



The International Treaty
ON PLANT GENETIC RESOURCES FOR FOOD AND AGRICULTURE



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Item 17 of the Provisional Agenda

**INTERNATIONAL TREATY ON PLANT GENETIC RESOURCES
FOR FOOD AND AGRICULTURE**

THIRD SESSION OF THE GOVERNING BODY

Tunis, Tunisia, 1 – 5 June 2009

**MATTERS ARISING FROM THE REPORT OF THE
INDEPENDENT EXTERNAL EVALUATION OF FAO RELATED TO
THE TREATY**

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I. INTRODUCTION

1. The Food and Agriculture Organization of the United Nations (FAO) is currently in a reform process, following the *Report of the Independent External Evaluation of FAO (IEE)*, the outcomes of which may have implications for both the implementation of the Treaty and the administration of its Secretariat. (The full text of the *Report of the Independent External Evaluation of FAO* can be found at url: <ftp://ftp.fao.org/docrep/fao/meeting/012/k0827e02.pdf>).
2. At its third meeting, the Bureau of the Third Session of the Governing Body requested the Secretary to report on the IEE follow-up process to the Governing Body at its Third Session, in order to seek further guidance, as appropriate. The Bureau also agreed that an Agenda Item on the IEE follow-up process should be included in the Agenda of the Third Session of the Governing Body.¹
3. The present document describes those aspects of the follow-up process to the IEE, and in particular of the Immediate Plan of Action for FAO Renewal (2009-11), which are of special relevance to the implementation of the Treaty and the administration of its Secretariat.

II. BACKGROUND

4. At its 34th Session in November 2007, the FAO Conference welcomed the report of the Independent External Evaluation of FAO (IEE)², and passed a resolution on the follow-up to the IEE. This included the establishment of a time-bound Committee of the Conference (CoC-IEE), open to all Members of the Organization, and tasked with preparing proposals for an immediate plan of action to be considered by a Special Session of the Conference in 2008.³
5. Based on the work of the CoC-IEE, the Special Session of the Conference adopted Resolution 1/2008: the Immediate Plan of Action for FAO Renewal (2009-11).⁴
6. In approving the Immediate Plan of Action, the Conference also decided to extend the CoC-IEE for the duration of 2009 for continued follow-up to the IEE and for completing outstanding work within the Immediate Plan of Action. The CoC-IEE will finalise its report on suggested Basic Text amendments in June 2009 and complete its final report by September 2009 for presentation to the FAO Conference at its 36th Session in November 2009.⁵
7. The outcomes of this follow-up process to the IEE may have implications for both the implementation of the Treaty and the administration of its Secretariat. On the request of the Bureau, the Secretary had therefore closely monitored relevant developments in the follow-up process to the IEE during the intersessional period and reported back to the Bureau accordingly.⁶ However, based on consultations with the Bureau in February 2009, and due to resource constraints and Secretariat workload, it was no longer possible for the Secretariat to monitor the IEE follow-up process.

¹ IT/GB-3 Bureau 3/09/Report, paragraph 22.

² C 2007/REP, paragraph 104.

³ Resolution 5/2007, C 2007 REP.

⁴ C 2008/REP, paragraph 18.

⁵ Resolution 1/2008, C 2008/REP.

⁶ IT/GB-3 Bureau 2/08/Report; IT/GB-3 Bureau 3/09/Report.

III. THE IMMEDIATE PLAN OF ACTION FOR FAO RENEWAL AND FOLLOW-UP ACTIONS

8. The Immediate Plan of Action for FAO Renewal (2009-11) details the actions to be taken for FAO Reform, providing indications for timing and resource implications. It is divided into four main sections and an Annex:

- *“Priorities and Programmes of the Organization: This section details the new results-based framework proposed for the design of all the Organization’s programmes, including the Organization’s Vision and Global Goals, Strategic Objectives and approach to priority setting and resource management. The results will be that FAO will shift its focus from what it does, to the impacts of its activities for member countries both nationally and globally;*
- *Governance Reform: This section addresses efficiency, effectiveness and member ownership. Measures are proposed to strengthen FAO Governing Bodies’ role in assuring global policy and regulatory coherence and their role in exercising executive oversight, while respecting the distinct roles of the Governing Bodies and management;*
- *Reform of Systems, Programming & Budgeting, Culture Change and Organizational Restructuring: This section puts forward a detailed series of measures for reform of the programming and budgeting cycle and for mobilisation of voluntary contributions into a unified programme, with priorities clearly defined by the membership. It also proposes measures to: delegate responsibilities with accountability; strengthen human resources; streamline administration; and improve the effectiveness of both the headquarters’ and decentralised offices, while freeing up resources for technical work;*
- *Implementation of the Immediate Plan of Action, including both Governance and management follow-up arrangements; and*
- *Annex: Summary of Costs, Savings, Resource Requirements and the Implementation Schedule for 2009-2011.”⁷*

9. In the following sections, those elements of the Immediate Plan of Action of particular relevance to the Treaty and its Secretariat are outlined in more detail.

Section A - Priorities and Programmes of the Organization

10. Section A - *Priorities and Programmes of the Organization* of the Immediate Plan of Action outlines a new results-based programming framework for FAO’s work, and provides elements of a new FAO Strategic Framework and Medium Term Plan.

11. The new results-based framework provides for programming and budgeting documentation to be drawn up and presented in an integrated suite of planning documentation encompassing: the Strategic Framework with a 10-15 year time-horizon (reviewed every four years); the Medium Term Plan, covering a four-year time horizon, but reviewed and adjusted each

⁷ C 2008/4.

biennium; and the Programme of Work and Budget dealing with the resources required for each biennium.⁸

12. This documentation will reflect a results-based hierarchy, consisting of Global Goals, Strategic Objectives, Organizational Results, Core Functions, Targets and Indicators, which will be monitored and evaluated for results. Assessed contributions and extra-budgetary resources will be managed in a unified work programme, subject to the same planning and oversight, with encouragement to contributors of extra-budgetary funding to reduce earmarking and increase pool funding.⁹

13. While the Immediate Plan of Action already contains some elements of the new Strategic Framework and Medium Term Plan 2010-13, they are to be finalised together with the Programme of Work and Budget 2010-11, and will be recommended by the CoC-IEE to the FAO Conference at its 36th Session in November 2009.¹⁰

14. At the current stage of development of the Strategic Framework and Medium Term Plan 2010-13, the Treaty is reflected under Strategic Objective A - *Sustainable intensification of crop production*.

15. The consideration and reflection of the Treaty and its work in the Strategic Framework, Medium Term Plan and Programme of Work and Budget might have some direct implications for the allocation of FAO regular programme contributions to the budget of the Treaty.

16. The new programming and budgeting framework of FAO might also have an influence on the character and scope of partnerships and collaboration between relevant units within the Organization and the Secretariat of the Treaty.

Section B - Governance Reform

17. Section B - *Governance Reform* contains a subsection entitled *Statutory Bodies, Conventions, etc.*, which foresees that “*statutory bodies and conventions will be strengthened, enjoying more financial and administrative authority within the framework of FAO and a greater degree of self-funding by their Members. They will have a direct line of access to the appropriate FAO Technical Committees. They will be accountable to the FAO Council and Conference for the use of that proportion of their funding which is provided for from FAO assessed contributions*”¹¹.

18. To this end, the following two specific actions are planned:

- A change of FAO Basic Text to enable “*Conferences of parties to treaties, conventions and agreements such as Codex and the IPPC (incorporated under FAO statutes) [to] bring issues to the attention of the Council and Conference through the relevant Technical Committee*”¹² (Action 2.68);
- The undertaking of a review “*with a view to making any necessary changes to enable those statutory bodies which wish to do so to exercise financial and administrative authority and mobilise additional funding from their members,*

⁸ The Immediate Plan of Action for FAO Renewal, *Appendix E*, C 2008/REP.

⁹ The Immediate Plan of Action for FAO Renewal, *Appendix E*, C 2008/REP.

¹⁰ Resolution 1/2008, C 2008/REP.

¹¹ The Immediate Plan of Action for FAO Renewal, paragraph 28, *Appendix E*, C 2008/REP.

¹² The Immediate Plan of Action for FAO Renewal, paragraph 28, *Appendix E*, C 2008/REP.

*while remaining within the framework of FAO and maintaining a reporting relationship with it*¹³ (Action 2.69).

19. Both actions are scheduled to start in 2009. The necessary changes in FAO Basic Texts will be recommended by the CoC-IEE to the FAO Conference at its 36th Session in November 2009.¹⁴

20. The outcomes of these actions will be relevant to the Treaty, as they will influence the financial and administrative authority the Treaty enjoys within the framework of FAO, and its relationship with the degree of self-funding of the Treaty.

Section C - Reform of Systems, Programming and Budgeting, Culture Change and Organizational Restructuring

21. Section C - *Reform of Systems, Programming and Budgeting, Culture Change and Organizational Restructuring* contains a subsection entitled *Reform of Administrative and Management Systems*, which establishes a set of general principles for the reform of FAO's administrative and management systems. Those are:

- moving from *ex ante* to *ex post* controls;
- augment delegation of authority;
- streamlining and simplification of administrative procedures.

22. Decisions on the application of these principles are expected to be made by FAO during the course of 2009 and 2010.¹⁵

23. Administrative and management systems are directly relevant to the Treaty and its functioning, as they condition the operating environment for the Treaty and its Secretariat and, to some degree, the Governing Body, its Bureau and its subsidiary bodies.

24. The application of the above mentioned principles has the potential to address several areas that have been identified as challenges for the administration of the Secretariat, in particular in relation to human resource management, the conclusion of contracts and agreements with other organizations, and financial management.

25. The subsection entitled *Headquarters Structure* foresees that “*a comprehensive programme of Headquarters restructuring will be initiated in 2009 for completion by 2012*”¹⁶. While the apex structure of headquarters departments and senior management was already approved in principle by the FAO Conference in 2008, the departmental structures and mandates will be finalised during 2009, following a complete functional analysis of headquarters departments and according to the further development of the Organizational Results for the Strategic Framework and Medium Term Plan. According to the Immediate Plan of Action, the revised headquarters structure will be presented to the FAO Conference at its 36th Session in November 2009, and will be implemented in 2010-11.¹⁷

26. The future organizational structure of FAO headquarters is of relevance to the Treaty as the horizontal and vertical location of the Secretariat within the administration may also have implications for the financial and administrative procedures it is required to apply.

¹³ The Immediate Plan of Action for FAO Renewal, paragraph 28, *Appendix E*, C 2008/REP.

¹⁴ Resolution 1/2008, C 2008/REP.

¹⁵ The Immediate Plan of Action for FAO Renewal, *Appendix E*, C 2008/REP.

¹⁶ The Immediate Plan of Action for FAO Renewal, paragraph 46, *Appendix E*, C 2008/REP.

¹⁷ The Immediate Plan of Action for FAO Renewal, *Appendix E*, C 2008/REP.

IV. CONCLUSION

27. The Governing Body may wish to take note of the relevant processes and issues in the context of the follow-up process to the IEE, and give any further guidance it considers appropriate.