

FAO IEE

OVERARCHING MESSAGES

Message 1:

FAO is experiencing a serious crisis which has been steadily building for two decades and now imperils the future of the Organization.

Message 2:

If FAO were to disappear tomorrow, it would need to be re-invented. The challenge is to re-invent it before it fades to insignificance.

Message 3:

The goal posts must shift - FAO's future relevance and effectiveness will depend on fundamental changes to the Organization's development paradigm.

Message 4:

FAO must become a more flexible Organization.

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Message 5:

FAO urgently needs to make tough strategic choices, yet decision-making for such choices has become increasingly difficult.

Message 6:

To continue to try to “muddle through” is not an option.

Message 7:

FAO has many talented staff with a deep commitment to the mission of the Organization, but they are stifled by the fragmented structures of FAO and rigidly centralized management systems.

Message 8:

There is a widespread thirst and readiness within FAO for major and fundamental change, but an almost equal cynicism about whether senior management and the Governing Bodies can make this happen.

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Message 9:

As a knowledge organization, FAO's job is to support members in ensuring that the needs of the world in its area of mandate are fully met – not to necessarily undertake each task itself.

Message 10:

FAO must strengthen its global governance role

Message 11:

FAO must continue to be a responsible manager of public funds while breaking out of its risk averse culture, creating greater efficiency and effectiveness.

Message 12:

There is scope for FAO to achieve further major efficiency gains

Message 13:

FAO does not deserve the generally “bad name” it has as a partner.

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Message 14:

FAO's governance is weak and is failing the Organization

Message 15:

The world needs FAO to fulfil the potential it has to contribute to the 21st century, but that potential will result only if a new political consensus is reached, based on renewed trust and mutual respect.

Message 16:

There is a serious misperception in some quarters as to the size and resources of FAO.

Message 17:

Without clear agreement to a programme of significant and sustained reform and the growth in resources required for it, forward movement of FAO is difficult to envisage.

FAO IEE Fisheries

- (COFI) is the only global intergovernmental forum
- The Code of Conduct for Responsible Fisheries - a cornerstone
- Room for adjustments
- Greater priority in the allocation of resources
- Developing a coherent strategy for fisheries work at the level of integrated policy and the related global data requirements.
- Strong partnerships for global and regional legislation.
- Supporting technological development.
- Fish from the water to the fork - greater role in livelihood development
- Creating employment beyond fishing boats - farms or value added chains
- Safeguarding equity, health and the environment

CONFERENCE COMMITTEE
for IEE follow-up
Members of Bureau and Working Groups (15 January 2008)

	FAO vision and programme priorities	Governance Reform	Reform of systems culture change and organizational structure	Bureau
	WG I	WG II	WG III	
Chair	Vic Heard (UK)	Dr Lamy Al-Saqqaf (Kuwait) and Natalie Feistritz (Austria)	R. Parasuram (India)	Professor Noori Naeni
Vice Chair	Dr Horacio Maltez (Panama)		Rita Mannella (Italy)	Ambassador van Ardenne (Netherlands) Ambassador Ngirwa (Tanzania)
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	Mali	Congo (Rep)	Gabon	
	Zimbabwe	Nigeria	Algeria	
ASIA	China	Sri Lanka	Malaysia	Pakistan
	Viet Nam	Indonesia	Thailand	
	Japan	Pakistan	Philippines	
Europe	Germany	Poland	Belgium	France
	Sweden	Portugal	Netherlands	
	Switzerland	Russian Federation		
GRULAC	Colombia	Argentina	Brazil	Brazil
	Cuba	Brazil	Guatemala	
	Paraguay	Dominican Republic	Mexico	
NEAR EAST	Egypt	Jordan	Oman	Afghanistan
	Iran	Syria	Sudan	
	Afghanistan	Egypt	Libya	
NORTH America	Canada	Canada	Canada	USA
	USA	USA	USA	
S.W. Pacific	Australia	Australia	Australia	Australia
	New Zealand			

Issues for global governance

- A crowded interdependent planet
- Growing shortages of natural resources
- Climate change
- Social instability in one place affects all
- Economic instability in one place affects all
- Development in one place benefits all

FAO- IEE

IMMEDIATE ACTION PLAN (IAP)

- a) rekindling a FAO vision through a new strategic framework;
- b) investing in governance;
- c) institutional culture change and reform of administrative and management systems;
- d) restructuring for effectiveness and efficiency in both headquarters and the field

Immediate Plan of Action (IPA)

- A new Strategic Framework, Medium-Term Plan 2010-13 and the Programme of Work and Budget 2010-11
- Introduction of a Results-based Framework for all FAO's Work
 - Three Global Goals;
 - Strategic Objectives
 - Organizational Results
 - Core Functions:
- Organizational Results integrate outcomes from the application of both assessed contributions and extra-budgetary resources.

The Core Functions of FAO

- *long-term perspectives - monitoring and assessing trends*
- *generation, dissemination and application of information and knowledge, including statistics;*
- *Negotiating international instruments, norms, standards and voluntary guidelines,*
- *supporting the development of national legal instruments and promoting implementation;*
- *policy and strategy options and advice;*
- *technical support to:*
 - *promote technology transfer,*
 - *catalyse change,*
 - *build capacity, particularly for rural institutions,*
- *advocacy and communication,*
- *interdisciplinary and innovative approaches*
- *partnerships and alliances*

Indicative - Impact Focus Areas

- Action towards global food security in the context of the current food crisis and climate change
- Prevention and reduction of the negative effects of transboundary animal and plant pest and food safety incidences
- Strengthening the information base for sustainable forest management:
- **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
- Information and statistics
- Standard setting and regulation

New FAO Results-based Framework

Strategic Objective C:

Sustainable management and use of fisheries and aquaculture resources

Extra budgetary funding

WHO – model

- Integrated extra-budgetary funding into programme budget
- Transparently linked to the Medium-Term Strategic Plan
- Four or five outcome indicators for each strategic objective
- Baseline data on each indicator
- Quantified short and medium-term targets and estimated overall resources required to meet targets
- Transparent the allocation by outcome, geographical region and office level (headquarters, regional or country)

Six Organizational Results, to be achieved in the period 2010-13

1. 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,
2. Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including RFB:s
3. 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,

Six Organizational Results, to be achieved in the period 2010-13

4. Members and other stakeholders have benefited from increased production of fish and fish products from sustainable aquaculture
5. 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
6. 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,