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Food and Agriculture
Organization of the
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Продовольственная и
сельскохозяйственная организация
Объединенных Наций

Organización de las
Naciones Unidas para la
Alimentación y la Agricultura

منظمة
الأغذية والزراعة
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COUNCIL

Hundred and Sixty-fifth Session

30 November-4 December 2020

Council Multi-year Programme of Work 2021-2024

Executive Summary

In line with Conference Resolution 8/2009¹ (Basic Texts, Volume II, Section D), the Council prepares a Multi-year Programme of Work (MYPOW) covering a period of at least four years. In view of its importance as a results-based planning and monitoring instrument for its own work, the Council reviews its MYPOW once a year.

Suggested action by the Council

The Council is invited to approve the MYPOW 2021-24, taking into consideration the rolling nature of the four year MYPOW.

Queries on the substantive content of this document may be addressed to:

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¹ Basic Texts, Volume II, Section D, Resolution 8/2009, *Implementation of the Immediate Plan of Action regarding the Council*

Council Multi-year Programme of Work Revised version covering the 2021-24 period

I. Overall Objectives for the Council

1. The Council provides the Conference with guidance on strategies, priorities, programmes and budget for the Organization, as well as constitutional, organizational, administrative and financial matters.
2. In accordance with the Basic Texts and Conference Resolution 8/2009, the Council also plays a dynamic role in the development of the Strategic Framework, the Medium Term Plan (MTP) and the Programme of Work and Budget (PWB) of the Organization, and has an oversight and monitoring function over the implementation of governance decisions.
3. The Council also elects the members of the Programme Committee, Finance Committee and Committee on Constitutional and Legal Matters biennially and six members of the Executive Board of the World Food Programme annually, and provides clear assessments on the world food and agriculture situation and related matters which may have been referred to the Council.
4. The Council aims to operate efficiently and effectively in a results-based manner, holding its sessions in keeping with the rolling work plan outlined in Section II F below, and with the *Note on Methods of Work of the Council*. This enables alignment of agenda setting with emerging priorities of the Organization, and adjustment to working methods to meet evolving circumstances such as those arising from the impact of the ongoing Covid-19 pandemic.

II. Results

A. Strategy and priority setting, and budget planning

5. Result: Conference decisions on strategies, priorities, programmes and budget for the Organization, as well as on the status of world food and agriculture, are aligned with and follow Council guidance based on FAO's Strategic Objectives as reflected in its Programme of Work and Budget.
6. Indicators and targets:
 - a) Conference report reflects the recommendations made by Council on the Strategic Framework, Medium Term Plan (MTP) and Programme of Work and Budget (PWB).
 - b) In reviewing and approving the budget of the Organization, the Conference has at its disposal an explicit recommendation from the Council on the alignment between strategies, priorities and work programmes with the proposed budget of the Organization².
 - c) Council guidance on world food and agriculture issues, and alignment with Sustainable Development Goals (SDGs) receive Conference approval.
 - d) Conference approves the provisional agenda recommended to it by Council.
7. Outputs: Clear and precise decisions taken and recommendations made to Conference reflecting membership priorities for addressing agriculture and food security issues in the context of FAO's Strategic Objectives, as reflected in its MTP and PWB and recommendations made to Conference.
8. Activities:
 - a) Review and assessment of the recommendations made by the FAO Governing Bodies, in particular review and assessment of the recommendations made by the Programme and Finance Committees and their Joint Meetings regarding the Strategic Framework, MTP and PWB, and clear recommendations thereon to Conference.

² Basic Texts, Volume II, Section D, Resolution 8/2009, *Implementation of the Immediate Plan of Action regarding the Council*

- 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.
- b) Assessment of major issues pertaining to the world food and agriculture situation, including alignment with SDGs, as necessary.
 - c) Decisions on any adjustments to the PWB.
 - d) Recommendations to Conference on the Programme and Budget Resolutions, including the content and level of the budget.
 - e) Recommendation of the topic of the general debate at the Conference session.
 - f) Recommendation of the Biennial Theme for 2020-2021.
 - g) Recommendation of the provisional agenda of the Conference session.

9. Working methods:

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

B. Monitoring implementation of governance decisions

10. Result: Advise Conference through decisions on governance that directly support FAO's Strategic Objectives and regularly monitor the implementation of those decisions.

11. Indicators and targets:

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

12. Outputs: Clear and precise decisions taken and recommendations made to Conference reflecting the Council's assessment of the implementation of governance decisions.

13. Activities:

- a) Review and assessment of governance decisions of Council.
- b) Review of the Multi-year Programmes of Work (MYPOW) of the Governing Bodies, and assessment of related progress reports.
- c) Recommendations and decisions on the need to convene Ministerial Meetings as necessary.
- d) Review and assessment of issues regarding treaties, conventions and agreements that are within the framework of FAO.
- e) Review of developments in other fora of importance for the mandate of FAO.

14. Working methods:

- a) Feedback method to Conference via reports on implementation of governance decisions.
- b) Informal coordination meetings of the Chairpersons and Secretariats of the Committee on Constitutional and Legal Matters (CCLM), Programme and Finance Committees, Regional Conferences and Technical Committees, facilitated by the ICC.
- c) Informal consultation meetings of the Chairpersons and Vice-Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the ICC.
- d) Regular contacts between the ICC and FAO Management.
- e) Advice from the Statutory Bodies through the Technical Committees.

C. Exercise of oversight functions

15. Result: Well-functioning legal, ethics, financial and administrative frameworks, policies and systems are in place and regularly monitored by Council.
16. Indicators and targets:
- a) The Organization operates within its legal, financial and administrative framework.
 - b) Transparent, independent and professional evaluation of the Organization's performance, as well as audit and ethics oversight.
 - c) The elections mandated by the Basic Texts are held within the set deadlines.
 - d) Policies are implemented and systems function in accordance with existing rules and standards.
 - e) The proposed calendar of FAO Governing Bodies and other main sessions conforms with the schedule of sessions for the implementation of the Programming, Budgeting and Results-based Monitoring System.
17. Outputs: Clear and precise decisions and recommendations made to Conference ensuring the well-functioning of FAO's legal, ethical, financial and administrative frameworks.
18. Activities:
- a) 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.
 - b) Review and assessment of the Finance Committee recommendations regarding ethics and audit, both internal and external.
 - c) 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.
 - d) Review and assessment of the Programme and Finance Committees recommendations on strategic evaluations and the Programme Implementation Report.
 - e) Review and assessment of the CCLM recommendations on constitutional and legal matters.
 - f) Independent Evaluation of the evaluation function every six years (first review in 2016) – report to Management and the Council together with the recommendations of the Programme Committee.
19. Working methods:
- a) Advice from the Programme and Finance Committees and their Joint Meetings, and from the CCLM.
 - b) Regular contacts between the ICC and FAO Management, and heads of oversight functions.

D. Monitoring and Evaluation of Management performance

20. Result: Management performance targets are regularly reviewed and monitored by Council.
21. Indicators and targets:
- a) Performance of Management is in line with established performance targets.
 - b) Adjustments are made to performance targets as necessary.
22. Outputs: Clear and precise decisions taken, and recommendations made to Conference.

23. Activities:

- a) 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 Programme and Finance Committees and their Joint Meetings.
- b) Programme Implementation Report.
- c) Review of the contribution of extra-budgetary resources to the Organizational Results framework.
- d) On a periodic basis, organize the transparent, professional and independent evaluation of the Organization's performance in contributing to its planned outcomes and impacts.
- e) Review of the Programme and Finance Committees recommendations for adjustment of PWB implementation.
- f) Recommendations of the Programme Committee on Strategic Evaluations and their subsequent follow-up.
- g) Regular review and assessment of FAO partnership agreements, including their financial implications with particular attention to their impacts on FAO's Strategic Framework, Medium Term Plan (MTP) and Programme of Work and Budget (PWB) and their contributions to reaching FAO's Strategic Objectives and the SDGs.

24. Working methods:

- a) Regular contacts between the ICC and FAO Management.
- b) Informal seminars and consultations among Members.
- c) Presentations by the Secretariat on management strategies and policies to Council.
- d) Informal briefing by the FAO staff representatives bodies.

E. Work planning and working methods

25. Results: Council operates efficiently, in a proactive and inclusive way, according to established work plans and improved working methods, and is supported in this regard by the Council Committees.

26. Indicators and targets:

- a) Council agendas are focused.
- b) Agendas of Council Committees are focused and aligned with the Council priorities and agendas.
- c) Council reports are concise, consisting mainly of conclusions, decisions and recommendations, and are made available to Members soon after the closure of the session.
- d) Reports of Council Committees are concise and focused on recommendations for review by the Council in a manner relevant to the work of the Council.
- e) Council documents have a standardized cover page, with a box suggesting the proposed action.
- f) Council documents are issued four weeks before a session opens.

27. Outputs:

- a) A MYPOW for Council.
- b) A Note on Methods of Work of the Council is issued at each session of Council.
- c) Annual briefing for new Council members.

28. Activities:

- a) Preparation of the Council MYPOW, with performance indicators.
- b) Regular review of the methods of work of Council, including performance measures, adjustments and innovations required from exogenous circumstances, such as the impact of the Covid-19 pandemic.
- c) Review of the status of implementation of Council decisions.
- d) Review of the agendas of the Council Committee sessions to ensure the Council Committees support the Council in exercising its functions.
- e) 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.

29. Working methods:

- a) Structured and focused deliberations during Council sessions.
- b) Efficient drafting arrangements for Council reports, based on the conclusions made by the ICC in closing and summing up each item.
- c) Innovation and adjustments to procedures and instruments for optimal conduct of sessions under special circumstances, including virtual meetings, written correspondence procedure, and advance circulation of agenda item introductions.
- d) Regular inter-sessional activities, determined according to their interest, and level of priority.
- e) As appropriate, strengthen human and financial resources mobilized by the Secretariat for the implementation of, and follow up to, the MYPOW.
- f) Informal meetings of the Chairpersons and Vice-Chairpersons of the Regional Groups and senior members of the Secretariat, facilitated by the ICC.
- g) Regular contacts between the ICC and FAO Management.

F. Sessions and Work plan of Council

30. 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, 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.

31. 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 effective dates for sessions of bodies reporting to it, hence the “t.b.d” label (“to be determined”) added to some entries.

32. At its sessions, the Council shall review a document on the status of implementation of decisions taken at its previous session, including any outstanding or ongoing actions arising from decisions made at previous sessions.

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

G. Outline of Council agendas for the period 2021-2024

166th Session of the Council, March/April 2021
<p>Programme of Work and Budget</p> <ol style="list-style-type: none"> 1) Strategic Framework 2) Medium Term Plan 2022-25 and Programme of Work and Budget 2022-23
<p>Reports of the Committees of the Council</p> <ol style="list-style-type: none"> 3) Report of the Joint Meeting of the Programme and Finance Committees (...2021) (t.b.d.) 4) Report of the Programme Committee (...2021) (t.b.d.) 5) Report of the Finance Committee (...2021) (t.b.d.) 6) Report of the Committee on Constitutional and Legal Matters (...2021) (t.b.d.)
<p>Reports of the Technical Committees and the Committee on World Food Security</p> <ol style="list-style-type: none"> 7) Report of the Committee on Fisheries (...2021) (t.b.d) 8) Report of the Committee on Commodity Problems (...2021) (t.b.d) 9) Report of the Committee on World Food Security (...2021) (t.b.d)
<p>Governance Matters</p> <ol style="list-style-type: none"> 10) Arrangements for the 42nd Session of the Conference (including tentative timetable) – Recommendations to Conference 11) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 12) Developments in Fora of Importance for the Mandate of FAO 13) Calendar of FAO Governing Bodies and other Main Sessions 2021-22 14) Provisional Agenda for the following session of Council

167th Session of the Council, June/July 2021
<p>Election of Committees</p> <ol style="list-style-type: none"> 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
<p>Other Matters</p> <ol style="list-style-type: none"> 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 2021-22 7) Provisional Agenda for the following session of Council

168th Session of the Council, November/December 2021
Programme of Work and Budget 1) Adjustments to the Programme of Work and Budget 2022-23
Reports of the Committees of the Council 2) Report of the Joint Meeting of the Programme and Finance Committees (...2021) (t.b.d.) 3) Report of the Programme Committee (...2021) (t.b.d.) 4) Report of the Finance Committee (...2021) (t.b.d.) 5) Report of the Committee on Constitutional and Legal Matters (...2021) (t.b.d.)
Committee on World Food Security 6) Report of the Committee on World Food Security (...2021) (t.b.d.)
Governance Matters 7) Rome-based Agencies Collaboration 8) Council Multi-year Programme of Work 2022-25 9) Status of implementation of Council decisions
Other Matters 10) World Food Programme: i) Election of Six Members of the WFP Executive Board; and ii) Annual Report of the WFP Executive Board on its activities in 2020 11) Developments in Fora of Importance for the Mandate of FAO 12) Calendar of FAO Governing Bodies and other Main Sessions 2021-2023 13) Provisional Agenda for the following session of Council

169th Session of the Council, June/July 2022
Programme of Work and Budget 1) Programme Implementation Report 2020-2021
Reports of the Regional Conferences 2) Report of the Regional Conference for Africa (...2022) (t.b.d.) 3) Report of the Regional Conference for Asia and the Pacific (...2022) (t.b.d.) 4) Report of the Regional Conference for the Europe (...2022) (t.b.d.) 5) Report of the Regional Conference for Latin America and the Caribbean (...2022) (t.b.d.) 6) Report of the Regional Conference for the Near East (...2022) (t.b.d.) 7) Report on the Informal Regional Conference for North America (...2022) (t.b.d.)
Reports of the Committees of the Council 8) Report of the Joint Meeting of the Programme and Finance Committees (...2022) (t.b.d.) 9) Report of the Programme Committee (...2022) (t.b.d.) 10) Report of the Finance Committee (...2022) (t.b.d.) 11) Report of the Committee on Constitutional and Legal Matters (...2022) (t.b.d.)
Governance Matters 12) Dates for submission of nominations for the Office of Director-General 13) Status of implementation of Council decisions
Other Matters 14) Developments in Fora of Importance for the Mandate of FAO 15) Calendar of FAO Governing Bodies and other Main Sessions 2022-2023 16) Provisional Agenda for the following session of Council

170th Session of the Council, November/December 2022

Reports of the Technical Committees and the Committee on World Food Security

- 1) Report of the Committee on Agriculture (...2022) (t.b.d.)
- 2) Report of the Committee on Commodity Problems (...2022) (t.b.d.)
- 3) Report of the Committee on Fisheries (...2022) (t.b.d.)
- 4) Report of the Committee on Forestry (...2022) (t.b.d.) (including sub-item on World Forestry Congress)
- 5) Report of the Committee on World Food Security (...2022) (t.b.d.)

Reports of the Committees of the Council

- 6) Report of the Joint Meeting of the Programme and Finance Committee (...2022) (t.b.d.)
- 7) Report of the Programme Committee (...2022) (t.b.d.)
- 8) Report of the Finance Committee (...2022) (t.b.d.) (including a sub-item on Audited Accounts 2021)
- 9) Report of the Committee on Constitutional and Legal Matters (...2022) (t.b.d.)

Governance Matters

- 10) Rome-based Agencies Collaboration
- 11) Arrangements for the 43rd Session of the Conference (including provisional agenda and Council recommendation of the topic for the general debate at Conference)
- 12) Recommendation for the Biennial Theme 2024-2025
- 13) Council Multi-year Programme of Work 2023-26
- 14) Status of implementation of Council decisions

Other Matters

- 15) World Food Programme:
 - i) Election of Six Members of the WFP Executive Board; and
 - ii) Annual Report of the WFP Executive Board on its activities in 2021
- 16) Developments in Fora of Importance for the Mandate of FAO
- 17) Margarita Lizárraga Medal
- 18) Calendar of FAO Governing Bodies and other Main Sessions 2022-2024
- 19) Provisional Agenda for the following session of Council

171st Session of the Council, March/April 2023
Programme of Work and Budget 1) Reviewed Medium Term Plan (2022-25) and Programme of Work and Budget (2024-2025)
Reports of the Committees of the Council 2) Report of the Joint Meeting of the Programme and Finance Committees (...2023) (t.b.d.) 3) Report of the Programme Committee (...2023) (t.b.d.) 4) Report of the Finance Committee (...2023) (t.b.d.) 5) Report of the Committee on Constitutional and Legal Matters (...2023) (t.b.d.)
Governance Matters 6) Address by Candidates for the Post of Director-General 7) Arrangements for the 43 rd Session of the Conference (including tentative timetable) – Recommendations to Conference 8) Status of implementation of Council decisions
Other Matters 9) Developments in Fora of Importance for the Mandate of FAO 10) Calendar of FAO Governing Bodies and other Main Sessions 2023-2024 11) Provisional Agenda for the following session of Council

172nd Session of the Council, June/July 2023
<p>Election of Committees</p> <ol style="list-style-type: none"> 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
<p>Other Matters</p> <ol style="list-style-type: none"> 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 2023-2024 7) Provisional Agenda for the following session of Council

173rd Session of the Council, November/December 2023
<p>Programme of Work and Budget</p> <ol style="list-style-type: none"> 1) Adjustments to the Programme of Work and Budget 2024-25
<p>Reports of the Committees of the Council</p> <ol style="list-style-type: none"> 2) Report of the Joint Meeting of the Programme and Finance Committees (...2023) (t.b.d.) 3) Report of the Programme Committee (...2023) (t.b.d.) 4) Report of the Finance Committee (...2023) (t.b.d.) 5) Report of the Committee on Constitutional and Legal Matters (...2023) (t.b.d.)
<p>Committee on World Food Security</p> <ol style="list-style-type: none"> 6) Report of the Committee on World Food Security (...2023) (t.b.d.)
<p>Governance Matters</p> <ol style="list-style-type: none"> 7) Rome-based Agencies Collaboration 8) Council Multi-year Programme of Work 2024-2027 9) Status of implementation of Council decisions
<p>Other Matters</p> <ol style="list-style-type: none"> 10) World Food Programme: <ol style="list-style-type: none"> i) Election of Six Members of the WFP Executive Board; and ii) Annual Report of the WFP Executive Board on its activities in 2022 11) Developments in Fora of Importance for the Mandate of FAO 12) Calendar of FAO Governing Bodies and other Main Sessions 2023-2025 13) Provisional Agenda for the following session of Council

174th Session of the Council, June/July 2024
Programme of Work and Budget 1) Programme Implementation Report 2022-2023
Reports of the Regional Conferences 2) Report of the Regional Conference for Africa (...2024) (t.b.d.) 3) Report of the Regional Conference for Asia and the Pacific (...2024) (t.b.d.) 4) Report of the Regional Conference for the Europe (2024) (...t.b.d.) 5) Report of the Regional Conference for Latin America and the Caribbean (...2024 (t.b.d.) 6) Report of the Regional Conference for the Near East (...2024) (t.b.d.) 7) Report on the Informal Regional Conference for North America (...2024) (t.b.d.)
Reports of the Committees of the Council 8) Report of the Joint Meeting of the Programme and Finance Committees (...2024) (t.b.d.) 9) Report of the Programme Committee (...2024) (t.b.d.) 10) Report of the Finance Committee (...2024) (t.b.d.) 11) Report of the Committee on Constitutional and Legal Matters (...2024) (t.b.d.)
Governance Matters 12) Status of implementation of Council decisions
Other Matters 13) Developments in Fora of Importance for the Mandate of FAO 14) Calendar of FAO Governing Bodies and other Main Sessions 2024-2025 15) Provisional Agenda for the following session of Council

175th Session of the Council, November/December 2024

Reports of Technical Committees and the Committee on World Food Security

- 1) Report of the Committee on Agriculture (...2024) (t.b.d.)
- 2) Report of the Committee on Commodity Problems (...2024) (t.b.d.)
- 3) Report of the Committee on Fisheries (...2024) (t.b.d.)
- 4) Report of the Committee on Forestry (...2024) (t.b.d.)
- 5) Report of the Committee on World Food Security (...2024) (t.b.d.)

Reports of the Committees of the Council

- 6) Report of the Joint Meeting of the Programme and Finance Committees (...2024) (t.b.d.)
- 7) Report of the Programme Committee (...2024) (t.b.d.)
- 8) Report of the Finance Committee (...2024) (t.b.d.)
- 9) Report of the Committee on Constitutional and Legal Matters (...2024) (t.b.d.)

Governance Matters

- 10) Rome-based Agencies Collaboration
- 11) Arrangements for the 44th Session of the Conference (including provisional agenda and Council recommendation on the topic for the general debate at Conference)
- 12) Recommendation on the Biennial Theme 2026-2027
- 13) Council Multi-year Programme of Work 2025-28
- 14) Status of implementation of Council decisions

Other Matters

- 15) World Food Programme:
 - i) Election of Six Members of the WFP Executive Board; and
 - ii) Annual Report of the WFP Executive Board on its activities in 2023
- 16) Developments in Fora of Importance for the Mandate of FAO
- 17) Margarita Lizárraga Medal
- 18) Calendar of FAO Governing Bodies and other Main Sessions 2024-2026
- 19) Provisional Agenda for the following session of Council