
Annex XIV: Reviewed Results Frameworks

This Annex provides the Reviewed Results Frameworks as shown in Sections IV and IV.B of the main document, indicating changes since the MTP 2010-13 (C 2009/15) as strike-out for deleted text and underline for new text.

STRATEGIC OBJECTIVE A – SUSTAINABLE INTENSIFICATION OF CROP PRODUCTION

Issues and Challenges

Increasing crop productivity and quality, based on science-based sustainable practices, is critical to improved resource use efficiency, food security, rural development, and livelihoods. Of the global arable land, about 1.4 billion hectares are used for crop production and 2.5 billion hectares are used for pasture. Together, they provide most of the world's food, feed and fibre. While the world is projected to need twice as much food for 9.2 billion people in 2050 as it did in 2000, it must address the declining availability of land (land *per caput* will decrease from 4.3 hectares in 1961 to 1.5 hectares in 2050), lower crop productivity growth (annual growth rate of major cereals will decrease from 3 to 5 percent in 1980 to about 1 percent in 2050), stresses from climate change (higher intensity and incidence of droughts, floods and pests), and eroded ecosystem services. There is also a demand for increased variety, quality and safety of agricultural products, driven by urbanization and rising incomes.

Especially in light of current global issues such as population growth and climate change, providing an adequate supply of food of requisite quality will depend on more efficient and resilient production systems using good farming practices that make efficient use of the natural resources base, coupled with an enabling policy and institutional framework. Sustainable livelihood, food safety and value-chain approaches need to underpin the increase in productivity and diversification.

To address these challenges, the Strategic Objective promotes crop production intensification using the ecosystem approach, including technical and policy assistance in four key dimensions:

- a) Increasing **agricultural productivity** through improved use of resources to achieve higher yields while promoting the sustainability of the farming systems and progressing from subsistence farming to market-oriented agriculture, supported *inter alia* by conservation agriculture and integrated nutrient management.
- b) Enhancing sustainable **crop protection** through Integrated Pest Management (IPM), and through the implementation at national level of globally agreed instruments such as the International Plant Protection Convention and the Rotterdam Convention to minimise pest problems, misuse of pesticides, and environmental pollution.
- c) Managing **biodiversity and ecosystem services**, through identification and use of mechanisms for valuing agricultural biodiversity and ecosystem services, in addition to sound agronomic practices (crop, soil, nutrient and water efficient management); and
- d) Strengthening **livelihoods** using the benefits of increased productivity and diversification within the value chain, including through providing the conditions for access to good agricultural practices and knowledge, quality seeds, post-harvest and agro-processing technologies, food safety systems, markets and credit.

This framework also includes global and regional instruments, treaties, conventions and codes that embody international cooperation for enhancing and sustainably using natural resources, and reducing risks from, and improving management of transboundary threats to production, environment and human health in an increasingly globalising world.

Crop production intensification relies on an enabling policy and institutional environment, underpinned by capacity building, to be successful. This will require sub-sector analysis of crop agriculture, up-to-date sub-sector information and statistics to underpin the development process, information on the interaction between crops and the environment, on the impact of transboundary pests of crops, on the importance and impact of bioenergy crops, and on ecosystem services.

Assumptions and Risks

- Assumption that demand for food, feed and fibre will continue to grow at the predicted or higher rates, driven by population growth and income, and that countries are committed to developing policies in favour of sustainable intensification of crop production.
- Assumption that climate change will continue to impact crop production, calling for appropriate adaptation and mitigation strategies, technologies and policies.
- Assumption that countries, in partnership with relevant stakeholders, will invest in the development and adoption of technologies and policies for crop production intensification using the ecosystem approach, leading to expansion of choices and diversity of production systems that farmers can use to improve income and health.
- Assumption that national governments, regional organizations and the international community will put in place the technical, institutional, policy and legal measures necessary for the crop sector to effectively, safely and equitably deliver on set national objectives, that FAO is accorded the means to assist them in this effort, and that countries will be in a position to implement internationally negotiated standards and agreements.
- Risk that increasingly volatile energy and input markets will disrupt farming and, through the growing price linkages between inputs and energy commodities, reduce profitability in the absence of suitable response options.
- Risk that political and economic events in vulnerable countries may seriously slow down the transfer and uptake of innovations.
- Risk that the costs and availability of water becomes a major constraint to crop intensification.
- Risk that some countries will not have adequate capacity to collect, verify, analyse, disseminate and exchange information and data, utilising international standards, to effectively facilitate decision-making.

Application of Core Functions to Strategic Objective A								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Inter-disciplinary approach	H - Partnerships, alliances
A1	X	X	X	X	X	X	X	X
A2	X	X	X	X	X	X	X	X
A3	X	X	X	X	X	X	X	X
A4	X	X	X	X	X	X	X	X

Organizational Result A1 - Policies and strategies on sustainable crop production intensification and diversification at national and regional levels

Lead Unit: AGP

Indicator	Baseline	Target (4-years end-2013)	Target (2-years end-2011)
A1.1 New or enhanced national or regional policies, strategies or programmes on food security , sustainable crop	To be determined for sustainable crop production intensification and on crop diversification	10 countries with policies or strategies on sustainable crop production intensification	3 countries with policies/strategies/programmes on sustainable crop production

Indicator	Baseline	Target (<u>4-yearend-2013</u>)	Target (<u>2-yearend-2011</u>)
production intensification or diversification, including responses to climate change	16 national Food Security programmes 4 regional Food Security programmes	33 national Food Security programmes 8 regional Food Security programmes 8 countries with policies, strategies or programmes on crop diversification	intensification 27 national Food Security programmes 6 regional Food Security programmes 2 countries with policies, strategies or programmes on crop diversification
A1.2 Intergovernmental fora, including Committee on Agriculture (COAG) and Commission on Sustainable Development (CSD), provide guidance for the sustainable intensification of crop production	COAG and CSD	COAG and CSD	COAG and CSD
A1.3 Number of countries with policies, programmes, strategies or projects to test, document and adopt practices that manage agricultural biodiversity and ecosystem services and preserve biodiversity; including through the application of the concept payments for environmental services in agricultural production landscapes.	3	8	54

Primary Tools for achievement of the Organizational Result

1. Technical advice to policy makers that promotes the integration of sustainable crop production in a wider food security and nutrition perspective.
2. Framework for sustainable crop production intensification through the ecosystem approach that includes guiding principles, checklists and case studies for use in developing policies, programmes and projects.
3. Guidance documents and technical assistance on assessing the economic, social and environmental sustainability of crop production intensification.
4. Capacity building, training, information dissemination and awareness creation, through guidelines, manuals and methodologies.
5. Strategies for crop diversification and production, including introduction of new and adapted technologies (e.g. for horticultural crops, urban and peri-urban agriculture, forage, etc.).
6. Improved use of existing information and intergovernmental platforms, fora, networking and knowledge management tools.

7. Baseline measurements and monitoring of rangelands and grassland to enhance food security and promote climate resilient development.
8. Farming systems analysis, guidelines and project support on linking farmers to markets.
9. Nuclear strategies in food and agriculture.

~~10. Technical advice related to payments of environmental services in selected agricultural landscapes.~~

~~11.~~ 10. Production and utilization of timely and reliable information and statistics related to crop production.

Organizational Result A2 - Risks from outbreaks of transboundary plant pests and diseases are sustainably reduced at national, regional and global levels

Lead Unit: AGP

Indicator	Baseline	Target (4 years end- 2013)	Target (2 years end- 2011)
A2.1 Adoption by the Commission on Phytosanitary Measures (CPM) of new or revised International Standards for Phytosanitary Measures (ISPMs), supplements, annexes, phytosanitary treatments and diagnostic protocols and appropriate implementation of international standards by developing countries	45 international standards 55 developing countries appropriately implement international standards	57 international standards Standards implemented appropriately in 65 developing countries	51 international standards Standards implemented appropriately in 60 developing countries
A2.2 Percentage of desert locust affected countries and those affected by major non-locust transboundary plant pests receiving forecasts and other information including control strategies	100% of locust-affected countries and 10% of those affected by major non-locust transboundary plant pests	100% of locust-affected countries and 60% of those affected by major non-locust transboundary plant pests	100% of locust-affected countries and 30% of those affected by major non-locust transboundary plant pests
A2.3 Number of national contingency plans developed for specific pest and disease threats other than desert locust, including weeds and woody plants	0	12	2
A2.4 Number of countries applying preventive locust control systems or area-wide integrated application of the Sterile Insect	Number of 9 countries to be determined for locusts 12 countries use the SIT nuclear	24 countries for locusts 15 countries using the SIT nuclear applications	12 countries for locusts 13 countries using the SIT nuclear applications

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
Technique <u>and other nuclear applications.</u>	<u>applications</u> to control fruit flies and moths		

Primary Tools for achievement of the Organizational Result

1. Delivery of agreed Secretariat functions to support implementation of the International Plant Protection Convention (IPPC) and the Regional Commissions for the Control of Desert Locusts.
2. Technical advice and guidance to policy makers that promote the integration of plant protection into sustainable crop production in a wider food security perspective.
3. Framework for sustainable plant protection programmes through the implementation of the IPPC and the use of international standards.
4. Capacity building, information dissemination and awareness creation, through guidelines, manuals and methodologies.
5. Providing, and making better use of, a neutral forum and information exchange, including as a key element of the global phytosanitary system of governance for trade.
6. Baseline measurements of national capacity building needs and the development of an international framework to facilitate the implementation of ISPMs.
7. Collaboration on contingency planning and early warning for transboundary pests and diseases especially through EMPRES and IPPC frameworks.
8. ~~Nuclear strategies~~ Development and transfer of nuclear techniques to develop tools that allow for contribute to the management of plant pests and diseases as part of an integrated approach.
9. Livelihood vulnerability measures through vulnerability data from various sources such as FAO Global Information and Early Warning System on Food and Agriculture (GIEWS), WFP Vulnerability Analysis and Mapping (VAM), USAID Famine Early Warning System (FEWS) and Food Insecurity and Vulnerability Information and Mapping System (FIVIMS) for affected countries.
10. Mechanisms to ensure effective collaboration and risk communication, inter-agency collaboration and coordination among countries and regions on prevention and control of transboundary pests and diseases.
11. Operational instruments, tools and resources in key administrative support areas of finance, procurement and logistics, and human resource management to deliver emergency operations efficiently.
12. Production and utilization of timely and reliable information and statistics related to crop production and pests and diseases.

Organizational Result A3 - Risks from pesticides are sustainably reduced at national, regional and global levels

Lead Unit: AGP

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
A3.1 Number of countries having adopted measures to improve the life cycle management of pesticides aimed at reducing risks to human health and the environment	10	30	20

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
A3.2 Countries improving regulatory control of the distribution and use of pesticides in accordance with international codes and conventions	10	30	20
A3.3 Countries establishing or expanding Integrated Pest Management programmes to reduce reliance on pesticides	20	60	40
A3.4 Number of countries that join the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade or take measures for its implementation	128 contracting Parties in 2009. Many contracting Parties that are developing countries have yet to take measures to implement the Rotterdam Convention	140 countries have joined the Rotterdam Convention 20 developing countries have taken measures to implement the Rotterdam Convention	<i>134 countries have joined the Rotterdam Convention 10 developing countries have taken measures to implement the Rotterdam Convention</i>

Primary Tools for achievement of the Organizational Result

1. Delivery of agreed Secretariat functions to support implementation of the Rotterdam Convention and the FAO/WHO Joint Meetings on Pesticide Residues in Food (JMPR), Pesticide Specifications (JMPS) and Pesticide Management (JMPPM).
2. Technical guidelines for the implementation of the Code of Conduct and for dealing with pest and pesticide management under emergency situations.
3. Special initiative developed and operational to reduce the use of highly hazardous pesticides in countries.
4. IPM Programmes established or strengthened to reduce reliance on pesticides.
5. Practical guidance available on monitoring pesticides in the environment and their effect on human health to guide policy and action.
6. Capacity building, training, information dissemination and awareness creation through guidelines, manuals and methodologies.
7. Establishment of an improved pesticide management system and triangulation of pesticides in emergencies.
8. Programmes and projects to assist countries in the quantification, risk reduction, elimination and prevention of obsolete pesticide stocks and acute contamination from pesticides.
9. Strategies, technical advice and policy guidance to countries on integrated approaches to pest and pesticide management in line with the International Code of Conduct on the Distribution and Use of Pesticides, the Rotterdam Convention and other international instruments.
10. Programmes and projects to build capacity at regional, national and farming community level promoting an integrated approach to pest and pesticide management.

11. Regional collaboration and harmonization of approaches, including South-South Cooperation in the implementation of international instruments and standards, as well as better use of existing information, intergovernmental platforms, fora, and knowledge management tools.
12. Production and utilization of timely and reliable information and statistics on pesticides.

Organizational Result A4 - Effective policies and enabled capacities for a better management of plant genetic resources for food and agriculture (PGRFA) including seed systems at the national and regional levels

Lead Unit: AGP

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
A4.1 Number of countries joining the International Treaty on Plant Genetic Resources for Food and Agriculture (IT-PGRFA), or adopted national regulations for its implementation	121 Contracting Parties (2009) Most Contracting Parties do not have national regulations in place for implementation of the IT-PGRFA	130 countries have joined the IT-PGRFA 10 countries adopted national regulations/policies	<i>125 countries have joined the IT-PGRFA 5 countries adopted national regulations/policies</i>
A4.2 Number of countries that have developed national PGRFA strategies/policies and national information sharing mechanisms (NISM) to reinforce the links among conservation, plant breeding and seed systems, in conformity with the Global Plan of Action for the Conservation and Sustainable Utilisation of Plant Genetic Resources for Food and Agriculture (GPA-PGRFA)	10 developing countries 55 National Information Sharing Mechanisms (NISM) for monitoring implementation of GPA-PGRFA	17 developing countries 73 countries update NISMs for monitoring GPA implementation	<i>12 developing countries 64 countries update NISMs for monitoring GPA implementation</i>
A4.3 Number of countries that have technical capacities and information on conservation, plant breeding, seed systems, biotechnology-biosafety and nuclear techniques, and number of subregions that have harmonised and endorsed seed-related regulatory frameworks	To be determined for countries <u>0 countries</u> 1 subregion	10 countries 3 subregions	<i>5 countries 2 subregion</i>
A4.4 Number of countries that have programmes at community level for management of PGRFA and seed production on-	0 <u>0</u>	10 countries 7 countries apply Disaster Risk Management tools	<i>5 countries 3 countries apply Disaster Risk Management tools</i>

Indicator	Baseline	Target (4 years end-2013)	Target (2-years end-2011)
farm, including through Disaster Risk Management (DRM) tools to respond to environmental climate change and related risks and challenges			

Primary Tools for achievement of the Organizational Result

1. Delivery of agreed Secretariat functions to support the implementation of the IT-PGRFA including preparation and delivery of guidance and support to the achievement of the work programme adopted by the governing body.
2. Policy advice and technical assistance to the current and updated GPA-PGRFA through the Working Group on PGRFA of the Commission of Genetic Resources for Food and Agriculture (CGRFA); facilitate implementation and monitoring of the GPA-PGRFA, including as it relates to relevant international instruments.
3. Technical support to the development and implementation of integrated programmes on conservation and sustainable use, including seed systems, at regional and national levels.
4. Generation, management and dissemination of knowledge, data, tools, technologies for national and regional capacity building in conservation, plant breeding, seed systems development and related inter-disciplinary areas.
5. Technical assistance and guidance to communities, smallholders and farmers to sustainably manage crop diversity and seed systems.
6. Strengthen partnerships and alliances with relevant organizations to ensure informed decision-making and implementation of best practices for PGRFA management for sustainable crop production.

STRATEGIC OBJECTIVE B – INCREASED SUSTAINABLE LIVESTOCK PRODUCTION

Issues and Challenges

The livestock sector currently provides 43 percent of global agricultural output in value terms. The anticipated continued expansion of the demand for animal products will require substantial improvements in resource use efficiencies, accelerated development and adoption of appropriate technologies.

The global livestock sector is characterised by a growing dichotomy between (i) livestock kept by large numbers of smallholders and pastoralists, and (ii) intensive large-scale commercial livestock production. While traditional livestock systems contribute to the livelihoods of 70 percent of the world's rural poor, increasing numbers of large-scale operations with sophisticated technology, based on internationally-sourced feed and animal genetics, cater for the rapidly growing markets for meat, milk and eggs, and midsize family farms risk to be squeezed out of expanding formal markets.

Animal disease emergence and spread, including pathogens that spill over from animals to humans (zoonoses), are very closely linked to changes in production environments and to increased interactions among livestock and wildlife with animal agriculture expanding into natural habitats.

A serious consequence of the spread of large-scale production and of the pressures on traditional small-scale livestock keeping is the loss of animal genetic diversity. Latest figures show that 20 percent of documented breeds are at risk of extinction.

Livestock occupy one-fourth of the global terrestrial surface as grazing land, and the sector which claims one-third of global crop land for feed grain production, contributes to, but is also affected by grain price trends. As competition for land grows, costs of animal feed, water, energy and labour are increasing, and extensive pasture-based livestock production is being affected by climate change and socio-economic pressures.

The vigorous growth of the livestock sector, its increasing importance for food security and human nutrition and health, and its recent rapid structural changes require careful governance by the international community. Considering the very substantial positive and negative impacts of the sector on social, environmental and public health targets, comprehensive information on the livestock sector in the context of overall agricultural and rural development is considered crucial for sector guidance.

There are viable opportunities to alleviate many of the risks associated with the expanding livestock sector and to develop its full potential. Increased productivity will enable more efficient use of scarce inputs and natural resources. Advances in animal breeding, nutrition and husbandry, and in the prevention and control of animal diseases will increase productivity and improve animal welfare while reducing the risk of the emergence of zoonotic diseases. This will require generation and adoption of new technologies, as well as institutional development, including improved intersectoral collaboration (e.g. ~~One World~~—One Health concept) supported by an enabling policy and regulatory environment.

Increased sustainable livestock production is also dependent on up-to-date and reliable information and statistics to underpin the development process and to ensure that it is supported by relevant and appropriate policies.

Assumptions and Risks

- Assumption that the demand for substantially more good quality and safe animal products (which are increasingly processed) will continue to be vigorous. The role of the livestock sector in global food security will thus increase, and innovative public-private partnerships will encourage investments in livestock-related research and extension for development and in national and regional capacity and institution building.

- Assumption that for the foreseeable future, livestock will remain important, and particularly in pastoral areas often the sole livelihood support for large numbers of people.
- Assumption that national governments, (sub)regional organizations and the international community will establish the technical, institutional, policy and legal measures necessary for the livestock sector to effectively, safely and equitably deliver on its objectives and that FAO is accorded the mandate of designing ~~and negotiating~~ such measures and facilitating related negotiations.
- Assumption that countries will have adequate capacity to collect, verify, analyse, disseminate and exchange information and data, utilising international standards, to effectively facilitate decision-making.
- Risk that, in the absence of comprehensive effective oversight, improved inter-sectoral collaboration and careful governance, vigorous livestock sector growth will cause harm to society (e.g. marginalization of smallholders), to public health (e.g. (re)-emerging zoonotic diseases) and to natural resources, environment and climate (e.g. livestock genetic diversity erosion, pollution, greenhouse gas emissions, encroachment on natural habitats).
- Risk that an increasingly volatile grain and energy sector will disrupt livestock farming and, through the growing price linkages between grain and energy commodities, reduce livestock sector profitability in the absence of suitable response options.
- Risk that climate change will threaten grassland-based livestock production systems and thus the livelihoods of a large number of vulnerable households.
- Risk that investments in research for development will fall short of generating the technologies required to respond to the challenges of a rapidly changing sector.

Application of Core Functions to Strategic Objective A								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G – Inter-disciplinary approach	H - Partnerships, alliances
B1	X	X		X	X	X	X	X
B2	X	X	X	X	X	X	X	X
B3	X	X	X	X	X	X	X	X
B4	X	X	X	X	X	X	X	X

Organizational Result B1 – The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development

Lead Unit: AGA

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
B1.1 Number of countries implementing FAO-advised measures to enhance the efficiency and productivity of their livestock sector	To be determined 30	50	35

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
B1.2 Number of national natural disasters and regional programmes for food security man-emergencies assisted with functioning livestock components related responses.	15 national, 4 regional N/A	33 national and 8 regional programmes 30	20 national and 6 regional programmes 15

Primary Tools for achievement of the Organizational Result

Livestock sector ~~statistics, information assessment and knowledge analysis~~ that inform and influence ~~decision makers in both the public and private sectors.~~

- ~~1. Livestock sector analysis, policy and strategic advice, and decision support tools that enable the sector to contribute to economic development, poverty alleviation and improved human nutrition and health, including through enhanced access by assistance, public-private sector partnerships and investment decisions affecting the livestock producers to expanding and increasingly sophisticated local, regional and international markets sector.~~

~~Legislative advice that supports the livestock sector in ensuring its equitable and effective development.~~

- ~~2. Guidance and capacity building (guidelines, manuals, methodologies, technical information and reviews, issues and option papers) covering aspects of animal husbandry (nutrition, feeds, animal breeding, husbandry, processing/value adding, animal welfare, animal identification, regulation of the livestock sector, good management practices for responsible intensification and increased efficiency of livestock production (spanning crop livestock / pasture / aquaculture / agroforestry systems).~~

~~Livestock components within the national and regional programmes on food security (NPFS/RPFS) with focus on increased productivity, improved incomes and nutritional benefits encourage innovation, mitigate against adverse environmental changes and increase the sector's contribution to livelihoods and food security.~~

- ~~3. Guidance and capacity building (guidelines, manuals, information and reviews) covering the handling, marketing, regulation and processing of animal products to increase efficiency within the off-farm value chains, to reduce losses and provide safer products.~~

- ~~4. Relief and rehabilitation response to natural disasters and man-made emergencies which have an impact on the vulnerable livestock sector keepers.~~

- ~~1. Investment facilitation for livestock sector development, as guided by sub-sector policies and strategies, including through enhanced public-private partnerships for strengthening livestock services and through formal partnerships among important stakeholders.~~

- ~~13. Capacity building (technical, statistics, policy, legal and institutional) to enhance the livestock sector's contribution to economic development, poverty alleviation and better quality diets.~~

Organizational Result B2 - Reduced animal disease and associated human health risks

Lead Unit: AGA

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
B2.1 Number of the most significant animal and zoonotic, food- and vector-borne diseases covered by the FAO/OIE/WHO Global	12	All significant terrestrial and aquatic animal and zoonotic diseases (as identified / updated by GLEWS and derived from	Most terrestrial and aquatic animal and zoonotic diseases (as identified/ updated by GLEWS and derived from criteria set-up in the

Indicator	Baseline	Target (4-years <u>end-2013</u>)	Target (2-years <u>end-2011</u>)
Early Warning System (GLEWS) platform on animal / zoonotic diseases (domestic terrestrial and aquatic animals, wildlife)		criteria set-up in the Terrestrial and Aquatic Animal Health Codes and the International Health Regulations (IHR 2005)	<i>Terrestrial and Aquatic Animal Health Codes and the International Health Regulations (IHR 2005)</i>
B2.2 Number of developing and transition countries implementing national / regional action, facilitated and supported by FAO for prevention and control of priority animal / zoonotic diseases (domestic terrestrial and aquatic animals, wildlife)	30	10074	7550
B2.3 Number of developing and transition countries implementing / investing in a regulatory framework for animal health system governance that emphasises disease prevention and control capabilities and incorporates public-private partnerships and inter-sectoral collaboration requirements (One World – One Health orientated)	20	60	40

Primary Tools for achievement of the Organizational Result

- ~~1. Analysis of national animal health systems, including product inspection and hygiene, for guiding design, negotiation and implementation of comprehensive animal health and veterinary public health (zoonotic / food-borne diseases at the production stage) policy, legislation and investment opportunities.~~
- ~~2.1. Timely information, surveillance, disease intelligence, forecasting, and early warning tracing and detection of animal and zoonotic disease threats through the EMPRES-i information database to provide data and analysis to the FAO/OIE/WHO Global Early Warning and Response System (GLEWS) on animal / zoonotic, food and vector-borne diseases (domestic terrestrial and aquatic animals, wildlife).~~
- ~~3.2. Methods and tools (guidelines, manuals and databases), strategies, policies, instruments, policies, and decision support for the recognition, detection, prevention, control and elimination of main animal, zoonotic, food-borne and vector-borne diseases and for risk communication at national, regional and international levels, and (includes CMC-Animal Health and ECTAD in response to animal health crises (e.g. CMC-FC/ECTAD); mainstream disease emergency events); mainstreaming multidisciplinary approaches to disease management (including contribution to One World – One Health concept (approach, i.e. domestic animal, wildlife, human and ecosystem health).~~

- ~~• Regional and subregional mechanisms for collaboration among countries and sectors on contingency planning, prevention and control~~ Analysis of transboundary animal and zoonotic diseases, based on the EMPRES platform and the FAO OIE GF TADs Initiative.
- ~~4. Public-private partnerships, legal instruments and investment strategies for strengthening national animal health systems, including private practitioners/service providers and community animal health workers where indicated.~~
- ~~5.~~ 3. Support of, and support to national and regional (country cluster approach) capacity building at technical, institutional, policy and regulatory levels on early warning, detection, prevention, preparedness, risk communication, inter-agency collaboration, coordination and control of animal and zoonotic and food-borne diseases at the production stage, level and in marketing food chains, specialist networking (including reference centres) and partnership arrangements.

Organizational Result B3 - Better management of natural resources, including animal genetic resources, in livestock production

Lead Unit: AGA

Indicator	Baseline	Target (4 years end- <u>2013</u>)	Target (2 years end- <u>2011</u>)
B3.1 Number of countries implementing actions to mitigate the impact of livestock on environment and climate change	5	15 <u>22</u>	10
B3.2 International agreements in which FAO's role in animal genetic resources and livestock-environment issues is recognised	None	CBD/UNFCCC post-Kyoto	<i>CBD/UNFCCC recognizing FAO's normative role and responsibility in GRFA / post-Kyoto negotiations on agriculture, including livestock</i>
B3.3 Number of developing and transition countries implementing national strategies and action plans (based on Global Plan of Action) for the improved management and conservation of animal genetic resources	1 <u>9</u>	20 <u>40</u>	10

Primary Tools for achievement of the Organizational Result

1. Information Databases and knowledge management on: analytical frameworks for the assessment of livestock-environment interactions; impacts of, including climate change on livestock, wildlife, biodiversity, habitat use, water resources and nutrient fluxes, and the screening of related technology, institutional, regulatory and policy options for reducing the environmental impacts of the livestock sector (including excessive grazing pressure, waste and greenhouse gas emissions, water pollution, forest conversion, land, ecosystem and biodiversity degradation); national, strengthening positive externalities and regional capacity building at technical, institutional adapting to climate change.

1. ~~Policies, guidance and policy levels on the livestock-environment interface, vulnerability, mitigation and adaptation strategies.~~
2. ~~Policies and strategies for, including payment for environmental services for improving natural resource use efficiency in livestock production, enabling the livestock sector adjustment to changing environmental conditions; programmes for adaptation to, and mitigation of, the impacts of environmental impacts and climate change, including assessment of aquaculture habitat degradation affecting fish[†] production.~~
3. ~~Investment in livestock-mediated natural resources stewardship with particular attention to industrial systems and extensive, grassland-based systems, including payment for environmental services and focusing on public-private partnerships.~~
4. ~~Technical and scientific information for underpinning incorporation of livestock sector considerations in international environmental fora (conventions, treaties and agreements).~~
5. ~~Guidance (guidelines, manuals, methodologies and good management practices, capacity building for extension and advisory services) for improving natural resource use efficiency in livestock production, including use of integrated land/water management (crop-livestock/pasture/aquaculture/agroforestry).~~
- 6.3. Support to countries in the implementation of the Global Plan of Action on Animal Genetic Resources² (~~GPA-AnGR~~) through: information and knowledge management, development of tools and guidelines ~~on characterization, monitoring and inventory, sustainable use and conservation~~, maintenance of a Clearing House Mechanism (Domestic Animal Diversity Information System DAD-IS), advocacy and capacity-building; leading the ~~development and implementation of a funding mechanism~~ the Funding Strategy; and assistance to countries in institutional, policy and legal development.
- 7.4. Advice on AnGR-related issues to the Commission on Genetic Resources for Food and Agriculture (CGRFA) including through the Intergovernmental Technical Working Group on Animal Genetic Resources for Food and Agriculture (ITWG-AnGR).

Organizational Result B4 – Policy and practice for guiding the livestock sector are based on timely and reliable information

Lead Unit: AGA

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
B4.1 Status of <u>COAG</u> negotiation of a Voluntary Guidelines for livestock sector guidance or Code of Conduct for a Responsible Livestock Sector	No negotiations	COAG report on negotiations (subject to positive COAG decision)	<i>COAG decision whether to negotiate Voluntary Guidelines or Code of Conduct</i>
B4.2 World Livestock – flagship publication	None World Livestock 2011	World Livestock (publication 2013)	<i>World Livestock (publication 20112013)</i>

Primary Tools for achievement of the Organizational Result

1. Assembling information and supporting analysis on suggested COAG-led design and negotiation of livestock sector-relevant framework agreement (e.g. Voluntary Guidelines for livestock sector guidance / Code of Conduct for a Responsible Livestock Sector), in synergy and harmony with relevant international agreements and instruments; and advised by technical

[†] insofar as integrated livestock-fish production is concerned

² †Terrestrial animal species only (excluding aquatic animals)

~~consultation(s)~~consultations with a wide range of stakeholders along the livestock value chain.

2. Supporting analysis for a flagship publication (“World Livestock 20xx”, first edition in 2011) to enable continuous information / guidance of the Livestock Sector.
3. Developing and maintaining comprehensive livestock sector information platform- to inform and influence decision-makers in both the public and private sectors, including livestock sector statistics

STRATEGIC OBJECTIVE C - SUSTAINABLE MANAGEMENT AND USE OF FISHERIES AND AQUACULTURE RESOURCES

Issues and Challenges

The fisheries and aquaculture sector plays ~~an important~~ a critical role in human nutrition, the fight against hunger, food insecurity and poverty and more generally in economic development. The demand for fish and fish products will continue to grow. Meeting this growing demand will require recovery, where necessary, and stabilization of existing supplies, coupled with increasing development of sustainable aquaculture Effective management and conservation of fisheries and aquaculture resources, and ensuring the conservation of aquatic biodiversity and the health and productivity of ecosystems supporting fishery resources and fish production, ~~is~~ are essential to that end and are called for by the Code of Conduct for Responsible Fisheries (CCRF).

The current state of world capture fisheries is far from optimal as reported in the *State of World of Fisheries and Aquaculture* (SOFIA) released in ~~March 2009. Moreover~~ January 2011. The 2010 report on progress towards achieving the Millennium Development Goals concluded that while some progress has been made, improvements in the lives of the poor have been unacceptably slow and that some of the progress that had been achieved is being lost through the climate, food and economic crises³. There continues thus to be an urgent need for the promotion of good governance, practices and regulatory action in relation to fisheries and aquaculture at global, regional and national levels, particularly those based on the principles and standards contained in the CCRF and related instruments. Relevant institutions must be strengthened to achieve good fisheries governance and other stakeholders in the sector need to be joined as partners to achieve this goal.

~~In the case of capture fisheries~~, the problems of fleet overcapacity and illegal, unreported and unregulated (IUU) fishing continue to challenge the international community ~~as it seeks lasting solutions~~. Inland resources and ecosystems are particularly prone to adverse impacts from a variety of human activities.

There is limited potential for growth of global catches of wild fish stocks and it is expected that aquaculture will contribute to fill the gap in meeting the increasing demand for fish and fish products. Aquaculture currently provides about half of the fish used for human consumption. Sustainable development of the sector faces two challenges: the urgent need for appropriate technologies and avenues to increase aquaculture production in many developing countries; and the broad demand for improving resource use efficiency and management and protection of the environment.

An important issue is the co-existence, in relation to both capture fisheries and aquaculture, of ~~a~~ a large-scale, industrial sub-~~sector~~ sectors and ~~a~~ a small-scale sub-~~sector~~ sectors. The latter ~~employ~~ employ more than 90 percent of all people who work in fisheries and aquaculture, communities for which artisanal fishing or small-scale aquaculture represents a major contribution to food security and livelihoods. Integrated policies and improved management tools are necessary to address the specific needs of both sub-sectors.

~~There will continue to be a considerable need for the promotion of good governance, practices and regulatory action in relation to fisheries and aquaculture at global, regional and national levels, particularly those based on the principles and standards contained in the CCRF and related instruments. Relevant institutions must be strengthened to achieve good fisheries governance.~~

A multi-pronged approach is required to enable FAO Members and regional fishery bodies (RFBs) to take the action ~~actions~~ necessary to facilitate enhanced responsibility and ~~meeting to meet~~ international obligations, especially when implementing international instruments that seek to improve

³ From “The Millennium Development Goals Report” 2010. Available at: http://unstats.un.org/unsd/mdg/Resources/Static/Products/Progress2010/MDG_Report_2010_En.pdf

fisheries governance. In addition, they will need well-trained staff and adequate financial resources. Assistance and capacity building in these fields are essential.

There are major challenges facing the improvement of information and data on the status and trends of fisheries and aquaculture for use as a sound basis for policy-making, management and sectoral planning. In particular, artisanal fishing and small-scale aquaculture are often under-represented, or sometimes even totally neglected in official statistics, which can lead to a failure to give them appropriate recognition in multi-sectoral policy decisions and actions. Inland fisheries as a whole are also a serious problem in this regard. The Committee on Fisheries (COFI) has adopted complementary Strategies for capture fisheries and for aquaculture to address these challenges. Active implementation of the Strategies is now needed at global, regional and national levels. This will require a major focus on capacity building and partnership partnerships with emphasis on the integration of information and data utilizing common standards.

Other challenges are emerging which continue to require attention include: the impacted need for adaptation to the impacts and mitigation of climate change, including the increasing frequency of natural disasters; and the consequent need for adequate response to emergencies and improvement of disaster preparedness; other environmental threats and concerns; the impacts of rising fish prices, input costs in both the fisheries and the aquaculture sectors, including fuel price volatility, the need to reduce fuel dependency and consumption and production inputs costs fuel dependency; the emergence of animal diseases in aquaculture to achieve increased efficiency; the increasing influence of the retail sector and use of market instruments and certification to promote sustainability and responsible trade; the general deterioration of aquatic ecosystems through multi-sectoral human impacts, both in the marine environment and in inland waters; the need for increased attention to be paid to environmental threats role of biodiversity in ensuring resilience and concerns productivity of ecosystems; animal diseases in aquaculture; and the need for adequate responses to emergencies vulnerability of all those dependent on fisheries and aquaculture and are therefore impacted by all of these challenges, especially small-scale fishing communities and aquaculture farmers.

Assumptions and Risks

- Assumption that all States give high priority to the implementation of the Code of Conduct for Responsible Fisheries (CCRF).
- Assumption that countries are committed, demonstrate the political will and have the will and capacity, or the will to develop that capacity, to improve governance and management in the fisheries and aquaculture sectors through strengthened regulatory and institutional frameworks at the national, regional and global levels.
- Assumption that there is adequate capacity in national fisheries and aquaculture administrations and regional fishery bodies (RFBs) for effective management, including an appropriate representation of the interests of the fisheries and aquaculture sector in national and regional planning.
- Assumption that trade in fish and fish products will generate benefits (income and employment) from the point of capture/production to the final consumer.
- Assumption that adequate capacity is available to collect, verify, analyse, disseminate and exchange information and data, utilizing international standards is available and, codes and guidelines, and that this information and data are used for decision-making by countries individually or collectively through the national, regional and global mechanisms.
- Assumption that, within FAO, timely, strong and coordinated collaboration with decentralized offices, FAORs and the Technical Cooperation Department will be achieved, leading inter alia to well designed and implemented projects
- Assumption that Regular Programme funding for the biennium 2012-2013 will be unchanged from the 2010-2011 level and more extra-budgetary funding will be needed and available to meet an increased number of requests for FAO intervention from governments.
- Assumption that synergies with other ongoing programmes in and outside of FAO and between FAO and partners outside FAO are developed, maintained and strengthened

- Risk that overfishing, overcapacity and IUU fishing will ~~persist, and not be sufficiently reduced or~~ even worsen, if the necessary regulatory and institutional measures are not maintained or not adopted and implemented.
- ~~+~~• Risk of widespread difficulties to attract and retain qualified staff in fisheries and aquaculture administrations, particularly in developing countries.
- ~~Risk that a lack of adequate capacity and non-adherence to standards could lead to inadequate information and jeopardize effective decision-making.~~
- ~~Risk that governments and RFMOs are not sufficiently prepared or are otherwise unable to respond to the impacts of climate change in the future~~
- Risk that aquaculture sector growth may be hampered by e.g. the environmental impact of aquaculture development; conflicts between resource users; prevalence of diseases; and the increased dependence on wild fish for use as seed and feed.
- ~~Risk that a lack of adequate capacity and non-adherence to standards could lead to inadequate information and jeopardize effective decision-making.~~

Application of Core Functions to Strategic Objective C

Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G – Inter-disciplinary approach	H - Partnerships, alliances
C1	X	X	X	X	X	X	X	X
C2			X	X	X			
C3	X	X	X	X	X	X	X	X
C4	X	X	X	X	X	X	X	X
C5		X	X	X	X	X	X	X
C6		X	X	X	X	X		X

Organizational Result C1 - Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues

Lead Unit: FI

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
C1.1 Number of countries and RFBs that have developed at least one component of an appropriate policy and/or regulatory framework for the implementation of the CCRF and related instruments, including the formulation, adoption or implementation of policies, plans of action, laws and regulations and bilateral and regional agreements with specific attention to small-scale fisheries, overcapacity and IUU fishing	To be determined	10 additional countries 6 additional RFBs	5 additional countries 3 additional RFBs

Indicator	Baseline	Target (4-years end-2013)	Target (2-years end-2011)
C1.2 Number of international fisheries instruments (including international guidelines and legally binding instruments) that have been adopted under the auspices of FAO	To be determined	3 <u>additional</u> instruments	3 <u>additional</u> Chair's drafts
C1.3 Number of countries and RFBs whose <u>statistical collection monitoring and reporting systems ensure annual reporting at a species statistics on fishery and aquaculture sectors have demonstrated improvement either in their coverage, level of detail, accuracy or comparability.</u>	To be determined	10 <u>additional</u> countries 6 <u>additional</u> RFBs	5 <u>additional</u> countries 3 <u>additional</u> RFBs

Primary Tools for achievement of the Organizational Result

1. Regular reporting on the status of implementation of the CCRF and related instruments.
2. Advice on establishing and integrating policy and legal frameworks, balancing development objectives with conservation needs and giving special attention to small-scale fisheries and aquaculture.
3. Providing platforms, such as COFI, for international debate, and strengthening their contribution to, and participation in, other international fora [such as the United Nations General Assembly (UNGA), Organization for Economic Cooperation and Development (OECD), World Trade Organization (WTO), Asia-Pacific Economic Cooperation (APEC), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Commission on Biological Diversity (CBD), Convention on Migratory Species (CMS), United Nations Environment Programme (UNEP), International Maritime Organization (IMO) and International Labour Organization (ILO)].
4. Developing new instruments, such as agreements, plans of action, technical and international guidelines.
5. Advocacy and communication, in particular about the economic, social and environmental benefits and the sector's enhanced contribution to the UN MDGs of implementing the CCRF and related international instruments.
6. Capacity building in statistics and the development of legal and policy frameworks, international negotiation, and economic and social aspects of fisheries.
7. Production and utilization of timely and reliable information and statistics and citations and other analyses as a basis for policy development.
8. Exchange, collation and dissemination of statistics and information including through partnership arrangements and development of sustainable solutions for data infrastructures and virtual collaborative working environments.
9. Strengthened collaboration with relevant intergovernmental, governmental and non-governmental partners including organizations of fishworkers, fishfarmers and fishing/aquaculture industry.
10. Advocacy and communication, in particular about the economic and social benefits of sustainable fisheries.

Organizational Result C2 - Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including RFBs

Lead Unit: FIE

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
C2.1 Number of countries that have strengthened <u>FAO has assisted in strengthening</u> their institutions and institutional arrangements or created <u>in creating</u> new ones, where needed, resulting in significant impact on the governance of the sector	To be determined	10 countries	5 countries
C2.2 Number of RFBs receiving <u>FAO assistance</u> that have conducted assessments of their performance and have taken steps to improve it	To be determined <u>6 RFBs</u>	64 additional RFBs	32 additional RFBs
C2.3 Number of new RFBs/Aquaculture networks (AqN) established <u>supported by</u> <u>FAO that have drafted statutes or agreements</u> , in response to gaps identified in the governance of shared resources	To be determined	Establishment of 2 RFBs/AqNs <u>Most gaps filled in draft statutes or agreements</u>	Draft 2 additional <u>draft statutes or agreements of 2 RFBs/AqNs completed</u>

Primary Tools for achievement of the Organizational Result

1. Advice and assistance (through legal, policy and information support) to strengthen existing institutions.
2. Capacity building on governance and management of institutions.
3. Regular analysis and reporting on experiences with institutional assessments and reform.
4. Legal, policy and technical advice ~~to establish~~ provided for establishing new RFBs.
5. Field support to, and case studies on, institutional reform.
6. Working with other UN agencies and relevant IGOs and NGOs to ensure maximum efficiency in promoting institutional reform for improved governance.
7. Support to RFBs, aquaculture networks (AqN) and relevant international institutions in addressing cross-cutting issues such as small-scale fisheries and small-scale aquaculture.

Organizational Result C3 - More effective management of marine and inland capture fisheries by FAO Members and other stakeholders has contributed to the improved state of fisheries resources, ecosystems and their sustainable use

Lead Unit: FIM

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
C3.1 Number of <u>countries and RFBs that have formally adopted fisheries management plans or equivalent frameworks for their marine and inland stocks or populations that have been assessed using capture fisheries and water ecosystems, which are consistent with the best scientific evidence available and also taking Code of Conduct and ecosystem approach to fisheries (EAF) and take into account traditional and local knowledge, as appropriate the specific needs and contributions of small-scale fisheries</u>	To be determined	10 <u>additional countries</u> <u>6 additional RFBs</u>	<u>54 additional countries</u> <u>2 additional RFBs</u>
C3.2 Global mean level of <u>overexploited, depleted and recovering national and international stocks or populations</u> C3.2 Percentage of <u>projects, workshops or other FAO interventions that resulted in the adoption or revision of marine and inland fishery sustainable management practices and policies.</u>	28% <u>To be determined</u>	25%-75%	28 <u>75%</u>
C3.3 Number of <u>countries and RFBs that have formally adopted fisheries management plans or equivalent frameworks for their marine and inland capture fisheries and water ecosystems, which are consistent with the Code of Conduct and ecosystem approach to fisheries (EAF) and take into account the specific needs and contributions of small-scale fisheries</u> C3.3 Number of <u>countries that have utilised FAO guidelines and technical reports in the development of fishery policy and management plans</u>	To be determined	10 <u>additional countries</u> <u>6 RFBs</u>	<u>45 additional countries</u> <u>2 RFBs</u>

Primary Tools for achievement of the Organizational Result

1. Development and dissemination, in cooperation with other appropriate partners, of technical guidelines, toolboxes and other information material on fisheries management in the framework of EAF and relevant aspects of the Code of Conduct. Particular emphasis will be placed on material for management of small-scale fisheries.
2. Assessment of the state of fishery resources and ecosystems in close collaboration with member countries and relevant regional and international institutions.
3. Regular reporting on, and assessment of, the state of fish stocks and ecosystems
4. Identification of indicative inland fisheries for in-depth study and monitoring in order to assess the status and trends of these fisheries and then to extrapolate to provide global information.
- 2.5. Technical advice and capacity building in all areas of fisheries assessment and management in the framework of EAF, taking special account of the needs of small-scale fisheries and livelihood requirements, at national, regional and global levels.
- 3.6. Partnerships with other UN agencies and relevant IGOs and NGOs, and academic institutions (e.g. universities). Facilitating and promoting international cooperation in fisheries management through workshops, consultations, creation of networks and other means, including with other sectors where necessary.
7. Advocacy and communication, in particular about the economic, social and environmental benefits of sustainable fisheries.

Organizational Result C4 - Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture

Lead Unit: FIM

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
C4.1 Percentage increase in the global aquaculture output and output related to rural development and livelihoods <u>C4.1</u> <u>Number of countries adopting and implementing FAO instruments, norms, guidelines to foster sustainable growth of aquaculture</u>	To be determined	10% increase (global output) 5% increase (output related to rural development) <u>20 additional countries</u>	5% increase (global output) 2% increase (output related to rural development) <u>10 additional countries</u>
C4.2 Percentage decrease in the global use of fishmeal <u>C4.2</u> <u>Number of countries adopting and implementing FAO instruments and guidelines to increase social benefits of aquaculture (rural development, livelihoods)</u>	To be determined	10% decrease <u>20 additional countries</u>	5% decrease <u>10 additional countries</u>
C4.3 Percentage increase <u>Number of countries where projects, workshops or other FAO interventions resulted in the global consumption of farmed fish products coming from adoption or revision of practices and policies aimed at</u>	To be determined	10% increase <u>20 additional countries</u>	5% increase <u>10 additional countries</u>

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
<u>the sustainable development and production of aquaculture practices</u>			

Primary Tools for achievement of the Organizational Result

1. ~~Promotion of the ecosystem approach to aquaculture (EAA) including biosecurity frameworks, risk assessments, integrated aquaculture, Integrated Coastal Zone Management (ICZM), etc.~~
2. ~~1. Capacity building development and assistance to Members in development and management in aquaculture through training programmes, regional workshops to facilitate development of technical manuals and guidelines and facilitation of their adoption and implementation of FAO guidelines, focusing on rural sectors, small farmers and women through meetings and workshops.~~
2. ~~Support to and promotion of small farmers' clusters and associations emphasizing the involvement of women and minorities scale rural aquaculture by organizing and empowering small-scale farmers including women and vulnerable communities.~~
3. ~~Promotion of sustainable and responsible aquaculture development through policy advice and technical capacity building on better management of biosecurity, risk assessments, integrated aquaculture, environmental management, feed and nutrition, biodiversity, ecosystem approach to aquaculture (EAA), etc.~~
4. Promotion of global, regional and thematic reviews and assessments of the aquaculture sector including aquatic genetic resources.
5. Promotion and support to aquaculture partnerships and aquaculture networks in applied research and development, technology transfer, and capacity building.
6. Development of information tools and systems including virtual means to disseminate, ~~collect, manage and utilize~~ promote sharing, collecting, managing and utilizing relevant aquaculture information and data.
7. Improved communication and coordination between FAO and regional offices ~~and FAO~~, as well as between FAO and other relevant regional and global organisations.
8. ~~Effective work of the~~ Providing an effective and efficient secretariats to the COFI Sub-Committee on Aquaculture.

Organizational Result C5 - Operation of fisheries, including the use of vessels and fishing gear, is made safer, more technically and socio-economically efficient, environmentally-friendly and compliant with rules at all levels

Lead Unit: FI

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
C5.1 Number of countries where fisheries are harvested using environmentally-friendly, safe, technically and economically efficient fishing vessels, fishing gear and fishing practices	To be determined	10 <u>additional</u> countries	5 <u>additional</u> countries
C5.2 Number of countries and RFBs <u>having which have</u> established an operational vessel monitoring system	To be determined	10 <u>additional</u> countries 64 <u>additional</u> RFBs	53 <u>additional</u> countries 32 <u>additional</u>

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
(VMS) to enhanced enhance their capacity for monitoring, control and surveillance (MCS)			RFBs

Primary Tools for achievement of the Organizational Result

- 2.1. Development and application of knowledge products and best practices on safer, more technically and socio-economically efficient fishing operations, including inventory of technologies and best practices related to C5-1 and C5-2 above.
- 3.2. Development and application of knowledge products and best practices to minimize adverse impacts of fishing on the environment, including global updates of bycatch and dis cards, low-energy capture technologies and development of environmentally-friendly fishing technologies.
- 4.3. Provision of technical advice and support on all matters related to responsible fishing operations, including facilitation of workshops, technical consultations, commissioning of studies and reviews.
- 5.4. Provision of technical advice and support in the development of appropriate small-scale fishing technologies.
- 6.5. Provision of technical advice and support on harbour management, waste reduction, microfinance, livelihoods diversification and processes for enhanced stakeholder participation in fishing and aquaculture operations.
- 7.6. Support to Member States and RFBs in capacity building and promoting activities that strengthen and expand their capacity for integrated monitoring, control and surveillance (MCS) systems of fishing operations.

Organizational Result C6 - Members and other stakeholders have achieved more responsible post-harvest utilization and trade of fisheries and aquaculture products, including more predictable and harmonized market access requirements

Lead Unit: FI

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
C6.1 Number of countries that have adopted good practices for fish utilization, marketing and trade, both at the government and industry levels	To be determined	10 <u>additional</u> countries	5 <u>additional</u> countries
C6.2 Number of developing countries whose income from national, regional that have <u>adopted FAO recommended policies</u> and <u>international fish trade has increased by a minimum of 5%</u> <u>practices to improve the fisheries and aquaculture post harvest sector.</u>	To be determined	10 <u>additional</u> countries	5 <u>additional</u> countries
C6.3 Number of countries that have harmonized their fish	To be determined	10 <u>additional</u> countries	5 <u>additional</u> countries

Indicator	Baseline	Target (<u>4-years end-2013</u>)	Target (<u>2-years end-2011</u>)
trade laws, regulations and practices, including those applicable to seafood safety, with internationally agreed requirements and standards.			

Primary Tools for achievement of the Organizational Result

1. Provision of support-, technical advice and advice capacity building to national, regional and international organizations, including private sector, in all areas of fish utilization, marketing and trade to improve post-harvest practices, product quality and market access. This can be achieved through responses to ad hoc requests for post-harvest utilization and marketing of fish technical support, TCP projects, continued technical support to, and back-stopping of, the Fish Infoservices, short- and long-term comprehensive projects funded by extra-budgetary funds.
2. Regular assessment and reporting, in particular through the COFI Sub-Committee on Fish Trade and other international meetings on trade, on developments, trends and issues of fish utilization, trade and market access requirements.
3. Provision of technical advice and capacity building in all areas of fish utilization, marketing and trade at national, regional and global levels through: responses to *ad hoc* requests for technical support, TCP projects, continued technical support to, and back-stopping of, the Fish Infoservices, short- and long-term comprehensive projects funded by extra-budgetary funds.
4. Development of strategic partnerships with relevant UN agencies, IGOs and NGOs to promote the development and implementation of instruments and practices, including market instruments, for responsible and sustainable fish utilization, marketing and trade.
5. Support to national and regional extension, research and professional institutions and regional networks to promote responsible fish utilization, marketing and trade.

**STRATEGIC OBJECTIVE D -
IMPROVED QUALITY AND SAFETY OF FOOD AT ALL STAGES
OF THE FOOD CHAIN**

Issues and Challenges

Inadequate controls of food safety and quality along the food chain continue to plague both developed and developing countries. Reports of food safety management failures demonstrate the difficulties faced by countries in achieving effective and integrated controls throughout the preproduction to consumption continuum, even in developed countries with mature food safety and quality systems supported by considerable technical and scientific capacities. The consequences of these failures include food-borne illness and concomitant negative economic effects on farmers, food businesses and consumers. ~~The challenges are magnified in~~ many developing countries ~~where: there are food-borne diseases remain a major cause of death and illness, particularly among children, and the main challenges to improved food control are:~~ fragmented food control systems, inadequate or inconsistent legal frameworks, weak institutions, lack of adequate consumer protection policies, poor infrastructure and shortages of trained human resources; ~~poverty. Main challenges for improved food quality are:~~ lack of recognition of the importance of nutrition characteristics in the overall assessment of food quality, insufficient capacity and resources, and inadequate composition and consumption data for informed decision-making.

Poverty reduction and socio-economic development are highly dependent on countries' capacities to comply with market requirements for safety and quality; ~~and food-borne diseases remain a major cause of death and illness, particularly among children.~~

~~It~~ However, in many developing countries, food safety/quality strategies and action plans ~~also commonly~~ fail due to inadequate and inconsistent budgetary and other support. Improving food safety and quality management at national level at all stages of the food chain requires strategic inter-sectoral ~~planning and~~ planning and investment. There is a need to raise awareness among high-level policy-makers of the need for food safety policies and strategies to be developed and considered in the context of broader ~~national food~~ national food and nutrition security, agricultural development and public health goals.

The Codex Alimentarius Commission develops science-based food safety standards that most individual countries, in particular developing countries, do not have the capacity or resources to develop on their own. The Commission also develops internationally-agreed food quality standards; ~~including reference values for nutrients and labelling.~~ Both developing and developed countries look to the Codex standards for international guidance to protect consumers' health, while ensuring fair practices in food trade. Given the implications of WTO's SPS and TBT Agreements on international food trade, there are increasing expectations attached to the Codex standard-setting process and to scientific advice ~~on food safety and nutrition~~ - to support that process. Developing countries must build capacity to participate effectively in the work of the Codex Alimentarius Commission and its related bodies, so as to ensure the validity and relevance of ~~Codex standards~~ Codex standards in the international context.

The mere existence of standards is insufficient to provide assurance of public health protection or compliance with specific market requirements. This requires capacity to apply the standards through a national system of food safety/quality management and control, where both public and private sector actors are assigned clearly ~~defined~~ defined roles and responsibilities and possess the knowledge, skills and facilities necessary to perform their functions effectively and efficiently.

Climate-related effects, altered population demographics, life-style changes, evolving food production systems, loss of food bio-diversity, shifting market dynamics and increasing application of private standards are all expected to challenge governments to identify emerging hazards, to recognise changing food safety and quality priorities, and to adapt relevant programmes ~~of food safety/quality management~~ accordingly.

Assumptions and Risks

- Assumption that ~~private food safety and quality standards will not undermine harmonization of official standards with Codex Alimentarius~~ Member countries remain committed and actively engaged in the development of Codex standards as the basis for international harmonisation of food safety and quality standards and that they continue to contribute resources to international standard setting and related activities.
- Assumption that improved coordination among increasing numbers of international agencies involved in food ~~standards setting and food safety~~ and quality capacity ~~building~~ development will avert fragmented delivery and reduced efficiency and effectiveness of technical assistance.
- Assumption that ~~long-term planning~~ countries recognize the importance of national food control systems to public health, food security, market access and economic development and that they provide adequate resources and an enabling environment for effective food safety ~~and~~ /quality management ~~is not undermined by the need to respond to food chain emergencies, but that governments recognize improved collection and sharing of food safety information and strategic development of food control systems as pre-requisites for achieving early detection and prevention of food chain emergencies.~~
- Risk that political instability ~~and~~ problems of food security and competing priorities may undermine the ability of governments to consistently support programmes of food safety and quality ~~programmes, including nutritional quality.~~
- Risk that ~~protectionist policies at regional/subregional and/or at national levels undermine and sub-regional trade-related agreements may not be consistent with~~ multilateral agreements on food safety and quality regulation.
- Risk that ~~separate inadequate attention is paid to management of safety and quality of food supplies for domestic markets as priority is given to systems and levels of control for domestic markets and foods that are destined for export could give rise to greater and uncontrolled food safety risks for the most vulnerable markets.~~
- Risk that investments in food safety and nutrition research and human resource development will be inadequate to effectively address emerging challenges, including climate change.

~~Risk that investments in food safety research and human resource development will be inadequate to effectively address emerging challenges such as climate change~~ **Application** Application of Core

Functions to Strategic Objective D

Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G – Interdisciplinary approach	H - Partnerships, alliances
D1	X	X	X		X	X	X	X
D2	X	X		X	X	X	X	X
D3	X	X			X	X	X	X
D4	X	X			X	X	X	X

Organizational Result D1 - New and revised internationally-agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization

Lead Unit: AGN

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
D1.1 Number of national contact points that use the "MyCodex" Web page to interact with the Codex Secretariat and other Members	0	80	20
D1.2 Percentage of countries reporting their use of Codex standards at Codex Regional Coordinating Committee meetings and on regional Codex Web sites	CCEURO: 41% CCNASWP: 77% CCLAC: 38% CCASIA: 46% CCNEA: 35% CCAFRICA: 55%	AtUpward trend: at least 60% reporting in all regions	At least 50% reporting in all regions
D1.3 Percentage of FAO/WHO Expert Body Scientific advice outputs (food safety, quality and nutrient requirements nutrition) incorporated or utilized by relevant Codex Committees in the development of relevant of internationally-agreed standards and recommendation	80%	85%	85%

Primary Tools for achievement of the Organizational Result

1. ~~Contribution~~Provision of the ~~Codex~~ Secretariat ~~to support~~for the FAO/WHO Codex Alimentarius Commission and its subsidiary bodies.
2. Provision of legal advice to the Codex Alimentarius Commission and to related expert bodies.
3. Advocacy to raise awareness of national decision-makers of the importance of Codex and for the use of Codex texts at national and regional levels and facilitation of regional collaboration on food standardisation.
4. Advocacy for, and management (jointly with WHO) of, the FAO/WHO Codex Trust Fund to support the effective participation of developing countries to regular Codex Sessions.
5. Development of guidance and methodologies needed to support the elaboration of scientific advice on food safety and quality at the international level.
6. Provision of scientific advice on food safety and quality, ~~including food composition and nutrient requirements~~, through the implementation of the Joint FAO/WHO Expert Committee on Food Additives (JECFA), Joint FAO/WHO Meeting on Pesticide Residues (JMPR), Joint FAO/WHO Expert Meetings on Microbiological Risk Assessment (JEMRA), ~~Joint FAO/WHO Expert Committee on Nutrition (JECN) and ad hoc expert meetings and the operation of International Network of Food data Systems (INFOODS).~~ and ad hoc expert meetings.
7. Provision of scientific advice on nutrition and food quality through the implementation of the Joint FAO/WHO Expert Committee on Nutrition (JEMNU) and ad hoc expert meetings and the operation of International Network of Food Data Systems (INFOODS)

Organizational Result D2 - Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach

Lead Unit: AGN

Indicator	Baseline	Target (4-year send-2013)	Target (2-year send-2011)
D2.1 Number of developing/transition countries that have developed or adopted national food safety/quality policies on the basis of sound assessments and through participative processes	38	50	46
D2.2 Number of developing/transition countries that have assessed their food safety/quality legislative frameworks, to identify legislative drafting priorities and to develop/adopt required legislation	47	62	55
D2.3 Number of developing/transition countries with effective that <u>have established institutional mechanisms or reviewed/revised their procedures to improve existing</u> institutional mechanisms for ensuring <u>achieving</u> coordinated food control along the food chain	30	45	38

Primary Tools for achievement of the Organizational Result

1. Analyses, reviews on national and regional policy and institutional frameworks for food safety/quality control (including nutritional quality) as a basis for guidance to governments on improving their own national/ regional frameworks
2. Advocacy for the food chain approach to addressing food safety issues and for enhancing public private partnerships to facilitate achievement of food quality and safety goals
3. Provision of legal advice for strengthening national/ regional legislative frameworks for food safety/quality
4. Assembly and analysis of information to guide decisions on investment in food safety/quality control infrastructure
5. Advocacy for the promotion of food biodiversity by enhancing private-public partnerships to achieve the sustainability of the food chain and higher food quality

Organizational Result D3 - National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control, according to international norms

Lead Unit: AGN

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
D3.1 Number of developing/transition countries that have developed risk-based food safety, including emergency preparedness , programmes which apply FAO best practices	1722	2534	21
D3.2 Number of developing/transition countries that have or are developing efficient and uniform food inspection and certification services meeting international recommendations	37	49	43
D3.3 Number of developing/transition countries that have expanded their food analysis capacities in terms of a wider lists numbers of analytical tests available or upgrading the quality of test results	45	55	50
D3.4 Number of developing/transition countries that have adopted a developed national food safety emergency response plan as an integrated component of the national disaster strategies and emergency response plan with an action plan plans for developing the capacities necessary for its effective implementation raising public awareness and education on food safety and quality, including nutritional benefits	1015	1827	1524
D3.5 Number of developing/transition countries that have developed national strategies established processes and implementation	1545	2780	2460

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
action plans structures designed to ensure regular inputs for building public awareness and education on food safety and quality, including health and nutritional benefits of local/traditional foodsCodex standard setting			

Primary Tools for achievement of the Organizational Result

1. Guidance on good practices for establishing an enabling environment for broad stakeholder participation in food safety/quality programme design and in standard-setting at national level and for collaboration at regional and sub-regional levels on food safety and food quality issues
2. Support the application of the food safety risk analysis framework to food safety decision-making at national level (risk assessment, risk management and risk communication), including the development of national food standards.
3. Facilitating access to information on international food safety standards, risk ~~(and~~ risk/benefit) assessment and scientific advice, food composition and other related issues (e.g. the Web-based portal International Portal on Food Safety, Animal and Plant Health (IPFSAPH), Joint FAO/WHO Expert Committee on Food Additives (JECFA) and microbiological risk assessment (MRA) publication series, Journal of Food Composition, reports of Joint FAO/WHO meetings on Nutrition (JEMNU, etc.).
4. Support for building capacities and improving efficiency of food laboratory, food inspection and certification services.
5. Guidance and technical assistance on nutrient reference values, food labelling, food composition, nutrient requirements and health claims.
6. Support the development of institutional and individual capacities on specific food control issues such as contaminant monitoring programmes, sampling programmes, traceability/product tracing and facilitate a supportive policy environment for implementation of effective programmes.
7. Provision of timely information, food safety intelligence, forecasting, early warning and guidance and assistance on national-level preparedness and to food safety emergencies through the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES-Food Safety), International Food Safety Authorities Network (INFOSAN) and Crisis Management Centre along the Food Chain (CMC-FC).
8. Partnerships with academic and research institutions as referencecollaborating centres, ~~and~~ to enhance and expand training and capacity development

Organizational Result D4 - Countries establish effective programmes to promote improved adherence of food producers/businesses to international recommendations on good practices in food safety and quality at all stages of the food chain, and conformity with market requirements

Lead Unit: AGN

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
D4.1 Number of developing/transition countries that have developed holistic and integrated strategies and action plans for promoting compliance with good agricultural, manufacturing and hygiene practices based on sound assessments of key sub-sectors	32	44	40
D4.2 Number of countries that comprehensively incorporate food safety/hygiene considerations into programmes of good practice in primary production	25	40	35
D4.3 Number of developing/transition countries with programmes of technical assistance to food business value chain actors in food safety/quality management that incorporate FAO best practices in food safety	34	49	42
D4.4 Number of developing/transition countries with programmes to strengthen the capacity of farmers and businesses, and the institutions that support them, to comply with voluntary food quality and production standards and schemes	20	28	24

Primary Tools for achievement of the Organizational Result

1. Support development of national strategies for achieving food quality and safety goals.
2. Support institutional and individual capacities to develop and implement programmes for improving food safety and quality management for small and lesser-developed businesses, including the street food sector.
3. Provision of guidelines on good practices at primary production in the animal, plant and fisheries sectors.
4. Guidance on good practice in assessing feasibility of voluntary standards/codes and schemes for food quality and support for developing ~~institutional and individual~~ capacities to implement such standards /codes and schemes ~~for, including those related to~~ specific quality products.
5. Support for national actors and institutions to develop programmes of consumer awareness/ education in food safety, ~~biodiversity~~ and ~~its impact on nutrition and other~~ food quality issues including nutritional quality and biodiversity.
6. Decision-support tools to inform investment planning in food safety/quality infrastructure.
7. ~~Market studies and identification~~ Identification of emerging market trends, ~~including and~~ analyses of the impact of private and voluntary standards on market access.

STRATEGIC OBJECTIVE E - SUSTAINABLE MANAGEMENT OF FORESTS AND TREES

Issues and Challenges

The forest sector ~~continues to be~~ affected by the rapid pace of global changes. Forestry has become more people-centred, and society's demands on forests have undergone significant changes with increasing emphasis on environmental, social and cultural values. ~~Interactions between the forest sector and other sectors are increasingly understood to be the source of both problems and opportunities.~~ In addition, the critical roles that forests and trees outside forests play in mitigation of, and adaptation to, climate change, as well as a source of bioenergy, are increasingly recognized, requiring careful consideration in national and international decision-making.

The significant contributions of forests and trees to sustainable livelihoods and eradication of hunger and poverty is increasingly appreciated. There is greater recognition of the linkages of forestry with agriculture ~~and rural development~~, energy and water ~~and this is increasingly understood to be the source of both problems and opportunities.~~ However, progress towards sustainable forest management remains uneven and the potential for cross-sector synergies, integrated management and landscape approaches is often under-utilized. ~~The continuing~~ ~~Despite relevant improvements . have been recorded in the past years, the~~ loss of forests and ~~forestforest~~ degradation in many developing countries, especially in tropical regions, is a major issue.

Rural livelihoods often depend on ~~productive~~ forests that support employment and income, thus reducing poverty. In many economically-developed countries, environmental conservation and forest-based recreation are the dominant concerns of society. In all regions, the demand for ecosystem services from forests is increasing. A strategic approach is needed to ensure the health and productivity of forests, so as to optimize their capacity to ~~help to~~ mitigate climate change, conserve biodiversity, safeguard wildlife habitat and protect land and watersheds.

The challenge for FAO is to ~~effectively~~ assist ~~more member~~ countries to improve the management of their forests. ~~and reduce emissions from deforestation and forest degradation. (REDD-plus)~~ As the quantity of, and access to, information about forests and forestry continue to expand, the need to share and manage knowledge more effectively is becoming more urgent. Countries expect that FAO reach outside the traditional forest sector, engage in partnerships with new stakeholders, and serve as a global leader.

Assumptions and Risks

- Assumption of relatively consistent economic progress and increased investments in forestry.
- Assumption of widespread recognition of the importance of sustainable forest management (SFM) and support for ~~FAO's~~ ~~FAO's~~ role in helping to promote SFM, both at national and international levels.
- Assumption that sufficient resources are available to enhance capacities of countries to help them overcome obstacles to sustainable forest management through policy and legal advice, capacity development and technical assistance.
- Risk of pressure to utilize forest resources unsustainably because of continued population growth and rural poverty.
- Risk of overwhelming economic pressures to convert forests to agriculture, urban or other land uses.
- Risk that countries are unable to combine political will, effective governance at all levels, and overall economic progress to achieve SFM.

Application of Core Functions to Strategic Objective E								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Inter-disciplinary approach	H - Partnerships, alliances
E1	X	X			X	X	X	X
E2			X			X	X	X
E3			X	X	X	X	X	X
E4			X		X	X	X	X
E5	X	X		X				
E6			X	X	X	X	X	X

Organizational Result E1 – Policy and practice affecting forests and forestry are based on timely and reliable information

Lead Unit: FOM

Indicator	Baseline	Targets (end-20134 years)	Targets (2 years) Target (end-2011)
E1.1 Number of countries that complete a comprehensive improved national forest monitoring and assessment (NFMA) <u>or MRV</u> meeting FAO standards	9	18 24	10
E1.2 Number of countries that submit complete reports for the global Forest Resources Assessment (FRA) 2010	130	150	150
E.1.3 <u>Number of developing countries and countries in transition using the remote sensing methods and tools developed by FAO to generate estimates of forest area change at national level</u>	<u>0</u>	<u>5</u>	<u>0</u>

Primary Tools for achievement of the Organizational Result

1. Serve as an authoritative global source of information on ~~forests~~forest resources, products and institutions.
2. Prepare and disseminate the Year book on Forest Products, the results of periodic Global Forest Resources Assessments and reports on the State of the ~~World's~~World's Forests.
3. Support to national and regional forest monitoring and assessment, including interactions with other sectors through integrated land use assessments.
4. Effectively share knowledge and information through timely, high-quality use of the Internet, networks, publications and other media.
5. Support to countries to undertake Measuring, Reporting and Verification (MRV) of forests and forest carbon stocks in compliance with Intergovernmental Panel on Climate Change (IPCC) and FAO guidelines

6. Develop methods and tools for estimating forest area change by remote sensing
7. and provide training to countries to use these

Organizational Result E2 – Policy and practice affecting forests and forestry are reinforced by international cooperation and debate

Lead Unit: FOE

Indicator	Baseline	Targets (4-yearend-2013)	Targets (2 years)Target (end-2011)
E2.1 Number of countries that are represented at regional forestry commissions (RFC) and COFO by senior forestry officials, and who find the meeting to be relevant and useful based on structured post-meeting surveys	80 (COFO) 108 (RFC)	100 (COFO) 130	90 (COFO) 120
E2.2 Number of formal initiatives under Collaborative Partnership on Forests (CPF) undertaken by two or more CPF organizations	2	4	3
<u>E2.3 Number of initiatives related to global forest issues undertaken with international partners</u>	<u>5</u>	<u>10</u>	<u>7</u>

Primary Tools for achievement of the Organizational Result

1. Provide a dynamic forum for governments and other stakeholders to address policy and emerging issues, including Ministerial Meetings, the Committee on Forestry, the World Forestry Congress, Regional Forestry Commissions, technical panels and commissions, expert consultations, and global and regional networks.
2. Strengthen linkages between national, regional and global processes, including through an expansion of the role of Regional Forestry Commissions.
3. Provide leadership for the Collaborative Partnership on Forests (CPF), including developing joint programmes or actions, and through other partnerships, hosting the Mountain Partnership and through active partnerships with the private sector and non-governmental organizations.
4. Intensify the cooperation with other international organizations in global forest issues, like research and education

Organizational Result E3 - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses.

Lead Unit: FOE

Indicator	Baseline	Targets (<u>4-years end-2013</u>)	Targets (2 years) <u>Target (end-2011)</u>
E3.1 Number of partner countries where the National Forest Programme Facility makes a positive impact as assessed by the Facility impact assessment tool	30	50	40
E3.2 Number of countries that have updated their forest policies or laws following best participatory practices <u>with FAO engagement</u>	20	35	27

Primary Tools for achievement of the Organizational Result

1. Support to effective national forest programmes, including capacity building and knowledge exchange.
2. Host and support the National Forest Programme Facility.
3. Support for integrated (cross-sectoral) policy analysis and planning to better understand the implications of policies of other sectors on forests and vice versa.
4. Support participatory development of forest policy and law, institutional reform and efforts to improve governance at all levels.
5. Support inclusive and participatory forest tenure reform processes including the corresponding capacity building through cooperatives and associations.
- ~~5-6.~~ Sector studies, including regional forestry outlook studies, and comparative analyses of forest institutions.

Organizational Result E4 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation

Lead Unit: FOM

Indicator	Baseline	Targets (<u>end-20134 years</u>)	Targets (2 years) <u>Target (end-2011)</u>
E4.1 Number of countries <u>including / adopting using FAO guidelines for good practices in forestry including forest protection</u>	5 fire guidelines 5 planted forests guidelines 0 forest health guide	20 20 15	10 10 5

Indicator	Baseline	Targets (end-20134 years)	Targets (2 years) Target (end-2011)
E4.2 i) Number of countries using FAO community-based fire management approaches and ii) Number of trainers trained	0 0	10 80	5 40
<u>E4.3 Number of countries using new programmes to enhance carbon stocks</u>	<u>0</u>	<u>10</u>	<u>0</u>

Primary Tools for achievement of the Organizational Result

~~4.1. Development and use~~ Strengthen country capacity for implementation of guidelines for good forest practices through effective stakeholder consultative processes.

~~1. Support development and implementation of strategies for conservation and sustainable use of forest genetic resources at global, regional and local levels.~~

~~5.2.~~ Support improved forest integrated, landscape approaches to fire management, including through community-based approaches.

~~6.3.~~ Support the information sharing, database development and implementation of national capacity building to strengthen capacity and international financial mechanisms to support capability towards achieving sustainable forest management and reducing deforestation and forest degradation.

~~7. Increased use of financial mechanisms to facilitate information sharing and database development, and to build capacity to strengthen forest management and to reduce deforestation and forest degradation (e.g. REDD).~~

4. Strengthen country capacity in afforestation, reforestation, assisted natural regeneration, improved silviculture of native and planted forests

5. Strengthen linkages and collaboration with CPF members, FCPF, FIP, GEF and bilateral donors in SFM and REDD+ Readiness

6. Support the Global Partnership for Forest Landscape Restoration and the International Model Forests Network

Organizational Result E5 – Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option

Lead Unit: FOE

Indicators	Baseline	Targets (end-20134 years)	Targets (2 years) <u>Target (end-</u> <u>2011)</u>
E5.1 Number of countries assisted with Countries expanding investment in forest products and industriesforest services supported by strategy formulations, codes, good practices, trade statistics and capacity building in the field of forest harvesting, wood products, non wood forest products, wood energy, trade, markets, marketing and economiesprovided by <u>FAO.</u>	15	30- 20	2017
<u>E.5.2 Number of Partnerships established with private sector and civil society to foster legal, sustainable and socially responsible forest product and service production.</u>	<u>5</u>	<u>10</u>	<u>8</u>

Primary Tools for achievement of the Organizational Result

1. Analysis and knowledge of social and economic factors resulting in increased innovation and investment.
2. Analysis of production, consumption and trade of forest products.
3. Technical assistance and guidelines for community-based forest management, forest-based enterprises that improve livelihoods and reduce poverty.
4. Information and assistance on accessing carbon markets provided to forestry practitioners.
5. Partnership with private sector including through the FAO Advisory Committee on Paper and Wood Products.

Organizational Result E6 - Environmental values of forests, trees outside forests and forestry are better realized; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented

Lead Unit: FOM

Indicator	Baseline	Targets (4 years end-2013)	Targets (2 years) Target (end-2011)
E6.1 Number of countries that are using FAO guidelines, tools and expertise for improved policies and field implementation in conservation and sustainable use of forest biodiversity, watershed management, arid zone forest management and agro-forestry	10	40 60	20
E6.2 Number of countries that provide reports on the State of the World's Forest Genetic Resources (to be completed by 2013)	0	150	60
E6.3 Number of countries that have adopted FAO guidelines for integrating climate change strategies into national forest policies	0	20	5
E6.4 <u>Number of countries participating in comprehensive programmes intended to maintain or enhance the environmental values of forests by reducing deforestation and forest degradation (REDD-plus)</u>		<u>12</u>	<u>8</u>

Primary Tools for achievement of the Organizational Result

1. Provide technical, policy, and legal assistance in support of landscape and ecosystem approaches and the development of payment for environmental services schemes, with an emphasis on mountain ecosystems, arid zones and rangelands, coastal forests and other fragile ecosystems.
2. Development and use of guidelines for adapting forest policies, institutions, practices and governance arrangements to improve climate change mitigation and adaptation.
3. Support national and regional initiatives to conserve biological diversity including wildlife resources in protected areas and production forests.
4. Provide policy and technical assistance to improve the management of watersheds, to rehabilitate degraded forest lands and combat desertification.

5. Increased use of financial mechanisms to facilitate information sharing and database development, and to build capacity to strengthen forest management and to reduce deforestation and forest degradation (e.g. REDD).
6. Support development and implementation of strategies for conservation and sustainable use of forest genetic resources at global, regional and local levels.

**STRATEGIC OBJECTIVE F -
SUSTAINABLE MANAGEMENT OF LAND, WATER AND GENETIC RESOURCES
AND IMPROVED RESPONSES TO GLOBAL ENVIRONMENTAL CHALLENGES
AFFECTING FOOD AND AGRICULTURE**

Issues and Challenges

Natural resources (land, water, climate and genetic resources) and their services are essential to food production, rural development and sustainable livelihoods. Conflicts and competition over access to, and the use of these resources will increase in many regions, due to rising demands for food, water, fibre and energy. Increased intensity of natural resource use will result in the loss of biodiversity and the degradation of productive land and water resources. This will be exacerbated by the anticipated impacts of climate change on agricultural production, growing conditions, water availability, occurrences of extreme weather events and others, as well as by volatility in global markets. Hence, the sustainable management of natural resources for the benefit of present and future generations requires distinct technical disciplines to address key aspects of natural resources and their governance in the context of rural development. It also needs multi-disciplinary and multi-sectoral approaches so that competition for natural resources can be reduced. This includes support of the development and use of international instruments. A central challenge is to ensure that the capacities to manage and regulate natural resource usage are supported at all levels. These capacities will need to respond effectively to rapid socio-economic transitions and emergencies. They will need to be underpinned by key data (including geospatial), knowledge and approaches, available at the national, regional and global levels.

Many opportunities exist to limit the adverse impacts of climate change through improved knowledge and management of natural resources in agriculture, forestry and fisheries policies and practices. Adaptation and mitigation strategies will involve reduction of anthropogenic emissions and the enhancement of carbon sequestration. Financing mechanisms [e.g. clean development mechanism (CDM), Global Environment Facility (GEF), Payments for Environmental Services (PES) and others] support means to mitigate and adapt to climate change that apply across sectors and that require multidisciplinary approaches. However, complex procedures and restrictive eligibility criteria have tended to hamper funding of activities in these areas as relevant to agriculture, forestry and fisheries. There is increasing international recognition that bioenergy development and other new investments (including international investments in land) both offer opportunities and challenges for sustainable agricultural and rural development. International and national data and information and consultative processes leading towards sustainable bioenergy strategies and policies are needed.

Assumptions and Risks

- Assumption that the current international interest in, and commitment to, sustainable natural resources management, reflecting its critical importance for food security and poverty reduction, will continue and be converted into policy decisions and budget allocations to promote the adoption of appropriate management approaches and practices.
- Assumption that, at the national level, countries will be able to set achievable goals and formulate relevant policies, programmes and practices for the sustainable management of their natural resources, including, for example, for access to genetic resources and the sharing of benefits derived from their use, access to, and tenure of land, and for adaptation to, and mitigation of, climate change.
- Assumption that FAO can contribute effectively to the formulation of relevant instruments related to sustainable natural resources management at the international level and their implementation at the national level.
- Assumption that, at the institutional level of FAO, adequate mechanisms exist to ensure effective inter-unit collaboration.

- Risk that international policies and arrangements cannot be agreed by countries for sustainable natural resources management, including, for example, in relation to access to genetic resources and the sharing of benefits derived from their use, and in relation to climate change-related instruments, such as the Kyoto protocol and any post-2012 arrangements, clean development mechanism and other carbon market mechanisms, facilitating farmers' access to such financial resources.
- Risk that, at the national level, countries are not able to develop the capacities to manage the opportunities and challenges and mobilise necessary resources for capacity building related to sustainable natural resources management.
- Risk that as a result of climate change, new challenges will develop in relation to natural resources and their sustainable management for which appropriate mitigation and/or adaptation mechanism have not yet been explored.

Application of Core Functions to Strategic Objective F								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Inter-disciplinary approach	H - Partnerships, alliances
F1	X	X	X	X	X	X	X	X
F2	X	X	X	X	X	X	X	X
F3	X	X	X	X	X	X	X	X
F4	X	X	X	X	X	X	X	X
F5	X	X	X	X	X	X	X	X
F6	X	X		X	X	X	X	X

Organizational Result F1 - Countries promoting and developing sustainable land management

Lead Unit: NRL

Indicators	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
F1.1 Number of countries whose land resources databases and geospatial infrastructure adopt FAO standards/criteria (as established by the “ <i>Spatial Information Management for Food and Agriculture</i> ” and the “ <i>Spatial Standards and Norms</i> ” Technical Report	0	10	5
F1.2 Number of countries which newly adopt national land use plans, national strategies and national land use legislation which are consistent with recent FAO guidelines and policies for sustainable land management (<i>SOLAW, 2011, Towards a revised framework, 2007</i>)	0	10	5

Primary Tools for achievement of the Organizational Result

1. Provide policy and legal advice, capacity building and technical guidance and/or develop guidelines on how to use land in sustainable ways, including the analysis of food chains and their relative impact on the land resources, and ecosystem approaches.
2. Strengthening the capacity of countries to generate and use soil, land cover, land suitability and land use data at the national level, including through the establishment of appropriate Spatial Data Infrastructures and Standards.
3. Update and maintain the information base for SOLAW
4. Assess and monitor land resources, land use, land suitability, land degradation, and soil/land management practice and coordinate, compile and disseminate global level assessments, through web (Geonetwork and related websites), publications and technical assistance.
5. Contribute to the long-term perspectives, harmonised monitoring, assessment and reporting of trends in land resources and their management at various levels: global, regional and national.
6. Strengthen the contents, coverage, and quality of statistics on land resources, use and management in FAOSTAT to empower it as an important information system in support of design, monitoring and implementation of effective and efficient global and national policies.
7. Support international conventions where land use, land use change and land degradation are relevant and support countries in their reporting obligations under these international instruments, and in implementing these conventions through appropriate national legislation.
8. Assess interactions between land and climate change, including greenhouse gas emissions and sequestration, and payments for environmental services.

Organizational Result F2 - Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels including transboundary water systems

Lead Unit: NRL

Indicators	Baseline	Target (4 years end-2013)	Target (2 years end- 2011)
F2.1 Number of countries or river-basin organizations whose water-scarcity coping strategies adopt FAO recommendations <i>(Comprehensive Framework to cope with water scarcity)</i>	0	8	4
F2.2 Number of institutions which have adopted FAO water productivity enhancement tools and approaches (Water accounting methodology, MASSCOTE, AquaCrop)	0	20	8
F2.3 Number of monthly visits to the FAO Water Web site	33,000	50,000	40,000

Primary Tools for achievement of the Organizational Result

1. A fully functioning FAO Water platform to promote joint technical work and disseminate results on the multi-functional use and cross-sectoral management of water within FAO (through collaboration between relevant units, including water, land, agriculture, livestock, economics, forestry, legal, policy and investment units).
2. Provision of water policy services to address water management strategies in support to rural development and agricultural productivity enhancement, and the adoption of effective water allocation under conditions of scarcity. Deployment of water audit, irrigation and water investment framework methodologies to account for agriculture's water use and related investment in institutional and infrastructure assets.
3. Provision of technical support and capacity building to promote responsive agricultural water management. Strengthening of national capacity to address irrigation performance and modernization, water use efficiency and productivity enhancement, water quality management and technological development using FAO main products [including the mapping systems and services for canal operation techniques (MASSCOTE), FAO crop-model (AQUACROP), etc.] and guidelines.
4. Networking with key partners for the effective promotion of best practices in agricultural water management. Support to knowledge hubs and communities of practice for knowledge synthesis, dissemination, and capacity building at requisite scales.
5. Provision of water information services to underpin field and normative water activities across FAO. Coordinate, compile and disseminate data and information on water resources and water use at global level [FAO's Information System on Water and Agriculture (AQUASTAT), and linkage with the Corporate Database for Substantive Statistical Data (FAOSTAT), GeoNetwork] and
6. Develop global analysis on status and trends of water resources (specifically, for FAO's AT 2030/50 projections, the UN-World Water Development Report and inter-agency coordination on water issues – UN-Water) as well as support to natural resources perspectives studies. In particular promoting the development of a global early warning system on water quality and quantity through UN-Water.

Organizational Result F3 - Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable sharing of benefits arising from the use of genetic resources

Lead Unit: NRD

Indicators	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
F3.1 Number of major outputs and milestones achieved, as defined by the Commission on Genetic Resources for Food and Agriculture (CGRFA) in its Multi-Year Programme of Work on biodiversity for food and agriculture which have been achieved	N/A	Two milestones and four major outputs achieved	One milestone and two major outputs achieved
F3.2 Number of operational joint work plans or cooperation arrangements on biodiversity for food and agriculture with	0	4	2

international fora, such as the Convention on Biological Diversity, the World Intellectual Property Organization and the International Treaty on Plant Genetic Resources for Food and Agriculture			
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Primary Tools for achievement of the Organizational Result

1. Provide an intergovernmental forum for policy making, including the negotiation of effective international instruments and the updating of existing instruments (e.g. Global Plan of Action for Plant Genetic Resources) on all components of biodiversity of relevance to food and agriculture, including through facilitating sessions of the CGRFA.
2. Guide and oversee: 1) assessments of the state of the world's different components of genetic resources for food and agriculture, and 2) the implementation of policy instruments on biodiversity for food and agriculture.
3. Facilitate the achievement of outputs and milestones established by the Commission's Multi-year programme of work.
4. Establish partnerships and strengthen cooperation with relevant international organizations; ~~inter alia through the coordination of FAO expertise/cooperation with allies~~, to facilitate through policy and technical advice the implementation of instruments of relevance to biodiversity for food and agriculture.
5. Monitor trends regarding the use and exchange of genetic resources for food and agriculture to assist in articulating policy and strategy options for access and benefit-sharing policies, at national, regional and international levels, aiming at improving food security.
6. Coordinate relevant work of FAO as well as FAO's cooperation with relevant international organizations, including through appropriate permanent or ad hoc mechanisms.

Organizational Result F4 - An international framework is developed and countries' capacities are reinforced for responsible governance of access to, and secure and equitable tenure of land and its interface with other natural resources, with particular emphasis on its contribution to rural development

Lead Unit: NRC

Indicators	Baseline	Target (4 yearsend-2013)	Target (2 yearsend-2011)
F4.1 International consensus on measures to improve governance of access to, and secure and equitable tenure of land, and its interface with other natural resources	No consensus on specific measures	Adoption of voluntary guidelines by a FAO Technical Committee and support for their implementation	<i>Draft voluntary guidelines</i>

Primary Tools for achievement of the Organizational Result

1. Support for the development of consensus on voluntary guidelines and policies on responsible governance of tenure, and their implementation, in the framework of the International Conference on Agrarian Reform and Rural Development (ICARRD) Declaration's vision and principles related to rural development, agrarian reform and other aspects of land tenure and through mainstreaming of the principles and actions of the Voluntary Guidelines of the Right to Food into land tenure.
2. Tools and methodologies for building capacity in the administration of natural resource tenure, including through the development of partnerships and alliances to stimulate the dissemination and application of information.

Organizational Result F5 - Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy

Lead Unit: NRC

Indicators	Baseline	Target (4 yearsend-2013)	Target (2 yearsend-2011)
F5.1 Number of countries that have developed action plans to address the challenges of climate change mitigation and adaptation in agriculture	43	58	48
F5.2 Number of countries that have developed policies, strategies or action plans to address the challenges and opportunities of energy issues, including bioenergy development, in agriculture	0	15	7
F5.3 Number of countries actively participating in achieving intergovernmental consensus on principles and	0	15	10

Indicators	Baseline	Target (4 yearsend-2013)	Target (2-years end-2011)
standards related to sustainable bioenergy development			

Primary Tools for achievement of the Organizational Result

1. Generation and management of knowledge, data, tools, technologies, approaches, and extension practices, related to ~~sustainable bioenergy development~~energy issues and climate change mitigation and adaptation, including ~~impact-assessments, basic green house gas information from of climate change impact and greenhouse gas emissions and mitigation potentials in~~ the agriculture, forestry and fisheries sectors, ~~forest monitoring, (climate-related)~~including for investments, disaster-risk reduction, and financial implementation mechanisms, such as payments for environmental services and REDD+.
2. Technical assistance, policy and legal guidance, including through emergency ~~respon~~s, ~~response~~, to strengthen countries' capacities related to environmental challenges including climate change impact assessment, mitigation and adaptation, including "climate-smart" agriculture-, (climate-related) disaster-risk reduction, sustainable bioenergy development and adapted production systems.
3. Training, appropriate information, ~~Web site~~website development and other types of communication and capacity building support, ~~including coordination of FAO activities~~, related to the challenges of climate change and sustainable ~~bioenergy development~~energy in agriculture.
4. Participation in international dialogues on climate change mitigation and adaptation and sustainable ~~bioenergy development~~energy in agriculture and in Multilateral Environmental Agreements, including technical support to countries to facilitate and make more efficient their participation in these international dialogues.
5. Advocacy and provision of inputs to intergovernmental processes to ensure that the dimensions of food, crop, livestock, forestry and fisheries are reflected in the negotiations, financial mechanisms and the implementation of international instruments addressing global challenges.
6. Development of knowledge, tools and policy guidelines related to the long term sustainability of natural resource usage in the light of ensuring food security, including global perspective studies for natural resources, greeneconomy (Rio+20) and environmental services

Organizational Result F6 - Improved access to, and sharing of knowledge, for natural resource management

Lead Unit: OEK

Indicators	Baseline	Target (4 yearsend-2013)	Target (2-years end-2011)
F6.1 Number of countries with projects in place to enhance capacities of research and extension systems for sustainable natural resource management	25	35	30
F6.2 Number of countries implementing programmes and strategies of communication for development for sustainable	20	30	25

Indicators	Baseline	Target (4 years end-2013)	Target (2-years end- 2011)
natural resource management			

Primary Tools for achievement of the Organizational Result

1. Development of assessment tools and strategies for countries' agricultural innovation systems for sustainable agricultural development and natural resources management.
2. Technical assistance and policy advice to countries on strengthening national agricultural innovation systems.
3. Development of a coalition with CGIAR, GFAR and other international agricultural research entities for sustainable agricultural development and knowledge availability and transfer.
4. Facilitation of dialogue to establish functional linkages among stakeholders of agriculture innovation systems and natural resources management..

STRATEGIC OBJECTIVE G – ENABLING ENVIRONMENT FOR MARKETS TO IMPROVE LIVELIHOODS AND RURAL DEVELOPMENT

Issues and Challenges

Livelihoods and rural development are affected by the extent to which small producers exploit market opportunities, and markets and institutions function efficiently in a changing environment. Agricultural producers, workers, traders, processors, input suppliers, exporters, importers and consumers are linked through local, national, regional and international markets. As a result of these multiple exchanges, incomes and employment can be generated and rural development promoted. However, the effective participation of developing country producers, especially small producers, in markets is limited and the efficient functioning of markets is constrained by inter alia inappropriate policies, low volumes, limited competitiveness, lack of information, inadequate infrastructure, weak institutions and market power asymmetries. At the same time, markets are evolving as a result of changes in technology, trade rules, structural developments, the proliferation of demanding standards and a variety of other emerging issues.

Stakeholders need analytical information concerning the nature and the implications of such changes for growth, rural poverty, rural development and food security. They also need improved capacity to participate effectively in international fora, negotiating international trade rules so that their interests are taken into account. To reduce poverty and meet development and food security needs, policy makers should have the capacity to identify and implement appropriate policies to facilitate the response of the private sector, including small producers, to new market demands and opportunities. At the same time, employment creation in agriculture or through rural enterprise and agribusiness development needs to be accompanied by policies that ensure fair and safe conditions in rural areas.

Assumptions and Risks

- It is assumed that there is a significant need for assistance to countries, regional bodies and other stakeholders to assess the implications of key developments and to identify market, institutional, policy and legal responses and resource mobilization strategies, paying special attention to the needs of smaller producers, landless and workers. On the one hand, it is assumed that those involved directly in production, processing and marketing activities, especially small producers, generally need to adopt a more commercial approach and improve their technical, managerial and marketing skills in order to benefit from remunerative markets. On the other hand, it is assumed that rural people, who are employed, need to be adequately remunerated and protected. Given the globalization of value chains, it is assumed that stakeholders need to be cognizant of developments in international markets and policy, and in

international trade rules. Analysis and information concerning markets are needed to support the development of appropriate national and international policies. Countries must support policy design and implementation, and FAO and its partner organizations should have the capacity to assist them.

- Some ministries of agriculture and other relevant organizations may be ill-equipped to analyze, formulate or implement appropriate policies, regulations and legislation and to develop other aspects of an enabling environment for rural producers, workers, and agribusinesses. Governments may not demonstrate the political will and financial commitment to improve the functioning of national and international markets and other institutions, and infrastructural investments to encourage greater market orientation of small producers may not be in place. There are also exogenous risks. The market possibilities of smaller enterprises may be adversely affected by the power of larger enterprises, including multinational companies. Efforts to create an enabling environment may be compromised by political, economic (including food price volatility), and environmental crises that may transcend national boundaries.

Application of Core Functions to Strategic Objective G								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Inter-disciplinary approach	H - Partnerships, alliances
G1	X	X		X	X	X	X	X
G2	X	X	X	X	X	X	X	X
G3	X	X		X	X	X	X	X
G4	X	X	X	X	X	X		X

Organizational Result G1 - Appropriate analysis, policies and services enable small producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements

Lead Units: AGS/EST/ESA

Indicator	Baseline	Targets (4 year) Target (end-2013)	Targets (end-2012 year)
G1.1 Number of countries and regional or subregional organizations that have implemented <u>initiated</u> policy developments or strategy reforms to help small producers respond and improve their access to output and input <u>increase value addition and participate in changing</u> markets	0	6 countries and 4 regions or subregions <u>10</u>	3 countries and 2 regions or subregions <u>5</u>
G1.2 Number of countries that are implementing plans <u>programmes</u> to reorient their <u>reinforce</u> the <u>provision of</u> extension or other services to support small	0	8	4

producers <u>to participate effectively</u> in <u>exploiting market opportunities</u> <u>changing markets</u> .			
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Primary Tools for achievement of the Organizational Result

1. A global analysis/framework on the future of smallholder farmers as agriculture and food systems transform.
2. Appraisal of market trends functionality at country level.
3. Develop methodologies to assist countries to carry out competitiveness, value chain, impact studies and institutional analysis.
4. Identify best practices for developing equitable, efficient and sustainable linkages between the private sector and small producers.
5. Support to countries on policies to reorient extension and other support services to better meet the needs of small producers.
6. Extension guides on farm management, marketing and post-harvest handling.
7. Promote policies and mechanisms for improving financial services provision for small producers.
8. Advisory material and support to value chain actors and organizations that work with producers on the planning and design of market-oriented infrastructure.
9. Support to value chain actors and organizations that work with producers on rural finance, post-harvest operations, contract farming, linking producers to markets, market infrastructure, and input and equipment supply.
10. Contribute to the development of appropriate risk management tools for producers.

Organizational Result G2 - Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships

Lead Units: ESW/NRL

Indicator	Baseline	Target (4-year end-2013)	Target (2 year-end-2011)
G2.1 Number of requests for FAO analyses of patterns and trends of farm and non-farm employment	0	60	20
G2.21 Number of countries which have developed revised their agriculture and rural development policies or programmes that promote approaches to give greater attention to decent rural employment, access to land and/or income diversification	0	8	4

Primary Tools for achievement of the Organizational Result

1. Establishment and maintenance of a database with primary data and information on sources of income and other ~~socio-economic~~socio-economic characteristics of rural households, including land tenure and access to land.
2. Policy-relevant analytical work on rural households' sources of income, and patterns and trends in farm and off-farm employment, land tenure and access to land, including gender- and age-specific differences.
3. FAO self-assessment, strategy, and work programme on decent rural employment and access to land developed to reflect all relevant FAO technical areas and accessible to countries and partners through the FAO-ILO website and other channels.
4. Policy advice to create both more and better quality rural employment and promote access to land in agricultural and non-agricultural rural sectors.
5. Capacity building and advocacy work to support policies that the revision and/or development of strategies, policies and programmes that are more conducive to decent rural employment and access to land.
6. ~~Capacity building in~~Promote age- and sex-disaggregated data collection and analysis of rural employment, access to land and income issues.
7. ILO standards and conventions (i.e. gender discrimination, child labour, youth employment, occupational health and safety, rural enterprise creation, rights of association, labour standards) and FAO-negotiated and voluntary standards and codes of practice relevant to rural employment and access to land concerns (i.e. chemicals/pesticide use, distribution and disposal, equipment safety, Good Agricultural Practices (GAP), logging, and safety at sea (on

~~board of vessels); maritime convention; code of conduct of responsible fisheries, Voluntary Guidelines for the Responsible Governance of Land and Natural Resources, etc.).~~

- ~~• FAO-ILO Memorandum of Understanding (2004) and ILO, IFAD, FAO, IFPRI, IFAP, IUF Declaration of intent on cooperation on child labour in agriculture (2007).~~

Organizational Result G3 - National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries

Lead Units: AGS/EST

Indicator	Baseline	Target (4-year end-2013)	Target (2-year end-2011)
G3.1 Number of countries with policies and strategies for improving enhancing the developmental impacts of agribusiness competitiveness in their agricultural and rural development (ARD) policies	To be determined 0	10	5
G3.2 Number of countries <u>Ministries of Agriculture</u> with institutional mandates <u>mechanisms</u> for: rural and small producer development; fostering public-agribusiness, agro-industries or engaging the private cooperation; and agro industry sector oversight and coordination in agricultural development	To be determined	<u>66 more countries have completed the development of institutional mechanisms</u>	<u>6 more countries have begun <i>process to develop institutional mechanisms</i></u>
G3.3 Number of countries that have official documented mechanisms for including the initiated programmes to reinforce public and private sector; including commercially-oriented support to small producers, in rural development strategies; and medium agricultural enterprises	To be determined 0	10	5

Primary Tools for achievement of the Organizational Result

1. Appraisal of trends and policy responses.
2. Support countries in developing sectoral strategies for agribusiness and agro-industries, with special focus on producer organizations and SMEs.

- ~~3. Identify sector specific indicators and benchmarks to guide policy development and institutional reform.~~
- 4.3. Promote actions to improve financial services to agribusiness, especially small producers, SMEs and producer organizations.
- ~~5.4. Support governments in formulating strategies and policies for mechanization.~~
- ~~6.5. Provide guidance on public sector roles and responsibilities for contract intermediation, conflict resolution, and promotion of responsible business practices.~~
- ~~7.6. Build capacity of organizations that provide support to agricultural SMEs and producer organizations.~~
- ~~8.7. Support piloting and appraisal of SME value-adding technologies and value-chain innovations.~~
- ~~9.8. Contribute to the development of appropriate risk management tools for agro-enterprises.~~

Organizational Result G4 - Countries have increased awareness of, and capacity to, analyse, developments in international agricultural markets, trade policies and trade rules to identify trade opportunities, and to formulate appropriate and effective pro-poor trade policies and strategies

Lead Unit: EST

Indicator	Baseline	Target (4 year end-2013)	Target (2 year end-2011)
G4.1 Trend in the number <u>Number</u> of page views/visits to FAO web sites containing information on <u>and analysis on developments in international agricultural commodity markets, trade policy and related trade negotiations issues and their impacts on small producers and rural development</u>	To be determined	Increase/same	Increase/same
G4.2 The number of times in which FAO analysis of international agricultural commodity markets, trade policies and negotiating issues are cited in citation indices relative to comparable international organizations <u>G4.2 Percentage increase in number of officials receiving FAO capacity development in the use of market and trade related information and analysis in market and trade related policy</u>	To be determined <u>0</u>	+10 <u>50</u> %	+5 <u>25</u> %

<u>formulation targeted at enhancing smallholders' livelihoods and promoting rural development</u>			
G4.3 Percentage of officials receiving FAO training in trade negotiation and in analysis of policy options and trade policy formulation to enhance small producer livelihood and promote rural development <u>G4.3 Number of countries which have formulated market or trade related policies with explicit objectives related to improvements in smallholders' livelihoods</u>	<u>0</u> <u>To be determined</u>	<u>80%</u> <u>8 additional countries</u>	<u>80%</u> <u>4 additional countries</u>

Primary Tools for achievement of the Organizational Result

8.1. Monitoring, statistical information and analysis of situation and outlook for international markets for agricultural products.

9.2. Analysis of standards in international agricultural trade.

10.3. Analysis of trade policies and strategies.

11.4. Monitoring and analysis of changes in trade rules under multilateral and regional trading arrangements.

12.5. Advice, training support and assistance in market information and analysis.

13.6. Advice, training support and assistance related to standards and certification.

14.7. Advice, training support and assistance in policy formulation ~~and legislative development.~~

15.8. Advice, training support and assistance on international trade negotiations - workshops, roundtables and technical assistance.

9. Tracking trends and use of information and analysis.

STRATEGIC OBJECTIVE H - IMPROVED FOOD SECURITY AND BETTER NUTRITION

Issues and Challenges

~~It~~ Growth in income is contributing to hunger reduction in many countries around the world and this trend is projected to continue in the future. However, not everyone benefits and it is now clear that it may not be feasible to meet the World Food Summit and Millennium Development Goal (MDG) hunger reduction targets by 2015. ~~Food~~ At the same time, food insecurity and malnutrition act as a ~~break~~brake on economic development, and ~~way~~targeted and ~~means~~purposeful actions must be urgently ~~found~~taken to accelerate reductions in hunger and malnutrition, and to raise levels of food ~~security~~ and nutrition ~~security~~ for all.

FAO's most recent estimates put the ~~(rising)~~ number of hungry people at 925 million in 2010, down from the high of 1020 million in 2009, but still an increase of more than 180 million ~~since~~over the 1990-92 base period. Moreover, micronutrient malnutrition affects about 2 billion people worldwide ~~over, – more than~~ 30 percent of the world's population. Globally 10 million children die before their fifth birthday every year - over a third ~~caused by~~of these deaths associated with undernutrition. One in three developing country children under the age of five – 178 million children – suffer stunting due to poor quality diets and disease.

~~Exacerbating factors~~In perspective, challenges to food security include demographic changes (population growth and urbanization) that increase demand for food and alter dietary patterns at the same time as environmental pressure is leading to widespread land degradation and water shortages, increased smallholder marginalization, and transboundary movement of diseases, ~~and environmental pressure~~. Efforts to overcome food insecurity and malnutrition are made more arduous by the impact of still high and volatile food prices, the ~~present~~continuing financial and economic ~~crisis~~downturn, the longer term impact of climate change and climate variation, and ~~the use of food crops as~~agricultural resources to produce biofuel.

As events in 2008-~~09~~10 ~~have~~ demonstrated, national, regional and global capacities in support of appropriate and effective governance for food security and nutrition are weak. Economic, political, institutional, regulatory, legal and social frameworks must be strengthened for food ~~security~~ and nutrition ~~security~~ objectives to be achieved and in support of the realisation of the right to food.

The magnitude of hunger, food insecurity and malnutrition has been assessed in many countries; however, there remains insufficient understanding of the prevalence and root causes of food insecurity and malnutrition among vulnerable groups at sub-national levels. Timely and forward-looking assessments and analyses are needed for the design and implementation of appropriate policies, prioritised investment programmes and interventions to address food ~~security~~ and nutrition ~~security~~ challenges.

The immediate needs of most vulnerable populations must be met, while at the same time building longer-term resilience by tackling the underlying causes. Consequently, up-to-date information, analyses, policies and programmes are needed for determining the underlying causes of food insecurity and malnutrition and for identifying and implementing effective solutions. Bringing together FAO's knowledge for targeted initiatives and programmes supported by consistent, coherent and effective action at country (including sub-national), regional and global levels is a prerequisite to achieve this Strategic Objective.

Assumptions and Risks

- Assumption that national governments and the international community create an enabling policy environment and supportive institutional and technical mechanisms to implement cross-sectoral food ~~security~~ and nutrition ~~security~~ policies, programmes and actions.

- Assumption that food security and nutrition issues are normally well-articulated in national exercises such as the PRSP, UNDAF, CPF and in national government priorities.
- Assumption that adequate human resources and budgets are made available by countries and development partners to overcome the constraints to achieving sustainable/sustained improvements in food security and good/better nutrition.
- Assumption that there is willingness among concerned national line ministries and institutions and among international agencies and other development partners to work cross-sectorally at all levels.
- Assumption that national information and statistics systems have the capacity needed to assess and monitor developments in food security and nutrition security, while also providing the necessary data for the compilation of estimation of undernourishment, including Supply Utilization Accounts and, Food Balance Sheets used for the estimation of undernourishment, and income distribution.
- Assumption that countries and development partners provide adequate attention and resources to dietary diversification and nutrition improvement.
- Assumption that households and household members generally have entitlement and access to sufficient economic and physical resources, and awareness of how to efficiently manage such resources for improved food security and better nutrition.
- Assumption that there is a minimum level of awareness of the benefits of a healthy diet leading to greater demand for nutritionally adequate, safe and diverse diets.
- Risk that civil strife, political and economic instability, lack of financial commitment and insufficient policy dialogue hinder the implementation of needed reforms of policies and programmes for improved food security and better nutrition.
- Risk that there is lack of collaboration and insufficient capacity of key stakeholders to effectively participate and contribute to decision-making processes.
- -Risk that uncoordinated policies, focusing on narrow and/or short-term objectives, exacerbate problems and inhibit proper adjustments of food systems.
- Risk that lack of economic resources and political will may jeopardize targeting of the poor and most marginalized sectors of the society.
- Risk that external factors (water, sanitation, HIV pandemic, tuberculosis, malaria and other diseases) offset dietary improvements and gains in food utilization.

Application of Core Functions to Strategic Objective H								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Inter-disciplinary approach	H - Partnerships, alliances
H1	x			x	x	x	x	x
H2	x		x	x	x	x	x	x
H3				x	x	x	x	x
H4	x	x			x	x	x	x
H5	x	x	x	x	x	x	x	x

Organizational Result H1 - Countries and other stakeholders have strengthened capacity to formulate, implement and monitor coherent policies, strategies and programmes that address the root causes of hunger, food insecurity and malnutrition

Lead Units: ESA/TCS

Indicator	Baseline	Target (4-years end-2013)	Target (2-years end-2011)
H1.1 Number of countries ^{countries} and Regional Economic Integration Organisations (REIOs) that have formulated sectoral and cross-sectoral food security and nutrition policies, strategies or programmes (including NPFS/RPFS)	0 countries	(i) 17 countries (NPFS) and 4 REIOs (RPFS); (ii) ex-ante policy/programme assessments in 6 countries	(i) 11 countries (NPFS) and 2 REIOs (RPFS) (ii) ex-ante policy/programme assessments in 3 countries
H1.2 Number of countries and REIOs that have implemented sectoral and cross-sectoral food security and nutrition policies, strategies and programmes (including NPFS/RPFS)	16 NPFS and 4 RPFS	(i) 33 NPFS and 8 RPFS (ii) 10 countries (food security and nutrition policies)	(i) 27 NPFS and 6 RPFS (ii) 5 countries (food security and nutrition policies)
H1.3 Number of countries piloting a cross-sectoral results-based policy and programme monitoring system covering food insecurity, hunger and/or malnutrition concerns	0	5	2

Primary Tools for achievement of the Organizational Result

1. Advocacy and cross-sectoral collaboration: Development and dissemination of lessons learnt on policy processes and management, raising awareness of, and developing evidence-based advocacy strategies, while working through partnerships and alliances across agencies and at national and regional levels, including through improved information and communication, to advocate for investment in prioritised cross-sectoral food security and nutrition programmes.
2. Monitoring and analysis: Develop and deliver methods and tools for strengthening global, regional and national food security information and early warning systems, including support to national FIVIMS, poverty and vulnerability assessments in support of better-targeted and prioritised policies and programmes. In addition, provide methods and tools for *ex ante* socio-economic policy and programme impact assessments, policy and programme monitoring and intelligence systems, and technical assistance for results-based policy monitoring systems.
3. Provision of FAO policy and programme advice: Conduct global, regional and country analysis of impacts of macroeconomic, agricultural and socio-economic policies and programmes on food and nutrition, and the impacts of food security and nutrition policies on development objectives of the country; and preparation of policy profiles and frameworks on food security and nutrition-related emerging issues, and technical advice on ways to address food ~~security~~ and nutrition ~~security~~ issues sectoral and cross-sectoral policies, strategies and programmes.
4. Capacity development and institution building: Provision of technical and institutional support for: the development of analytical and methodological tools for *ex-ante* policy impact analysis and policy monitoring; development, implementation, monitoring and evaluation of national and

regional food security programmes; negotiations skills; participatory and sustainable food security and nutrition strategy and policy formulation; the reduction of post-harvest production; and losses and enhanced efficiencies in the food system and/or value chain.

Organizational Result H2 - Member countries and other stakeholders strengthen food security governance through the implementation of the Voluntary Guidelines to Support the Progressive Realisation of the Right to Adequate Food in the Context of National Food Security and a reformed Committee on World Food Security

Lead Unit: ESA

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
H2.1 Number of countries in which institutions have adopted and applied principles of good governance in the formulation, implementation or monitoring of food and nutrition policies and programmes	To be determined 0	5	3
H2.2 Number of countries that have developed or strengthened legal, institutional, or policy frameworks for the progressive realisation of the right to adequate food	To be determined 0	10	7
H2.3 Number of countries that have developed human rights-based policies and programmes targeted specifically at food insecure and vulnerable groups	To be determined	10	7
H2.43 Number of countries that have undertaken advocacy, communication and/or education strategies in support of the right to food	To be determined 0	10	7
H2.54 Number of FAO policy documents that provide ways and means to strengthen global food security governance	0 <u>documents</u>	4 <u>documents</u>	2 <u>documents</u>

Primary Tools for achievement of the Organizational Result

1. Conceptual guidance on the development and implementation of strengthened food security governance at global and country levels.
2. Capacity development and advocacy on the application of rights-based approach and the principles of good governance (including transparency, accountability, participation, non-discrimination, empowerment, and respect for the rule of law).
3. Application and adaptation of FAO's Right to Food Methodological Toolbox (comprising guides and methodological tools on how to legislate, monitor, assess, budget for the right to food, including the right to food curriculum development) to guide and promote policies, strategies, programmes and public actions.
4. Assessment and analysis of population groups most vulnerable to food insecurity and malnutrition (~~including through the FAO FIVIMS programme~~).

5. Knowledge generation and exchange with national and international partners on the application of the right to food and human rights-based approaches, including the collection, analysis and dissemination of best practices and lessons learned.
6. Provision of a multi-stakeholder platform for dialogue and exchange of lessons learned on the implementation of good governance and the right to food (e.g. CFS, GPFS, RTF Forum).
7. Secretariat support service to the CFS process.
8. Analysis, advocacy and technical advice for strengthened global food security.
9. Technical and policy advice on legal, institutional and social reforms.
10. Integration of the right to adequate food and human rights' principles and approaches in FAO's normative and operational work.

Organizational Result H3 - Strengthened capacity of member countries and other stakeholders to address specific nutrition concerns in food and agriculture

Lead Unit: AGN

Indicator	Baseline	Target (4-year end-2013)	Target (2-year end-2011)
H3.1 Number of countries that have incorporated nutrition objectives into sectoral policies and/or into their Poverty Reduction Strategy (PRS)	0	6	3
H3.2 Number of countries that have assessed and analysed the impact of changing food systems on nutrition	0	4	2
H3.3 Number of countries that have developed and endorsed national dietary guidelines and/or have implemented national nutrition education programmes	0	6	3

Primary Tools for achievement of the Organizational Result

1. Provision of household food security and nutrition expertise, methods, guidelines and analytical tools for supporting food and nutrition policy, strategy and programme formulation and implementation, selecting appropriate food-based interventions and ~~to~~for assessing impact.
2. Household and individual level assessment of the food ~~security~~ and nutrition ~~security~~ situation and trends, including dietary diversity and food access measures, and analysis of factors affecting population groups most vulnerable to food insecurity and malnutrition.
3. Advice on incorporating nutrition objectives into food and agricultural policies and programmes to address identified food-related nutrition problems.
4. Build capacity in the development of science-based national dietary guidance and regulations, and develop educational and communication resources on improving nutrition and the diversity of diets for dissemination and adaptation at local, national and regional levels.
5. Upgrade countries' institutional abilities to develop and implement nutrition curricula and professional training programmes at all levels to assist countries raise the level of capacity and

understanding of the importance of nutrition concerns in the broader policy/programme environment.

Organizational Result H4 - Strengthened capacity of member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition

Lead Unit: ESS

Indicator	Baseline	Target (4-years end-2013)	Target (2-years end-2011)
H4.1 Number of countries using FAO guidelines, methodologies or standards for collecting, analysing and disseminating data and statistics on food and agriculture	25	40	35
H4.2 Number of countries supported by FAO to conduct training in data collection, compilation, analysis or dissemination of food and agricultural statistics	25	55	40
H4.3 Access to FAO databases and statistical publications as measured by the average number of hits per month on the FAOSTAT Web site	6 million <u>hits</u>	7 million <u>hits</u>	6.5 million <u>hits</u>

Primary Tools for achievement of the Organizational Result

1. Capacity building on food balance sheets, agricultural census and household budget surveys.
2. Developing global datasets on food security situation and trends.
3. Promoting greater sharing and consolidation of food security and nutrition data and statistics.
4. Promoting the adoption or development of data and information management systems, such as CountrySTAT.
5. Adapting and developing new and appropriate statistical methods.
6. Providing technical support to improve countries' capacity to analyse data and statistics in order to better assist decision-makers to formulate sound food security and nutrition policies and programmes.
7. Developing strategies in support of sustainable national statistical services.
8. Promoting the production of supply/utilization accounts and food balance sheets. (SUAs/FBSs), including statistics on macro-nutrient and micro-nutrient availability.
9. Promoting the generation and dissemination of food security statistics from household surveys.

Organizational Result H5 - Member countries and other stakeholders have **better access to FAO analysis and information products and services on food security, agriculture and nutrition, and strengthened own capacity to exchange knowledge**

Lead Units: ESA/OEK

Indicator	Baseline	Target (4-yearend-2013)	Target (2-yearend-2011)
H5.1 Average number of web visitors per month searching for FAO knowledge and information resources, products or expertise on food security, agriculture and nutrition	4 million <u>visitors</u>	6 million <u>visitors</u>	5 million <u>visitors</u>
H5.2 Number of FAO flagship <u>flagship</u> publications and peer reviewed books or journal articles on FAO research and analysis on, and other major publications documenting food security, agriculture and nutrition-related research and analysis	2 annual FAO 'flagship' 15 publications; 10 peer-reviewed books/journal articles	2 annual FAO 'flagship' 20 publications; 11 peer-reviewed books/journal articles	2 annual FAO 'flagship' 17 publications; 12 peer-reviewed books/journal articles
H5.3 Use by <u>Number of</u> member countries <u>country</u> institutions, partners and other stakeholders of <u>using</u> FAO's information and knowledge management standards, tools and services (<u>AGROVOC, AGRIS and AGMES</u>)	To be determined 130 institutions, partners or other stakeholders	To be determined 260 institutions, partners or other stakeholders	To be determined 190 institutions, partners or other stakeholders

Primary Tools for achievement of the Organizational Result

1. Publish country, regional and global FAO research and analytical materials on food security, poverty, agriculture and nutrition (i.e. Workingworking papers, journal articles, policy briefs, etc.).
2. Publish FAO-targeted information/knowledge products, including flagship publications (SOFA, SOFI), periodic reports and key documents on emerging issues relevant to food security, agriculture and nutrition (Food Outlook, CPFS, CFSAM Reports, Agricultural Outlook).
3. Conduct socio-economic analysis on global perspective issues related to major long-term global food, nutrition, agriculture and natural resources issues with the objective to inform policy decisions and development plans based on analytieanalysis of information and informed judgement.
4. Conduct household analysis relevant to address rural poverty, food insecurity, and income and employment issues.
5. Develop and deliver methods, tools ~~and~~ guidelines and learning materials to standardize and harmonize food security and nutrition information (FIVIMSISFNS, EC/FAO Food Security Thematic Programme).

6. Develop global analysis and monitoring services and advocacy for improved decision-making ~~in~~ towards improved food ~~security~~ and nutrition security (CFS, FAOSTAT, GIEWS, ~~FIVIMSISFNS~~, Nutrition Country Profiles).
7. Global, regional and national fora on food security and nutrition supported by FAO (CFS, technical meetings, high-level meetings).
8. Development of face-to-face and virtual knowledge exchange events and platforms, and knowledge sharing services on current and emerging issues at global, regional, national and local levels (e.g. CFS, CCP, ~~Regional~~regional/national fora).
9. Development and dissemination of FAO standards, methods, tools, ~~and~~ systems and learning materials related to information management and knowledge sharing.
10. Undertake assessments and appraisals of capacity gaps in information and knowledge to strengthen food ~~security~~ and nutrition security.
11. Support to regional, national/ and local capacity development in management and exchange of information and knowledge.
12. Development of platforms for documenting experiences, sharing good practices and lessons learned.

STRATEGIC OBJECTIVE I - IMPROVED PREPAREDNESS FOR, AND EFFECTIVE RESPONSE TO, FOOD AND AGRICULTURAL THREATS AND EMERGENCIES

1.

Issues and Challenges

Three out of four people in developing countries live in rural areas and depend predominantly on agriculture for their livelihoods. Emergencies tend to have the most severe consequences on the food security and livelihoods of poor, vulnerable and agriculture-dependent populations. The nature of these ~~emergencies~~~~crises~~ ranges from sudden ~~and slow~~-onset natural disasters, ~~chronic disasters (e.g. drought)~~, complex ~~crises (e.g. civil emergencies (post conflict, market shocks) to the consequences of climate variability. Climate change is not only increasing the frequency and severity of natural disasters, but may also affect the incidence of and protracted crises)~~, transboundary ~~animal and plant~~ pests and diseases, ~~food chain emergencies and economic and social emergencies (price volatility, market failures, HIV/AIDS)~~.

~~In 2008, the~~The Centre for the Research on the Epidemiology of Disasters reported 321 disasters associated with natural hazards ~~in 2008~~. Climate-related disasters caused nearly three-quarters of the damage inflicted. ~~In 2008, in the same year and~~ the number of deaths caused by natural hazards was three-times the average for 2000-2007. Climate change and variability are increasing the frequency and severity of natural disasters and are affecting the incidence of transboundary pests and diseases. Complex emergencies also continue to affect tens of millions of ~~persons~~people globally. In response to some of these needs, the 2009 UN Humanitarian Consolidated Appeal reported that 30 million people ~~will require~~required assistance at a record high of USD 8.2 billion, as compared with USD 3.8 billion in 2008 for 25 million people.

Disasters and crises put nutrition and food security at risk, and finding ways to reduce and manage this risk is the fundamental purpose of Strategic Objective I. Adopting disaster risk management (DRM) systematically in the food and agriculture sectors increases the resilience of vulnerable populations and their capacity to recover from disasters in a sustainable manner. Crises and disasters have devastating impacts, but they can also create opportunities to build back smarter. These opportunities can offer momentum for creating more robust structures and institutions, as well as introducing more sustainable agricultural and natural resource management practices, and in turn improve food security and strengthen community resilience.

FAO is developing an integrated approach to DRM that aims to reduce the vulnerability of people before, during and after disasters. This approach promotes capacity development for risk reduction and livelihood resilience, ensures that disaster-affected populations recover swiftly from the initial damage and disruption and that affected people are once again able to benefit from interventions focused on sustainable development. Proactive strategies are essential if vulnerable countries are to avoid large-scale loss of life, destruction of the environment, infrastructure and economic activity, and degradation of livelihoods and nutrition. Emergency preparedness ~~and~~, response and rehabilitation must address the specific needs of agriculture-based populations, particularly smallholders, pastoralists, fishers, forest users, landless farm workers and their dependants, with particular focus on food insecure and nutritionally vulnerable groups. ~~Effective support should involve all elements of disaster risk management (DRM), including early warning, contingency planning, disaster risk reduction (preparedness), needs assessment, timely response and support to national DRM planning. At the same time, longer-term measures, institutional capacities and agricultural technologies for preventing and mitigating the adverse impacts of crises on the most vulnerable people and places need to be promoted and sustained.~~ Collaboration with primary actors, such as UN agencies and partners (UNISDR, GFDRR), regional organizations, national counterparts and other sectors (~~e.g. such as~~ health, education, environment, social affairs) must ensure integrated support at global, regional and national levels.

FAO support to country-level preparedness ~~and~~, emergency response and rehabilitation will necessarily be influenced by changing financial and institutional conditions. Funding modalities will

continue to evolve to be more diversified and pooled at global and country levels. The high number of UN agencies and NGOs involved in food security, nutrition and agricultural emergency and rehabilitation DRM focused work will continue to create opportunities for collaboration and cooperation, ~~but~~. The number of actors in DRM may also pose coordination challenges, particularly those associated with transition from immediate response and rehabilitation to development. Within the UN system, the existing reform process will offer opportunities for FAO with regard to coordination and leadership on food security and nutrition issues at global, regional and national levels. At country level, the governments of countries experiencing emergency crises situations will need to play new and stronger roles in risk reduction and the coordination of external assistance through capacity ~~building of national disaster management institutions~~. development of national disaster management institutions. FAO plays a key role in ensuring that agriculture and food and nutrition security are reflected in DRM policies, platforms and activities from the global to the local levels, advocating for the importance of adopting and adapting short-term humanitarian and long-term development approaches in order to reduce the response time, improve its efficiency and increase the long term resilience of communities, countries and partners.

Assumptions and Risks

- Assumption that ~~Governments~~ governments, partners and donors recognize the importance of agriculture, food and nutrition security in all the short- and long-term aspects of DRM.
- Assumption that governments assign sufficient priority to capacity building development in risk analysis, early warning, contingency planning, preparedness, coordination of response in emergencies and supporting transitions from relief to development programming.
- ~~Assumption that countries support national preparedness and early warning systems, and promote capacity development in community, national, regional and international systems to identify new threats and risks, and related impact and mitigation measures.~~
- ~~Assumption that cost-effective and sustainable preparedness methodologies are available for implementation in developing countries.~~
- Assumption that core capacity of FAO technical divisions generally remain consistent with the need to support work in emergencies prevention, mitigation, preparedness, response, rehabilitation and transition transition, and to assume leadership when appropriate. FAO will manage food chain emergencies applying the Crisis Management Framework for Preventing and Responding to Transboundary Animal Diseases and Plant Pests and Food Safety Emergencies [~~CMC for the Food Chain~~]. FCC-EMU. FAO will augment its rapid response capacity through the progressive corporate implementation of ~~the Incident Command System~~ (ICS) Standard Operating Procedures (SOPs) within the Crisis Management Framework for large emergencies.
- Assumption that the number and type of FAO emergency projects and programmes will fluctuate year by year, and that performance analysis and reporting against corporate Organizational Results should be more focused on measuring results in terms of proportionate change vis-à-vis total emergency projects and programmes.
- Risk that the number and severity of crises may become far greater than the capacity of the countries and the Organization to respond effectively.
- Risk that the global financial crisis precludes adequate levels of funding for humanitarian relief, recovery preparedness, response, rehabilitation and transition transition programming in the immediate and near future and that likewise, development funding for prevention and mitigation through longer-term interventions will remain low.
- Risk that FAO may require significant internal capacity development and not be able to ensure the have a corporate culture that welcomes a more integrated, multidisciplinary and coordinated approach necessary to DRM throughout the Organization, and this may constrain consistent and coherent action to provide appropriate and timely support across all elements develop the capacity of disaster risk management associated with food and agriculture countries and partners over the first PWB cycle of the new SO I strategy

Application of Core Functions to Strategic Objective I								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G – Inter-disciplinary approach	H - Partnerships, alliances
I1	X	X	X	X	X	X	X	X
I2	X	X	X	X	X	X	X	X
I3	X	X	X	X	X	X	X	X

Organizational Result I1 – Countries’ vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions

Lead Units: TCE/EST/NRC

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
I1.1 Number of vulnerable countries whose national having established or taking steps to improve early warning systems for agriculture and food security have shifted from category 2 to category 1 or from category 3 to category 2 established using coordinated platforms.	To be determined 16	(Number under finalisation) 35	(Number under finalisation) 25
I1.2 Number of countries whose contingency plans for and partners having incorporated agriculture and food security have been tested building from FAO’s emergency programme into contingency plans.	To be determined 10	15	10
I1.3 Number of high risk disaster hotspot countries with specific Disaster Risk Reduction action plans for agriculture included in their national DRM plans	7	15	11

Primary Tools for achievement of the Organizational Result

1. Early warning systems **Good governance for disaster risk reduction (DRR) and institutional strengthening:** support governments to develop DRR strategies and plans with focus on agriculture, forestry and fisheries; mainstream agriculture-related DRR measures into sectoral policies and plans, and national disaster risk reduction and management strategies and plans; promote integration and links between disaster risk prevention, mitigation, preparedness, early warning and humanitarian assistance for emergency response; assess and enhance institutional and technical delivery capacities for DRR/M within sectoral line departments and extension services; provide capacity development and application of training to integrate DRR/M practices and principles into sectoral development plans or country programming; advise food security/ agricultural/ nutrition line agencies on operational strategies.⁴
2. **Integrated Risk Assessment, Monitoring, Analysis and Early Warning (EW):** develop and apply services and products for enhanced EW systems and food security and nutrition situation analysis (GIEWS information and tools, GIEWS Workstation, IPC workstation, climate forecasts); products and services supporting assessment and EW systems and food security situation analysis (Livelihood Analysis, Vulnerability Analysis, CFSAM methodology IPC); streamlined/ strengthened/ funded, RADAR, IPC platform); promote partnerships to streamline, strengthen and mobilize funds for local, national, regional and global early warning systems through appropriate partnerships; developed and implemented EW systems (EWSs); develop, test and institutionalize enhanced Hazard, Livelihood and Vulnerability Baseline methodology, conflict prevention and mitigation tools; support capacity development at national and regional levels focused on risk assessment, preparedness and contingency planning and EWSs; harmonize EW services and products at country level to enhance monitoring of the multiple threats to food and nutrition security; reinforce EMPRES-led capacity building programme at national and regional levels on risk assessment, management and communication; improve risk analysis and coordination of food chain risk management in intergovernmental processes; integrate disease and pest monitoring and control in a crisis context, including climate change; provide and facilitate access to integrated databases for food chain risks.
3. **Capacity development and technical support on preparedness for effective response:** develop a preparedness plan for FAO (headquarters) and plans in focus countries and implement priority actions (upsurge capacity, logistic and procurement preparedness, standard operating procedures, enhanced crisis management centre); implement an FAO Training Package in Disaster Preparedness, including guidelines/support to contingency planning developed and used internally and with partners; hazard, Livelihood and Vulnerability Baseline methodology; guidelines to build/ strengthen capacity to produce, monitor, analyze and manage early warning data in high risk developing countries with significant vulnerable rural populations; guidelines/ support to contingency planning; establish and train FAO response teams established and trained for rapid deployment with core functions delivered for different types of emergencies; agriculture cluster operational including contingency plan and networks in country (including DRM); technical support to emergency preparedness and response provided; development of disaster preparedness plans and practices (to be an inter-agency—UN, NGOs, enable agriculture and/or food security cluster groups to assist governments in contingency planning, coordination and networking for DRR; help Governments and donors) exercise with other stakeholders, including local communities, to develop integrated disaster preparedness plans and practices applying a holistic approach inclusive of local communities; disaster preparedness; further mainstreamed mainstream disaster preparedness in emergency and rehabilitation activities; contingency plan available.

⁴ This advice would focus on ways to (1) better link drr/m and climate change adaptation; (2) address land use planning and tenure in the context of extreme events, armed conflicts, complex crises or encroachment into new habitats; (3) support legal frameworks on drr/m for agriculture, food security and nutrition; (4) integrate agriculture, food security and nutrition in national preparedness / contingency plans.

1. **Technical support and capacity development for enhanced application of agriculture-based technologies for prevention, mitigation and sustainable natural resource management:** promote and implement interdisciplinary programmatic approaches and technologies at country level to reduce future risks, mitigate shocks and build resilience; identify and promote good practices for enhanced livelihood and food security.
4. Policy and technical support for integrating risk reduction practices and principles into sectoral policies and programmes, including: FAO and partners (within contingency planning and within cluster groups of UNCT) facilitate Governments to develop DRM strategy and plan (rolling document and linked to the NMTPF), and based on most likely scenarios; DRM mainstreamed in national policies and institutions, with multi-partner collaboration on transition; integrated policy and technical support for integrated risks reduction practices and principles; resilience in agriculture (forestry, fishery and livestock) in the context of recurrent and/ or extreme events; enhance household adaptive capacities in resilience; promote infrastructure and agricultural services development and appropriately designed food safety risk management programmes in the context of recurrent crises; develop guidance on how to integrate conflict analysis with DRR; mainstream DRR, particularly the application of approaches and technologies, into post disaster recovery and into development programming; develop cost benefit analysis tool developed tools to support mitigation choices/activities; countries allocate resources to prevention and mitigation and train surge teams or quick intervention leaders; countries allocate resources and implement policies on DRR (evidence-based analysis to contribute to national programming processes and capacity building); best practices support national efforts in capacity development.
2. **Knowledge management and strategic partnerships for DRR:** provide FAO expertise and knowledge for disaster risk profiling, monitoring and analysis and for disaster preparedness and mitigation policies and planning; document good practice options for climate risk management in international DRR and CCA databases communicate good practice on knowledge-sharing and lessons learnt/learned for preparedness, prevention and mitigation communicated through a systematic approach and integrated into projects/programmes.
3. Promoting sustainable natural resource management practices (for example: land, water, watershed, forestry, or coastal areas); farming options development and adoption for Agriculture (forestry, fishery and livestock) in the context of extreme events; support household adaptive capacities through the support to food systems resilience; disease and pest monitoring and control in a crisis context, including climate change; land use planning and tenure in the context of extreme events or encroachment into new habitats; infrastructure and agricultural services (for example, seeds systems, seed storage, vaccine banks and cold chain) development in the context of recurrent crises; infrastructure and appropriately designed food safety risk management programmes; access to integrated databases for food chain risks; technical advice and/or assistance provided on food security, nutrition and livelihoods in at risk areas and emergency contexts; TECA database on good practices for DRM, particularly good practice options for climate risk management documented in international DRR and CCA databases; developing guidance on the principles of good practice options associated with DRR/DRM and documenting lessons learned from application and replication of context-location specific good practice options at the local level; developing guidance on how to integrate conflict analysis with DRR (focus on complex emergencies and associated rehabilitation); farming good practices adopted; and guidance on how to integrate conflict analysis with DRR.
4. Institutional and technical Capacity building for comprehensive Disaster Risk Reduction (Preparedness prevention and mitigation), including: assessing and enhancing institutional and technical delivery capacities for DRR within sectoral line departments and extension services; capacity building and training (Policy and technical support) for integrating DRR practices and principles into sectoral development plans or country programming exercises (United Nations Development Assistance Framework [UNDAF], National Medium Term Priority

Framework [NMTPF]); EMPRES led capacity building programme at national and regional levels on risk assessment, management and communication, including the establishment of regional [laboratory] networks [Regional Animal Health Centres] to share information and deliver training; provision of targeted FAO expertise and knowledge products in disaster risk profiling, monitoring and analysis and disaster preparedness and mitigation policies and planning; capacity building programmes (such as EMPRES, GIEWS) at national and regional levels focused on risk assessment, preparedness and contingency planning; internal built capacity on DRR mitigation, at headquarters and at field level; and trained and experienced core staff group in FAO supporting national efforts in capacity building.

- 4.5. Advocacy, coordination and provision of inputs to national; promote and develop partnerships through strategic participation at interagency and intergovernmental processes, including: participating in inter-agency and intergovernmental processes, and conventions and conferences; contributing to advocate for the better integration of DRR and CCA concepts within UNFCCC process; DRR/DRM advocacy tools focused on Agriculture are used to enhance focus on global DRM agenda (ISDR and UNFCCC) and UNISDR led processes; attract funding for preparedness, prevention and mitigation; and improved communication strategy and dissemination of information CMC Food Chain contributions to improved risk analysis and coordination of food chain risk management in intergovernmental processes; develop a strategy for collecting, organizing and sharing FAO's contribution and capacities in DRR, to enhance internal and external visibility, knowledge, advocacy and resource mobilization for member countries.

Organizational Result I2 - Countries and partners respond more effectively to crises and emergencies with food and agriculture-related interventions

Lead Unit: TCE

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
I2.1 <u>Number</u> <u>Percentage</u> of countries where <u>post disaster</u> <u>FAO has participated in</u> needs assessments <u>lead to</u> <u>leading to time critical actions that support</u> coordinated national response plans and activities.	<u>To be determined</u> <u>41%</u>	<u>475%</u>	<u>550%</u>
I2.2 <u>Percentage</u> <u>Number</u> of countries <u>responding to a new crisis are</u> <u>applying</u> <u>supported by FAO that have implemented</u> the <u>Cluster approach and implementing agriculture and food security cluster plans that comply with FAO's technical criteria for such plans</u> <u>approach to formulate and manage emergency response</u>	<u>To be determined</u> <u>26</u>	<u>80%</u> <u>49</u>	<u>60%</u> <u>37</u>
I2.3 <u>Percentage</u> of countries <u>that have implemented</u> <u>where FAO emergency projects and</u>	<u>To be determined</u> <u>43%</u>	<u>3080%</u>	<u>450%</u>

programmes using socio-economic and analyzed gender analysis tools that comply with FAO's criteria and formulated and monitored response based on gender-differentiated needs			
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Primary Tools for achievement of the Organizational Result

Primary Tools for achievement of the Organizational Result

1. **Improved partnerships, coordination and leadership**, including: ~~a)~~ global and country level support for effective cluster leadership; ~~b)~~ relevant, reliable information on food security related to crisis disseminated to the right people at the right time; ~~c)~~ cluster communication and information toolkit developed; and ~~d)~~ active partnership in IASC, UNCT and international and national fora; ~~training and guidance on food security cluster~~.
2. **Advocacy and resource mobilization**, including: ~~a)~~ advocacy strategies and tools developed and in place; ~~b)~~ emergencies communication strategy implemented; ~~c)~~ resource mobilization strategy developed for, and with headquarters, liaison and field offices; and ~~d)~~ flexible and fast funding mechanisms established.
3. **Standardize protocols and procedures for organized response, assessments, and strategic planning**, including: ~~a) coherent~~ Emergencies Handbook developed for FAO; ~~b)~~ active use of internal and external partnerships in well-designed, relevant, timely and ~~multi-disciplinary multidisciplinary~~ assessments; ~~c)~~ training programme for partners developed and implemented; ~~d)~~ region-specific, ~~relevant~~ strategic emergency ~~frameworks~~ ~~framework~~ in place; ~~e)~~ Crisis Management Centre approach for food chain emergencies; ~~f)~~ emergency response system development for FAO rapid response to sudden-onset and large emergencies; ~~g)~~ Emergency Response Roster and surge capacity development; ~~h)~~ ~~revised~~ Plan of Action Guidelines; ~~i)~~ Livelihood Assessment Toolkit (LAT); ~~j)~~ Resilience Tool; ~~IPC, Response Analysis Framework (RAF) and k) IPC Gender Marker~~.
4. **Standards, "~~Do~~ no harm" and "building back better" principles, and good practices for response**, including various toolkits and guidelines developed for emergencies ~~dependent~~ ~~depending~~ on the type of ~~emergency (e.g. crisis, such as~~ seed specifications, fertilizer, use of pesticides, processing and storage technologies to facilitate interim food preservation, livestock emergency guidelines, fisheries and aquaculture emergencies guidelines, food safety emergency guidelines, needs assessment guidelines, watershed management approaches, slope stabilization techniques, rehabilitation of livelihood principles; ~~etc.)~~.
5. **Appropriate and timely recovery interventions**, including: ~~a)~~ response plan developed based on appropriate partnerships and promoting high quality standards; ~~b)~~ implementation: targeted households have improved conditions compared ~~to~~ ~~with~~ pre-emergency; ~~c)~~ project/ programme monitoring aligned with RBM SO I monitoring; ~~d)~~ enhanced capacity of partner institutions, organizations and households for direct emergency response; and ~~e)~~ support to development of national policies relating to emergencies.

Organizational Result I3 - Countries and partners have improved transition and linkages between emergency, rehabilitation and development

Lead Unit: TCE/TCS

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
<u>I3.1 Percentage of countries supported by FAO that have developed and deployed rehabilitation plans or resource mobilization strategies for agricultural recovery and transition</u>	<u>29%</u>	<u>75%</u>	<u>40%</u>
I3.1 <u>Number 2 Percentage of countries with FAO-supported capacity development post-crisis that have experienced at least 10% increase in implemented measures to strengthen the level resilience of funding provided to food and agricultural transition systems..</u>	To be determined <u>43%</u>	<u>580%</u>	<u>260%</u>
I3.2 <u>Number 3 Percentage of countries with emergencies FAO-supported emergency interventions that adopt agricultural recovery have included exit strategies and/or programmes that integrate short, linked medium-and- to long-term needs recovery and development objectives</u>	To be determined <u>15%</u>	<u>1535%</u>	<u>1020%</u>

Primary Tools for achievement of the Organizational Result

Primary Tools for achievement of the Organizational Result

- Capacity of governments, local institutions, communities and other stakeholders enhanced** to ~~address~~ link immediate ~~and long-term~~ needs for relief to longer-term recovery and development objectives, including: ~~a)~~ a) increased national institutional capacity through appropriate capacity ~~building;~~ b) ~~development;~~ use of the resilience tool; ~~e)~~ e) sector analysis in support of ~~Agriculture~~ food and agricultural systems; and ~~d)~~ d) short-term contingency plans ~~are~~ integrated into longer-term planning.
- Formulated response, rehabilitation and transition strategy plans that are harmonized and aligned with government policies and programmes**, including: ~~a)~~ a) NGOs/CSOs/

community groups/ women's groups involved at all stages of programme design; ~~b~~) increasing national ownership and development of a livelihood recovery strategy; ~~e~~) ~~harmonised~~~~harmonized~~ national development plans through one-UN type approaches which should start with one FAO ~~programme~~; ~~d~~) **Country Programme Framework (CPF)**: multidisciplinary ~~team~~~~teams~~ (FAO, donors, local institutions) ~~set-up~~~~established~~ and deployed to assess "transitional needs"; based on which country response programme should be amended; ~~e~~) ~~NMTPF~~~~CPF~~ formulation and implementation, ensuring ~~linkage~~ ~~between~~~~integration of the~~ emergency ~~design~~ **Plans of Action with the FAO CPF and linkages** to UNDAF, ~~PRSP, etc.~~; ~~f~~) **SWAPS, CCAs, and other country level planning framework**: joint training with planning workshops; ~~g~~) involving local institutions; ~~h~~) ~~fisheries~~ co-management with government and communities, ~~particularly for fisheries~~; and ~~i~~) **National Forest Programs/Programmes**.

3. **Knowledge management for informed decision-making by partners**, including: ~~a~~) good practices and lessons learned are documented and disseminated to appropriate audiences; ~~b~~) HPAI intervention facilitating policies and programmes to other diseases; ~~e~~) feeding back lessons learnt into policies and training; and ~~d~~) partners have access to relevant information and references guidelines.
4. **Mainstreaming of good development practices into emergency transition programmes**, including: ~~a~~) response planning incorporates transition plans starting from initial stages of emergency; ~~b~~) strategic documents for emergency and transition include ~~'exit strategies'~~~~exit strategies~~ and are harmonized and aligned with national plans; ~~e~~) programme approach includes: elements of medium- to long-term development goals; ~~d~~) strategies to increase resilience, enhance productivity, ~~and~~ sustain livelihoods; and ~~e~~) ~~type~~~~types~~ of programmes: ~~Seed, such as seed~~ policy formulation, ~~Mangrove~~~~mangrove~~ rehabilitation, ~~Fishery~~~~fishery~~ rehabilitation programmes, Farmers ~~field schools~~, ~~Integrated~~ **Field Schools (FFS)**, ~~integrated~~ food safety programmes, ~~Production~~~~production~~ planning and coordination of farmer market linkages, ~~Enterprise~~~~enterprise~~ management, ~~Watershed~~~~watershed~~ management programmes.
5. **Effective advocacy and donor coordination in favour of transition**, including: ~~a~~) resource allocation mechanisms for transition established; ~~b~~) advocacy tools for donors to secure longer-term funding; ~~e~~) donors sensitized to the importance of funding for transition; ~~d~~) resources allocated identified for transition during emergency phase (including SFERA-like funding and long-term cluster coordination); ~~e~~) adequate resources are mobilized for post-emergency activities; ~~f~~) advocacy and communication for funding transition (and building in-country support and ownership); ~~g~~) ~~use of~~ **IPC situation analysis for transition**; and ~~h~~) CWGER: policy ~~dialogues~~~~dialogue~~ to create space for transition funding.

STRATEGIC OBJECTIVE K - GENDER EQUITY IN ACCESS TO RESOURCES, GOODS, SERVICES AND DECISION-MAKING IN THE RURAL AREAS

Issues and Challenges

Gender inequalities and other forms of social inequities are a significant challenge in the quest for equitable social and economic development and this ~~exacerbates~~ has a direct effect on food, nutrition and income ~~insecurities~~ security. Without addressing social and gender inequalities, the global community will not achieve the goals and aspirations of the World Food Summit and Millennium Development Goals. Men and women play different and complementary roles in agriculture but gender bias in a range of institutions, including government, social norms, families and markets, limits women's ability to access resources, goods and services and to make informed decisions about their productive use. ~~Evidence indicates that~~ Evidence indicates that recent developments such as climate change, food and energy price volatility and large land acquisitions will further exacerbate gender and other socio-economic inequalities in access to productive resources. It has often been observed that economic strategies intended to promote agriculture and rural development are not always beneficial to rural populations particularly women, and sometimes amplify existing socio-economic disparities and marginalization ~~and this trend is likely to worsen given the emerging social, economic and environmental issues including climate change, migration, emerging infectious diseases, global and national economic down turn.~~

Although a number of countries have shown some progress in embracing a more gender and socially inclusive approach in agricultural policy formulation and implementation, critical gaps remain. First, prevailing cultural biases and lack of political ~~will have resulted~~ results in the uneven adoption and implementation of internationally agreed policies and conventions on gender and social equality and women's empowerment. Second, the data needed to understand gender differentiated access to productive resources and its impacts on rural poverty reduction and economic growth are scarce. Third, "gender blindness" in policies and programmes has decreased slightly, but the capacity of policymakers and technical staff in many developing countries remains weak, slowing progress and hindering the integration of gender issues in development programmes. Fourth, even where progress has been made, capacity to sustain policy implementation, monitoring and evaluation of results and impact is often weak. It is possible to address those critical gaps and reach a better level of gender equality in access to resources, goods and services and decision making in rural areas, which is the overall aim of this Strategic Objective.

Although FAO has a clear comparative advantage in addressing rural gender and social equality in agriculture, this requires sharp and sustained focus on the following areas: capacity building both within FAO and among countries (national level) to ensure that achieving gender equality is seen and treated as a mainstream policy and programming issue; ~~incorporation of rural gender issues in relevant UN policies and joint programmes in order to leverage resources and to efficiently scale up rural gender issues;~~ sustained generation ~~and~~ analysis and dissemination of information and statistics on various aspects and trends that have significant implications for gender inequality in order to support the timely formulation and implementation of appropriate policies; developing a strong partnership to facilitate the incorporation of rural gender issues in relevant UN policies, UN Joint Programmes and FAO Field Programme in order to leverage resources and to efficiently scale-up rural gender issues;

Assumptions and Risks

- Assumption that FAO will remain a centre of knowledge and point of reference on rural gender issues.
- Assumption that FAO will expand the envelop of resources for rural gender mainstreaming in the programme of work and budget.

- Assumption that countries and other institutions will continue to request FAO technical support in rural gender issues.
- Assumption that the One UN pilot programme will succeed and thus UN joint programming will become the modus operandi for UN support at country level.
- Risk that national priorities fail to consider and plan development interventions to meet the gender differentiated needs, priorities and aspirations of men and women.
- Risk that political, economic and cultural biases diminish stakeholder appreciation, understanding, and implementation of the social and economic changes needed to address gender inequalities.
- Risk that countries, UN agencies, other development partners, FAO governing bodies and senior management fail to show commitment to achieving gender and social equality.
- Risk that inadequate data make it difficult to analyse trends in social and gender issues, identify needs and priorities, and support the development of appropriate gender plans and policies.

Application of Core Functions to Strategic Objective K								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G – Inter-disciplinary approach	H - Partnerships, alliances
K1		X	X	X	X	X		X
K2		X	X	X	X	X	X	
K3	X	X	X	X	X	X	X	X
K4				X	X	X	X	

Organizational Result K1 - Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development

Lead Unit: ESW

Indicator	Baseline	Targets (4 years end-2013)	Targets (2 years) Target (end-2011)
K1.1 Number of countries <u>receiving FAO assistance</u> that have <u>implemented/formulated gender-sensitive UN joint programmes</u> which contain a rural gender equality component that meets FAO's gender equality criteria	0	<u>75</u>	3
K1.2 Number of “Delivering as One” UN system wide policy instruments <u>comprise countries receiving FAO assistance that have included rural gender issues as a result of FAO inputs in their programmes.</u>	0	<u>444</u>	<u>41</u>

Primary Tools for achievement of the Organizational Result

1. Assess current mechanisms, tools and approaches to gender mainstreaming within the One UN framework with the view of identifying needs, gaps and entry points for FAO's technical support in this field.
2. Develop tools and methodologies to inform UN System common approaches based on identified gaps and entry points.
3. Develop more effective partnerships within the UN system and with other relevant stakeholders, building on existing National Medium Term Priority Frameworks, One UN pilots, UN Joint Programmes, and other UN system wide approaches and frameworks.
4. Provide technical assistance to support the uptake of rural gender issues in UN joint programmes and policies.

Organizational Result K2 - Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources

Lead Unit: ESW

Indicator	Baseline	Targets (4 years end-2013)	Targets (2 years) Target (end-2011)
K2.1 Number of national institutions <u>or initiatives</u> receiving FAO's technical support that have adopted the socio-economic and gender analysis (SEAGA) tool <u>or other similar methodologies</u> for policy <u>formulation and planning, programme or projects.</u>	10	22 16	15 12
K2.2 Number of countries that collect, <u>analyze, analyse and use and disseminating, on a nation-wide basis,</u> sex-disaggregated food <u>and nutrition</u> security and rural development data.	15	30 25	20

Primary Tools for achievement of the Organizational Result

Primary Tools for achievement of the Organizational Result

1. Assess current and emerging capacity building development needs in targeted countries in order to identify areas requiring FAO intervention in gender mainstreaming in agriculture, food security, and rural development.
2. Support efforts of governments and other stakeholders to design and provide training that develops skills for gender and socio-economic analysis, participatory policy making and programme development.
3. Provide technical support for the collection, analysis and dissemination utilization of sex-disaggregated data and statistics in policy-making.

4. Develop, revise and/or adapt materials and resources including tailor-made training modules to address rural gender issues in specific technical areas (e.g. ~~nutrition, forestry emergencies, ,~~ fisheries, livestock, climate change, knowledge sharing and communication, etc).
5. Provide training ~~focused~~ on the "how to" of gender mainstreaming ~~both within FAO and~~ among selected countries based on the SEAGA approach and other tools.

Organizational Result K3 - Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development

Lead Unit: ESW

Indicator	Baseline	Targets (4 years end-2013)	Targets (2 years) Target (end-2011)
K3.1 Number of targeted countries whose agricultural and food security policies, laws and regulations have been revised, using FAO information, analysis, policy advice and capacity building to address rural gender issues affecting access to productive resources. <u>K3.1 Number of countries making use of advice received from FAO in their policy dialogue and formulation processes.</u>	6	126	80

Primary Tools for achievement of the Organizational Result

Strengthen

Primary Tools for achievement of the Organizational Result

1. Develop and disseminate policy support tools in order to strengthen national government efforts and enhance capacities to use gender sensitive information and to formulate, implement, and revise policies and programmes that are gender sensitive, socially inclusive and legally empowering of the rural poor.
2. ~~Assist national governments, civil society organizations and research institutions~~ Develop more effective partnerships to enhance gender and socio-economic analysis ~~of~~ on emerging issues ~~which have the potential to undermine~~ that can potentially exacerbate gender and social equity inequalities in food security and rural development.
3. Collect, analyse and disseminate information and statistics on ~~the social and gender equality dimensions of emerging social, economic and environmental issues (e.g. climate change, environmental degradation, bioenergy, population dynamics, emerging diseases (i.e. AIDS), undernutrition, property rights' regimes, and employment opportunities)~~ to support policy-making and social and gender equality for policy support and programme implementation processes.
4. ~~Disseminate participatory tools and approaches relevant to agriculture and rural development to countries and partners through the FAO Participation website and other information channels.~~

Organizational Result K4 - FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work

Lead Unit: ESW

Indicator	Baseline	Targets (4 years end-2013)	Targets (2 years) Target (end-2011)
K4.1 Percentage of products/services in FAO workplans that are gender-sensitive.	Percentage To be determined	20% 4% improvement over baseline	10% 2% improvement over baseline
K4.2 Number of FAO units at headquarters and decentralized offices that monitor programme implementation against gender-sensitive targets and indicators.	20 4	30% 8	25% 6

Primary Tools for achievement of the Organizational Result

- ~~1. Upgrade the gender analysis skills of FAO staff at headquarters and decentralized levels using SEAGA-based gender mainstreaming modules or through catalytic technical support.~~
- ~~2.1. Develop a new monitoring and reporting mechanism proper baseline against which allows divisions and Gender Focal Points to report periodically measure progress on gender mainstreaming activities in FAO.~~
- ~~2. Identify entry points and operationalise accountability mechanisms for FAO staff and management to account for systematic gender mainstreaming.~~
3. Facilitate the appointment of ~~senior~~ FAO staff as Gender Focal Points (GFPs) ~~of FAO technical units~~ with clear Terms of Reference (ToRs) as an essential mechanism in the Organization's effort to mainstream gender in its technical programme.
4. Advocate for the allocation of regular programme and extra-budgetary resources to ensure commitment and delivery on agreed gender targets.
- ~~5. Identify capacity development needs and develop programmes to address the identified needs.~~
- ~~6. Document FAO's gender related activities in at least 2 selected units.~~

STRATEGIC OBJECTIVE L - INCREASED AND MORE EFFECTIVE PUBLIC AND PRIVATE INVESTMENT IN AGRICULTURE AND RURAL DEVELOPMENT

Issues and Challenges

Volatile food ~~and energy~~ prices, the current global financial crisis, climate change and biodiversity loss are ~~among the~~ major threats to global food and nutrition security, pose a broad range of humanitarian, human rights, socioeconomic, environmental, developmental, political and security-related challenges, and could seriously undermine the achievement of the Millennium Development Goals (MDGs). Over the past two decades, public funding of agriculture has declined sharply, in both relative and absolute terms, and at both international and national levels. The share of agriculture and rural development in Official Development Assistance (ODA) declined from 18 percent in 1979 to 3.54 percent in 2004, rising to ~~5.5~~ 4.6 percent in 2007, and falling back to 4.3 percent in 2008. Improved agricultural productivity will require ~~firm~~ strong and consistent reversal of this reduction in development assistance to agriculture, forestry and fisheries, along with the commitment of increasing amounts of domestic resources to the sector. In 2008, the UN High-level Task Force on Food Security estimated that the share of ODA for food and agricultural development needs to increase to ten percent within five years to boost agricultural production and productivity, especially of the world's 450 million smallholder farms.

In order to achieve the highest possible impact of public and private investments in food, agricultural and rural development, a number of conditions must be met: among others, appropriate policies, strategies and institutions creating an enabling environment supportive of private investment; strict compliance with social and environmental safeguards; state-of-the art formulation of public/private investment programmes and projects; and timely and comprehensive monitoring and evaluation of results and impact. Analysis is needed to increase the viability of investments and to identify barriers to investment options.

With rising untied donor assistance, public financial management needs to be strengthened in the context of medium-term expenditure frameworks, public expenditure reviews and others. With increased amounts invested *via* sector-wide approaches, direct budgetary support and basket funding, aid effectiveness needs to be improved in accordance with the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008). The Rome Principles must also be applied including (i) investing in country owned plans, (ii) strategic coordination at national, regional, and global level; (iii) a comprehensive twin-track approach to food security; (iv) strong, efficient multilateral system engagement; and (v) sustained and substantial commitment by all partners. Improvements in the design of concrete investment operations are needed, and a shift from international to national expertise in this design process accomplished. Limited public funding must be applied in core areas to maximize leverage and impact on poverty reduction and food and nutrition security, and attract private sector funding. Finally, impact-monitoring must be enhanced in many countries, as well as the capacity of staff in ministries and agencies.

Assumptions and Risks

Within the broader external environment:

- ~~5.~~ Assumption that volatility in producer price levels for food staples in developing countries will not inhibit small producers and agribusiness investors from increasing local food production and processing capacity.
- Risk of natural disasters, financial speculation, volatile energy prices and climate change
- ~~6.~~ Assumption that market distortions resulting from agricultural subsidies and non-tariff trade barriers in OECD countries will reduce over time.
- Risk of rising application of non-tariff food safety barriers

• ~~Assumption that the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action (2008) are put into effective practice, resulting in improved coherence between various sources of funding/support to the benefit of the recipient countries.~~

7. ~~Risk that the~~ recent strong momentum for investment at national and international levels is ~~not~~ sustained over time, so that pledges (both from national budgets and ODA) are ~~not~~ converted into actual investment in support of food security and poverty reduction.

• Risk that the financial crisis limits donor capacity to meet existing obligations;

8. Assumption that developing countries ~~do not~~ adopt more effective policies, and institutions to help farmers and agri-businesses take advantage of export opportunities.

At the national level:

• ~~Risk that governments do not have the competency to drive a predictable economic reform agenda that applies public funding to leverage private investment, while reducing private investment risk and transaction costs.~~

• ~~Risk that governments do not have sufficient capacity and incentives to effectively manage investment projects.~~

At the institutional level:

• Risk that there is insufficient flexibility in use of Key risk that budget cuts in both developing countries and donor countries undermine capacity in public institutions to develop and apply effective policies;

At corporate level:

9. Assumption that human and financial resources to meet the specialized investment needs and requests of countries for support to sectoral and policy analysis, investment strategy development and capacity building efforts.

• ~~Risk that skills are not available, or cannot be brought into the organization to support investment-related priorities of countries.~~

• Risk of diversion of resources away from planned activities due to ad hoc decisions

• Risk of sudden spike in demand

Application of Core Functions to Strategic Objective L								
Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G – Inter-disciplinary approach	H - Partnerships, alliances
L1	X	X	X	X	X	X	X	X
L2	X	X		X	X		X	X
L3	X	X		X	X		X	X

Organizational Result L1 - Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks

Lead Unit: TCI/TCS

Indicator	Baseline	Target (<u>4 years end-2013</u>)	Target (<u>2 years end-2011</u>)
L1.1 Percentage increase in public expenditure in food and sustainable agriculture and rural development	5 years (2005-09) average of Poverty Reduction Strategy Program (PRSP)	25%20	10%18

(FSARD) in 10 targeted Low Income Food Deficit Countries (LIFDCs) L1.1 Number of countries where FAO's upstream work identifying specific investment opportunities led to financing by IFIs, donors or national governments within 3 years of implementation ⁵	expenditure for agriculture 16		
L1.2 Percentage of ODA allocated to FSARD	5.5%	7.5%	6.5%

Primary Tools for achievement of the Organizational Result

1. The provision of targeted FAO expertise and knowledge products (trend analysis, statistics, information and international instruments) in government investment framework formulation.
2. FAO FSARD appraisals, policy advice and interdisciplinary technical support in partnership with governments, donors and International Financing Institutions (IFIs) in the advancement and advocacy of FAO Strategic Objectives and Organizational Results.
3. Develop tools tracking private investment trends in agriculture and business environment to attract additional private investment.
4. Advocacy and communication to mobilize political will and promote global recognition of required actions in areas of FAO's mandate.

Organizational Result L2 - Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture, and rural development investment operations

Lead Unit: TCI

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
L2.1 Percentage of Investment Centre Division's person consultant weeks on investment development delivered by national experts	12% N/A	26 25%	18 20%
L2.2 Percentage of surveyed countries which have demonstrated at least 70% satisfaction level with FAO-provided capacity building in support for investment	N/A	75%	60%
L2.3 Number of countries receiving FAO support, in which institutional capacity for agribusiness and agro-	0	15	5

⁵ The financing should be considered in relation to the sector in which FAO provided upstream work

industries investment has improved for at least 5 of 20 benchmark indicators			
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Primary Tools for achievement of the Organizational Result

1. The provision of FAO-led interdisciplinary capacity building development through on-the-job training and formal training, and mentoring of national counterparts in investment cycle management.
- ~~2. Collaboration with partner IFIs to increase resource allocation to experiential capacity building in investment cycle management.~~
2. The promotion of peer learning in the preparation, implementation and evaluation of investment in FSARD.
3. Development and application of related information and knowledge products including lessons learned from IFI and regional/thematic evaluation studies in support of investment.

Organizational Result L3 - Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed

Lead Unit: TCI

Indicator	Baseline	Target (4-years end-2013)	Target (2-years end-2011)
L3.1 FAO-supported investment funding of FSARD operations (4-year rolling average)	USD 2.83.3 billion	USD 3. 27 billion	USD 3. 05 billion
L3.2 Number of countries where a minimum of three public-private partnerships for investment in agro-industries have been established with FAO technical support	0	12	4
L3.3 FSARD investment quality rating by partner International Financing Institutions (IFIs)	90% satisfactory at entry; 90% satisfactory at supervision; 85% satisfactory at completion	90% satisfactory at entry; 90% satisfactory at supervision; 90% satisfactory at completion	90% satisfactory at entry; 90% satisfactory at supervision; 88% satisfactory at completion

Primary Tools for achievement of the Organizational Result

1. The integrated provision of FAO interdisciplinary technical, policy and investment cycle management expertise to countries.
2. The application of innovative approaches to the organization's technical work and support services.
3. Effective partnerships with IFIs and Donors to jointly achieve member country development goals.
4. FAO guidelines and technical support on developing Public Private Partnerships for investment in food and agriculture.

FUNCTIONAL OBJECTIVE X - EFFECTIVE COLLABORATION WITH MEMBER STATES AND STAKEHOLDERS

Issues and Challenges

The Organization relies on a variety of services, delivered both in-house as well as in collaboration with members and external partners, in order to achieve results. Many of these services go well beyond the scope of pure administration, touching upon elements directly related to honing strategic direction, leveraging and focusing on comparative advantage, and properly governing and overseeing the totality of FAO operations. In the new FAO results hierarchy, these services provide the enabling environment without which the outcomes of the Organizational Results under the Strategic Objectives cannot effectively be achieved.

Four sets of services have been identified, involving cooperation among a wide-range of organizational units and applied at all levels of FAO's work, to ensure:

- Effective programmes addressing member priority needs are developed, resourced, monitored and reported at global, regional, and national levels.
- Effective and coherent delivery of FAO Core Functions and enabling services across Organizational Results.
- Key partnerships and alliances that leverage and complement the work of FAO and partners.
- Effective direction of the ~~organization~~Organization through enhanced governance and oversight.

These four sets of services are defined as Organizational Results under this functional objective.

Assumptions and Risks

- Assumption of continued commitment of all stakeholders and partners to the mission of the Organization, matched by a climate of transparency and trust between members and the secretariat.
- Assumption that a wide range of organizational units will collaborate efficiently and effectively.
- Risk that lack of required resources would compromise the level of services to be provided under the organizational results.

Organizational Result X1 - Effective programmes addressing Members' priority needs developed, resourced, monitored and reported at global, regional and national levels

Lead Unit: TC

The Challenge is to ensure that FAO can effectively leverage the available resources – both assessed and voluntary – to address the issues facing members in the areas of its mandate. To do so requires that FAO's programmes be based on a systematic identification of Members' priorities at global, regional and national levels, along with a careful analysis of FAO comparative advantages and capacity vis-à-vis other UN agencies and development partners. The new results-based approach provides the framework and means to sharpen the focus of the Organization's interventions and improve organizational learning so as to contribute to enhanced credibility with members and other stakeholders.

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
X1.1 Number of policy assistance requests to headquarters and decentralized offices which have been met	To be determined	+20 <u>Baseline + 2%</u>	+10 <u>Baseline + 1%</u>
X1.2 Number of countries where results-based medium term priority frameworks have been adopted, which are aligned with sector policies	0	30	10
X1.3 Number of regions where priority action plans have been formulated, informed in part by NMTPFs <u>CPF</u> s and Subregional priority action plans	0	5	5
X1.4 Percentage of extra-budgetary resources mobilised through IFAs <u>X1.4 Biennial level of voluntary contributions mobilized in 2012 -2013</u>	0 <u>USD 2.0 billion (level of voluntary contributions mobilized in 2008-09)</u>	-20% <u>Stable trend</u>	5% <u>Stable trend</u>
X1.5 Percentage <u>point</u> deviation between the increase in the FAO biennial budgetary receipts recorded in the audited accounts <u>approved Regular Budget</u> and the average of the four <u>five</u> specialized agencies (<u>FAO, ILO, UNESCO, UNIDO, WHO, IAEA</u>)	To be determined <u>1.3 (2010-11 biennium versus 2008-09 biennium)</u>	Maximum 5 % deviation <u>0 or greater</u>	Maximum 5 % deviation <u>0 or greater</u>
X1.6 Proportion of headquarters' units and decentralized offices complying with established corporate standards for performance monitoring and operational planning	n.a. (new system to be developed)	100%	60%
X1.7 Percentage of donor-funded projects/programmes (not including TCP) meeting FAO corporate quality standards during implementation and at the end of each year of	To be determined <u>30%</u>	95 <u>50%</u>	80 <u>40%</u>

Indicator	Baseline	Target (4 years end- <u>2013</u>)	Target (2 years end- <u>2011</u>)
implementation			

Primary Tools

1. ~~Demand-driven policy~~ Policy assistance at all levels (national, subregional, regional, global) in accordance with member priority needs.
2. Results-based ~~national medium term priority~~ Country Programming frameworks to focus FAO's efforts on national needs, informing and aligned with Organizational Results and Strategic Objectives.
3. Structured and consultative identification, including through Regional Conferences, of areas of priority action at subregional and regional levels.
4. ~~Resource~~ Corporate resource mobilization strategy ~~through a double track approach at global~~ formulated and decentralized levels implemented organization-wide in support of ~~medium term priority frameworks~~ the MTP and PWB.
5. Allocation of resources from all sources according to corporate strategies and priorities.
6. Establishment of efficient and effective working arrangements of FAO's network of field offices and headquarters' units.
7. Implementation of results-based operational planning, monitoring and reporting and creation of necessary staff capacity to apply such practices.
8. Corporate quality assurance framework, including strengthening of monitoring and evaluation and lesson learning.
9. Implementation of an Enterprise Risk Management Framework.

Organizational Result X2 - Effective and coherent delivery of FAO core functions and enabling services across Organizational Results

Lead Units: OSP, ~~FCSTCD~~, CIO, OEK, ESS, LEG

The purpose of Organizational Result X2 is to provide the necessary means of action to enhance how technical departments and decentralised offices deliver their Organizational Results under Strategic Objectives A to L. This will require effective and coherent delivery of Core Functions and enabling services, mutual learning and the pursuit of excellence. FAO will provide two sets of Primary Tools that can be conceptually grouped under the following categories:

- those that relate to FAO as a Knowledge Organization
- those that relate to FAO's role in supporting its countries and stakeholders

The Challenge is to ensure that the world's knowledge of food and agriculture is available to those who need it, when they need it, and in a form they can access and use. Through the first set of primary tools, FAO emphasizes its dual role as both a provider of knowledge and a facilitator of knowledge flow within the global community. These roles will be strengthened through the training in and deployment of state-of-the arts methods and tools for information and knowledge sharing, and in traditional, electronic and digital publishing, putting at disposal in-house services and products to facilitate the transfer of knowledge from all technical departments and decentralized offices of the Organization to the global community. A corporate strategy on Knowledge Management will be implemented to ensure efficiency in the use of resources, standardization to allow sharing of information and knowledge, and the of assurance of quality.

— The Organization is in need of a coherent approach for improving statistics, as called for in the recent evaluation, ~~and will implement adequate measures in order to achieve this.~~ Communication and advocacy are at the heart of FAO's functions as a Knowledge Organization. The

~~organization must communicate internally and externally in a timely and consistent way at global. Since 2008, FAO has been working with key international, regional and country level—demonstrating leadership and rallying support for the global drivenational statistical agencies and other stakeholders to develop a Global Strategy to eradicate hunger. This should lead to an improved understanding~~ Improve Agricultural and Rural Statistics which has been unanimously endorsed by ~~policy makersthe~~ United Nations Statistical Commission. The Organisation is working with partners to develop an implementation plan of the strategy which will provide a comprehensive capacity building programme to substantially improve the agricultural statistics systems in developing countries.

~~The provision and effective use and leveraging of the need for development policies that promote agriculture and information systems, tools, global infrastructure and communication technologies will provide the rural sector, necessary environment to enable technical divisions as well as decentralized offices to gather, analyse, store and disseminate information as well as to communicate and lessen food insecurityexchange information and poverty, including the need to mobilise increased resources. There is also the need to ensure that the roleknowledge and contribution of FAO is recognized among policy makersefficiently support administrative and those who can influence them, including the general public.operational needs. To achieve these results a coherent corporate strategy and approach are required, supported by a holistic Information Technology and Knowledge Management governance framework.~~

The second set of Primary Tools will contribute to the improvement of the delivery of services to countries. Strengthening FAO's role as a facilitator for capacity ~~building/~~development is an important part of this ~~approach~~, in line with the Paris and Accra Declarations ~~to enhanceetowards enhanced~~ national ownership. ~~and accountability~~. The Organization ~~must playwill shift towards playing a more~~ catalytic role in partnership with national and international actors by delivering high-quality integrated ~~Capacity Building/Developmentcapacity development~~ support grounded in national, regional and global plans that combines normative, operational and convening activities. Guided by a corporate capacity ~~building/~~development strategy, FAO will ~~facilitate a sustainable capacity baseadapt its policies and operational procedures and develop staff competencies towards greater effectiveness in its activities~~ in countries and regions ~~relating toin support of~~ food security, agriculture and rural development.

FAO must effectively utilize the knowledge available within the organization as well as its partners to support members and their Regional Economic Integration Organizations (REIOs) in the areas of policy advice, capacity ~~buildingdevelopment~~ in policy formulation and implementation, institutional strengthening and restructuring, country policy intelligence and information, policy monitoring and field programme development. To ensure coherent, coordinated and high quality policy assistance requires a corporate approach supported by appropriate mechanisms for greater interdepartmental collaboration.

One important tool to implement policy is legislation – and the organization has recognized the need to improve the coherence, consistency and timeliness of legal advice and legal services provided to governing bodies and international instruments. Interdisciplinary work is carried out across a network of geographical locations (headquarters, regional, subregional, country and liaison offices) requiring due attention to coherent action, while allowing for sufficient autonomy and responsiveness at all levels. Similarly, technical support is provided from the most effective source, including through outsourcing in accordance with comparative advantages.

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
X2.1 Percent of departmental staff and non-staff resources deployed to Strategic Objectives led by other departments	13%	20%	16%
X2.2 Percent of field projects/ programmes for	0	30%	20%

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
which technical oversight has been delegated to decentralized offices			
X2.3 Share of technical oversight and support outsourced to certified partners	0	20%	10%
X2.42 Percent of products and services related to information and knowledge management and statistics, and associated information systems, implemented in accordance with FAO's corporate strategy <u>Corporate Strategy</u>	To be determined N/A	To be determined 40%	To be determined 20%
X2.53 Percent products and services related to information systems, global infrastructure and technology communication technologies implemented in accordance with FAO's corporate strategy	60% (to be confirmed through survey)	100%	80%
X2.6 Average monthly traffic to www.fao.org	3.614 million visits per month	3.965 million	3.890 million
X2.7 Average monthly citations of FAO in print/electronic media monitored by Meltwater service	4,056 citations per month	4,220	4137
X2.84 Percent of capacity building development products and services implemented in accordance with FAO's corporate strategy	To be determined	To be determined	To be determined
X2.95 Percent of policy assistance products and services implemented in accordance with Policy Assistance Node	To be determined	To be determined	To be determined

Primary Tools

1. Instruments for ensuring interdisciplinary approaches and knowledge sharing.
- ~~2. Technical quality assurance through optimal use of internal and external resources for technical oversight and support.~~
2. Development and promotion of corporate approaches, tools, methodologies, and staff training in the areas of information and knowledge management and statistics.

- ~~3.—Development and information systems, and technology.~~
- ~~4.3. Strategies and tools to ensure coherent promotion of enabling corporate approaches in the areas of communication and advocacy, information systems, global infrastructure and communications technologies..~~
- ~~5.—Coherent and effective communication and advocacy programmes implemented at all levels.~~
- ~~6.4. Corporate strategy, tools and methodologies, and staff training to enhance FAO support to capacity building development at global, regional and national levels.~~
- ~~7.5. Coherent and well-coordinated policy assistance to countries and Regional Economic Integration Organizations.~~
- ~~8.6. Programmes to enhance coordination and consistency in delivery of legal and legislative advice.~~
- ~~9.7. Tools to collect, maintain and disseminate information on the creation, governance and use of international instruments.~~

Organizational Result X3 –~~Key–~~ FAO’s activities enhanced through effective corporate communication and advocacy, key partnerships and alliances that leverage and complement the work of FAO and partners

Lead Unit: OCE

FAO’s ability to fulfil its mandate can be leveraged by effective communication and advocacy and through key partnerships and alliances that reinforce its credibility as a knowledge organization and raise its profile in global fora, adding value through combining effort.

The steady rise in food prices since 2007, the growth of bioenergies, climate change, animal and plant pests and diseases, among other critical factors, have combined to alter perceptions about the importance of investing in agriculture. This in turn has helped to push agriculture higher up on the international agenda. To maintain the momentum, FAO needs to be able to continue to provide ever more timely, accurate and incisive information to decision-makers, farmers and other producers, as well as to consumers (for example on nutrition, food safety and standards) and to a general public who may be among the custodians of global goods and services. In so doing, FAO communications aim at reaching both a wide general public as well as targeted audiences through a mix of traditional and new media, by working with FAO’s partners, and other stakeholders. An increasingly flexible approach will emphasize outreach to the media and other communicators that focuses on encouraging these key players to seek out FAO as a centre of excellence, a benchmark and point of reference.

FAO’s recent global advocacy campaign, the 1 billion hungry project, has been instrumental in sensitizing a vast audience about hunger as it relates to agriculture, forestry, fisheries and aquaculture. The campaign benefited from the contributions of FAO’s partners in the field. In this respect, the aims of both the corporate communications and partnerships work are complementary. They focus on moving the Organization forward in these two areas, improving communications and consolidating and building partnerships to strengthen the realization of the FAO mandate and to assist its members, inter alia, to meet the Millennium Development Goals, to help feed the world now and towards 2050 and to help conserve the natural resources.

The challenge is in parallel to mobilise the world’s best knowledge and capacities to support FAO’s leadership in the international governance of agriculture and agricultural development. Such knowledge and capacities do not reside only in FAO, and need effective collaborative linking of the various relevant institutions in support of shared goals. FAO’s ability to fulfil its mandate can be leveraged by partnerships and alliances that reinforce its credibility as a knowledge organization and raise its profile in global fora, adding value through combining effort. To meet the needs of its members, FAO needs to know where the knowledge for sound stewardship in the areas of food, agriculture and nutrition can be found and accessed at the global, regional, national and local levels. This can be achieved only through well-constructed, durable and sustainable strategic partnerships.

Partnerships also generate potential for cost savings and economies of scale, especially in the current changing aid climate.

Indicator	Baseline	Target (4 yearsend-2013)	Target (2yearsend- 2011)
<u>X3.1 Average monthly traffic to www.fao.org</u>	<u>3.614 million visits per month</u>	<u>3.965 million</u>	<u>3.890 million</u>
<u>X3.2 Percentage of FAO news stories covered monthly by leading TV, radio, print and or social media in three or more official languages.</u>	<u>5 % per month</u>	<u>15% per month</u>	<u>10 % per month</u>
<u>X3.3 Number of FAO Member States, organizing and promoting advocacy campaigns related to hunger awareness including World Food Day and special initiatives</u>	<u>100 countries observing WFD</u>	<u>140 countries participating in advocacy initiatives such as WFD</u>	<u>120 countries participating in advocacy initiatives such as WFD</u>
X3.1 Percent ⁴ Number of partnerships implemented that reflect the guiding principles of the FAO organization-wide strategy on partnerships	0	100% ¹¹⁰	50% ³⁶
X3.2 ⁵ Number of countries where FAO is participating in UN partnerships that are aligned with the FAO strategy on partnerships with the UN system	8	90	22
X3.3 Percent ⁶ Number of collaborative arrangements with the Rome-based agencies, WFP and IFAD, that are implemented in line with jointly agreed Action Plans	To be determined ³	To be determined ⁵	To be determined ⁴
X3.4 ⁷ Number of civil society groups engaged in policy fora and/or collaborating in technical programmes and activities of FAO	2 FAO regional conferences organize NGOs/CSOs consultations	All FAO regional conferences organize NGOs/CSOs consultations	3 FAO regional conferences organize NGOs/CSOs consultations
X3.5 ⁸ Number of partnership and consultations ^{partnerships established} with the	1 strategic partnership with the private sector	5 new strategic partnerships with the private sector	3 new strategic partnerships with the private sector

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end- 2011)
private sector in line with established FAO strategic guidelines at the global, regional and national level			

Primary Tools

1. Coherent and effective communication and advocacy programmes implemented at all levels.
2. Strategies and tools to ensure coherent approaches in the areas of communication and advocacy
3. Organization-wide partnership strategy, and specific partnership strategies, developed and implemented at corporate and regional, sub-regional and country level.
4. Guidelines for formal and informal partnerships, incorporating lessons learned.
5. Engagement in increased UN system coherence at all levels, including in high-level global decision-making fora and FAO's contribution to country programming instruments (e.g. UNDAF Joint Programming, Joint Programmes) within the UN country teams.
6. Joint document entitled "Directions for Collaboration among the Rome-based Agencies" and related implementation plans.
7. Partners in civil society engaged through new consultative mechanisms.
8. Guidelines and management tools for partnerships with the private sector.
9. FAO representation at external meetings.

9.

Organizational Result X4 – Effective direction of the Organization through enhanced governance and oversight

Lead Units: AUD, OED, CSC, Ethics

The Challenge is to effectively service FAO's governing and statutory bodies and implement their decisions in a responsive and transparent way. FAO's programmes and operations require oversight to help the organization achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and internal governance processes. An environment of ethics and integrity throughout the Organization's operations is promoted by ethical values and through the detection prevention, investigation and prevention detection of fraud and unsatisfactory conduct, development of lessons learned, and procedural and policy changes needed to enhance integrity within FAO.

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end- 2011)
X4.1 Percent of the Organization's budget (Regular Programme accruing to the Evaluation Function)	0.5%	1.0%	0.8%
X4.2 Percent of accepted evaluation recommendations implemented within the agreed timeline	50%	100%	80%
X4.3 Percent of audit	70%	90%	87.5%

Indicator	Baseline	Target (4 years end-2013)	Target (2 years end-2011)
recommendations made by AUD that are accepted and implemented by management			
X4.4 Percent <u>Percentage</u> of all complaints/allegations of fraud investigation reports and misconduct referrals that are processed <u>considered</u> and/or investigated within set timeframes <u>decisions made on them by responsible units.</u>	80% reviewed and dealt within 6 months from the receipt date <u>75%</u>	80% of an increasing number of complaints/ allegations received <u>90%</u>	80% of an increasing number of complaints/ allegations received <u>75%</u>
X4.5 Percent of Conference and Council decisions completed <u>implemented</u> by FAO within prescribed deadlines.	75%	100%	80%
X4.6 Percent of documents for governing bodies produced according to statutory requirements <u>agreed timelines</u>	70%	100%	80%
X4.7 <u>Staff response rate to ethical training</u>	<u>0%</u>	<u>80%</u>	<u>50%</u>
X4.8 <u>Response rate to requests for legal advice and clearances</u>	<u>80%</u>	<u>90%</u>	<u>80%</u>

Primary Tools

1. ~~A Charter for the Indicative Rolling Workplan of Strategic and Programme~~ Evaluation Function in FAO, 2012-2013
2. A Charter for the Office of the Inspector-General and development and implementation of a comprehensive risk based audit plan.
3. A case management system to identify, process and/or investigate in a timely manner all complaints of fraud and misconduct in the programmes and operations of the organization.
4. A comprehensive ~~plan~~approach for the satisfactory servicing and transparent conduct of meetings of Governing and Statutory Bodies.
5. ~~The timely~~Timely preparations and implementation of amendments to the Basic Texts relating to the ~~role~~Governing Bodies.
- 5-6. ~~Legal advice provided to ensure that the Organization operates in accordance with its legal statutes and applicable rules and within acceptable levels of the governing bodies~~legal liability.

**FUNCTIONAL OBJECTIVE Y -
EFFICIENT AND EFFECTIVE ADMINISTRATION**

2.

Issues and Challenges

The IEE described FAO as a heavy and costly bureaucracy characterized by excessive transaction-control processes, high-levels of overlap and duplication, and low-levels of delegated authority. It noted that FAO's administrative structure excessively focuses on ex-ante controls and does not emphasize delegation, which leads to a negative impact on efficiency and staff motivation. FAO will meet its challenges by more explicitly undertaking risk assessment of its administrative activities and processes. This work may be expected to point towards changes in ways of working, such as more flexible ways of executing management and administrative services to meet high standards of efficiency and quality, while discharging fiduciary responsibilities. Clear lines of authority, responsibility and accountability are required, duly supported by information systems and training, especially in a context where resources - and decisions on their use - are increasingly decentralized to locations where projects and programmes are implemented. As a knowledge organization, FAO must attract and retain high-quality and well-motivated staff, providing a learning environment in which people can grow and improve their professional and managerial skills.

Assumptions and Risks

- Assumption that projects related to the reform of administrative and management systems in the Immediate Plan of Action are resourced and executed.
- Risk that lack of required resources would impede implementation.
- FAO's ability to implement the changes required to respond to the IEE and achieve Functional Objective Y would require culture change in the Organization and in the way FAO works.
- Risk that expectations for immediate change may overwhelm the Organization's capacity to adjust.
- In a resource-constrained environment, the various reform processes will require prioritisation. Inter-dependencies and potential conflicts will need to be managed carefully.
- Risk that "silo" mentality, entrenched attitudes, inertia, and fragmented processes may inhibit ability to change.
- The corporate restructuring will involve the integration of services that were formerly separate. This will imply transitional costs that need to be minimised.
- Risk of lack of transition funding to meet costs for improvements to administrative services.
- Assumption that client satisfaction levels are measured as planned.
- Assumption that services can be appropriately benchmarked against relevant comparator organizations.

Organizational Result Y1 - FAO's support services are recognised as client-oriented, effective, efficient and well-managed

Lead Unit: CSACSS

Indicator	Baseline	Target (4-years <u>end-2013</u>)	Target (2-years <u>end-2011</u>)
Y1.1 Percentage of corporate services covered by a which could benefit from a Service-Level Agreement (SLA) covered by a SLA	0%	40%	20%

Indicator	Baseline	Target (4-year <u>end-2013</u>)	Target (2-year <u>end-2011</u>)
Y1.2 Share of services <u>covered by SLAs that are benchmarked</u>	To be determined, based on inventory of services	40%	20%
Y1.3 <u>Percentage of processes and procedures streamlined</u>	<u>To be determined, based on inventory of services</u>	40%	20%
Y1.4 Introduction of formal internal control reporting	None	<u>Introduction of formal Process initiated to formalize internal control framework and introduce internal control reporting.</u>	Preparation underway
Y1.5 Improvement in client satisfaction	<u>To be determined N/A: New process to be put in place in 2011.</u>	<u>-75% satisfied If 2-year results are under 50%: 50% relative improvement. If 2-year results are 50% or higher: An improvement to reach a minimum of 75%</u>	50% satisfied

Primary Tools

1. Efficient and effective monitoring of all service-related contracts with external suppliers.
2. Efficient and effective monitoring of all internal services.
3. Training of staff to implement Service-level Agreements (SLAs), client surveys, and to gather data for benchmarking.
4. Effective communication with clients.
5. Availability of expertise to assist in gathering data for benchmarking database.
6. Mechanisms to manage user feedback and implement lessons learned.
7. Introduction of best practices and recognised standards for continuous process improvement.
8. Yearly client surveys.

Organizational Result Y2 –FAO– FAO’s management information is recognised as provider of being comprehensive, accurate, and relevant management information

Lead Unit: CSFCSD

Indicator	Baseline	Target (4-year <u>end-2013</u>)	Target (2-year <u>end-2011</u>)
Y2.1 FAO receives unqualified annual external audit opinion	FAO currently has biennial unqualified external audit opinion	Annual unqualified external audit opinion	Biennial unqualified external audit opinion
Y2.2 Percentage of stakeholder <u>organizational units utilising clients who report satisfaction with information retrieved from the administrative corporate management information system on a regular basis</u>	<u>To be determined (administrative management information is currently distributed through dispersed and ad-hoc means) N/A: New process to be put in place in 2011.</u>	<u>-80% If 2-year results are under 50%: 50% relative improvement. If 2-year results are 50% or higher: An improvement to reach a minimum of 75%</u>	<u>Mechanism is established to collect and report on usage of statistics of administrative corporate management information 50% satisfied</u>
Y2.3 Improved Y2.3	<u>To be determined</u>	<u>-Reduction in the number of</u>	<u>Reduction in the number</u>

Indicator	Baseline	Target (4-year end-2013)	Target (2-year end-2011)
<u>Percentage of clients who report improved ability to produce final reports on corporate information through use of standard reporting tools</u>	<u>(number of final reports on corporate information that require ad-hoc modification)-N/A: New process to be put in place in 2011.</u>	<u>reports that require ad-hoc modification (dependent on establishment of baseline)If 2-year results are under 50%: 50% relative improvement. If 2-year results are 50% or higher: An improvement to reach a minimum of 75%</u>	<u>of reports that require ad-hoc modification (dependent on establishment of baseline)50% satisfied</u>

Primary Tools

1. Ongoing preparation and communication of relevant and timely financial-performance information to managers, members, and donors.
2. Corporate management information system.
3. Procedures to manage the administrative information that reflect user feedback.
4. Establishment of relevant institutional financial policies and procedures in accordance with IPSAS requirements.
5. Accurate, complete and timely recording of accounting and financial information in FAO accounts.

Organizational Result Y3 - FAO is recognised as an employer that implements best practices in performance- and people-management, is committed to the development of its staff, and capitalises on the diversity of its workforce

Lead Unit: CSH

Indicator	Baseline	Target (4-year end-2013)	Target (2-year end-2011)
Y3.1 Percentage of managers who completed the FAO Core Managerial Training programme (% of all P5-above)	0%	50%	19%
Y3.2 Competency improvement ratios (based on % of staff taking part in PEMS and their increase in competency rating)	0%; To be determined (competency ratios are not yet in place)	90% of staff participate in PEMS; 50% increase in competency ratings	85% of staff participate in PEMS; 20% increase in competency ratings
Y3.3 Percentage increase in mobility in workforce measured by a reduction of staff members in same grade or post for the last eight years	18%	11%	16%
Y3.4 Improved gender representation at all levels measured by proportion of female staff by category	GS: 64%; P: 33%; D: 15%	GS: To be determined; P: 38%; D: 20%	GS: To be determined; P: 36%; D: 18%
Y3.5 Percentage number of member countries that are equitably represented	61%	70%	64%
Y3.6 Increased client satisfaction with HR policies	To be determined N/A: New process to be put in	75% If 2-year results are under 50%: 50% relative improvement.	50% satisfied

Indicator	Baseline	Target (4-years end-2013)	Target (2-years end-2011)
	<u>place in 2011.</u>	<u>If 2-year results are 50% or higher: An improvement to reach a minimum of 75%</u>	

Primary Tools

1. ~~Core Management Training Programme for all~~ All FAO managers to undertake core management training within a 24 months ~~period from of~~ appointment, which ~~includes~~ may include development, management, leadership, and coaching programmes.
2. Staff performance evaluation system linked to work plans, competencies, and a rewards and recognition system.
3. Communication strategy for staff and managers.
4. A ~~function~~ staff mobility programme supported by procedures and ~~systems~~ systems to ~~monitor,~~ administer, monitor and report on ~~staff mobility to all departments/offices~~ mobile assignments.
5. HR policies that contribute to implementing best practices in people-management.
6. Yearly client surveys.
7. Targeted strategies and policies to improve geographic and gender representation, supported by effective tracking and monitoring systems.