



Our Ref.:

Your Ref.:

28 June 2019

Excellencies,

I have the honour to refer to the Multilateral Organization Performance Assessment Network (MOPAN 3.0) 2017-18 Report, assessing the Food and Agriculture Organization of the United Nations (FAO).

FAO wishes to thank the network of 18 countries, especially Italy and France as the two institutional lead countries, the MOPAN Secretariat and IOD PARC, for carrying out the review.

FAO Management is very pleased to receive the positive assessment of FAO's performance and I am pleased to attach our Management Response.

We are also grateful for the constructive dialogue between FAO staff and the MOPAN Secretariat, as well as the successful presentation that was held in December 2018, and look forward to continuing our excellent collaboration.

Accept, Excellencies, the assurance of my highest consideration.

Daniel J. Gustafson
Deputy Director-General (Programmes)

Her Excellency
Delphine Borione
Ambassador
Permanent Representation of France
to the United Nations Organizations in
Rome

Her Excellency
Vincenza Lomonaco
Ambassador
Permanent Representation of the
Republic of Italy to FAO
Rome

Food and Agriculture Organization of the United Nations (FAO)

Management Response to the 2017-18 MOPAN Assessment

FAO Management commends MOPAN for the revised methodology and operational principles (MOPAN 3.0) and wishes to express appreciation for the work of the two country leads and the MOPAN Secretariat for a comprehensive approach through multiple streams of evidence, as well as the provision of a detailed diagnostic assessment.

FAO welcomes MOPAN's positive assessment of the Organization, which is based on a wider range of documentary evidence and a more structured survey and interviews with key stakeholders, compared to previous versions.

FAO Management is pleased that the assessment looked at FAO's organizational effectiveness (strategic, operational, relationship and performance aspects), especially as it is presented at a critical time with regard to the upcoming change in the leadership of the Organization with the election of a new FAO Director-General. It is gratifying to see that the assessment highlights strengths in areas where the Organization has focused its attention, including a clear and focused strategic vision, an effective leveraging of its global network to ensure a more country-driven approach, and a strong commitment to working in partnership at global, regional and national levels towards achieving the Strategic Development Goals (SDGs).

FAO Management appreciates the suggestions for areas for improvement, including: a more integrated and comprehensive corporate performance reporting; greater visibility to the normative work of FAO under its corporate results framework; greater consultation and transparency within human resource management systems; insufficient attention to strategic risk management, and additional efforts to be made in identifying sustainable forms of funding for priority core activities.

With regard to the recommendation on improving visibility of FAO's normative work under the Strategic Framework, it should be highlighted that the refocusing of FAO's strategic direction (including the renewed results framework) was mainly geared towards the implementation of the 2030 Agenda and achieving results and delivery on the ground under the Sustainable Development Goals (SDGs). Management acknowledges that the important link with the normative work of the Organization may therefore, have been less clearly articulated, and efforts will be made to address this issue.

Management appreciates the positive assessment of improvements made in the Organization's systems of internal control and agrees with the recommendation to strengthen further the approach to strategic risk management. Steps in this regard have already been taken with the Organization's issuance of its updated Corporate Risk Log (May 2019), to ensure that the document reflects current and strategic risks including planned actions to reduce and manage the identified risks.

Management appreciates that the report highlights the important constraint of managing within a flat nominal Regular Programme budget since 2012, and welcomes continued substantive dialogue with Members to identify sustainable ways to ensure that the core priorities of the Organization remain adequately funded.

Looking ahead, FAO is committed to addressing the recommendations in close collaboration with all stakeholders. FAO Management believes that the MOPAN assessment provides helpful insights that will strengthen the work of the Organization and looks forward to our continued dialogue on these matters.