

Section of the Immediate Plan of Action (1st Draft)
Priorities and Programmes of the Organization
Summary Elements of the Strategic Framework and Medium Term Plan

- 1) At its session in 2007 the FAO Conference required the Conference Committee to present elements of a new FAO Strategic Framework and Medium Term Plan (Resolution 5/2007). The Strategic Framework and Medium Term Plan are to be finalised together with the 2010-11 Programme of Work and Budget for decision at the Conference in 2009.
- 2) The Conference Committee proposes to the Conference elements for a Strategic Framework and Medium Term Plan based on an integrated results-based structure, which will clarify the means-ends relationships through which FAO will contribute to agreed impacts in and for member countries. The Medium Term Plan will clearly present this and will provide the framework within which FAO shifts the Organization's focus from what it intends to do with assessed contributions to what it intends to achieve through the application of assessed contributions and extra-budgetary resources. The enhanced results-based approach to programming consists of a hierarchy of:
 - a) **Three Global Goals:** These represent the fundamental development impacts, in the areas of FAO's mandate, which the member countries aim to achieve; (see Box 1);
 - b) **Strategic Objectives:** These contribute to the Global Goals and express the impact, in countries, regions and globally, expected to be achieved in a ten-year time horizon by Members with a contribution from FAO (see Box 2);
 - c) **Organizational Results:** These define the outcome expected from the use by member countries and partners of FAO's products and services in the pursuit of each Strategic Objective; and
 - d) **Core Functions:** These represent the critical means of action to be employed by FAO to achieve results, drawing on the Organization's comparative advantages.
- 3) Targets and indicators to permit assessment of progress are being defined for objectives and results with the aim of putting them in place from 2010-11. To support their application a results-based monitoring system will be established and the monitoring of indicators for Organizational Results will provide the basis for a biennial report to the membership in 2012 on the Organization's performance in 2010-11. The same system and data will also facilitate impact assessment at the level of objectives through evaluation. This will feed back into management decision-making and facilitate Governing Body oversight, both of the use of all resources in line with agreed priorities and of their effectiveness in terms of benefits to individual member countries and the global community. It will also contribute to the better definition of the Organization's comparative strengths in supporting its members.
- 4) The Programme of Work will thus be 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 presenting the Organizational Results, covering a four-year time horizon, but reviewed and adjusted each biennium, and the Programme of Work and Budget dealing with the resources required to contribute to the Organizational Results each biennium. The Committee has agreed a basic format for the development and presentation of the Strategic Objectives and their results, and this has been used to summarise work to date in developing the results-based programme as presented in Annex ?.

Box 1: FAO's Vision and Global Goals: *FAO's vision is of a world free of hunger and malnutrition where food and agriculture¹ contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner. To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuing contribution of food and sustainable agriculture to the attainment of three global goals:*

- *reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times, have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;*
- *elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;*
- *sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.*

5) **Prioritizing and Focusing Work:** The greatest challenge to prioritizing FAO's efforts is not just to concentrate work in areas of the Organization's strengths, but also to respect the responsibility to promote action on all aspects of the mandate. Resources must be allocated for Organizational Results that clearly contribute to the achievement of the Strategic Objectives. Absolute priority needs to be accorded to Members' needs, and practical considerations need to be combined with an analysis of the potential for application of the Organization's comparative strengths, as embodied in the Core Functions (see Box 4). Considering the breadth of FAO's mandate and the limitations on resources, it is evident that the avoidance of duplication and working in partnership is essential, in particular with other organizations in the UN system, but also with non-UN entities, both public and private. Factors to be considered also include:

- a) previous organizational performance in each area of work;
- b) existing technical capacity, including for cross-disciplinarity and the integration of advocacy, normative work and technical cooperation; and
- c) the availability to member countries of alternative sources of supply.

6) In future Members will require evidence that Organizational Results have been formulated taking full account of these considerations and both the results-based monitoring system and evaluation will help to assure this.

7) Guiding principles applied in reformulating FAO programmes, with this in mind, have been to:

- a) support countries in developing their policies and building their capacities for action in areas that can stimulate sustainable development of food production, food security and pro-poor economic growth;
- b) foster progress in the global and regional conditions for development through policy and regulatory coherence and the availability of information to underpin national development; and

¹ Agriculture encompasses all aspects of crops, livestock, forestry and fisheries.

c) assist the global community and individual member countries in addressing emerging issues, such as those of climate change and high food prices.

Box 2: Strategic Objectives:

- *Sustainable intensification of crop production*
- *Increased sustainable livestock production*
- *Sustainable management and use of fisheries and aquaculture resources*
- *Sustainable management of forests and trees*
- *Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture*
- *Improved quality and safety of foods at all stages of the food chain*
- *Enabling environment for markets to improve livelihoods*
- *Improved food security and better nutrition*
- *Improved preparedness for, and effective response to, food and agricultural threats and emergencies*
- *Gender equity in access to resources, goods, services and decision-making in rural areas*
- *Increased and more effective public and private investment in agriculture and rural development*

8) **Organizational Results** combine the outcomes of FAO actions at country, regional and global levels. In order to focus the totality of FAO's effort and to mobilise the necessary resources, assessed contributions and voluntary extra-budgetary contributions will be integrated in the programming and budgeting process. Major tools which will both inform the development of the Organizational Results and Strategic Objectives and be carried out within the framework include:

- a) national medium-term priority frameworks developed with individual governments to focus FAO's efforts on national needs;
- b) structured and consultative development of sub-regional and regional areas of priority action, including the Regional Conferences in the consultation; and
- c) at the global level, a limited number of Impact Focus Areas (see below).

9) Major progress has been made in defining Organizational Results and targets and indicators (see Annex 1). This work will be completed for final consideration by the Conference in 2009 of the Strategic Framework, Medium Term Plan 2010-2013 and Programme of Work and Budget 2010-11.

10) **Impact Focus Areas** contribute to Strategic Objectives and provide a focus within or across them, and:

- a) serve to mobilise resources for priority under-funded groups of results, acting as "flagships", providing a communication and advocacy tool to better attract voluntary extra-budgetary funding and partnerships to complement FAO's resources from assessed contributions;
- b) may progressively enable pooled, and less rigidly tied, funding of voluntary extra-budgetary contributions; and
- c) will also facilitate Governing Body oversight of the use of those resources in line with agreed priorities.

11) They have a duration of some four years and will be underpinned by a strategy and indicators of outcomes. They will be reviewed each biennium as part of the Medium Term planning process and may be discontinued, adjusted or added to in line with emerging needs and results.

Box 3: Provisional listing of IFAs: to come

12) **Core Functions:** Eight core functions of FAO define the means of action and the important modalities to achieve results drawing on the Organization's comparative advantages. Each core function is underpinned by a strategy which will help to ensure coherent approaches, cooperation among organizational units, mutual learning and the pursuit of excellence.

Box 4: The Core Functions of FAO

- *Providing long-term perspectives and leadership in monitoring and assessing trends in food security and agriculture, fisheries and forestry;*
- *Stimulating the generation, dissemination and application of information and knowledge, including statistics;*
- *Negotiating international instruments, setting norms, standards and voluntary guidelines, supporting the development of national legal instruments and promoting their implementation;*
- *Articulating policy and strategy options and advice;*
- *Providing technical support, promoting technology transfer, catalysing change and building effective and sustainable institutional capacity;*
- *Undertaking advocacy and communication, to mobilize political will and promote global recognition of required actions in areas of FAO's mandate;*
- *Bringing integrated interdisciplinary and innovative approaches to bear on the Organization's technical work and support services;*
- *Working through strong partnerships and alliances where joint action is needed.*

13) **Functional Objectives:** To ensure that all aspects of the Organization's work are established in a results-based framework, two Functional Objectives have been defined:

- a) Effective collaboration with member states and stakeholders (partnership and communication); and
- b) Efficient and effective administration.

14) These will also have targets and indicators for their results and assist the Organization to continuously improve not only the relevance and impact of its technical delivery but also its efficiency and contribution to the achievement of Strategic Objectives.

15) **Management responsibilities:** Clear managerial responsibilities throughout the cycle of preparation, implementation and assessment, will be assigned for each Strategic Objective, Impact Focus Area, Core Function and Functional Objective. Managers will be held accountable for the progress not only in terms of provision of products and services but also the results these achieve.

16) The **Conference Committee proposes to the Conference** that it approve FAO's Vision and Global Goals (Box 1) for inclusion in the new Strategic Framework. It also proposes that the Strategic Objectives, Impact Focus Areas, Core Functions, and Functional Objectives, as well as the format for presentation of the results-based programme documentation, be approved in principle to provide the basis for the further elaboration of the Results-Based Programme in full, including Organizational Results and indicators for inclusion in the 2010-13 Medium Term Plan. Provision for this development has been included in the Committee's proposals on institutional and governance arrangements for follow-up in 2009.

FAO Strategic Objectives and the New Programming Model – Action Matrix

Actions		Responsibility For Final Decision	Start-End Year	Costs or Savings US\$ (million)	
Ref. No	Action			Investment	Recurrent per Biennium
	Decide the application of the new Results-Based Framework	Conference	2008	(See WG III – HR training)	(See WG III – HR training)
	Decide the Vision and Global Goals of FAO	Conference	2008	0	0
	Decide in principle the Strategic Objectives, Impact Focus Areas, Functional Objectives and Core Functions	Conference	2008	0	0
	Adopt in principle the format for the presentation of programme documentation (see Annex ?)	Conference 2008	2008	0	0
	Develop the results based monitoring system	Management	2009	?	?
	Adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	Council/Conference	2009	(See WG III - Reform of Prog, Bud and RBM; Res Mob Strat)	(See WG III – Res Mob Strat)
	First report on organizational performance based on new results-based system	Council/Conference	2012-13		