

Management Contribution to the preparation of Draft Elements of the Strategic Framework and Medium-Term Plan

Scope of present paper

1. Working Group I (WG I) has debated at length the basic principles and main building blocks of an enhanced results-based approach to programming in the Organization, taking into account the related IEE recommendations and the views and proposals of Management. As the culmination of this process, WG I requested at its last meetings of 28-29 July 2008 to receive at its present meetings of 8-9 September the draft elements of the new Strategic Framework and Medium-Term Plan which would be submitted to the 2008 Special Session of the Conference in the context of the Immediate Plan of Action (IPA). In view of their size, these elements are intended to be included as an Annex to the IPA.

2. WG I further specified that this Annex would cover:

i) Elements of the means-ends hierarchy

- Vision and Global Goals
- Strategic Objectives (SOs)
- Core functions of FAO
- Organizational Results
- Indicative examples of indicators for the Organizational Results
- Management responsibilities for the Strategic Objectives

ii) Impact focus areas

iii) Improved management of FAO (to be considered also by WG III)

- Functional Objectives, Results and indicative indicators.

3. This paper submits for consideration by WG I further contributions from management to the draft elements of the means-ends hierarchy, including functional objectives for improved management of FAO. The present contribution constitutes a work in progress in view of the issues raised below.

4. Depending on the reactions of WG I to the contents of the draft Annex and any final decisions by the CoC-IEE on the format of the IPA, a summary - possibly about 5-6 pages long - would be prepared for insertion in the IPA main text, as was envisaged by WG1 itself at its last meeting.

Issues for consideration by WG I

I. Vision Statement for FAO and Global Goals of Members.

6. These are bracketed in the Annex pending final draft formulation by Members.

II. Aggregation of Strategic Objectives.

7. At the last meeting of WG I, Members were generally satisfied with the aggregated presentation of the Strategic Objectives into two groups, which *inter alia* provided a clearer message of impact and also a possible basis for Chapters in the Budgetary Appropriations Resolution.

8. It is proposed to capitalize on the benefits of this presentation in the new Strategic Framework, particularly on its potential for highlighting two overarching objectives that would help focus and communicate FAO's contribution to the Global Goals of Members in the ten-year time frame, i.e.:

- 1) Increased food production and sustainable management of natural resources; and,
- 2) An enabling environment for food security and improved livelihoods.

9. Contributing to these two overarching objectives, there would be twelve (or any other number as finally agreed by Members) programmatic objectives (with 56 underlying Organizational Results), which will form the basis for effective management and accountability for results in FAO and provide for articulation of priorities and resource allocations in the full Medium Term Plan and Programme of Work and Budget.

10. Hence, WG I may wish to assess the merit of the following slightly rearranged hierarchy and terminology, as follows:

Global Goals of Members (cf. draft Annex)

Overarching Objectives and underlying Programme Objectives:

1) Increased food production and sustainable management of natural resources:

- A. Sustainable intensification of crop production.
- B. Increased sustainable livestock production.
- C. Sustainable management and use of fisheries and aquaculture resources.
- E. Sustainable management of forests and trees.
- F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture

2) An enabling environment for food security and improved livelihoods.

- D. Improved quality and safety of foods at all stages of the food chain.
- G. Enabling environment for markets to improve livelihoods.
- H. Improved food security and better nutrition.
- I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies.
- J. Improved frameworks for global and regional governance on food and agriculture.
- K. Gender equity in access to resources, goods, services and decision-making in the rural areas.
- L. Increased and more effective public and private investment in agriculture and rural development.

11. Pending any firm guidance on this, and so as to keep some degree of continuity with previous documentation, the information on substantive work (Organizational Results, issues addressed, assumptions and risks, indicators, etc..) in the Annex is still organized around the 12 headings called Strategic Objectives as hitherto.

III. Possible merger of Strategic Objectives.

12. In reacting to options for consolidation of Strategic Objectives, as presented at the last meetings of 28-29 July, a range of diverging opinions was expressed, and "*management was*

requested to be proactive and exercise its professional judgement, taking into account the preferences and views expressed by the Working Group.”

13. Management remains open to assist Members in considering options for fewer Objectives.

14. It is worth recalling that, besides the need to meet essential conceptual features as set out in the draft Annex, a number of practical considerations were underlined in the document submitted to the 28-29 July 2008 meeting, to the effect that SOs should:

- reflect and communicate well recognized priorities to Members and Management in succinct language;
- be amenable to a relatively straightforward description of means-ends analysis and,
- benefit in their achievement by application of core functions of the Organization.

15. Furthermore, the chosen SOs should allow for reasonably clear assignment of responsibility for achievement of the subsidiary organizational results. Hence, there is a mix of conceptual, political (especially visibility) and logistical dimensions which need to be taken into account.

16. Upon further reflection since the document submitted to the 28-29 July 2008 meeting, management wishes to emphasize the fundamental importance of maintaining visibility of investment support work in the present circumstances. A number of fora and key events have stressed the detrimental impact of past insufficient investment in agriculture and FAO is called upon to continue critical contributions to redressing this trend through well articulated policy advisory work and assistance with formulation of viable programmes. There would also be some difficulties in assignment of responsibilities and reporting lines, if what is described under SO L were to be integrated with other types of Organizational Results, for instance those under SO G (livelihoods) as originally suggested. Hence, Strategic Objective L should in the view of management remain separately identified.

17. As to other possibilities, as was previously suggested, WG1 may wish to address whether the indicated Organizational Results (J1 to J5) under the present Objective J (Improved frameworks for global and regional governance on food and agriculture) could be subsumed in particular into the application of Core Function c). Their being highlighted as Results in their own right has value. On the other hand, J1 to J5 embody in the main aspirational statements to ensure comprehensive and coherent development of critical instruments in areas of FAO's mandate, instruments which partly have their roots in the solution of issues described under other pertinent SOs (phyto-sanitary standards under the umbrella of the IPPC, food standards under Codex, consistent measures for conservation and use of genetic resources particularly as relate to the International Treaty, etc...). In this light, Strategic Objective J could be considered for elimination as a separate SO, while the present Organizational Results J1 to J4 could be integrated in support of the applicable results of other sectoral or cross-cutting objectives, and J5 (on increased coherence among frameworks impacting upon food and agriculture) would be part and parcel of the application of Core Function c).

18. Concerning SO K (Gender equity in access to resources, goods, services and decision-making in the rural areas), it is the perception of management that many Members would like to see it retained as such (including for political visibility motives), while others would be prepared to see it integrated into other objectives. Management would note that there is no

uniform approach throughout the UN system to the treatment of gender in policy documents similar to FAO's Strategic Framework, so there is no overwhelming precedent or model to draw upon. Should Members wish to carry out further discussion of the matter, Management can confirm that either approach could be accommodated in practical terms.

3. Format for presentation of Results and Indicators.

19. Internal consultations are ongoing to refine further the Organizational Results under both the Strategic and Functional Objectives, applying the principles of integration endorsed on 28-29 July. Thorough reviews of Results and Indicators have been carried out for Objectives A (crops), F (natural resources) and Y (administration) with expert facilitators working with the concerned units. The review of Objective F was particularly fruitful, yielding five focused Results compared with eight previously.

20. Further work is being undertaken to include fully representative and meaningful sets of indicators for Results under all Objectives when the final draft Strategic Framework and MTP will be presented to the 2009 session of the Conference, as foreseen by WG I at its meetings of 28-29 July. In the present draft Annex, the enhanced Results and Indicators for Objectives A, F and Y are presented in a tabular format for ease of consideration by Working Group I.