

Chair's Aide-Mémoire

Meeting of Working Group I of the Conference Committee for IEE Follow-up (CoC-IEE)

Monday 23 March 2009

Chaired by Vic Heard, Chair WG I

Draft Results Frameworks (Strategic Objectives)

1. The Working Group welcomed the document, prepared and presented by Management, entitled *Discussion of Draft Results Frameworks (Strategic Objectives)* (<http://www.fao.org/uploads/media/WG1-23Mar-ResultsFramework-FinalTrans.pdf>). It was recalled that the Immediate Plan of Action had approved the application of a new results-based framework, which applied to all FAO's work at global, regional and country levels, following a means-to-ends approach, and shifting emphasis from outputs to outcomes.
2. The proposed sequencing for the preparation of the Strategic Framework, the Medium Term Plan (MTP) 2010-13 and the Programme of Work and Budget (PWB) 2010-11, as outlined in Annex 2, was generally agreed.
3. It was noted that the formulation in 2009 of the results frameworks for the MTP 2010-13 was work in progress and would be refined further in 2010 for the 2012-13 biennium, with greater input provided by the Technical Committees and the Regional Conferences. Because of time constraints in 2009, so far the Technical Committees could not contribute meaningfully to priority setting. And as the Regional Conferences will be meeting in 2010, their contributions to areas of priority action should be available for the next planning cycle.
4. It was also pointed out that details on proposed resource allocations for the implementation of each Strategic Objective would be available in mid-July 2009. The preparation of realistic budget estimates was dependent on a series of concurrent reform processes, which included in particular: the results of the Root and Branch Review; further consideration of the proposed Organizational Structure; and the discussion of the concept of "Reform with Growth". Members reiterated the importance of having a single results framework for the whole Organization, integrating regional areas of priority action through consultation with the Regional Conferences. The National Medium-Term Priority Frameworks should eventually help to focus FAO's assistance on country priorities contributing to the results in the corporate framework.
5. In this connection, the need for a clear perception of the relationships between Headquarters (HQs) and the Decentralized Offices (DOs) was emphasized so that they can work as one effectively integrated Organization. While noting that the issue of *DOs staffing, location and coverage* would be specifically reviewed on 17 April 2009, Members considered at this point that:
 - linking better HQs and DOs is crucial to overcome the current disconnect that existed sometimes among them; successful practices from similar organizations may provide good examples for FAO to learn from;
 - reporting lines should be further clarified, and the respective roles and responsibilities of the Technical Assistant-Directors General (ADGs) and of the Regional ADGs should be better defined, specially with regard to the provision of expert guidance for field work;
 - more detailed information was required on how the DOs would be strengthened to carry out their delegated responsibilities.

6. The proposed format for the presentation of the results frameworks, as illustrated by two examples of Strategic Objectives (Annexes 4 and 5 of the Management document), was broadly endorsed. A number of comments and suggestions for improvements in presentation were made, including the following:

- a process should be developed for setting priorities within and among the Strategic Objectives, building on the guidance provided in the IPA and involving the Technical Committees and the Programme Committee;
- outcomes, indicators and responsibilities for achieving these outcomes should be explicitly outlined;
- there should be a focus on indicators that are measurable;
- in the presentation of the results framework, some elements that are important for internal management (e.g. means of verification, risk analysis) do not necessarily need to be considered by Members, whose attention might be better directed to strategic aspects;
- for each Strategic Objective, the identification of issues, challenges and risks should include opportunities to address them;
- definitions of the terms used should be provided for a common understanding of key concepts;
- in the final formulations language used should be more concise and consistent.

7. Management would continue to refine draft results frameworks for all the Strategic and Functional Objectives, taking into consideration the above comments, for further review by Working Group I on 16 April.

Annex 1

Agenda for the meeting

1. Chair's introduction
2. Discussion of draft Results frameworks (Strategic Objectives)

Annex 2 - Preparation steps and schedule of review: Strategic Framework, MTP 2010-13, PWB 2010-11, Organizational Structure

PHASE I

Management (January - March) prepares elements of draft Strategic Framework, MTP/PWB: formulates strategic and functional objectives, organizational results (without resources), indicators; applies core functions; drafts Organizational structure (Process steps 1, 2)

	<i>Date 2009</i>	<i>Meeting¹</i>	<i>Documentation for review</i>
<i>Members (March – June) review draft results frameworks (without resources), discuss prioritization, draft Organizational Structure, Root and Branch Review (Process steps 3, 4, 8)</i>	March 5	COFI	Draft results framework for Strategic Objective C (fisheries and aquaculture)
	March 17	COFO	Draft results framework for Strategic Objective E (forests and trees)
	March 23	WG I	Draft results frameworks (Strategic Objectives): process, challenges, examples, format
	March 23	WG I+III	Consideration of Headquarters organizational structure
	April 16	WG I	Draft results frameworks (Strategic Objectives, Functional Objectives); Impact Focus Areas
	April 17	WG III	Review of decentralized offices staffing, location and coverage
	April 22	COAG	Draft results frameworks for Strategic Objectives A (crops), B (livestock), D (food safety and quality), F (natural resources)
	May 11-12	PC/FC	Elements for the draft Strategic Framework, MTP/PWB
	May 11-12	FC	Elements of Root and Branch Review
	May 13	JM	Elements for the draft Strategic Framework, MTP/PWB Concept of Reform with Growth
	May 20	WG III	Consideration of Root and Branch Review Recommendations
	June 3	WG I	Elements for the draft Strategic Framework, MTP/PWB
	June 4	WG III	Review of decentralized offices staffing, location and coverage
	June 4	WG I+III	Consideration of Headquarters organizational structure
	June 5	CoC-IEE	Concept of Reform with Growth
	June 15-19	CL 136	Elements for the draft Strategic Framework, MTP, PWB Recommendations of Root and Branch Review

¹ Meetings directly related to SF/MTP, PWB and Organizational Structure. Timing and agenda of CoC-IEE and Working Group meetings during May-September are tentative and subject to review and approval by the CoC-IEE Bureau

PHASE II

Management (April - July) prepares draft Strategic Framework and MTP/PWB documents: formulates unit contributions to results and plans resources, taking into account guidance from CoC-IEE, Technical Committees, Programme and Finance Committees, Council (Process steps 5, 6, 9)

	<i>Date 2009</i>	<i>Meeting²</i>	<i>Documentation for review</i>
<i>Members (July) review draft SF and MTP/PWB document (Process steps 10,11)</i>	July 22	WG I	Draft Strategic Framework, MTP/PWB including resources
	July 24	CoC-IEE	Concept of Reform with Growth
	July 27-28	PC/FC	Draft Strategic Framework, MTP and PWB including resources
	July 29	JM	Draft Strategic Framework, MTP and PWB including resources

PHASE III

Management (August) produces final draft Strategic Framework and MTP/PWB documentation

	<i>Date 2009</i>	<i>Meeting²</i>	<i>Documentation for review</i>
<i>Members (September - November) review and approve final Strategic Framework and MTP/PWB (Process steps 12, 14)</i>	Sept 8	WG I+II+III	Presentation of final draft Strategic Framework, MTP and PWB
	Sept 16	WG I	Final review and recommendation of Strategic Framework, MTP, PWB
	Sept 16	WG III	Final review of decentralized offices staffing, location and coverage
	Sept 24	CoC-IEE	Review and adoption of CoC-IEE Final Report (including recommendation of SF, MTP and PWB)
	Sept 28 to 2 Oct	CL 137	Strategic Framework, MTP, PWB including budget level (for recommendation)
	Nov 14-21	C 36	Strategic Framework, MTP, PWB and budget level (for approval)

² Meetings directly related to SF/MTP, PWB and Organizational Structure. Timing and agenda of CoC-IEE and Working Group meetings during May-September are tentative and subject to review and approval by the CoC-IEE Bureau