

**CL 144/14 – Web Annex****FAO's Attributes, Core Functions and Comparative Advantages**

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## 1. Introduction and background

1. The concepts, or terms, of comparative advantages and Core Functions have been commonly used in FAO's institutional documents. For example, comparative advantages are present in the Strategic Framework 2000-2015, while Core Functions appear in FAO's Constitution, and in the Medium Term Plan (MTP) 2010-2013.
2. This use however has not been consistent. For example comparative advantages are not mentioned in the MTP 2010-2014 and Core Functions are not mentioned in the Strategic Framework 2000-2015. In addition, the list and the way in which they have been described have varied over time.
3. This note attempts to identify and illustrate the way in which both concepts have been used, evaluate their usefulness in the planning process and make some recommendations regarding their use and application in the planning process. The paper was produced by a Working Group convened for this purpose and is designed to serve as a point of departure for wider consultation within FAO.<sup>1</sup>

## 2. Comparative advantages

### 2.1 The concept

4. The concept of comparative advantages has been borrowed from the economic literature, where it refers to the export activities in which a country performs better than others. Furthermore, in the economic literature it is defined in two different ways: a) static comparative advantages which are determined by the basic historical and structural characteristics of a country; and b) dynamic comparative advantages that result from the policies and innovation that are introduced and adopted.
5. In a similar way, the concept of comparative advantages, when applied to institutional analysis and organizational planning, should refer to the activities and areas of work in which a particular organization can perform better than others. They can also be defined as: a) static, defined by the basic attributes of the organization, for example being intergovernmental; and b) dynamic, which includes the attributes and characteristics that have been developed by the organization's policies and actions, for example having a decentralized structure.
6. Comparative advantages, as it is obvious, refer to a relative condition. In an institutional sense, they refer to those functions and tasks that FAO can do better than other organizations in the specific area of its institutional mandate.
7. FAO's field of action (mandate) is defined in the Preamble of the Constitution as the areas in which member countries will report to each other on the progress being made in:
  - a) raising levels of nutrition and standards of living of the peoples under their respective jurisdictions;
  - b) securing improvements in the efficiency of the production and distribution of all food and agricultural products;
  - c) bettering the conditions of rural population;
  - d) and thus contributing towards an expanding world economy and ensuring humanities freedom from hunger.
8. When the Constitution was approved, FAO became one of the very few organizations in the world that, apart from national organizations, had a clear and unequivocal mandate in the field of agriculture. Consequently the interpretation on how to fulfill its mandate had to be broad and all inclusive.

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9. In time, however, many organizations have emerged with overlapping mandates. The Rome-based agencies, UNEP, a number of regional organizations (like IICA in Latin America), and many foundations and NGOs compete in the same areas of work and, to some extent, for the same resources. In this more complex and competitive environment, the identification of the attributes and capacities that make the Organization unique and with special advantages over others to perform some functions in certain areas of work, becomes of great importance in the planning process.

## **2.2 Comparative advantages defined at present**

10. The present characterization of FAO's comparative advantages can be found in the Strategic Framework 2000-2015. They are listed as follows:

1. Authority and status as a global intergovernmental organization
2. FAO as an honest broker
3. Unparalleled information source and institutional memory
4. Broad networking capacity with Members and other partners
5. Decentralized capabilities
6. Professional and multidisciplinary staff
7. Capacity to respond to unforeseen needs of member countries
8. Responsible financial and administrative management.

11. In the Strategic Framework 2000-2015, it is recognized that: a) these comparative advantages are derived from the basic strengths of the Organization; b) they apply only to the areas of work that fall within the mandate of FAO; and c) they should be analyzed in a comparative sense to other organizations (UN, NGOs, academic and research, private, etc.).

12. The two other Rome-based agencies, IFAD and WFP, are important in this context. Although they were created for very different objectives and should work in close collaboration, taking advantage of clear complementarities, in reality their work has progressively overlapped that of FAO. In an agreement recently signed by the three organizations and the European Commission with the intent of harmonizing the work on food security and humanitarian food assistance, there is a definition of the comparative advantages of the three organizations in the following way:

- a) The comparative advantage of FAO lies in its role as the world's agricultural knowledge agency for policy development, integrated capacity building, technical cooperation, response to agricultural emergencies and support to rehabilitation/recovery, support to rural and agricultural investment, collection and dissemination of global information, and for the development and implementation of major international treaties and agreements.
- b) The comparative advantage of IFAD is its experience in financing projects and programmes that are aligned with countries' own development strategies and enable poor rural people to increase agricultural production and overcome poverty, its knowledge of rural poverty, and its exclusive focus on poor rural people and their livelihoods.
- c) The comparative advantage of WFP is in emergency and post-crisis transitional situations and lies in its capacity for large-scale response, extensive field presence, logistics, telecommunications and procurement capacity, early warning, needs assessment and vulnerability analysis in support of targeted food assistance and nutrition interventions and safety nets. The core mission of WFP is to provide life-saving humanitarian emergency relief and assistance to the most vulnerable food insecure populations, as well as to promote the rehabilitation and recovery phase to pave the way for more sustainable longer-term hunger solutions.

13. This agreement suggests that the delimitation of areas of comparative advantages between the three Rome-based agencies is, in this wide and diffuse way, conceptually possible, but probably not very useful to define the specific tasks to be developed by each organization.

14. The emergence of many and different organizations, mentioned in the introduction suggests that the analysis of the interface of FAO with these organizations should be in terms of potential areas of collaboration rather than from the perspective of the comparative advantages of each organization.

15. For example, the CGIAR should be seen as an opportunity for collaboration in relation to the creation and diffusion of international public goods related to agricultural research and technology. FAO could collaborate with the Consultative Group in policy advice that is incumbent to innovation and also in helping the CGIAR and member countries in the diffusion and uptake of innovations.

16. Similarly, regional organizations and NGOs have shown to be effective in direct technical advice and support for the execution of projects. What they lack is the global dimension and the critical mass to produce global public goods which FAO can provide.

17. As a consequence of this reasoning, it would seem that comparative advantages need to be defined: a) in a dynamic way taking into consideration the evolution of the organization; b) in relation to specific development problems; and c) having in mind the potential collaborative activities with other organizations.

18. This will be done in part 5 of this document after the discussion and identification of FAO's main Core Functions.

### **3. Core Functions**

#### **3.1 The concept**

19. The core functions, as defined in the MTP 2010-2013, are the "critical means of action to be employed by FAO to achieve results". Consequently, they represent the types of interventions to which the organization will give priority in its Plan of Action.

#### **3.2 Core Functions in FAO**

20. Core functions identified as "the functions of the Organization" are first introduced in Article One of FAO's Constitution. Five main functions are listed:

1. Collect, analyze, interpret and disseminate information relating to nutrition, food and agriculture.
2. Promote and, where appropriate, recommend national and international action with respect to: scientific, technological, social and economic research relating to nutrition and agriculture, improvement of education and administration relating to nutrition, food and agriculture and the spread of public knowledge of nutritional and agricultural science and practice, conservation of natural resources and the adoption of improved methods of agricultural production, improvement of the processing marketing and distribution of food and agricultural products, adoption of policies for the provision of adequate agricultural credit, national and international, the adoption of international policies with respect to agricultural commodity arrangements.
3. To furnish such technical assistance as governments may request.
4. To organize, in cooperation with the governments concerned, such missions as may be needed to assist them to fulfil the obligations arising from their acceptance of the recommendations of the United Nations Conference on Food and Agriculture and the Constitution.
5. Generally, to take all necessary and appropriate action to implement the purposes of the Organization as set forth in the Preamble.

21. Core functions are more clearly identified and spelled out in the MTP 2010-2013. Although they are similar to the Functions identified in the Constitution, they introduce additional functions and different emphasis which incorporate the evolution of the Organization itself and changes in the wider economic and institutional environment.
22. Core functions in the MTP 2010-2013 are the following:
- a) Monitoring and assessment of long-term and medium-term trends and perspectives
  - b) Assembly and provision of information, knowledge and statistics
  - c) Development of international instruments, norms and standards
  - d) Policy and strategy options and advice
  - e) Technical support to promote technology transfer and build capacity
  - f) Advocacy and communication
  - g) Interdisciplinarity and innovation
  - h) Partnerships and alliances
23. In this more recent enunciation of Core Functions three differences are noticeable:
1. The assessment of long- and medium-term trends is specifically introduced as a Function.
  2. Development of international instruments, norms and standards are explicitly introduced as a Function.
  3. Technical support to countries is, on the one hand more focalized on policy advice and technology transfer and capacity building. On the other hand, the previous emphasis on assisting countries in fulfilling their obligations arising from the recommendations approved by the Conference is lost.
24. One new and conceptually questionable function is introduced: interdisciplinarity and innovation. It is considered conceptually questionable because it is not a function, but rather a way of doing things. It is an instrument that can be used while fulfilling other functions.

#### **4. FAO's Core Functions: a proposal**

25. This revision of Core Functions has suggested the need to revisit them taking into consideration a different analytical perspective which is based on two basic elements: a) the new development environment and the UN; and b) the basic organizational attributes of FAO as an intergovernmental organization.

##### **4.1 The changing development cooperation environment and implications for FAO**

26. Since 2002, the international community has recognized that successful development must be driven and owned by countries themselves and that it requires coherent country strategies and programs. This commitment has been made explicit in major international fora, in particular the four **High Level Fora (HLF) on aid effectiveness** in Rome (2002), Paris (2005), Accra (2008) and Busan (2011). These commitments have reiterated the centrality of "country-led" strategies and programmes for development". The 2002 Rome Declaration focused on commitments by development partners to align to country programmes. The Paris Declaration in 2005 broadened commitment to alignment and harmonized support to country owned processes and put the emphasis on mutual accountability, between countries and development partners, thereby expanding responsibilities at the country level.

27. The Accra Agenda for Action (AAA) in 2008 adds the focus on partnerships at country level, including civil society, thereby broadening the national constituency that is explicitly considered as stakeholders in the country-led agenda. Civil society was also represented at the Accra Forum for the first time. The AAA further emphasized the need for comprehensive capacity development to strengthen countries' ability to manage their own future, stating that

“without robust capacity, strong institutions, systems and local expertise, developing countries cannot fully own and manage their development processes”.

The Busan Outcome Document (2011), although less binding than its predecessors and requiring further follow-up to define measurable indicators and targets, advocates for a shift from “*aid*” to “*development effectiveness*”, further strengthening the role of national parties. It also includes new actors and contexts, such as emerging donors, the private sector and fragile states. Unlike in the previous High Level Fora, developing countries led both the preparation of the forum and its deliberations.

28. In the humanitarian domain, approaches have also evolved significantly, and are aligned with the new development paradigm. Evolving approaches stress the humanitarian-development continuum, placing much stronger emphasis on disaster risk reduction, including preparedness. The Inter-Agency Standing Committee (IASC) in December 2011 endorsed a set of actions to improve the effectiveness of humanitarian response through greater predictability, accountability, responsibility and partnerships to strengthen the current humanitarian response model. The **Transformative Agenda** is built around the pillars of enhanced country leadership, improved coordination and accountability.

29. The commitments made in the HLF, and through the IASC have significant policy and institutional implications for the Organization, and present new challenges and opportunities for action at country, regional and global levels.

30. Taking into account the changes outlined above and other key events, such as the Triennial Comprehensive Policy Reviews (TCPRs) of the UN system, the outcome of the 2005 World Summit and the 2008 Doha Declaration, five new programming principles have been adopted by UNDG as guidance for effective UN-supported country programming.<sup>2</sup> The principles were agreed by UN Member States and are expected to be systematically applied throughout all UN country programme engagements. The principles provide the basis for reasoning and action and are different from priorities and goals which are defined in a more contextual manner (both in time and geographically). The five principles are

1. Human rights-based approach (HRBA)
2. Gender equality
3. Environmental sustainability
4. Capacity development
5. Results-based management (RBM)

31. These principles apply to FAO’s engagement with and support to national development processes and frameworks, as well as its efforts in providing global public goods and are currently being integrated by FAO into its country programming, including the Country Programme Frameworks and the Project Cycle Handbook. The first two are “normative principles”, whereas capacity development and RBM are “enabling principles” that offer the means to make the normative principles operational.

32. Capacity development provides the “How” – it is a means to achieve a development goal and more sustainable results, not an end in itself. Capacity development emphasizes support to country and stakeholder-led processes, and the need for different and complementary points of entry – the enabling environment, the organizational and the individual level. RBM makes the organization’s support operational. It requires engagement with all major stakeholders and effective partnerships, as well as a rigorous adherence to evidence-based action and interdisciplinary approaches.

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<sup>2</sup> “Guidance Note: Application of the Programming Principles to the UNDAF,” UNDG, January 2010.

33. The commitment to country-led development, interdisciplinarity, coordination and partnerships, capacity development, evidence-based policies, and increased efficiency and effectiveness of multilateral institutions, including FAO, is further stressed by the **Rome Principles**.

#### **The Rome Principles for Sustainable Global Food Security**

**Principle 1:** Invest in country-owned plans, aimed at channelling resources to well-designed and results-based programmes and partnerships.

**Principle 2:** Foster strategic coordination at national, regional and global level to improve governance, promote better allocation of resources, avoid duplication of efforts and identify response-gaps.

**Principle 3:** Strive for a comprehensive twin-track approach to food security that consists of: (i) direct action to immediately tackle hunger for the most vulnerable; and (ii) medium and long-term sustainable agricultural, food security, nutrition and rural development programmes to eliminate the root causes of hunger and poverty, including through the progressive realisation of the right to adequate food.

**Principle 4:** Ensure a strong role for the multilateral system by sustained improvements in efficiency, responsiveness, coordination and effectiveness of multilateral institutions.

**Principle 5:** Ensure sustained and substantial commitment by all partners to investment in agriculture and food security and nutrition, with provision of necessary resources in a timely and reliable fashion, aimed at multi-year plans and programmes.

*Source: Declaration of the World Summit on Food Security, Rome, November 2009*

34. The MDG agenda had widespread international support across the entire spectrum of stakeholders, and it highlighted the reality that a large proportion of people in the world were deprived, poor and hungry. Negotiations for the formulation of the **post-2015 development agenda** are in progress and FAO is contributing to the process. The number of countries reaching the middle income groups mean that the scope of MDG1 (poverty and hunger) is no longer ideal for advocating for intensified efforts to reduce hunger, and it is essential that FAO and the like-minded partners ensure appropriate places are found for food and nutrition security and sustainable agriculture are found within the post-2015 agenda. As with many thematic areas within the MDG agenda, in the coming years FAO's work may need to be framed in the context of human rights-based approaches and "equity" in countries, in regions and at the global level. Most importantly, FAO will need to further enhance the linkages between the new development agenda (e.g. climate change, sustainability/environment, resilience and disaster risk management) and the thematic areas in which FAO possesses technical capacities and a sound knowledge base.

#### **4.2 FAO's basic organizational attributes**

35. It would seem that the most relevant attributes to be considered when analyzing what FAO should, or could do refer to those that are intrinsic and in combination unique to the Organization and define its basic organizational characteristics.

36. These attributes are:

- a) the United Nations specialized agency in food and agriculture, with a comprehensive mandate from its member countries to work globally on all aspects of food and agriculture (including fisheries, forestry and natural resources management), food security and nutrition across the humanitarian-development continuum;

- b) intergovernmental status and neutrality and the authority to provide a neutral platform where nations can call on each other for dialogue and knowledge exchange;
  - c) the authority to request any Member Nation to submit information relating to the purpose of the Organization;
  - d) a Regular Budget derived from assessed contributions that provides a minimum guaranteed amount of resources that can be committed for medium-term programmed priority activities agreed upon by member countries in the governing bodies (knowledge generation), complemented by significant voluntary contributions (increasingly) mobilized in support of FAO's organizational results to leverage FAO knowledge and enhance outreach;
  - e) staff with a broad range of expertise across its areas of mandate – albeit thinly spread - working in an interdisciplinary fashion;
  - f) country level presence in most low-income countries, supported by regional and global teams of experts, to respond to demands articulated by countries and regions.
37. These basic attributes and strengths probably led to the IEE observation that “the objective of the Organization it is to insure that within the areas of its mandate countries at all levels of development, particularly the poorest, have access to knowledge, public goods and services they need. This stated objective requires FAO to be a global setter, facilitator, partner and coordinator as well as doer”.
38. This reaffirmation is an important definition of FAO's main areas of competence and naturally lead to the analysis of Core Functions.

### **4.3 Core functions proposed**

39. An analysis of the existing Core Functions in light of the UN principles and FAO's organizational attributes described in the previous sections lead to the following list of Core Functions. They seek to recognize the evolution of the Organization, the evolving economic and institutional environment faced by FAO and its member countries:
1. facilitate and support countries in the development and implementation of international agreements, codes of conduct, technical standards and other international instruments through global governance mechanisms and policy dialogue;
  2. advise and support countries on their active and informed participation in the development of those global and regional international instruments and on developing the policies and institutional capacities necessary for their implementation at national and regional level;
  3. assemble, analyze, monitor and improve access to data and information in areas related to FAO's mandate, including global and regional trends and perspectives and associated responses by governments and other stakeholders (e.g. policies, legislation and actions);
  4. facilitate, promote and support better governance and policy dialogue at global, regional and country levels;
  5. advise and support capacity development at country and regional level, to prepare, implement, monitor and evaluate evidence-based policies, investments and programmes;
  6. facilitate partnerships for food and nutrition security, agriculture and rural development between governments, development partners, civil society and the private sector;
  7. advocacy and communication at national, regional and global levels in the areas of FAO's mandate.



## **5. FAO's Comparative advantages in reference to the seven development challenges identified in the planning process**

40. The Core Functions proposed set the basis for the detailed analysis of FAO's comparative advantages. This section presents an analysis of the concept of comparative advantages and describes the process by which comparative advantages were identified in relation to each one of the main global development challenges that have been identified and described in the Strategic Thinking Process and illustrated in document CL 144/14 "Outline of the Reviewed Strategic Framework".

41. Comparative advantages are a relative concept in three dimensions:

1. First it is a special capacity relative to the end mission pursued. A comparative advantage is an advantage only if it is relevant to the challenge that needs to be addressed and to what needs to be achieved (i.e. the objectives) to address this challenge.
2. Second, it depends on the set of activities and instruments that FAO is capable to pursue and implement to achieve the selected objectives. This goes two ways:
  - a) *from the activities to comparative advantages and capacities*: activities pursued over time by the Organization can lead to the creation of capacities and comparative advantages; and
  - b) *from comparative advantages and special capacities to activities*: the Organization shall seek to pursue activities in domains where it has a comparative advantage or special capacity to act.
3. Third the notion is relative to other actors' roles and performance to address the same challenge and meet the established objectives, with the same or a different set of tools.

42. The Table presented below shows four columns: a) the challenges; b) what needs to be achieved to contribute to the solution of the challenge; c) FAO's comparative advantages or capacity to act; and d) the potential focus areas for FAO's action in terms of activities, instruments and tools.

<b>FAO's COMPARATIVE ADVANTAGES IN RELATION TO SELECTED CHALLENGES</b>			
<b>Challenge</b>	<b>What needs to be achieved to address the challenge (within FAO's mandate) / qualitative objectives</b>	<b>FAO's comparative advantages / strengths / capacity to act</b>	<b>Areas of focus and concentration for FAO's activities / instruments (informed by the core functions)</b>
<p><b>1) Increasing the production of agriculture, forestry and fisheries and its contributions to economic growth and development while ensuring sustainable ecosystem management and strategies for adaptation to, and mitigation of climatic change</b></p> <p>The natural resource base and ecosystems service are the foundation of all food and agricultural systems, and their protection is a guiding principal in their use. Meeting environmental challenges, moving to a greener economy and ensuring social and political sustainability of production systems is the main context for attaining an increase in food and non-food agricultural production. Within this framework, the objective is to take advantage of the potential of the bioeconomy to increase the contributions of agriculture, forestry and fisheries to economic development, while generating income and employment and providing livelihood opportunities for family farms and the more general population in the rural areas. Production systems must meet this challenge through innovations that increase agricultural productivity and</p>	<ul style="list-style-type: none"> <li>- Agricultural, including fisheries and forestry, contribute more efficiently and effectively to food security, rural livelihoods and overall economic development.</li> <li>- Technical and institutional solutions for the sustainable intensification and diversification of agricultural production and the conservation and use of fisheries, forestry and natural resources (land, water and genetic resources) are developed and implemented at national, regional and global levels.</li> <li>- Technical and institutional solutions for climate change adaptation and mitigation are developed and implemented to achieve the sustainable development goals.</li> <li>- Biodiversity and ecosystem services constitute integral parts of policy decision-making and agricultural development plans and strategies.</li> <li>- An enabling environment for the sustainable management and use fisheries, forestry, land, water and genetic resources and the protection of ecosystems is created.</li> </ul>	<ul style="list-style-type: none"> <li>- Broad mandate covering all the disciplines of food and agriculture, with a globally unique pool of experts in agriculture, crop and livestock production, forestry, fisheries, natural resource management and legal matters.</li> <li>- The only UN organization mandated to collect, analyze, interpret and disseminate information related to food and agriculture.</li> <li>- Strong expertise in the collection, generation and management of data and statistics, and it houses, maintains and continuously updates historical sectoral databases, with contributions from member countries.</li> <li>- Image as a neutral source for evidence-based analyses and studies and for producing major thematic publications on sustainable food and agriculture systems, the management and use of fisheries, forestry, land, water and genetic resources, and on emerging issues.</li> <li>- Closeness and easy access to ministries and departments concerned with agriculture, forestry, fisheries and natural resources, and the</li> </ul>	<ul style="list-style-type: none"> <li>a. Collect, generate, analyze and provide data, information and knowledge for both the production sectors and natural resources (land, water, genetic resources, etc.), with priority to enhance timeliness and quality.</li> <li>b. Monitor and assess medium and long-term trends and perspectives and publish regular situation and outlook reports, taking account of emerging issues such as climate change, biofuels and need to manage increasing risks.</li> <li>c. Advocacy for an enabling environment of policies, institutions and legislation for ensuring sustained production gains and increased efficiency in the use of factors of production.</li> <li>d. Support the development of country-led policies, strategies, programmes and investment options for sustainable production and productivity increases and the responsible use of natural resources.</li> <li>e. Develop and promote policies and strategies for climate change adaptation and mitigation, and</li> </ul>

Challenge	What needs to be achieved to address the challenge (within FAO's mandate) / qualitative objectives	FAO's comparative advantages / strengths / capacity to act	Areas of focus and concentration for FAO's activities / instruments (informed by the core functions)
<p>efficiency in a context of a sustainable use of natural resources, reduced contamination and cleaner energy utilization, and increased mitigation of, and adaptation to climatic change, as well as the delivery of environmental services. This will require taking into consideration existing trade-offs and striking the appropriate balances. These balances are country-specific and must be country-led.</p>	<ul style="list-style-type: none"> <li>- Risks of outbreaks of animal and plant pests and diseases are significantly minimized at national, regional and global levels.</li> <li>- Post-harvest losses are substantially reduced.</li> <li>- Improved transparency and performance of national, regional and international food and agricultural markets.</li> <li>- Decisions and policies for guiding action at national, regional and global levels are based on timely and credible data and information and on evidence-based analysis.</li> <li>- Timely and reliable data and information are publicly accessible by all clients.</li> <li>- Improved and better governance, coherence and accountability for sustainable agricultural development and the conservation and use of natural resources at all levels.</li> <li>- Policy and practice for the intensification of agricultural production and the conservation and use of fisheries, forestry, land, water and genetic resources are reinforced by regional and international cooperation and debate.</li> </ul>	<p>decision-making sphere.</p> <ul style="list-style-type: none"> <li>- Has established mechanisms that facilitate negotiations among members countries and other stakeholders for building effective frameworks to promote sustainable agriculture and protect biodiversity.</li> <li>- Extensive experience in assisting countries in developing and implementing sound natural resource management policies, programmes and projects, strengthening capacity, preparing effective legislation and creating national and regional strategies to achieve agricultural and rural development goals.</li> <li>- Authority and experience in facilitating policy dialogue and consensus-building on policy and technical solutions on the sustainable use of resources for food and agriculture production among Member States through COAG, COFI, COFO and the Regional Conferences.</li> <li>- FAO continuously provides technical advice and support to the multilateral environmental agreements, including the Convention on Biological Diversity (CBD), UN Framework Convention on Climate Change</li> </ul>	<p>support countries in implementation.</p> <ul style="list-style-type: none"> <li>f. Provide a dynamic forum for governments and relevant stakeholders, including civil society and private sectors, to debate policy, share knowledge and experience and agree on solutions.</li> <li>g. Facilitate and support the development of international agreements, codes of conducts, legal frameworks and other instruments for good agricultural, forest and fishery practices and the conservation of natural resources, and strengthen country capacity for their implementation.</li> <li>h. Support countries to develop capacities for formulating policies, strategies, programmes and investment projects leading to sustainable increases in crop and livestock production and productivity, reduction in post-harvest losses and sustainable management and use of forest and fishery resources, including through innovation and new technologies.</li> <li>i. Establish and facilitate national, regional and global thematic networks and partnerships in the fields of agricultural development</li> </ul>

Challenge	What needs to be achieved to address the challenge (within FAO's mandate) / qualitative objectives	FAO's comparative advantages / strengths / capacity to act	Areas of focus and concentration for FAO's activities / instruments (informed by the core functions)
	<ul style="list-style-type: none"> <li>- Members and other stakeholders have in place regulatory frameworks, guidelines, norms and standards and other legal instruments for food, agriculture, fisheries, forestry, land, water and genetic resources.</li> <li>- Appropriate technologies and innovations are made available to countries, producers and rural populations.</li> <li>- Countries have enabled capacities, both human and institutional, for the intensification and diversification of agricultural production and sustainable management and use of fisheries, forestry, land, water, seed systems and animal genetic resources.</li> <li>- Countries are better prepared and have developed capacities for effective response to natural disasters and emergencies and to address environmental challenges affecting food and agriculture, particularly climate change related.</li> </ul>	<p>(UNFCCC).</p> <ul style="list-style-type: none"> <li>- FAO hosts the secretariats of the International Treaty on Plant Genetic Resources for Food and Agriculture, International Plant Protection Convention (IPPC) and Rotterdam Convention (jointly with UNEP).</li> <li>- Expertise and experience in promoting and mobilizing investment in agricultural and rural development, including forestry and fisheries, and in assisting member countries to formulate investment programs and implement projects, including in natural resource management.</li> <li>- FAO has already developed partnerships and networks in various fields of agriculture and natural resources: FAO Water Platform, the Global Soil Partnership (GSP), the Globally Important Agricultural Heritage Systems (GIAHS), the World Agriculture Watch, etc.</li> <li>- Extensive country and regional presence with technical and operational capacities to support emergency preparedness and timely response.</li> </ul>	<p>and the sustainable management and use of terrestrial and marine resources.</p>
<p><b>2) Eradicating food insecurity, nutrient deficiencies and unsafe food in the face of increasing food prices</b></p>	<ul style="list-style-type: none"> <li>- Greater awareness and sustained political commitment to keep food security and nutrition high on the</li> </ul>	<ul style="list-style-type: none"> <li>- The only UN organization mandated to collect, analyze, interpret and disseminate information related to</li> </ul>	<p>a. Provide evidence-based analyses promoting greater awareness and better understanding of the root</p>

Challenge	What needs to be achieved to address the challenge (within FAO's mandate) / qualitative objectives	FAO's comparative advantages / strengths / capacity to act	Areas of focus and concentration for FAO's activities / instruments (informed by the core functions)
<p><b>and high price volatility</b></p> <p>The right to adequate food is an increasingly accepted value that has led to new concerns on food insecurity and commitments to eradicate hunger, as well as under nutrition at national and international levels - especially in women and children. For these purposes appropriate strategies, policies and programmes for improving food and nutritional security, in rural and urban populations, must be implemented at the national, regional and global levels with the clear objective of eradication in a reasonable period of time. These policies need to balance the short- and long-term needs and constraints. They must also balance the interest of agricultural production, and especially the small farmers, with the interest and needs of poor consumers. They should include local supply of agriculture, aquaculture, non-wood forest products and livestock production, especially in family-operated activities, in order to improve accessibility, commercial policies that integrate and balance local production and imports, and social programmes that contribute to improve the access to food. A guiding principle for these policies should be that what is done in the short-</p>	<p>policy agenda.</p> <ul style="list-style-type: none"> <li>- Improved governance and strategic prioritization for hunger eradication in national, regional and international development programmes, with metrics for monitoring of action and progress.</li> <li>- Methods and tools for data and statistics on hunger and malnutrition, including global hunger indicators, are improved.</li> <li>- Data, statistics, information and analysis on food insecurity and malnutrition respond to users' needs and emerging issues, and public access to the products enhanced.</li> <li>- Strengthened M&amp;E systems, with metrics for assessing progress in the implementation of decisions and commitments.</li> <li>- A twin-track approach is adopted by Members and other stakeholders in food and nutrition security policies and programmes, addressing both immediate and longer-term needs.</li> <li>- Sustainable increases in food production and productivity realized, with smallholders, and particularly women farmers, at the centre of action.</li> </ul>	<p>food and agriculture.</p> <ul style="list-style-type: none"> <li>- FAO is the recognized custodian for food insecurity indicators related to MDG-1, with a globally heard voice including through the publication of SOFI.</li> <li>- FAO is global leader in the collection, analysis and provision of data and information on food commodity supply and demand balances and on price developments at global, regional and national levels, with direct interface with national authorities for obtaining data.</li> <li>- FAO has extensive expertise and experience in food and nutrition security information and early warning systems, primarily through the Global Information and Early Warning System (GIEWS), the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) and the Fishery Resources Monitoring System (FIRMS).</li> <li>- FAO has renowned expertise in crop prospects and food security assessment and vulnerability analysis, in particular through GIEWS.</li> <li>- FAO has extensive expertise and experience in methods and tools for</li> </ul>	<p>causes of hunger &amp; malnutrition, and linkages with the rest of the economy, including through main flagship publications (e.g. SOCO, SOFA, SOFI).</p> <ul style="list-style-type: none"> <li>b. Promote, and support Members in, the implementation of the Right to Food Guidelines as part of national legislation.</li> <li>c. Support countries to formulate and adopt policies and programmes to eradicate hunger and attain food security at the household and national levels.</li> <li>d. Assist countries in developing policy and effective marketing systems supportive of smallholders' integration into markets.</li> <li>e. Develop more accurate food insecurity and malnutrition indicators and continue to collect, generate, analyze and disseminate relevant data and information (food security and nutrition information systems).</li> <li>f. Develop and promote M&amp;E systems for better accountability in hunger eradication action, and support countries in their implementation.</li> <li>g. Collect, interpret, analyze and disseminate data and information on</li> </ul>

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<p>term to address vulnerabilities, does not undermine long-term objectives of food production. Nutritional security and quality, including protein and micronutrient components, need to be integrated. Furthermore a reduction of the significant food losses that occur in the industrial and commercial stages of the overall process could make a substantial contribution to national and global food security.</p>	<ul style="list-style-type: none"> <li>- Attain increased price stability and more transparent and better functioning food and agricultural commodity markets.</li> <li>- Food losses in post-harvest, industrial, commercial and consumption stages of the food chain are substantially reduced.</li> <li>- Effective programmes established by countries to promote food safety and product quality at all stages of the food chain, in conformity with international standards and norms.</li> <li>- Establish an open, accountable, rules-based and fair international trading system that is considerate of food security goals, with minimized distorting policies and favorable market access for products originating in developing countries.</li> <li>- Member countries and other stakeholders have strengthened capacity to formulate, implement and monitor policies and programmes tackling the structural causes of food insecurity and malnutrition.</li> <li>- National and regional institutions have proper capacity to collect, analyze and access data and statistics and maintain databases on food</li> </ul>	<p>food insecurity and malnutrition data and statistics, with access to a large pool of external experts.</p> <ul style="list-style-type: none"> <li>- FAO hosts the Secretariat of the Agricultural Market Information System (AMIS) involving nine international organizations working to improve the collection, analysis and dissemination of information regarding food markets and the outlook for major producing and trading countries.</li> <li>- FAO hosts the Secretariat of the Committee on World Food Security (CFS) and the serves the Committee on Commodity Problems (CCP).</li> <li>- Expertise and experience in assisting countries and regional organizations in the formulation and implementation of food security policies, strategies and programmes; in the preparation of investment projects; and in raising funding.</li> <li>- FAO generates a wide set of products and services covering all aspects of food security and taking into account both emergency and longer-term development needs.</li> <li>- Expertise and experienced staff in capacity development, with in-depth understanding of policy and</li> </ul>	<p>food and agricultural markets, and improve timeliness and quality of the data.</p> <ul style="list-style-type: none"> <li>h. Assist countries to set up relevant databases and food security information systems and strengthen capacity in data collection, trends monitoring and assessment, and vulnerability analysis.</li> <li>i. Assess the effectiveness and constraints of different instruments and mechanisms for addressing food insecurity, including the establishment of food reserves, and support implementation at national and regional levels.</li> <li>j. Support countries in the formulation and implementation of policies, strategies and programmes in food safety and quality control and in developing capacity in these areas.</li> <li>k. Develop and support countries to adopt risk management tools and instruments, including for price spikes, with due consideration of smallholders and women farmers.</li> <li>l. Support countries to develop programmes and adopt improved techniques and technologies to reduce post-harvest losses.</li> </ul>

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	<p>insecurity and malnutrition.</p> <ul style="list-style-type: none"> <li>- A global food security information network, including all relevant actors, is established and operational.</li> </ul>	<p>institutional needs in relation to food and nutrition security and first-hand contacts with countries and regional bodies and institutions.</p>	<ul style="list-style-type: none"> <li>m. Provide a multi-stakeholder forum for debate and agreement on policy and technical solutions for eradicating hunger, combating malnutrition, improving the quality and safety of food and tackling the issue of higher and increasingly volatile food prices.</li> <li>n. Support and facilitate the development of new and revised international standards and norms for food safety and quality.</li> <li>o. Coordinate the establishment of a global food security information network (WFP, IFPRI).</li> </ul>
<p><b>3) Rationalizing food consumption and nutrition</b></p> <p>Global demand growth and its impact on environment and on prices, widespread inadequate eating habits and related nutritional imbalances and health problems call for major changes to establish more sustainable and healthy diets. Meeting this challenge implies the modification of consumption patterns and habits including reducing food waste. It will require a range of actions including behavioural and/or cultural changes, the reinstatement of the true value of food (nutritionally, symbolically and economically) and the integration of</p>	<ul style="list-style-type: none"> <li>- Nutrition for food security is integrated into agricultural policies and programmes and in poverty reduction and development strategies, including dietary diversification and nutrition improvement.</li> <li>- Gender-sensitive nutrition education and information are strengthened.</li> <li>- National strategies and programmes in support of food safety and quality, at all stages of the food chain in accordance with international recommendations, good practice or norms are designed and</li> </ul>	<ul style="list-style-type: none"> <li>- Authority and status as an intergovernmental organization with a global outreach and a wide mandate covering food system management, food chains and nutrition.</li> <li>- Trust of Member Nations, and particularly of Agriculture Ministries in developing countries.</li> <li>- Neutral forum for policy dialogue, exchange of knowledge, and convergence on solutions for matters related to diets, food consumption and nutrition, without commercial or political interest.</li> <li>- Ability to take a global view of</li> </ul>	<ul style="list-style-type: none"> <li>a. Support countries to develop programmes and adopt improved techniques and technologies to reduce post-harvest losses.</li> <li>b. Monitor and assess medium and long-term trends and perspectives in consumption (crops, livestock, forestry, fisheries) and their potential impacts on the natural resource base (land, water, genetic resources) taking account of emerging issues (e.g. climate change, biofuels).</li> <li>c. Develop methodologies to assess the impact of diets on natural resources and the environment.</li> </ul>

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<p>nutrition as a core concern of every policy directed to food systems. Gender-sensitive education and information needs to be strengthened and show the links between meal preparation, nutrition and health. In turn, the concept of nutrition has to be better integrated into agricultural policies and programs. Leverage points in supply chains need to be identified in order to influence the choices of consumers and of the main actors of the complete food chain, including public sector authorities. The inter-relation between education, health and agriculture needs to be further developed and internalized in policies and programmes.</p>	<p>implemented.</p> <ul style="list-style-type: none"> <li>- Member countries and other stakeholders can generate, manage, analyze and access data and statistics on nutrition.</li> <li>- Impact of diets on environment and on prices is better assessed.</li> <li>- National, regional, and global partnerships are established to promote rational consumption, sustainable production and waste reduction.</li> <li>- Policies and tools are developed to reinstate the true value of food (nutritionally, symbolically and economically).</li> </ul>	<p>problems and take a leadership role in global agenda setting.</p> <ul style="list-style-type: none"> <li>- Global networking capacity with convening power to facilitate policy dialogue, negotiation of agreements and decision-making among Members and between governments and other stakeholders.</li> <li>- Global knowledge, institutional memory and expertise accumulated over 60 years across in food consumption, diets, food systems and nutrition, including developing guidelines, norms and standards in nutrition, food quality and food safety (Codex Secretariat and related technical work).</li> <li>- Comprehensive databases and information systems on food consumption and nutrition, with continuity in data collection, generation, monitoring and assessment and provision of information and knowledge.</li> <li>- Expertise and experience in knowledge sharing and management globally, and adaptation and application at country level.</li> <li>- Comprehensive regional presence and wide country presence particularly in poor countries, with continuous and</li> </ul>	<ul style="list-style-type: none"> <li>d. Provide information, advocacy and evidence-based policy guidance and advice on sustainable consumption and production strategies.</li> <li>e. Provide a dynamic forum for governments and other stakeholders to debate policy and agree on solutions for sustainable consumption and production.</li> <li>f. Support the establishment of national, regional and global networks and partnerships around sustainable consumption.</li> <li>g. Provide advice and guidance on good practices for establishing an enabling environment for broad multi-stakeholder participation in sustainable food consumption and waste reduction program design and implementation.</li> <li>h. Facilitate regional collaboration on sustainable consumption and production of food.</li> <li>i. Provision of technical advice and assistance on nutrient reference values, food labeling, food composition, nutrient requirements and health claims.</li> <li>j. Develop organizational and individual capacities to design and</li> </ul>



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		<p>targeted support from headquarters.</p> <ul style="list-style-type: none"> <li>- Strong experience and record in capacity development across the fields of food security (nutrition, food consumption, diets) and in the areas of enabling environment, organizations and individuals.</li> <li>- Ability to provide impartial and evidence-based analysis and policy advice in the fields of food security, nutrition, food production and consumption, taking into account country and regional specificities.</li> <li>- Proven track record in promoting effective investment and supporting countries and IFIs in strategic planning, design and evaluation of investments in food and nutrition security.</li> </ul>	<p>implement programs for improving food safety and quality management for small and lesser-developed businesses, including the street food sector.</p> <ul style="list-style-type: none"> <li>k. Support development by national actors of programmes of consumer awareness/ education in food safety and quality including nutritional quality and biodiversity.</li> <li>l. Provide and promote the use of decision-support tools to inform investment planning in food safety/quality infrastructure.</li> <li>m. Identification of emerging market trends and analyses of the impact of private and voluntary standards on market access and support for developing capacities to implement such standards /codes and schemes , including those related to specific quality products.</li> <li>n. Provision of household and individual food security and nutrition expertise, including assessment of the food and nutrition security situation and trends, dietary diversity and food access measures, and analysis of factors affecting population groups most vulnerable to food insecurity and malnutrition.</li> </ul>

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			<ul style="list-style-type: none"> <li>o. Provision of expertise on incorporating nutrition objectives into food and agricultural policies and programmes to address identified food-related nutrition problems.</li> <li>p. Strengthen country organizational capacity to develop educational and communication resources on improving nutrition and the diets diversity for dissemination and adaptation at local, national and regional levels.</li> </ul>
<p><b>4) Improve the livelihood of the population living in rural areas including smallholder farmers, foresters and fisher folk and in particular women, in the context of urbanization and changing agrarian structures</b></p> <p>Economic growth and livelihood opportunities for different social groups, gender and age groups must be created and promoted in a context of closer rural-urban linkages. Strategies, policies, normative frameworks and programmes need to be designed and implemented in order to create decent employment and other rural and non-rural income opportunities for populations in rural territories. In many countries it implies new balances in policies that have been</p>	<ul style="list-style-type: none"> <li>- Effective incentives to achieve sustainable increases in smallholder productivity and the development of input and output markets in rural areas</li> <li>- Enhanced integration of smallholders, and in particular women farmers, to markets, with due consideration to their heterogeneity and the different constraints they face.</li> <li>- Populations living in rural areas have better opportunities and choices to strengthen, diversify and sustain their livelihoods, and earn higher incomes from their activities.</li> <li>- More equitable access, especially by women and disadvantaged people, to</li> </ul>	<ul style="list-style-type: none"> <li>- Since its creation, FAO has championed the role of rural populations, and particularly of women, in food production and food security, and spearheaded efforts aimed at improving their conditions and opportunities.</li> <li>- Expertise in gender issues in agriculture and rural development, complementing specific expertise on gender in other areas of development from the rest of the UN, including data, indicators and measurement.</li> <li>- It is the only international intergovernmental organization that deals with all aspects of rural land tenure, with strong focus on poor countries and disadvantaged populations.</li> </ul>	<ul style="list-style-type: none"> <li>a. Provide policy advice and support member countries in formulating policies, programmes and investment projects targeted at sustainably increasing productivity of smallholder farmers, and particularly women.</li> <li>b. Support member countries in the design and implementation of programmes aimed at improving the integration of rural households, smallholders and women farmers into markets.</li> <li>c. Provide capacity development services to countries and farmer associations to support the provision of services and choices to rural populations, particularly to smallholder and women farmers.</li> </ul>

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<p>biased against agriculture. For this, new and stronger governance mechanisms at local and national levels will be needed. The reduction of income inequalities between regions and social groups in each country, and in particular eliminating gender inequalities and improving the access of women to production resources, are important objectives and main components of this challenge. Similarly, integrating young population to the labour market is an important objective. Protection of land rights and other natural resources, the provision of advisory and financial services are important to foster transition and diversification into productive and competitive activities. In addition, specific policies to support small and family farms, cooperatives and farmers associations, especially for their better integration into markets and production chains, must be implemented, as well as exit strategies from agriculture to alternative sustainable rural and urban livelihoods. These policies will have different relative importance and different types of interventions in different regions and countries.</p>	<p>productive resources, including extension and financial services and risk management instruments.</p> <ul style="list-style-type: none"> <li>- Social protection and productivity-enhancing programmes for vulnerable populations, small famers, foresters and fishers, and particularly women, developed and implemented.</li> <li>- Rural youth employment and entrepreneurship development, child labour prevention and reduction in agriculture, equal employment opportunities and related institutional capacities strengthened and supported.</li> <li>- Agriculture and rural development support institutions and farmers' organizations strengthened and their adaptation to changing conditions improved with due attention to inequalities in access to productive resources, particularly by women.</li> <li>- Exit strategies toward alternatives sustainable rural and urban livelihoods designed for smallholders, foresters and fishermen whose conditions offer little chance for transition from subsistence to commercial production.</li> </ul>	<ul style="list-style-type: none"> <li>- FAO has developed tried and tested models to improve rural livelihoods, using participatory processes and methods focused on the needs of the rural poor (access to resources, rural job opportunities, etc.).</li> <li>- Strong expertise and demonstrated technical capacity in integrating employment issues in agricultural and rural development to improve food security (complementary to the ILO, who does not address rural employment issues).</li> <li>- Experience in strengthening rural institution capacities to improve rural development and food security and in creating enabling environments for producer organizations to thrive.</li> <li>- First-hand experience in working at country level to support smallholders, cooperatives and farmers' organizations in improving production systems and access to productive resources, strengthening resilience, and increasing integration into markets and participation in value chains.</li> <li>- FAO has a track record in mobilizing resources for investment in agriculture and rural development, and extensive expertise in assisting</li> </ul>	<ul style="list-style-type: none"> <li>d. Identify, appraise and promote commercially oriented cooperative business models that can strengthen capacities of rural populations to compete in local and export markets.</li> <li>e. Provide information and guidelines for good practices to support informed decision-making on opportunities for employment generation, increasing farm income through diversification and value addition.</li> <li>f. Provide policy advice and support countries and other stakeholders in the formulation and implementation of programmes and legislation ensuring equitable access to productive resources by smallholders and women farmers.</li> <li>g. Provide policy advice and support capacity development of member countries and other stakeholders in the design and implementation of targeted social protection and productivity-enhancing programmes for small farmers, foresters and fishermen, with particular attention to women.</li> <li>h. Collect, analyze, interpret and disseminate timely and reliable data and information (by gender, age, etc.)</li> </ul>

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	<ul style="list-style-type: none"> <li>- Countries dispose of enhanced capacities for addressing rural livelihood improvement.</li> <li>- Agricultural data relevant to inform policy decisions (disaggregated by gender, age, etc.) are improved and publicly accessible by Members and other stakeholders.</li> </ul>	<p>countries to prepare investment programmes and projects with particular focus on disadvantaged populations.</p> <ul style="list-style-type: none"> <li>- Close collaboration and good relationships with agricultural and rural stakeholders at local and national levels, with easy access to Agriculture Ministries.</li> </ul>	<p>in food, agriculture and rural employment, and support countries and other stakeholders to develop capacity in this area.</p> <ul style="list-style-type: none"> <li>i. Provide strategic advice to member countries on reflecting decent rural employment in relevant policy and strategy documents, programmes and national processes, including development and contextualization of capacity development materials and capacity development support at country level, based on capacity needs assessment.</li> <li>j. Promote youth employment in the agro-sector and support the strengthening of institutional capacities and facilitating youth access to value chains.</li> <li>k. Provide technical support and capacity development on child labour prevention and reduction in the agricultural sector.</li> </ul>

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<p><b>5) To ensure fairer and more inclusive food and agriculture systems at local, national and international levels</b></p> <p>The organization of value chains at the national, regional and global level and regulatory measures should foster transparency and efficiency, reduce market power permitting all participating actors to play a meaningful role. Promoting inclusive business models, ensuring that product standards respond to real market needs, strengthening and empowering producers associations and cooperatives and improving market information are important instruments. Furthermore, the integration of small producers to the production value chains in agriculture, forestry and fishery need to be promoted. Land tenure policies that protect small farmers and rural communities from land concentration processes are a need in most regions. At the international level, importing and exporting countries need special and differential strategies and policies to benefit from trade and pursue their own food security objectives, while taking into account food security needs elsewhere. For these objectives, developing and taking advantage of regional markets is an important</p>	<ul style="list-style-type: none"> <li>- Strengthening the participation and integration of farmers, and in particular smallholders, into markets and creating an enabling environment for markets to improve livelihoods and rural development.</li> <li>- Reorient agricultural sector development support to give increased attention to the full range of value chain participants including input suppliers, agro-processors, traders, transporters and distributors and retailers.</li> <li>- Capacities of ministries and private and public sector organizations built to reinforce capacity of smallholders to participate in rapidly changing markets.</li> <li>- Ensuring fairness and managing risk in the inevitable transition to contract based relationships in modernizing food systems.</li> <li>- Legal and policy frameworks which enable negotiation of fair relationships in value chains.</li> <li>- Country policies, legal and regulatory frameworks and public investments enhance the creation of fair, inclusive and competitive agricultural and food systems.</li> </ul>	<ul style="list-style-type: none"> <li>- FAO is unique in that its knowledge base and engagement in policy formulation and dialogue span value chains from input supply to the consumption of final products.</li> <li>- FAO is recognized as a neutral provider of policy advice and knowledge and has built substantial evidence base on the relationships between trade policy reform and food security, with strong emphasis on low-income food-deficit countries.</li> <li>- Ability and networking capacity at national, regional and global levels bringing governments and a wide range of stakeholders together to debate policy and agree on solutions.</li> <li>- Strong partnerships and well-developed relationships with regional organizations seeking to promote enhanced regional trade.</li> <li>- Global leader in the provision of commodity supply and demand related information and policy developments on national, regional and global markets.</li> <li>- Status and convening authority in facilitating the development of international voluntary guidelines, standards and legal frameworks on all</li> </ul>	<ul style="list-style-type: none"> <li>a. Assemble relevant data and appraise trends in agriculture and food systems development and policy responses.</li> <li>b. Enable countries to analyze global market developments and trade regimes to identify opportunities and formulate appropriate pro-poor trade policies and strategies.</li> <li>c. Assemble, systematize and disseminate global knowledge on inclusive business models and public-private partnerships and develop good practices guidance for their implementation.</li> <li>d. Collect, analyze and make publicly available information and knowledge on national, regional and global market trends.</li> <li>e. Provide guidance and technical support for the development and implementation of voluntary guidelines and other tools and instruments for responsible farming practices and agricultural and rural investment.</li> <li>f. Provide analytical and technical support to trade agreement formulation and negotiation.</li> <li>g. Support governments in the design</li> </ul>

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<p>objective in most regions, as is assistance to countries and producers to comply with increasingly stringent international standards, especially in relation to food safety and animal and plant diseases.</p>	<ul style="list-style-type: none"> <li>- Trade mechanisms and international agreements foster efficient markets and protect the rights and interests of smaller and disadvantaged participants.</li> <li>- Business models which address the challenges facing smallholder farmers and facilitate their integration into value chains.</li> <li>- Public and private organizations capacity built to support smallholders and to defray costs of complying with rapidly proliferating private and voluntary standards.</li> <li>- Capacity for public private partnering developed in order to mobilise resources, management skills and technologies in support of smaller and more vulnerable participants in value chains.</li> <li>- Institutional capacities of Ministries of Agriculture built for dialogue and partnering with non-state actors in value chains.</li> </ul>	<ul style="list-style-type: none"> <li>- aspects of food and agriculture (Voluntary Guidelines on the Progressive Realization of the Right to Adequate Food; Voluntary Guidelines on the Governance of Land Tenure, Fisheries and Forests; Principles for Responsible Agricultural Investment (RAI), etc.).</li> <li>- FAO hosts COAG, CCP, CFS, COFI and COFO (as part of its Governing Bodies) providing a neutral platform to debate issues and agree on solutions ensuring fairer and more inclusive food and agriculture systems.</li> <li>- Broad global knowledge across elements of agrifood systems to underpin policy advice and capacity development (at country level and in the development of international agreements and standards).</li> <li>- Comprehensive databases and information systems (<i>more needed</i>) to underpin monitoring of trends and responses.</li> <li>- Regional and country presence, providing continuous support to countries and regional institutions.</li> <li>- Proven track record in supporting Members to formulate investment options promoting inclusive value</li> </ul>	<p>and enactment of policies and legal frameworks that foster the development of inclusive and socially responsible value chain partnerships.</p> <ul style="list-style-type: none"> <li>h. Provide capacity development in the analysis and impact studies of trade and related policy interventions on markets and food security at national and household levels.</li> <li>i. Appraise and promote good practices and guidelines for sustainable value chains and public-private partnerships.</li> <li>j. Provide policy advice and technical support to countries and regional institutions to ensure that global and regional trade schemes and agreements protect national interests and the food security and livelihood of populations.</li> <li>k. Develop methodologies and support country capacity development for carrying out impact studies, competitiveness and value chain analysis.</li> <li>l. Support innovative business models for improved public-private partnerships that are particularly inclusive of small farmers.</li> </ul>

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		<p>chains and targeted provision of public goods.</p> <ul style="list-style-type: none"> <li>- Impartial and evidence-based analysis and policy advice to countries in the development of their national frameworks as well as participation in negotiations at international level.</li> <li>- Extensive expertise in capacity development in support of national policy and programme formulation and implementation and participation in international agreement development.</li> </ul>	<ul style="list-style-type: none"> <li>m. Provide technical support to develop value chain field programs, enterprise development and market linkages and participation.</li> <li>n. Advise countries on investments in rural public goods to enable development of sustainable value chains which include small and marginalized farmers and create decent work opportunities for women and youth.</li> <li>o. Conduct impact studies and analyses of voluntary guidelines and standards on smallholder and women farmers' participation in markets.</li> </ul>
<p><b>6) To increase resilience of livelihoods to agriculture and food security threats and shocks</b></p> <p>Vulnerability to various threats and shocks due to natural and man-made causes which are increasingly interconnected, are affecting rural populations with greater frequency and intensity especially as population density increases. Economic shocks related to financial stability, employment opportunities and extreme price variability are associated to income losses and food insecurity that in the absence of appropriate policy responses become structural with high individual</p>	<ul style="list-style-type: none"> <li>- The global, regional and national policy and institutional environments support improved management and governance of agriculture threats, risks and crises.</li> <li>- Early warning, risk analysis and food security and nutrition surveillance systems provide timely, accurate and actionable alerts.</li> <li>- Enhanced preparedness reduces the impact of threats and crises.</li> <li>- At risk populations, better withstand threats and shocks, including adapting livelihood strategies, in the face of food and agriculture crises.</li> </ul>	<ul style="list-style-type: none"> <li>- Global Intergovernmental Organization with a mandate, authority and capacity to contribute to major international platforms and mechanisms addressing food security threats and shocks (UNFCC, HFA, UNCCD, Commission of Phytosanitary Measures, IASC, etc.) along the humanitarian-development continuum and before, during and after crisis.</li> <li>- Leadership role (with WFP) to support a more accountable humanitarian assistance on agriculture and food security issues</li> </ul>	<ul style="list-style-type: none"> <li>a. Improve and strengthen the data and information base (in terms of both timeliness and quality) to ensure timely and proper action, and support national and regional institutions in developing capacity in this area.</li> <li>b. Support partners at national, regional and global levels for the development and implementation of policy, legal and institutional frameworks, and treaties, for disaster risk reduction, crisis management, conflict resolution and climate change adaptation in the agriculture sectors.</li> </ul>

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<p>and social costs. Instruments to manage risk and safety nets to diminish the impact of these shocks are important. Countries in protracted crisis are particularly vulnerable because of the fragility of institutions and governance systems. Development and humanitarian strategies, policies and programmes need to take into account, reduce and better manage the various and interconnected risks that increasingly affect peoples' livelihoods in order to help people adapt to, and better cope with, slow onset and sudden threats and shocks. Strategies for adaptation and resilience to climate change and developing capacities to respond to plant and animal diseases and in particular transboundary diseases are important elements of the overall challenge.</p>		<p>through the IASC and Food Security Cluster mechanisms.</p> <ul style="list-style-type: none"> <li>- Capacity to promote the mainstreaming of crisis prevention and risk reduction and management for agriculture and food security through multi-stakeholder/interagency regional and national programming processes (e.g. UNDAF, PRSP, CAAP).</li> <li>- Capacity to address the key drivers of risk through solid partnerships with Ministries of Agriculture (fisheries, forestry and natural resources also) to support the integration of risk reduction and management and long-term resilience building in sectoral policies and programs.</li> <li>- Global leadership in food and nutrition security information and early warning systems, mainly through the Global Information and Early Warning System (GIEWS), the Emergency and Prevention System for Trans-boundary Animal and Plant Pests and Diseases (EMPRES), the Fishery Resources Monitoring System, the Integrated Phase Classification (IPC), etc.</li> <li>- Expertise to develop guidelines,</li> </ul>	<ul style="list-style-type: none"> <li>c. Promote the mainstreaming of crisis prevention and risk management for the agriculture sectors in humanitarian, development and investment plans, strategies and initiatives with a particular focus on vulnerable smallholders, especially women and youth.</li> <li>d. Support national and local authorities and regional bodies to implement actions to address drivers of risk associated with agriculture and natural resources.</li> <li>e. Provide technical leadership, advocacy and coordination within the humanitarian-development systems on nutrition, agriculture and food.</li> <li>f. Promote the mainstreaming of crisis prevention for food and nutrition security in a coherent manner at global, regional, national and local levels</li> <li>g. Facilitate rehabilitation and transformation of agricultural institutions in protracted crises, post conflict and post-disaster situations</li> <li>h. Develop and promote use of norms, standards and guidance for crisis prevention and risk management for</li> </ul>



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		<p>norms and standard for crisis prevention and risk management in food and agriculture and to disseminate them through global networks, such as the Voluntary Guidelines on Tenure of Land, Fisheries and Forestry (VGs), Livestock Emergency Guidelines and Standards (LEGS), Land tenure issues in DRM manuals, Disaster Risk Management systems analysis, etc.</p> <ul style="list-style-type: none"> <li>- Technical expertise to identify, promote and scale-up the use of good agricultural practices for risk reduction and management.</li> <li>- Trust and expertise to generate impartial and accurate needs and impact analysis during and after a crisis affecting the agriculture and food sectors (UN Appeals, PDNA, Crop and Food Security Assessment Missions with WFP).</li> <li>- Readiness and operational ability to provide direct support to affected countries and communities during and after crisis in a coordinated and technically sound manner.</li> <li>- Demonstrated ability to provide technical guidance for infrastructure rehabilitation programmes in post</li> </ul>	<p>agriculture and food security at all levels</p> <ul style="list-style-type: none"> <li>i. Support regional, national and local integrated systems of monitoring, early warning and risk analysis to understand, analyze and disseminate data and information on short- to-long term impacts of food security threats and shock hazards.</li> <li>j. Support harmonized and coordinated impacts and needs assessments and strategic planning for appropriate and timely interventions to counter threats to food and nutrition security.</li> <li>k. Support capacity development of national and local authorities for risk mapping and development of agriculture sectoral preparedness and contingency plans and related implementation measures.</li> <li>l. Enhance institutional preparedness to foster capacities for effective response and delivery of services to affected countries and communities during crisis.</li> <li>m. Identify and scale up the application of technologies, good practices, norms, standards and approaches for disaster risk reduction, crisis prevention and risk management in the agricultural sector.</li> </ul>

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		crisis and disaster situations.	<ul style="list-style-type: none"> <li>n. Mobilize resources and promote implementation of interventions to support agriculture production, markets and provision of services to increase food availability, access, stability and improved utilization, responding to both immediate humanitarian needs and addressing the root causes of the crises.</li> <li>o. Provide technical guidance for sectoral and infrastructure rehabilitation programmes, integrating disaster risk reduction and crisis prevention principles.</li> <li>p. Support the transformation of agriculture based livelihood systems at risk through the diversification and intensification of production.</li> </ul>
<p><b>7) To strengthen governance mechanisms for the needs for food, agriculture, forestry and fisheries systems at national, regional and global levels</b></p> <p>Addressing development challenges is complex because it involves multiple sectors, a broad range of stakeholders and must take into account transdisciplinary, as well as transboundary dimensions, such as the management of water resources and watersheds and of blue economy</p>	<ul style="list-style-type: none"> <li>- More effective governance mechanisms for food security and nutrition along the humanitarian-development continuum.</li> <li>- More effective governance mechanisms within sub-sectors in FAO's area of mandate.</li> <li>- Improved governance of oceans within and beyond national jurisdictions.</li> <li>- More inclusive (public, private, civil society) policy processes established</li> </ul>	<ul style="list-style-type: none"> <li>- Authority and status as a global intergovernmental organization, with a broad mandate covering all fields of food and agriculture and worldwide outreach.</li> <li>- Authority, neutrality and expertise in facilitating policy dialogue and consensus-building on policy and technical solutions among Member States through COAG, CCP, CFS, COFI, COFO and the Regional Conferences.</li> </ul>	<ul style="list-style-type: none"> <li>a. Provide leadership, advocacy and coordination on food and nutrition security governance along the humanitarian-development continuum.</li> <li>b. Provide a global neutral forum for multi-stakeholder decision- and results-oriented dialogue.</li> <li>c. Support the establishment of national, regional and global multistakeholder platforms and partnerships in areas of FAO's</li> </ul>

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<p>resources in the seas. Moreover, globalization requires that existing imbalances, like food insecurity, environmental externalities, sustainable management of common natural resources, including irrigation water, transboundary watersheds and ocean resources be addressed through concerted actions that are effective and fair. In addition, the adequate provision of public goods including services, information, knowledge and innovations, evidence-based policy advice, regulatory frameworks, codes of conduct, agreements for common action, and so on at local, national and global levels is essential for development. For these reasons, stronger and more effective local, national, regional and global governance mechanisms are needed that are transparent, ensure accountability and fairness and enhance the participation of all stakeholders in a meaningful way, especially those that are weaker in terms of social and/or political representation.</p>	<p>at global, regional and national levels.</p> <ul style="list-style-type: none"> <li>- Voluntary guidelines, codes of practices/conducts, standards and benchmarking systems, agreements for common action and other global governance instruments promote food security, agriculture and rural development and sustainable management of natural resources.</li> <li>- Capacity of national and regional institutions (within and across sectors) strengthened for the development, implementation, monitoring and evaluation of policies, legislation, regulatory frameworks and investments targeted at food security, agricultural development and sustainable management of natural resources.</li> <li>- Landscape approaches are mainstreamed in sectoral and inter-sectoral development policies and programmes and institutions at landscape/ ecosystem level coordinate development initiatives and monitor (cumulative) impact</li> <li>- Reliable comprehensive data and information publicly available and accessible to underpin analysis, innovation and monitoring of progress.</li> </ul>	<ul style="list-style-type: none"> <li>- Trust of member countries, and particularly Agriculture Ministries in developing countries.</li> <li>- Ability to take a global view of problems and take a leadership role in global agenda setting.</li> <li>- Worldwide networking capacity with convening power to facilitate policy dialogue, negotiation of agreements and decision-making among Member Nations and between governments and other stakeholders.</li> <li>- Comprehensive sectoral databases and food security information systems with continuity in data collection, generation, monitoring and assessment and provision of information.</li> <li>- Expertise in knowledge sharing and management globally, and adaptation and application at country level.</li> <li>- Comprehensive regional presence and wide country presence in poorer countries.</li> <li>- Substantial experience and record in capacity development in the various areas of agriculture and food security, including in legal matters.</li> <li>- Ability to provide impartial and evidence-based analysis and policy</li> </ul>	<p>mandate.</p> <ul style="list-style-type: none"> <li>d. Facilitate and support the development and implementation of voluntary guidelines, legal frameworks, instruments, codes of practices/conducts, standards and benchmarking systems aimed at strengthening governance.</li> <li>e. Enhance support to existing country- and regionally-owned processes and frameworks in partnership with other relevant stakeholders.</li> <li>f. Provide practical guidance and capacity development support to increase countries' ability to lead, prepare, implement and evaluate, effective national policies, strategies and investment plans and programs.</li> <li>g. Support capacity development of government staff and also of key civil society stakeholders and producers' organizations so they become effective collaborators in national strategy and programme design and implementation, and promote effective and inclusive partnerships.</li> <li>h. Assist countries in establishing sound, inclusive and coherent governance systems for agriculture and food and nutrition security at all</li> </ul>

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		<p>advice, taking into account country and regional specificities.</p> <ul style="list-style-type: none"> <li>- Engagement in global processes allows reflection of global insights to bear on country support.</li> <li>- Sectoral leadership within the humanitarian community through the IASC and Food Security Cluster mechanisms.</li> <li>- Rich experience in providing policy and technical advice and capacity development support in relation to regional/multilateral agreements.</li> <li>- Hosting the secretariats of various international treaties, conventions, commissions, committees and partnerships in the various areas of food security and agriculture.</li> </ul>	<p>levels, with proper monitoring and accountability tools and instruments.</p> <ul style="list-style-type: none"> <li>i. Support the implementation and monitoring of global governance mechanisms, guidelines, etc.</li> <li>j. Ensure the participation of representatives of civil society, farmers' organizations and the private sector in FAO governing bodies to collaborate on key governance issues affecting food and agriculture systems.</li> <li>k. Develop and promote the use of tools and methods for policy and decision monitoring (to monitor actions and achievement against commitments), and support countries and other national and regional stakeholders to develop capacity for their application.</li> </ul>