

February 2012



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# FAO Regional Conference for Africa

## TWENTY-SEVENTH SESSION

Brazzaville, Congo, 23-27 April 2012

### FAO AFRICA RESULTS TASK FORCE: MANAGING FOR RESULTS AND THE PILOT INITIATIVE IN THE AFRICA REGION

#### EXECUTIVE SUMMARY

In early 2011, the Africa Region of FAO embarked on the Africa Results Task Force Initiative, in order to achieve better results. It involves the Regional Office for Africa (RAF), the four Sub-regional Offices (SFW/SFC/SFE/SFS), selected Country Offices and relevant Headquarters' Departments and Divisions.

The method introduces new results-based work planning systems in the "way of doing business". By executing coordinated and integrated activities implemented by multidisciplinary teams across the Organization, it aims at effectively establishing a results-based culture in the Africa Region, not only within FAO, but also with FAO Partners (i.e. Regional Institutions and Governments by 2014).

The ultimate goal is to "see" the impact of FAO's work by giving a human face to results, and responding better to Member countries' needs. It also aims to create enabling economic environments aimed at maximizing productivity to increase significantly the contribution of agriculture to national economies in the Africa Region.

The Initiative is meant to give a greater focus to the four regional priorities endorsed by the 26<sup>th</sup> Africa Regional Conference, namely: (i) Increase agricultural productivity and diversification; (ii) Promote sustainable natural resources management; (iii) Support market access and sanitary measures for better trade; and (iv) Knowledge management, information and advocacy in Africa.

Within the framework of the PWB 2012-2013, the Pilot programme will concentrate on the first two priority areas according to a value chain approach that contributes to FAO's corporate Organizational Results (ORs) and Strategic Objectives (SOs). Two commodities have been selected according to FAO's comparative advantages in specific areas for four countries : Ghana and DR Congo for cassava; Angola and Uganda for maize. The exercise is driven by a results-oriented performance.

## I. INTRODUCTION AND BACKGROUND

Africa is a continent of huge natural and human resources. Agriculture is the predominant economic sector, which employs nearly 70 percent of the population. It accounts for about 40 percent of total merchandise exports, and contributed between 11 and 12 percent to GDP in 2008. Agricultural growth in Sub-Saharan Africa has been more than 3.5 percent (2008), well above the current annual rate of population growth of two percent. However, such growth did not result in poverty reduction that continues to represent a serious challenge on the continent.

In 2008 FAO initiated an extensive reform programme, as a follow-up to the Independent External Evaluation (IEE). The Immediate Plan of Action for FAO Renewal (IPA) was adopted by a special session of the Conference, the supreme governing body of the Organization in November 2009. When fully implemented, the IPA should lay down the basis for a more effective and efficient organization, in its fight against hunger and achievement of food security for all.

It is within the overall framework of this organizational reform that the FAO Regional Office for Africa (RAF) prepared a Regional Strategic Framework for Africa (2010-2015) with a view to promote a food secure and environmentally sustainable agriculture in Africa. To help achieve this vision, FAO aims to assist Member Countries in the region to accelerate, on a sustainable basis, the rate of growth of agricultural productivity and improve the competitiveness of their agricultural sector, alongside with poverty reduction.

The priority areas of action were identified on the basis of the guidance and recommendations from the 26<sup>th</sup> FAO Regional Conference for Africa held in Luanda, as well as from other Africa regional conferences and African Union summits, NEPAD/CAADP meetings and the Millennium Development Goals. These priorities are in line with the corporate objectives and organizational results of FAO, and reflect priorities of the Regional Economic Organizations; i.e.: (i) to increase agricultural productivity and diversification, (ii) to promote sustainable natural resources management (iii) to support market access and sanitary measures for better trade, and (iv) to improve knowledge management, information and advocacy in Africa.

## II. THE AFRICA RESULTS TASK FORCE

The "Africa Results Task Force" was established in December 2010, with the view of achieving better results from FAO's work, namely at outcome level, so as "to see" immediate effects on Member countries in terms of contributing to the reduction of hunger in the region. It is an innovative approach that aims at planning of results-based activities across technical sectors and levels of decentralized offices in the region. It involves the Regional Office for Africa (RAF), the four Sub-regional Offices (SFW/SFC/SFE/SFS), selected Country Offices and relevant Headquarters' Departments and Divisions.

The objective is achieved through a pilot programme that gives greater focus to the four regional priorities endorsed by the 26<sup>th</sup> Africa Regional Conference. During the first year of the Task Force, a number of activities have been undertaken:

- (i) A Communication Plan has been designed to build a common platform of understanding of results-based management (RBM) principles, and tools for institutionalizing this approach within FAO's programmes in the region. Eventually, a website will be set up and populated;
- (ii) A draft Capacity Development Plan has been formulated to build the capacity of staff and teams in RBM, and to align FAO's work through all stages from concept to results;

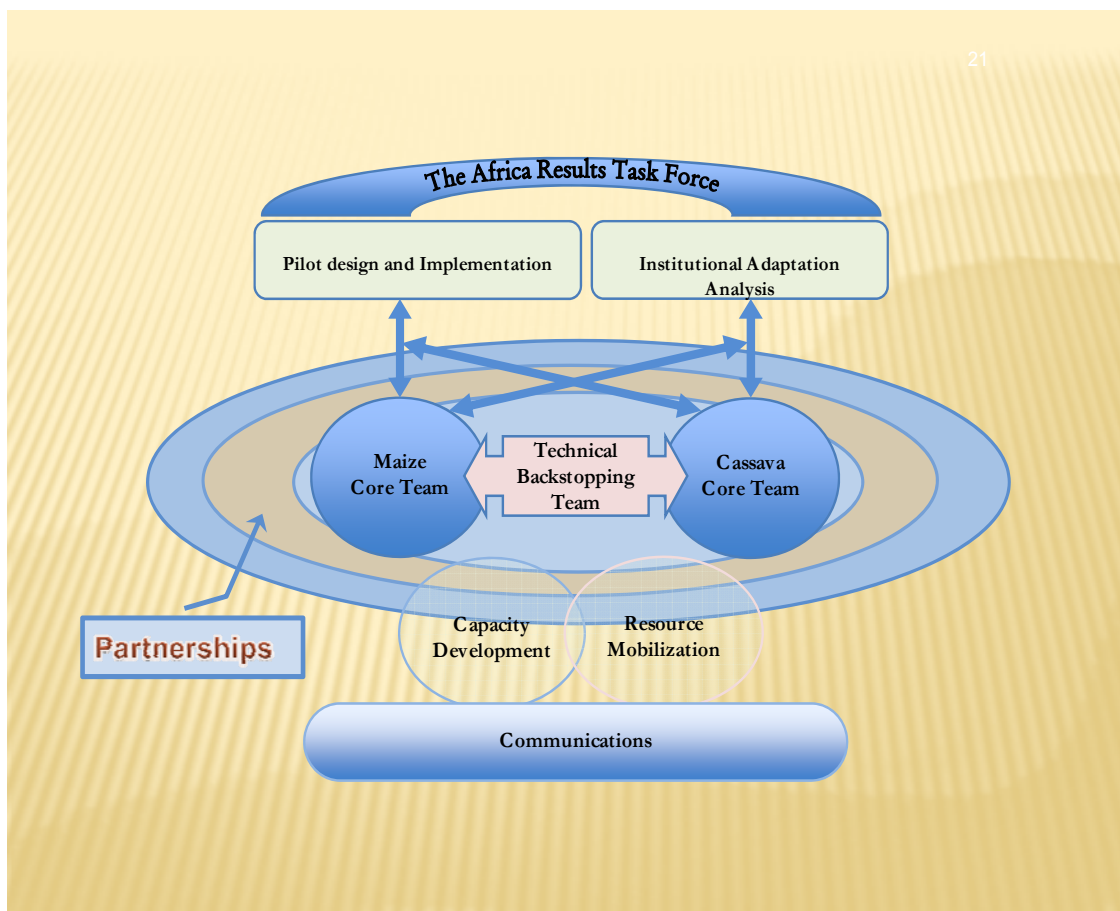
(iii) A mapping of partners and their objectives is being undertaken in order to have a collaborative approach for common goals. (iv) A Retreat was organised in September 2011 to form the Multidisciplinary Pilot Teams. The Regional Management Team (RMT) meeting held in November has endorsed the proposed design as well as other key proposals of the Task Force.

### III. PILOT PROGRAMME

The programme developed in the pilot phase will focus on the first two priority areas according to a value chain approach within the framework of the current PWB 2012-2013, contributing to FAO's corporate Organizational Results (ORs) and Strategic Objectives (SOs).

Two Core Teams and one backstopping Team composed of staff from Regional, Subregional, Country Offices and HQ have been set up, with the objective to contribute to: (i) Develop results-based and multidisciplinary culture; (ii) Leverage the degree of impact on African agriculture; (ii) Improve focus and selectiveness in FAO's work; (iii) Document and disseminate lessons learnt on organizational structure; (iv) develop an evaluation system that is embedded in the RBM approach.

The Pilot Teams will work under the overall guidance of the Africa Results Task Force. The figure below provides the overall framework of the Pilot programme:



Four Sub-Saharan Africa countries have been selected, based on criteria that include the level of priority given to value chain approaches, and the high policy profile of selected commodities for the pilot programme. They are: (i) Democratic Republic of Congo (DRC), (ii) Ghana, (iii) Uganda and (iv) Angola. These countries have relatively large numbers of smallholders versus large-scale agricultural producers.

It is hoped that lessons learnt from this pilot phase will be upscaled at sub regional and regional levels.

Two commodities have been selected for the value chain development according to FAO comparative advantages in specific areas: Cassava for Ghana and DR Congo; and maize for Angola and Uganda. These commodities have been selected as (i) they represent significant crops in the African Food Basket and in the trade balance in the region and (ii) they have considerable unexploited production potential in Africa.

### **EXPECTED OUTCOMES OF PILOT PROGRAMME**

The expected outcomes of the pilot programme are:

- i) A results based and multidisciplinary culture will be developed in Africa;
- ii) A leverage to the degree of impact on African agriculture is obtained;
- iii) Focus and selectiveness in FAO's work are improved;
- iv) Lessons learnt on organizational structure, partnering and focus impacts are documented and scaled-up;
- v) An evaluation system embedded in RBM approach is developed;
- vi) FAO's work is improved and results are achieved in supporting African countries in their fight against hunger and poverty alleviation.