

## MAIN FINDINGS

### 2014 Assessment: Food and Agriculture Organization of the United Nations (FAO)<sup>1</sup>

#### CONTEXT

FAO...

- ...envisioned a world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.
- ...has a normative, and a development assistance and emergency support function, operating in over 130 countries. Its field programming involves both development and emergency/rehabilitation programming.
- ...has since 2009 undergone a major reform exercise for renewal, reinforced by a transformative process from 2012 emphasising strategic focus, efficiency and results, particularly at the country level.
- ...was also assessed by MOPAN in 2004 and 2011.

#### KEY STRENGTHS OF FAO

- FAO's has a **clear mandate**. Its reviewed Strategic Framework 2014-17 is aligned with its mandate and with the Quadrennial Comprehensive Policy Review (QCPR) cycle.
- FAO's country level **strategic objectives are closely aligned with national development priorities** – taking into account local conditions and capacities – and with the UN Development Assistance Framework (UNDAF).
- FAO is **pursuing results that are relevant** to its mandate and aligned with global development trends and priorities to improve food security and agricultural systems, adapted to changing country circumstances and responds to the needs of beneficiaries.
- Increased **delegation of authority** to country representatives have led to improvements in some areas such as strategic planning, resource mobilisation, work in emergencies, procurement, hiring of human resources and approval of Technical Cooperation Programme (TCP) projects.
- FAO has decentralised emergency operations and strengthened its practices and systems for **emergency preparedness and response**. This has led to strengthened country leadership for FAO's work in emergencies.
- FAO has made **concerted efforts to co-ordinate with partners**, harmonise its operations with other UN agencies and work within its comparative advantage.
- FAO is **acknowledged for its role as a global convener and knowledge broker** on food and agriculture, in particular at the global and regional levels.

#### KEY AREAS FOR IMPROVEMENT FOR FAO

- There is room for improvement in **results-based management across the organisation** relating to capacities and knowledge, quality of indicators and country-level frameworks, and reporting. This is particularly important in the context of the reviewed Strategic Framework 2014-2017.
- FAO's corporate budgets and reports presented to the Governing Bodies do not yet provide a complete picture of **how resources are used to achieve organisational outputs and outcomes**.
- As a co-lead of the Food Security Cluster, while rated adequate overall for its role in cluster management in humanitarian settings, **continued efforts are needed in some cluster management practices** such as contingency planning, preparedness into food security co-ordination and handing over of coordination responsibilities to the government.
- While progress in **managing human resources** has been achieved, further efforts in this area are needed to address remaining weaknesses.
- Administrative and operational efficiencies at the country level are still a source of concern** among stakeholders.

1. This document presents the main findings from MOPAN's 2014 "Synthesis Report" of the FAO assessment. The full assessment with technical annexes and the organisation's management response are available at: [www.mopanonline.org](http://www.mopanonline.org)