



منظمة الأغذية
والزراعة
للأمم المتحدة

联合国
粮食及
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Food
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Organisation
des
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pour
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l'agriculture

Продовольственная и
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Объединенных
Наций

Organización
de las
Naciones
Unidas
para la
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y la
Alimentación

COMMITTEE ON FISHERIES

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FAO PROGRAMME OF WORK IN FISHERIES AND AQUACULTURE

I. Background to the Immediate Plan of Action (IPA)

1. At the end of 2005, FAO's Governing Bodies commissioned a far-reaching Independent External Evaluation (IEE) of the Organization. This IEE was examined by the November 2007 session of the FAO Conference, which put in place a timebound Conference Committee for IEE follow-up (CoC-IEE). An extensive process of analysis and inter-governmental discussion of the IEE findings during 2008 culminated in the preparation of an Immediate Plan of Action (IPA) for FAO Renewal (2009-11).

2. The 35th (Special) session of the FAO Conference in November 2008 approved the implementation of the IPA covering: A) priorities and programmes of the Organization; B) governance reform; C) reform of systems, programming, budgeting, culture change and organizational restructuring; and D) follow-up arrangements.¹ It established a timebound Conference Committee to continue follow-up to the IEE and complete outstanding work within the IPA during 2009.

¹ Conference Resolution 1/2008 and C 2008/4

3. The Conference also decided that amendments to the Basic Texts should be developed, for approval at its 36th session in 2009, to give effect to the provisions of the Immediate Plan of Action, and that pending such amendments to the Basic Texts:

a) the Technical Committees of the Council will report to the Conference on global policy and regulatory matters and to the Council on programme and budgetary matters; and

b) the Strategic Framework, Medium Term Plan and Programme of Work and Budget 2010-11 will be developed as specified in the Immediate Plan of Action, with no requirement for a Summary Programme of Work and Budget.

4. IPA part A) sets out the new results-based framework for the Organization (see Annex 1). This is summarized in the following section II. The IPA also includes draft elements of a new long-term Strategic Framework and Medium Term Plan (MTP) for FAO, as formulated by FAO's management and discussed in the CoC-IEE. The Conference will consider at its 36th Session (November 2009) a final version of this Strategic Framework, together with proposals for the MTP 2010-13 and PWB (Programme of Work and Budget) 2010-11.

5. At the 100th session of October 2008, the Programme Committee engaged in a preliminary discussion about how the process of prioritisation in FAO might be approached within the new results-based framework. The Programme Committee stressed that the Technical Committees of the Council were well placed to offer advice on prioritisation within their technical fields, and provided the following guidance:

The Committee recommended that FAO management facilitate pertinent advice being obtained from the Technical Committees, by providing drafts of the results framework, in the format agreed in the IPA, for the Strategic Objectives most relevant to each Technical Committee. The drafts should set out proposed areas of work contributing to the Organizational Results, based on an analysis of Members' needs ... combined with a structured analysis of the application of the Organization's strengths as embodied in the Core Functions, as well as such considerations as organizational performance, existing technical capacity including for cross-disciplinarity, and alternative sources of supply and partnerships."²

6. The 135th session of the Council endorsed this approach.³ Therefore, this document provides for the consideration of COFI the draft elements of the new results-based framework covering the fisheries and aquaculture sector.

7. At the same session, the PC requested that: "FAO management should provide similar analyses of organizational results and priorities to all Committees for advice regarding cross-cutting Strategic Objectives"⁴ This is provided in an associated information document.

II. New FAO Results Framework

8. The IEE and the IPA give considerable attention to the substantive work of the Organization. In particular, a new results-based framework is to guide the design of all programmes, the approach to priority setting and the application of resources (with integrated presentation of both assessed contributions and voluntary, extra-budgetary resources). The aim is to shift FAO's focus from what it delivers (outputs), to the impact of all activities for the benefit of countries both nationally and globally. The enhanced results-based approach to programming consists of a hierarchy of:

a) FAO's Vision and three Global Goals, which represent the fundamental development impacts, in the areas of FAO's mandate, which the member countries aim to achieve;

² CL 135/5 paragraphs 10-11

³ CL 135/REP paragraph 14

⁴ CL 135/5 paragraph 12

- b) Strategic Objectives, which contribute to the Global Goals and define the impact, in countries, regions and globally, expected to be achieved by Members in a ten-year time horizon, with contributions from FAO;
 - c) Organizational Results, which define the outcome expected from the use by member countries and partners of FAO's products and services in the pursuit of each Strategic Objective; and
 - d) Core Functions, which represent the main ways in which FAO draws on its comparative strengths to achieve results.
9. The Conference approved in principle 11 Strategic Objectives (see Annex 1), one of which is: *Sustainable management and use of fisheries and aquaculture resources*. FAO management has elaborated the results-framework for this strategic objective in the format agreed in the IPA. The framework of six Organizational Results is based on a high-level analysis of issues and challenges, and the application of FAO's strengths to address them.

III. Strategic Objective C: Sustainable management and use of fisheries and aquaculture resources

Issues and Challenges

10. Fish and fish products will remain an important source of food and income through production and trade. The fisheries and aquaculture sector will continue to play an important role in human nutrition, the fight against hunger and poverty and more generally in economic development. The demand for fish and fish products will continue to grow. Correspondingly, there will be an increased need for effective management and conservation of fisheries and aquaculture resources and for ensuring the conservation of aquatic biodiversity and the health and productivity of ecosystems supporting fishery resources and fish production, as called for by the Code of Conduct for Responsible Fisheries (CCRF). In order to meet the nutritional, social and economic sector objectives, it will be essential to ensure the sustainable use of the wild stocks by capture fisheries and the sustainable development of aquaculture and to minimize the negative impacts of fishing on the environment.
11. The state of world capture fisheries is far from optimal as illustrated by the analysis in the State of World of Fisheries and Aquaculture (SOFIA) which has been released recently. Moreover, the problems of fleet overcapacity and illegal, unreported and unregulated (IUU) fishing erode fisheries sustainability and challenge the international community as it seeks lasting solutions to these problems.
12. There is limited potential growth of global catches of wild fish stocks and it is expected that aquaculture will contribute to fill the gap in the increasing demand for fish and fish products. Aquaculture currently provides about half of the fish used for human consumption, reflecting the significance of the sector and its role in meeting the increasing demand for supply. Sustainable development of the sector faces two challenges; the urgent need for appropriate technologies and avenues to increase aquaculture production in many developing countries; and the broad demand for improving resource use efficiency and management and protection of the resources and environments on which the sector is based. Responsible and orderly development of aquaculture on land and in the marine environment will, therefore, be a complex challenge over the coming decades.
13. An important issue is the co-existence, in relation to both capture fisheries and aquaculture, of a large-scale, industrial subsector and the small-scale subsector. The latter includes communities for which artisanal fishing or small-scale aquaculture represents a major contribution to food security and livelihoods. Integrated policies and improved management tools are necessary to address the specific needs of these two subsectors.

14. There will continue to be a considerable need for the promotion of good governance, practices and regulatory action in relation to fisheries and aquaculture at a global, regional and national levels. The development and implementation of public policies and appropriate practices and instruments⁵ that integrate into the regulatory framework the principles and standards contained in the CCRF and related instruments will continue to be necessary. Relevant institutions must be strengthened to achieve the good fisheries governance critical to attaining the broader goals of FAO relating to food and economic well-being.

15. A multipronged approach is required to enable FAO Members and regional fishery bodies (RFBs) to take the action necessary to facilitate enhanced responsibility and enable international obligations to be met. In particular, Members and RFBs are challenged with implementing international instruments that seek to improve fisheries governance. In addition, they will need well trained staff and adequate financial resources to ensure that fisheries and aquaculture are managed and utilized in a long-term sustainable manner. Assistance and capacity building in these fields are essential.

16. There are major challenges facing the improvement of information and data on the status and trends of fisheries and aquaculture for use as a sound basis for policy-making, management and sectoral planning. In particular, artisanal fishing and small-scale aquaculture are often under-represented or sometimes even totally neglected in official statistics. The Committee on Fisheries (COFI) has recognised the problems and adopted two Strategies for capture fisheries and for aquaculture to address these challenges. Active implementation of the Strategies is now needed at global, regional and national, levels. This will require a major focus on capacity building and partnership activities with emphasis on the integration of information and data utilizing common standards.

17. Other important challenges are emerging: the impact of climate change, including the increasing frequency of natural disasters; rising fish prices, fuel dependency and consumption and production inputs costs; the emergence of animal diseases in aquaculture; the increasing influence of retail sector and use of market instruments and certification to promote sustainability and responsible trade; the general deterioration of aquatic ecosystems, both in the marine environment and in inland waters; the need for increased attention to be paid to environmental threats and concerns affecting or being affected by fisheries and aquaculture; and the need for adequate responses to emergencies.

Assumptions and Risks

18. Countries have the will and capacity to improve governance and management in the fisheries and aquaculture sectors through strengthened regulatory and institutional frameworks at the national, regional and global levels⁶. However, there is a strong risk that overfishing, overcapacity and illegal, unreported and unregulated (IUU) fishing will persist and even worsen if the necessary regulatory and institutional measures are not maintained or not adopted and implemented. Some types of subsidies given to the fishing sector are aggravating the situation. This would continue to compromise the ability of countries to realize net economic benefits from their capture fisheries and negatively affect the already limited potential growth of world catches from wild fish stocks.

19. The aquaculture sector, in spite of the increase in aquaculture production that is expected, may encounter numerous constraints to its growth in the coming decades as a consequence of a number of factors and situations such as: the environmental impact of aquaculture development; the conflicts between resource users; and the potential for increased dependence on wild fish for

⁵ Such as strategies, plans of action, laws and regulations, bilateral and regional agreements and international fisheries instruments.

⁶ For example, recent performance review initiatives in some RFBs reflect the will of their members to operate more efficiently.

use as seed and feed in the production of high value aquaculture species. There may even be a decline in the growth rate as evidenced over the last two years.

20. Trade in fish and fish products generates benefits (income and employment) from the point of capture to the final consumer. Trade in fish and fish products must, however, be underpinned by sound management regimes to ensure its sustained contribution to economic development.

21. Adequate capacity to collect, verify, analyse, disseminate and exchange information and data, utilizing international standards is necessary to effectively facilitate decision-making by countries individually or collectively through regional and global mechanisms. There is a risk that a lack of adequate capacity and non-adherence to standards could lead to inadequate information and jeopardise effective decision-making.

22. The risks inherent to the sector can be aggravated by external threats such as: the impact of climate change; impacts from other sectors, such as pollution, leading to the deterioration of marine and inland aquatic environments and their ecosystems; deficiencies in the management of coastal and riparian areas, and land and water resources; coastal area activities such as tourism, industrial development, spill-offs and population migrations; alternative and conflicting uses of coastal areas and/or inland and marine water resources; and rapid increases in the price of inputs such as fuel and animal feed.

Analysis of the Organization's strengths

23. At the institutional level, and as recognized by the Report of the Independent External Evaluation (IEE), FAO remains the only body with a global programme and outreach in fisheries. It has express competence to address fisheries and aquaculture in a comprehensive and integrative manner, as illustrated by the work of its Committee on Fisheries (COFI) with its Subcommittees on Fish Trade and on Aquaculture. Together, they are the only intergovernmental fora which can provide guidance at the global level on a wide range of important fisheries and aquaculture related issues. Further, FAO's membership ensures that different positions and interests are represented and allows a common understanding to be gained. At the normative level, a unique comparative advantage is provided by the CCRF as the sole overarching instrument providing guidance for all activities concerning fisheries and aquaculture from production to consumption. FAO is institutionally responsible for promoting the implementation of the CCRF and for continuing elaboration and promotion of related instruments, such as International Plans of Action (IPOAs), international and technical guidelines and binding instruments.

24. In addition to the special relationship that FAO enjoys with other UN agencies and with international financial institutions, which are its natural partners, FAO has entered into partnerships and cooperative relationships with a number of intergovernmental and non governmental organizations to address issues of global significance in all areas related to fisheries and aquaculture. Such collaboration has highlighted the expertise and comparative advantages residing within the respective organisations, including FAO. Importantly, it has demonstrated the advantages of a synergistic approach, particularly within the UN system, where FAO acts as cluster leader for the agriculture sector⁷ in relation to activities such as emergencies and natural disasters.

25. FAO has many strengths for carrying out its mandate for fisheries and aquaculture, including its interdisciplinary expertise, long standing knowledge base of fisheries and aquaculture and access to aggregate global information. The wide-ranging expertise and experience of the limited but highly specialized number of core professional staff of the Fisheries and Aquaculture Department enables FAO to take a global view, but at the same time identify and tackle specific and highly specialized problems and issues.

⁷ The agriculture sector includes fisheries.

26. FAO has the most comprehensive global historical repository of data on fisheries and aquaculture and is the unique source for much of these data and has a long lasting tradition in the analyses, monitoring and reporting on key fisheries and aquaculture aspects of global relevance. It has technical competence and provides leadership in the development of information and statistical standards, in the production of fisheries and aquaculture sectoral analyses and reviews and in the coordination of agencies concerned with fisheries and aquaculture related data and information.

Proposed Organizational Results

27. A set of six Organizational Results, to be achieved in the period 2010-13, is proposed to address the issues and challenges identified, building on FAO's strength in the fisheries and aquaculture sector.

C1 – Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues, through:

- regular reporting on the status of implementation of the CCRF and related instruments;
- advice on establishing and integrating policy frameworks, balancing development objectives with conservation needs;
- providing platforms, such as COFI, for international debate, and strengthening their contribution to and participation in other international fora⁸;
- developing new instruments, such as agreements, plans of action or technical guidelines;
- capacity building in policy formulation and international negotiation;
- production and utilization of timely and reliable information and statistics;
- strengthened collaboration with relevant intergovernmental, governmental and non-governmental partners.

Examples of indicators:

- The number of countries and RFBs that have developed an appropriate regulatory framework for the implementation of the CCRF and related instruments, including the formulation and adoption of policies, plans of action, laws and regulations and bilateral and regional agreements.
- The number of international instruments being developed, adopted and entering into force, including technical guidelines and legally binding instruments.
- The number of countries and RFBs that have improved their respective statistical collection and reporting systems, as a basis for policy making, sectoral planning and management.
- Increased access to and utilization of the information and statistics produced by FAO.

⁸ Such as the United Nations General Assembly (UNGA), Organization for Economic Cooperation and Development (OECD), World Trade Organization (WTO), Asia Pacific Economic Cooperation (APEC), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Commission on Biological Diversity (CBD), Convention on Migratory Species (CMS), United Nations Environment Program (UNEP), International Maritime Organization (IMO) and International Labour Organization (ILO).

C2 – Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including RFBs, through:

- advice and assistance to strengthen existing institutions and to establish new institutions;
- capacity building on governance and management of institutions, including more effective and transparent decision-making;
- regular analysis and reporting on experiences with institutional reforms and efforts to establish new institutions.

Examples of indicators:

- The number of countries that have adopted measures to strengthen their institutions in the fisheries and aquaculture public sector and have improved their coordination with other agencies and relevant stakeholders;
- The number of countries implementing policies and programmes to promote and strengthen community and private sector organizations in fisheries and aquaculture;
- The number of new RFBs, including regional fisheries management organizations (RFMOs) that have been established; the number of existing RFBs that have been strengthened, as documented through the periodic evaluation of their performance.

C3 – More effective management of marine and inland capture fisheries by FAO Members and other stakeholders has contributed to the improved state of fisheries resources, ecosystems and their sustainable use, through:

- technical advice and capacity building in all areas of fisheries assessment and management;
- support to active implementation of the ecosystem approach to fisheries, taking into account livelihood requirements in fishing communities;
- regular reporting on and assessment of the state of fish stocks and ecosystems, and benefits generated in capture fisheries at national and global levels;
- facilitating and promoting international cooperation in fisheries management.

Examples of indicators:

- The number/examples of national and international fisheries that have adjusted fishing capacity and effort and recovered from being overexploited and/or have been successfully maintained within recommended levels of exploitation following FAO/FI technical guidelines and advice;
- The number/examples of countries that have adopted measures for more effective management of their marine and inland capture fisheries, using FAO technical advice and methodologies including direct references to relevant sections of the CCRF and the Ecosystem Approach to Fisheries (EAF), and expressly considering local resource conditions and national goals;
- The number/examples of cases where FAO/FI information and reports are used to support and/or guide discussion and decision-making on the sustainable use and conservation of wild capture fishery resources and related ecosystems.

C4 – Members and other stakeholders have benefited from increased production of fish and fish products from sustainable aquaculture, through:

- promotion of sustainable aquaculture;
- global, regional and thematic reviews and assessments of the aquaculture sector;
- assistance in the development and implementation of responsible aquaculture practices, including the management of aquatic diseases;
- providing support for rural livelihoods, emphasizing integrated farming systems and the ecosystem approach;
- promoting partnerships and networks in applied research and development, technology transfer, and capacity building.

Examples of indicators:

- The number of countries/examples where there is being a significant increase of aquaculture production through improved production and management technologies and methodologies, including management of aquatic diseases, following FAO/FI technical guidelines and advice;
- The number/examples of countries that have adopted measures for sustainable and responsible aquaculture, using FAO's technical advice, methodologies and guidelines;
- The number of new regional aquaculture networks established, with emphasis in Africa and Latin America.

C5 - Operation of fisheries, including the use of gear, is made safer, more technically and socio-economically efficient, environmentally friendly and compliant with rules at all levels, through:

- promoting improved and integrated monitoring, control and surveillance(MCS), including the use of fishing vessel registries and satellite-based vessel monitoring systems; seeking opportunities for enhanced cooperation among national, regional and international organizations;
- supporting efforts to preserve biodiversity through the reduction and mitigation of the negative impacts of fishing on the environment including bycatch reduction, reduced lost, abandoned and discarded fishing gear and reduced damage to seabed and habitats;
- support to countries in the development of national sea safety strategies and adoption of appropriate measures through the development of guidelines and best practices;
- support to Members in the development of appropriate small-scale fishing technologies and supporting infrastructures, including harbour management, waste reduction, microfinance programmes, processes for enhanced stakeholder participation and disaster preparedness.

Examples of Indicators:

- Increased level of cooperation among countries on MCS topics such as port state measures, vessel registries, proposed Global Record of Fishing Vessels;
- The number of countries using energy efficient and environmentally friendly fishing gears and fishing practices;

- The number of countries where national safety standards for fishing vessels and fishermen have been developed and where best practices for safety at sea are adopted and implemented;
- The number/examples of significant microfinance programmes for small-scale fisheries and aquaculture that have been established.

C6 – Members and other stakeholders have achieved more responsible post-harvest utilization and trade of fisheries and aquaculture products, including more predictable and harmonised market access requirements, through:

- adoption and implementation of science-based guidelines and codes of practice;
- technical advice and capacity building;
- promotion and adoption of harmonization and equivalence principles in international trade;

Examples of Indicators:

- Increased number and enhanced implementation of science-based international guidelines and codes of practice for fish utilization and trade;
- Increased number of countries accessing international markets for fish and fishery products;
- Reduced number of trade disputes and reduced volumes of fish detained or rejected across borders.

IV. Suggested action by the Committee

28. The Committee is invited to discuss and provide appropriate guidance and recommendations, particularly on the identification and development of the Organizational Results and related tools and indicators, subsequent areas for priority actions, as well as to the new arrangements it might wish to recommend for its own work, both during its future sessions and the corresponding intersessional periods.

Extract from the Immediate Plan of Action

(C 2008/4)

A. Priorities and Programmes of the Organization

Summary Elements of the Strategic Framework and Medium Term Plan⁹

1) In order to focus FAO's work to better serve Members' needs, the **Conference** approves FAO's Vision and Global Goals (Box 1) for inclusion in the new Strategic Framework. It also approves the application of the new Results-Based programming framework as described below. The following elements of the Strategic Framework and Medium Term Plan as described below are also approved in principle, i.e. the: Strategic Objectives; Core Functions; Functional Objectives; and the format for presentation of the results-based programme documentation. The concept of Impact Focus Areas (IFAs) is approved and indicative listing of IFAs is agreed as a basis for further elaboration. This total results-based package will provide the basis for the further elaboration of the Results-Based Programme in full, including Organizational Results and indicators for inclusion in the 2010-13 Medium Term Plan. Provision for this development has been included in the Committee's proposals on institutional and governance arrangements for follow-up in 2009 where one Working Group of the new Conference Committee will be devoted to the task of developing the full proposal of a new Strategic Framework and Medium Term Plan for the 2009 Conference. The elements presented in this summary are further elaborated, particularly as regards possible results and indicators, in a FAO Management paper provided as Annex 1 to the CoC-IEE report.

2) Changes in the Programme and Budget preparation process and governance input and oversight arrangements are addressed in Section C of the Immediate Plan of Action: Reform of Programming, Budgeting and Results-Based Monitoring.

Introduction of a Results-based Framework for all FAO's Work

3) The elements of the new Strategic Framework and Medium Term Plan will be based on an integrated results-based structure. It will provide a strong basis for "**Reform with Growth**", prioritising and focusing work in line with Members' needs, clarifying the means-ends relationships through which FAO will contribute to agreed impacts in, and for, member countries. The Medium Term Plan will clearly present this and will provide the framework within which FAO shifts the Organization's focus from what it intends to do with assessed contributions to what it intends to achieve through the application of assessed contributions and extra-budgetary resources. The enhanced results-based approach to programming consists of a hierarchy of:

- a) **Three Global Goals:** These represent the fundamental development impacts in the areas of FAO's mandate which the member countries aim to achieve (see Box 1);
- b) **Strategic Objectives:** These contribute to the Global Goals and express the impact, in countries, regions and globally, expected to be achieved in a ten-year time horizon by Members with a contribution from FAO (see Box 2);
- c) **Organizational Results:** These define the outcome expected from the use by member countries and partners of FAO's products and services in the pursuit of each Strategic Objective; and

⁹ At its session in 2007 the FAO Conference required the Conference Committee to present elements of a new FAO Strategic Framework and Medium Term Plan (Resolution 5/2007). The Strategic Framework and Medium Term Plan are to be finalised together with the 2010-11 Programme of Work and Budget for decision at the Conference in 2009.

d) **Core Functions:** These represent the critical means of action to be employed by FAO to achieve results, drawing on the Organization's comparative advantages.

Box 1:

FAO's Vision and Global Goals: *FAO's vision is of a world free of hunger and malnutrition where food and agriculture¹⁰ contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner. To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuing contribution of food and sustainable agriculture to the attainment of three global goals:*

- *REDUCTION OF THE ABSOLUTE NUMBER OF PEOPLE SUFFERING FROM HUNGER, PROGRESSIVELY ENSURING A WORLD IN WHICH ALL PEOPLE AT ALL TIMES HAVE SUFFICIENT SAFE AND NUTRITIOUS FOOD THAT MEETS THEIR DIETARY NEEDS AND FOOD PREFERENCES FOR AN ACTIVE AND HEALTHY LIFE;*
- *ELIMINATION OF POVERTY AND THE DRIVING FORWARD OF ECONOMIC AND SOCIAL PROGRESS FOR ALL WITH INCREASED FOOD PRODUCTION, ENHANCED RURAL DEVELOPMENT AND SUSTAINABLE LIVELIHOODS;*
- *SUSTAINABLE MANAGEMENT AND UTILIZATION OF NATURAL RESOURCES, INCLUDING LAND, WATER, AIR, CLIMATE AND GENETIC RESOURCES, FOR THE BENEFIT OF PRESENT AND FUTURE GENERATIONS.*

FAO's Strategic Objectives:

- *Sustainable intensification of crop production;*
- *Increased sustainable livestock production;*
- *Sustainable management and use of fisheries and aquaculture resources;*
- *Sustainable management of forests and trees;*
- *Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture;*
- *Improved quality and safety of foods at all stages of the food chain;*
- *Enabling environment for markets to improve livelihoods;*
- *Improved food security and better nutrition;*
- *Improved preparedness for, and effective response to, food and agricultural threats and emergencies;*
- *Gender equity in access to resources, goods, services and decision-making in rural areas;*
- *Increased and more effective public and private investment in agriculture and rural development.*

¹⁰ Agriculture encompasses all aspects of crops, livestock, forestry and fisheries.

4) Targets and indicators to permit assessment of progress are being defined for Organizational Results with the aim of putting them in place from 2010-11. To support their application a results-based monitoring system will be established and the monitoring of indicators for Organizational Results will provide the basis for a biennial report to the membership in 2012 on the Organization's performance in 2010-11. The same system and data will also facilitate impact assessment at the level of objectives through evaluation. This major innovation in the way in which FAO plans, implements and assesses its work will feed back into management decision-making and facilitate Governing Body oversight, both of the use of all resources in line with agreed priorities and of their effectiveness in terms of benefits to individual member countries and the global community.

5) The Programme of Work will thus be presented in an integrated suite of planning documentation encompassing: the Strategic Framework with a 10-15 year time-horizon (reviewed every four years); the Medium Term Plan presenting the Organizational Results, covering a four-year time horizon, but reviewed and adjusted each biennium; and the Programme of Work and Budget dealing with the resources required to contribute to the Organizational Results each biennium (see Section C of the IPA).

Organizational Results

6) **Progress in defining Organizational Results:** Organizational Results combine the outcomes of FAO actions at country, regional and global levels. Significant progress has been made in defining both the Results and their targets and indicators (see FAO Management paper in Annex 1 to the Conference Committee Report). This work will be completed for final consideration by the Conference in 2009 of the Strategic Framework, Medium Term Plan 2010-2013 and Programme of Work and Budget 2010-11.

7) It is at the Results level that the major outcomes of FAO's work are elaborated in such major areas as the "Right to Food", and the related issues of an enabling environment for increased food production and access to that food of those who most need it. This includes the support to the development of the essential policy frameworks and national institutional capacities. It is also at this level that specificity is given to FAO's work on such important regulatory areas as food safety. The approach to the further elaboration of results for cross-cutting strategic objectives in work such as gender, investment and natural resources will help to ensure that they are largely defined in the context of work within the remaining Strategic Objectives of a more sectoral nature. This will help integrate attention to and mainstream these important areas of work.

8) The achievement of Organizational Results will integrate outcomes from the application of both assessed contributions and extra-budgetary resources. Targets and indicators for Results will thus be designed both to verify outcomes from the application of assessed contributions and to take into consideration the extent to which Results are achieved as voluntary contributions become available in addition to the assessed budget.

9) **Format for Presentation of Strategic Objectives and their Organizational Results in the Medium Term Plan:** A format has been developed for the presentation of Organizational Results which is used in part in the FAO Management paper in Annex 1 to the Conference Committee Report and is endorsed in principle for application in the development of the Medium Term Plan. It is summarised in Box 2.

Box 2: Format for Presentation of Strategic Objectives and their Organizational Results	
Strategic Objective Title:	
Issues and Challenges:	
Assumptions and Risks:	
Organizational Results:	
Result 1 Title	
Primary Tools for achievement of the Result	Targets and Indicators
Result 2 Title	
Primary Tools for achievement of the Result	Targets and Indicators
Result 3 Title	
Primary Tools for achievement of the Result	Targets and Indicators
etc for each Organizational Result	
Check list of application of the Organization's Core functions to achievement of the Strategic Objective	
Strategic Objective Budget broken down by Organizational Result (and by: assessed contributions and extra-budgetary resources; and by region)	

10) **Prioritizing and Focusing Work:** Prioritisation and focusing of FAO's work is essential at all levels of the Results-Based Framework and is particularly critical at the level of Organizational Results to achieve greater efficiency and effective delivery of services to Members and other stakeholders. FAO must respect its responsibility to promote action on all aspects of the mandate and resources must be allocated for Organizational Results that clearly contribute to the achievement of the Strategic Objectives. Within this context absolute priority needs to be accorded to Members' existing needs and meeting emerging challenges.

11) In further developing the priorities for the Medium Term Plan and Programme of Work and Budget during 2009 the planned Conference Committee will work closely with management in undertaking an analysis of Members' needs. This will be combined with a structured analysis of the potential for application of the Organization's strengths, as embodied in the Core Functions (see Box 4) and which include such considerations as: organizational performance in each area of work; existing technical capacity, including for cross-disciplinarity; and the integration of strengths in advocacy, normative work and technical cooperation. This analysis will recognise that there are areas of need where FAO will need to strengthen its capacity to provide services, while also recognising that considering the breadth of FAO's mandate and the limitations on resources, the availability to member countries of alternative sources of supply for the service or product and FAO's comparative strengths will be important considerations. The avoidance of duplication and working in partnership will be essential, in particular with other organizations in the UN system, but also with non-UN entities, both public and private.

- 12) Guiding principles applied in reformulating FAO programmes, with this in mind, will be to:
 - a) support countries in developing their policies and building their capacities for action in areas that can stimulate sustainable development of food production, food security and pro-poor economic growth;
 - b) foster progress in the global and regional conditions for development through policy and regulatory coherence and the availability of information to underpin national development; and
 - c) assist the global community and individual member countries in addressing emerging issues, such as those of climate change and high food prices.

- 13) Members will thus require evidence that Organizational Results have been formulated taking full account of these considerations, and both the results-based monitoring system and evaluation will help to assure this. Other major tools which will inform the development of the Organizational Results and Strategic Objectives include:
 - a) National Medium-Term Priority Frameworks developed with individual governments to focus FAO's efforts on national needs;
 - b) structured and consultative development of sub-regional and regional areas of priority action, including the Regional Conferences in the consultation; and
 - c) at the global level, a limited number of Impact Focus Areas (see below).

- 14) **Impact Focus Areas contribute to Strategic Objectives** and their agreed Organizational Results, providing a focus within or across them. They will:
 - a) help mobilise resources for priority groups of results which could benefit from additional funding, acting as "flagships", providing a communication and advocacy tool to better attract voluntary extra-budgetary resources and partnerships to supplement assessed contributions;
 - b) progressively enable pooled, and less rigidly tied, funding of voluntary extra-budgetary contributions;
 - c) primarily address issues of priority to developing countries with emphasis on capacity building and getting policy frameworks right; and
 - d) facilitate Governing Body oversight of the use of extra-budgetary resources in line with agreed priorities.

- 15) They have an initial duration of some four years and may be extended as necessary. They will be underpinned by a strategy and indicators of outcomes. Review will take place each biennium as part of the Medium Term planning process and Impact Focus Areas may be discontinued, adjusted or added to in line with emerging needs and results.

Box 3: Indicative initial listing of Impact Focus Areas

- **Action towards global food security in the context of the current food crisis and climate change :** Build longer-term resilience and contribute to global food security through short, medium and long term action under the UN System Comprehensive Framework of Action on the Global Food Crisis by supporting sustainable growth in food production in developing countries, especially among smallholder farmers, including through the Initiative on Soaring Food Prices (immediate needs) and support to National and Regional Programmes for Food Security.
- **Prevention and reduction of the negative effects of transboundary animal and plant pest and food safety incidences** (negative economic, social and health impacts).
- **Strengthening the information base for sustainable forest management:** Building countries' capacities to manage forests and trees based on timely and reliable information.
- **Implementation of the Code of Conduct for Responsible Fisheries** (FishCode - Global Partnerships for Responsible Fisheries) to help ensure sustainable fisheries and aquaculture as integral components of food production and resource management systems at national, regional and global levels, in particular through capacity building.
- **Coping with scarcity of land and water resources:** Increasing capacities to achieve improved governance, access to and management of land and water resources, including the implications of climate change, with a special emphasis on Africa.
- **Information and statistics:** Strengthening national, regional and global capacities to generate reliable information and statistics to improve national and global decision making in agriculture and the fight against hunger.
- **Standard setting and regulation:** Strengthened national and global capacities for the development and implementation of regulations and standards with particular attention to the capacities and participation of developing countries (plant protection, food safety, genetic resources).

Core Functions

16) Eight core functions of FAO define the means of action and the important modalities to achieve results drawing on the Organization's comparative advantages. Each core function is underpinned by a strategy which will help to ensure coherent approaches, cooperation among organizational units, mutual learning and the pursuit of excellence.

Box 4: The Core Functions of FAO

- *Providing **long-term perspectives and leadership in monitoring and assessing trends in food security and agriculture, fisheries and forestry**;*
- *Stimulating the **generation, dissemination and application of information and knowledge, including statistics**;*
- *Negotiating international instruments, setting norms, standards and voluntary guidelines, supporting the development of national legal instruments and promoting their implementation;*
- *Articulating **policy and strategy options and advice**;*
- *Providing **technical support** to:*
 - *promote technology transfer,*
 - *catalyse change,*
 - *build capacity, particularly for rural institutions,*
- *Undertaking **advocacy and communication**, to mobilize political will and promote global recognition of required actions in areas of FAO's mandate;*
- *Bringing integrated **interdisciplinary and innovative approaches** to bear on the Organization's technical work and support services;*
- *Working through strong **partnerships and alliances** where joint action is needed.*

Functional Objectives

17) To ensure that all aspects of the Organization's work are established in a results-based framework, including its administration and processes, two Functional Objectives have been defined:

- a) Effective collaboration with Member States and stakeholders (partnership and communication); and
- b) Efficient and effective administration.

18) These will also have targets and indicators for their results and assist the Organization to continuously improve not only the relevance and impact of its technical delivery, but also its efficiency and contribution to the achievement of Strategic Objectives.

Management responsibilities

19) Clear managerial responsibilities throughout the cycle of preparation, implementation and assessment, will be assigned for each Strategic Objective, Organizational Result, Impact Focus Area, Core Function and Functional Objective. Managers will be held accountable for the progress not only in terms of provision of products and services but also the results these achieve.