

**Sustainable Development, Food Security and Inclusive Growth:  
Understanding Paradigms and Exploring Policy Impacts for Policy Making  
(UPPI programme)**

Programme concept note

----/GLO/---/MUL.

**2012 - 2014**

**FAO Policy Assistance Support Service**

**25-04-2012**

## **Contents**

1	Background .....	1
2	Approach and principles.....	2
3	Expected outcomes and outputs .....	4
4	Tasks and activities at the country level.....	4
5	Tasks and Activities at HQ Level .....	5
6	UPPI workplan and indicative Budget at country level .....	5
7	UPPI Budget at the programme level.....	7

## **1 BACKGROUND**

In recent years, various countries and regional organizations have requested FAO to support them in developing their national public policies through the identification and assessment of policy options for sustainable development, food security and inclusive growth.

In this domain, FAO's Policy Assistance Support Service (TCSP) launched in 2011 the pilot project FMM/GLO/008/MUL-B07 "*Impact assessment of development paradigms and related policies*" in three countries (Kenya, Bangladesh, and Burkina Faso), which aimed at reinforcing national policy processes and generating new policy-relevant knowledge of general validity on current and emerging development issues. Going beyond the traditional analytical work on agriculture, the project aims at capturing cross-sectoral relationships, international interdependencies and micro-macro-linkages. To support these activities, FAO is endowed with operational analytical tools and approaches, such as the *EX-ACT* software<sup>1</sup> for assessing carbon balances of development policies, the *FAO VCA-Tool*<sup>2</sup> for value chain policy impact analysis, the FAO Computable General Equilibrium model *FIDEA*, FAO global database *GLODAT* containing country-level panel data on macro, socio-economic and policy indicators. These analytical tools, approaches and findings are disseminated through websites and *EASYPol*<sup>3</sup>, a corporate web-based multi-lingual repository of FAO resources for policy making. Based on current experience and recent evaluation of FAO Work in Policy (see below), a further systematization of these approaches will improve FAO policy assistance. Therefore, a solid programmatic framework is needed to achieve better results.

---

<sup>1</sup> Ex-ACT software: [http://www.fao.org/docs/up/easypol/780/ex-act\\_version\\_3-2\\_april\\_2011\\_101en.xls](http://www.fao.org/docs/up/easypol/780/ex-act_version_3-2_april_2011_101en.xls)

<sup>2</sup> VCA software: [http://www.fao.org/docs/up/easypol/432/vca\\_tool\\_version\\_3-00\\_march\\_2011\\_073en.zip](http://www.fao.org/docs/up/easypol/432/vca_tool_version_3-00_march_2011_073en.zip)

<sup>3</sup> EASYPol: On-line resources for policy making: [www.fao.org/easypol](http://www.fao.org/easypol)

## 2 APPROACH AND PRINCIPLES

**Definition and Scope.** The multi-country programme “*Sustainable Development, Food Security and Inclusive Growth: Understanding Paradigms and Exploring Policy Impacts for Policy Making (UPPI)*” aims at systematizing current and future policy assistance activities, through analytical work and experience-based knowledge. It responds to the needs of both FAO member countries of formulating their policy processes and identifying/analyzing policy options and FAO itself to acquire additional information at the country level to generate policy-relevant knowledge of global validity. The UPPI programme follows-up and expands on recent and on-going FAO policy support activities<sup>4</sup>.

**A two-pronged programme.** In the UPPI programme both *country-region-level policy work* and “*bottom-up knowledge generation*” fit together and complement each other. *Country-level policy work* refers to policy advice based on sound analytical work, while “*bottom-up knowledge generation*” refers to the process of generating new knowledge of general validity to achieve sustainable and inclusive development through country-level analysis.

**A “real-case” exercise with country teams.** UPPI programme aims at providing concrete contributions to on-going or future policy processes of “real case” situations through an assessment of policy options within a country development strategy. At the country level, teams of government officers from various ministries and/or other relevant stakeholders are constituted and work in close collaboration<sup>5</sup>. Country teams are organized into Working Groups (WGs), which are expected to produce policy-relevant outputs and participate in capacity development events. Country specificities and different WGs in the same country can be organized by different programmes or projects based on relevant policy issue to be addressed in a flexible way. Moreover country teams will benefit from being inserted in a multi-country context of the UPPI programme.

**A holistic, cross-cutting and multi-disciplinary approach for food security and inclusive growth.** The socio economic analysis as the core of the UPPI programme will analyze technically feasible sets of policy options for all the agricultural and natural resources sub-sectors also scrutinizing other country policies, including industrial, international trade, monetary and fiscal policies assumed to impinge on food security and poverty due to public policy transmission mechanism. UPPI focuses on analytical approaches to capture cross-sectoral relationships, transnational interdependencies, micro-macro-linkages and the long-term sustainability of development processes generated and/or supported by the policy options under investigation.

Several **international frameworks** for food security underline in fact the importance of appropriate policies to achieve widespread food security, e.g all the recommendations provided in the new draft Global Strategic Framework (GSF) for Food Security and Nutrition<sup>6</sup> of the CFS

---

<sup>4</sup> See the FAO Policy Support Web site at: [www.fao.org/tc/policy-support](http://www.fao.org/tc/policy-support)

<sup>5</sup> Institutionalization of capacity may occur through different options, such as: 1) an identified policy unit within a specific ministry; 2) a set of policy units in different ministries; 3) an advisory body in the Office of the Prime Minister; 4) a network of experts also involving academia and other institutes.

<sup>6</sup> Committee on World Food Security (2012): Global Strategic Framework for Food Security and nutrition (first draft) <http://www.fao.org/cfs/en/> from p.10 onward.

(Committee on World Food Security and *Comprehensive Framework for Action* (CFA) developed by the *UN Secretary General's High Level Task Force on Global Food Crisis*.<sup>7</sup>

**FAO's Strategic Framework and the UPPI programme.** The UPPI work contributes to the FAO efforts to achieve the Organizational Output (OO) SOH1G213 *"Impact assessment and monitoring of policies affecting food security and poverty in support to decision-making, at all levels, carried out through the application of appropriate tools and methods"* and related products and services, proposed in 2012-13 work plan<sup>8</sup>. Furthermore, it aims at addressing selected challenges for Members and FAO identified by the on-going work on *Rethinking the FAO Strategic Framework* for the FAO Medium-Term Plan 2014-2017.

**Links among FAO country, regional/sub-regional and HQ offices** The UPPI programme-managed by the Policy Assistance Support Service as part of its regular activities – works in close collaboration with other policy officers at HQ, in regional and sub-regional offices level. The SRO/RO units provide services to the programme at the country level according to the availability of human resources with the specific expertise required and identify and exploit synergies at sub-regional/regional level. The overall programme and the products and services of global validity are managed by FAO HQ, which complements SROs/ROs work. At the country level, the FAO country office contributes to the orientation of programme activities in close consultation with national partners and other FAO levels, keeps continuous contacts with national partners and manages the activities at the country level. Efforts are made at all levels of FAO to look for substantive synergies and functional complementarities and build cross-departmental links within FAO, as well as partnerships with other external institutions.

**Evaluation of FAO's work in policy**<sup>9</sup>. The recent evaluation of the FAO's work in policy highlights that *"much of the policy assistance work in countries [...] appears to be prescriptive rather than analytical or evidence-based"* (par 216) and that *"FAO can and should play a leading role in changing the way that policy formulation support is provided, particularly through a better analytical basis and more strategic and more stakeholder-participatory facilitation..."* (par 340). Moreover *"FAO normative work [...] needs to be further developed to better handle uncertainty and [...] allow[s] countries to examine alternative policy scenarios for following different paths."*(par 219). Building upon the above remarks, the UPPI programme constitutes a concrete step forward in implementing the Evaluation's recommendations, by: (i) supporting local teams to produce their own policy products, (ii) providing capacity development as a primary output, (iii) reducing *"vertical and horizontal"* fragmentation across departments and FAO offices, (iv) providing a strong analytical focus, (v) supporting the production of policy products as the necessary building blocks of any *"policy intelligence"* process, (vi) focusing on the assessment from economic, social and environmental perspectives, (vii) facilitating national policy processes by sharing relevant information with all stakeholders, (viii) stimulating demand from countries lagging behind and (ix) favouring an inter-ministerial approach to policy making for sustainable development, inclusive growth and food security.

---

<sup>7</sup> <http://www.un.org/en/issues/food/taskforce/pdf/framework.pdf>

<sup>8</sup> For an extensive UPPI contribution to other OOs policy-related please refer to the original UPPI program .

<sup>9</sup> In this paragraph, reference is made to: Office of Evaluation (2012): Evaluation of FAO's Role and Work in Food and Agriculture Policy. Final report, January 2012. FAO internal document.

**Financial arrangements:** UPPI has a two-fold budget: a) the *Programme budget* provides funds to finance cross-country human resources and programme services; b) the *country-level budget* complements the *programme budget* to finance country-level activities (see Annexes).

**Commitment of participants, Country coverage and Selection.** UPPI Participants are required to produce policy-relevant outputs in the interest of the organization/institution they belong to. In the first two years (2012-2013) the UPPI programme aims at covering five to seven countries and/or supranational organizations<sup>10</sup>.

### 3 EXPECTED OUTCOMES AND OUTPUTS

The following outcomes are expected to be generated by the UPPI programme: (i) FAO and the global development community *benefit from additional knowledge* on how to address selected development issues through appropriate policies - consolidated on the basis of analytical findings, development experience and strategies of countries participating to the UPPI programme and (ii) Participating countries *adopt more data and evidence-based approaches* to identify and analyze policies for sustainable development, food security and inclusive growth, as a result of analytical work carried out under the UPPI programme, thus strengthening participants' analytical capacities and reinforcing institutions.

The UPPI programme generates policy-relevant outputs such as: (i) “*Country development profiles*”, *FAO country CGE FIDEA* and related tools to assess current and alternative paradigms and policy options for sustainable development and food security, (ii) *increased analytical capacities of country teams* of policy analysts, (iii) policy advice provided to governments and/or other stakeholders that materializes through “*Advisory policy documents*”, (iv) policy-relevant information on policy options through “*Analytical policy documents*”<sup>11</sup> and (v) cross-country knowledge consolidation through *Issue papers, policy briefs, Country and cross-country case studies*, disseminated through FAO websites, EASYPol, FAO publications and international seminars and workshops.

### 4 TASKS AND ACTIVITIES AT THE COUNTRY LEVEL

A typical set of core UPPI activities comprises the following: (i) **taking stock of analytical tools and analytical findings** on policy impacts available in the specific context in which UPPI is operating, (ii) **constituting of country teams and working groups**<sup>12</sup> required to attend “*start-up*” seminars, workshops and/or capacity development events to set the stage for subsequent activities; (iii) **reviewing current and emerging country and regional development paradigm(s)**; (iv) **identifying policy options to be analyzed**, (iv) **identifying and setting up**

---

<sup>10</sup> UPPI absorbs some on-going policy assistance activities in selected countries (such as Burkina Faso and Bangladesh), forthcoming activities based on existent country requests (such as Gambia and Nigeria), and supports additional countries for future coverage

<sup>11</sup> Findings reported in Analytical policy documents are typically shared and/or presented and discussed in workshops with relevant stakeholders in policy processes As an example of such a document see e.g. DGPSA (2007): “Evaluation des impacts de politiques de développement agricole et rural sur la pauvreté et la sécurité alimentaire” Ministry of Agriculture, Burkina Faso EASYPol Series 113.

[http://www.fao.org/docs/up/easypol/888/eval\\_%20impacts\\_poltques\\_pauvrete\\_sec\\_aliment\\_113fr.pdf](http://www.fao.org/docs/up/easypol/888/eval_%20impacts_poltques_pauvrete_sec_aliment_113fr.pdf)

<sup>12</sup> Country teams typically comprise twenty to thirty participants

**suitable in-house analytical tools**<sup>13</sup> and (vi) explore further analysis tool as for environmental issues and thematic approaches (migrations investment, territorial development) , (vii) **setting a suitable data base to carry out analytical policy work** in addition to the most updated global database *GLODAT*, (viii) **setting capacities on the above-mentioned analytical approaches.**, (ix) **running analyses of policy options** and (x) **report writing, discussions, validation, revision and dissemination of findings** to inform and support policy processes, validated and revised by relevant stakeholders.

Additional analytical approaches and tools are used according to specific needs and thematic areas to be covered. Selected material on the abovementioned tools is available on the FAO EASYPol website <http://www.fao.org/easypol/output/>

## 5 TASKS AND ACTIVITIES AT HQ LEVEL

Selected activities are provided by the programme at FAO HQ, such as: (i) **backstopping and coordination** of the whole programme, (ii) **finalizing/adapting** selected analytical tools, (iii) **synthesizing, elaborating and disseminating** findings of global validity also via EASYPol<sup>14</sup>, (iv) **updating and managing** the global database of country data *GLODAT*, (v) **support of national country teams** and working groups, (vi) **planning and delivery of Capacity Development (CD)** activities at country level<sup>15</sup>, (vii) **organizing and exchanging** knowledge in dedicated events<sup>16</sup> (viii) organizing of multi-country capacity development events at the central level.

## ANNEXES

### 6 UPPI WORKPLAN AND INDICATIVE BUDGET AT COUNTRY LEVEL

A typical one-year work plan required to generate the above-mentioned output is reported in Table 1. This is a product-intensive and Capacity Development (CD) intensive work plan. In Subsequent periods the same national team or selected WGs within it can generate additional policy-relevant outputs with less intensive or no CD. The budget at the country level depends on several factors such as the type and quantity of policy products expected, the time span of the exercise, the availability and accessibility of the different analytical tools and relevant data, the existing capacities, the quantity and quality of contributions in-kind provided by partners. The country-level budget is essentially devoted to fund country-level events, including Capacity Development Programme-level costs. The country-level budget is complemented by: a) the programme-level budget, to fund products and services directly provided to the country; and b) country-level costs covered in-kind by the government or other national agencies. A tentative annual budget for country-specific activities reflecting the workplan in Table 1, which does not include technical services and other contributions funded by the UPPI programme budget, amounts to around US\$ 280,000 (see Table 2).

---

<sup>13</sup> Such as Value Chain Analysis (VCA), Carbon-balance approaches (EX-ACT related approaches), and Static and dynamic General Equilibrium Models and Household-level data analysis for accounting and micro-econometrics)

<sup>14</sup> EASYPol: FAO repository of resources for policy making ([www.fao.org/easypol](http://www.fao.org/easypol))

<sup>15</sup> [http://www.fao.org/fileadmin/user\\_upload/capacity\\_building/Summary\\_Strategy\\_PR\\_E\\_01.doc](http://www.fao.org/fileadmin/user_upload/capacity_building/Summary_Strategy_PR_E_01.doc)

<sup>16</sup> For instance, countries participating in the pilot project FMM/GLO/008/MUL-B07 attended and contributed to the FAO High-Level Policy Learning Programme 2011, where more than ten countries exchanged relevant experiences and knowledge.

**Table 1: Typical workplan at country level, year 1.**

#	Activities	Mth 1	Mth 2	Mth 3	Mth 4	Mth 5	Mth 6	Mth 7	Mth 8	Mth 9	Mth 10	Mth 11	Mth 12
1	Preparatory/Inception mission(s): Definition of policy products												
2	Taking stock of strategy/policy documents consolidating relevant info												
3	Taking stock of existing and accessible analytical tools and findings												
4	Setting up the country team, working groups (WGs)												
5	Launching the programme and Identifying policy options												
6	Cap.Devt (CD) event <b>A1</b> : basic Cost-Benefit An.(BCA), including VCA												
7	Data finiding and data-gap filling												
8	Analytical work: basic Cost-Benefit Analysis-BCA, including VCA												
9	Preparation of the first draft of the " <i>Country Development Profile</i> "												
10	CD event <b>A2</b> : Advanced CBA at reference prices, (including VCA)												
11	Setting-up/testing the <i>FIDEA</i> CGE (or exploring similar exisiting models)												
12	CD event <b>B1</b> : <i>FIDEA</i> model												
13	Preliminary work on <i>FIDEA</i> model												
14	CD event <b>B2</b> : <i>FIDEA</i> model (continued)												
15	Analytical work with <i>FIDEA</i> model												
16	Analytical work (continued: CBA at reference prices, including VCA)												
17	Preparing the First draft of " <i>Analytical Policy Documents</i> "												
18	CD event <b>A3</b> : Environm. components in CBA (e.g. GHG - Externalities)												
19	Analytical work: Adding environmental components to CBA												
20	CD event <b>A4</b> : From CBA to poverty and food security impacts												
21	Analytical work: Socio-economic policy impact analysis												
23	Preparing the second draft of the " <i>Country development profile</i> "												
24	Preparing the second draft of the " <i>Analytical Policy Documents</i> "												
25	Workshop: Discussing findings with relevant stakiholders												
26	Finalization of analytical work and the first set of policy documents												
27	Dissemination of the first set of policy documents												

**Table 2. Typical country-level Annual Budget by type of expenditure**

Description	Account	year 1	Notes
<b>Budget</b>			
Staff Costs			
Salaries			
Professional	5300	-	
General Service	5500	-	
Total			
Overtime	5660		
<b>Total Staff Costs</b>		-	
Consultants	5570	72,000	2 national consultants at \$2,000/month + 2 international consultants * 2 months at \$6,000/month
Contracts	5650	-	
Travel	5900	26,000	year (tiket \$2,000, DSA 250*14 + \$1,000) (partially funded also at central level)
Training and related events	5920	135,000	9 events at 15,000 per event
Equipment			
Expendable	6000	3,000	
Non-expendable	6100	5,000	
Total		<b>8,000</b>	
Hospitality	6110		
Technical Support Services	6150	15,000	
General Operating Expenses	6300	5,000	
General Overhead Expenses	6400	-	
Chargebacks	6500	-	
Support Costs	6130	31,980	at 13%
<b>Total Budget</b>		<b>277,980</b>	

## 7 UPPI BUDGET AT THE PROGRAMME LEVEL

The UPPI budget at the programme level covers: a) the costs of the specialized technical services provided by international staff to the various UPPI countries and other organizations; b) the organization and delivery of CD events at sovra-national level, international seminars and workshops; c) the production and dissemination of policy products of general validity (methods, datasets, issue papers etc); d) financial contributions (buffer funds) to supplement country funds for specific countries and/or country-level activities whenever country-level funds are not sufficient to cover the costs of specific country-level events; e) general operating expenses of the programme. In the UPPI team, the programme supervisor, Senior Policy Officer, coordinates the whole programme and is responsible for the overall outputs and specifically focuses on the policy products of global validity. Each policy officer at the P3 level, while contributing to the generation of policy products of global validity in close collaboration with the Programme Supervisor, covers not more than three countries, by designing and backstopping country-specific activities in close collaboration with RO/SRO policy officers, FAO country offices and national

resource persons. The GS staff at G4 level provides administrative support and logistics, edits and disseminates the programme outputs in liaison with FAO staff in charge of publishing tools and websites, contact participants to organize international events etc. International consultants complement UPPI policy officers by providing technical inputs and CD services on specific tools and methods and/or specific development themes and issues.

The UPPI budget at the central level, designed to cover a set of six countries on a three-year period amounts to around US\$ 5,560,000 as reported in Table 3.

**TABLE 3. UPPI Budget at the programme level for three years**

Description	Account	year 1	Year 2	Year 3	Total	Notes
<b>Positions</b>						
Professional		3	3	3		Programme coordinator: P5 level. Country supervisors: 1 each 3 countries, P3 level, economists with methodological specialization
General Service		1	1	1		G4 level
Consultants		3	2	2		With methodological specialization
Total:		7	6	6		
<b>Staff Years</b>						
Professional		3	3	3	9	
General Service		1	1	1	3	
Consultants		1.5	1.5	1.5	4.5	
Total		5.5	5.5	5.5	16.5	
<b>Budget</b>						
Staff Costs						
Salaries						
Professional	5300	563,700	563,700	563,700	1,691,100	P5 at US\$ 19,137/month ; P3 at 13,919/month
General Service	5500	102468	102468	102468	307,404	at US\$ 8539 per month
Total						
Overtime	5660					
<b>Total Staff Costs</b>		<b>666,168</b>	<b>666,168</b>	<b>666,168</b>	<b>1,998,504</b>	
Consultants	5570	108000	108000	108000	<b>324,000</b>	At US\$ 6,000/month
Contracts	5650	170000	170000	170000	<b>510,000</b>	Contribution for 1 contract times 6 countries * US 10,000 per contract + 50000 at central level
Travel	5900	156,000	156,000	156,000	<b>468,000</b>	4 international travels per country per year (tiket \$2000, DSA 250*14 + 1000)
Training	5920	465000	465000	465000	<b>1,395,000</b>	Contributions per country (10,000*2 events/year /country)+ 3 events per year at central level (travel \$1500+ DSA \$250*14 days + \$500 LS) times 20 participants+ \$ 5000 for other expenses times 3 events
Equipment						
Expendable	6000	40000	40000	40000	120,000	Contributions to countries 5000 per country+ 10000 at central level
Non-expendable	6100	40000	40000	40000	120,000	Contributions to countries \$ 5000 per country+ \$ 10000 at central level
Total		<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>240,000</b>	
Hospitality	6110					Included in training events
Technical Support Services	6150					
General Operating Expenses	6300	40000	40000	40000	120,000	
General Overhead Expenses	6400	60000	60000	60000	180,000	
Chargebacks	6500	20000	20000	20000	60,000	Office space etc
Support Costs	6130	229,472	229,472	229,472	688,416	at 13%
<b>Total Budget</b>		<b>1,994,640</b>	<b>1,994,640</b>	<b>1,994,640</b>	<b>5,983,920</b>	