

## Possible Strategic Objectives and Organizational Results for FAO

1. This third paper on possible Strategic Objectives for FAO was prepared by management based on inputs received at and following the Working Group meeting of 13 June. It is intended to support further discussion among Members by presenting a more complete picture of the strategic results framework, comprising possible *Strategic Objectives* (to be achieved by Members with expected significant value added from the Organization) and the means for FAO to contribute to their achievement under all sources of funds: *functional objective*, *core functions*, and *Organizational Results* for each Strategic Objective. The next step would be to consolidate all draft elements of the Strategic Framework and Medium Term Plan, as outlined in Annex I.
2. The two new aspects in this paper compared with 13 June:
  - revised possible strategic objectives (section I)
  - possible organizational results for each strategic objective (section II.c).

### *I. Possible Strategic Objectives*

3. The paper of 13 June presented 13 possible Strategic Objectives. The objectives had been formulated taking account of previous Working Group comments, as well as the Declaration of the High-Level Conference on World Food Security of 5 June. They addressed in particular the urgent need to help developing countries and countries in transition expand agriculture and food production, and to increase investment in agriculture, agribusiness and rural development. They were grouped by their major contributions to the achievement of the three Global Goals of Members<sup>1</sup>, focusing on: increases in food production and availability; economic and social progress and well-being; and, sustainable management and use of natural resources.
4. Based on the discussions of Working Group I on 13 June and comments received from Members up to 20 June, management has undertaken internal consultations involving senior managers at headquarters and the regional offices, to prepare a revised set of possible strategic objectives, presented in the box below. The comments received fell into two main categories, which have been handled as follows:
  - a) Grouping by Global Goals. While providing for some structure, there was concern that the grouping detracted from the inter-related nature of the Goals and thus of the Objectives. In the revised version, the Objectives remain sorted by their main expected contribution to the Goals, in particular with respect to areas of emphasis for FAO. The objective for fisheries/aquaculture is now placed in the group on natural resources, reflecting the emphasis of FAO's work in this area.
  - b) Number and formulation. There was limited support to reduce the number of objectives, for example by consolidating across sectors, and only the two objectives relating to climate change have been combined. There was general concern that the formulation of the Objectives should more clearly and consistently demonstrate FAO's value-added; this has been addressed in the revised version, also taking into account the possible Organizational Results.

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<sup>1</sup> The three Global Goals, as agreed in the Strategic Framework 2000-2015, are: a) Access of all people at all times to sufficient nutritionally adequate and safe food, ensuring that the number of chronically undernourished people is reduced by half by no later than 2015; b) The continued contribution of sustainable agriculture and rural development, including fisheries and forestry, to economic and social progress and the well-being of all; and c) The conservation, improvement and sustainable utilization of natural resources, including land, water, forest, fisheries and genetic resources for food and agriculture.

5. The result is 12 strategic objectives as presented in the box below.

<b>POSSIBLE STRATEGIC OBJECTIVES</b>	
<b><i>1. Increase in food production and availability</i></b>	
A.	<b>Sustainable intensification of crop production</b> , with emphasis on improved agricultural technologies, pest control, maintenance of ecosystem services, and livelihoods of small-scale farmers.
B.	<b>Increased livestock production in support of equitable rural development</b> , while safeguarding veterinary public health and the environment.
C.	<b>Improved quality and safety of foods</b> at all stages of the food chain, with an emphasis on development and implementation of standards.
D.	<b>Increased and more effective public and private investment in agriculture and rural development</b> .
E.	<b>Improved preparedness for, and effective response to, food and agricultural threats and emergencies</b> , especially by protecting and enhancing agriculture-based livelihoods.
<b><i>2. Economic and social progress and human well-being</i></b>	
F.	<b>Enhanced incomes and livelihoods in rural areas</b> , through <i>inter alia</i> competitive agro-industries and improved distribution and marketing systems, including taking advantage of expanding or new trade opportunities.
G.	<b>Improved food security and better nutrition</b> , through improved access to and consumption of nutritionally adequate food, appropriate policy action to address the social, economic, environmental and institutional causes of hunger and malnutrition, and implementation of the progressive realization of the right of adequate food in the context of national food security.
H.	<b>Gender equity in access to resources, goods, services and decision-making in the rural areas</b> , while applying gender-sensitive approaches to policies, programmes and projects.
I.	<b>Comprehensive framework and legal underpinning for global governance related to food, agriculture and rural development</b> .
<b><i>3. Sustainable management and use of natural resources</i></b>	
J.	<b>Improved responses to global environmental and natural resource challenges affecting food and agriculture, including climate change adaptation/mitigation and bioenergy</b> , through providing information and developing capacities for formulation and implementation of international instruments and intersectoral national policies and programmes.
K.	<b>Sustainable management and use of fisheries and aquaculture resources</b> through improved governance, the development and implementation of international instruments, and ecosystem-based approaches including for the further development of aquaculture.

- L. **Sustainable management of forests and trees**, through support to national policy-making and practices that are strategic, participatory, intersectoral, and based on timely and reliable information.

## *II. How FAO will support the achievement of Strategic Objectives*

### *II.a Functional Objective*

6. An objective of a **more functional** nature would cover a broad range of governance, oversight, management and administration activities intrinsic to the successful implementation of FAO's work contributing to the Strategic Objectives. This would also permit comprehensive coverage of the resources at the Organization's disposal and build a hierarchy for distinguishing between FAO's substantive services to Members under the Strategic Objectives, and internal management and administration under the functional objective.

#### **Functional objective:**

Enabling achievement of results and impact at all levels through flexible, efficient and effective **internal management, administration and oversight** arrangements, and enhancement of the Organization's **financial resource base**.

### *II.b Core Functions*

7. FAO's support to Members for achievement of Strategic Objectives would necessarily depend on the appropriate mix of the Organization's **core functions**, and use of main **comparative advantages**, as outlined below. These build on FAO's mandate, guiding the Organization's work and means of action at global, regional and national level. These core functions and comparative advantages, critical to the success of FAO, are carried out at all levels of the Organization and permeate all Strategic Objectives. In recognition of the importance and cross-cutting nature of the core functions and comparative advantages, organizational systems and procedures will need to be aligned to facilitate action, promote focus and reward achievements.

CORE FUNCTIONS AND COMPARATIVE ADVANTAGES	
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;
b.	Stimulating the <b>generation, dissemination and application of information and knowledge</b> , including <b>statistics</b> ;
c.	<b>Negotiating international instruments, setting norms, standards and voluntary guidelines, and supporting the development of national legal instruments</b> , together with promoting their implementation;
d.	Articulating <b>policy and strategy options</b> and <b>advice</b> ;
e.	Providing <b>technical support</b> , promoting <b>technology</b> transfer, catalysing change and building <b>effective and sustainable institutional capacity</b> ;
f.	Undertaking <b>advocacy and communication</b> , to mobilize political will and promote global recognition of required actions in areas of FAO's mandate;
g.	Bringing integrated <b>interdisciplinary approaches</b> to bear on the Organization's technical work and support services;
h.	Promoting a more systematic approach to <b>partnerships and alliances</b> where joint action is needed.

### *II.c Organizational Results*

8. The Organizational Results reflect the products and services that FAO commits to deliver to Member Countries and the international community in a time-frame of four years and the outcomes which stem from the taking up and use of these products and services by users, in order to contribute to the achievement of Strategic Objectives. Indicators, means of verification, baselines and targets provide the means to measure and report on the achievement of the results.

9. An internal consultative process has been put in place for the iterative formulation of Organizational Results, as-well-as the Strategic Objectives:

- A Senior Manager (ADG or Director level) has been designated to lead the formulation of results by all concerned units (at Headquarters and Regional Offices) for each Strategic Objective, taking into account the priorities identified in the Strategy Notes discussed by the Working Group.
- All offices have been requested to contribute to formulation of Organizational Results in their areas of responsibility.
- Briefings have been held for Headquarters and Regional Offices.
- The corporate Internet-based planning system PIRES is being used to collect and share the information.

10. The first round of formulation and review has resulted in 72 possible Organizational Results under the 12 possible Strategic Objectives, along with a preliminary list of 16 Organizational Results under the functional objective. These are presented below, grouped by objective, for review and comments by the Working Group on their substance and formulation.

**Strategic Objective A – Sustainable intensification of crop production, with emphasis on improved agricultural technologies, pest control, maintenance of ecosystem services, and livelihoods of small-scale farmers**

*Proposed Organizational Results*

A1 - National capacities to ensure food security are enhanced through appropriate policies, programmes and technologies for improved crop productivity and sustainability, including ecosystem management approaches to production intensification.

A2 - Income opportunities and livelihoods of the poor are improved, and higher value-addition is generated, through diversification programmes and production and consumption of horticultural crops.

A3 - Risks to food security, trade and the sustainability of production systems stemming from plant pests and disease outbreaks are minimized at national, regional and global levels, including through implementation of the IPPC.

A4 – Risks from pesticides are reduced at national level, including through regional and global collaboration under the Rotterdam Convention and Code of Conduct on Distribution and Use of Pesticides.

A5 - Policy frameworks and strategies are in place to manage plant genetic resources for food and agriculture (PGRFA) and strengthen national seed systems, with defined linkages between conservation and sustainable use, including in the context of the International Treaty on PGRFA.

A6 - Adequate national capacities are established to integrate environmental benefits and costs into agricultural policy and planning.

**Strategic Objective B – Increased livestock production in support of equitable rural development, while safeguarding veterinary public health and the environment**

*Proposed Organizational Results*

B1 - The livestock sector is effectively used in countries as an economic growth engine for: contributing to food security and protecting livestock-related livelihoods in areas with little market development opportunities beyond local demand; creating conditions for livestock sector growth in areas with potential market access; managing livestock sector growth in areas with rapidly expanding markets, with due attention to social, animal-related health and natural resources implications.

B2 - Effective collaboration among countries is in place to manage animal diseases and animal-related human health threats successfully through: improved early warning and knowledge of animal disease emergence/spread; regional and international coordination of disease control and management, with national animal health systems equipped with the necessary technical capacity and policy instruments; national animal health and veterinary public health policies taking full account of socio-economic, cultural, structural and developmental dimensions.

B3 - Use of natural resources for increased livestock production is facilitated through: implementation of the Global Plan of Action for Animal Genetic Resources at national and regional levels; the environmental footprint of the livestock sector being reduced through technological and policy measures oriented by both sustainability and efficiency criteria, as well as supportive investment.

B4 - National capacity for livestock sector development is built and sustained for: the use of best practices (technology, institutions, policy); guiding investments by multiple-objective needs assessments; prevention and preparedness plans to guide emergency management (animal diseases and natural and man-made disasters where livestock is involved).

**Strategic Objective C - Improved quality and safety of foods at all stages of the food chain, with an emphasis on development and implementation of standards**

*Proposed Organizational Results*

C1 - Countries have established national food safety/quality policies that: reflect public health and trade priorities, are consistent with other major national policies (e.g. health, nutrition, agricultural development, food security, environment), have been developed with broad stakeholder involvement, and are adequately supported by concrete investment plans.

C2 - Evidence-based programmes of food quality and safety control are implemented, involving coordination among all relevant agencies and stakeholders along the food chain, and legislation and regulations in line with internationally-agreed principles.

C3 - New and revised food standards for food safety and quality (especially under the aegis of the Codex Alimentarius Commission) are developed with broad input from countries and other stakeholders, providing internationally agreed recommendations for the production, safe use and fair exchange of food and agricultural products, including fishery products.

C4 - Scientific advice on issues related to food safety and quality is available to countries, based on the analysis of pertinent data at national level, and also as input to international food safety/quality guidelines and standard setting.

C5 - Countries are able to ensure adherence to internationally accepted guidelines on good practice by domestic food businesses at all stages of the food chain, and covering all foods, including fishery products.

C6 - Consumer participation and education are enhanced as regards food safety, nutrition and other food quality issues.

**Strategic Objective D - Increased and more effective public and private investment in agriculture and rural development***Proposed Organizational Results*

D1 - Governments' decisions on Agricultural and Rural Development (ARD) investment policies, strategies and programmes are based on improved and more accessible knowledge and supported by more efficient national knowledge institutions.

D2 - Effective national ARD investment policies and strategies are elaborated, validated by stakeholders, adopted and applied, including through nationally and internationally financed public investment programmes and projects.

D3 - National capacity is enhanced as regards sustainable investment planning and implementation, and the conduct of effective monitoring and evaluation (M&E) of investment impact.

D4 - Countries and Regional Economic Integration Organizations (REIOs) develop National and Regional Programmes for Food Security (NPFS and RPFS) to raise the investment required from public and private sources to meet hunger reduction targets.

D5 - Governments adopt social, economic and institutional policies, as well as supporting strategies and legislation, conducive to effective public and private sector investment in competitive agribusiness and agro-industries, including value chain development and financing.

**Strategic Objective E - Improved preparedness for, and effective response to, food and agricultural threats and emergencies, especially by protecting and enhancing agriculture-based livelihoods***Proposed Organizational Results*

E1 - Early warning systems related to food and agricultural emergencies are used by stakeholders at global, national and local levels to respond effectively and efficiently.

E2 - Governments, civil society organizations and local communities are empowered, through effective contingency planning, to respond to food and agricultural emergencies.

E3 - Governments and humanitarian institutions are able to respond to food and agricultural emergencies in a coordinated, timely and technically robust manner. Emergency responses are based on gender sensitive impact/needs assessments, adequate funding and implemented according to coherent plans of action for protecting and promoting nutrition and rural livelihoods. This ensures that affected households and communities should recover quickly, build back livelihoods, and better handle future disaster risks.

E4 - Countries have enhanced policy frameworks and institutional capacities in relation to potential emergencies that fully incorporate the agriculture, fishery and forestry sectors. Communities and households at risk adopt improved agricultural and land management to reduce such risks.

**Strategic Objective F - Enhanced incomes and livelihoods in rural areas, through *inter alia* competitive agro-industries and improved distribution and marketing systems, including taking advantage of expanding or new trade opportunities**

*Proposed Organizational Results*

F1 - The policy environment for agricultural growth and rural development ensures essential public goods, while facilitating the role of the private sector. Appropriate policies are developed governing *inter alia* taxes, incentives and investment for agriculture and rural areas, natural resource management, and trade.

F2 - Rural employment is promoted and enhanced through agricultural and rural development policies, including those in support of agro-industries and small scale farming.

F3 – An appropriate institutional and regulatory environment is in place covering agricultural input and output markets, taking account of constraints related to market access, access to resources, investment and infrastructure and the development of agricultural commodity value chains.

F4 - Policies, regulations and institutions are in place to support smallholders in managing the transition in agriculture and integrating into globalizing agri-food systems and value change.

F5 - Market and policy information systems are available to support national and global decision-making. Critical dimensions in this effort include: assessment of domestic and regional policies, international market trends and the implications of evolving international trading systems.

F6 - Farmers and other agents active in the agriculture sector have enhanced capacity to meet the requirements of the market, and to benefit from opportunities to diversify into new farm enterprises and off-farm sources of income.

F7 - Improved policies and institutions address at national and global levels the impacts of emerging challenges such as climate change, water scarcity, environmental degradation, the increasing use of biofuels, price instability, and migration.

F8 – Enhanced national and international systems are in place to manage risks affecting agricultural production, markets and trade, including domestic and international insurance schemes.

**Strategic Objective G - Improved food security and better nutrition, through improved access to and consumption of nutritionally adequate food, appropriate policy action to address the social, economic, environmental and institutional causes of hunger and malnutrition, and implementation of the right of adequate food in the context of national food security**

*Proposed Organizational Results*

G1 - National and regional interventions, policies, and plans of action for improving food security and nutritional well-being, including the promotion of nutritionally adequate food, are implemented within a coherent and consistent framework.

G2 - Countries and Regional Economic Integration Organizations (REIOs) are able to formulate and adopt policies and programmes (including national and regional programmes for food security)



that address the root causes of hunger and malnutrition taking account of institutional, economic, social and environmental factors.

G3 - Information systems for monitoring food security and nutritional household vulnerability are developed at national and regional levels.

G4 - Countries implement principles of good governance and rule of law (transparency, participation and accountability) in processes related to agriculture, food security and nutritional wellbeing.

G5 – FAO, in close collaboration of UN system partners dealing with food security and nutritional issues, implements systems to monitor, analyse and disseminate best practices regarding agricultural development and food security.

G6 – Countries and regional organizations are aware of emerging trends affecting food security, and options to address threats and opportunities.

G7 – Improved statistical systems pertaining to nutrition, food and agriculture are in place at all levels (national, regional and global) to serve decision-making and monitoring requirements.

**Strategic Objective H - Gender equity in access to resources, goods, services and decision-making in the rural areas, while applying gender-sensitive approaches to policies, programmes and projects**

*Proposed Organizational Results*

H1 - Food security and sustainable livelihoods policies in the agricultural and rural development sectors are made fully gender-sensitive.

H2 - National capacity is increased to incorporate gender issues in agricultural/rural development policy and to measure the gender-differentiated impacts of policy.

H3 - Joint programmes, policies and tools (especially with UN system partners) are implemented, building on FAO's expertise in gender issues related to the agricultural sector.

H4 – FAO staff have full awareness of gender dimensions in their work (and are accountable for results), including upgraded skills at both headquarters and decentralised locations.

**Strategic Objective I - Comprehensive framework and legal underpinning for global governance related to food, agriculture and rural development**

*Proposed Organizational Results*

I1 - Development of non-binding global or regional instruments on food and agriculture, as agreed by FAO's members, including "soft law" instruments such as codes of conduct, codes of practice on issues of food and agriculture.

I2 - Development of legally binding global or regional instruments on food and agriculture, as agreed by FAO's members.

I3 - Design and improvement of national regulatory frameworks, through best practices, guidelines, and databases on regulatory issues, for the implementation of international frameworks for food and agriculture such as the IPPC, Rotterdam Convention, IT-PGRFA, regional plant protection agreements, food safety standards, CCRF and other global and regional fisheries instruments.

I4 - Formulation of standards and other norms on food and agriculture by FAO statutory bodies.

I5 - Interaction with other international organizations and treaty bodies responsible for regulatory instruments of interest to food and agriculture to foster coherence among relevant frameworks and to ensure that the concerns of FAO's constituencies are raised in these other fora.

**Strategic Objective J - Improved responses to environmental and natural resource challenges affecting food and agriculture, including climate change adaptation/mitigation and bioenergy through providing information and developing capacities for formulation and implementation of international instruments and intersectoral national policies and programmes**

*Proposed Organizational Results*

J1 - The formulation of policies and decisions related to the sustainable management of land, water, environment and genetic resources for food and agriculture, as well as for improved responses to global environmental challenges are based on integrated and shared knowledge, including agro-ecological and geo-spatial information.

J2 - More equitable access to natural resources and more secure tenure are achieved in countries through improved governance, including stakeholder participation, and administration. Increased capacity is available in countries to improve related policies and practices, including aspects of gender equity and emergency recovery.

J3 - Countries are enabled to implement policies for the conservation and sustainable use of biological diversity for food and agriculture and the fair and equitable sharing of benefits derived from the use of genetic resources, at national, regional and international level, consistent with the Multi-year Programme of Work of the Commission on Genetic Resources for Food and Agriculture.

J4 - National capacities are enhanced to undertake comprehensive, multidisciplinary natural resource and ecosystem evaluation, planning and policy development for their sustainable management, taking into account productivity potentials, environmental concerns and stakeholders' interests, including addressing water scarcity and enhancement of water productivity at national river-basin (including transboundary rivers) and agricultural system levels, land use and land use change challenges.

J5 – Resilience of food and agricultural production systems to climate change is improved and an increasing number of countries vulnerable to climate change have incorporated adaptation measures, which cut across agriculture, forestry and fisheries sectors, into their national development and disaster management plans. Policies, institutions, services and technologies are adjusted accordingly.

J6 - Countries and land users are able to benefit from financial mechanisms for climate change mitigation, including those under the UNFCCC, GEF and carbon markets, for sequestering carbon in vegetation and soils, as well as reducing greenhouse gas emissions from agriculture, forestry and fisheries, with priority given to mitigation measures that also promote ecosystem maintenance/restoration and sustainable development.

J7 - Integrated responses to global challenges related to the environment and natural resources, including climate change, biodiversity and desertification are properly reflected in the negotiation and implementation of international instruments. Countries have improved capacities to contribute, in an integrated way, to the formulation of these instruments, to meet related implementation obligations and to capitalize on opportunities under these instruments at the regional and national levels.

J8 - National decision making on sustainable bioenergy development is facilitated through principles and guidelines, derived from international stakeholder consultations.

**Strategic Objective K - Sustainable management and use of fisheries and aquaculture resources through improved governance, the development and implementation of international instruments, and ecosystem-based approaches including for the further development of aquaculture**

*Proposed Organizational Results*

K1 – The implementation of the Code of Conduct for Responsible Fisheries and related international instruments makes increasing and demonstrable contributions to sustainable fisheries and aquaculture development, including those related to combating IUU fishing, reducing overcapacity and improving the management of deep-sea fishing in the high seas. Complementary instruments are developed as needed. Key global and regional fora, including COFI are supported in addressing pertinent issues of fisheries and aquaculture development.

K2 - An increasing number of countries and regional fisheries and aquaculture bodies establish policy frameworks for sustainable fisheries and aquaculture development. Related institutions and capacities are strengthened and overall governance is improved. Integrated or harmonized policy frameworks consider fisheries and aquaculture in relation to broad social and economic development objectives and the need for sustainable resource use and conservation.

K3 - Marine and inland fisheries are managed more efficiently with active implementation of the ecosystem-based approach to fisheries in a significant number of countries, while also addressing mitigation of climate change, conservation of the resource base, and livelihood requirements.

K4 - Aquaculture production is effectively promoted and significantly increased, especially in Africa and Latin America, emphasizing an ecosystem-based approach as well as responsible practices.

K5 - An increasing number of countries implement policies and programmes aimed at responsible fishing practices, addressing key issues such as: the use of more species specific gear and gear with reduced impact, the control of fishing activities through MCS/VMS, the safety of fishing operations, and improved social and economic efficiency in fishing operations, e.g. by reducing energy costs.

K6 - Decisions affecting the fisheries and aquaculture sector at all levels are based on timely and reliable information.

K7 – An increasing number of countries and institutions adopt and implement policies and programmes for responsible utilisation and trade in fisheries and aquaculture products and transparent and harmonised market access requirements, e.g. eco-labelling, traceability, certification schemes.

**Strategic Objective L - Sustainable management of forests and trees, through support to national policy-making and practices that are strategic, participatory and based on timely and reliable information**

*Proposed Organizational Results*

L1 - Decisions affecting forests and forestry are based on timely and reliable information.

L2 - Policies and laws impacting forests and forestry are established through broad stakeholder participation and effectively implemented.

L3 - Institutions governing forests are strengthened and transparency of decision-making improved, thereby enhancing an enabling environment for investment in forestry.

L4 - Planning for forestry's contribution to sustainable development is integrated and takes advantage of the interface between forests and agriculture, livestock, and other land uses, including the production of bioenergy. Strategies for reduction of greenhouse gas emissions from deforestation and forest degradation are integrated into national forest programmes and implemented in close collaboration with other relevant sectors. Countries successfully integrate forest disaster risk management into national forest programmes.

L5 - Sustainable management of forests and trees is more broadly adopted in compliance with good practice guidelines. Deforestation and forest degradation are significantly reduced. The contribution of forests and trees outside forests to mitigate climate change increases. Countries are able to benefit from financial mechanisms to strengthen forest management, undertake reforestation and afforestation and to reduce deforestation and forest degradation (REDD).

L6 - Social and economic values and livelihood benefits of forests and trees are enhanced through improved understanding of social and economic factors resulting in increased investment. Markets for forest products and services contribute to making forestry a more economically viable and environmentally sound land-use option. Forest-based enterprises are effective in promoting livelihoods and reducing poverty.

L7 - Environmental values of forests and forestry are realized through effective implementation of policies and programmes related to the adaptation of forest ecosystems to climate change, conservation of biological diversity, rehabilitation of degraded forest lands, and management and use of water and wildlife resources, including in mountain ecosystems, arid zones, coastal forests and other fragile ecosystems.

L8 - Progress in sustainable forest management is promoted and debated by key stakeholders in Regional Forestry Commissions, the Committee on Forestry, and other relevant partnerships and venues, reinforcing national commitment to sustainable forest management.

**Functional Objective X - Enabling achievement of results and impact at all levels through flexible, efficient and effective internal management, administration and oversight arrangements, and enhancement of the Organization's financial resource base**

*Proposed Organizational Results*

X1 - Leadership and direction of the Organization is exercised through: effective governance, including further implementation of the policy on multilingualism and well focused meeting documents for, and decision-oriented reports of governing bodies; due accountability; oversight; and improved coherence of, and synergy across the programmes and activities of the Organization.

X2 - Effective field presence supports the formulation of joint cooperation strategies with countries, aligned with national agricultural development agendas, and harmonized with the initiatives of the UN country teams and other development partners.

X3 - Sustained and predictable extra-budgetary resource flows are achieved, making maximum use of available agricultural development cooperation mechanisms, while responding to the expressed needs of countries.

X4 - Specific strategic and operational plans guide the work of the Organization, building on lessons learnt, reflecting country needs, continuously monitoring performance and evaluating results.

X5 - 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.

X6 - 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.

X7 - Effective Information Technology (IT) governance is established, and value-added IT solutions and services aligned with the changing needs of the Organization.

X8 - 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.

X9 - Policies and practices related to internal governance of corporate information management and web dissemination are pursued within the WAICENT Framework.

X10 - Partnerships and alliances are achieved, and coordination and networking further developed with main stakeholders (e.g. NGOs/CSOs, private sector, Rome-based agencies, other UN agencies) at country, regional and global levels. Common objectives would include: advocacy of international

issues related to FAO's mandate; keeping the fight against hunger high on the international agenda; stimulating action to increase investment in agriculture and rural development.

X11 - Effective communications continue their outreach world wide, with a specific focus on donors to mobilise support for the Organization.

X12 - Essential knowledge on food and agriculture is made accessible for user groups in countries and internationally (including NGOs/CSOs, private sector, research institutes, UN system partners, etc..) through the collection, production, exchange and sharing of knowledge tools and resources, in the languages of the Organization.

X13 - Technical assistance and support is provided to countries for adopting innovative approaches to use information and communication technologies (ICT) in order to reduce the rural digital divide and strengthen food and agriculture systems.

X14 - Main stakeholders are satisfied that coherent action is implemented in support of shared priorities at regional, subregional and country level, including local authorities.

X15 - FAO's field programme - as channel for its expertise and services in the context of the Strategic Framework - is delivered effectively and timely at global, regional, subregional and country level, and with maximum impact on member countries capacity to achieve agreed-upon outcomes, in line with the country level development objectives and with IADGs and MDGs.

X16 - Provision of systematic and proactive FAO contributions at the corporate level to policy coherence and coordination across the UN system at the intergovernmental and inter-agency levels, demonstrating added value, a results-focus and responsiveness to the changing landscape of development cooperation aid architecture and global public goods provision

## **Annex I**

### **Possible outline of the elements of the Strategic Framework and Medium-Term Plan**

#### ***I. Context, situation and gap analysis***

A summary of the broad factors (e.g. economic, environmental, trade) affecting the global agricultural and development landscape, and an analysis to identify areas that need to be addressed by all development actors in order to effectively achieve food security and rural development.

#### ***II. Mission, Vision and Values statements***

Mission: where the organization is going now, basically describing the purpose and why the organization exists (from Basic Texts), its core functions, and its comparative advantages in addressing the gaps, given the situation analysis and alternative sources of supply. In view of the IEE, the discussion of comparative advantage should make specific reference to a few areas where FAO does not have a comparative advantage and a need within FAO's mandate may be fulfilled by others, in order to demonstrate to Members that some shift in focus is occurring.

Vision: where the organization wants to be in the future. It reflects the optimistic view of the organization's future, and its purpose in terms of the organization's values (guiding beliefs about how things should be done).

Values: Main values sought or protected by the organization, reflecting the organization's culture and priorities; define how people want to behave with each other in the organization; describe actions which are the living enactment of the fundamental values held by most individuals within the organization. The values of senior leaders are especially important in the development of a culture. Rewards and recognition within the organization need to be structured to recognize those people whose work embodies the values the organization wishes to embrace. See Values in current Strategic Framework (para 21, Box 2).

#### ***III. Global Goals of Member Nations***

[From Strategic Framework 2000-15, subject to amendment:

- a) Access of all people at all times to sufficient nutritionally adequate and safe food, ensuring that the number of chronically undernourished people is reduced by half by no later than 2015;
- b) The continued contribution of sustainable agriculture and rural development, including fisheries and forestry, to economic and social progress and the well-being of all; and
- c) The conservation, improvement and sustainable utilization of natural resources, including land, water, forest, fisheries and genetic resources for food and agriculture.]

#### ***IV. Proposed Strategic Objectives***

The Strategic Objectives would be formulated in line with following guiding principles:

- a. contribute to the achievement of one or more Global Goals of Members;
- b. reflect most important priorities identified by Members in the longer-term (10-15 years);
- c. while expected to be achieved primarily by Members, they should point to significant added value of FAO's involvement and assistance;

- d. provide overall direction to FAO's substantive work and indicate main areas of impact;
- e. facilitate responsibility and accountability for FAO's results at lower levels;
- f. be limited in number, understandable to Members and other key stakeholders, i.e. avoiding "jargon" and being too technical in nature.

Their presentation would include the following elements:

- a. issues and challenges addressed (i.e. problem statement);
- b. benefit/change to be achieved in Members/international community;
- c. assumptions and risks;
- d. strategic objective;

indicators and targets.

#### ***V. Results Framework***

Specification of **Organizational Results** to be achieved in a four-year period. These represent the products and services which FAO commits to deliver to Member Countries and the international community in a time-frame of four years and the outcomes which result from the taking up and use of these products and services by users, in order to contribute to the achievement of Strategic Objectives. In order to be able to measure and report on the achievement of organizational results, indicators, means of verification, baselines and targets are formulated related to a given timeframe.

#### ***VI. Programme Model and Resource Mobilization Strategy***

Elaboration of FAO Programme Model: principles and concepts, planning documents, internal programming cycle, governance inputs  
Elaboration of the elements of a FAO Resource Mobilization Strategy.

#### ***VII. Impact Focus Areas***

**Impact Focus Areas** may bring together groups of results to impact in a shorter time-frame in high priority areas for the immediate future, leaving flexibility for decision making and prioritization to reflect emerging challenges, contributing to the achievement of Strategic Objectives. These areas, which are often, but not exclusively cross-cutting, highlight the benefit FAO intends to help Members achieve in selected thematic areas building on Organizational Results related to the selected area. These areas help to catalyze the mobilization of extra-budgetary resources to complement the Regular Programme resources, by providing a communication and advocacy tool ('flagships') for high profile work. This is also intended to facilitate less rigidly tied and pooled funding of extra-budgetary resources, as well as facilitating Governing Body oversight of the use of those resources in line with agreed priorities.