

Chair's Aide-Mémoire

Meeting of Working Group I of the Conference Committee for IEE Follow-up (CoC-IEE)

Thursday 16 April 2009

Chaired by Vic Heard, Chair WG I

Discussion of draft Results Frameworks (Strategic Objectives and Functional Objectives) and Impact Focus Areas

1. **General Discussion:** The Working Group welcomed the revised and expanded version of the document prepared by Management entitled *Discussion of Draft Results Frameworks (Strategic Objectives and Functional Objectives)* (available at www.fao.org/uploads/media/WG1-16Apr-ResFrame-final_REV.pdf), and covering the eleven Strategic Objectives and two Functional Objectives which will be the foundation for the Medium Term Plan (MTP) 2010-13 and the basis for preparing the Programme of Work and Budget (PWB) 2010-11. The Working Group recognized that significant progress had been made since the last review of this subject on 23 March 2009 and provided further comments for enhanced formulation and presentation in the MTP. In this regard, Members:

- emphasized the need to operationalize results frameworks at country level to ensure an effective impact of FAO's work;
- noted that adequate time was required to discuss these key issues, both in the Working Group and with Capitals. For this purpose, Management was requested to organize in May an informal seminar on the formulation and use of "indicators of achievement", as these will be critical for Members' monitoring of results; and
- looked forward to discussing the frameworks in July as part of the MTP/PWB package, together with resources, in the context of the "Reform with Growth" concept.

2. **Strategic Objectives:** in discussing further the Strategic Objectives, Members:

- noted that the substantive aspects of the Strategic Objective frameworks were being examined by the Technical Committees of the Council;
- considered that further work was required to come up with more measurable indicators;
- mentioned the need to address the link between "primary tools" and "core functions";
- provided suggestions for the refinement of the Strategic Objectives, noting that more detailed comments should wait until the priorities and resources are included in the framework. In the meantime, additional comments should be sent by e-mail to Management through the CoC-IEE Secretariat.

3. **Functional Objectives:** the Working Group discussed in some detail the two Functional Objectives and raised a number of questions to better understand their precise purpose. Management indicated that Functional Objectives provide the enabling environment for FAO's work. They were in a first stage of formulation and still required elaboration and improvement, including going through a validation process by internal clients of FAO services. It was also pointed out that Functional Objective "Y" was formulated to meet the IPA requirement to present an "administrative budget" in the PWB. Members provided a series of comments on several aspects, including the following:

- it was felt that several indicators could be more ambitious. Management cautioned that it would take some time to achieve the targets that both Management and Members ultimately aim for. S.M.A.R.T. indicators and targets needed to be achievable and realistic, and Management recalled that since this was a new exercise for the Organization, elements such as baseline data and the implementation of training for Results Based Management, among other factors, needed to be put in place;
- indicators and targets for gender and country representation needed to be carefully reviewed and adjusted. It was further suggested that the Governing Bodies should decide to re-consider the gender target of 35% previously established by the Conference. Management undertook to provide baseline data related to this indicator in the near future and was open to demonstrating through projections and extrapolations why substantial changes were not possible from one year to another;
- for the sake of clarity, the Functional Objectives could be distinguished, in their presentation, from the Strategic Objectives;
- consideration could be given to formulating governance indicators for Members;
- additional information sharing was needed for Members to better appreciate the rationale of Functional Objectives and contribute to their final formulation.

4. **Impact Focus Areas:** based on the Management paper entitled *Impact Focus Areas* (available at www.fao.org/uploads/media/ImpactFocusAreasE.pdf), the Working Groups reviewed progress on formulating the seven Impact Focus Areas (IFAs), building on the draft Organizational Results, as a means to mobilize extra-budgetary resources. Noting that this was work in progress, Members looked forward to reviewing the full IFA formulations in June and provided Management with some preliminary comments, including the following:

- the IFA on “Water and Land Scarcity” should be more focused and the corresponding organizational results should be reassessed;
- more emphasis should be put on policy support at country level in the IFAs.

5. Taking account of the comments and suggestions made by the Working Group, Management would elaborate and refine further the draft results frameworks for the Strategic Objectives and Functional Objectives, as well as the formulation of all Impact Focus Areas. These matters would be revisited by the Working Group in early June.

Annex

Agenda for the meeting

1. Chair's introduction
2. Discussion of draft Results frameworks (Strategic Objectives, Functional Objectives) and Impact Focus Areas.