014) (t.b.d.)
- 7) Report of the Committee on Fisheries (2014) (t.b.d.)
- 8) Report of the Committee on Forestry (2014) (t.b.d.)
- 9) Report of the Committee on World Food Security (2014) (t.b.d.)

Committee on Constitutional and Legal Matters

- 10) Report of the Committee on Constitutional and Legal Matters (...2014) (t.b.d.)

Governance Matters

- 11) Arrangements for the 39th Session of the Conference (including provisional agenda and Council recommendation on a theme for the general debate at Conference)
- 12) Council Multi-year Programme of Work 2015-18
- 13) Status of implementation of Council decisions

Other Matters

- 14) Election of Six Members of the WFP Executive Board
- 15) Developments in Fora of Importance for the Mandate of FAO
- 16) Calendar of FAO Governing Bodies and other Main Sessions 2014-2015
- 17) Provisional Agenda for the following session of Council
- 18) Working Methods of Council

151st Session of the Council, April 2015

Programme, Budgetary, Financial and Administrative Matters

- 1) Review of the Medium Term Plan (2014-17) and Programme of Work and Budget (2016-2017) – Recommendation to Conference on budget level
- 2) Report on the Immediate Plan of Action Implementation
- 3) Report of the Joint Meeting of the Programme and Finance Committees (...2015) (t.b.d.)
- 4) Report of the Programme Committee (...2015) (t.b.d.)
- 5) Report of the Finance Committee (...2015) (t.b.d.)

Committee on Constitutional and Legal Matters

- 6) Report of the Committee on Constitutional and Legal Matters (...2015) (t.b.d.)

Governance Matters

- 7) Arrangements for the 39th Session of the Conference (including tentative timetable) – Recommendations to Conference
- 8) Council Multi-year Programme of Work 2015-18
- 9) Status of implementation of Council decisions

Other Matters

- 10) Annual Report of the WFP Executive Board on its Activities in 2014
- 11) Developments in Fora of Importance for the Mandate of FAO
- 12) Calendar of FAO Governing Bodies and other Main Sessions 2015-2016
- 13) Provisional Agenda for the following session of Council
- 14) Working Methods of Council

152nd Session of the Council, July 2015

Election of Committees

- 1) Election of the Chairperson and Twelve Members of the Programme Committee
- 2) Election of the Chairperson and Twelve Members of the Finance Committee
- 3) Election of the Chairperson and Seven Members of the Committee on Constitutional and Legal Matters

Other Matters

- 4) Matters Arising out of the Conference Session
- 5) Developments in Fora of Importance for the Mandate of FAO
- 6) Calendar of FAO Governing Bodies and other Main Sessions 2015-2016
- 7) Provisional Agenda for the following session of Council
- 8) Working Methods of Council

153rd Session of the Council, November 2015
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Approval of Adjustments to the Programme of Work and Budget 2016-17 2) Report of the Joint Meeting of the Programme and Finance Committees (...2015) (t.b.d.) 3) Report of the Programme Committee (...2015) (t.b.d.) 4) Report of the Finance Committee (...2015) (t.b.d.)
<p>Committee on World Food Security</p> <ol style="list-style-type: none"> 5) Report of the Committee on World Food Security (October 2015) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 6) Report of the Committee on Constitutional and Legal Matters (...2015) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 7) Multi-year Programmes of Work of the <ul style="list-style-type: none"> • Finance Committee • Programme Committee • CCLM • Regional Conferences • Technical Committees • Council 8) Council Multi-year Programme of Work 2016-19 9) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 10) Election of Six Members of the WFP Executive Board 11) Developments in Fora of Importance for the Mandate of FAO 12) Calendar of FAO Governing Bodies and other Main Sessions 2016-2017 13) Provisional Agenda for the following session of Council 14) Working Methods of Council

154th Session of the Council, June 2016
<p>Programme, Budgetary, Financial and Administrative Matters</p> <ol style="list-style-type: none"> 1) Report of the Joint Meeting of the Programme and Finance Committees (...2016) (t.b.d.) 2) Report of the Programme Committee (...2016) (t.b.d.) 3) Report of the Finance Committee (...2016) (t.b.d.)
<p>Regional Conferences</p> <ol style="list-style-type: none"> 4) Report of the Regional Conference for Africa (2016) (t.b.d.) 5) Report of the Regional Conference for Asia and the Pacific (2016) (t.b.d.) 6) Report of the Regional Conference for the Near East (2016) (t.b.d.) 7) Report of the Regional Conference for Latin America and the Caribbean (2016) (t.b.d.) 8) Report of the Regional Conference for Europe (2016) (t.b.d.) 9) Report on the Informal Conference for North America (2016) (t.b.d.)
<p>Committee on Constitutional and Legal Matters</p> <ol style="list-style-type: none"> 10) Report of the Committee on Constitutional and Legal Matters (...2016) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 11) Council Multi-year Programme of Work 2016-19 12) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 13) Annual Report of the WFP Executive Board on its Activities in 2015 14) Developments in Fora of Importance for the Mandate of FAO 15) Calendar of FAO Governing Bodies and other Main Sessions 2016-2017 16) Provisional Agenda for the following session of Council 17) Working Methods of Council

155th Session of the Council, November 2016

Programme, Budgetary, Financial and Administrative Matters

- 1) Review of the Strategic Framework
- 2) Programme Implementation Report 2014-2015
- 3) Report of the Joint Meeting of the Programme and Finance Committees (...2016) (t.b.d.)
- 4) Report of the Programme Committee (...2016) (t.b.d.)
- 5) Report of the Finance Committee (...2016) (t.b.d.)

Technical Committees and Committee on World Food Security

- 6) Report of the Committee on Commodity Problems (2016) (t.b.d.)
- 7) Report of the Committee on Agriculture (2016) (t.b.d.)
- 8) Report of the Committee on Fisheries (2016) (t.b.d.)
- 9) Report of the Committee on Forestry (2016) (t.b.d.)
- 10) Report of the Committee on World Food Security (2016) (t.b.d.)

Committee on Constitutional and Legal Matters

- 11) Report of the Committee on Constitutional and Legal Matters (...2016) (t.b.d.)

Governance Matters

- 12) Arrangements for the 40th Session of the Conference (including provisional agenda and Council recommendation on a theme for the general debate at Conference)
- 13) Council Multi-year Programme of Work 2017-20
- 14) Status of implementation of Council decisions

Other Matters

- 15) Election of Six Members of the WFP Executive Board
- 16) Developments in Fora of Importance for the Mandate of FAO
- 17) Calendar of FAO Governing Bodies and other Main Sessions 2017-2018
- 18) Provisional Agenda for the following session of Council
- 19) Working Methods of Council

APPENDIX J
Draft Resolution for the Conference
International Year of Soils

THE CONFERENCE,

Noting that soils constitute the foundation for all agricultural development, ecosystem functions, food security and are the key to sustaining life on Earth;

Recognizing that the sustainable intensification of agriculture to feed the growing population by 2050 will depend increasingly on healthy and fertile soils across the world;

Affirming that soils are clearly key to addressing the pressures of a growing population and that recognition, advocacy and support for promoting sustainable management of soils is the way ahead if the international community is to guarantee healthy soils for a food secure world based on stable and sustainable ecosystems.

Recognizing that soils constitute a fragile foundation and that soil degradation is a far-reaching long-term process which threatens global soil resources and therefore compromises actions in favour of climate change adaptation and efforts to reduce hunger, malnutrition and poverty;

Recalling the urgent need to raise awareness and to promote and facilitate actions towards the sustainable management of soils in order to contribute to the agreed sustainable development goals of a zero-hunger and land-degradation neutral world as stated at the Rio+20 Conference;

Trusting that such a celebration would establish a platform and will encourage actions to promote and implement activities in favour of the sustainable management of global soil resources

Affirming the urgent need of raising public awareness of the importance of soils for food security and ecosystem functions;

Requests the Director-General to transmit this Resolution to the Secretary-General of the United Nations with a view to having the General Assembly of the United Nations consider at its next session declaring the Year 2015 as the International Year of Soils.

APPENDIX K
Draft Resolution for the Conference
International Year of Pulses

THE CONFERENCE,

Noting that pulse crops such as lentils, beans, peas and chickpeas are a critical source of plant-based proteins for people around the globe;

Recalling that the World Food Programme and other food aid initiatives use pulses as a critical part of the general food basket;

Desiring to focus attention on the role that pulses play as part of sustainable food production aimed towards food security;

Recognizing the nitrogen-fixing properties of pulses mean that pulses have a smaller carbon footprint than many other crops, making them one of the environmentally sustainable food choices;

Recognizing health organizations around the world recommend eating pulses as part of a healthy diet to address obesity, as well as preventing and managing chronic diseases such as diabetes, coronary conditions and cancer;

Believing that such a celebration would create a unique opportunity to encourage connections throughout the food chain that will better utilize pulse-based proteins, further global production of pulses, better utilize crop rotations, and address the challenges of trade of pulses;

Affirming the need to heighten public awareness of the nutritional benefits of pulses, and further sustainable agriculture;

Requests the Director-General to transmit this Resolution to the Secretary-General of the United Nations with a view to having the General Assembly of the United Nations consider at its next session declaring the Year 2016 as the International Year of Pulses.

APPENDIX L

Provisional Calendar of FAO/IFAD/WFP Governing Bodies and other
Main Sessions 2013-2014

	2013		2014	
JANUARY				
FEBRUARY	IFAD/GC WFP	11-15 18-22	WFP IFAD/GC 32 NERC	10-14 17-21 23-27
MARCH	96 CCLM 148 FC 113 PC	4-6 18-22 18-22	32 APRC 98 CCLM 28 ARC	10-14 17-19 24-28
APRIL	IFAD/EB 146 CL	8-12 22-26	29 ERC IFAD/EB 33 LARC 2 INARC	1-4 7-11 22-25 15-16
MAY	149 FC (WFP)	27-28	151 FC 115 PC	26-30 26-30
JUNE	WFP 38 C 147 CL	3-7 15-22 24	WFP 31 COFI 149 CL 22COFO	3-6 9-13 16-20 23-27
JULY	36 CODEX	1-5 (Rome)	37 CODEX	14-18 (Geneva)
AUGUST				
SEPTEMBER	IFAD/EB	16-20	IFAD/EB 24 COAG	15-19 29/9-3/10
OCTOBER	97 CCLM 40 CFS WFD 150 FC 114 PC	2-4 7-11 16 (Wednesday) 21-25 21-25	70 CCP 41 CFS WFD 99 CCLM	6-8 13-17 16 (Thursday) 20-22
NOVEMBER	WFP ICN/TC	4-8 13-15	152 FC 116 PC WFP ICN2	3-7 3-7 10-14 19-21
DECEMBER	148 CL IFAD/EB	2-6 9-13	150 CL IFAD/EB	1-5 15-19

Easter:	31 March	Easter:	20 April
Ramadan:	9 July-7 August	Ramadan:	28 June – 27 July
Eid Al-Fitr:	8 August	Eid Al-Fitr:	28 July
Eid Al-Adha:	15 October	Eid Al-Adha:	4 October

APRC	Regional Conference for Asia and the Pacific	ICN2	International Conference on Nutrition
ARC	Regional Conference for Africa	IFAD/AC	IFAD Audit Committee
C	Conference	IFAD/EC	IFAD Evaluation Committee
CCLM	Committee on Constitutional and Legal Matters	IFAD/EB	IFAD Executive Board
CCP	Committee on Commodity Problems	IFAD/GC	IFAD Governing Council
CFS	Committee on World Food Security	INARC	Informal Regional Conference for North America
CL	Council	LARC	Regional Conference for Latin America and the Caribbean
COAG	Committee on Agriculture		
CODEX	Codex Alimentarius Commission	NERC	Regional Conference for the Near East
COFI	Committee on Fisheries	PC	Programme Committee
COFO	Committee on Forestry	WFD	World Food Day
ERC	Regional Conference for Europe	WFP	World Food Programme Executive Board
FC	Finance Committee		

PROGRAMME COMMITTEE

(July 2011 - June 2013)

Chairperson

Ms Cecilia Nordin
Van Gansberghe (Sweden)

Members

Afghanistan (Mr Abdul Razak Ayazi)
Algeria (Mr Mohamed Mellah)
Argentina (Mr Gustavo Oscar Infante)*
Austria (Ms Natalie Feistritzer)¹
Bangladesh (Ms Sultana Afroz)*
Canada (Mr Marco Valicenti)*

China (Mr Li Zhengdong)*
Egypt (Mr Essam Osman Fayed)
Ethiopia (Mr Abreha G. Aseffa)
New Zealand (Mr Neil Fraser)*
Panama (Mr Gerardo E. Vega Berrio)*
Switzerland (Ms Christina Emma Grieder)¹

¹ Elected by the Council following the withdrawal of Belgium (Ms Martine Van Dooren) and Germany (Ms Swantje Nilsson)

* Details of substitute representative available at:

<http://www.fao.org/unfao/govbodies/gsbhome/programme-committee/substitute-representatives/en/>

FINANCE COMMITTEE

(July 2011 - June 2013)

Chairperson

Mr Médi MOUNGUI
(Cameroon)

Members

Australia (Mr Travis Power)*
Brazil (Mr Olyntho Vieira)*
Burkina Faso (Mr Laurent Diandjoua Couliadiati)
India (Mr Shobhana K. Pattanayak)
Japan (Mr Hideya Yamada)
Kuwait (Ms Manar Sabah Mohammad Al-Sabah)*

Mexico (Mr Jorge Eduardo Chen Charpentier)*
Morocco (Mr Amal Belcaïd)*
Netherlands (Mr Ronald Elkhuijzen)*
Russian Federation (Mr Vladimir V. Kuznetsov)*
Sudan (Mr Mohamed Eltayeb Elfaki Elnor)*
United States of America (Ms Karen E. Johnson)*

* Details of substitute representative available at:

<http://www.fao.org/unfao/govbodies/gsbhome/finance-committee/substitute-representatives/en/>

COMMITTEE ON CONSTITUTIONAL AND LEGAL MATTERS

(July 2011 - June 2013)

Chairperson

Mr Hassan Janabi (Iraq)

Members

Ecuador (Ms Mónica Martínez Mendiúño)
Ireland (Mr Jarlath O'Connor)
Pakistan (Mr Khalid Mehboob)
Papua New Guinea (Mr Lawrence Kuna Kalinoe)

Syrian Arab Republic (Mr Ammar Awad)
United States of America (Mr Gregory Groth)
Zambia (Ms Kampamba Pam Mwananshiku)

WFP EXECUTIVE BOARD 2013

Term of office expiring

31 December 2013

Elected by FAO Council

Cameroon (A)
Canada (D)
Germany (D)
Haiti (C)
Saudi Arabia (B)
South Africa (A)

Elected by ECOSOC

Australia (D)
Cuba (C)
Morocco (A)
Norway (D)
Republic of Korea (B)
Sudan (A)

31 December 2014

Belgium (D)
Brazil (C)
Ghana (A)¹
Slovakia (E)
Sweden (D)
Tunisia (A)

China (B)
Czech Republic (E)
Guatemala (C)
Japan (D)
United Kingdom (D)
Zambia (A)

31 December 2015

Afghanistan (B)
Italy (D)
Mexico (C)
Philippines (B)
Uganda (A)
United States of America (D)

Iraq (B)
Netherlands (D)
Russian Federation (E)
Sierra Leone (A)
Switzerland (D)
India (B)

¹ This seat rotates between lists A, B and C as follows: List A (2012-2014), List B (2015-2017), List A (2018-2020) and List C (2021-2023).

FAO MEMBERS

Afghanistan	Georgia	Panama
Albania	Germany	Papua New Guinea
Algeria	Ghana	Paraguay
Andorra	Greece	Peru
Angola	Grenada	Philippines
Antigua and Barbuda	Guatemala	Poland
Argentina	Guinea	Portugal
Armenia	Guinea-Bissau	Qatar
Australia	Guyana	Republic of Korea
Austria	Haiti	Republic of Moldova
Azerbaijan	Honduras	Romania
Bahamas	Hungary	Russian Federation
Bahrain	Iceland	Rwanda
Bangladesh	India	Saint Kitts and Nevis
Barbados	Indonesia	Saint Lucia
Belarus	Iran (Islamic Republic of)	Saint Vincent and the Grenadines
Belgium	Iraq	Samoa
Belize	Ireland	San Marino
Benin	Israel	Sao Tome and Principe
Bhutan	Italy	Saudi Arabia
Bolivia (Plurinational State of)	Jamaica	Senegal
Bosnia and Herzegovina	Japan	Serbia
Botswana	Jordan	Seychelles
Brazil	Kazakhstan	Sierra Leone
Bulgaria	Kenya	Slovakia
Burkina Faso	Kiribati	Slovenia
Burundi	Kuwait	Solomon Islands
Cambodia	Kyrgyzstan	Somalia
Cameroon	Lao People's Democratic Republic	South Africa
Canada	Latvia	Spain
Cape Verde	Lebanon	Sri Lanka
Central African Republic	Lesotho	Sudan
Chad	Liberia	Suriname
Chile	Libya	Swaziland
China	Lithuania	Sweden
Colombia	Luxembourg	Switzerland
Comoros	Madagascar	Syrian Arab Republic
Congo	Malawi	Tajikistan
Cook Islands	Malaysia	Thailand
Costa Rica	Maldives	The former Yugoslav Republic of Macedonia
Côte d'Ivoire	Mali	Timor-Leste
Croatia	Malta	Togo
Cuba	Marshall Islands	Tokelau (Associate Member)
Cyprus	Mauritania	Tonga
Czech Republic	Mauritius	Trinidad and Tobago
Democratic People's Republic of Korea	Mexico	Tunisia
Democratic Republic of the Congo	Micronesia (Federated States of)	Turkey
Denmark	Monaco	Turkmenistan
Djibouti	Mongolia	Tuvalu
Dominica	Montenegro	Uganda
Dominican Republic	Morocco	Ukraine
Ecuador	Mozambique	United Arab Emirates
Egypt	Myanmar	United Kingdom
El Salvador	Namibia	United Republic of Tanzania
Equatorial Guinea	Nauru	United States of America
Eritrea	Nepal	Uruguay
Estonia	Netherlands	Uzbekistan
Ethiopia	New Zealand	Vanuatu
European Union (Member Organization)	Nicaragua	Venezuela (Bolivarian Republic of)
Faroe Islands (Associate Member)	Niger	Viet Nam
Fiji	Nigeria	Yemen
Finland	Niue	Zambia
France	Norway	Zimbabwe
Gabon	Oman	
Gambia	Pakistan	
	Palau	

