

**Chair's Aide Mémoire – Eleventh Meeting of the CoC-IEE WG I**  
**Thursday 8 May and Friday 9 May 2008**  
Vic Heard, Chair

**Completion of Consideration of Draft Strategies for Technical Programmes**

1) The Working Group completed its review of draft strategies for technical programmes. It was noted that the Working Group would not be considering the drafts as stand alone strategies again but as they became integrated as building blocks in elements of the Strategic Framework and Medium-Term Plan. A further five draft strategies were considered.

- a) Assistance to Policy and Strategy and Economic, Social and Food and Nutrition Policy (Annex 1)
- b) Basic Data and Statistics (Annex 2)
- c) Gender Mainstreaming and Women's Empowerment (Annex 3)
- d) Environment, Climate Change and Natural Resources Management (Annex 4)
- e) Crops (Annex 5)

2) With reference to all strategies, Members emphasised that in the final presentation of the Strategic Framework and Medium-term Plan:

- a) FAO should for the immediate future concentrate its resources in areas where it holds a clear comparative advantage and then consider building or rebuilding comparative strengths if there are major gaps to be filled in the medium-term. Prioritization and focus within the strategies was essential and was not sufficiently evident;
- b) Partnerships were crucial in order to maximise the effectiveness of scarce resources and in many cases FAO should act as a facilitator, rather than a doer. Strategies needed to be specific on partnerships, rather than just recognising them as a good thing;
- c) Food security and the Right to Food should be reflected in most if not all the strategies (some members also considered rural development was not adequately reflected but some others noted rural development was a very large concept, encompassing much of what FAO did);
- d) Strategies needed to be holistic and some tended to read as strategies for individual units, rather than the Organization as a whole;
- e) Strategies needed to include the analysis of and flexible means to address emerging issues; and
- f) The link to the IEE recommendations and the extent of acceptance of those recommendations needed to be clear.

3) **Assistance to Policy and Strategy and Economic, Social and Food and Nutrition**

**Policy:** This is one of most important areas of work for the Organization. Members stressed in particular:

- a) the crucial role of country offices and the support they receive from the sub-regional and regional offices was reiterated. This required a modification in the terms of reference and competency profile of FAO Representatives and suitable staffing of the decentralized offices;
- b) there should be more clarity on the profile of regional organizations with which FAO intends to work;

- c) food policy and nutrition, as well as rural development, should be given more prominence in the strategy, which should also address policies to raise production and improve access to food;
- d) FAO should emerge as a source of ongoing support to countries and regions in developing their own policies, not only as a source of advice; and
- e) issues previously discussed by the Working Group as important had not been adequately addressed, including: global analysis and advocacy in the “State of Documents”; the role of, and an enabling environment for, the private sector; commodity analysis, and technology policy.

4) **Basic Data and Statistics:** Members were pleased to hear that work on restarting the FAOSTAT system had been completed and that it should be fully released to the general public by the end of May. It was noted that an Evaluation of FAO's Work in Statistics is currently ongoing, as recommended by the IEE. Members considered the strategy proposal to be basically sound but questioned if its ambitions were realistic with regard to sustainable capacity building at country level:

- a) Members agreed with the urgent need to strengthen national capacities in collecting and analysing agricultural statistics but noted that this required very substantial resources. Ensuring the sustainability of systems had proved a major challenge in the past, particularly in the Least Developed Countries;
- b) Additional effort was required in parallel to upgrade the quality of data produced by FAO and the maintenance of basic data series which was overall the highest priority for both international and national decision making; and
- c) Members were pleased to be informed that FAO used the data collected by other organizations such as EUROSTAT, rather than having parallel collection exercises.

5) **Gender Mainstreaming and Women's Empowerment:** Members were generally supportive of the strategy although it was considered too broad by many Members who considered that the strategy should provide a sharper definition of the Organization's expected contribution to gender issues in agriculture and rural development. Although Members appreciated the twin concerns of gender mainstreaming in Member Countries and within FAO itself, the strategy was found to be too focused on processes, without sufficient attention to outcomes at country level. Members also emphasised:

- a) verifiable indicators for outcomes of gender related work; and
- b) ensuring the availability of gender-related statistics.

6) **Environment, Climate Change and Natural Resources Management:** Members appreciated the presentation given by management, which they considered to be more focused than the strategy paper, which they considered needed to be holistic addressing the entirety of FAO's work and to have greater focus on FAO's role with respect to the interface between the environment and FAO's mandate of food, agriculture and agriculturally dependent people. In this context:

- a) the continuum between normative and country support activities needed to be clearer;
- b) FAO's role in ensuring that areas of its mandate and its constituency were adequately recognised in global policies and instruments needed a clear priority;
- c) it was noted that FAO has a comparative advantage on several aspects of data and statistics on environmental issues as they related to agriculture, forestry and fisheries

and that work in this area should be consistent with FAO's strategy for Basic Data and Statistics and take full account of the strengths of other organizations, for example in water data; and

- d) there was reference to overcoming institutional constraints to ensure integration of work in FAO itself.

7) **Crops Sector:** Members all agreed on the need for increased crop production and access to food crops and that FAO had an important role to play in this. Members also agreed that FAO had a central contribution to make, including in national capacity building and in the International Plant Protection Convention (IPPC), plant genetic resources and other international instruments relating to pesticides, etc. While many members emphasised actively assisting countries in development programmes and particularly stressed the access of farmers to improved seed, many others considered that FAO's strength lay in supporting the development of national technical capacity to deliver programmes and in all aspects of policy (including technology policy and institutional issues such as role of the private sector and NGOs). Some considered that the strategy should focus on FAO's comparative advantages in meeting Members' needs in a broader sector context. Members also referred to the importance of assistance in identifying investment opportunities and designing investments. Individual comments included:

- a) partners should include the multinational companies that produce seed and other inputs;
- b) more attention needed to be given to control of post-harvest losses; and
- c) more emphasis on pilot demonstrations (others referred to the lack of follow-up to these and management noted that pilots needed to be used very selectively when there was something clearly to demonstrate and a high potential for follow-up).

8) It was noted that work with the International Atomic Energy Agency (IAEA) will be discussed by the Working Group at a later date (probably in June) and that there will be no separate strategy document for this.

9) **Right to Food:** The Assistant Director-General of the Economic and Social (ES) Department was invited in order to brief the Working Group on how the Right to Food was being mainstreamed in the Organization. Management agreed that work on the Right to Food had been largely confined to the ES Department. It now needed to be mainstreamed throughout the Organization and the guidelines further developed.

10) **Future Agenda:** The Working Group would further discuss at a future meeting:

- a) Implementation of the Right to Food;
- b) Implications for FAO Programme of the WFP strategic Plan (2008-2011)

## Annex 1

### **Draft Strategy Note FAO's Policy Work (Assistance to Policy and Strategy and Economic, Social and Food and Nutrition Policy)**

#### **I. Analysis of needs and FAO comparative advantage**

1. Country policies and their implementation have a fundamental impact on the achievement of the Global Goals of Members. Policy options, provided through advisory services, need to be underpinned by analytical work on the impact of agricultural, rural development and environmental policies on poverty and food security, and on the relationship between agriculture, hunger and poverty. In this area, FAO must necessarily focus its limited resources where it can demonstrate results in areas of comparative advantage. A strategic point of entry is to influence policies and the strategies according to which resources from other sources (governments and their development partners) are being used. FAO's fundamental role in policy assistance is evidenced by the strong demand of its Membership. Trends already at work suggest for the future an increasingly knowledge intensive policy assistance based on a stronger policy dialogue and the facilitation of policy processes.

2. FAO's unique characteristics give it comparative advantages in the area of policy and strategy:

- a. The main global forum and venue for negotiating global policy frameworks related to agriculture<sup>1</sup>, rural development, food security and nutrition.
- b. Potential for multidisciplinary policy work on priority policy themes of a complex nature, such as hunger and malnutrition, high food prices, transboundary risks, climate change and energy, given the unique mix of technical, economic and social skills of its staff.
- c. Prominent advocacy role for agricultural development, food security and nutrition through the convening of Summits and Conferences, and the development of flagship publications.
- d. Potential to draw from country and regional policy experiences because of its network of regional, subregional and country offices and its direct access and cooperation with regional organizations and governments.
- e. An image of independence and neutrality, and a consultative working style that puts it in an ideal position of playing the role of an honest broker capable to support complex policy processes by producing evidence based on sound analytical work.

#### **II. Overall vision and strategic objectives**

3. *Vision:* FAO will be the main source of independent and evidence-based policy and strategy advice in the area of agriculture, rural development, food security, nutrition and natural resources management. It will be the natural first point of contact for Members and the focal point of donor support for policy and strategy development assistance in the areas of its mandate.

4. *Strategic Objectives:*

- a. International policy frameworks in place for agriculture, rural development, food security and nutrition which address in an integrated way emerging challenges faced by Member countries.
- b. Sound integrated national policies and strategies adopted that address the complex challenges faced by Members in achieving their goals in the domain of agriculture, rural development, food security, nutrition and natural resources management, and are consistent with international policy frameworks.

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<sup>1</sup> In this document agriculture is taken in its broad sense and includes crops, livestock, fisheries and forestry.

### **III. Expected main outcomes**

5. The main outcomes of this strategy are as follows:
  - a. International community better equipped to develop and agree on policy frameworks for agriculture, rural development, food security, nutrition and natural resources management from improved facilitation of multi-stakeholder policy processes, more timely information from multidisciplinary analytical studies on priority policy themes and better sharing of lesson learned.
  - b. Enhanced capacity of Regional Organizations derived from country policy reviews and regional diagnostic studies to address all the dimensions of the challenges they face in the area of agriculture, rural development, food security, nutrition and natural resources management, and for managing complex processes leading to common regional policies and strategies, and/or better adapted and harmonized national policies and strategies.
  - c. Enhanced Member country capacity and knowledge (grounded in part on other countries' experiences and specific analytical work) to take their policy and strategy decisions and improved linkages of these decisions with investment formulation and budgetary processes.
  - d. Better Government policy and strategy decisions based on consultations with key stakeholders.

### **IV. Implementation features**

6. A critical mass of highly qualified policy oriented staff in FAO and a substantial amount of non-staff resources are needed to produce the various outputs required for FAO to become the main effective source of policy advice in its mandated areas (e.g. global analytical studies, regional diagnostic studies and country policy reviews, policy intelligence and preparedness, two-way linkages between norm setting work conducted at headquarters and assistance provided particularly at decentralized levels). This will require mobilization of resources, such as through a multidonor partnership programme to ensure the flexibility and responsiveness indispensable for effective policy and strategy assistance.
7. Due to the multidisciplinary nature of the issues addressed, a specific mechanism will be needed for coordinating and integrating FAO's policy and strategy work including creating multidisciplinary teams that will work on priority policy themes. At country level, FAO's work in policy and strategy development will need to be closely linked to its investment formulation activities and be conducted in partnership with other organizations, capitalizing on comparative advantages of partners, particularly, but not exclusively within the UN System.
8. There will also be a need to strengthen the policy and strategy capacity of decentralized offices, particularly Country Offices as they constitute the main channel of policy dialogue with Member countries. Training and reinforcement of the staff in those offices, and the setting-up of support mechanisms from headquarters, regional, and subregional offices are some of the ways in which this capacity can be reinforced.
9. FAO's policy work at all levels will also rely on key partnerships with other important actors in this field such as the World Bank, IFPRI and national academic institutions to more fully capitalize on existing networks to provide the knowledge intensive policy assistance demanded by Member countries.

## Annex 2

### Draft Strategy Note - Basic Data and Statistics

#### I. Analysis of needs and FAO's comparative advantage

1. Policy decision-making, to promote food security, rural development and the sustainable use of natural resources, requires timely, relevant and reliable statistics. FAO plays a key role in the collection, analysis, interpretation and dissemination of information related to nutrition, food and agriculture, including forestry and fisheries, and is in many cases, the sole provider of such information. FAO's statistical databases are widely used both within the Organization as well as by member countries, national, regional and international bodies and the private sector. These databases are a unique and valuable resource which should be maintained and developed for the benefit of all. FAO, therefore, makes a critical contribution to this need for basic data and statistics on food and agriculture.

2. FAO is the UN technical agency responsible for food and agricultural statistics. FAO's comparative advantage is based on its long experience in food and agriculture statistics and its unique relationship with governments on the exchange of such data. Work is also undertaken with national and regional institutions to improve the quality and timeliness of their data through capacity building. FAO provides leadership for the improvement of food and agriculture statistics and, for some sectors, FAO Members have adopted Strategies<sup>2</sup> to accomplish such improvement. In addition, FAO's work in this area contributes to the improvement of statistics available for analysis of important cross-cutting themes, such as gender issues in the agricultural and rural sectors.

#### II. Overall vision and major objectives

3. **Vision:** FAO recognised as the world's authoritative source of statistical information on nutrition, food and agriculture, including forestry and fisheries

4. **Major objectives** are: (i) development work and policies in all areas of FAO's mandate are based on timely, relevant and reliable statistical information; (ii) member countries have the capacity to generate reliable statistical data at the national and sub-national levels on food and agriculture and the broader rural sector as a whole; and (iii) statistical systems, as they relate to food and agriculture, fit for the needs of the 21<sup>st</sup> Century.

5. FAO's work on basic data and statistics supports all three Global Goals of Members, in particular, Goal One where FAO is tasked with monitoring the number of undernourished people.

#### III. Expected main outcomes and beneficiaries

6. The main outcomes include:

- a. **Improved capacity at the national and regional levels to collect, analyse and disseminate food and agricultural statistics, including geo-spatial data, and increased national ownership** – CountrySTAT will provide the main vehicle for achieving this outcome. Within two years, 17 Sub-Saharan African countries will be benefiting from this initiative. In the medium-term, the initiative is expected to spread rapidly across all regions as CountrySTAT becomes the focus of FAO's statistical capacity building programme. With the emphasis on strengthening national capacities and national ownership, countries will be empowered through a better understanding of their agricultural sector and the issues related to food security and rural development. They will also benefit from a greater sense of national ownership of their data.

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<sup>2</sup> The 2003 FAO Strategy for Improving Information on Status and Trends of Capture Fisheries (endorsed by the UNGA) and the 2007 FAO Strategy for Improving Information on Status and Trends of Aquaculture

- b. **Improved data quality** - Quality issues are at the heart of improving the statistics compiled by FAO. While FAO adds value to the data through the compilation of indicators and analysis, the basic quality of the data provided by member countries remains a major issue. Quality is conceptualised in terms of a number of factors including availability, reliability and timeliness and in each of these areas major gaps still exist for many countries and, in particular, the countries where the data is most needed to assess food insecurity and vulnerability. FAO will engage more closely with member countries to improve the quality of reported data.
- c. **Improved coordination of statistical activities** – Many of the issues relating to natural resource management including waters, soils, and aquatic resources cannot be resolved at the national level and require coordinated management at the regional and international levels. Harmonization of data, statistics, indicators, and analytical and management methodologies will improve transparency and communication among participating institutions, which is essential for decision-making, particularly when there are conflicting interests. Within FAO, a statistical plan will be prepared and updated on a regular basis and a statistical coordinating committee will be established to monitor its implementation. Through improved coordination of all statistical activities and better quality control within FAO, the statistics and derived variables as available in the databases will become more consistent and more comparable.

7. The major beneficiaries are decision-makers at all levels of both the public and private sectors. Improved statistics will lead to more informed decision-making for the benefit of all. In accordance with FAO's mandate, better estimation of the food insecure and vulnerable populations will lead to a better understanding of the issues and better targeted assistance.

#### **IV. Implementation features**

8. The IEE recommended that a total re-examination of the statistical needs for the 21<sup>st</sup> Century should be undertaken, heavily involving users and starting from information needs: by whom; for what. (IEE: 610). An external evaluation to address these issues is currently under implementation and the findings of this evaluation will play a major role in determining the future direction of statistics in FAO. The strengthening of geo-referenced natural resource databases and data on water is taken into account in the strategy note on Environment, Climate Change and Natural Resources Management.

9. The primary shift in emphasis proposed is for national statistical agencies and other national providers of statistics to take greater responsibility for their data. In order to assure international consistency and comparability, FAO will continue to make estimates and forecasts and undertake statistical analysis in key areas. FAO's role will increasingly focus on methodological development, concepts and definitions and advice on the global agricultural statistics programme. Capacity building will also include the provision of guidelines and standardised statistical tools and the provision of high-quality technical assistance within an integrated framework (CountrySTAT, FIRMS, D4Science). The Organization will also be cognisant of emerging data needs and focus on adding value to country data through greater analysis.

10. In order to increase uptake of national responsibilities, further initiatives to disseminate statistics in ways which are more useful to the user community are required. These include enhanced dissemination of statistical and derived composite (multi-source) products incorporating resource and harvesting inventories, maps, analyses and interpretation. Partnerships with other agencies will be necessary to achieve this.

11. Coordination and consolidation of data, information, statistics and activities is a key issue to be addressed both within the Organization and also with our partners. Greater sharing of information and the use of existing information rather than the collection of new datasets will be actively pursued and duplication of activities will be progressively eliminated (EUROSTAT/UNSD/WTO/UNIDO). FAO will intensify its leadership and coordination role with full utilization of existing coordinating

mechanisms (Conference, Technical Committees, inter-agency statistical coordinating mechanisms) and strengthening partnerships with other international bodies (UN bodies, WB, IMF, OECD, international, regional and national organizations).

## Annex 3

### Draft Strategy Note – Gender Issues

#### I. Analysis of needs and FAO’s comparative advantage

1. Rural men and women play different and complementary roles in agriculture, rural development and food security at household and community levels, but pervasive patterns of inequality between men and women and low levels of women’s empowerment continue to impede progress in defeating hunger. FAO is called upon to give a higher priority to gender issues in order to overcome gender inequality, which the IEE characterizes “as a major economic and social loss as well as...an injustice and a brake on achieving household and community food security” (IEE, para 646). Eradication of extreme poverty and hunger (MDG 1) cannot be achieved without equal opportunities for men and women and without women’s economic empowerment.

#### 2. *Comparative Advantages*

- a. FAO has decades of experience and lessons learned working with a variety of partners in addressing gender issues in food security, agriculture, fisheries and forestry in an integrated and multidisciplinary way. FAO has demonstrated having the capacity to address gender issues within emerging development challenges such as HIV and AIDS, rising food prices and climate change. Its comparative advantage lies in its ability to assemble multidisciplinary expertise, create normative products, test methodologies in the field *and* provide policy advice regarding the gender aspects of rural development, agriculture and food security.
- b. FAO has a unique niche in the UN system, with its mandate and experience to address gender in rural livelihoods, rural poverty and hunger reduction.
- c. FAO has solid technical expertise, embodied by its professional staff at headquarters and in regional offices, in addressing gender issues in rural areas through both advancing knowledge and building capacity on gender issues.

#### II. Overall vision and major objectives

#### 3. *Vision*

Member countries will look to FAO as the authoritative source of policy advice on gender issues relating to rural livelihoods, agriculture and food security and recognizing it as a centre of excellence in building capacity on mainstreaming gender issues.

#### 4. *Objectives*

- a. Contribute to member countries’ efforts to reduce hunger and rural poverty by reducing gender inequalities in the access to resources, goods, services and decision-making in the rural areas.
- b. Application of gender-sensitive approaches by all FAO units in their policies, programmes and projects.

#### III. Outcomes

Outcome	Activities/issues
A. Improved evidence-base for more informed and effective policy-making	Normative and country-level work will continue to be undertaken to gather the new information and data that are needed as the basis for policy advice, capacity building and effective gender mainstreaming. Emphasis will be given to improving capacity in the collection and analysis of gender-disaggregated statistics, including household surveys and agricultural censuses. The gender aspects of priority issues for FAO will be researched, including rural employment, health issues including HIV and AIDS, climate change and bioenergy.
B. Gender-sensitive agricultural sector and food security policies	Focus will be given to the pilot ONE UN (as of 2008) countries, progressively moving to the others. Relevant stakeholders will be enabled to ensure that food security and agriculture sector initiatives promote women’s

Outcome	Activities/issues
	empowerment and effectively reduce gender inequalities in the access to resources, goods, services and decision-making in the rural areas.
C. Strengthened partnerships among divisions and with other organizations	As suggested by the IEE, partnerships with other organizations will be strengthened, in order to maximize resources, enhance cooperation, to mutually benefit from each other's lessons learned, knowledge and normative products and to work as ONE UN [such as the gender mainstreaming strategy for Avian Influenza developed in collaboration with other UN agencies in Vietnam]. Partnerships are planned in: capacity building (IFAD, WFP, World Bank); tools, methodologies, lessons learned (UN, OECD networks); normative products (IFAD, WFP, World Bank, UNESCO, ILO); ONE UN (a One-UN pilot country, i.e. Tanzania, Mozambique, preparing its report to CEDAW may be selected for developing a ONE UN strategy ensuring that rural women's equity issues will be addressed as a whole).
D. Trained staff with upgraded skills at FAO headquarters and in the decentralized offices	Member countries, FAO headquarters staff, and FAO decentralized offices will have a better understanding of gender concepts and how to address gender-based inequality in their work to reduce hunger and rural poverty. Capacity building has been budgeted within the quick wins/early implementation of IEE. Plans are being developed for staff training in gender and women's empowerment for FAO staff at HQ and field offices, in line with the recommendation by the IEE (Para 649). Gender focal points will be appointed at a senior level and will be trained as needed. The terms of reference of senior staff will be changed to reflect their accountability for gender mainstreaming.
E. Increased awareness and accountability in all FAO units	Both member countries and FAO staff will be aware that a gender sensitive approach to policies and projects leads to better, more effective programmes that have more buy-in and are more likely to reach their goals and deliver results. They will be more aware that gender equality contributes to improved economic performance and poverty reduction. The IEE recommends that The Gender Plan of Action be fully integrated into FAO's programme cycle and reported on as part of that cycle (Para 649). This is already underway. The Gender and Development Plan of Action 2008-2013 is embedded in the work of all FAO technical and operational divisions and monthly reporting to the Director-General has begun and is ongoing. Each division has developed a set of indicators to monitor their own gender mainstreaming objectives and to eventually evaluate impacts.

#### IV. Implementation features

5. FAO addresses gender issues with member countries and within the organization through a strategy of gender mainstreaming. This strategy involves a process of assessing the implications for women and men of any planned action and making women's as well as men's concerns and experiences an integral dimension of all stages of programme and policy design. Gender mainstreaming is also a process of institutional change. While FAO has made progress in integrating gender issues throughout its work, important challenges remain. A lack of understanding of the usefulness addressing gender issues to obtain development objectives sometimes results in unwillingness to mainstream them.

6. FAO's main policy instrument for gender mainstreaming is the Gender and Development Plan of Action, the latest version of which (2008-2013), was developed in a year-long participatory process with all technical divisions. This document is not a gender strategy separate from the other work of FAO; rather, the GAD-PoA is a compilation of the gender strategies embedded in the workplans of the technical and operational divisions of FAO.

7. Adequate expertise in gender issues in FAO's regional and sub-regional offices is essential for the implementation of this strategy.

## Annex 4

### **Draft Strategy Note Environment, Climate Change and Natural Resources Management**

#### **I. Analysis of needs and FAO comparative advantage**

1. Natural resources (soil, water, genetic diversity), climate and ecosystem services are fundamental for the production of food and for the maintenance of agricultural systems and livelihoods. Global forecasts of population growth and economic development indicate that any long-term progress towards the Global Goals of Members will not be possible without the sustainable management (conservation, improvement and sustainable use) of natural resources.
2. Conflicts (within and across national boundaries) over access to and the use of land, soil, water and other natural resources will increase over the next decades. These conflicts will be exacerbated by changing growing conditions, increased water scarcity, extreme weather events and other effects of climate change. Addressing these, includes recognizing the cross-sectoral character of integrated natural resources management at the local scale, and linking local management to the complexity and variety of instruments that address different aspects of the environment at the global scale.
3. Integrated management of natural resources and their economic, environmental and social dimensions, through international instruments and national level support, is required to address these needs. This will necessitate a critical mass of core competencies providing coordination and integration across FAO units and strategic partnerships with other international organizations.
4. FAO has the following comparative advantages:
  - a. A neutral forum for the global governance of environment and natural resources relating to food and agriculture, including through the formulation/negotiation/monitoring of binding and non-binding international instruments (conventions, codes of conduct, standards and guidelines). FAO's neutrality and expertise allow it to guide the development of international instruments so that even before they come into force, they reflect the real needs and interests of its member nations, especially developing countries.
  - b. Unique mix of core competencies covering most aspects of natural resources management, and through integrating frameworks able to involve all relevant Departments in developing multidisciplinary and integrated responses to new challenges, such as climate change, and to food security and the development of the crops, livestock, fisheries and forestry sectors.
  - c. Global assessment, monitoring and data/information generation, often as the sole provider, on the natural resources base (land/soil, water, weather/climate, genetic resources for food and agriculture), based on internationally accepted classifications and standards developed with partners, which underpin both international instruments and country level policy and capacity building support.
  - d. FAO has close institutional links with partners working on the elaboration and implementation of international instruments dealing with access to and management of natural resources and the environment, and is uniquely well placed to advise member nations, especially developing countries, on implementation at country level.

- e. Extensive policy experience in developing countries, and contacts with partner organizations and institutes, feeding into policy and capacity building support on key challenges including through its network of field offices at country level.

## **II. Vision and Strategic Objectives**

5. FAO will be positioned as the main source of data, knowledge and support for policy and strategy to ensure the sustained use of the natural resource base for food and agriculture. FAO will contribute to maximizing the long-term economic, social, cultural and environmental benefits from sustainable and integrated management of the natural resource base, satisfying the increasing demands for food, fibre, fuel, environmental services and livelihoods for the poor, and meeting the challenges of climate change through appropriate adaptation and mitigation.

6. FAO is to pursue the following objectives:

- a. International and national decision-making about integrated natural resources management for food and agriculture is based on accurate and timely information, lessons learned in the areas of policy and capacity building, recognition of the cross-sectoral character of natural resources management at the local scale, and reconciliation of trade-offs across different natural resources and their economic, social, cultural and environmental aspects.
- b. Coherent management of food, agriculture, fisheries, forestry and the environment has been achieved through better cooperation at international and national levels, translating international agreements into action on the ground, and seeking to harmonize global and local objectives. Indicators could include: reduced land degradation; improved land use planning; soil fertility and productivity; improved security of tenure and access; increased water use efficiency and managed scarcity; sustainable use and conservation of biodiversity; resilience to climatic variability; increased carbon sequestration.
- c. New challenges such as climate change, demand for bioenergy and the need to balance these with food security have been addressed through integrated management (conservation, improvement and sustainable utilization) of land/soil, water, genetic resources, including the interfaces with forests and fisheries (e.g. ecosystem approaches).

## **III. Expected Outcomes**

7. International instruments guide, support and properly reflect the sustainable management of natural resources for food and agriculture in the member countries, leading to reduced incompatibilities and conflicts between objectives as defined by different sectors, levels of government and countries, and improved responses to climate change.

8. Member countries have the capacity for and are investing in:

- a. assessing, monitoring and reporting of their natural resource base (land, water, climate, genetic resources)
- b. developing gender-sensitive integrated multi-sectoral policies and strategies towards reducing conflicts amongst sectors and sustainable use of and access to natural resources for food security and for the maintenance of agricultural systems and livelihoods
- c. meeting their obligations under international instruments, and making necessary institutional and policy changes to derive the most benefit from these instruments
- d. responding to the challenges of climate change, including the development and implementation of adaptation plans and improved mitigation practices.

## **IV. Implementation features**

9. Integrated management of natural resources requires a critical mass of core competencies able to coordinate and integrate the relevant knowledge available across the Organization. This will include:

- a. defining and implementing multi-year frameworks for each of the key natural resources, in close consultation with the member countries, as illustrated by the Multi-year Programme of Work of the Commission on Genetic Resources for Food and Agriculture (covering crops, livestock, forestry and fisheries genetic resources) and the proposed Programmatic Framework for Water (COAG/2007/7). This is to coordinate and work across the relevant departments of the Organization and to develop extra-budgetary programmes with national level support in key cross-cutting areas;
- b. identifying focal units for each existing and proposed international instrument relevant to the environment and natural resources, charged with coordinating and integrating FAO's inputs into the development and implementation of these instruments; building strategic partnerships with UN agencies and other relevant institutions to support international governance of multi-dimensional environment and natural resources management issues, including climate change in the post-Kyoto process and beyond; and analysing the implications of these international agreements on food and agriculture;
- c. ensuring, in close collaboration with partners and member countries, the availability, management, and accessibility of global data, including the appropriate use of remote sensing and geographic information systems (GIS) for spatial data sets;
- d. productive partnerships with relevant institutions (e.g. UN agencies, CGIAR, NGO's, Universities, private sector) involved in natural resources management and the environment;
- e. effective use of such data for the formulation of policies, strategies and global perspective studies, including the UN World Water Development Report, the reports on the state of the world's genetic resources, agro-ecological zoning, global assessment of soil degradation, etc.

## Annex 5

### Draft Strategy Note – Crops Sector

#### I. Analysis of needs and FAO's comparative advantage

1. The world is facing unprecedented demands for crops for food and for livestock feed. To meet this demand, global crop production will need to nearly double during the period 2000 to 2050. As human population and urbanization continue to increase, and as growing numbers of more affluent people worldwide consume more livestock products, world prices for crop commodities will rise if supply does not keep pace. Supply can also be affected by such factors as shifts in supply chains (such as into biofuels), increasing costs of key inputs (such as fuel and fertilizer) and crop failures due to adverse seasonal conditions, and to pest and disease outbreaks. In a globalized system, the impact is rapidly felt in terms of food shortages and soaring food prices. There is a new international awareness of the importance, and fragility of global food security.

2. Farmers can benefit from rising commodity prices, provided they can produce and sell marketable quality surpluses. However, in many developing countries this benefit does not automatically translate into improved rural livelihoods due to limited distribution infrastructure or systems. Further, if efforts at intensification are not sustainable they can threaten long-term production prospects. The challenge for countries is to produce sufficient safe and quality food, feed and fibre to address the needs of consumers and to develop market opportunities for resource-poor farmers, supporting local value-adding industries while maintaining the natural resource base.

3. As a neutral, multilateral organization, FAO plays a distinctive role in analyzing and developing policy options for sustainable intensification of the crops sector at national, regional and global levels. Policy makers need to address technically complex problems relating to land resources, soil fertility, water availability, plant pests and diseases, and the disruptive impact of climate change on agricultural production. FAO enjoys a number of comparative advantages with regards to sustainable intensification of the crops sector. The Organization has:

- a. the broadest perspective on policy options for intensified crop production, coupled with a long-term role in global monitoring and advocacy on emerging technologies for intensification, and with the practical experience to assist Members to scale-up the adoption of new technologies in a development context;
- b. a unique role in creating and supporting Secretariat functions for international standard setting bodies (*e.g.* IPPC, Codex), the International Treaty for Plant Genetic Resources in Food and Agriculture, conventions (Rotterdam Convention) and agreements (Code of Conduct on Use of Pesticides) in the crops sector;
- c. a unique role in promoting processes for the conservation and sustainable use of Plant Genetic Resources (PGR) underpinning the Global Plan of Action;
- d. expertise to promote an ecosystems perspective through capacity building to address sustainability issues in the crops sector throughout the value chain;
- e. a reputation as an objective and neutral body working with all stakeholders in agricultural production, post-harvest processing, and marketing and in supporting smallholder programmes;
- f. a track record as a provider of inter-governmental platforms and technical knowledge networks to address transboundary, regional and global issues in partnerships, including non-governmental stakeholders.

#### II. Overall vision and major objectives

4. The overall vision of FAO's crops programme is to serve Members with knowledge and capacity building to develop and implement sound policies and programmes in the crop sector to enhance food security, nutrition/health, income and livelihoods and to protect the environment in a globalized world. The major objectives of the programme are: (i) national implementation of

appropriate policies and programmes supporting intensification of crop production, with special emphasis on ecosystem services, sustainability and the livelihoods of resource-poor farmers; (ii) improved conservation and sustainable use of relevant natural resources; and (iii) establishment of a global system of norms, standards and collaboration on crop-related issues.

### III. Expected main outcomes

5. FAO's holistic crops strategy pursues five broad interdisciplinary outcomes. It integrates sustainable use of natural resources, policy assistance, agro-forestry and invasive species, rice-fish systems, crop-livestock integration and animal feed, food safety and quality, Codex standards and human nutrition, safe practices, agribusiness, agro-industry and rural infrastructure, international trade and statistics, emergencies and rehabilitation, food security and knowledge management, with core activities of plant production and protection. The crops strategy also draws on collaborative arrangements with UN (WHO, UNEP, IAEA) and non-UN bodies (CGIAR, CBD, NEPAD, CAADP), NGOs and public and private sector partners.

Outcomes	Outputs contributing to achieving outcomes
1. Governments support sustainable intensification in their crops sector	<ul style="list-style-type: none"> <li>• International dialogue among all partners on sustainable intensification policies improved</li> <li>• Scientific basis for understanding and quantifying the benefits of ecosystem services and how they are affected by agricultural practices developed, to inform development of appropriate policies for optimizing provision of ecosystem services and rewarding farmers who produce them</li> <li>• Policy options and strategic approaches for sustainable intensification in the crops sector developed, tested and further refined based on “proof-of-concept” case studies in support of national programmes</li> </ul>
2. Governments support improved crop-based rural livelihoods	<ul style="list-style-type: none"> <li>• Policies, strategies and programmes implemented to improve rural livelihoods, through expansion of production and marketing opportunities available to farmers and to encourage the development of those sub-sectors which seem most promising from a livelihoods perspective</li> <li>• Critical constraints in technology and infrastructure identified to improve quality of advice on investment to enhance farmers' access to technologies, knowledge and markets</li> </ul>
3. Governments implement measures to support conservation and sustainable use of plant genetic resources	<ul style="list-style-type: none"> <li>• Global Plan of Action for Plant Genetic Resources implemented more fully at national and regional levels for conservation and sustainable use</li> <li>• Global Partnership Initiative on Plant Breeding Capacity Building implemented</li> </ul>
4. Governments set norms affecting the crops sector, including necessary cross-border collaboration.	<ul style="list-style-type: none"> <li>• Full participation of countries in international standard setting bodies (IPPC, <i>Codex</i>) achieved, through an inclusive, transparent process for the development of harmonized phytosanitary standards that are recognized in the WTO SPS Agreement</li> <li>• National implementation of IPPC obligations and International Standards on Phytosanitary Measures improved</li> <li>• Rotterdam Convention implementation achieved in more countries</li> <li>• International Treaty (IT-PGRFA) implementation effectively supported</li> <li>• Forum provided for intergovernmental consultation on emerging policy issues in the crops sector</li> </ul>

5. Governments manage plant pests and disease outbreaks successfully	<ul style="list-style-type: none"> <li>• National and regional surveillance and early warning systems in place for major plant pests and diseases, including forecasting and vulnerability mapping to control the international spread of pests and their introduction into endangered areas</li> <li>• Impact of pests and diseases (on international trade and on food security), as well as management or control options, more widely understood and periodically reviewed</li> </ul>
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#### IV. Implementation features

6. Provision of knowledge, information and advocacy: FAO's Crops Programme provides information and analysis on crop production and protection options to help Member Countries to optimise planning and strategic choices given their particular social, economic and environmental circumstances.

7. Policy support and capacity building: FAO's Crops Programme assists Member countries in informed decision-making and influences development of appropriate technologies and policies. Information, sector analysis and policy decision-making support is the main contribution to building the development capacity within the targeted community.

8. A neutral forum and support to standard setting and international initiatives: Various aspects of the crops sector, e.g. plant pests and diseases, food safety, plant genetic resources, trade in certain hazardous pesticides, code of conduct on pesticide use are subject to international negotiations/regulations requiring intergovernmental action for which FAO's Crops Programme provides a secretariat function, and technical advice and guidance.

9. Support to Member Countries including emergency operations: Crop-related assistance to Member countries is provided through the established network of FAO's decentralized offices, whereby priorities are set by the *National Medium Term Policy Frameworks* (NMTPF). Direct support to Member Countries is provided in the event of major plant pest or disease outbreaks, or in rehabilitation following disasters or emergencies.

10. Membership guidance: FAO's Crops Programme is supported and guided by inter-governmental fora dealing with crop production and protection issues (e.g. CPM, COAG, CGRFA, IT-PGRFA, Regional Plant Protection Organisations, Desert Locust Commissions, International Rice Commission).