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COUNCIL

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Some Measures to Improve Overall Performance of the United Nations System at the Country Level A Short History of United Nations Reform in Development (JIU/REP/2005/2 Parts I and II)

1. This JIU Report (in two volumes) is accompanied by the comments of the Director-General and of the United Nations System's Chief Executives Board for Coordination.
2. Given the subject matter, it is drawn to the attention of the Programme Committee.

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JIU REPORT 2005/2

“SOME MEASURES TO IMPROVE OVERALL PERFORMANCE OF THE UNITED NATIONS SYSTEM AT THE COUNTRY LEVEL” (PARTS I AND II)”

Comments of the Director-General of FAO

General Comments

This report provides a comprehensive analysis of various UN reform initiatives and measures, including a brief historical account in Part I. Its relevance has to be seen in the context of the extensive process of change under way within the entire UN system.

Many of the issues addressed have been amply discussed at different UN system fora. In effect, the title of the report, as well as several of the conclusions and recommendations, are in line with current themes in international debates. Recent events such as the 2005 World Summit and its Outcome Document (UN GA Resolution 60/1) reflect continuing interest in enhancing the “overall performance of the United Nation system at the country level”.

Furthermore, some of the issues raised in the report have been addressed in the proposed reforms submitted to the 33rd session of the FAO Conference. The Resolution adopted by the same FAO Conference on the implementation of the United Nations General Assembly (GA) Resolution 59/250 on the Comprehensive Triennial Policy Review of the Operational Activities for Development of the United Nation system (TCPR) also underlined the importance for FAO to remain fully engaged in joint efforts to enhance performance at country level. On a system-wide basis, FAO maintains close dialogue with its partners in the context of the CEB and UNDG and their relevant mechanisms.

Therefore, beyond the comments made on specific recommendations of direct interest to the Organization below, FAO generally subscribes to the CEB comments which also accompany this JIU report (document A/60/125/Add.2) and which are quoted as necessary.

Comments on recommendations

Addressee of Recommendation:	Executive Head	<input type="checkbox"/>
	Legislative Body	<input checked="" type="checkbox"/>
	Other (specify): <i>General Assembly</i>	<input checked="" type="checkbox"/>

Recommendation 2 (*quote from JIU Report*):

The General Assembly should mandate the governing bodies of the United Nations system organizations (funds, programmes and specialized agencies) to consider measures aimed at fostering a culture of partnership, in particular through:

- a) *Enhancing programme alignment with partner countries' priorities, systems and procedures, whenever possible;*
- b) *Engaging themselves proactively in the elaboration and implementation of Poverty Reduction Strategy Papers (PRSPs) or equivalent processes, with a view to improving them further regarding a greater Millennium Development Goals focus, national ownership based on their comparative advantage and expertise, as well as on experience gained in the elaboration of United Nations instruments (such as Common Country Assessments (CCAs), United Nations Development Assistance Frameworks (UNDAFs) and national reports on the implementation of the Millennium Development Goals);*
- c) *Ensuring that all these processes complement each other, with the aim of reducing transaction costs, most importantly for the partner countries;*
- d) *Ensuring that where national development strategies are in place, the improvement of the analytical and operational quality of such national instruments should be made a priority.*

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action: Endorsed
 Endorsed as modified
 Rejected

Explanation and/or Proposed Action: Although addressed in the first instance to the General Assembly, the general thrust of this recommendation can be supported. Regarding (a), it may be pointed out that despite the mainly extra-budgetary nature of resources available for operational activities, FAO ensures that these activities are fully aligned with national policies and priorities and, wherever possible use should be made of national systems and procedures. With reference to (b), through various processes and actions within its mandated sectors, FAO attempts to contribute proactively to national planning exercises, including poverty reduction strategies (PRSPs). FAO would strongly support (c) regarding instruments and processes developed within the UN development system. However, to the extent possible such initiatives should not be duplicative but rather supplement existing processes, in particular those initiated and owned by national authorities.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input checked="" type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify): <i>United Nations</i>	<input type="checkbox"/>

Recommendation 3 (*quote from JIU Report*):

The Secretary-General should task the resident coordinators and/or sectoral lead agencies to ensure close and active involvement of all the members of the United Nations Development Group (UNDG), including those with little or no field presence in the work of the United Nations Country Teams (UNCTs).

Resident coordinators should also be instructed to draw on the accumulated analytical experience and knowledge of the regional commissions and other policy oriented international, regional and sub-regional entities in the elaboration of CCAs and UNDAFs as well as PRSPs or equivalent processes.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input checked="" type="checkbox"/>
Endorsed as modified	<input type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: FAO fully supports this recommendation, particularly as it underlines the importance of system-wide approaches and the need to draw on the expertise available in various components of the UN system.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify): <i>General Assembly</i>	<input checked="" type="checkbox"/>

Recommendation 4 (quote from JIU Report):

The General Assembly should request the United Nations system organizations (as represented in the United Nations System Chief Executives Board for Coordination (CEB)) to consider ways to achieve over time a “single core country analysis” as well as a “single comprehensive implementation plan” with partner countries.

This “single core country analysis”, which would consolidate the various country analyses and programme frameworks developed by each organization with the partner countries as well as those of the members of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), would cover all aspects of development and guide subsequent actions of the international development community (bilateral, multilateral and regional), based on respective comparative advantage. Because it would be nationally owned, it would also in the future ideally guide the work of non-governmental organizations (NGOs) and the private sector. This “single core country analysis” would inform the national development/poverty reduction strategy. Furthermore, in adopting a comprehensive development approach the international development community should aim, over time, at elaborating a “single comprehensive implementation plan” (business plan with results matrix) with the partner country which would be based on this single core analysis and the national development/poverty reduction strategy of the country. This should allow for a division of labour of the greatest number of external assistance providers in a given country, based on recognized comparative advantage. Such an approach should ensure predictability, transparency and accountability.¹ At all stages, the international development community should invest in the appropriate capacity building (such as for analysis, policy making and implementation), so that ownership can indeed be exercised by the partner countries.

Is the recommendation of potential relevance to FAO? Yes x No

Decision and/or Proposed Action:	Endorsed	<input type="checkbox"/>
	Endorsed as modified	<input checked="" type="checkbox"/>
	Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: FAO would agree with the general principles behind this recommendation. A common “single core analysis” would no doubt have advantages. However, it should be ensured that a lead role is exercised by the relevant national authorities. In this regard, the importance of capacity building is rightly emphasized. At the same time, some caution is warranted, given the potential complexity of the issues to be addressed. This would particularly apply to the proposal for a “single comprehensive implementation plan”.

¹ For rationale see also the report of the Joint Inspection Unit, “The results approach in the United Nations: implementing the United Nations Millennium Declaration”, JIU/REP/2002/2, op. cit., Part Two: A: Reform of the United Nations and Recommendation 3.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input checked="" type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>

Recommendation 5 (quote from JIU Report):

All executive heads of United Nations system organizations (as represented in CEB) should issue a strong joint statement tasking their respective staff to enhance “cooperation, collaboration and coordination, including through the greater harmonization of strategic frameworks, instruments, modalities and partnership arrangements”,² and stating their intention to reward them for this effort.

- a) Staff would also be called upon to proactively identify possibilities for joint initiatives within and outside CEB membership, with a view to increasing efficiency in programming for, and the implementation of, national development/poverty reduction strategies and the Millennium Development Goals;*
- b) The identification of opportunities to work together and of new partnership arrangements should be encouraged by the implementation of appropriate incentive and reward measures (comparable across all United Nations system organizations). Individual and team performance assessments should reflect this increased attention to a culture of partnership for better results;*
- c) All resident coordinators should in their annual reports inform CEB and UNDG of the UNCTs’ responses to allow for appropriate discussion;*
- d) Executive heads should report on responses received from their staff to their respective governing bodies;*
- e) CEB and UNDG, as appropriate, should report to the Economic and Social Council and the General Assembly on the results of the above-mentioned joint statement. This would allow Member States to monitor progress and to observe greater coherence in subsequent decision-making on the matter.*

Is the recommendation of potential relevance to FAO? Yes No

² “Triennial comprehensive policy review of operational activities for development of the United Nations system”, A/RES/59/250, 17 December 2004, para. 52.

Decision and/or Proposed Action:	Endorsed	<input checked="" type="checkbox"/>
	Endorsed as modified	<input type="checkbox"/>
	Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: This recommendation can also be generally supported as to its principles. Many aspects in points (a) to (e) have to some extent already been addressed during discussions among all Executive Heads at CEB sessions. The clear affirmation and guidance provided by the FAO Conference in the above mentioned TCPR Resolution underline the importance of greater coherence, collaboration and coordination. Relevant guidance and instructions to staff are being issued. While taking account of the restrictions imposed by current budgetary stringency, there may still be some scope for rewarding exceptional efforts. While a “strong joint statement” may attract political and media attention, specific pronouncements will have to be made by individual Executive Heads to respective staff. There would however be benefits from a joint approach and a common message.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:	Executive Head	<input checked="" type="checkbox"/>
	Legislative Body	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>

Recommendation 6 (quote from JIU Report):

Executive heads of United Nations system organizations should identify and increase common training opportunities and make optimal use of the United Nations System Staff College.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:	Endorsed	<input checked="" type="checkbox"/>
	Endorsed as modified	<input type="checkbox"/>
	Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: FAO is already using training opportunities offered by the UN system Staff College in well justified cases.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input type="checkbox"/>
Legislative Body	<input checked="" type="checkbox"/>
Other (specify): <i>CEB and ICSC</i>	<input checked="" type="checkbox"/>

Recommendations 7 and 8 (quote from JIU Report):

Governing bodies of United Nations system organizations should task the respective secretariats to speed up the identification of obstacles to staff mobility within the United Nations system, and elaborate and report back on solutions, in response to General Assembly resolution A/RES/59/266, Part VII, Mobility.

CEB, in cooperation with the International Civil Service Commission (ICSC), as appropriate, should formulate an appropriate incentive system for mobility which would build a basis for establishing a future United Nations system-wide career path, and report thereon to the substantive session of the Economic and Social Council and the General Assembly in 2007, also in the context of the Triennial comprehensive policy review of operational activities for development of the United Nations system (TCPR).

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input checked="" type="checkbox"/>
Endorsed as modified	<input type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: FAO is closely following ongoing ICSC and inter-agency discussions on the matter of mobility.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:	Executive Head	<input checked="" type="checkbox"/>
	Legislative Body	<input type="checkbox"/>
	Other (specify):	<input type="checkbox"/>

Recommendation 9 (quote from JIU Report):

The executive heads of UNDG organizations should explore the feasibility of further delegating authority to their field representation, and improving simplification and harmonization within the system in the areas described in paras. 60-62.

Authority would be delegated to field representatives in line with the approach adopted by the four UNDG Executive Committee (EXCOM) members (United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF) and World Food Programme (WFP)) and with a view to removing structural or other impediments to enable them to engage in more joint initiatives and partnerships with other organizations on the ground.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:	Endorsed	<input type="checkbox"/>
	Endorsed as modified	<input checked="" type="checkbox"/>
	Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: The spirit of the recommendation is well understood and can be supported. Decisions on further delegation however have to take account of the specific circumstances and nature of activities and availability of resources in the individual agencies.

The call for further simplification and harmonization is also supported and is fully in line with the Rome Declaration and the Paris Declaration on Aid effectiveness. It must be stressed that the four UNDG Executive Committee members operate under relatively similar conditions which greatly facilitate their overcoming structural and other impediments. In the case of Specialized Agencies such as FAO which work in direct relationship with the relevant national authorities, both on normative as well as operational matters, there are specific aspects which need to be recognized. This would include technical issues to be addressed calling for attendant expertise, which for obvious reasons would not be directly available in all FAO country offices.

The reform proposals in FAO have addressed these issues and suggested solutions for ensuring better access to sectoral expertise through appropriate decentralisation to the sub-regional level.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input checked="" type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify): <i>General Assembly</i>	<input checked="" type="checkbox"/>

Recommendation 10 (*quote from JIU Report*):

The General Assembly should invite the executive heads of the United Nations system organizations working in development to strengthen and formalize their links with OECD/DAC, with the UNDG office (UNDGO) playing an appropriate role.

To that effect they should extend a standing invitation to the DAC Chairman or his/her representative to attend all relevant meetings. The General Assembly and the Economic and Social Council should do likewise. This would ensure better information exchange and, ultimately, consistency in decision-making.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input checked="" type="checkbox"/>
Endorsed as modified	<input type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: The spirit of this recommendation can also be supported. FAO has had contacts with OECD/DAC which has a limited number of member states. Particularly through UNDP and with the support of UNDGO, this collaboration has been increasing. The recommendation to extends a “standing invitation” to the DAC Chairman is well taken, but needs to be seen in the concrete context of specific meetings.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input checked="" type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify): <i>United Nations</i>	<input type="checkbox"/>

Recommendation 11 (*quote from JIU Report*):

The executive heads of UNDG should report annually to their governing bodies on progress made in advancing the simplification, harmonization and alignment agenda.

- a) *In response to the commitments made in the Paris Declaration on Aid Effectiveness (2005), the reports would also indicate where organizations have been able to join the improved working arrangements of the four pioneering UNDG EXCOM members; when and in which areas they intend to join them; or to elaborate on the obstacles which prevent them from so doing;*
- b) *The Economic and Social Council secretariat, in coordination with CEB and/or UNDG as appropriate, would provide annually to the Economic and Social Council and the General Assembly, a succinct report on progress made, to complement the reports made annually to the Economic and Social Council by the four EXCOM members.*

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input checked="" type="checkbox"/>
Endorsed as modified	<input type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: The recommendation can be supported. It is fully in line with a related request made by FAO's own governing bodies in connection with the above-mentioned TCPR Resolution.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify): <i>General Assembly</i>	<input checked="" type="checkbox"/>

Recommendation 12 (*quote from JIU Report*):

The General Assembly should de-link the functions of the resident coordinator and the resident representative of UNDP and change the designation process of the resident coordinator as explained in para. 86.

This would allow the resident coordinator to discharge fully his/her responsibilities and to establish a clear line of accountability to the entire United Nations development system, thereby ensuring full ownership of the resident coordinators by all United Nations system organizations. The “Guidelines on the Functioning of the Resident Coordinator System” should be amended accordingly.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input checked="" type="checkbox"/>
Endorsed as modified	<input type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: While action rests with the UN GA, the thrust of this recommendation is fully supported. The potential conflicts of interest and the increasingly important RC function call for serious consideration to be given to a de-linking of the latter function from other roles and responsibilities. Discussions on this issue are under way in relevant inter-agency fora. Any eventual agreement reached on this and other issues will require appropriate amendments of the existing ACC (CEB) guidelines.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input checked="" type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>

Recommendation 13 (*quote from JIU Report*):

UNDG organizations should include in the performance appraisal system for the resident coordinator and UNCT an assessment of teamwork and horizontal cooperation.

Best practice in working together and enhanced teamwork should be reported back to the respective governing bodies and be rewarded. These incentive measures should be harmonized throughout the United Nations system.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input checked="" type="checkbox"/>
Endorsed as modified	<input type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: This recommendation can be supported in principle. The specific rules and regulations under which individual members of the UN country team are recruited and managed by their respective organizations have to be taken into account. FAO fully participates in current dialogue on enhancing the performance appraisal system.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input checked="" type="checkbox"/>
Legislative Body	<input checked="" type="checkbox"/>
Other (specify):	<input type="checkbox"/>

Recommendation 14 (quote from JIU Report):

The governing bodies of UNDG organizations should invite the respective executive heads to undertake a review of the grade structure and skills profile of their field representatives and other staff, and report thereon also to the General Assembly and the Economic and Social Council.

The review of the grade structure of field representatives should take into account their responsibilities and accountability with a view to facilitating cooperation among UNCT members and to ensure consistency across the United Nations system. Grades of the respective representatives should be lower than the grade of the resident coordinator, who should have the authority (linked to grade) to lead the team. Such alignment should be achieved over time and also take into account the country specificity. The governing bodies concerned should be kept informed about outcomes;

The skills profile of field staff and UNCT as a whole should meet the specific development needs of the partner countries, in line with the comparative advantage of the respective organization.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input type="checkbox"/>
Endorsed as modified	<input checked="" type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: The idea to align the grades of the various agency representatives to facilitate the task of the RC (with his/her grade being the highest) seems valid in principle. However, this has to be seen against the fact that in most agencies – including FAO – the country representatives are in fact representatives of respective organizations, with associated diplomatic status. The representatives of Specialized Agencies need to interface with counterpart Ministries and senior government officials over the entire range of activities carried out by their respective organizations, and not solely for the operational activities falling under the purview of the RCs. The reservations expressed in the CEB comments on this recommendation are shared.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input type="checkbox"/>
Legislative Body	<input checked="" type="checkbox"/>
Other (specify): <i>CEB</i>	<input checked="" type="checkbox"/>

Recommendations 15 and 16 (quote from JIU Report):

CEB should submit to the General Assembly and the Economic and Social Council the list of countries where it would be desirable, in programmatic and operational terms, to establish a joint United Nations office.

- a) *The review recommended in para.100, to be conducted in accordance with para.120 of the Secretary-General's report A/57/387, would provide information on whether and, if so, how much savings could be realized for the benefit of programming funds in the given country. A country so identified should be consulted on whether in principle a joint office would be acceptable;*
- b) *CEB would report on the results of these consultations to the General Assembly and the Economic and Social Council in the context of the follow-up to the Secretary-General's reform and TCPR;*
- c) *The General Assembly and the Economic and Social Council should ensure that this report, with comments and/or recommendations, is made available to the*

governing bodies of all concerned United Nations system organizations for appropriate decision-making and action.

The governing bodies of UNDG organizations should task the respective executive heads to examine ways to further rationalize their field presence.

This review would take into account the models used by bilateral agencies in the form of delegated cooperation, and ‘lessons learned’ from pilot projects, such as the UNDP-United Nations Industrial Development Organization (UNIDO) partnership, with a view to reducing transaction costs, and to report to them on results; it being understood that savings in transaction costs would increase available funds for programming for that particular country. UNDG should inform the General Assembly and the Economic and Social Council of the outcome of the review.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:

Endorsed	<input type="checkbox"/>
Endorsed as modified	<input checked="" type="checkbox"/>
Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: FAO shares entirely the doubts expressed at CEB level on these two recommendations (paragraphs 32 and 33 of the CEB comments).

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:

Executive Head	<input type="checkbox"/>
Legislative Body	<input type="checkbox"/>
Other (specify): <i>General Assembly</i>	<input checked="" type="checkbox"/>

Recommendation 17 (quote from JIU Report):

The General Assembly should establish at its 60th session a “task force on operational activities” to oversee, support and monitor developments in operational activities as identified by TCPRs.

This “task force on operational activities” should be established on an experimental basis for two years, initially, to coincide with the TCPR cycle. As to the composition of this task force, its mandate and working methods, refer to the above-mentioned paragraph of the report. Such a task force would enable Member States to be better

acquainted with inter-agency work during off-sessions, foster dialogue, accountability and transparency and allow for informed and consistent decision-making.

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action: Endorsed
 Endorsed as modified
 Rejected

Explanation and/or Proposed Action: While formally addressed to the GA, it may be noted that the thrust of this recommendation has been overtaken by subsequent events, including decisions taken by the General Assembly in the Outcome Document of the 2005 World Summit (Resolution 60/1).

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation: Executive Head
 Legislative Body
 Other (specify): *General Assembly*

Recommendation 18 (*quote from JIU Report*):

The General Assembly should request UNDG organizations to instruct each resident coordinator to set up, in cooperation with the partner countries, an in-country public website with comprehensive information on donor support and United Nations system presence.

To this effect, and with a view to increasing transparency, accountability and predictability for the benefit of Member States, resident coordinators should:

- a) *Assist partner countries in mapping overall donor support in their countries, drawing on the existing DAC database, and complementing it with information on additional sources of funding, such as those provided by NGOs and the private sector;*
- b) *Gather information on United Nations field operations and system presence (structure, grades, skills' profiles, nationality etc.) in programme countries, along with any other relevant programme information, e.g., the category of expenditure, type of assistance and location.*

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:	Endorsed	<input checked="" type="checkbox"/>
	Endorsed as modified	<input type="checkbox"/>
	Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: While not addressed directly to FAO or other Agencies, this recommendation can be supported. The availability of pertinent information is of major importance. It may be noted that in several countries public websites are indeed maintained by the RC, while their scope could be expanded. In this regard, there should be close collaboration with national authorities which have the overall responsibility for coordinating external assistance. FAO's own monitoring system (FPMIS) provides a sound basis for relevant information concerning the Organization.

Include recommendation and action in annual monitoring report: Yes No

Addressee of Recommendation:	Executive Head	<input type="checkbox"/>
	Legislative Body	<input type="checkbox"/>
	Other (specify): <i>CEB</i>	<input checked="" type="checkbox"/>

Recommendation 19 (*quote from JIU Report*):

CEB should set up an "inter-agency task force" to deal with the issue of fundraising for extra-budgetary/non-core funding.

- a) Given that non-core funding impacts on programme orientation and coherence, such an "inter-agency task force" would allow for a systematic exchange of information, and proper planning and allow, wherever possible, for joint demarches especially in favour of joint initiatives in programme implementation in the field. This would also give a positive signal to donors regarding the United Nations systems' willingness to work together, increase transparency and diminish competition. The task force could help donor countries to establish consistent funding;*
- b) United Nations organizations could use this mechanism to advocate for predictability and sustainability as well as for simplified and standardized donor reporting.*

Is the recommendation of potential relevance to FAO? Yes No

Decision and/or Proposed Action:	Endorsed	<input type="checkbox"/>
	Endorsed as modified	<input checked="" type="checkbox"/>
	Rejected	<input type="checkbox"/>

Explanation and/or Proposed Action: While subject to further inter-agency discussions, the recommendation can be supported as to the intent. Within the relevant CEB mechanisms, some discussion has in fact been initiated on some of the issues raised. Given the increasing importance of extra-budgetary resources and the complexities involved it is indeed important to share information and to develop a common understanding and joint approaches. Furthermore, current changes in the overall aid environment and trends such as direct budget support with funding decisions to be made increasingly at the country level point to the need to advance in the direction suggested in this recommendation. Nevertheless, this has also to be considered in the light of the CEB comments (paragraphs 35 to 37).

Include recommendation and action in annual monitoring report: Yes No
