

## Possible Impact Focus Areas

### I. Background

1. IEE recommendation 7.2 foresaw a limited number of Priority Technical Themes, each supporting one or more Goals of Members, and each integrating advocacy, normative and technical cooperation work.

2. As a result of the Working Groups' discussions, it was agreed to rename this concept as Impact Focus Areas (IFAs)<sup>1</sup>. Members agreed that IFAs should in principle:

- serve to mobilise resources, and complement National Medium-term Priority Frameworks at national level;
- contribute to strategic objectives and provide a focus within them;
- act as “flagships”, providing a communication and advocacy tool to better attract extrabudgetary funding and partnerships to complement Regular Programme resources;
- facilitate less rigidly tied and pooled funding of extrabudgetary resources, as well as Governing Body oversight of the use of those resources in line with agreed priorities;
- often be cross-cutting, but not exclusively;
- be limited in number, but the IEE recommendation of six areas may be too restrictive.

3. The Working Groups have agreed the principles, building blocks and governance arrangements of an enhanced results-based approach to programming in the Organization (see *Draft elements of the Strategic Framework and Medium Term Plan*). They have also agreed an integrated resource mobilisation and management strategy bringing together assessed contributions and extrabudgetary resources. This note places IFAs within the new programming model and resource mobilisation strategy, and suggests some possible IFAs for further elaboration.

### II. IFAs and the enhanced results-based approach to programming in FAO

4. The enhanced results-based approach to be applied from 2010 will specify the means-to-ends requirements for FAO's work to contribute to Member Goals across all sources of funds. This is done in the first instance through a Strategic Framework comprised of long-term objectives, medium-term results and enabling core functions. One of the key principles is that mobilisation and application of voluntary contributions will be guided by this framework at all levels – national, subregional, regional and global.

5. Within the framework, the organizational results represent the outcomes expected to be achieved over a four-year period through the taking up and application of FAO's products and services across all sources of funds. The Results formulated on this basis would constitute the backbone of FAO's four-year Medium Term Plan and biennial Programme of Work and Budget, and would exemplify the substantive priorities upheld by the membership. For the

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<sup>1</sup> A first general description of *Impact Focus Areas* in the context of the new programme model was considered by Working Group 1 on 13 June; cf. Annex II *Possible content of the elements of the Strategic Framework and Medium-Term Plan* of the note on **Possible Strategic Objectives for FAO**. The note generally received positive consideration.

model to have the greatest impact, voluntary contributions will need to focus on the achievement of results defined within the Medium Term Plan.

6. The new model and the resource mobilisation strategy foresee several main features to embed resource mobilization in the new programme model and to seek to assure increased and more predictable voluntary contributions for FAO's actions:

- The specification of Impact Focus Areas (IFAs) to provide an advocacy tool for focussing extrabudgetary resource mobilization efforts on groups of results requiring resources within the Medium Term Plan to meet existing or emerging challenges, taking account of funding gaps identified through implementation monitoring and evaluation;
- At the national level, resource mobilisation will primarily be guided by country development priorities as identified in the National Medium-term Priority Frameworks, in support of FAO's organizational results (in terms of outcomes) through trust funds, joint programming, direct budgetary support, etc., while resource mobilization will also support Regional Programmes.

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7. To better engage members and donors in the planning process, an informal biennial meeting (not as part of the Governing Body cycle of meetings) of interested Members and other potential sources of extrabudgetary funds and partnership is foreseen to be held, to exchange information on extrabudgetary funding requirements, especially in relation to Impact Focus Areas [ref: IPA section for WG3, action matrix related to rec. 7.3]

8. It is expected that IFAs would ensure that the level of funding foreseen for the achievement of defined Organizational Results is met and would be defined in terms of:

- the challenge being addressed and attendant need for extrabudgetary resources to achieve a set of results;
- links to national, sub-regional and regional requirements;
- clear links to objectives and results that will be supported.

### III. Possible Impact Focus Areas

9. Seven possible Impact Focus Areas are highlighted below for further elaboration in the full Medium Term Plan to be considered by the governing bodies in 2009. They have been identified based on existing or emerging challenges where extrabudgetary resources need to be mobilised to achieve results. An example is provided in Annex 1 for one IFA.

- a. *Soaring Food Prices*: to be elaborated based on the UN system Comprehensive Framework for Action (CFA) and the Initiative on Soaring Food Prices (ISFP), including through support to National and Regional Strategies for Food Security (ORs A1, B1, D2, H2, K3);
- b. *Transboundary Diseases and Pests and food safety*: essentially through the existing EMPRES (ORs A2, B2, D2, I1) (see Annex 1);
- c. *Forest Resources Monitoring and Assessment*: to strengthen countries' capacities to monitor, assess and report on their own forests (ORs E1, E5, F1, F2);
- d. *Global Partnership for Responsible Fisheries*: to support the implementation of the Code of Conduct for Responsible Fisheries in particular in the area of facilitation, capacity

- building and technical assistance at all levels to give effect to the principles or promote implementation (ORs C1 through C6 and J);
- e. *Coping with Water Scarcity*: through capacity building and technical assistance for national and regional policy/strategy formulation and implementation and for agricultural water management (ORs A1, C4, F2);
  - f. *Statistics*: improved national statistical capacity for agriculture, forestry and fisheries, and the expanded development of “best practices” for building statistical capacity in countries, improve the collection and use of statistics and also to rebuild FAO’s capacity, as recommended by the Independent Evaluation of FAO’s Role and Work in Statistics<sup>2</sup> (OR’s A1, C1, E1, F2, H6);
  - g. *Support to Regulatory Bodies* (e.g. IPPC, Codex, IT-IPGRFA, Commission on Genetic Resources, UN Framework Convention on Climate Change): to strengthen the technical secretariats and the scientific bodies that support standard setting, and provide for capacity building and travel of developing countries to attend meetings (ORs A2, D1, D2, D3, F1, F3).

11. The above list is to be considered indicative at this stage. Its prime purpose is to facilitate further discussion of the IFA concept among Members and to elicit guidance to management to assist with finalisation of proposals in full Medium Term Plan.

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<sup>2</sup> PC 100/3 a) Independent Evaluation of FAO’s Role and Work in Statistics

### **Annex 1: Example of possible Impact Focus Area**

**EMPRES** – Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (under development: EMPRES component on food safety – as part of the Crisis Management Centre for the Food Chain).

Since 1994, EMPRES has contributed substantially to early detection of pest and disease outbreaks, better early warning and enhanced interaction and cooperation between affected countries. It has stimulated the development and introduction of economic and environmentally safer control technologies, as well as more effective risk management in the affected countries through better preparedness and rapid deployment plans.

This Impact Focus Area would strengthen the three core elements of EMPRES (early warning, early reaction and coordination of action/programmes) through:

- capacity building at national programme level;
- design and introduction of improved instruments, technologies and procedures for pest and disease risk assessment and management at global, regional and national levels; and
- assistance to national institutions and programmes in technical and policy domains for enhanced plant and animal pest and disease risk detection and management.

It would reinforce the achievement of the following Organizational Results:

**A2** -- Risks from outbreaks of plant pests and diseases are sustainably reduced at national, regional and global levels.

**B2** -- Effective collaboration among countries is in place to manage animal diseases and animal-related human health threats successfully.

**D2** - Countries have established food safety and quality policies and evidence-based programmes that reflect public health and trade priorities, and are supported by coherent legislation and regulations in line with internationally-agreed principles.

**I1** -- Early warning systems related to food and agricultural emergencies are used by stakeholders at global and national levels of developing countries to respond effectively and efficiently.