



منظمة الأغذية
والزراعة
للأمم المتحدة

联合国
粮食及
农业组织

Food
and
Agriculture
Organization
of
the
United
Nations

Organisation
des
Nations
Unies
pour
l'alimentation
et
l'agriculture

Продовольственная и
сельскохозяйственная
организация
Объединенных
Наций

Organización
de las
Naciones
Unidas
para la
Agricultura
y la
Alimentación

COUNCIL

Hundred and Thirty-sixth Session

Rome, 15 – 19 June 2009

ELEMENTS FOR THE DRAFT STRATEGIC FRAMEWORK, MEDIUM TERM PLAN 2010-13, AND PROGRAMME OF WORK AND BUDGET 2010-11

ADDENDUM

1. To facilitate consideration of document CL 136/16 *Elements for the draft Strategic Framework, Medium Term Plan 2010-13 (MTP), and Programme of Work and Budget 2010-11 (PWB)*, a summary is provided below, along with updated information on Strategic Objective G and Functional Objective X.

I. Summary

2. During 2009, the Programme and Finance Committees and the Technical Committees of the Council, as well as Working Group I of the Conference Committee for IEE Follow-up, have been considering in a step-wise fashion elements of the draft Strategic Framework, MTP 2010-13 and PWB 2010-11, as progressively formulated by the Secretariat.

3. The elements presented in document CL 136/16 are “work-in-progress” as of late April 2009. They cover the trends affecting food and agriculture (in abbreviated form), the vision for FAO and Global Goals of Members (as approved in the Immediate Plan of Action), and the draft results frameworks for the Strategic Objectives and Functional Objectives (without resources), including issues and challenges, assumptions and risks, application of core functions, and the underlying Organizational Results with their indicators, targets and primary tools for achievement.

4. Earlier versions of the results frameworks were reviewed by the Committees on Fisheries¹, Forestry² and Agriculture³ in March-April 2009, as reported to the Council. The draft elements as presented in document CL 136/16 were reviewed by the Programme⁴ and Finance⁵ Committees in May 2009, as also reported to the Council. Further elaborations of selected elements were considered by CoC-IEE Working Group I on 3 June 2009. The resulting updates to Strategic Objective G and Functional Objective X are provided in the following section II and annexes.

5. During April to July, the Secretariat is preparing the draft Strategic Framework, and the draft Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11 including the resources dimension, for consideration by the CoC-IEE Working Groups and the Programme and Finance Committees in late July 2009. The final draft versions of the Strategic Framework, MTP 2010-13 and PWB 2010-11 will be dispatched to Members by 31 August 2009 for consideration at the 137th session of Council in September and the 36th Session of the Conference in November 2009.

6. The Council is requested,

- a) as proposed by the Secretariat and endorsed by the Programme and Finance Committees, to agree to the submission to the governing bodies of two physically separate documents, i.e. a concise Strategic Framework and a more substantial document containing the MTP 2010-13 and the PWB 2010-11 proposals including a draft Budgetary Appropriations Resolution;
- b) taking into consideration the comments of the Committees of Council involved as described above, provide any further guidance to the Secretariat on the preparation of the draft Strategic Framework and MTP/PWB documents.

II. Updated Information

Revised formulation of Strategic Objective G – Enabling Environment for Markets to Improve Livelihoods and Rural Development

7. During its examination of Strategic Objectives at its Twenty-first session (Rome, 22-25 April 2009), the Committee on Agriculture (COAG) discussed *inter alia* Strategic Objective G “Enabling environment for markets to improve livelihoods”. The Committee noted: “*that the issues related to smallholder farming and rural development should be adequately addressed and strengthened in the Strategic Objective. Following extensive discussion, the Committee recommended that the Conference Committee on Follow-up to the Independent External Evaluation of FAO (CoC-IEE) revisit Strategic Objective G in order to address this issue.*”

8. To address the observations of COAG, the Secretariat prepared a revised formulation of SO G that strengthens the treatment of issues related to small producers and rural development, including amending the title to read “Enabling environment for markets to improve livelihoods and rural development” (addition underlined). The CoC-IEE Working Group I considered the revised formulation at its meeting of 3 June 2009 and, with some further amendments covering access to land (also covered in part under Strategic Objective F, Result F4), found that it addressed the issues raised by COAG. The updated formulation of SO G resulting from this consultative step is provided in a *Revised Annex 8*, attached, superseding the Annex 8 presented in CL 136/16.

¹ CL 136/2 paragraphs 95-103

² CL 136/3 paragraphs 19-21

³ CL 136/5 paragraphs 7-14

⁴ CL 136/9 paragraphs 6-19 and CL 136/10 paragraphs 5-9

⁵ CL 136/8 paragraphs 59-64

Revised formulation of Functional Objective X - Effective Collaboration with Member States and Stakeholders

9. The two Functional Objectives X and Y cover *how* FAO works – the enabling environment and means of action – to effectively and efficiently achieve *what* the Organization has committed to deliver to Members – the Organizational Results of the Strategic Objectives. The draft formulations of the Functional Objectives were reviewed by the CoC-IEE Working Group I on 16 April 2009, by the 126th Session of the Finance Committee and the Joint Meetings of the Programme and Finance Committees in May 2009.

10. Based on the comments provided, the formulation of Functional Objective X was substantially revised after document CL 136/16 was issued to set out more clearly the results expected and indicators of performance. The revised formulation of Functional Objective X was considered by CoC-IEE Working Group I on 3 June 2009, which recognized that it was an improvement and provided a good basis for further refinement. This updated formulation of FO X is provided in Revised Annex 13, attached, superseding the Annex 13 presented in CL 136/16.

REVISED ANNEX 8: Strategic Objective G – Enabling Environment for Markets to Improve Livelihoods and Rural Development

Issues and Challenges

Livelihoods and rural development are affected by the extent to which small producers exploit market opportunities, and markets and institutions function efficiently in a changing environment. Agricultural producers, workers, traders, processors, input suppliers, exporters, importers and consumers are linked through local, national, regional and international markets. As a result of these multiple exchanges, incomes and employment can be generated and rural development promoted. However, the effective participation of developing country producers, especially small producers, in markets is limited and the efficient functioning of markets is constrained by *inter alia* inappropriate policies, low volumes, limited competitiveness, lack of information, inadequate infrastructure, weak institutions and market power asymmetries. At the same time, markets are evolving as a result of changes in technology, trade rules, structural developments, the proliferation of demanding standards and a variety of other emerging issues.

Stakeholders need analytical information concerning the nature and the implications of such changes for growth, rural poverty, rural development and food security. They also need improved capacity to participate effectively in international fora negotiating international trade rules so that their interests are taken into account. To reduce poverty and meet development and food security needs, policy makers should have the capacity to identify and implement appropriate policies to facilitate the response of the private sector, including small producers, to new market demands and opportunities. At the same time, employment creation in agriculture or through rural enterprise and agribusiness development needs to be accompanied by policies that ensure fair and safe conditions in rural areas.

Assumptions and Risks

- It is assumed that there is a significant need for assistance to countries, regional bodies and other stakeholders to assess the implications of key developments and to identify market, institutional, policy and legal responses and resource mobilization strategies, paying special attention to the needs of smaller producers, landless and workers. On the one hand, it is assumed that those involved directly in production, processing and marketing activities, especially small producers generally need to adopt a more commercial approach and improve their technical, managerial and marketing skills in order to benefit from remunerative markets. On the other hand, it is assumed that rural people, who are employed, need to be adequately remunerated and protected. Given the globalization of value chains, it is assumed that stakeholders need to be cognizant of developments in international markets and policy and in international trade rules. Analysis and information concerning markets are needed to support the development of appropriate national and international policies. Countries must support policy design and implementation and FAO and its partner organizations should have the capacity to assist them.
- Some ministries of agriculture and other relevant organizations may be ill-equipped to analyze, formulate or implement appropriate policies, regulations and legislation and to develop other aspects of an enabling environment for rural producers, workers, and agribusinesses. Governments may not demonstrate the political will and financial commitment to improve the functioning of national and international markets and other institutions, and infrastructural investments to encourage greater market orientation of small producers may not be in place. There are also exogenous risks. The market possibilities of smaller enterprises may be adversely affected by the power of larger enterprises, including multinational companies. Efforts to create an enabling environment

may be compromised by political, economic (including food price volatility), and environmental crises that may transcend national boundaries.

Application of Core Functions to Strategic Objective G

Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G – Inter-disciplinary approach	H - Partnerships, alliances
G1	X	X		X	X	X	X	X
G2	X	X	X	X	X	X	X	X
G3	X	X		X	X	X	X	X
G4	X	X	X	X	X	X		X

Organizational Result G1 - Appropriate analysis, policies and services enable small producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements

Indicator	Targets (4 year)
G1.1 Policy makers and development partners are better informed about markets and opportunities and about effective policies and strategies to help small producers respond and improve their access to output and input markets	Six countries have initiated policy developments or reforms related to small producer market access and revised strategies -four regional or sub-regional organizations have increased awareness of appropriate policies and strategies to promote market-based rural development
G1.2 Countries have improved institutional capacity to formulate and implement relevant policies and programmes to strengthen small producers' capacities to access markets, access financial services and access input and equipment supply	Countries and sub-regional organizations in six sub-regions have participated in capacity building workshops relevant to market-based rural development on issues such as contract farming, linking farmers to markets, microcredit, input and equipment financing, crop financing, crop insurance and other financial services and related topics, with focus on small producers; countries and organizations in all sub-regions have utilized examples of programmes to strengthen farm-business linkages; farm-business linkages have been developed by national stakeholders in four countries
G1.3 Countries, working with the private sector, donors, NGOS and producer organizations, develop market-oriented institutions and services to support small producers in exploiting market opportunities	Eight countries have updated plans indicating commitment to reorientation of extension to give a greater market focus - eight countries have launched in-service training programs to reorient extension officers - 25 heads of extension have considered requirements for market-oriented extension refocusing

Primary Tools

1. A global analysis/framework on the future of smallholder farmers as agriculture and food systems transform.
2. Appraisal of market trends at country level.
3. Develop methodologies to assist countries to carry out competitiveness, value chain, impact studies and institutional analysis.
4. Identify best practices for developing equitable, efficient and sustainable linkages between the private sector and small producers.
5. Support to countries on policies to reorient extension services to better meet the needs of small producers.
6. Extension guides on farm management, marketing and post-harvest handling.
7. Promote policies and mechanisms for improving financial services provision for small producers.
8. Advisory material and support to value chain actors and organizations that work with producers on the planning and design of market-oriented infrastructure.
9. Support to value chain actors and organizations that work with producers on rural finance, post-harvest operations, contract farming, linking producers to markets, market infrastructure and input and equipment supply.
10. Contribute to the development of appropriate risk management tools for producers.

Organizational Result G2 - Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships.

Indicator	Target (4 year)
G2.1 Policy makers, partners, and FAO units use FAO analyses of patterns and trends of farm and non-farm employment and effective policies and programmes to promote approaches conducive to sustainable and equitable rural employment, access to land and income diversification	60 Citations 8 countries/partners 8 FAO units/offices
G2.2 Countries are developing food security, agriculture and rural development programmes and policies that explicitly and effectively promote approaches conducive to rural employment, access to land and income diversification	8 countries; 8 units/offices

Primary Tools

1. Establishment and maintenance of a database with primary data and information on sources of income and other socioeconomic characteristics of rural households, including land tenure and access to land.
2. Policy relevant analytical work on rural households' sources of income and patterns and trends in farm and off-farm employment, land tenure and access to land, including gender differences.

3. FAO self-assessment, strategy, and work programme on decent rural employment and access to land developed to reflect all relevant FAO technical areas and accessible to member countries and partners through the FAO-ILO website and other channels.
4. Policy advice to create both more and better rural employment and access to land in agricultural and non-agricultural rural sectors.
5. Capacity building and advocacy work to support policies that are more conducive to decent rural employment and access to land.
6. Capacity building in data collection and analysis of rural employment, access to land and income issues.
7. ILO standards and conventions (i.e. gender discrimination, child labour, youth employment, occupational health and safety, rural enterprise creation, rights of association, labour standards) and FAO negotiated and voluntary standards and codes of practice relevant to rural employment and access to land concerns (i.e. chemicals/pesticide use, distribution and disposal, equipment safety, Good Agricultural Practices (GAP), logging, and safety at sea (on board of vessels); maritime convention; code of conduct of responsible fisheries, etc.).
8. FAO-ILO Memorandum of Understanding (2004) and ILO, IFAD, FAO, IFPRI, IFAP, IUF Declaration of intent on cooperation on child labour in agriculture (2007).

Organizational Result G3 - National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries

Indicator	Target (4 year)
G3.1 Policy makers and development partners are better informed about the impact on rural development and small producers of agribusiness and agro-industry trends, opportunities and risks, and effective public sector actions to promote agribusiness and agro-industries development, with special focus on rural development and small producers	Ten countries with strategies for improving agribusiness competitiveness in their ARD policy documents; at least ten member countries and private sectors within those countries have an enhanced understanding of issues relating to value chain financing for agribusiness development
G3.2 Countries promoting rural and small producer development with agribusiness development strategies mainstreamed in agricultural and rural development (ARD) policies and plans, and with clarified institutional mandates and enhanced capacity for agro-industry sector oversight and coordination, and stronger public-private cooperation	Six countries have clarified institutional mandates for rural and small producer development, agri-business and agro-industries; four countries receiving direct assistance from FAO to build public sector capacity for agri-business, mechanization, value chain, SME, producer organizations and agro-industries development
G3.3 Governmental and non-governmental organizations with improved capacity to provide services for strengthening farm-agribusiness linkages, agribusiness management, and agro-industry product, process and technological innovation, including through SME and producer organization development	Ten countries have official documented mechanisms for including the private sector, including commercially-oriented small producers, in rural development strategies; six countries have received direct FAO assistance on strengthening and diversifying support services to the SME and producer organization sector as a way of promoting rural development and enhancing small producer incomes; six countries

	have received direct FAO assistance on developing agro-industry product, process and technological innovation
<p>Primary Tools</p> <ol style="list-style-type: none"> 1. Appraisal of trends and policy responses 2. Support countries in developing sectoral strategies for agribusiness and agro-industries, with special focus on producer organizations and SMEs 3. Identify sector specific indicators and benchmarks to guide policy development and institutional reform 4. Promote actions to improve financial services to agribusiness, especially small producers, SMEs and producer organizations 5. Support governments in formulating strategies and policies for mechanization 6. Provide guidance on public sector roles and responsibilities for contract intermediation, conflict resolution, and promotion of responsible business practices 7. Build capacity of organizations that provide support to agricultural SMEs and producer organizations. 8. Support piloting and appraisal of SME value adding technologies and value chain innovations 9. Contribute to the development of appropriate risk management tools for agro-enterprises 	
<p>Organizational Result G4 - Countries have increased awareness of and capacity to analyze developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective pro-poor trade policies and strategies</p>	
Indicator	Target (4 year)
G4.1 Policy-makers and other stakeholders are better informed about trends in international agricultural commodity markets, trade policy and related trade negotiations issues and their impacts on small producers and rural development	Increase/same
G4.2 FAO analyses of international agricultural commodity markets, trade policies and negotiating issues found relevant and of high technical quality	Higher ranking +10 percent
G4.3 Capacity to analyse policy options and formulate appropriate trade policies that contribute to enhancing small producers livelihoods and promote rural development and to participate effectively in trade negotiations is enhanced	80 percent
<p>Primary Tools</p> <ol style="list-style-type: none"> 1. Monitoring, statistical information and analysis of situation and outlook for international markets for agricultural products. 	

2. Analysis of standards in international agricultural trade.
3. Analysis of trade policies and strategies.
4. Monitoring and analysis of changes in trade rules under multilateral and regional trading arrangements.
5. Advice, training support and assistance in market information and analysis.
6. Advice, training support and assistance related to standards and certification.
7. Advice, training support and assistance in policy formulation and legislative development.
8. Advice, training support and assistance on international trade negotiations - workshops, roundtables and technical assistance.

**REVISED ANNEX 13: Functional Objective X -
Effective Collaboration with Member States and Stakeholders**

Issues

The Organization relies on a variety of services, delivered both in-house as well as in collaboration with Members and external Partners, in order to achieve results. Many of these services go well beyond the scope of pure administration, touching upon elements directly related to honing strategic direction, leveraging and focusing on comparative advantage and properly governing and overseeing the totality of FAO operations. In the new FAO results hierarchy, these services provide the enabling environment without which the outcomes of the Organizational Results under the Strategic Objectives cannot effectively be achieved.

Four sets of services have been identified, involving cooperation among a wide range of organizational units and applied at all levels of FAO's work, to ensure:

- Effective programmes addressing Member priority needs are developed, resourced, monitored and reported at global, regional, and national levels
- Effective and coherent delivery of FAO core functions and enabling services across Organizational Results
- Key partnerships and alliances that leverage and complement the work of FAO and partners
- Effective direction of the organization through enhanced governance and oversight

These four sets of services are defined as Organizational Results under this functional objective.

Assumptions and Risks

- Assumption of continued commitment of all stakeholders and partners to the mission of the Organization, matched by a climate of transparency and trust between Members and the secretariat
- Assumption that a wide range of organizational units will collaborate efficiently and effectively

Organizational Result X1 - Effective programmes addressing Member priority needs developed, resourced, monitored and reported at global, regional and national levels

The Challenge is to ensure that FAO can effectively leverage the available resources – both assessed and voluntary – to address the issues facing Members in the areas of its mandate. To do so requires that FAO's programmes be based on a systematic identification of Members' priorities at global, regional and national levels, along with a careful analysis of FAO comparative advantages and capacity vis-à-vis other UN agencies and development partners. The new results-based approach provides the framework and means to sharpen the focus of the Organization's interventions and improve organizational learning so as to contribute to enhanced credibility with Members and other stakeholders.

Indicator	Target (4 years)
X.1.1 Number of policy assistance requests met	+ 20% with respect to baseline
X.1.2 Number of countries where results-based medium term priority frameworks have been adopted	50 countries
X.1.3 Number of Regions where priority action plans have been formulated	All five regions produce a regional priority action plan for discussion at the Regional Conferences.
X.1.4 Ratio of unearmarked to total extra-budgetary funds mobilized	+ 20% extra-budgetary resources mobilized for IFAs (baseline: 0)

X.1.5 Overall funding trend of FAO in comparison with the trend of other UN specialized agencies	Maximum 5 % deviation from trend of best performing Specialized Agencies in extra-budgetary resource mobilization
X.1.6 Percentage of decentralized offices covered by benchmarking and performance measurement system	75% of decentralized offices covered within four years
X.1.7 Proportion of units complying with established corporate standards for performance monitoring and operational planning	70% of units
X.1.8 Share of donor funded projects/programmes (including TCP) meeting FAO corporate quality standards during implementation and at completion point.	80%
Primary Tools <ol style="list-style-type: none"> 1. Demand-driven policy assistance at all levels (national, subregional, regional, global) in accordance with Member priority needs. 2. Results-based national medium term priority frameworks to focus FAO's efforts on national needs, informing and aligned with Organizational Results and Strategic Objectives. 3. Structured and consultative identification, including through Regional Conferences, of areas of priority action at sub-regional and regional levels. 4. Resource mobilization strategy through a double track approach at global and decentralized levels in support of medium term priority frameworks. 5. Allocation of resources from all sources according to corporate strategies and priorities. 6. Establishment of efficient and effective working arrangements of FAO's network of field offices and headquarters' units. 7. Implementation of result based operational planning, monitoring and reporting and creation of necessary staff capacity to apply such practices. 8. Corporate quality assurance framework, including strengthening of monitoring and evaluation and lesson learning. 	
Organizational Result X2 - Effective and coherent delivery of FAO core functions and enabling services across Organizational Results	
<p>The Challenge is to ensure that the world's <i>knowledge of food and agriculture</i> is available to those who need it, when they need it and in a form they can access and use. FAO must therefore emphasize its dual role as both a provider of knowledge and a facilitator of knowledge flow within the global community. In order to accomplish this, the Organization must effectively leverage its core functions – the critical means of action embodying FAO's comparative advantage – across the Strategic Objectives. This will require coherent approaches, mutual learning and the pursuit of excellence.</p> <p>The Organization is in need of a coherent approach for <i>statistics</i>, as called for in the recent evaluation, and will need to implement adequate measures in order to achieve this.</p> <p><i>Communication and advocacy</i> are at the heart of FAO's functions as a Knowledge Organization. The Organization must communicate internally and externally in a timely and consistent way at global, regional and country level – demonstrating leadership and rallying support for the global drive to eradicate hunger. This should lead to an improved understanding by policy makers of the need for <i>development policies</i> that promote agriculture and the rural sector and lessen food insecurity and poverty, including the need to mobilise increased resources. There is also the need to ensure that the role and contribution of FAO is recognized among policy makers and those who can influence them, including the general public. <i>Information Systems and Technology</i> must assist the Organization to achieve its goals through enhanced information generation and dissemination systems that provide both internal and external stakeholders' access to relevant and integrated information and global coverage.</p> <p>The Organization must play a catalytic role in partnership with national and international actors</p>	

by delivering high quality integrated *Capacity Building/Development* support grounded in national, regional and global plans that combines normative, operational and convening activities. Guided by a corporate capacity building/development strategy, FAO will facilitate a sustainable capacity base in member countries and regions relating to food security, agriculture and rural development.

FAO must effectively utilize the knowledge available within the Organization as well as its partners to support Members and their Regional Economic Integration Organizations (REIOs) in the areas of policy advice, capacity building in policy formulation and implementation, institutional strengthening and restructuring, country policy intelligence and information, policy monitoring and field programme development. To ensure coherent, coordinated and high quality *policy assistance* requires a corporate approach supported by appropriate mechanisms for greater interdepartmental collaboration. One important tool to implement policy is *legislation* – and the Organization has recognized the need to improve the coherence, consistency and timeliness of legal advice and legal services provided to governing bodies and international instruments. *Interdisciplinary work* is carried out across a network of geographical locations (headquarters, regional, subregional, country and liaison offices) requiring due attention to coherent action, while allowing for sufficient autonomy and responsiveness at all levels. Similarly, *technical support* is provided from the most effective source, including through outsourcing in accordance with comparative advantages.

Indicator	Target (4 years)
X.2.1 Percent of resources deployed across organizational boundaries	To be defined
X.2.2 Share of field projects/programmes for which technical oversight has been delegated to Decentralized Offices	30%
X.2.3 Share of technical support and quality assurance outsourced to certified partners	10%
X.2.4 Percent of outputs related to information and knowledge management and statistics, and associated information systems, implemented in accordance with FAO's corporate strategy	To be defined
X.2.5 Percent of IT initiatives implemented according to the information technology strategy	80%
X.2.6 Monthly/annual traffic to www.fao.org	To be defined
X.2.7 Percent of capacity building outputs implemented in accordance with FAO's corporate strategy	To be defined
X.2.8 Percent of policy assistance outputs implemented in accordance with FAO's corporate approach	To be defined
X.2.9 Percent of outputs related to the provision of legal advice and legislative assistance implemented in accordance with corporate programmes	To be defined

Primary Tools

1. Instruments for ensuring interdisciplinary approaches.
2. Appropriate technical support through optimal use of internal and external resources.
3. Development and promotion of corporate approaches in the areas of information and knowledge management, statistics and information systems and technology.
4. Strategies and tools to ensure coherent approaches in the areas of communication and advocacy.
5. Coherent and effective communication and advocacy programmes implemented at all levels.
6. Corporate strategy, tools and methodologies to enhance FAO support to Capacity Building at global, regional and national levels.
7. Coherent and well-coordinated policy assistance to member countries and Regional Economic Integration Organizations.

8. Programmes to enhance coordination and consistency in delivery of legal and legislative advice. 9. Tools to collect, maintain and disseminate information on the creation, governance and use of international instruments.	
Organizational Result X3 - Key partnerships and alliances that leverage and complement the work of FAO and partners	
<p>The Challenge is to mobilize the world's best knowledge and capacities to support FAO's leadership in the international governance of agriculture and agricultural development. Such knowledge and capacities do not reside only in FAO, and need effective collaborative linking of the various relevant institutions in support of shared goals. FAO's ability to fulfil its mandate can be leveraged by partnerships that reinforce its credibility as a knowledge organization and raise its profile in global fora, adding value through combining effort. To meet the needs of its Members, FAO needs to know where the knowledge for sound stewardship in the areas of food, agriculture and nutrition can be found and accessed at the global, regional, national and local levels. This can be achieved only through well-constructed, durable and sustainable strategic partnerships. Partnerships also generate potential for cost savings and economies of scale, especially in the current changing aid climate.</p>	
Indicator	Target (4 years)
X.3.1 Number of primary tools in Strategic Objectives that use partnerships.	To be defined
X.3.2 Proportion of FAO programmes and projects (unit outputs) implemented in partnerships at global, regional, sub-regional and country level.	To be defined
X.3.3 Strengthened partnership with the UN system including increased collaboration with the Rome-based agencies, WFP and IFAD.	To be defined
X.3.4 Number of non-state stakeholders participating in FAO events and activities at all levels	To be defined
Primary Tools <ol style="list-style-type: none"> 1. Organization-wide partnership strategy, and specific partnership strategies, developed and implemented at corporate and regional, sub-regional and country level. 2. Guidelines for formal and informal partnerships, incorporating lessons learned. 3. Engagement in increased UN system coherence at all levels, including in high-level global decision-making fora and FAO's contribution to UNDAF formulation within the UN country teams and in Joint Programming and Joint Programmes. 4. Joint document entitled "Directions for Collaboration among the Rome-Based Agencies" and related implementation plans. 5. Partners, including civil society and the private sector, engaged through new consultative mechanisms. 6. FAO representation at external meetings. 	
Organizational Result X4 - Effective direction of the organization through enhanced governance and oversight	
<p>The Challenge is to effectively service FAO's governing and statutory bodies and implement their decisions in a responsive and transparent way. FAO's programmes and operations require oversight to help the Organization achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and internal governance processes. An environment of integrity throughout the Organization's operations is promoted through the detection, investigation and prevention of fraud and unsatisfactory conduct, development of lessons learned and procedural and policy changes needed to enhance integrity within FAO.</p>	
Indicator	Target (4 years)
X.4.1 Percent of the Organization's budget (Regular Programme accruing to the Evaluation Function	0.8%

X.4.2 Percent of accepted evaluation recommendations implemented within the agreed timeline	80%
X.4.3 Percent of audit recommendations that are accepted and implemented by management	90%
X.4.4 Percent of all complaints/allegations of fraud and misconduct that are processed and/or investigated within set timeframes	80%
X.4.5 Percent of actions taken on Conference and Council decisions by deadlines.	85%
X.4.6 Percent of documents produced according to statutory requirements	75%
Primary Tools <ol style="list-style-type: none"> 1. A Charter for the Evaluation Function in FAO. 2. Develop and implement a comprehensive risk based audit plan. 3. Identify, process and/or investigate in a timely manner all complaints of fraud and misconduct in the programmes and operations of the Organization. 4. A comprehensive plan for the satisfactory servicing and transparent conduct of meetings of Governing and Statutory Bodies. 5. The timely implementation of amendments to the Basic Texts relating to the role of the Governing Bodies. 	