

## C 2017/3 - Medium Term Plan 2018-21 and Programme of Work and Budget 2018-19

### Information Note no. 2 – April 2017

#### *Areas of programmatic de-emphasis*

#### I. Policy context

1. In preparing the PWB 2018-19, the Director-General has considered the challenges and developments identified in the review of the Strategic Framework, and the guidance received from the FAO Regional Conferences, Technical Committees, Programme and Finance Committees and Council concerning priority areas of work. This context demonstrates an increasing demand for delivering FAO's technical services to achieve results, particularly to support countries in meeting the Sustainable Development Goal targets in a resource constrained environment.
2. Therefore, the PWB 2018-19 has been developed around four main principles.
  - a) Maintain a flat nominal budget, with no change in the level of assessed contributions and net budgetary appropriation compared with 2016-17, by absorbing cost increases and reinvesting savings in priority areas of work, recognizing the budgetary pressure on Members in uncertain times.
  - b) Identify areas of programmatic priority and de-emphasis, reallocate resources to priority areas and highlight other priority areas where voluntary contributions would help the Organization meet the demand for its technical services.
  - c) Increase the share of the Technical Cooperation Programme to 14 percent of the net budgetary appropriation, in line with Conference Resolution 9/89 and the recommendation of Conference at its 39<sup>th</sup> session.
  - d) Use the programme management arrangements now in place to accelerate the delivery of effective and demonstrable results, particularly at country level.
3. In considering the PWB 2018-19 at their sessions during 27-31 March 2017, the Programme and Finance Committees requested the Secretariat to provide additional information on areas of programmatic de-emphasis prior to the 156<sup>th</sup> Session of the Council.<sup>1</sup> This note provides information on the process for determining areas of programmatic de-emphasis and additional details on the areas of de-emphasis identified in paragraphs 59 to 63 of document C 2017/3 PWB 2018-19.

#### II. Process for determining areas of de-emphasis

4. During 2016, the Corporate Programmes Monitoring Board, chaired by the Director-General and comprising the Deputy Directors-General, the Assistant Directors-General at all locations, and the Strategic Programme Leaders, guided and considered the preparation of the Medium Term Plan 2018-21 and PWB 2018-19. As part of this exercise, the Directors of Technical Divisions through their heads of Department were requested to identify areas of programmatic de-emphasis for 2018-19, taking into account the requirements of the Strategic Programmes as set out in the Medium Term Plan 2018-21, and the views of the governing bodies. The areas of de-emphasis were identified using three main sets of criteria:
  - a) *Reduced demand for technical products and services* in delivering the Strategic Programmes and Corporate Technical Activities, including products and services that have been completed, thus identifying work that can be *reoriented* or *discontinued*;
  - b) *Streamlining work among the technical divisions* in cases of overlap or duplication;
  - c) *Increased use of strategic partnerships* with entities that are better placed to carry out some types of work.

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<sup>1</sup> CL 156/3 paragraph 4g, CL 156/4 paragraph 20e



5. The proposed areas of programmatic de-emphasis for inclusion in the PWB 2018-19 were reviewed by the Strategic Programme Leaders and endorsed by the Executive Management and Monitoring Team.<sup>2</sup>

### III. Areas of de-emphasis

6. This section elaborates on the areas of de-emphasis included in the PWB 2018-19 paragraphs 59 to 63 by technical sector (i.e. Technical Department), indicating the de-emphasis criteria applied in each case: **reoriented** or **discontinued** areas of work resulting from reduced demand for, or completion of, technical products and services; **streamlined** work among technical divisions to reduce duplication; and/or increased use of **strategic partnerships**.

#### PWB paragraph 59 - Agriculture and Consumer Protection Department (AG)

##### a) *Animal reproduction bio-technology: streamlined*

Work by the Animal Production and Health Division (AGA) in animal reproduction technology is no longer necessary since this work is handled fully by the Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture (AGE). AGA receives requests for development and backstopping of projects focusing on the establishment of artificial insemination and embryo transfer services at country levels. AGE has staff working in this area of expertise and is implementing several related projects and actively providing support in the field to countries. Although AGA will de-emphasize the work in animal reproduction by using bio-technology, AGE will continue to provide technical support in this area through the IAEA technical cooperation projects fund by IAEA.

##### b) *Animal Genetic Resources Journal: discontinued*

FAO will cease publication of the *Animal Genetic Resources Journal* since the need is being met by other publications. The articles published in *Animal Genetic Resources* are related to the following areas of animal genetic resources management: phenotypic and molecular characterization; surveying and monitoring; development (genetic improvement); sustainable use; conservation; capacity-building in livestock-keeping communities; and policies and institutions. The above thematic areas are covered by a range of scientific journals publishing topics in the field of animal genetics and production, such as: the Journal of Animal Science (<http://www.animalsciencepublications.org/publications/jas>); Animal (<http://www.cambridge.org/core/journals/animal>), which represents a merging of three scientific journals (Animal Science; Animal Research; Reproduction, Nutrition, Development); Asian-Australasian Journal of Animal Science (<http://www.ajas.info/>); Journal of Applied Animal Research (<http://www.tandfonline.com/loi/taar20>); Livestock Science (<http://www.journals.elsevier.com/livestock-science>); Frontiers in Genetics (<http://journal.frontiersin.org/journal/genetics>).

##### c) *Programme Against African Trypanosomosis (PAAT): streamlined*

Work on PAAT will be relocated from AGA to the Regional Office for Africa - which already has the capacity - with AGA maintaining links with WHO, OIE<sup>3</sup> and AGE as needed. AGE will continue supporting PAAT by application of Sterile Insect Techniques (SIT) to control Tsetse and participating in joint activities with AGA such as the development of the Progressive Control Pathway for Animal African Trypanosomosis (AAT) and national Atlases for Tsetse and AAT through IAEA technical cooperation projects in the field.

##### d) *Global and regional dialogues on pulses: reoriented*

Work on pulses will be reoriented on country level work integrated in the Strategic Programmes. In 2015-2016 AGP provided substantial technical input to a broad range of activities in support of the International Year of Pulses including preparation of publications and awareness raising materials, participation in regional and global meetings and task forces etc. In 2018-19 greater emphasis will be on supporting work at the country and regional levels to integrate pulses and legumes into sustainable

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<sup>2</sup> EMMT: Director-General (Chair), Deputy Directors-General, Assistant Director-General (Economic and Social Development), Director (Strategy, Planning and Resources Management), Directeur de Cabinet

<sup>3</sup> World Organisation for Animal Health (OIE)

crop production systems contributing to: more efficient use of inputs such as fertilizers, improving soil health, enhancing agro-biodiversity and the nutrition and livelihoods of farmers.

e) *Disposal of obsolete stocks of pesticides: reoriented and strategic partnerships*

Work on disposal of obsolete pesticide stocks will be reoriented to focus on management of pesticide stocks. FAO has played a lead role in raising global awareness of the threats posed by stockpiles of obsolete pesticides and in developing a process for their identification and disposal. One result is that there are now a number of actors in both the public and private sectors who are better positioned to deliver these services. FAO will focus on its comparative advantage and work on up-stream activities with member governments and partners to strengthen the effective management of pesticides throughout their lifecycle to prevent the accumulation of stockpiles. This will include the management of pesticides made available in the context of locust control projects.

f) *Support to platforms and databases targeting individual commodities: streamlined*

Single commodity networks and databases will be phased out, as well as support to single cropping systems, more in line with the principles of sustainable food and agriculture. Over time a range of networks and databases that target individual commodities have been developed through various programmes and projects. In response to the changing needs of countries and in the light of advances in information technology these individual platforms and databases are being phased out. Their consolidation will reduce duplication of effort and improve the overall quality and coherence of the information made available to countries.

g) *Specific extension methods and approaches: reoriented*

Work in specific extension methods and approaches will be reoriented to address institution-level issues related to extension and advisory services within the context of strengthening agricultural innovation systems. In particular, based on the efforts of FAO and other organizations over many years, the Farmer Field School approach is widely accepted and institutionalized as part of rural extension services, providing the opportunity to reorient FAO extension method work on the broader objective of rural advisory services reform.

h) *Good hygienic practices in food production/processing: reoriented*

Work on good hygienic practices in food production/processing will be reoriented to focus on guidance on management of food safety risks in specific sectors. General training in HACCP/GMP is reduced as there are many service providers for such generic training, for which FAO does not have comparative advantage. FAO has a comparative advantage in the development of specific guidance on the management of food safety risks in sectors of FAO technical strength (fisheries and livestock chains) and in the context of strengthening regulatory oversight of food production, which will continue on request. FAO also engages in questions of hygiene management that are closely linked with the interpretation and adaptation of Codex texts.

**PWB paragraph 60 - Climate, Biodiversity, Land and Water Department (CB)**

a) *Water infrastructure: reoriented*

Work involving upstream irrigation systems and large water capture, retention and conveyance structures such as dams will be de-emphasized. There are other agencies and entities with more comparative advantage on water infrastructures. FAO will continue supporting countries on works at the downstream end, including small water harvesting structures through sustainable soil management, and on-farm storage schemes, to help make agriculture more productive, and helping farmers, especially smallholders, with enhanced livelihoods and resilience.

The Land and Water Division (CBL) maintains expertise and provides support to countries in various areas of water resources and agriculture water management with a view to sustainable provision of water for food and nutrition, and preservation of the natural resource base. The downstream end covers the domain of production where water is made available to the agricultural sectors, including crop production, livestock, and aquaculture, with an eye on water resources in the context of forests, soils, land, and ecosystems.

In this approach, the following expertise and related work are included in FAO's land and water portfolio: water use-efficiency and productivity; water accounting and auditing; irrigation modernization; crop water requirements; groundwater governance and management; water-food-energy nexus (including solar irrigation portfolio); water quality; use of treated wastewater in agriculture; coping with water scarcity and drought; basin level water management and conservation; water harvesting; sustainable soil and land management.

#### **PWB paragraph 61 - Economic and Social Development Department (ES)**

##### a) *Methods, guidelines and analytical modelling: reoriented*

Development of methods, guidelines and analytical modelling to underpin the economic assessment and policy framework for climate smart agriculture, agricultural and food policy analysis (MAFAP), and resilience index measurement and analysis (RIMA) will be reduced and reoriented to focus on country-level support in these areas. Global guidelines for climate smart agriculture (CSA) are now sufficiently developed and focus will shift to operationalization and tailoring to specific contexts as part of country-level policy support. Future revisions of global guidelines will be based on country level experience. Integration of CSA guidelines with other policy support work (MAFAP, EXACT) will also be pursued through country-level applications.

##### b) *Nutrition education curriculum development and some food composition work, development of Minimum Dietary Diversity indicator, nutrient productivity concept development will be reoriented, and preparation of detailed technical guides in support of agroindustry development will be discontinued.*

*Curriculum* refers to the means and materials with which students will interact for the purpose of achieving identified educational outcomes. In the last few years, FAO developed nutrition education materials for primary and secondary school children. Building on the education material developed, FAO's emphasis in nutrition education is shifting to ensuring the application of such nutrition education materials in countries. This entails:

- Supporting countries on request to integrate food and nutrition education in their national school curricula through capacity development and guidelines.
- Developing innovative capacity development approaches to train future or current professionals in planning and implementing food and nutrition education (e.g. ENACT/ENAF) to better implement programmes and policies and improve their effectiveness.
- Improving the uptake and implementation of these capacity development approaches as well as supporting the inclusion of the trained professionals into activities and positions where their newly acquired skills are needed.

FAO therefore continues its work in nutrition education but is shifting the focus within that work toward country level impact. With the shift in focus, resources are used to build capacities at the country level. FAO has identified nutrition education as an important part of an integrated approach to School Food and Nutrition interventions.

For *food composition*, direct support to countries in updating food composition data will be de-emphasized, except through projects, and work will be reoriented to focus on global and regional food composition databases.

*Development of Minimum Dietary Diversity indicator methodology development has been completed and further activities will focus on refinement and application, and country-level uptake.*

##### c) *Decent rural employment: reoriented and strategic partnerships*

The planned development of knowledge generation products to mainstream decent rural employment (DRE) will be completed during the 2016-17 biennium. The DRE e-learning course was launched in January 2017, the [DRE Toolbox](#) and DRE Policy Database are now available on line, and the Child Labour e-learning course was launched in English in June 2016 and will be made available in French

and Spanish in 2017. Although the Policy Database will need regular updating and new countries will be added, the work will require less time and resources. Thus, the development work under this activity will not need to be pursued with the same intensity in 2018-19. Instead, the focus will shift to the dissemination of these knowledge products through networks of partners.

d) *Statistical work programme: streamlined and reoriented*

The *statistical work programme* will be streamlined and reoriented on the operational functions related to methodological development, as well as data acquisition, processing, validation, imputation and dissemination for the statistical domains currently covered, including for SDG indicators, and refocus statistical capacity development on tools for SDG indicators.

The reorientation is a consequence of the establishment of the Office of the Chief Statistician (OCS) and the separation of roles of the Statistics Division (ESS) and the OCS. ESS will de-emphasize the corporate coordination role on statistics as it is now the main role of the OCS and re-focus its work on the operational function of implementing the statistical programme of work assigned to ESS. This covers methodological and data generation activities for statistical domains currently covered, and support to the work on the SDG indicators for which FAO has custodianship. In terms of statistical development, ESS will re-focus its work mainly on developing tools for SDG indicators and transfer the knowledge and methodologies to countries.

e) *Work on some non-food commodities: discontinued and strategic partnerships.*

Work on some non-food commodities for which demand is low or there is another institution carrying out similar work will be discontinued or carried out through partnerships, as follows:

- Hides and Skins: Stop the work on hides and skins, which consists mainly of collection and dissemination of data, for which there is practically no demand.
- Cotton: Develop a partnership with the International Cotton Advisory Committee (ICAC) for the provision of statistics on cotton markets (production, utilization, trade, stocks and prices) and short-term market assessment and outlook. FAO will focus on the medium-term projections for the cotton chapter for the OECD-FAO Agricultural Outlook and on other analytical work as required.
- Citrus fruit: Stop the production of the 'Citrus Fruit Statistics' compendium because of low demand. Furthermore, data and statistics on citrus fruits can be obtained from FAOSTAT.

It should be noted that EST will continue to conduct market assessment and policy analysis work for non-food commodities for which there is demand or no other international institution is doing this type of work (e.g. tea, sugar, fibres, bananas and tropical fruits).

### **PWB paragraph 62 - Fisheries and Aquaculture Department (FI)**

a) *Global estimates of discards: discontinued*

The FAO calculates global estimates of fish discards approximately every 10 years, to assess the evolution of fisheries operations in this regards. Over the last two years FI has been conducting this exercise which is due for completion at the end of 2017. Additional work on this matter will therefore not be expected for another decade.

b) *UN Atlas development and FIGIS<sup>4</sup> platform in relation to spatial data: streamlined and strategic partnerships*

In line with corporate strategies FI is decreasing its direct involvement in IT development and strengthening its data management efforts. As a result, the FIGIS platform will be migrated to be part of the corporate IT portfolio, ensuring that its capacities, including geospatial applications, are preserved and maintained. Thus, FI is reducing investment in this area but not the results.

This evolution in IT responsibilities has also affected FI input to the UN Atlas, an activity that has lost momentum in favour of more targeted outputs based on strengthening partnerships. Work with internal

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<sup>4</sup> Fisheries Global Information System (FIGIS)

and external partners, including RFMOs, has allowed FI to develop stronger spatial products with lesser investment. For example, FI is strengthening partnerships in the iMarine/BlueBRIDGE context, where a new generation of the Global Tuna Atlas is being produced ([https://i-marine.d4science.org/web/fao\\_tunaatlas](https://i-marine.d4science.org/web/fao_tunaatlas)). This will provide data services to FAO and RFMOs, replacing the current FIGIS Tuna Atlas version (<http://www.fao.org/figis/geoserver/tunaatlas/>). Thus, FI is reducing investments but improving delivery through stronger partnerships.

c) *Aquaculture technologies: discontinued and reoriented*

While crucial to improving productivity and to reducing greenhouse gas emissions per unit production, development of aquaculture technology is now driven by the private sector. Aquaculture has been the fastest growing food production system in the world over the last four decades. This achievement has been made possible thanks to significant technological development in all areas: infrastructure, feed and feeding systems, genetic selection, etc. Further technological developments will continue to be crucial to improving productivity and to reducing greenhouse gas emissions per unit production. However, FI considers that such developments are already well established in the private sector, so that FI can target its capabilities more effectively to other aspects, such as support to countries with capacity for aquaculture investment.

d) *Development of global governance instruments: reoriented*

Work on development of global governance instruments will be reoriented to focus on implementation. After a period of strong emphasis on the development of new instruments, such as the Port State Measures Agreement and the Small Scale Fisheries Guidelines, FI is placing emphasis on implementation of such instruments as well as the Code of Conduct for Responsible Fisheries, primarily through voluntary contributions. This reorientation does not affect FI's engagement in global fora and processes (e.g. UNGA, CBD, CITES) which will continue unaffected. The ongoing work on Catch Documentation Schemes and on Gear marking will also continue until their completion (see e below).

e) *Catch documentation scheme guidelines development: discontinued and reoriented*

The development of guidelines for Catch Documentation Schemes has required significant investment of FI resources in 2016-17. The third consultation process was successfully concluded in April 2017, and the guidelines will be presented for adoption at the FAO Conference in July 2017 for use by countries.

f) *Publication of commodity updates in hard copy: discontinued*

Publication of commodity updates in hard copy will cease due to low interest, as the information is now also available from other sources. This area of de-emphasis refers specifically to the hard copy publication of the GLOBEFISH Commodity Updates, which will now cease. The information is now available electronically through the GLOBEFISH website, thus the provision to countries and interested parties will remain. There will be no change to FISHSTAT or the information provided therein.

g) *Work on certification as a benchmarking tool: discontinued and reoriented*

Certification as a benchmarking tool based on FAO instruments has been completed and will be reoriented. FI developed ecolabelling guidelines and a benchmarking framework to assess ecolabelling schemes. This work has been completed but member countries have made it clear they do not wish FI to be directly involved in evaluating such schemes. As a result FI is focussing on supporting GSSI in their development of benchmarking tools against which ecolabelling schemes are judged. FAO's presence as an observer in GSSI ensures, among other things, that guidelines are followed.

### **PWB paragraph 63 - Forestry Department (FO)**

a) *National Forest Programmes: reoriented*

Work on National Forest Programmes will be reduced and reoriented since, following FAO's support over the past decade, most countries now have a functioning National Forestry Programme in accordance with the principles of sovereignty and country leadership, partnership and participation,

and integration beyond the forest sector. The first two principles are generally well implemented and do not require further FAO support. The third principle remains comparatively weak and will continue to be strengthened through FAO's cross-sectoral work under SP2 and through the Forest and Farm Facility. In addition, FAO will continue to support forest governance and forest policy development and implementation at country level and globally.

b) *Work on edible insects: discontinued*

Work culminated in the publication of the widely used Forestry Paper 171 "Edible insects: future prospects for food and feed *security*". The future role of edible insects in food security and nutrition will be based mainly on insect farming, especially for animal feed (rather than collection from the wild, including forests), which is not in the forestry domain.

c) *Watershed management: reoriented*

Work will shift to the role of watershed management in disaster risk management, climate change adaptation, and strengthening of resilience as part of the Strategic Programmes. The shift of emphasis is related mainly to the prioritization of work on climate change. In watershed management, there is a need for increased support to disaster risk prevention and management in view of increasingly frequent extreme weather events. In addition climate change will require strengthening the resilience of watersheds (as ecosystems) and of the communities living in watersheds to the impacts of climate change.

d) *Soil and water conservation: streamlined and reoriented*

The Land and Water Division (CBL) in the Climate, Biodiversity, Land and Water Department leads FAO's work on soil and water conservation in all agricultural sectors, in close coordination with partner institutions and member countries. The technical work of the Forestry Department on soil and water conservation will shift to the areas highlighted under *c) watershed management* (see above). Much technical guidance is already available on soil and water conservations and further work will be carried out by CBL, which has the required expertise, to avoid duplication. In addition, other organizations are making available significant knowledge on soil and water conservation related to forestry, such as The World Overview of Conservation Approaches and Technologies (WOCAT).

e) *Forest tenure work: reoriented*

Following successful awareness raising initiatives on the VGGT and in particular on the value of the VGGT for addressing forest tenure issues, work will be reduced and focused on supporting countries that have expressed interest in using the VGGT to improve their forest tenure systems. Since the adoption of the VGGT in 2012, FAO's work on forest tenure has concentrated on promoting their implementation, mainly by contributing to awareness raising and capacity development activities. FAO will continue to support countries on improving forest tenure, however, emphasis in forest tenure work will be shifted to providing technical support to the implementation of the VGGT as they relate to forests, based on country demand.