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**ADDRESSING LONG TERM DEVELOPMENT CHALLENGES  
FROM SHORT-LIVED INTERVENTIONS TO LASTING ACHIEVEMENTS**  
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**Concept Note**

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**1 Background and Rationale of the HLPLP**

FAO has conducted capacity development activities in food security, rural and agricultural development policy at global, regional and national levels since the mid-1980s. In 2007 and 2009 FAO has also developed and organized two editions of the Policy Learning Programme, addressed to high level policy makers, comprising the following four modules:

- (i) global framework for international and national policies;
- (ii) policies to address specific development issues (climate change, value chains, biosecurity, right-based management of natural resources);
- (iii) investment policy; and
- (iv) policy processes.

Support material developed for this and other programmes can be found (in English, French and Spanish) on FAO's EASYPol website<sup>1</sup>.

FAO is also engaged in conceptual and thematic work in various areas, such as: the review of development paradigms and related development policies adopted or adoptable by different countries; the identification of long-term trends and scenarios for food markets and food security, the analysis of climate change and its impacts on development, etc.

To address the above mentioned issues on conceptual and operational grounds, FAO has developed and uses operational and capacity development packages such as tools for socio-economic policy impact analysis at macro and sectoral level, software for value chain analysis, tools for assessing carbon emissions of development projects and policies, material on

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<sup>1</sup> EASYPol – Online resource materials for policy making <http://www.fao.org/easypol>

negotiations<sup>2</sup>, an online self-learning course on extension reform policies, material on food security information and policies, etc. This material is relevant to policy formulation at all levels and can be used for policy makers and policy analysts.

Considering the richness and practical usefulness of conceptual and operational findings of FAO, the success of the previous editions of the HLPLP and the various requests by member countries to share the acquired knowledge and experience to address development issues, FAO is engaged in preparing this year's edition of the HLPLP. The focus of the HLPLP 2011 will be on development perspectives and long term development challenges.

The abovementioned activities fit into the Strategic framework of FAO, specifically in the 2010-2011 PWB under the Functional Objective X – “*Effective collaboration with member states and stakeholders*”, Organizational Result X02 – “*Effective and coherent delivery of FAO core functions and enabling services across Organizational Results*”, Unit Result X02G105 – “*Capacity and institutional building, knowledge generation and dissemination on policy related issues in the area of food security, agricultural and rural development*”. These activities are also inspired by the Corporate Strategy on Capacity Development, endorsed by the Director-General in August 2010.

## 2 Conceptual underpinnings for HLPLP 2011

In general terms, “development” means an “event constituting a new stage in a changing situation”<sup>3</sup> or the process of change *per se*. If not qualified, “development” is implicitly intended as something positive or desirable. When referring to a society or to a socio-economic system “development” usually means the improvement either of the general situation of the system, or of some of its constituting elements. Development may occur due to some deliberate action carried out by single agents or by some authority pre-ordered to achieve the improvement, or development may simply occur due to favourable circumstances. Development policies and private investment, in all their forms, are examples of such events.

In the light of emerging global development issues such as the overuse of exhaustible energy resources, carbon emissions and climate change, recurrent food crises, the general social and political instability of entire regions, widespread inequalities and persistent poverty and food insecurity, it is particularly important, to assess recent past development processes and design-redesign ongoing/future processes to find new perspectives for development and related policies. Furthermore, the need to carefully discuss achievements to date and the ways forward, is apparent in the light of the reduced or degraded natural capital, which is critical for sustainable development, in the so-called “developed” countries<sup>4</sup>.

HLPLP 2011 aims at addressing and discussing selected long term development perspectives, and ideas considering some fundamental features of development processes, such as:

1. **Long term time-span of development processes.** Often policy makers and the development community tend to address development issues as they emerge, focusing on

<sup>2</sup> The Project on Negotiation for Agriculture at FAO: <http://www.fao.org/tc/negotiation/index.asp?lang=en>

<sup>3</sup> Oxford English Dictionary. <http://oxforddictionaries.com>

<sup>4</sup> OECD. 2002. *Working together towards Sustainable Development: the OECD Experience*. Paris, France.

“symptoms” of development-related “diseases”, rather than on the “disease” per se.<sup>5</sup> However, while immediate action may relieve direct and severe consequences of contingent crises, to be effective and sustainable, development processes require a long-term vision and lasting action. By way of consequence, immediate development issues need to be framed in a long-term vision, if effective and lasting solutions are required.

2. **Multi-dimensionality of development.** “Development” is a multi-dimensional concept in nature, because any improvement of complex systems, as indeed actual socio-economic systems are, can occur in different parts, in different ways, at different speeds and driven by different forces. In addition, the development of one part of the system may be detrimental to the development of other parts, giving rise to conflicting objectives (trade-offs) and conflicts. Consequently, promoting and measuring development, , i.e. determining whether and quantifying the extent to which a system is developing, are intrinsically multidimensional exercises, impinging on economic, human, territorial and environmental dimensions.
3. **Cross-sectoral and macro-micro interdependencies in development processes.** A socio-economic system is a set of interconnected elements. Changes in one part of the system are to a greater or lesser extent affecting all the other parts. For instance, changes in factors’ availability, allocation, remuneration or mobility affect all the economic system. Labour, capital, land, as well as natural resources, are used by different sectors competing for their use. Factors move from one sector to another according to, among other things, the capacity of the different sectors to remunerate them. The development of one sector attracts certain factors, e.g. capital, and releases others, e.g. labour, affecting the factor use in all the other sectors. In addition, the purchasing power of households and their entitlements to food depend on the employment and entrepreneurial opportunities in different parts of the economy, as well as in different geographic locations (e.g. rural versus urban areas). Furthermore, cross-cutting development objectives such as food security and poverty reduction, as well as “balanced” economic growth are better achieved by adopting a holistic view of the socio-economic system, rather than through isolated sectoral approaches.
4. **Transnational interdependencies.** Countries do not develop in a vacuum. The developmental achievements of a country can be beneficial or detrimental to the development of other countries. Migrations, foreign investment, technology and innovation diffusion, environmental externalities, international trade, are some of the channels through which development processes in one country can “contaminate” other countries.
5. **Global constraints.** Given the limited amount of resources globally available (energy, metals, land, water, clean air, etc) development processes based on the intensive use of these resources, in particular those which are exhaustible or those which generate large undesirable side-effects or risks, are destined to face resource constraints. Conflicts generated by the need to gain control over scarce resources are the almost unavoidable consequence of such development options.

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<sup>5</sup> World Bank. 2003. “Getting Serious About Meeting the Millennium Development Goals: A Comprehensive Development Framework Progress Report,” *Operations Policy and Country Services*.  
<http://siteresources.worldbank.org/CDFINTRANET/Resources/MDGReport.pdf>

In the preparation and delivery of the HLPLP 2011, emphasis will be put on discussing development perspectives, issues, ideas and policy options, in the light of the above-mentioned features of development processes. These processes will be analyzed to the maximum extent possible adopting a holistic approach. More specifically, when addressing sectoral and sub-sectoral development issues as well as short term and emergency policy options, the HLPLP 2011 will focus on their long term implications, cross-sectoral and macro-economic interdependencies, trans-national dimensions and global constraints.

### **3 Objectives**

#### **Overarching objective**

The Overarching objective of HLPLP 2011 is strengthening the capacities of influential stakeholders in policy processes so that:

- 1) Emerging issues affecting long term development and possible ways forward in terms of new thinking and innovative ideas are identified; and
- 2) New thinking and innovative ideas are translated into policy options in collaboration with FAO policy networks and participating countries

#### **Outcome**

The intended outcome of the FAO HLPLP 2011 is:

*Participants are committed to identify emerging issues on the long-term development through new thinking and innovative ideas.*

#### **Modalities**

To this end, HLPLP 2011 will:

- 1) address the latest developments in policy thinking and practice, on the basis of analytical efforts at FAO, relevant contributions from other organizations and country experiences; and
- 2) adopt modalities favouring a two-way exchange on substantive topics and policy lessons with participants at the workshop.

Through this event, FAO can also enrich its understanding on the ongoing thinking and debates on emerging development issues and ideas. The participating resource persons of FAO will, in particular i) hear directly from the decision makers where the new opportunities exist and how they plan to attain these opportunities, ii) exchange and validate ideas where the value added of FAO lies in realizing long-term development in countries, iii) get an opportunity to promote advanced FAO analytical tools to enhance the effectiveness of countries' participation in international forums on development, environment, natural resource uses, energy etc., and iv) identify synergies with colleagues at HQ and field levels.

### **4 Envisaged Results**

- **Output 1:** Around 20 high level policy makers and 20 senior policy analysts from selected countries are better equipped to decide on policy changes that will contribute to a balanced and sustainable development, reducing poverty, improving food security and enhancing national resilience to future food security crises.
- **Output 2:** Around 20 senior policy analysts from selected countries are better equipped to help identify needs for policy changes in their country/region and analyze relevant

policy options as well as formulate strategies to put them into practice. They can also better identify requirements for assistance in policy development.

- **Output 3:** HLPLP material updated-integrated and disseminated via EASYPol.

## 5 Structure and targets of the HLPLP 2011

More specifically, capacities will be strengthened for policy makers and policy analysts by:

- sharing cutting-edge knowledge on current or emerging issues, development ideas and methods and tools;
- facilitating knowledge and practices exchange among peers;
- reviewing options available to implement policy changes in a global dynamic context where country choices are limited by global, regional and other external constraints.

The programme will be divided in two weeks and will target two groups, notably: 1) decision makers, and 2) senior policy analysts.

### A. First session (4 days): Thematic focus.

For the first week three-four modules will be addressed focusing on some relevant global emerging and current issues and emerging ideas, such as:

- **Policy implications of recent past, current and perspective development paradigms and related policies.** Engines of development and development policies adopted and adoptable in different countries: impacts on growth, poverty reduction and food security.

This module aims at framing development issues by taking stock of development experiences and related policies with a comparative perspective, highlighting also cross-country interdependencies.

- **Specific constraints to development in the global arena:** such as: climate change and carbon emissions, energy constraints, exhaustible resources and related conflicts, asymmetric distribution of know-how and information, disparities in bargaining power, lobbies and interest groups (political economy of development), land grabbing, center-periphery relationships etc.

This module aims at highlighting specific global development issues that need to be addressed if MDGs but, more in general, balanced and sustainable development has to be obtained.

- **Innovative development ideas and practices** (e.g. climate-smart development, Good Agricultural Practices (GAP), fair trade, guidelines for corporate social responsibility)

This module aims at highlighting innovative thinking and experiences about development and exploring their feasibility, effectiveness, scaling-up potential, public policies for their implementation, etc.

- **Long term development scenarios** and impacts on food security, poverty reduction, production, prices, income and income distribution, natural resource use.

This module aims at highlighting long term perspectives under alternative scenarios and innovative options to address global development constraints. To the maximum extent possible, this module will adopt a comparative approach, highlighting the differences between “business as usual” and alternative scenarios.

Despite the thematic focus of the first week, analytical methods and tools recently used for policy making will be mentioned whenever relevant. Methodological aspects however will be deepened during the second week with senior policy analysts.

**Target of the first week:** Forty participants, comprising: a) about 20 high-level national policy makers such as Ministers and or Vice Ministers, permanent secretaries (or equivalent) of ministries responsible for planning, finance and economy, for agricultural and rural development, including fisheries and forestry, or advisers to Heads of State or Government directors-general, heads of Chambers of Commerce or Agriculture, and from producer and other relevant civil society organizations, as well as: b) 20 senior specialists who will also attend the second week.

#### **B. Second week (five days): Methodological focus**

For the second session it is proposed to work on tools and methods for policy analysis:

- Quantitative impact analysis of policies;
- Climate Change impact analysis of policies;
- Tools for long term scenario building.
- .....

**Target of the second week:** Twenty Senior policy specialists (director or service head level) involved in the analysis, design and implementation of policies and strategies for socio economic development and food security, working in line ministries as well as in coordinating ministries (planning, finance and economy, offices of Heads of States or Government), along with technical staff from private sector and civil society organizations.

## **6 Approach and content**

The preparation of the HLPLP 2011 comprises the following broad phases:

- (1) **Identification and validation of themes:** This note lists some possible themes on the basis of the latest emerging issues and ideas analyzed within FAO and elsewhere, in the areas of policies for global sustainable development, rural and agricultural development, poverty reduction and food security. A validation process of the identified themes will be conducted in different steps, comprising discussions within the current core team, sharing of the present note with selected policy-relevant divisions at FAO, and, at a later stage, with selected participants from member countries.
- (2) **Formulation of key messages, expected impacts, results and outcomes:** Key messages and expected impacts, results and outcomes will be identified in an iterative way. This note contains some elements for the identification of key messages. Further



details and refinements will be provided by the thematic working groups and validated by the team.

- (3) **Identification and mobilization of resource persons:** Internal resource persons will be identified in concomitance with the validation of themes. Selected resource persons could come from outside FAO. Selected participants may also act as resource persons on specific thematic or methodological aspects.
- (4) **Identification of countries and participants:** Countries and participants will be selected in parallel with the identification of themes to look at where these emerging issues and ideas are most relevant and where there is a need to strengthen capacities. The FMM framework will provide us already with a way to identify countries where policy work is being implemented and where there is a clearly identified need of capacity development.
- (5) **Detailed design of the HLPLP and preparation of the content:** The detailed design of the HLPLP will occur between April and May 2011 with modalities similar to the ones adopted in the previous editions. Thematic working groups will be organized to outline and prepare materials. The various sessions will fit into the overall framework following a logical sequence. The detailed preparation of the content will be carried out between May and October. The HLPLP intends to also capitalize to a good extent on existing HLPLP and other material. However, the material will be consistent in terms of key messages, homogeneous concerning the layout and terminology. Interaction with selected participants in the preparation phase may be advisable. Sessions will be designed as interactive as possible, envisaging facilitated approaches (e.g. panels, group discussions, simulations, role play and games).
- (6) **Delivery:** The delivery of the HLPLP will cover a two-week programme, between 8 November and 18 November 2011, at FAO HQ.
- (7) **Workshop evaluation:** The workshop will be evaluated according to modalities similar to the ones adopted in the other HLPLPs.
- (8) **Follow-up support:** **During the HLPLP delivery**, participants will be asked to develop a follow-up plan indicating what policy-related tasks they intend to undertake once back in their country as a result of the learning programme, in the context of the implementation of their respective policy frameworks. Some limited follow-up support will be provided to these participants in the year following the HLPLP.

## Annex I - HLPLP Working Groups

*The selected focal point*, appointed by collaborating Divisions or Services, *the resource persons* recommended by the focal point, and *the coordination team* consist of the Working Groups for the HLPLP 2011.

The current coordination team for the HLPLP 2011 comprises:

- Lorenzo G. Bellù (Coordinator of HLPLP and resource person for thematic work)
- A. Cungu (Responsible for the Development paradigms and resource person for thematic work);
- V. Cistulli (Responsible for Governance and resource person for thematic work);
- L. Bockel (Responsible for Natural resources team and resource person for thematic work);
- C. Dieng (Responsible and resource person for module on long term scenarios);
- G. Feiler (Responsible for the methods of delivery and facilitation, resource person for thematic work );
- Overall facilitator (Responsible for facilitation of planning meetings, dry-run practice and delivery of the programme)
- S. Kim (support to coordination, coordination team member and resource person for thematic work);
- 1 TAP (TBD, Logistics, clerical functions).

Additional human resources will join the Working Groups on the basis of the themes and further identification of resource persons.

Proposed **activities of the Working Groups** that will be comprised of the above personnel are:

- Identify and validate themes
- Identify countries and participants
- Formulate key messages, expected impacts, results and outcomes
- Detailed design of the HLPLP and preparation of the content
- Decide on the method of delivery
- Delivery of the HLPLP from 8 to 18 November
- Evaluate the HLPLP after its delivery
- Provide follow-up support



## **Annex II - Participation in HLPLP 2011**

### **1. Country Selection Criteria**

Indicators in the selection of eligible countries to participate in HLPLP 2011 will include:

- Engagement with the FAO Multi-Donor Support Mechanism Programme (FMM) activities
- Relevancy of the FMM activities to the theme of HLPLP 2011
- Rethinking development paradigm due to the current challenges
- Regional influence
- Availability of initiatives that are already launched in line with the interests of HLPLP2011
- Observed interests in leading the initiative related to the theme of HLPLP 2011
- Opportunity to reduce poverty and generate economic growth in the country

For industrialized countries,

- Initiative or interest in paradigm changes observed
- Participation in the discussions of HLPLP2011 related topics at global or regional level
- Engagement of public institutions in the theme
- Participation with their own funds

### **2. Organization Eligibility**

The following types of organisations can apply for HLPLP 2011:

- Government
- Representative bodies (including civil society and farmers' organizations)
- Research Institutes that work for policy options and have demonstrated interest in integrating innovative practices at global and national levels

### **3. Participant Selection Criteria**

Participants will be selected based on their involvement in the thematic issues and based on their CV and recommendation. Legislators and decision makers will be also selected based on their activities with FAO in agriculture, environment, or economic development committees. For senior policy specialists, publications and policy making experiences in the area of the HLPLP themes will be another important factor.

Invitations will be sent to Prime Minister's office, Ministries of Agriculture, Economy and Finance, Environment or other ministries that are involved in projects related to the objectives of the HLPLP2011 from countries who meet the selection criteria. A maximum of 3 participants from each country will be accepted.

**Participants who will attend only the first week are:**

- High-level national policy makers such as Ministers and or Vice Ministers, permanent secretaries (or equivalent) of ministries responsible for planning, finance and economy, for agricultural and rural development, including fisheries and forestry, or advisers to Heads of State or Government directors-general, heads of Chambers of Commerce or Agriculture, and from producer and other relevant civil society organizations

**Participants for two weeks are:**

- Senior policy specialists (director or service head level) involved in the analysis, design and implementation of policies and strategies for socio economic development and food security
- Working in line ministries (e.g. agriculture, finance and economy, or environment) or in coordinating ministries (e.g. planning, or offices of Heads of States)
- Technical staff from private sector or civil society organizations

**Participants must have:**

- Good command of English
- Demonstrated interest in development paradigms, and innovative or successful practices
- Clear interest in identifying a new opportunity in policy process
- Capability to influence policy processes in their work responsibilities or through advocacy

Before receiving the formal invitation, the letter of approval for participation in the HLPLP 2011 should be submitted to avoid the interference with other work duties or the absence of the participant for the full duration of the HLPLP 2011.