

Section of the Immediate Plan of Action (2nd Draft)
Priorities and Programmes of the Organization
Summary Elements of the Strategic Framework and Medium Term Plan¹

- 1) The **Conference** approves FAO's Vision and Global Goals (Box 1) for inclusion in the new Strategic Framework. It also approves the application of the new Results-Based programming framework as described below. The following elements of the Strategic Framework and Medium-term plan as described below are also approved in principle, i.e. the: Strategic Objectives; Impact Focus Areas; Core Functions; Functional Objectives; and the format for presentation of the results-based programme documentation. This will 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 where one Working Group of the new Conference Committee will be devoted to the task of developing full proposal of a new Strategic Framework and Medium-Term Plan for the 2009 Conference. The elements presented in this summary are further elaborated particularly as regards possible results and indicators in a Management paper provided as Annex 1 to the Conference Committee report.
- 2) Changes in the Programme and Budget preparation process and governance input and oversight arrangements are addressed in Section C of the Immediate Plan of Action: Reform of Programming, Budgeting and Results Based Monitoring.

Introduction of a Results-based Framework for all FAO's Work:

- 3) The elements of the new Strategic Framework and Medium Term Plan will be 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.
- 4) Targets and indicators to permit assessment of progress are being defined for Organizational Results with the aim of putting them in place from 2010-11. To support their

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.

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 major innovation in the way in which FAO plans, implements and assesses its work 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.

5) 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 (see Section C of the IPA).

Box 1:

FAO's Vision and Global Goals: *FAO's vision is of a world free of hunger and malnutrition where food and agriculture² 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.*

FAO's 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*

Organizational Results

6) **Progress in defining Organizational Results:** Organizational Results combine the outcomes of FAO actions at country, regional and global levels. Significant progress has been made in defining both the Results and their targets and indicators (see Management paper in Annex 1 to the Conference Committee report). This work will be completed for final consideration by the 2009 Conference of the Strategic Framework, Medium Term Plan 2010-2013 and Programme of Work and Budget 2010-11.

7) It is at the Results level that the major outcomes of FAO's work are elaborated in such major areas as the "Right to Food", and the related issues of an enabling environment for

² Agriculture encompasses all aspects of crops, livestock, forestry and fisheries.

increased food production and access to that food of those who most need it. This includes the support to the development of the essential policy frameworks and national institutional capacities. It is also at this level that specificity is given to FAO's work in such important regulatory areas as food safety. The approach to the further elaboration of results for cross-cutting strategic objectives in such areas as gender, investment and natural resources will help to ensure that they are largely defined in the context of work within the remaining Strategic Objectives of a more sectoral nature. This will help integrate attention to and mainstream these important areas of work.

8) The achievement of Organizational Results will integrate outcomes from the application of both assessed contributions and extra-budgetary resources. Targets and indicators for results will thus be related to the extent to which voluntary contributions are available in addition to the assessed budget.

9) **Format for Presentation of Strategic Objectives and their Organizational Results in the Medium-Term Plan:** A format has been developed for the Presentation of Organizational Results which is used in the Management Paper in Annex 1 to the Conference Committee Report and is endorsed in principle for application in the development of the Medium-Term Plan. It is summarised in Box 2.

Box 2: Format for Presentation of Strategic Objectives and their Organizational Results	
Strategic Objective Title:	
Issues and Challenges:	
Assumptions and Risks:	
Organizational Results	
Result 1 Title	
Primary Tools for achievement of the Result	Targets and Indicators
Result 2 Title	
Primary Tools for achievement of the Result	Targets and Indicators
Result 3 Title	
Primary Tools for achievement of the Result	Targets and Indicators
etc for each Organizational Result	
Check list of application of the Organization's Core functions to achievement of the Strategic Objective	
Budget broken down by Organizational Result (and by assessed contributions and extra-budgetary resources)	

10) **Prioritizing and Focusing Work:** Prioritisation and focusing of FAO's work is essential at all levels of the Results-Based Framework and is particularly critical at the level of Organizational Results to achieve greater efficiency and effective delivery of services to Members and other stakeholders. FAO must respect its responsibility to promote action on all aspects of the mandate and resources must be allocated for Organizational Results that clearly contribute to the achievement of the Strategic Objectives. Within this context absolute priority needs to be accorded to Members' needs, and analysis of these needs will 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). Other considerations to be taken into account in further developing the Organizational Results for the Medium-Term Plan will include such factors as: previous organizational performance in each area of work; existing technical

capacity, including for cross-disciplinarity; and the integration of strengths in advocacy, normative work and technical cooperation.

11) 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. The availability to member countries of alternative sources of supply for the service or product and FAO's comparative strengths are important criteria, while at the same time it is recognised that there are areas of need where FAO will need to strengthen its capacity to provide services.

12) Guiding principles applied in reformulating FAO programmes, with this in mind, will be 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
- c) assist the global community and individual member countries in addressing emerging issues, such as those of climate change and high food prices.

13) Members will thus 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. Other major tools which will inform the development of the Organizational Results and Strategic Objectives, 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).

14) **Impact Focus Areas contribute to Strategic Objectives** and their agreed Organizational Results providing a focus within or across them. They will:

- a) help mobilise resources for priority groups of results which could benefit from additional funding, acting as "flagships", providing a communication and advocacy tool to better attract voluntary extra-budgetary resources and partnerships to complement assessed contributions;
- b) progressively enable pooled, and less rigidly tied, funding of voluntary extra-budgetary contributions;
- c) primarily address issues of priority to developing countries with emphasis on capacity building and getting policy frameworks right; and
- d) facilitate Governing Body oversight of the use of extra-budgetary resources in line with agreed priorities.

15) 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 Impact Focus Areas

- **Action towards global food security in the context of the current food crisis:** Build longer-term resilience and contribute to global food security through short, medium and long term action under the UN System Comprehensive Framework of Action on Global Food Crisis by supporting sustainable growth in food production in developing countries, especially among smallholder farmers, including through the Initiative on Soaring Food Prices (immediate needs) and support to National and Regional Programmes for Food Security.
- **Prevention and reduction of the negative effects of transboundary animal and plant pest and food safety incidences** (negative economic, social and health impacts).
- **Strengthening the information base for sustainable forest management:** Building countries' capacities to manage forests and trees based on timely and reliable information.
- **Implementation of the Code of Conduct for Responsible Fisheries** (FishCode - Global Partnerships for Responsible Fisheries) to help ensure sustainable fisheries and aquaculture as integral components of food production and resource management systems at national, regional and global levels, in particular through capacity building.
- **Coping with scarcity of land and water resources:** Increasing capacities to achieve improved governance, access to and management of land and water resources, including the implications of climate change, with a special emphasis on Africa.
- **Information and statistics:** Strengthening national, regional and global capacities to generate reliable information and statistics to improve national and global decision making in agriculture and the fight against hunger.
- **Standard setting and regulation:** Strengthened national and global capacities for the development and implementation of regulations and standards with particular attention to the capacities and participation of developing countries (plant protection, food safety, genetic resources).

Core Functions

16) 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 to:***
 - *promote technology transfer,*
 - *catalyse change,*
 - *build capacity particularly for rural institutions,*
- *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.*

Functional Objectives

17) To ensure that all aspects of the Organization's work are established in a results-based framework, including its administration and processes, two Functional Objectives have been defined:

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

18) 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.

Management responsibilities

19) Clear managerial responsibilities throughout the cycle of preparation, implementation and assessment, will be assigned for each Strategic Objective, Organizational Results, 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.

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

Actions		Responsibility For Final Decision	Start-End Year	Costs or Savings US\$ (million)	
					Biennium
	Decide the application of the new Results-Based Framework	Conference	2008	(See WG III – HR training)	(See WG III – HR training)
	Decide on the application of the new Results-Based Programming Framework	Conference	2008	0	0
	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 format for presentation of Strategic Objectives and Organizational Results	Conference 2008	2008	0	0
	Develop the results based monitoring system	Management	2009	(See Section C - Reform of Prog, Bud and RBM; Res Mob Strat)	(See Section C - Reform of Prog, Bud and RBM; Res Mob Strat)
	Adopt the complete Strategic Framework, Medium Term Plan and Programme of Work and Budget applying the new model	Council/Conference	2009
	First report on organizational performance based on new results-based system	Council/Conference	2012-13