**C 2011/3 - Medium Term Plan 2010-13 (Reviewed) and
Programme of Work and Budget 2012-13**

Information Note no. 2 – April 2011

***Additional information on Functional Objective X –
Effective Collaboration with Member States and Stakeholders***

1. This information note responds to the requests of the Programme and Finance Committee sessions of 21-25 March 2011 to provide additional information on the proposed Medium Term Plan 2010-13 (Reviewed) and Programme of Work and Budget 2012-13 (PWB 2012-13). The Committees found that information related to Functional Objective X (FO-X) was unclear in comparison with the Strategic Objectives and requested additional information on:[1]

- the costs and proposed work under Functional Objective X, in particular Organizational Result X04;
- the funding and areas of emphasis and de-emphasis for Functional Objective X using the same format as the Strategic Objectives.

2. The information provided in this note elaborates on the information in document PWB 2012-13 section I.C *Functional Objectives* (paragraphs 105-112) and section IV.B *Results frameworks and 2012-13 resource allocations* for the Functional Objectives.

I. Overview

3. The two Functional Objectives X and Y are an essential part of the enabling environment within FAO to support the achievement of the Strategic Objectives. They apply a results-based framework to the critical services delivered by the Organization, both internally as well as in collaboration with Members and external partners.

4. Functional Objective Y (FO-Y) aims for efficient and effective administration and houses the administrative budget of the Organization.

5. The services covered by FO-X are aimed at honing strategic direction, leveraging and focusing on comparative advantage, and more effectively governing and overseeing the totality of FAO operations. FO-X comprises four sets of non-administrative services, involving cooperation among many organizational units and collaboration with Members and external partners, aimed at achieving four outcomes (Organizational Results).

> *X01 - Effective programmes addressing member priority needs are developed, resourced, monitored and reported at global, regional, and national levels.* Work to achieve this outcome includes the identification of priorities, the application of results-based approaches to all phases of the programming cycle, strategic resource mobilization and effective working arrangements between the various levels of the Organization.

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[1] CL 141/8 paragragh 7, CL 141/9 paragraph 35

X02 - Effective and coherent delivery of FAO Core Functions and enabling services across Organizational Results. Work to achieve this outcome is focussed on the development and implementation of corporate approaches to ensure an effective and coherent application of the FAO core functions of inter-disciplinarity, information and knowledge management including statistics, information systems and technologies, capacity development, policy assistance and legal and legislative advice, including international instruments.

X03 - FAO's activities enhanced through effective corporate communication and advocacy, key partnerships and alliances. Work to achieve this outcome includes the development and implementation of corporate approaches to the core functions of communications and advocacy and partnerships, the delivery of communications and advocacy programmes at all levels of the Organization and FAO's participation in mechanisms to increase UN system coherence, including among the Rome-based agencies.

X04 - Effective direction of the Organization through enhanced governance and oversight. Work to achieve this outcome includes strategic direction of the Organization, the oversight functions of audit and evaluation, servicing of Governing Bodies and Statutory Bodies and legal services.

II. Resources and areas of emphasis and de-emphasis – Functional Objective X

6. To help clarify the work carried out under FO-X, this note presents for each of the four Organizational Results the budgeted resources by each contributing Office; the key services to be delivered; and the areas of emphasis and de-emphasis for 2012-13 in the same format as for the Strategic Objectives.

7. For reference, the table below (extracted from C 2011/3 PWB 2012-13 paragraph 105) summarizes the evolution of FO-X resources between the PWB 2010-11 and the proposed PWB 2012-13. More information in resource shifts within FO-X is provided in Information Note no. 1.

Functional Objective X (in USD 000 at 2010-11 rates)

Strategic/Functional Objective and Organizational Result	PWB 2010-11			Change				PWB 2012-13		
	Net Appropriation	Extra-budgetary	Total	Net Approp (excl FAOR)	Net Approp FAOR	Extra-budgetary	Total	Net Appropriation	Extra-budgetary	Total
X01	44,903	9,683	54,586	(2,425)	0	13,352	10,927	42,478	23,035	65,514
X02	90,386	4,236	94,623	(12,518)	0	(1,480)	(13,998)	77,868	2,756	80,624
X03	23,472	1,206	24,678	16,218	0	1,923	18,141	39,690	3,129	42,818
X04	61,919	3,180	65,099	7,180	0	1,586	8,767	69,100	4,767	73,866
Total	**220,681**	**18,305**	**238,986**	**8,455**	**0**	**15,381**	**23,836**	**229,136**	**33,687**	**262,822**

X01 Effective programmes addressing Members' priority needs developed, resourced, monitored and reported at global, regional and national levels

2012-13 Net Appropriation by Organizational Result and Office

Contributing Office	USD 000s
DDO - Deputy Director-General (Operations)	1,400
OSD - Office of Support to Decentralization	7,596
OSP - Office of Strategy, Planning and Resources Management	7,743
OED - Office of Evaluation	1,739
OSS - Security and Contributions to Inter-agency Coordination	1,880
CIO - Chief Information Officer Division	111
TCD - Office of Assistant Director-General	7,669
TCS - Policy and Programme Development Support Division	11,223
RO - Regional Offices	8,673
SO - Subregional Offices	6,784
AOS - Corporate Income	(12,341)
Total Organizational Result X01	**42,478**

8. Effective programmes addressing Member's priority needs will be facilitated through:
   - Structured and consultative identification, including through Regional Conferences, of areas of priority action at subregional and regional levels.
   - Results-based Country Programming frameworks to focus FAO's efforts on national needs, informing and aligned with Organizational Results and Strategic Objectives.
   - Policy assistance at all levels (national, subregional, regional, global) in accordance with member priority needs.
   - Corporate resource mobilization strategy formulated and implemented organization-wide in support of the MTP and PWB.
   - Allocation of resources from all sources according to corporate strategies and priorities.
   - Implementation of results-based operational planning, monitoring and reporting and creation of necessary staff capacity to apply such practices.
   - Corporate quality assurance framework, including strengthening of monitoring and evaluation and lesson learning.
   - Implementation of an Enterprise Risk Management Framework.
   - Establishment of efficient and effective working arrangements of FAO's network of field offices and headquarters' units.
   - An Innovation Fund to support and reward creative measures that increase the efficiency and effectiveness of delivering FAO's programmes.

Higher emphasis to:	Lower emphasis to:
Results-based management Strengthening the role and capacity of Organization-wide and Regional Strategy Teams in results-based planning, implementation and monitoring, including through risk management, supported by the IPA and building on experience and lessons learned from 2010-11. The sequencing of the planning and monitoring exercises will also be reviewed and refined based on experience. *Evaluation* Follow-up to results of evaluations and their use in results-based budgeting and management.	In line with the principles of results-based management, some of the resources dedicated to monitoring human and financial inputs will be redirected to monitoring results.
Country programming Putting in place the new Country Programming process (Country Programme Framework, Country Office Work Planning), taking account of the recommendations of the related Strategic Evaluation and utilizing corporate guidelines developed during 2010-11. *Decentralization* Introduce benchmarks and a performance-based reporting and monitoring system for decentralized offices, supported by the IPA. *Resource mobilization* Impact Focus Areas (IFAs) and FAO's Multipartner Programme Support Mechanism (FMM) under the corporate Resource Mobilization and Management Strategy applied at the regional and country levels, through practical guides and training programmes supported by the IPA. *Policy assistance* Work on policy assistance, while continuing to support countries and Regional Economic Organizations in identifying development priorities, will be reviewed based on the outcome of the strategic Evaluation of FAO's policy work due in late 2011.	Tools managed by different units will be de-emphasized, which should facilitate an integrated approach to country programming under the leadership of the X01 Strategy Team.

X02 Effective and coherent delivery of FAO core functions and enabling services across Organizational Results

2012-13 Net Appropriation by Organizational Result and Office

Contributing Office	USD 000s
DDK - Deputy Director-General (Knowledge)	3,100
OEK - Office of Knowledge Exchange, Research and Extension	12,636
CIO - Chief Information Officer Division	54,223
LEG - Legal and Ethics Office	1,372
ESS - Statistics Division	520
ESW - Gender, Equity and Rural Employment Division	156
FIP - Fisheries and Aquaculture Policy and Economic Division	202
TCS - Policy and Programme Development Support Division	458
LO - Liaison Offices	417
RO - Regional Offices	2,225
SO - Subregional Offices	3,257
AOS - Corporate Income	(697)
Total Organizational Result X02	**77,868**

9. The formulation of Organizational Result X02 is being refined to better focus on related core functions and enabling services across Organizational Results. Work on advocacy and communications has been moved to X03 to more effectively leverage key partnerships and alliances in 2012-13.

10. Work on information systems and technology, which is funded by the bulk of the resources of this Organizational Results, will be governed by the Information Technology Strategy to be finalized during 2011 and implemented from 2012. Consideration will be given to breaking this work out into a new Organizational Result in the next MTP to better quantify expected results, indicators and efficiencies in line with the IT Strategy.

11. Effective and coherent delivery of FAO core functions and enabling services across Organizational Results will be facilitated by:
   - Instruments for ensuring interdisciplinary approaches, including the Multi-disciplinary Fund.
   - Development and promotion of enabling corporate approaches in the areas of information systems, global infrastructure and communications technologies.
   - Development and promotion of corporate approaches, tools, methodologies, and staff training in the areas of information and knowledge management and statistics.
   - Corporate strategy, tools, methodologies, and staff training to enhance FAO support to capacity development at global, regional and national levels.
   - Coherent and well-coordinated policy assistance to countries and Regional Economic Integration Organizations.
   - Programmes to enhance coordination and consistency in delivery of legal and legislative advice.

- Tools to collect, maintain and disseminate information on the creation, governance and use of international instruments.

Higher emphasis to:	Lower emphasis to:
Integration of core functions and enabling services across the Organizational Results within the Technical Departments and Decentralized Offices, and corporate governance to institutionalize the required standards and quality measures. *Core function: Assembly and provision of knowledge/information/statistics;* - Implementation and mainstreaming of the FAO Corporate Knowledge Strategy with support to IPA project implementation and corporate culture change. - A Global Strategy to Improve Agricultural and Rural Statistics, unanimously endorsed by the UN Statistical Commission, working with national partners to develop an implementation strategy to substantially improve the agricultural statistics systems in developing countries. - The development and deployment of a corporate Information Product Planning Tool aimed at facilitation of more efficient planning and implementation of work across the Technical Departments, as well as a corporate policy on Intellectual Property. *Core Function: Technical support to promote technology transfer and build capacity* - A Corporate Strategy on Capacity Development (CD) to ensure that CD is properly addressed and mainstreamed in FAO's principal programming mechanisms; to ensure that the main messages regarding new CD approaches are communicated within FAO and with external stakeholders; and the competencies and knowledge of FAO staff and collaborators at all locations be brought up to required standards.	FAO technical units will be encouraged to find a new balance between resources for knowledge production and those for the facilitation of access to knowledge and information as recommended for FAO renewal. This may involve less emphasis on the development of new FAO information/ knowledge services and more work towards identifying the location of expertise around the world, fostering thematic networks, and improving connections between existing information and knowledge systems already in use.

Higher emphasis to:	Lower emphasis to:
Core Function: Policy and strategy options and advice	
• Legislation services to FAO offices to assist with international instruments on the FAO agenda that lead to the adoption of food security policies and global codes of conduct by Member States in the sphere of national agricultural and rural development and natural resource security	
Information technology	
• Improved collaborative tools supported by an enhanced global communications and technological infrastructure shared between Decentralized Offices and Headquarters, supported by the IPA.	De-emphasis of individual software licensing in areas better served by centralized Corporate licensing mechanisms with more cost effective pricing and support models
• The rationalization and enhancement of information systems, software and hardware within a common supporting architecture with accessible organizational-wide Data Repositories, in particular in support of FAO statistical, geospatial data and management information.	
Regional and Sub-Regional Offices	
• The adoption of corporate practices and policies to improve the quality of their services and the integration of core functions into their programmes.	
• Further synchronization of FAO programming with regional national priorities, by facilitating access to information and the sharing of knowledge amongst all stakeholders in the agricultural development community, by upgrading the ICT infrastructures of their offices (supported by the IPA), and by implementing capacity development strategies based on UN-wide country approaches.	

X03 FAO's activities enhanced through effective corporate communication and advocacy, key partnerships and alliances

2012-13 Net Appropriation by Organizational Result and Office

Contributing Office	USD 000s
OCE - Office of Corporate Communications and External Relations	23,548
ESA - Agricultural Development Economics Division	1,011
CIO - Chief Information Officer Division	58
LO - Liaison Offices	13,681
RO - Regional Offices	1,747
SO - Subregional Offices	1,024
AOS - Corporate Income	(1,380)
Total Organizational Result X03	**39,690**

12. Corporate activities on advocacy and communication have been shifted from X02 so as to more effectively leverage key partnerships and alliances in enhancing FAO's work under the Strategic Objectives.

13. FAO's activities enhanced through:
   - Coherent and effective communication and advocacy programmes implemented at all levels.
   - Strategies and tools to ensure coherent approaches in the areas of communication and advocacy
   - Organization-wide partnership strategy, and specific partnership strategies, developed and implemented at corporate and regional, sub-regional and country level.
   - Guidelines for formal and informal partnerships, incorporating lessons learned.
   - Engagement in increased UN system coherence at all levels, including in high-level global decision-making fora and FAO's contribution to country programming instruments (e.g. UNDAF Joint Programming, Joint Programmes) within the UN country teams.
   - Implementation of Directions for Collaboration among the Rome-based Agencies.
   - Partners in civil society engaged through new consultative mechanisms.
   - Guidelines and management tools for partnerships with the private sector.
   - FAO representation at external meetings.

Higher emphasis to:	*Lower emphasis to:*
Communication, and advocacy events in particular, in closer coordination with key partners to increase awareness of food insecurity and related issues, and development of new communication platforms among non-traditional public.	
Standards and technical advice on corporate communications including corporate visual	Hands-on communications services.

Higher emphasis to:	Lower emphasis to:
identity and communications planning. Increasing the understanding and awareness of staff about the importance of partnerships as a means to effectively prioritize and deliver their work and to increase their ability to enter into effective partnerships, supported by the IPA. Implementation of the strategy on partnerships with civil society. Implementation of the strategy on partnerships with the private sector, with emphasis on the development and implementation of *renewed principles and guidelines for partnering with the private sector*.	

X04 Effective direction of the Organization through enhanced governance and oversight

2012-13 Net Appropriation by Organizational Result and Office

Contributing Office	USD 000s
ODG - Office of the Director-General	8,286
DDO - Deputy Director-General (Operations)	4,498
DDK - Deputy Director-General (Knowledge)	2,075
OSD - Office of Support to Decentralization	400
AUD - Office of the Inspector-General	9,581
LEG - Legal and Ethics Office	4,932
OED - Office of Evaluation	4,342
OCE - Office of Corporate Communications and External Relations	830
CIO - Chief Information Officer Division	142
OSS - Security and Contributions to Inter-agency Coordination	220
CSC - Conference, Council, and Protocol Affairs Division	27,422
RO - Regional Offices	7,471
AOS - Corporate Income	(1,099)
Total Organizational Result X04	**69,100**

14. The effective direction of the Organization will be ensured through enhanced governance and oversight, including:
- The Executive Leadership Team.
- A Charter for the Office of the Inspector-General and development and implementation of a comprehensive risk based audit plan.
- A case management system to identify, process and/or investigate in a timely manner all complaints of fraud and misconduct in the programmes and operations of the organization.
- Legal advice provided to ensure that the Organization operates in accordance with its legal statutes and applicable rules and within acceptable levels of legal liability.
- A Charter for the Office of Evaluation and the development and implementation of an Indicative Rolling Workplan of Strategic and Programme Evaluation 2012-2013.
- A comprehensive approach for the satisfactory servicing and transparent conduct of meetings of Governing and Statutory Bodies.
- Timely preparations and implementation of amendments to the Basic Texts relating to the Governing Bodies.

Higher emphasis to:	*Lower emphasis to:*
Governing Bodies Servicing more effectively the governing and statutory bodies and implementing their decisions in a responsive and transparent way, including the Regional Conferences, supported by the IPA. Strengthening of language services as approved by the 140th Session of Council; further strengthening of Russian language services. *Oversight* Developing and implementing a risk-based audit and investigation plan, targeting highest risks that may impede the execution of approved programmes. *Ethics* Performing fully the Ethics function and the Ombudsman role, which constitute priority areas of the IPA. *Legal Services* Provision of legal services in support of FAO's governance framework and activities. *Evaluation* Providing Management and the Secretariat with accountability guidance and lessons learned on the relevance, efficiency and effectiveness of FAO's work, supported by the IPA. *IPA* Internal management of the IPA Programme and communications on FAO reform and renewal.	Availability of verbatim records for Conference and Council in all FAO languages.