

**ANNEX 2**

**TERMS OF REFERENCE**



Food and Agriculture  
Organization of the United  
Nations

## Office of Evaluation

### **Draft Terms of Reference Evaluation of Farmer Input Support Response Initiative (FISRI) to rising prices of agricultural commodities in Zambia (GCP/ZAM/071/EC)**

February 2012

## Food and Agriculture Organization of the United Nations

### Office of Evaluation (OED)

This TOR template is available in electronic format at: <http://www.fao.org/evaluation>

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## OED template ToR for separate project and programme evaluations

### Acronyms:

|              |   |
|--------------|---|
| <b>CASAD</b> | Conservation Agriculture for Sustainable Development                          |
| <b>CASPP</b> | Conservation Agriculture Scaling up for increased Productivity and Production |
| <b>CF</b>    | Conservation Farming  |
| <b>CFU</b>   | Conservation Farming Unit (of ZNFU)   |
| <b>EC</b>    | European Commission   |
| <b>EU</b>    | European Union  |
| <b>FAO</b>   | Food and Agriculture Organization of the United Nations                       |
| <b>FISRI</b> | Farmer Input Support Response Initiative                                      |
| <b>GART</b>  | Golden Valley Agricultural Research Trust                                     |
| <b>MACO</b>  | Ministry of Agriculture and Cooperatives                                      |
| <b>ZARI</b>  | Zambia Agriculture Research Institute   |
| <b>ZNFU</b>  | Zambia National Farmers' Union  |

## 1 Background of the Initiative

Food security in the Republic of Zambia is largely dependent on rainfed agriculture, with maize as the primary food crop. Over 80% of the national food requirement is produced by small-scale farmers. The challenges faced by small-scale farmers include low farm productivity and continuing yield decline as a result of soil degradation associated with inappropriate farming practices. HIV/AIDS, together with high costs of external inputs and the vagaries of climate change continue to negatively impact on the agricultural landscape.

The Zambian Government has endorsed the CA (policy) as one of its agricultural developmental vehicles for sustainable agriculture. The Ministry of Agriculture and Cooperatives (MACO) has a ten year strategy to implement the CA programs through the framework of Conservation Agriculture for Sustainable Development (CASAD). The **Farmer Input Support Response Initiative** (FISRI) I, II and III (this project) fit in this programme which will see the Government promote CA to over 600,000 farmers by 2015. The strategy includes working with the same farmers for a minimum of five years to allow consistency in the application of CA technologies and building the CA capacity of the farmer.

The FISRI I&II projects (GCP/ZAM/066/EC; funded by EUFF from 2009-2011) and the CASPP Project funded by the Norwegian Government (from 2009-2010) targeted 11,872 lead farmers for training during the agricultural season of 2010 and 2011 (of which 3,920 through the EUFF project and 7,952 through FISRI II project in 28 districts).

The current project FISRI III, is aimed at increasing the adoption of environmentally-friendly farming systems leading to improved production from given inputs, increased food supply, reduced hunger and improved responses to food emergency crisis by extending the area of land under CA practices. In particular, the following specific problems would be addressed by this project:

- lack of consistent application of best practices in land and crop husbandry;
- need to strengthen mechanization since the current complement of tractors in Zambia is only 6,000 and the most efficient way to provide mechanization services is through private agricultural contracting. It is estimated that a farmer would need to have 100 ha to justify the cost of a new tractor on his own and this is well beyond the capability of the average Zambian smallholder farmer;
- need to intensify capacity development in CA practices within camps instead of targeting additional districts and Provinces.

The FISRI III project aims to complement current existing efforts aimed at up-scaling Conservation Agriculture among small-scale farmers in Zambia. The project duration was originally proposed for one year (July 2011 – June 2012), but eventually reduced to 10 months (current NTE 30 April 2012); the project was to be implemented jointly by MACO, FAO and other stakeholders. Apart from providing inputs to farmers, the intention was to lay the groundwork for enhancing the capacity of MACO's Department of Agriculture and lead farmers in the lead farmer extension model – in anticipation of a longer term investment in CA expansion countrywide.

The stakeholders of the current project include: MACO, ZNFU's CFU, EC, GART, the Palabana Farm Power Training Centre, ZARI, University of Zambia, FAO and selected communities.

## 2 Purpose of the Evaluation

The evaluation has the following specific objectives:

- Assess progress made, identify areas for improvement and make recommendations for the remaining implementation period of the project.
- Assess the need for adjustments to the project's timeframe and make recommendations on the modalities (major design components, implementation approach) of a follow-up phase or replication phase of the project.
- Document lessons learned so far.

## 3 Scope of the Evaluation

The evaluation will assess the project according to the following categories:

- a. Its relevance to: national development priorities, needs of the population, and farmers in particular; FAO Global Goals and Strategic Objectives/Core Functions and other aid programmes in the sector.
- b. Robustness and realism of the theory of change underpinning the project, including logic of causal relationship between inputs, activities, expected outputs, outcomes and impacts (against specific and development objectives) and validity of indicators, assumptions and risks.
- c. Quality and realism of the project design, including:

Duration;

Stakeholder and beneficiary identification;

Institutional set-up and management arrangements;

Approach and Methodology.

- d. Financial resources management, including:

Adequacy of budget allocations to achieve outputs;

Coherence and soundness of Budget Revisions in matching necessary adjustments to requirements of implementation;

Rate of delivery and budget balance at the time of the evaluation.

- e. Management and implementation, including:

Effectiveness of management, including quality and realism of work plans;

Efficiency and effectiveness of operations management;

Gaps and delays if any between planned and achieved outputs, the causes and consequences of delays and assessment of any remedial measures taken, efficiency in producing outputs;

Effectiveness of internal monitoring and review processes;

Efficiency and effectiveness of coordination and steering bodies (if any);

Coordination with other projects active in the same sector

Quality and quantity of administrative and technical support by FAO; and

Timeliness, quality and quantity of inputs and support by the Government and resource partner.

- f. Extent to which the expected outputs have been produced, their quality and timeliness.

- g. Extent to which the expected outcomes have been achieved, in particular with regard to the following aspects:

Sustainable agricultural development and natural resource management: extent and quality of activities and impacts on environmental sustainability of natural resource management practices promoted by the project; extent and quality of activities and impacts on socio-economic and cultural sustainability of practices promoted by the project;

Policies: extent and quality of activities and impacts on creating a conducive national policy and legal environment for the objectives of the project; extent and quality of activities to support the wider GIAHS Initiative in creating a conducive international policy and legal environment for its objectives.

- h. Use made by the initiative of FAO's normative products and actual and potential contribution of the initiative to the normative work of the Organization in particular Organizational Result F1: Countries promoting and developing sustainable land management and Organizational Result A1: Policies and strategies on sustainable crop production intensification and diversification at national and regional levels.

- i. Assessment of gender mainstreaming in the initiative. This will cover:

Analysis of how gender issues were reflected in project objectives, design, identification of beneficiaries and implementation;

Analysis of how gender relations and equality are likely to be affected by the initiative;

Extent to which gender issues were taken into account in project management.

## OED template ToR for separate project and programme evaluations

j. The prospects for sustaining and up-scaling the initiative's results by the beneficiaries and the host institutions after the termination of the initiative. The assessment of sustainability will include, as appropriate:

- Institutional, technical, economic and social sustainability of proposed technologies, innovations and/or processes;
- Perspectives for institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the beneficiaries or the project.
- Environmental sustainability: the initiative's contribution to sustainable natural resource management, in terms of maintenance and/or regeneration of the natural resource base.

k. Overall performance of the project: extent to which the initiative has attained, or is expected to attain, its intermediate/specific objectives and FAO Organizational Result/s (impact), and hence, to the relevant Strategic Objectives and Core Functions; this will also include the identification of actual and potential positive and negative impacts produced by the initiative, directly or indirectly, intended or unintended.

The mission will also evaluate if project resources were efficiently used to support the overall project objective given the overall adverse factors during project life.

Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by Government, FAO and/or other parties to ensure sustainable development, including any need for follow-up action. The evaluation will draw attention to specific good practices and lessons of interest to other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required.

## 4 Evaluation methodology

Under the overall guidance of the FAO Office of Evaluation:

- The evaluation will adhere to the UNEG Norms & Standards<sup>1</sup>;
- The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin the validation of evidence collected and its analysis and will support conclusions and recommendations;
- The evaluation will make use of the following tools: review of existing reports, semi-structured interviews with key informants, stakeholders and participants, supported by check lists and/or interview protocols; direct observation during field visits; surveys and questionnaires; the Sustainable Livelihoods Framework<sup>2</sup>; the Strengths, Weaknesses, Opportunities and Threats (SWOT) framework for assessment of project results<sup>3</sup>.

## 5 Consultation Process

The evaluation team will maintain close liaison with the FAO Office of Evaluation, project management, the LTU and Task Force members at headquarters, regional, sub-regional or country level, and all key stakeholders. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government, the donor or FAO.

The evaluation briefing and debriefing process will include the Government, the resource partners, the FAO Representation and other relevant actors

The team will present its preliminary findings, conclusions and recommendations to the key stakeholders, to obtain feedback from them.

The debriefing will include the Government, representatives of the donor, the FAO Representation and staff involved in the implementation of the project as well as any other partners or relevant actors.

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<sup>1</sup> <http://www.uneval.org/normsandstandards>

<sup>2</sup> The Sustainable Livelihoods Framework identifies five different capitals (human, social, natural, financial, and physical), each including different assets. It helps in improving understanding of livelihoods, in particular of the poor. For more information, among others: [http://www.livelihoods.org/info/guidance\\_sheets\\_pdfs/section2.pdf](http://www.livelihoods.org/info/guidance_sheets_pdfs/section2.pdf)

<sup>3</sup> SWOT is a widely used strategic planning tool, useful also in the assessment of development interventions, to canvass their strengths and weaknesses, as well as future perspectives. It is particularly used in focus groups, but it can be adapted to individual interviews as well.

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The Evaluation Team Leader will have a debriefing meeting in FAO HQ to present the results of the mission (to be decided). S/He bears responsibility for finalization of the report, which will be submitted to FAO within four weeks of mission completion. FAO will submit the report within four to the Government and the donor together with its comments.

The draft evaluation report will be circulated among key stakeholders for comments before finalization; suggestions will be incorporated as deemed appropriate by the evaluation team.

## **6 The Evaluation Team**

The mission will comprise experts/expertise to handle different components.

- Project management and evaluation
- Sustainable agricultural and rural development
- Food Security programmes
- Capacity development
- Sustainable crop production intensification
- Gender and social inclusion issues, and
- Social development and participatory processes

The evaluation will be organized in two stages: during the first phase, national evaluators (agronomist/, arming systems expert, possibly other resource persons) will be commissioned to review the existing field-level information and undertake beneficiary assessments. The second stage will comprise the whole evaluation team (international evaluation team leader, FAO evaluation manager, national evaluators, possibly other resource persons) to follow up on, and validate, the beneficiary assessment findings, analyse issues at the programme and policy level, and explore the follow-up options.

All team members will have a University Degree and a minimum of 10 years of professional experience in their respective areas of specialization. All will be fluent in English. Mission members will have no previous direct involvement with the project either with regard to its formulation, implementation or backstopping. All will have signed the Declaration of Interest form of the FAO Office of Evaluation.

Mission members will have had no previous direct involvement in the formulation, implementation or backstopping of the initiative. All will sign the Declaration of Interest form of the FAO Office of Evaluation.

The Evaluation Team is responsible for conducting the evaluation and applying the methodology. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs.

The Evaluation Team is fully responsible for its independent report which may not necessarily reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for ensuring conformity of the evaluation report with standards for project/programme evaluation in FAO.

## **7 The Evaluation Report**

The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the TOR. It will include an executive summary; supporting data and analysis will be annexed to the report when considered important to complement the main report.

The recommendations will be addressed to the different stakeholders and prioritized: they will be evidence-based, relevant, focused, clearly formulated and actionable.

The evaluation team will agree on the outline of the report early in the evaluation process, based on the template provided in Annex I of this TOR. The report will be prepared in English, with numbered paragraphs.



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The team leader bears responsibility for submitting the final draft report to FAO within four weeks from the conclusion of the mission. Within four additional weeks, FAO will submit to the team its comments and suggestions that the team leader will include as appropriate in the final report within one week.

Annexes to the evaluation report will include, but are not limited to:

- Terms of reference for the evaluation;
- List of Persons Met, including job titles;
- Itinerary of the evaluation team mission;
- Data collection instruments (e.g. copies of questionnaires, surveys – if applicable)

### 8 Evaluation Timetable

This section should provide a tentative work-plan and time-table for the whole evaluation including timing for clearance of both ToR and draft evaluation report.

| <b>Tentative Timetable: FISRI Evaluation Zambia 2012</b> |  |
|--|--|
| late Feb - early March 2012                              | Inception Phase (Briefings, determine scope evaluation exercise, selection of project sites, development of beneficiary assessment approaches and tools) |
| 5 - 30 March 2012  | Conduct of Beneficiary Assessments   |
| 2-13 April 2012  | Analysis of Beneficiary Assessment Findings, Write-up  |
| 16 - 27 April 2012                                       | Evaluation Mission and Debriefing  |
| May 2012   | Finalization of Evaluation Report  |

OED, separate project evaluation report outline

#### **Annex 1.      Annotated Separate Project Evaluation Report Outline**

The annotated outline is to be included as an annex to the evaluation Terms of Reference. An evaluation team can modify the structure, as long as the key contents are maintained in the report and the flow of information and analysis is coherent and clear.

The report should be presented with numbered chapters and paragraphs; the length of a project/programme evaluation reports should be 15-18,000 words, excluding executive summary and annexes.

#### **Acknowledgements**

#### **Composition of the Evaluation Team**

#### **Evaluation Team**

#### **FAO Office of Evaluation**

## Table of Contents

### Acronyms

When an abbreviation is used for the first time in the text, it should be explained in full; it will be included in the list of acronyms when it is used repeatedly within the report.

### Executive Summary

The Executive Summary should:

- *Be in length approximately 10-15% of the main report, excluding annexes;*
- *Provide key information on the evaluation process and methodology;*
- *Illustrate key findings and conclusions;*
- *List all recommendations: this will facilitate the drafting of the FAO Management Response to the evaluation.*<sup>4</sup>

## 1. Introduction

### 1.1 Background and purposes of the evaluation

1. This section will include:

- the purpose of the evaluation, as stated in the Terms of Reference;
- project/programme title, starting and closing dates, initial and current total budget;
- dates of implementation of the evaluation.

2. It will also mention that Annex I of the evaluation report is the evaluation Terms of Reference.

### 1.2 Methodology of the evaluation

3. This section will comprise a description of the methodology and tools used and evaluation criteria that were applied by the evaluation. This should also note any limitations incurred in applying the methodology by the evaluation team.

## 2. Context of the project/programme

4. This section will include a description of the developmental context relevant to the project/programme (global/regional/national as appropriate) including major challenges in the area of the intervention, political and legislative issues, etc.

5. It will also describe the process by which the project/programme was identified and developed and cite other related UN (including FAO) and bilateral interventions if relevant.

## 3. Concept and relevance

### 3.1 Design

6. Programmes and projects are built on assumptions on how and why they are supposed to achieve the agreed objectives through the selected strategy; this set of assumptions constitutes the programme theory or 'theory of change' and can be explicit (e.g. in a logical framework matrix)<sup>5</sup> or implicit in a project/programme document.

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<sup>4</sup> The Management Response is the written reply by FAO to the evaluation; it illustrates acceptance or justified partial acceptance or rejection of recommendations, including actions, responsibilities and time plan for their implementation.

<sup>5</sup> Logical framework matrix, if present, should be reproduced as an Annex to the report.

7. This section will include a short description of the project/programme theory of change, of its objectives and assumptions and will analyse critically:

- The appropriateness of stated development goals and outcomes (immediate objectives);
- The causal relationship between inputs, activities, outputs, outcomes (immediate objectives) and impact (development objectives);
- The relevance and appropriateness of indicators;
- The validity of assumptions and risks.

8. This section will also critically assess:

- The project/programme's institutional set-up and management arrangements;
- The adequacy of the time-frame for implementation;
- The adequacy of resources from all parties and appropriateness of budget allocations to achieve intended results;
- The adequacy of the methodology of implementation to achieve intended results;
- The quality of the stakeholders' and beneficiaries identification.

### **3.2      *Relevance***

9. This section will analyse the extent to which the project/programme's objectives and strategy were consistent with country's expressed requirements and policies, with beneficiaries' needs, and other major aid programmes, at the time of approval and at the time of the evaluation.

10. There will also be an analysis of the degree to which the project/programme corresponds to priorities in the FAO Country Programming Framework.

## **4.          *Implementation***

### **4.1      *Budget and Expenditure***

11. This section will contain the analysis of project/programme financial resources and management, including:

- Efficiency in production of outputs;
- Coherence and soundness of Budget Revisions in matching implementation needs and project/programme objectives; and
- Assessment of rate of delivery and budget balance at the time of the evaluation, compared to the initial plan.

### **4.2      *Project/programme Management***

12. This section will analyse the performance of the management function, including:

- efficiency and effectiveness of operations management, both within the project/programme and by FAO including timeliness, quality, reasons for delays and assessment of remedial measures taken if any;
- effectiveness of strategic decision-making by project/programme management;
- realism of annual work-plans;
- efficiency and effectiveness of monitoring system and internal evaluation processes;
- elaboration and implementation of an exit strategy;.
- role and effectiveness of institutional set-up, including steering bodies;

### **4.3      *Technical Backstopping***

13. This section will analyse the extent, timeliness and quality of technical backstopping the project/programme received from involved units in FAO, at all levels (HQ, regional, sub-regional and country offices).

#### **4.4 Government's participation**

14. This section will analyse government's commitment and support to the project/programme, in particular:

- Financial and human resources made available for project/programme operations;
- Uptake of outputs and outcomes through policy or investment for up-scaling.

### **5. Results and contribution to stated objectives<sup>6</sup>**

#### **5.1 Outputs and outcomes**

15. This section will critically analyse the project/programme outputs: ideally, the evaluation team should directly assess all of these, but this is not always feasible due to time and resources constraints. Thus, the detailed analysis should be done on a representative sample of outputs that were assessed directly, while a complete list of outputs prepared by the project/programme team should be included as annex. If appropriate, the section will also include an analysis of gaps and delays and their causes and consequences.

16. Further, the section will critically analyse to what extent expected outcomes (specific/immediate objectives) were achieved, or are likely to be achieved during the project/programme life's time. It will also identify and analyse the main factors influencing their achievement and the contributions of the various stakeholders to them.

#### **5.2 Gender issues**

17. This section will analyse if and how the project/programme mainstreamed gender issues. The assessment will cover:

- Analysis of how gender issues were reflected in objectives, design, identification of beneficiaries and implementation;
- Analysis of how gender relations and equality and processes of women's inclusion were and are likely to be affected by the initiative;
- Extent to which gender issues were taken into account in project/programme management.

#### **5.3 Capacity development**

18. The evaluation will assess

- the extent and quality of project/programme work in capacity development of beneficiaries;
- the perspectives for institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the beneficiaries or the project/programme.

#### **5.4 Sustainability**

19. This section will assess the prospects for long-term use of outputs and outcomes, from an institutional, social, technical and economic perspective. If applicable, there will also be an analysis of environmental sustainability (maintenance and/or regeneration of the natural resource base).

#### **5.5 Impact**

20. This section will assess the current and foreseeable positive and negative impacts produced as a result of the project/programme, directly or indirectly, intended or unintended.

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<sup>6</sup> The term 'results' includes outputs, outcomes and impact.

21. It will assess the actual or potential contribution of the project/programme to the planned development objective and to FAO's Strategic Objectives, Core Functions and Organizational Results.<sup>7</sup>

## **6. Conclusions and Recommendations**

22. Conclusions need to be substantiated by findings consistent with data collected and methodology, and represent insights into identification and/ or solutions of important problems or issues. They may address specific evaluation questions raised in the Terms of Reference and should provide a clear basis for the recommendations which follow.

23. The Conclusions will synthesise the main findings from the preceding sections: main achievements, major weaknesses and gaps in implementation, factors affecting strengths and weaknesses, prospects for follow-up, any emerging issues. It will consolidate the assessment of various aspects to judge the extent to which the project/programme has attained, or is expected to attain, its intermediate/specific objectives. Considerations about relevance, costs, implementation strategy and quantity and quality of outputs and outcomes should be brought to bear on the aggregate final assessment.

24. The section will include an assessment of FAO's role as implementing/ executing agency and the quality of the feedback loop between the project/programme and FAO's normative role, namely:

- actual use by the project/programme of relevant FAO's normative products (databases, publications, methodologies, etc.);
- actual and potential contribution of project/programme outputs and outcomes to FAO's normative work.

25. Recommendations should be firmly based on evidence and analysis, be relevant and realistic, with priorities for action made clear. They can tackle strategic, thematic or operational issues. Recommendations concerned with on-going activities should be presented separately from those relating to follow-up once the project/programme is terminated.

26. Each recommendation should each be introduced by the rationale for it; alternatively, it should be referenced to the paragraphs in the report to which it is linked.

27. Each recommendation should be clearly addressed to the appropriate party(ies), i.e. the Government, the resource partner, FAO at different levels (HQ, regional, sub-regional, national) and the project/programme management. Responsibilities and the time frame for their implementation should be stated, to the extent possible.

28. Although it is not possible to identify a 'correct' number of recommendations in an evaluation report, the evaluation team should consider that each recommendation must receive a response.

## **7. Lessons Learned**

29. Not all evaluations generate lessons. Lessons should only be drawn if they represent contributions to general knowledge.

30. Where this is the case, the evaluation will identify lessons and good practices on substantive, methodological or procedural issues, which could be relevant to the design, implementation and evaluation of similar projects or programmes. Such lessons/practices must have been innovative, demonstrated success, had an impact, and be replicable.

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<sup>7</sup> See Annex 2 of the Terms of Reference

## **Annexes to the Evaluation Report**

I. Evaluation Terms of Reference

II. Brief profile of evaluation team members

III. List of documents reviewed

IV. List of institutions and stakeholders met during the evaluation process

The team will decide whether to report the full name and/or the function of the people who were interviewed in this list

V. List of project outputs

This includes training events, meetings, reports/publications, initiatives supported through the project/programme. It should be prepared by the Project/programme staff, in a format decided by the evaluation team, when details cannot be provided in the main text because too cumbersome

VI. Evaluation tools

## Annex 2. Global Goals of FAO Member States, FAO Strategic Objectives, Organizational Results and Core Functions 2010-19

### Box 1. Global Goals of FAO Member States

- a) Reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- b) Elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;
- c) Sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

### Box 2. FAO Strategic Objectives and Organizational Results

| Code       | Title   | Lead Unit |
|------------|---|-----------|
| <b>A</b>   | Sustainable intensification of crop production  | AG        |
| <b>A01</b> | Policies and strategies on sustainable crop production intensification and diversification at national and regional levels  | AGP       |
| <b>A02</b> | Risks from outbreaks of trans-boundary plant pests and diseases are sustainably reduced at national, regional and global levels   | AGP       |
| <b>A03</b> | Risks from pesticides are sustainably reduced at national, regional and global levels   | AGP       |
| <b>A04</b> | 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  | AGP       |
| <b>B</b>   | Increased sustainable livestock production  | AG        |
| <b>B01</b> | The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development   | AGA       |
| <b>B02</b> | Reduced animal disease and associated human health risks  | AGA       |
| <b>B03</b> | Better management of natural resources, including animal genetic resources, in livestock production   | AGA       |
| <b>B04</b> | Policy and practice for guiding the livestock sector are based on timely and reliable information   | AGA       |
| <b>C</b>   | Sustainable management and use of fisheries and aquaculture resources   | FI        |
| <b>C01</b> | 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 | FI        |
| <b>C02</b> | Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including RFBs   | FIE       |
| <b>C03</b> | 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   | FIM       |
| <b>C04</b> | Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture   | FIM       |
| <b>C05</b> | 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  | FII       |
| <b>C06</b> | 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  | FII       |
| <b>D</b>   | Improved quality and safety of food at all stages of the food chain   | AG        |
| <b>D01</b> | New and revised internationally agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization  | AGN       |



|            |   |     |
|------------|---|-----|
| <i>D02</i> | Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach  | AGN |
| <i>D03</i> | National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control, according to international norms   | AGN |
| <i>D04</i> | 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  | AGN |
| <i>E</i>   | Sustainable management of forests and trees   | FO  |
| <i>E01</i> | Policy and practice affecting forests and forestry are based on timely and reliable information   | FOM |
| <i>E02</i> | Policy and practice affecting forests and forestry are reinforced by international cooperation and debate   | FOE |
| <i>E03</i> | 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 | FOE |
| <i>E04</i> | 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  | FOM |
| <i>E05</i> | 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   | FOE |
| <i>E06</i> | 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  | FOM |
| <i>F</i>   | Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture  | NR  |
| <i>F01</i> | Countries promoting and developing sustainable land management  | NRL |
| <i>F02</i> | Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels including trans-boundary water systems   | NRL |
| <i>F03</i> | 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   | NRD |
| <i>F04</i> | 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   | NRC |
| <i>F05</i> | Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy   | NRC |
| <i>F06</i> | Improved access to and sharing of knowledge for natural resource management   | OEK |
| <i>G</i>   | Enabling environment for markets to improve livelihoods and rural development   | ES  |
| <i>G01</i> | Appropriate analysis, policies and services enable small producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements   |     |
| <i>G02</i> | Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships   | ESW |
| <i>G03</i> | National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries  |     |
| <i>G04</i> | 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  | EST |
| <i>H</i>   | Improved food security and better nutrition   | ES  |

|            |  |     |
|------------|--|-----|
| <i>H01</i> | Countries and other stakeholders have strengthened capacity to formulate and implement coherent policies and programmes that address the root causes of hunger, food insecurity and malnutrition   | ESA |
| <i>H02</i> | Member countries and other stakeholders strengthen food security governance through the triple-track approach and the implementation of the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security | ESA |
| <i>H03</i> | Strengthened capacity of member countries and other stakeholders to address specific nutrition concerns in food and agriculture  | AGN |
| <i>H04</i> | Strengthened capacity of member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition   | ESS |
| <i>H05</i> | 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  | ESA |
| <i>I</i>   | Improved preparedness for, and effective response to, food and agricultural threats and emergencies  | TC  |
| <i>I01</i> | Countries' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions   | TCE |
| <i>I02</i> | Countries and partners respond more effectively to crises and emergencies with food and agriculture-related interventions  | TCE |
| <i>I03</i> | Countries and partners have improved transition and linkages between emergency, rehabilitation and development   | TCE |
| <i>K</i>   | Gender equity in access to resources, goods, services and decision-making in the rural areas   | ES  |
| <i>K01</i> | Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development   | ESW |
| <i>K02</i> | 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                    | ESW |
| <i>K03</i> | Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development  | ESW |
| <i>K04</i> | FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work  | ESW |
| <i>L</i>   | Increased and more effective public and private investment in agriculture and rural development  | TC  |
| <i>L01</i> | Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks   | TCI |
| <i>L02</i> | Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations   | TCI |
| <i>L03</i> | Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed   | TCI |

### Box 3. FAO Core Functions

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|----------|--|
| <i>a</i> | Monitoring and assessment of long-term and medium-term trends and perspectives |
| <i>b</i> | Assembly and provision of information, knowledge and statistics                |
| <i>c</i> | Development of international instruments, norms and standards                  |
| <i>d</i> | Policy and strategy options and advice   |
| <i>e</i> | Technical support to promote technology transfer and build capacity            |
| <i>f</i> | Advocacy and communication   |
| <i>g</i> | Inter-disciplinarily and innovation  |
| <i>h</i> | Partnerships and alliances   |