


December 2010

	منظمة الأغذية والزراعة للأمم المتحدة	联合国 粮食及 农业组织	Food and Agriculture Organization of the United Nations	Organisation des Nations Unies pour l'alimentation et l'agriculture	Продовольствен ная и сельскохозяйств енная организация Объединенных	Organización de las Naciones Unidas para la Agricultura y la Alimentación
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# COUNCIL

## Hundred and Forty-first Session

Rome, 11 - 15 April 2011

### Council Multi-year Programme of Work 2010-13

## 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 (MTP) and Programme of Work and Budget (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 independent 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**

Results: 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 2011 CoC-IEE Report on the IPA to the Conference, and endorsed by Conference in 2011. After 2011, recommendations related to the IPA are made to Conference.

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:

- Use of the documentation produced for CoC-IEE meetings.
- 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.

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**

Results: 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.
- 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.

**Appendix**  
**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 PWP;
  - 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.
2. In 2010-13, 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.
3. At its sessions, the Council shall review a document on the status of implementation of decisions taken at its previous session.
4. At the end of each session, the Council shall review its provisional agenda for the following session.
5. 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;
  - Independent evaluations;
  - United Nations system-wide developments regarding oversight issues impacting on FAO.

<b>140<sup>th</sup> Session of the Council, 29 November - 3 December 2010</b>
<p><b>Programme, Budgetary, Financial and Administrative Matters</b></p> <ul style="list-style-type: none"> <li>2) Report of the Joint Meeting of the Programme and Finance Committees (October 2010)</li> <li>3) Report of the Programme Committee (October 2010)</li> <li>4) Priorities for the technical work of the Organization in the 2012-13 biennium</li> <li>5) Reports of the Finance Committee (June and October 2010)</li> <li>6) Programme Implementation Report 2008-2009</li> </ul>
<p><b>Regional Conferences</b></p> <ul style="list-style-type: none"> <li>7) Report of the Regional Conference for Latin America and the Caribbean (April 2010)</li> <li>8) Report of the Regional Conference for Africa (May 2010)</li> <li>9) Report of the Regional Conference for Europe (May 2010)</li> <li>10) Report of the Regional Conference for Asia and the Pacific (September - October 2010)</li> </ul>
<p><b>Technical Committees and Committee on World Food Security</b></p> <ul style="list-style-type: none"> <li>11) Report of the Committee on Commodity Problems (June 2010)</li> <li>12) Report of the of the Committee on Agriculture (June 2010)</li> <li>13) Report of the Committee on Forestry (October 2010)</li> <li>14) Report of the Committee on World Food Security (October 2010)</li> </ul>
<p><b>Committee on Constitutional and Legal Matters</b></p> <ul style="list-style-type: none"> <li>15) Report of the Committee on Constitutional and Legal Matters (September 2010)</li> </ul>
<p><b>Governance Matters</b></p> <ul style="list-style-type: none"> <li>16) Immediate Plan of Action Implementation Progress Report</li> <li>17) Multi-year Programme of Work of the Council</li> <li>18) Report of the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation</li> <li>19) Note on the Methods of Work of the Council</li> <li>20) Arrangements for the 37th Session of the FAO Conference (including provisional agenda and Council recommendation on a major theme for the general debate at Conference)</li> <li>21) Status of implementation of Council decisions</li> </ul>
<p><b>Other Matters</b></p> <ul style="list-style-type: none"> <li>22) Election of Six Members of the WFP Executive Board</li> <li>23) Developments in Fora of Importance for the Mandate of FAO</li> <li>24) Calendar of FAO Governing Bodies and other Main Sessions 2010-2011</li> <li>25) Provisional agenda for the following session of Council</li> <li>26) Working methods of Council</li> </ul>
<b>141<sup>st</sup> Session of the Council, 11-15 April 2011</b>
<p><b>Programme, Budgetary, Financial and Administrative Matters</b></p> <ul style="list-style-type: none"> <li>1) Review of Medium Term Plan and Programme of Work and Budget (2012-2013) – Recommendation to Conference on budget level</li> <li>2) Report of the Joint Meeting of the Programme and Finance Committees (March 2011)</li> </ul>

<b>141<sup>st</sup> Session of the Council, 11-15 April 2011</b>
<ul style="list-style-type: none"> <li>3) Reports of the Programme Committee (February and March 2011)</li> <li>4) Report(s) of the Finance Committee (March 2011)</li> </ul>
<p><b>Regional Conferences</b></p> <ul style="list-style-type: none"> <li>5) Report of the Regional Conference for the Near East (December 2010)</li> </ul>
<p><b>Technical Committees</b></p> <ul style="list-style-type: none"> <li>6) Report of the Committee on Fisheries (January-February 2011)</li> </ul>
<p><b>Committee on Constitutional and Legal Matters</b></p> <ul style="list-style-type: none"> <li>7) Report of the Committee on Constitutional and Legal Matters (March 2011)</li> </ul>
<p><b>Governance Matters</b></p> <ul style="list-style-type: none"> <li>8) Address by Candidates for the Post of Director-General</li> <li>9) Immediate Plan of Action Implementation Progress Report</li> <li>10) Report of the Open-ended Working Group on measures designed to increase the efficiency of Governing Bodies, including representation</li> <li>11) Arrangements for the 37th Session of the Conference (including tentative timetable) – Recommendations to Conference</li> <li>12) Vision for the Structure and Functioning of Decentralized Offices</li> <li>13) Status of implementation of Council decisions</li> </ul>
<p><b>Other Matters</b></p> <ul style="list-style-type: none"> <li>14) Annual Report of the WFP Executive Board on its Activities in 2010</li> <li>15) Calendar of FAO Governing Bodies and other Main Sessions 2011-2012</li> <li>16) Provisional agenda for the following session of Council, and substantive issue to be addressed at the 144th Session of Council</li> <li>17) Working methods of Council</li> </ul>

<b>142<sup>nd</sup> Session of the Council, 4-5 July 2011</b>
<p><b>Election of Committees</b></p> <ul style="list-style-type: none"> <li>1) Election of the Chairperson and Twelve Members of the Programme Committee</li> <li>2) Election of the Chairperson and Twelve Members of the Finance Committee</li> <li>3) Election of the Chairperson and Seven Members of the Committee on Constitutional and Legal Matters</li> </ul>
<p><b>Other Matters</b></p> <ul style="list-style-type: none"> <li>4) Matters Arising out of the Conference Session</li> <li>5) Developments in Fora of Importance for the Mandate of FAO</li> <li>6) Calendar of FAO Governing Bodies and other Main Sessions 2011-2012</li> <li>7) Provisional agenda for the following session of Council</li> <li>8) Working methods of Council</li> </ul>



<b>143<sup>rd</sup> Session of the Council, 21-25 November 2011</b>
<p><b>Programme, Budgetary, Financial and Administrative Matters</b></p> <ol style="list-style-type: none"> <li>1) Approval of Adjustments to the Programme of Work 2012-13</li> <li>2) Report of the Joint Meeting of the Programme and Finance Committees (October 2011)</li> <li>3) Report of the Programme Committee (October 2011)</li> <li>4) Report of the Finance Committee (October 2011)</li> </ol>
<p><b>Committee on World Food Security</b></p> <ol style="list-style-type: none"> <li>5) Report of the Committee on World Food Security (October 2011)</li> </ol>
<p><b>Committee on Constitutional and Legal Matters</b></p> <ol style="list-style-type: none"> <li>6) Report of the Committee on Constitutional and Legal Matters (September 2011)</li> </ol>
<p><b>Governance Matters</b></p> <ol style="list-style-type: none"> <li>7) Immediate Plan of Action Implementation Progress Report</li> <li>8) Progress Reports on Multi-year Programmes of Work of the               <ul style="list-style-type: none"> <li>o Finance Committee</li> <li>o Programme Committee</li> <li>o CCLM</li> </ul> </li> <li>9) Status of implementation of Council decisions</li> </ol>
<p><b>Other Matters</b></p> <ol style="list-style-type: none"> <li>10) Election of Six Members of the WFP Executive Board</li> <li>11) Developments in Fora of Importance for the Mandate of FAO</li> <li>12) Calendar of FAO Governing Bodies and other Main Sessions 2012-2013</li> <li>13) Provisional agenda for the following session of Council</li> <li>14) Working methods of Council</li> </ol>

<b>144<sup>th</sup> Session of the Council, June 2012</b>
<p><b>Programme, Budgetary, Financial and Administrative Matters</b></p> <ol style="list-style-type: none"> <li>1) Report of the Joint Meeting of the Programme and Finance Committees (April 2012)</li> <li>2) Report of the Programme Committee (April 2012)</li> <li>3) Report of the Finance Committee (April 2012)</li> </ol>
<p><b>Regional Conferences</b></p> <ol style="list-style-type: none"> <li>4) Report of the Regional Conference for Africa (January 2012)</li> <li>5) Report of the Regional Conference for Asia and the Pacific (February 2012)</li> <li>6) Report of the Regional Conference for the Near East (March 2012)</li> <li>7) Report of the Regional Conference for Latin America and the Caribbean (March 2012)</li> <li>8) Report of the Regional Conference for Europe (April 2012)</li> </ol>
<p><b>Technical Committees</b></p> <ol style="list-style-type: none"> <li>9) Report of the Committee on Commodity Problems (May 2012)</li> <li>10) Report of the of the Committee on Agriculture (May 2012)</li> </ol>

<b>144<sup>th</sup> Session of the Council, June 2012</b>
<p><b>Committee on Constitutional and Legal Matters</b></p> <p>11) Report of the Committee on Constitutional and Legal Matters (March 2012)</p>
<p><b>Governance Matters</b></p> <p>12) Immediate Plan of Action Implementation Progress Report</p> <p>13) Status of implementation of Council decisions</p>
<p><b>Other Matters</b></p> <p>14) Annual Report of the WFP Executive Board on its Activities in 2011</p> <p>15) Developments in Fora of Importance for the Mandate of FAO</p> <p>16) Calendar of FAO Governing Bodies and other Main Sessions 2012-2013</p> <p>17) Provisional agenda for the following session of Council</p> <p>18) Working methods of Council</p>

<b>145<sup>th</sup> Session of the Council, November 2012</b>
<p><b>Programme, Budgetary, Financial and Administrative Matters</b></p> <p>1) Report of the Joint Meeting of the Programme and Finance Committees (October 2012)</p> <p>2) Report of the Programme Committee (October 2012)</p> <p>3) Report of the Finance Committee (October 2012)</p> <p>4) Programme Implementation Report 2010-2011</p>
<p><b>Technical Committees and Committee on World Food Security</b></p> <p>5) Report of the Committee on Fisheries (July 2012)</p> <p>6) Report of the Committee on Forestry (October 2012)</p> <p>7) Report of the Committee on World Food Security (October 2012)</p>
<p><b>Committee on Constitutional and Legal Matters</b></p> <p>8) Report of the Committee on Constitutional and Legal Matters (September 2012)</p>
<p><b>Governance Matters</b></p> <p>9) Immediate Plan of Action Implementation Progress Report</p> <p>10) Arrangements for the 38th Session of the Conference (including provisional agenda and Council recommendation on major a theme for the general debate at Conference)</p> <p>11) Status of implementation of Council decisions</p>
<p><b>Other Matters</b></p> <p>12) Election of Six Members of the WFP Executive Board</p> <p>13) Developments in Fora of Importance for the Mandate of FAO</p>

<b>146<sup>th</sup> Session of the Council, April 2013</b>
<p><b>Programme, Budgetary, Financial and Administrative Matters</b></p> <p>1) Review of Medium Term Plan and Programme of Work and Budget (2014-2015) – Recommendation to Conference on budget level</p> <p>2) Report of the Joint Meeting of the Programme and Finance Committees (February 2013)</p>

<b>146<sup>th</sup> Session of the Council, April 2013</b>
<ul style="list-style-type: none"> <li>3) Report of the Programme Committee (February 2013)</li> <li>4) Report of the Finance Committee (February 2013)</li> </ul>
<p><b>Committee on Constitutional and Legal Matters</b></p> <ul style="list-style-type: none"> <li>5) Report of the Committee on Constitutional and Legal Matters (March 2013)</li> </ul>
<p><b>Governance Matters</b></p> <ul style="list-style-type: none"> <li>6) Immediate Plan of Action Implementation Progress Report</li> <li>7) Arrangements for the 38th Session of the Conference (including tentative timetable) – Recommendations to Conference</li> <li>8) Status of implementation of Council decisions</li> </ul>
<p><b>Other Matters</b></p> <ul style="list-style-type: none"> <li>9) Annual Report of the WFP Executive Board on its Activities in 2012</li> <li>10) Calendar of FAO Governing Bodies and other Main Sessions 2013-2014</li> <li>11) Provisional agenda for the following session of Council, and substantive issue to be addressed at the 149th Session of Council</li> <li>12) Working methods of Council</li> </ul>

<b>147<sup>th</sup> Session of the Council, July 2013</b>
<p><b>Election of Committees</b></p> <ul style="list-style-type: none"> <li>1) Election of the Chairperson and Twelve Members of the Programme Committee</li> <li>2) Election of the Chairperson and Twelve Members of the Finance Committee</li> <li>3) Election of the Chairperson and Seven Members of the Committee on Constitutional and Legal Matters</li> </ul>
<p><b>Other Matters</b></p> <ul style="list-style-type: none"> <li>4) Matters Arising out of the Conference Session</li> <li>5) Developments in Fora of Importance for the Mandate of FAO</li> <li>6) Calendar of FAO Governing Bodies and other Main Sessions 2013-2014</li> <li>7) Provisional agenda for the following session of Council</li> <li>8) Working methods of Council</li> </ul>

<b>148<sup>th</sup> Session of the Council, November 2013</b>
<p><b>Programme, Budgetary, Financial and Administrative Matters</b></p> <ol style="list-style-type: none"> <li>1) Approval of Adjustments to the Programme of Work 2014-15</li> <li>2) Report of the Joint Meeting of the Programme and Finance Committees (October 2013)</li> <li>3) Report of the Programme Committee (October 2013)</li> <li>4) Report of the Finance Committee (October 2013)</li> </ol>
<p><b>Committee on World Food Security</b></p> <ol style="list-style-type: none"> <li>5) Report of the Committee on World Food Security (October 2013)</li> </ol>
<p><b>Committee on Constitutional and Legal Matters</b></p> <ol style="list-style-type: none"> <li>6) Report of the Committee on Constitutional and Legal Matters (September 2013)</li> </ol>
<p><b>Governance Matters</b></p> <ol style="list-style-type: none"> <li>7) Immediate Plan of Action Implementation Progress Report</li> <li>8) Multi-year Programmes of Work of the             <ul style="list-style-type: none"> <li>o Finance Committee</li> <li>o Programme Committee</li> <li>o CCLM</li> <li>o Regional Conferences</li> <li>o Technical Committees</li> </ul> </li> <li>9) Status of implementation of Council decisions</li> </ol>
<p><b>Other Matters</b></p> <ol style="list-style-type: none"> <li>10) Election of Six Members of the WFP Executive Board</li> <li>11) Developments in Fora of Importance for the Mandate of FAO</li> <li>12) Calendar of FAO Governing Bodies and other Main Sessions 2014-2015</li> <li>13) Provisional agenda for the following session of Council</li> <li>14) Working methods of Council</li> </ol>