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COMMITTEE ON AGRICULTURE

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FAO's Work in the Food and Agriculture Sector under the Reviewed Strategic Framework

Executive Summary

The Committee on Agriculture plays a critical role in shaping the priorities for FAO's work in food and agriculture (which, in the context of COAG's mandate refers to: agriculture, livestock, food safety, nutrition, natural resource management and the social, technical, economic, institutional and structural aspects relating to agricultural and rural development in general) by providing input for the formulation and implementation of FAO's Medium-Term Plan. This document provides a brief overview of FAO's achievements in the food and agriculture sector in the 2012-13 biennium, highlights the emerging development context and the main drivers at the global level that will influence FAO's work in the food and agriculture sector in the medium term, and lays out the priority areas of FAO's work in food and agriculture during 2014-17 including how this work responds to and is integrated in the Organization's Strategic Objectives.

Achievements and FAO's work in Fisheries and Forestry have been considered separately in the most recent sessions of the Committee on Fisheries (COFI 31) and Committee on Forestry (COFO 22).

Suggested action by the Committee:

The Committee is invited to:

- a) Advise on the trends and emerging issues identified as part of the global development context;
- b) Highlight the main priorities for food and agriculture that should be taken into account in the review and implementation of action plans and programmes to achieve FAO's Strategic Objectives.

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I. Introduction

1. The 38th Session of the FAO Conference in June 2013 approved the Reviewed Strategic Framework 2010-19, the Director-General's Medium-Term Plan 2014-17, and the Programme of Work and Budget 2014-15 (MTP/PWB)¹. The Strategic Framework includes FAO's Vision, the revised Global Goals, the five new Strategic Objectives, as well as a sixth objective on technical quality, knowledge and services and the cross-cutting themes of gender and governance (see Annex 1 for the main components of FAO's Results Framework). The MTP/PWB sets out the results framework with outcomes, outputs and measurable indicators of achievement. The FAO Conference emphasized that the five Strategic Objectives represented those areas of work on which FAO will focus its efforts in support of Member Nations and welcomed their cross-cutting nature, which will enable the Organization to work in a multi-disciplinary and integrated manner.
2. Priority areas for FAO's work in food and agriculture (which, in the context of COAG's mandate refers to²: agriculture, livestock, food safety, nutrition, natural resource management and the social, technical, economic, institutional and structural aspects relating to agricultural and rural development in general) have been informed by three main strategy streams:
 - a) FAO's reviewed Strategic Framework and new Medium-Term Plan, which contain the Strategic Objective results framework for organizing the response to priorities.
 - b) The emerging global development context and main drivers that will influence FAO's work in food and agriculture during medium term 2014-17.
 - c) Regional priorities as endorsed by Regional Conferences, which put into sharp focus the region-specific needs in the context of FAO's Strategic Objectives and build on FAO Country Programming Frameworks.
3. FAO's results framework is underpinned by a distinct set of targets and indicators at three interlinked levels of results – Strategic Objectives, Organizational Outcomes and Outputs³ to enable monitoring and evaluation. This framework will strengthen FAO's corporate reporting from the 2014-15 biennium onwards. While the results framework cannot be applied in the review of achievements for the 2012-13 biennium (see Section II), it will inform the shaping of priority areas of FAO's work in the food and agriculture sector.
4. This report is divided into three substantive sections:
 - i) Section II provides a brief overview of FAO's achievements in the food and agriculture sector in the 2012-13 biennium.
 - ii) Section III highlights the emerging global development context, and the main drivers at the global level that will influence FAO's work in the food and agriculture sector in the medium term.
 - iii) Section IV lays out the priority areas of FAO's work in food and agriculture during 2014-17, and how this work responds to and is integrated in the Strategic Objectives.

II. Achievements

5. The Programme Implementation Report 2012-13⁴ (PIR) documents the achievement of organizational results during the biennium including, *inter alia*:
 - a) sustainable intensification of crop production through development of policies and strategies, reducing risks from outbreaks of transboundary pests and diseases and from pesticides, and better management of plant genetic resources including seed systems;

¹ C 2013/7 Reviewed Strategic Framework, C 2013/3 MTP/PWB, and C 2013/REP paragraphs 96-110

² G. R. O. XXXII para. 6(b). As per G.R.O. XXXII para. 7 in this case, the term "agriculture" does not include fishery and forestry matters which are within the terms of reference of the Committee on Fisheries and the Committee on Forestry respectively.

³ CL 148/3 Adjustments to the PWB 2014-15, paragraphs 40-70 and PC 115/2 Progress on MTP 2014-17, Annexes 1 and 2 (www.fao.org/pwb)

⁴ C 2015/8 PIR 2012-13(<http://www.fao.org/pir/en/>)

- b) increased sustainable livestock production and its contribution to food security, poverty alleviation and development through reduced animal disease and associated human health risks, better management of natural and genetic resources in livestock production, and livestock sector policy based on timely and reliable information;
- c) sustainable management of land, water and genetic resources and improved responses to global environmental challenges through improved country capacity to improve water productivity, equitable sharing of benefits from the use of genetic resources, development of Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security, and addressing climate change;
- d) improved quality and safety of food at all stages of the food chain through new and revised international standards, institutional, policy and legal frameworks, regional and national programmes, and adherence by food producers and businesses to good practice;
- e) improved food security and better nutrition through strengthened national capacities to implement effective strategies that address food security and nutrition concerns in food and agriculture, and better access to related statistics and analyses;
- f) enabling environment for markets to improve livelihoods and rural development through analyses, policies and services for small producers, rural employment creation, and international markets and trade policies;
- g) promotion of gender equality in access to resources, good, services and decision making in rural areas; and increased and more effective public and private investment in agriculture and rural development.

6. To achieve lasting, meaningful impacts, FAO has modernized its ways of working. Through transformational change during the 2012-13 biennium, the Organization established a more focused strategic framework comprising fewer, cross-cutting Strategic Objectives and Organizational Outcomes to guide work from 2014, enhanced the capacity and functioning of the decentralized offices network, put in place measures for greater value-for-money, and reinforced institutional capacities in key areas.

III. Main Trends and Emerging Issues

7. The following trends and emerging issues arise from the topics considered by COAG and the ongoing international processes affecting agriculture, livestock, food safety, nutrition, natural resource management and the social, technical, economic, institutional and structural aspects relating to agricultural and rural development in general in the context of the trends identified in FAO's reviewed Strategic Framework, presented at the 23rd Session of COAG in 2012.⁵ The five major areas identified below (climate change, increased competition for natural resources, science and technology innovations, increased interdependency of food systems, rapid urbanization with implications for rural areas) will affect the food and agriculture sectors in the mid and long-term and will therefore influence, to varying degrees, the work of the Organization.

8. FAO is fully involved in the ongoing international policy processes and global events such as the Post-2015 agenda, the United Nations Secretary-General's Climate Summit to be held in September 2014 as well as the Second International Conference on Nutrition (ICN2)⁶ to be held in November 2014.

9. In July 2014, the Open Working Group on Sustainable Development Goals (SDGs) has presented a proposal⁷ for the Post-2015 Sustainable Development Goals, containing 17 goals and 169 targets, to be forwarded to the UN General Assembly for its consideration. FAO's comprehensive vision of food security, nutrition, sustainable agriculture and the sustainable use of natural resources is reflected throughout the document, particularly under goals 2, 14, and 15. FAO will continue to follow the development of the SDGs and the Post-2015 document closely.

⁵ COAG/2012/2 Global Trends and Future Challenges for the Work of the Organization

⁶ See COAG/2014/INF/5

⁷ <http://sustainabledevelopment.un.org/content/documents/4538pressowg13.pdf>

A. Climate Change (see agenda items 3, 4, 6, 9)

10. The Fifth Assessment Report (April 2014) of the Intergovernmental Panel on Climate Change (IPCC) provides a wealth of information on climate change drivers, impacts, adaptation and mitigation. Increased frequency and intensity of climate shocks (drought, flooding and extreme temperatures) as well as changing distribution and timing of rainfall are being felt. Effects are to be expected on every dimension of food security: availability (production), access, and utilization (nutrition) and on the stability of these factors. Climate change is likely to have a disproportionate impact on vulnerable, farming-dependent populations in the developing world that are particularly at risk.

11. The challenges posed by climate change present a compelling need to transform the way food systems use natural resources. The challenge for the agricultural and food sectors is to adapt and increase their resilience in order to feed a growing population. It is important to implement agricultural practices that strengthen resilience and adaptation to extreme weather, drought and climate-related extreme events, in particular for small-scale farmers. Achieving these changes requires proper knowledge, enabling environments and policy support, as well as financing and investment.

12. In particular, with reference to small family farmers as high risk populations affected by climate change, there is a need to consider innovative types of research and extension institutions which place family farmers at the centre of technology development.

B. Increased competition for and deterioration of land and water resources (see agenda items 3, 4, 6, 9)

13. Population growth, economic development and persistence of high food prices are fuelling increased concerns for food security, putting unprecedented pressure on the Earth's finite resources. Growing cities, industries and other sectors compete with agriculture for land, while at the same time increased demand for drinking water, food, manufactured products and energy translates into increased demand and competition for water. The combination of excessive demographic pressure and unsustainable agricultural practices poses the risk of a productive capacity breakdown in a growing number of ecosystems as well as threatening biodiversity. The physical limits to land and water availability within these ecosystems is often exacerbated by climate change.

14. Over the last 50 years, the world's cultivated area has grown by 12 percent, the global irrigated area has doubled and agricultural production has nearly tripled. However, global achievements in production have also been associated with degradation of, and increased competition for land and water resources, and the deterioration of related ecosystem goods and services. These include biomass, carbon storage, soil health, water storage and supply, biodiversity, and social and cultural services.

15. Institutions have not kept pace with the growing intensity of development and the increasing degree of inter-dependence and competition over land and water resources. Much more adaptable and collaborative institutions are needed to respond effectively to natural resource scarcity, along with governance mechanisms that effectively address the complex issues related to inter-sectoral competition for land and water.

C. Rapid evolution in science and technology innovations

16. As a knowledge based institution, FAO continues to keep abreast of scientific and technological innovations that have been the main drivers of the rapid evolution of agricultural systems. Trends of new discoveries, rapid adoption of new technologies and availability of new methodologies, materials and processes will continue to inform choices and ways of working.

17. For example, it took a consortium of national governments and research organizations more than a decade and over USD 3 billion to complete the first sequencing of the human genome by the year 2000. After 15 years, that task can be done in a few days at a cost of less than USD 1,000. The application of the next generation genome sequencing linked with high throughput phenotyping and

molecular marker assisted breeding technologies will enable much faster development of new crop varieties that are tolerant or resistant to intractable biotic and abiotic stress problems such as drought, salinity and rust diseases. Development and open access of mega data and information analysed, accessed and exchanged through cloud computing, social media, broadband internet and mobile networks even in remote areas will bring profound changes in agricultural research, extension and rural development. Increasing labour scarcity in some developing countries is leading to rapid mechanization of farming.

18. While successful implementation of scientific knowledge in the past has underpinned the ability of food systems to respond to growing world demand for sufficient quantities of food, the evolving needs of a growing world population, climate change, declining availability of resources and interconnected food systems throughout the urban-rural continuum keep the world under pressure to continue the quest for innovative solutions.

D. Increasingly interdependent food systems due to globalization and trade (see agenda items 5, 7, 9)⁸

19. Engagement in international trade is an essential component of most countries' agricultural development strategies. Trade can also play an important role in ensuring improved food security. The recent food price crisis has threatened food security in many net food importing countries, with a resulting interest in stronger intra-regional trade contributing to a greater focus on the formulation of regional trade agreements. It is important to ensure that these do not conflict with international obligations. Implementation of an Agreement on Trade Facilitation which includes provisions relevant to sanitary and phytosanitary regulations, by World Trade Organization member countries would expand the international framework for trade governance.

20. This increasingly complex international regulatory framework requires strong country capacity to (i) understand the global rules and obligations, in order to be able to apply them to the local context, (ii) adapt national regulatory framework to these new and evolving rules, and (iii) make use of the opportunities provided by the international trade governance system through engagement in related international fora (e.g. the Codex Alimentarius Commission, the International Plant Protection Convention). Capacities of national authorities, as well as inclusion of all countries in the decision making process, are therefore key to ensure access to benefits.

21. Effective interactions and constructive dialogue with the private sector at national level will be necessary to ensure that these evolving regulatory frameworks are adhered to by food business operators of all sizes, from primary production and delivery of un-processed food products to preparation of transformed products.

22. Given the increased interdependence of food systems around the world the demand for timely, accurate and good quality statistics, easily accessible by all stakeholders, has become crucial for evidence based decision making and for improving the transparency and accountability of decision- and policy-making. In addition, analysis and monitoring on food and agriculture sector and related policies play an essential role in measuring and monitoring progress towards national and international development goals and targets.

E. Rapid urbanization and its impact on food security (see agenda item 3, 4, 9)

23. Urbanization is one of the key challenges for food and nutrition security. About 5 billion people are expected to live in cities by 2030 - about 60 percent of the projected global population of 8.5 billion⁹. The continuing growth of the urban population and expansion of existing and new cities that displace the traditional rural and agricultural areas demands optimized food consumption patterns, and sustainable supply chains. Urban, peri-urban and rural food systems are increasingly important to

⁸ More detail on trends and emerging issues in the areas of trade and markets is provided in document CCP 14/7 - FAO's Work Programme in Trade and Markets under the Reviewed Strategic Framework

⁹ UN DESA World Population Prospects: The 2012 Revision and World Urbanization Prospects: The 2014 Revision

food and nutrition security of cities. Access to sufficient and nutritious food in cities requires a specific approach, as under-nutrition can coexist with obesity as the urban population tends to be more reliant on heavily processed foods.

24. A large part of the increase of urban population is the result of migration from the rural areas due to inadequate job opportunities and unfavourable working conditions in rural areas where many households' livelihoods have to be supported through non-farm income. Often women, children and the elderly are left behind in the rural areas engaged in small agricultural production activities without an enabling environment to address the needs of these populations. Institutional mechanisms to empower small agricultural producers with the proper tools for survival are often weak or non-existent.

25. In this context, addressing food security and nutrition challenges requires a better understanding of the interaction of urban, peri-urban and rural food systems. The UN Conference on Urban Settlements – Habitat III – to be held in 2016 will be the first global conference after the post-2015 development agenda is set. Food security and nutrition are key elements of sustainable urban development. There is a need to improve knowledge through food security and nutrition indicators, along with improved policy frameworks that ensure food production and sustain food supply, distribution and consumption in urban areas, and effectively address livelihoods of vulnerable populations such as rural women and youth, through social protection systems and decent rural employment.

IV. Priorities for Work in 2014-17

26. The following medium-term priorities for FAO's work in food and agriculture (agriculture, livestock, food safety, nutrition, natural resource management and the social, technical, economic, institutional and structural aspects relating to agricultural and rural development in general) are derived from the trends and emerging issues described in Section III and contribute to the achievement of each Strategic Objective¹⁰.

Strategic Objective 1: Contribute to the eradication of hunger, food insecurity and malnutrition

27. FAO will take advantage of a number of policy processes at country, regional and global levels which provide concrete windows of opportunity for FAO to create awareness and facilitate policy dialogue among all stakeholders with the aim of sharpening the focus of sectoral policies, actions and governance systems on food security and nutrition.

28. Through these major areas of work contributing to the eradication of hunger, food insecurity and malnutrition in relation to food and agriculture, FAO will give emphasis to:

- a) Improve understanding of the impact of climate change on food security and nutrition through *inter alia* food security information systems and strengthened monitoring and evaluation, to better inform policy process and investment strategies (III A);
- b) Support countries in formulating and implementing policies to improve the focus of natural resource management on food security and nutrition, including through the climate smart agriculture approach as well as the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests (III C);
- c) Support capacity building for the development of frameworks for integrating food safety policies in food security and nutrition policies and strategies (III D, E);
- d) Provide information and advice, as appropriate, on the importance of assessing the contribution of biodiversity for global food security and nutrition at all levels, and on matters relating to policy, investment plans and programmes in the field of conservation and sustainable use of genetic resources for food and agriculture (III C, D);
- e) Promote interdisciplinary and multi-stakeholder initiatives, programmes and processes at the global level, expanding collaboration with other UN agencies, Non-governmental

¹⁰ For example, "III E" refers to emerging issue E, *Rapid urbanization and its impact on food security*, as described in Section III of the present document

organizations and Civil Society Organizations to build a common agenda to address food security and nutrition issues (e.g. The Global Agenda for Sustainable Livestock) (III A, B, D, E).

Strategic Objective 2: Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner

29. Innovations are needed in order to meet the demand for an increased agricultural production with a shrinking natural resource base affected by climate change events. FAO's work to make agriculture more productive and sustainable is structured around major areas of work on climate smart agriculture, sustainable intensification through resource use efficiency, ecosystem services and biodiversity for food and agriculture, the global blue growth initiative and policy oriented work on building a common vision for sustainable food and agriculture.

30. Through these major areas of work aimed at increasing and improving the provision goods and services from agriculture in a sustainable manner, in relation to food and agriculture FAO will give emphasis to:

- a) Support member countries to identify and promote innovative agricultural practices through capacity development of farmers, research and extension institutions in order to improve climate change resilience and drought management and also for climate proofing of agricultural investment frameworks (III A, C, E);
- b) Support all stakeholders in overcoming technical, institutional and financing barriers to achieving transformative changes that address the challenges of food security and nutrition, contributing to the post-2015 development goals (III A, B, C, E);
- c) Support member countries in their strategic planning and policies to improve water management, performance and productivity in major agricultural systems and in the food chain, for building sustainability with focus on ground water, pollution and soil salinity (III A, B);
- d) Support member countries on governance and evidence-based decision-making for sustainable agricultural production and to develop, adopt and implement international governance mechanisms (III D).

Strategic Objective 3: Reduce rural poverty

31. FAO has developed an integrated approach to rural poverty reduction in the context of a broader strategy for sustainable agricultural and rural development. In this approach, FAO aims to improve living conditions and opportunities for poor rural households through support measures that help them organize themselves better (e.g. through producer organizations); obtain access to land, and other productive resources, as well as to markets and technologies; have more diversified income and employment opportunities; and make them more resilient and able to manage risks through social protection.

32. Through specific activities within the three broad outcomes aimed at reducing rural poverty (empowering the rural poor, increase access to decent farm and non-farm employment opportunities, and strengthened social protection), in relation to food and agriculture FAO will give emphasis to:

- a) Support member countries in strengthening governance and equity of rural organizations, including through trainings for farmer organizations and its members, social communication programmes and improved policy and regulatory frameworks for rural institutions and organizations (III B, E);
- b) Support countries in facilitating access of small-scale producers to markets, technology, finance, land and other productive resources (III C, E);
- c) Assist member countries in developing integrated frameworks to apply international labour standards in agriculture, including to address occupational health and safety risks and preventing child labour as part of broader agricultural development and rural poverty reduction programmes (III, E);
- d) Assist member countries in improving the design of rural economic diversification strategies and policies that promote decent work creation and provide skills training for

rural workers and producers, especially for rural women and youth (e.g. through entrepreneurship training) (III E);

- e) Assist countries in extending social protection programmes to help rural populations better manage risks and in creating synergies between social protection measures, food and nutrition security, agricultural productivity growth, local economic development and diversification, sustainable resource management, empowerment of rural women, and rural poverty reduction. (III D, E).

Strategic Objective 4: Enable more inclusive and efficient agricultural and food systems¹¹

33. Areas of work include policy advice to governments that enable the development of agro-industry and agri-food chains, as well as policies and programmes to reduce food losses and food waste; technical advice aimed at facilitating greater financial flows into food systems investments; and the provision of market information, analysis and outlook for agricultural commodities. The work of international standard setting bodies for food safety and plant health, such as the International Plant Protection Convention (IPPC) and Codex contribute universal public goods, norms and standards that are essential for more inclusive and efficient agricultural and food systems.

34. Through these major areas of work aimed at enabling more inclusive and efficient agriculture and food systems, in relation to food and agriculture FAO will give emphasis to:

- a) Support the formulation and adoption of trade-related agreements that contribute to the achievement of governments' rural development and food security objectives and strengthen global market information and analysis to guide the implementation of appropriate trade and market policies (Section III D);
- b) Support policies, strategies and regulatory frameworks for plant and animal health, and food safety and quality, and help governments and value chain operators build capacities to comply with food safety and plant and animal health requirements (Section III D);
- c) Support inclusive food and agricultural systems that enable commercial, small- and medium-scale producers and agro-enterprises to participate in markets sustainably, and to help ensure the inclusion of all developing countries and stakeholders (including consumers) in global markets (Section III D, E);
- d) Support the national and local governments to meet urban food needs with focuses on developing of sustainable urban food systems with appropriate logistics, food industry, transportation, storage and packing, wholesale and retail networks as well as reducing of food waste in urban economies, and assist in promoting urban and peri-urban agriculture as an important source of food for some cities (Section III E);
- e) Update the methodology, develop guidelines and build a database for food industry, develop methodologies for measuring post-harvest losses; maintain and upgrade investment statistics (Section III D).

Strategic Objective 5: Increase the resilience of livelihoods to threats and crises

35. FAO defines "Resilience" as "the ability to prevent disasters and crises, as well as to anticipate, absorb, accommodate or recover and adapt from them in a timely, efficient and sustainable manner. This includes protecting, restoring and improving livelihoods systems in the face of threats that impact agriculture, nutrition, food security and food safety (and related public health)."

36. To increase the resilience of livelihoods to threats and crises, FAO is taking a multi-hazard approach including natural and human-induced shocks, addressing the resilience of renewable natural resources-based livelihoods to five main categories of shocks: 1) natural hazards- including climate change extreme events; 2) plant pests and diseases, animal diseases and food safety threats (food chain crisis); 3) socio economic shocks; 4) armed conflicts and a combination of these in 5) protracted crisis.

37. Multidisciplinary technical and operational expertise is applied to risks affecting agriculture-food-nutrition in a more holistic and systemic manner. FAO's resilience work calls for a paradigm

¹¹ See CCP 14/7 for more detail on priority areas of work in trade and markets under SO4.

shift from reactive crisis response, where disaster and crisis are seen as the exceptions, to a more visionary proactive approach anticipating and preventing the increase of frequency and magnitude of shocks affecting vulnerable agriculture-based livelihoods of communities and nations. It puts more emphasis on preventive, proactive anticipative measures addressing root causes of vulnerabilities rather than being emergency response driven.

38. To increase the resilience of livelihoods to threats and crises, in relation to food and agriculture FAO will give emphasis to:

- a) Support governments and communities in diversifying and, if sustainable, intensifying livelihood systems in ways that create productive coping and adaptive capacities for vulnerable men and women (III A, B, E);
- b) Support countries to prevent, prepare for and respond to trans-boundary animal and plant pests and diseases and food safety threats (III A, B);
- c) Provide guidance in the design and implementation of sectoral and infrastructure prevention and rehabilitation programmes (III C, D);
- d) Building on known experience in rehabilitating infrastructure and designing production and marketing systems in post-conflict and in post-disaster and transition settings, disseminate further guidance material and work with governments and partners in its application.

Objective on technical quality, knowledge and services

39. The work and resources under the sixth objective aim to achieve three outcomes: a) quality and integrity of the technical and normative work of the Organization; b) quality and integrity of the data produced and analyzed by the Organization; c) quality services, coherent strategy and approaches to work on governance and gender equality and women's empowerment across the Strategic Objectives.

40. An important aspect of the statistical work undertaken by FAO relates to the global public goods produced, which are employed worldwide by a variety of external users for information, decision-making and policy development. The statistics work programme under the sixth objective provides the fundamental groundwork for producing these products, and ensures that information on food and agriculture is made available to those who need it, when they need it and in a form that they can access and use.

41. Gender dimensions will be addressed under each of the Strategic Objectives, through *inter alia*, entrepreneurial skills development and other activities for rural women's economic empowerment, addressing gender inequalities in land tenure and other policy advice in support of improving women's access to productive resources and rural services, enhancing women's voice and leadership role in producer organizations, and strengthening of national capacities in promoting gender equality and women's empowerment.

V. Points for consideration

42. The Committee on Agriculture plays a critical role in shaping the priorities for FAO's work in food and agriculture (which, in the context of COAG's mandate refers to: agriculture, livestock, food safety, nutrition, natural resource management and the social, technical, economic, institutional and structural aspects relating to agricultural and rural development in general) by providing input for the review and implementation of FAO's Medium-Term Plan. Accordingly, the Committee is invited to:

- a) Advise on the trends and emerging issues identified as part of the global development context;
- b) Highlight the main priorities for food and agriculture that should be taken into account in the review and implementation of action plans and programmes to achieve FAO's Strategic Objectives.

Annex 1: FAO Results Framework – Main Components

FAO's vision

A world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

The three Global Goals of Members:

- eradication of hunger, food insecurity and malnutrition, progressively ensuring a world in which 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; and
- sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources for the benefit of present and future generations.

Strategic Objectives

- 1) Contribute to the eradication of hunger, food insecurity and malnutrition
- 2) Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
- 3) Reduce rural poverty
- 4) Enable more inclusive and efficient agricultural and food systems
- 5) Increase the resilience of livelihoods to threats and crises

Additional objective

Technical quality, knowledge and services

Cross-cutting themes

- Gender
- Governance

Core Functions

- 1) Facilitate and support countries in the development and implementation of normative and standard-setting instruments, such as international agreements, codes of conduct, technical standards and others
- 2) Assemble, analyse, monitor and improve access to data and information, in areas related to FAO's mandate
- 3) Facilitate, promote and support policy dialogue at global, regional and country levels
- 4) Advise and support capacity development at country and regional level to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes
- 5) Advise and support activities that assemble, disseminate and improve the uptake of knowledge, technologies and good practices in the areas of FAO's mandate
- 6) Facilitate partnerships for food security and nutrition, agriculture and rural development, between governments, development partners, civil society and the private sector
- 7) Advocate and communicate at national, regional and global levels, in areas of FAO's mandate

Functional Objectives

- Outreach
- Information Technology
- FAO Governance, oversight and direction
- Efficient and effective administration