

## Possible Functional Objectives and Organizational Results for FAO

1. This contribution on possible *Functional Objectives* was prepared by management based on inputs received at the Working Group 1 meeting of 14/15 July. It is intended to support further discussion among Members by presenting a more elaborated view of the Organizational Results under each Functional Objective, including examples of indicators, as well as refinements to the Core Functions. It is recalled that the *Functional Objectives*, the *Core Functions* and *Organizational Results* provides the means for FAO to effectively and efficiently contribute to the achievement of Strategic Objectives.

2. Several key principles have guided management in the revisions to the Functional Objectives, Organizational Results and Indicators presented herein:

- the need to distinguish between administrative and overhead activities (FO “Y”) and other collaboration and coordination activities related to provision of the necessary enabling environment for the Organization to effectively undertake its work (FO “X”)
- the need to define clear, measurable results and indicators wherever resources are applied, in particular for support functions and those that manage or coordinate substantive inputs or approaches;
- the need to provide for measurable results and indicators related to the strategic and coherent application of core functions across the Organization;
- the need to consolidate and focus results, in order to address areas where the IEE found improvements were required.

### *I. Core Functions*

3. FAO’s support to Members for achievement of Strategic Objectives depends on the application of an appropriate mix of the Organization’s core functions. These build on FAO’s mandate and comparative advantages, guiding the Organization’s work at global, regional and national levels. These core functions, critical to the success of FAO, are applied across the Organization and permeate all Strategic Objectives. A revised version of these, taking into account WG 1 comments of 14/15 July, is outlined below.

<b>CORE FUNCTIONS</b>
<p>a. <b>Providing long-term perspectives</b> in areas of FAO's mandate, as well as leadership in <b>monitoring and assessing trends</b> in food security and agriculture, fisheries and forestry, bringing emerging risk factors to international attention.</p> <p>b. Stimulating the <b>generation, dissemination and application of information and knowledge</b>, including <b>statistics</b>.</p> <p>c. Facilitating the negotiation of <b>international instruments</b>, setting <b>norms, standards and voluntary guidelines</b>, and supporting the development of national legal instruments, together with promoting their implementation.</p> <p>d. Articulating <b>policy and strategy options and advice</b>.</p> <p>e. Providing <b>technical support</b>, catalysing change and building effective and sustainable <b>institutional capacity</b>, including for the adoption of <b>new technologies</b>.</p> <p>f. Undertaking <b>advocacy and communication</b>, to promote global recognition of required actions and advocate for appropriate policy in areas of FAO's mandate.</p> <p>g. Bringing integrated <b>interdisciplinary and innovative approaches</b> to bear on the work of the Organization.</p> <p>h. Working through <b>strong partnerships and alliances</b> where joint action is needed.</p>



## *II. Functional Objectives*

4. Two objectives of a functional nature have been formulated to cover essential work related to the provision of an enabling environment for the Organization to effectively and efficiently achieve the substantive Organizational Results. These objectives provide for the application of a results framework to support functions and critical areas of transverse work, such as corporate approaches to core functions, where the IEE has noted, and management recognizes, the need for significant improvements.

5. The two Functional Objectives that have been identified relate to:

- **Effective collaboration with member states and stakeholders (FO-X):** this FO covers a range of issues related to internal governance (including oversight), relations with donors, ensuring an effective and efficient field programme and presence, collaboration with Members and other partners at global, regional, sub-regional and national levels, promoting the application of interdisciplinary approaches for achieving results, and ensuring coherent, strategic corporate approaches to core functions.
- **Efficient and effective administration (FO-Y):** this FO pertains to the essential support provided to all organizational units in the areas of finance, human resources and administrative and infrastructure services, and would provide a basis for discreetly identifying separate administration and overhead budgetary allocations in future planning documents.

## *X. Effective collaboration with member states and stakeholders*

### Issues and Challenges

FAO also needs to operate in a complex environment that requires effective collaboration with a range of actors. The governing bodies' need to be serviced effectively, and their decisions implemented in a responsive and transparent way. The advocacy role of FAO, as enshrined in its Basic Texts, is dependent on a robust internal communication culture and effective external communication policy. It delivers a wide variety of activities, from dissemination of technical knowledge to operation of field and emergency projects. Interdisciplinary work is carried out across a network of geographical locations (headquarters, regional, sub-regional, country and liaison offices) requiring due attention to coherent action, while allowing for sufficient autonomy and responsiveness at all levels. The Organization engages in partnerships with many other entities, particularly other UN system organizations. This provides both opportunities and challenges to work together to deliver services to member countries more effectively under the umbrella of UN cooperation, and to share services with the aim of reducing administrative costs. Similarly, other key means of action for FAO, such as the core functions, need to be undertaken in the context of an overall strategic approach focused on coherence and continuous improvement.

### Assumptions and Risks

Continued commitment of the stakeholders to the mission of the Organization, matched by a climate of transparency and trust between member nations and the secretariat; the same level of trust and transparency to govern relationships with partners and funding sources for field programmes. The lack of predictable extra-budgetary contributions remains a constraint to planning and achievement of results.

### *Organizational Results*

X1 - Effective direction of the Organization is exercised through enhanced governance at central and regional levels, ensuring full participation of Members, and oversight of FAO's work.

#### *Examples of Indicators*

- *Audit workplans based on risk management assessment.*
- *Availability of documents per substantive agenda item in the required languages within the required deadlines.*
- *Regular liaison with Permanent Representatives, including number of visits to Permanent Representative's web site, seminars and briefings.*
- *Language coverage at meetings in terms of interpretation, translation and terminology.*

X2 - Work of the Organization under all funding sources is based on a results framework, with strategic and operational plans that take into account global, regional, sub-regional and country dimensions, and incorporate lessons learned. Resources are mobilized in support of planned results and NMTPFs.

*Examples of Indicators*

- *Percentage of divisions with operational plans based on strategic objectives and that incorporate lessons learned through monitoring and evaluation.*
- *Percentage of extra-budgetary resources mobilized in support of FAO Strategic Objectives, Impact Focus Areas or NMTPFs.*
- *Proportion of staff trained in results-based management techniques.*
- *Relevance of programme planning processes to decentralized offices (through survey).*
- *Evaluation workplans prioritizing strategic corporate level evaluations and full coverage of field programme.*

X3 - Opportunities for adding value and leveraging synergies through interdisciplinary work and approaches are properly identified, planned, resourced and promoted by managers

*Examples of Indicators*

- *Percentage of Departmental resources allocated and spent by ADGs on cross-cutting activities.*
- *Percentage of allotments allocated by DDG, Knowledge for work cutting across departmental boundaries.*
- *Percentage of managers receiving a favourable PEMS review on the competency regarding promoting interdisciplinary work.*

X4 - A focused and effective advocacy and communication approach at corporate level maintains the hunger issue high on the international agenda so as to increase understanding of the need for investment in agriculture and the rural sector, and raise awareness of FAO's comparative advantages.

*Examples of Indicators*

- *Percentage of departments and regions actively collaborating on the development of the Corporate Communications Plan.*
- *Number of countries observing WFD.*
- *Number of National Alliances Against Hunger.*
- *Advocacy initiatives implemented jointly with Rome-based agencies.*
- *Extent and impact of media coverage of FAO Flagship publications.*

X5 - Key partnerships and alliances are achieved with main stakeholders at country, regional and global levels, including through systematic and proactive FAO contributions to policy coherence and coordination across the UN system.

*Examples of Indicators*

- *Number of new or renewed partnerships since the launch of the Organization-wide Strategy on Partnerships, based on the guiding principles.*
- *Evidence of strengthened collaboration with the Rome-based agencies, WFP and IFAD, on key development challenges in the areas of food security and rural development.*
- *Strengthened engagement in the South-South Cooperation (SSC) initiative, illustrated by the number of tripartite agreements signed and experts and technicians assigned.*
- *Evidence of increased engagement with civil society, non-governmental organizations and the private sector.*
- *Feedback from active engagement and contributions to the principal UN inter-agency policy coordination and decision-making mechanisms.*

X6 - An effective and efficient FAO presence and programme delivery at country, subregional and regional levels that supports capacity building and addresses humanitarian and developmental challenges through jointly agreed priority frameworks that are aligned with the respective development agendas and global commitments of Member States and their regional organizations and harmonized with joint UN approaches.

*Examples of Indicators*

- *Number of countries where the modality of country coverage (multiple accreditation, full office etc.) reflects approved criteria.*
- *Percentage of new NMTPF's reflecting coherence with UNDAF and other country priority frameworks and focus for FAO's interventions (through survey).*
- *Satisfaction of major stakeholders (governments and (sub)regional organizations) for FAO performance at country and (sub)regional levels, against agreed upon benchmarks (through survey).*
- *Degree to which FAO's priority frameworks and cooperation programmes reflect national and regional priorities, FAO's Strategic Framework and Member Countries global commitments.*
- *Share of capacity building and development activities within the framework of FAO's field programme.*
- *Share of FAO supported projects and programmes included and funded in UNDAFs, UN supported Joint Programmes and activities as well as Joint Assistance Strategies (JAS), including emergency and rehabilitation programmes, or other joint UN system field activities.*
- *Level of resources mobilized and delivered in support of agreed priority frameworks.*
- *Share of projects and programmes in which outputs and outcomes have been achieved as stated in agreements and at cost initially estimated (based on in-depth evaluation of a sample of projects).*

X7 - Corporate strategy for knowledge management and capacity building is developed and implemented through inter-departmental mechanisms that take account of UN system-wide processes with a view to support Member States in their development efforts.

*Examples of Indicators*

- *Number of FAO units applying corporate Capacity Building and Knowledge Management/Exchange approaches, methodologies and tools, including those associated with recommended culture change practices.*
- *Active engagement of FAO in UN system-wide mechanisms to develop and monitor enhanced approaches to Capacity Building.*
- *Partnerships established between FAO and other organizations to enhance collaboration and knowledge sharing.*

X8 - Effective Information Technology (IT), Information Management (IM) governance are established, and value-added IT/IM solutions and services are aligned with the changing needs of the Organization.

*Examples of Indicators*

- *IT strategies and plans in support of the Organization's objectives and work plans successfully established and monitored within the IT governance mechanism.*
- *Number of WAICENT guidelines published.*
- *Number and percentage of web-sites conforming with the corporate information management guidelines.*
- *User satisfaction of the effectiveness of IT solutions and their alignment to the Organization's needs.*
- *Percentage of Service Level Agreements for IT services that meet their target service level.*

***Y. Efficient and effective administration***

Issues and Challenges

In any institution, management and administrative services must meet the highest standards of efficiency and quality. Clear lines of authority, responsibility and accountability are needed, especially in a context where resources, and decisions on their use, are increasingly decentralized to locations where projects and programmes are implemented. By its very nature of Specialized Agency of the UN system, the Organization should also be able to attract and retain high quality and well motivated staff. The results of the ongoing Root and Branch Review are expected to lead to major changes in the Organization's business support structure and systems.

Assumptions and Risks

The following risks exist: lack of transition funding to meet costs for improvements to administrative services; expectations for immediate change may overwhelm the Organization's capacity to adjust; resistance to change from entrenched managerial attitudes and bureaucratic inertia.

*Organizational Results*

Y1 - Accurate and timely recording of financial information is ensured in FAO accounts and client-centric approaches should aim at resolving any emerging issues related to accounting policies and procedures.

*Examples of Indicators*

- *Official financial statements of the Organization receive external audit certification, without qualifications.*
- *Strategies in place to increase the Member Nations rate of on-time payments of assessed contributions.*
- *Strategies in place for the Member Nations to fully fund the Organization's long-term liabilities.*
- *Achieving IPSAS compliance for the Organization's official financial reporting by 2011.*

Y2 - Human resource policies and practices create an enabling environment to attract and retain high quality staff, promote learning and individual development, manage performance, and foster ethical behaviour.

*Examples of Indicators*

- *Proportion of staff participating in and complying with the PEMS review cycle, i.e. objectives and performance indicators (as well as developmental needs) have been discussed between supervisor and staff and Year-End review has been completed (including multi-rater feedback).*
- *Proportion of managers participating in the leadership programme and demonstrated improved managerial and leadership capacity to be reviewed in PEMS.*
- *For professional and higher category staff, the time period between issuance of vacancy announcement and selection decision, with particular attention to the time required for the screening of candidates.*
- *The proportion of staff subjected to mobility and the extent to which this policy effectively has increased staff versatility and enhanced career development opportunities.*
- *Number of equitably represented countries in the Geographic distribution.*
- *Proportion of female staff in professional posts.*

Y3 - Managerial and administrative support services necessary for the efficient functioning of the Organization are provided to users in accordance with service-level agreements that emphasize quality and responsiveness.

*Examples of Indicators*

- *Proportion of services covered by service level agreements.*
- *Client satisfaction with the timeliness and accuracy of transactions processed through the Shared Services Center (SSC).*
- *Ratio of SSC staff to total number of employees served.*
- *Client satisfaction with the infrastructure and facilities management services provided (including cleanliness, maintenance, and general comfort).*
- *Timeliness of response to requests for procurement actions.*