

Chair's Aide Mémoire – Seventeenth Meeting of CoC-IEE WG I
Monday 8 September 2008, 09.30 – 17.00
Vic Heard, Chair

1) **Impact Focus Areas (IFAs):** The Working Group welcomed the document explaining Impact Focus Areas and providing a possible list (See Annex I). Members reiterated that IFAs are complementary to extra-budgetary support of national medium-term priority frameworks developed with individual governments to focus FAO's efforts on national needs and also to sub-regional and regional areas of priority action. IFAs thus, do not exclude extra-budgetary funding for other areas. They contribute to Strategic Objectives and provide a focus within or across them, and:

- a) serve to mobilise resources for priority under-funded groups of results, acting as “flagships”, providing a communication and advocacy tool to better attract voluntary extra-budgetary funding and partnerships to complement FAO's resources from assessed contributions;
- b) may progressively enable pooled, and less rigidly tied, funding of voluntary extra-budgetary contributions; and
- c) will also facilitate Governing Body oversight of the use of those resources in line with agreed priorities.

2) They have a duration of some four years and will be underpinned by a strategy and indicators of outcomes. They will be reviewed each biennium as part of the Medium Term planning process and may be discontinued, adjusted or added to in line with emerging needs and results.

3) Members generally agreed with the list of possible IFAs proposed by management and that the number (seven was about right). In general IFAs should emphasise support to developing countries in areas of FAO's comparative advantage. There was no particular reason to wait until 2010 to launch the IFAs. Indeed if funds were to be mobilised for the 2010-11 biennium a start needed to be made much earlier. A number of suggestions were made for improvements in the IFAs, including that the:

- a) IFA on soaring food prices could be further refined to focus on where FAO would concentrate its work in the context of the UN Comprehensive Framework for Action and in support of food security;
- b) IFA on the Statistics function was of major importance and should be reformulated in a way to make it more attractive to donors, including emphasising the country level development of basic data for decision making.

4) **Elements of the Strategic Framework and Medium Term Plan:** Members reviewed Management's proposals (see Annexes II and III). There was general consensus on a list of eleven Strategic Objectives:

- *Sustainable intensification of crop production*
- *Increased sustainable livestock production*

- *Sustainable management and use of fisheries and aquaculture resources*
- *Sustainable management of forests and trees*
- *Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture*
- *Improved quality and safety of foods at all stages of the food chain*
- *Enabling environment for markets to improve livelihoods*
- *Improved food security and better nutrition*
- *Improved preparedness for, and effective response to, food and agricultural threats and emergencies*
- *Gender equity in access to resources, goods, services and decision-making in rural areas*
- *Increased and more effective public and private investment in agriculture and rural development:*

5) Members did not support the proposal to divide the Strategic Objectives between two Overarching Objectives, indicating that this would add another layer in the means-ends hierarchy and potentially create confusion, coming as suggested below the three Global Goals.

6) Further discussion took place on integrating the Strategic Objectives on Gender, Natural Resources and Investment into the other Strategic Objectives, as they were essentially cross-cutting. Most members considered that, as previously discussed, to provide focus and visibility, these should remain as separately stated Strategic Objectives. In discussing the Gender strategic objective further, it was emphasised that its Organizational Results should largely be defined in the context of work within the remaining Strategic Objectives which would integrate attention to and mainstream this important areas of work. It was further noted that similar considerations could apply for the development of Organizational Results in other cross-sectoral strategic objectives, including those for Natural Resources and Investment.

7) A number of Members continued to consider that there would be advantages in referring to the Right to Food in the Strategic Objective *Improved food security and better nutrition* but most considered this was better reflected at the level of the Organizational Results.

8) Members agreed that the Strategic Objective on fisheries understates FAO's role as a critical player in international governance of the global fisheries commons and that the Organization needs to be at the forefront in developing the standards and guidelines, which are demanded in a variety of international fora. They also agreed that monitoring and reporting activities should be on all major themes of international fisheries management and governance, not just on stocks.

9) **FAO's Vision and Global Goals:** Members fully endorsed the revised text for FAO's Vision and Global Goals:

FAO's vision is of a world free of hunger and malnutrition where food and agriculture¹ contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner. To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuing contribution of food and sustainable agriculture to the attainment of three global goals:

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

¹ Agriculture encompasses all aspects of crops, livestock, forestry and fisheries.

Annex I: Possible Impact Focus Areas

I. Background

1. IEE recommendation 7.2 foresaw a limited number of Priority Technical Themes, each supporting one or more Goals of Members, and each integrating advocacy, normative and technical cooperation work.
2. As a result of the Working Groups' discussions, it was agreed to rename this concept as Impact Focus Areas (IFAs)². Members agreed that IFAs should in principle:
 - serve to mobilise resources, and complement National Medium-term Priority Frameworks at national level;
 - contribute to strategic objectives and provide a focus within them;
 - act as “flagships”, providing a communication and advocacy tool to better attract extrabudgetary funding and partnerships to complement Regular Programme resources;
 - facilitate less rigidly tied and pooled funding of extrabudgetary resources, as well as Governing Body oversight of the use of those resources in line with agreed priorities;
 - often be cross-cutting, but not exclusively;
 - be limited in number, but the IEE recommendation of six areas may be too restrictive.
3. The Working Groups have agreed the principles, building blocks and governance arrangements of an enhanced results-based approach to programming in the Organization (see *Draft elements of the Strategic Framework and Medium Term Plan*). They have also agreed an integrated resource mobilisation and management strategy bringing together assessed contributions and extrabudgetary resources. This note places IFAs within the new programming model and resource mobilisation strategy, and suggests some possible IFAs for further elaboration.

II. IFAs and the enhanced results-based approach to programming in FAO

4. The enhanced results-based approach to be applied from 2010 will specify the means-to-ends requirements for FAO's work to contribute to Member Goals across all sources of funds. This is done in the first instance through a Strategic Framework comprised of long-term objectives, medium-term results and enabling core functions. One of the key principles is that mobilisation and application of voluntary contributions will be guided by this framework at all levels – national, subregional, regional and global.

² A first general description of *Impact Focus Areas* in the context of the new programme model was considered by Working Group 1 on 13 June; cf. Annex II *Possible content of the elements of the Strategic Framework and Medium-Term Plan* of the note on **Possible Strategic Objectives for FAO**. The note generally received positive consideration.

5. Within the framework, the organizational results represent the outcomes expected to be achieved over a four-year period through the taking up and application of FAO's products and services across all sources of funds. The Results formulated on this basis would constitute the backbone of FAO's four-year Medium Term Plan and biennial Programme of Work and Budget, and would exemplify the substantive priorities upheld by the membership. For the model to have the greatest impact, voluntary contributions will need to focus on the achievement of results defined within the Medium Term Plan.

6. The new model and the resource mobilisation strategy foresee several main features to embed resource mobilization in the new programme model and to seek to assure increased and more predictable voluntary contributions for FAO's actions:

- The specification of Impact Focus Areas (IFAs) to provide an advocacy tool for focussing extrabudgetary resource mobilization efforts on groups of results requiring resources within the Medium Term Plan to meet existing or emerging challenges, taking account of funding gaps identified through implementation monitoring and evaluation;
- At the national level, resource mobilisation will primarily be guided by country development priorities as identified in the National Medium-term Priority Frameworks, in support of FAO's organizational results (in terms of outcomes) through trust funds, joint programming, direct budgetary support, etc., while resource mobilization will also support Regional Programmes.
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7. To better engage members and donors in the planning process, an informal biennial meeting (not as part of the Governing Body cycle of meetings) of interested Members and other potential sources of extrabudgetary funds and partnership is foreseen to be held, to exchange information on extrabudgetary funding requirements, especially in relation to Impact Focus Areas [ref: IPA section for WG3, action matrix related to rec. 7.3]

8. It is expected that IFAs would ensure that the level of funding foreseen for the achievement of defined Organizational Results is met and would be defined in terms of:

- the challenge being addressed and attendant need for extrabudgetary resources to achieve a set of results;
- links to national, sub-regional and regional requirements;
- clear links to objectives and results that will be supported.

III. Possible Impact Focus Areas

9. Seven possible Impact Focus Areas are highlighted below for further elaboration in the full Medium Term Plan to be considered by the governing bodies in 2009. They have been identified based on existing or emerging challenges where extrabudgetary resources need to be mobilised to achieve results. An example is provided in Annex 1 for one IFA.

- a. *Soaring Food Prices*: to be elaborated based on the UN system Comprehensive Framework for Action (CFA) and the Initiative on Soaring Food Prices (ISFP), including through support to National and Regional Strategies for Food Security (ORs A1, B1, D2, H2, K3);
- b. *Transboundary Diseases and Pests and food safety*: essentially through the existing EMPRES (ORs A2, B2, D2, I1) (see Annex 1);
- c. *Forest Resources Monitoring and Assessment*: to strengthen countries' capacities to monitor, assess and report on their own forests (ORs E1, E5, F1, F2);
- d. *Global Partnership for Responsible Fisheries*: to support the implementation of the Code of Conduct for Responsible Fisheries in particular in the area of facilitation, capacity building and technical assistance at all levels to give effect to the principles or promote implementation (ORs C1 through C6 and J);
- e. *Coping with Water Scarcity*: through capacity building and technical assistance for national and regional policy/strategy formulation and implementation and for agricultural water management (ORs A1, C4, F2);
- f. *Statistics*: improved national statistical capacity for agriculture, forestry and fisheries, and the expanded development of "best practices" for building statistical capacity in countries, improve the collection and use of statistics and also to rebuild FAO's capacity, as recommended by the Independent Evaluation of FAO's Role and Work in Statistics³ (OR's A1, C1, E1, F2, H6);
- g. *Support to Regulatory Bodies* (e.g. IPPC, Codex, IT-IPGRFA, Commission on Genetic Resources, UN Framework Convention on Climate Change): to strengthen the technical secretariats and the scientific bodies that support standard setting, and provide for capacity building and travel of developing countries to attend meetings (ORs A2, D1, D2, D3, F1, F3).

11. The above list is to be considered indicative at this stage. Its prime purpose is to facilitate further discussion of the IFA concept among Members and to elicit guidance to management to assist with finalisation of proposals in full Medium Term Plan.

³ PC 100/3 a) Independent Evaluation of FAO's Role and Work in Statistics

Annex 1: Example of possible Impact Focus Area

EMPRES – Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (under development: EMPRES component on food safety – as part of the Crisis Management Centre for the Food Chain).

Since 1994, EMPRES has contributed substantially to early detection of pest and disease outbreaks, better early warning and enhanced interaction and cooperation between affected countries. It has stimulated the development and introduction of economic and environmentally safer control technologies, as well as more effective risk management in the affected countries through better preparedness and rapid deployment plans.

This Impact Focus Area would strengthen the three core elements of EMPRES (early warning, early reaction and coordination of action/programmes) through:

- capacity building at national programme level;
- design and introduction of improved instruments, technologies and procedures for pest and disease risk assessment and management at global, regional and national levels; and
- assistance to national institutions and programmes in technical and policy domains for enhanced plant and animal pest and disease risk detection and management.

It would reinforce the achievement of the following Organizational Results:

A2 -- Risks from outbreaks of plant pests and diseases are sustainably reduced at national, regional and global levels.

B2 -- Effective collaboration among countries is in place to manage animal diseases and animal-related human health threats successfully.

D2 - Countries have established food safety and quality policies and evidence-based programmes that reflect public health and trade priorities, and are supported by coherent legislation and regulations in line with internationally-agreed principles.

I1 -- Early warning systems related to food and agricultural emergencies are used by stakeholders at global and national levels of developing countries to respond effectively and efficiently.

Annex II: Management Contribution to the preparation of Draft Elements of the Strategic Framework and Medium-Term Plan

Scope of present paper

1. Working Group I (WG I) has debated at length the basic principles and main building blocks of an enhanced results-based approach to programming in the Organization, taking into account the related IEE recommendations and the views and proposals of Management. As the culmination of this process, WG I requested at its last meetings of 28-29 July 2008 to receive at its present meetings of 8-9 September the draft elements of the new Strategic Framework and Medium-Term Plan which would be submitted to the 2008 Special Session of the Conference in the context of the Immediate Plan of Action (IPA). In view of their size, these elements are intended to be included as an Annex to the IPA.

2. WG I further specified that this Annex would cover:

i) Elements of the means-ends hierarchy

- Vision and Global Goals
- Strategic Objectives (SOs)
- Core functions of FAO
- Organizational Results
- Indicative examples of indicators for the Organizational Results
- Management responsibilities for the Strategic Objectives

ii) Impact focus areas

iii) Improved management of FAO (to be considered also by WG III)

- Functional Objectives, Results and indicative indicators.

3. This paper submits for consideration by WG I further contributions from management to the draft elements of the means-ends hierarchy, including functional objectives for improved management of FAO. The present contribution constitutes a work in progress in view of the issues raised below.

4. Depending on the reactions of WG I to the contents of the draft Annex and any final decisions by the CoC-IEE on the format of the IPA, a summary - possibly about 5-6 pages long - would be prepared for insertion in the IPA main text, as was envisaged by WG1 itself at its last meeting.

Issues for consideration by WG I

I. Vision Statement for FAO and Global Goals of Members.

6. These are bracketed in the Annex pending final draft formulation by Members.

II. Aggregation of Strategic Objectives.

7. At the last meeting of WG I, Members were generally satisfied with the aggregated presentation of the Strategic Objectives into two groups, which *inter alia* provided a clearer message of impact and also a possible basis for Chapters in the Budgetary Appropriations Resolution.

8. It is proposed to capitalize on the benefits of this presentation in the new Strategic Framework, particularly on its potential for highlighting two overarching objectives that would help focus and communicate FAO's contribution to the Global Goals of Members in the ten-year time frame, i.e.:

- 1) Increased food production and sustainable management of natural resources; and,
- 2) An enabling environment for food security and improved livelihoods.

9. Contributing to these two overarching objectives, there would be twelve (or any other number as finally agreed by Members) programmatic objectives (with 56 underlying Organizational Results), which will form the basis for effective management and accountability for results in FAO and provide for articulation of priorities and resource allocations in the full Medium Term Plan and Programme of Work and Budget.

10. Hence, WG I may wish to assess the merit of the following slightly rearranged hierarchy and terminology, as follows:

Global Goals of Members (cf. draft Annex)

Overarching Objectives and underlying Programme Objectives:

1) Increased food production and sustainable management of natural resources:

- A. Sustainable intensification of crop production.
- B. Increased sustainable livestock production.
- C. Sustainable management and use of fisheries and aquaculture resources.
- E. Sustainable management of forests and trees.
- F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture

2) An enabling environment for food security and improved livelihoods.

- D. Improved quality and safety of foods at all stages of the food chain.
- G. Enabling environment for markets to improve livelihoods.
- H. Improved food security and better nutrition.
- I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies.
- J. Improved frameworks for global and regional governance on food and agriculture.
- K. Gender equity in access to resources, goods, services and decision-making in the rural areas.
- L. Increased and more effective public and private investment in agriculture and rural development.

11. Pending any firm guidance on this, and so as to keep some degree of continuity with previous documentation, the information on substantive work (Organizational Results, issues addressed, assumptions and risks, indicators, etc.) in the Annex is still organized around the 12 headings called Strategic Objectives as hitherto.

III. Possible merger of Strategic Objectives.

12. In reacting to options for consolidation of Strategic Objectives, as presented at the last meetings of 28-29 July, a range of diverging opinions was expressed, and *“management was requested to be proactive and exercise its professional judgement, taking into account the preferences and views expressed by the Working Group.”*

13. Management remains open to assist Members in considering options for fewer Objectives.

14. It is worth recalling that, besides the need to meet essential conceptual features as set out in the draft Annex, a number of practical considerations were underlined in the document submitted to the 28-29 July 2008 meeting, to the effect that SOs should:

- reflect and communicate well recognized priorities to Members and Management in succinct language;
- be amenable to a relatively straightforward description of means-ends analysis and,
- benefit in their achievement by application of core functions of the Organization.

15. Furthermore, the chosen SOs should allow for reasonably clear assignment of responsibility for achievement of the subsidiary organizational results. Hence, there is a mix of conceptual, political (especially visibility) and logistical dimensions which need to be taken into account.

16. Upon further reflection since the document submitted to the 28-29 July 2008 meeting, management wishes to emphasize the fundamental importance of maintaining visibility of investment support work in the present circumstances. A number of fora and key events have stressed the detrimental impact of past insufficient investment in agriculture and FAO is called upon to continue critical contributions to redressing this trend through well articulated policy advisory work and assistance with formulation of viable programmes. There would also be some difficulties in assignment of responsibilities and reporting lines, if what is described under SO L were to be integrated with other types of Organizational Results, for instance those under SO G (livelihoods) as originally suggested. Hence, Strategic Objective L should in the view of management remain separately identified.

17. As to other possibilities, as was previously suggested, WG1 may wish to address whether the indicated Organizational Results (J1 to J5) under the present Objective J (Improved frameworks for global and regional governance on food and agriculture) could be subsumed in particular into the application of Core Function c). Their being highlighted as Results in their own right has value. On the other hand, J1 to J5 embody in the main aspirational statements to ensure comprehensive and coherent development of critical instruments in areas of FAO's mandate, instruments which partly have their roots

in the solution of issues described under other pertinent SOs (phyto-sanitary standards under the umbrella of the IPPC, food standards under Codex, consistent measures for conservation and use of genetic resources particularly as relate to the International Treaty, etc...). In this light, Strategic Objective J could be considered for elimination as a separate SO, while the present Organizational Results J1 to J4 could be integrated in support of the applicable results of other sectoral or cross-cutting objectives, and J5 (on increased coherence among frameworks impacting upon food and agriculture) would be part and parcel of the application of Core Function c).

18. Concerning SO K (Gender equity in access to resources, goods, services and decision-making in the rural areas), it is the perception of management that many Members would like to see it retained as such (including for political visibility motives), while others would be prepared to see it integrated into other objectives. Management would note that there is no uniform approach throughout the UN system to the treatment of gender in policy documents similar to FAO's Strategic Framework, so there is no overwhelming precedent or model to draw upon. Should Members wish to carry out further discussion of the matter, Management can confirm that either approach could be accommodated in practical terms.

3. Format for presentation of Results and Indicators.

19. Internal consultations are ongoing to refine further the Organizational Results under both the Strategic and Functional Objectives, applying the principles of integration endorsed on 28-29 July. Thorough reviews of Results and Indicators have been carried out for Objectives A (crops), F (natural resources) and Y (administration) with expert facilitators working with the concerned units. The review of Objective F was particularly fruitful, yielding five focused Results compared with eight previously.

20. Further work is being undertaken to include fully representative and meaningful sets of indicators for Results under all Objectives when the final draft Strategic Framework and MTP will be presented to the 2009 session of the Conference, as foreseen by WG I at its meetings of 28-29 July. In the present draft Annex, the enhanced Results and Indicators for Objectives A, F and Y are presented in a tabular format for ease of consideration by Working Group I.

Annex III: Draft Elements of the Strategic Framework and Medium-Term Plan (to appear as Annex to CoC-IEE Immediate Plan of Action)

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- I. Vision statement for FAO and Global Goals of Members*
- II. Enhanced results-based approach to programming*
- III. Strategic Objectives and underlying Organizational Results*
- IV. Functional Objectives and underlying Organizational Results*

I. Vision statement for FAO and Global Goals of Members

[N.B. text provisionally within brackets, as not yet fully agreed, cf. Aide-Mémoire of WG1 meetings of 28/29 July 2008]

[Members recalled that a Vision statement should be of an inspirational nature, indicating succinctly what FAO was trying to contribute in terms of a better world. The CoC-IEE noted that an “internal vision” of a better managed, more efficient and effective FAO would also be developed and included in the Strategic Framework.]

[Accordingly, Members updated the vision statement for the Organization and committed to the implementation of three overarching Global Goals, revised from previous formulations in the Strategic Framework document issued in 1999.]

[FAO’s vision is of a world free of hunger and malnutrition where food and agriculture⁴ contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner. To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuous contribution of food and sustainable agriculture to the attainment of three global goals:

1. reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times, have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life⁵;

⁴ Agriculture encompasses all aspects of crops, livestock, forestry and fisheries.

⁵ **Possible end note in the document for clarification:** Adapted from the World Food Summit Declaration, 1996. This widely accepted definition points to the following dimensions of food security (FAO Policy Brief June 2006): **Food availability:** The availability of sufficient quantities of food of appropriate quality, supplied through domestic production or imports (including food aid); **Food access:** Access by individuals to adequate resources (entitlements) for acquiring appropriate foods for a nutritious diet. Entitlements are defined as the set of all commodity bundles over which a person can establish command given the legal, political, economic and social arrangements of the community in which they live (including traditional rights such as access to common resources); **Utilization:** Utilization of food through adequate diet, clean water, sanitation and health care to reach a state of nutritional well-being where all physiological needs are met. This brings out the importance of non-food inputs in food security; **Stability:** To be food secure, a population, household or individual must have access to adequate food at all times. They should not risk losing access to food as a consequence of sudden shocks (e.g. an economic or climatic

2. early elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;
3. sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.]

crisis) or cyclical events (e.g. seasonal food insecurity). The concept of stability can therefore refer to both the availability and access dimensions of food security.

II. Enhanced results-based approach to programming

Principles

2. The IEE advocated the introduction of a more robust and effectively-used results-based approach to programme planning and implementation in FAO that would in particular allow for clear specification of means-ends requirements.

3. Accordingly, Members endorsed an enhanced results-based approach to programming, with a strategic hierarchy consisting of:

- i) **Strategic Objectives** contributing to the achievement of the Global Goals;
- ii) **Organizational Results** defining the outcome of FAO's work under each Strategic Objective; and
- iii) **Core Functions** representing the critical means of action to be employed by FAO to achieve results, building on the Organization's mandate and comparative advantages.

4. Members agreed that the **Strategic Objectives** should express the impact expected to be achieved over a long-term (ten-year) timeframe in countries and their institutions, the international community or development partners based on FAO's value-added interventions.

5. The more specific **Organizational Results** represent the outcomes expected to be achieved over a four-year period through the taking up and application of FAO's products and services, as measured by **Indicators**. The Results formulated on this basis would henceforth constitute the backbone of FAO's four-year Medium Term Plan and biennial Programme of Work and Budget, and would exemplify the substantive priorities upheld by the Membership.

6. A set of **Core Functions** provide the means of action that build on FAO's comparative advantages and should underpin its work at global, regional and national levels. Members underlined that the core functions required articulated strategies to ensure coherent approaches across organizational boundaries. The CoC-IEE was able to take stock of the progress made in this regard through the consideration of a number of draft strategy notes by its Working Group 1.

CORE FUNCTIONS OF FAO

- a. **Providing long-term perspectives** and leadership in **monitoring and assessing trends** in food security and agriculture, fisheries and forestry;
- b. Stimulating the **generation, dissemination and application of information and knowledge**, including **statistics**;
- c. **Negotiating international instruments, setting norms, standards and voluntary guidelines**, supporting the development of national legal instruments and promoting their implementation;
- d. Articulating **policy and strategy options** and **advice**;
- e. Providing **technical support**, promoting **technology** transfer, catalysing change and building **effective and sustainable institutional capacity**;
- f. Undertaking **advocacy and communication**, to mobilize political will and promote global recognition of required actions in areas of FAO's mandate;
- g. Bringing integrated **interdisciplinary and innovative approaches** to bear on the Organization's technical work and support services;
- h. Working through strong **partnerships and alliances** where joint action is needed.

Management responsibilities for strategic objectives

7. The application of a results-based framework should allow for clear assignment of responsibility and ensure accountability for achievement of the Organizational Results under each Objective. Upon receiving further guidance on strategic objectives, it is the intention of Management to assign overall responsibility for each Objective to an Assistant Director-General. Similarly, following the outcome of the Root and Branch review on the organization's business model and further definition of functions within Departments, each Organizational Result will be assigned a lead senior manager, who will be accountable for monitoring and reporting progress against the indicators. Finally, senior managers will be assigned to ensure that the applicable strategies are followed for the Core Functions across the Objectives.

8. Effective implementation of this approach will require significantly improved ways of working across traditional organizational boundaries. The Deputy Director(s)-General will be responsible for the resources, mechanisms and performance incentives that will support inter-disciplinary and cross-departmental work.

Draft elements of the Strategic Framework

9. Members deliberated at length on the vision, goals and substance of the results hierarchy. The draft elements of the Strategic Framework that have emerged fall under two overarching strategies that focus FAO's contribution to the Global Goals in the ten-year time frame, aiming for:

- 3) Increased food production and sustainable management of natural resources; and,
- 4) An enabling environment for food security and improved livelihoods.

10. To ensure effective management and accountability for results in FAO, the two strategies will be executed by achieving twelve Strategic Objectives (with 56 underlying Organizational Results), using eight Core Functions and two Functional Objectives (with 13 underlying Organizational Results), as shown in Figure 1 and Sections III and IV.

11. There was full agreement that all the Strategic Objectives presented were important and needed visibility and focus, with opportunities for further refinement to improve coherence and interdisciplinarity and clarify linkages to the Goals as the Strategic Framework and Medium Term Plan are finalized in 2009.

12. While the Special Session of the Conference was not expected to rule in a definitive manner on this issue, an important practical consideration is that the Appropriations Resolution approved by the Conference for the biennial PWB would need to be in line with the programme hierarchy being used in the Organization. In this context, it could be envisaged to equate the twelve Strategic Objectives with the hitherto programme level, and the Organizational Results with the hitherto programme entity level of the current PWB. For the purposes of the Budgetary Appropriations Resolution, the Chapter level could be represented by the two overarching strategies to be executed by FAO in assisting Members achieve the Global Goals. Figure 1 shows the Strategic Objectives grouped under the two Strategies for this purpose.

Figure 1: Draft Elements of Strategic Framework

<p>[FAO's vision is of a world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.]</p>	
<p>[To foster the achievement of this vision and of the Millennium Development Goals, FAO will promote the continuous contribution of food and sustainable agriculture to the attainment of three global goals:</p> <ol style="list-style-type: none"> 1. reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times, have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life; 2. early elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods; 3. sustainable management and utilization of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.] 	
<p style="text-align: center;">Strategic Objectives</p> <p>1) Increased food production and sustainable management of natural resources</p> <ul style="list-style-type: none"> D. Sustainable intensification of crop production. E. Increased sustainable livestock production. F. Sustainable management and use of fisheries and aquaculture resources. F. Sustainable management of forests and trees G. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture. <p>2) Enabling environment for food security and improved livelihoods</p> <ul style="list-style-type: none"> E. Improved quality and safety of foods at all stages of the food chain. L. Enabling environment for markets to improve livelihoods. M. Improved food security and better nutrition. N. Improved preparedness for, and effective response to, food and agricultural threats and emergencies. O. Improved frameworks for global and regional governance on food and agriculture. P. Gender equity in access to resources, goods, services and decision-making in 	<p style="text-align: center;">Core functions</p> <ul style="list-style-type: none"> a. Long-term perspectives, monitoring and assessment of trends b. Information, knowledge and statistics c. International instruments, norms, standards and voluntary guidelines d. Policy options and advice e. Technical support and capacity building. f. Advocacy and communication g. Interdisciplinarity and innovation h. Partnerships and alliances <p style="text-align: center;">Functional Objectives</p> <ul style="list-style-type: none"> X. Effective collaboration with member states and stakeholders. Y. Efficient and effective administration.

<p>the rural areas.</p> <p>Q. Increased and more effective public and private investment in agriculture and rural development.</p>	
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III. Strategic Objectives and underlying Organizational Results

13. The full formulation of Strategic Objectives has involved:
- Elaboration of the issues and challenges to be addressed
 - Identification of assumptions and risks
 - Formulation of the Organizational Results, specifying the outcome to be achieved and how FAO will intervene in order to achieve this outcome
 - Elaboration of Indicators of achievement of the Organizational Results
 - Expected application of Core Functions at the results-level.

14. For each of the Strategic Objectives, a summary of this information is provided below. As the identification of measurable and fully representative indicators is a particularly complex exercise, attention was given to providing at this early stage a full set of indicators at the level of underlying results for two of the Strategic Objectives – A and F; these are presented in tabular form.

A – Sustainable intensification of crop production

Issues and Challenges

15. To meet the foreseen growing demands for food and livestock feed, global crop production will need to virtually double during the period 2000 to 2050. With trends in population growth, urbanization and consumption of more livestock products, world prices for crop commodities may rise even further if supply does not keep pace. Supply can also be affected by factors such as: shifts in production (e.g. into biofuels), costs of key inputs (energy and fertilizers) and crop failures due to adverse climate events, as well as outbreaks of pests and diseases. Depending on national contexts, a major challenge is to produce needed quantities and a variety of food, feed and fiber, addressing the requirements of, and offering opportunities to resource-poor farmers and consumers, while maintaining the natural resource base. Production intensification should be sustainable to ensure long-term prospects. Three key dimensions need to be addressed in this effort: a) agricultural technologies (e.g. access to locally-adapted, high-yielding, stress-tolerant varieties with acceptable quality characteristics; efficient plant breeding and seed production systems; availability of specialized inputs, and more generally "know-how"); b) ecosystem services especially for production (such as agrobiodiversity, pollination, water conservation, soil health and pest management); and c) livelihoods so that the benefits of increased productivity can be fully realized, including good post-harvest and marketing practices.

Assumptions and Risks

- principles of sustainable intensification of crop production will be practical, applicable, and delivered credibly;
- political events in some vulnerable countries may seriously hamper the transfer and uptake of innovations;

- assumption that any further rise in costs of inputs (seed, fertilizer, fuel) would be in line with farm gate prices, while the cost/availability of water does not become a major constraint to intensification;
- science and other institutions continue to deliver improved technology packages, so that agricultural practices ensure needed aggregate annual yield increases of more than 2 %.

Organizational Results

Organizational Results	Indicators
<p>A1 - National and regional capacities are strengthened to make more effective and strategic decisions in order to increase crop production.</p> <p><i>Primary tools:</i></p> <ul style="list-style-type: none"> • design and support policies and programmes to improve crop productivity and sustainability in ways that enhance food security and facilitate access to knowledge, technologies and appropriate inputs; • develop strategies for crop diversification, including production of horticultural crops; • design and promote tools and share information to assess and manage ecosystem functions, services and benefits from crop agricultural landscapes and rangelands including under variability such as due to climate change. 	<p>A1.1 – Higher yields are achieved through the distribution and deployment of locally adapted improved seeds and efforts are made in at least 10 national programmes to increase soil fertility including where appropriate through conservation agriculture.</p> <p>A1.2 – At least 10 additional countries have included IPM in crop production strategies as reflected in national agricultural budgeting and planning.</p> <p>A1.3 – Multiple cropping, crop rotation and mixed cropping techniques are used in at least 10 national programmes to optimize seasonality and diversification possibilities to increase production in sustainable ways.</p> <p>A1.4 – Diversification across and within species is achieved in at least 10 national programmes using locally adapted techniques to increase production and opportunities to generate income while reducing risk.</p> <p>A1.5 – Guidance on sustainable intensification of crop production based ecosystem principles, plus ways to test guidance, is developed and disseminated to all FAO Representatives.</p> <p>A1.6 – At least 5 additional countries enhance the benefits of ecosystem services from pollinators, such as by reducing pesticide spraying and planting companion crops, in order to encourage diversification into high value crops.</p>
<p>A2 - Risks from outbreaks of plant pests and diseases are sustainably reduced at national, regional and global levels.</p>	<p>A2.1 - At least 12 new ISPMs are adopted by the Commission on Phytosanitary Measures.</p> <p>A2.2 – Ten new countries have used</p>

Organizational Results	Indicators
<p><i>Primary tools:</i></p> <ul style="list-style-type: none"> • provide a forum, facilitate information exchange and build capacity to support implementation of the IPPC; • facilitate collaboration on contingency planning and early warning for transboundary pests and diseases especially through EMPRES. 	<p>Phytosanitary Capacity Evaluation (PCE) to diagnose problems, state priorities and mobilize resources.</p> <p>A2.3 – FAO-facilitated national contingency planning is conducted in at least 15 additional countries for specific pest and disease threats other than desert locust.</p> <p>A2.4 – The current desert locust reporting system is extended to at least one additional transboundary pest (subject to no totally new pest emerging).</p>
<p>A3 - Risks from pesticides are sustainably reduced at national, regional and global levels.</p> <p><i>Primary tools:</i></p> <ul style="list-style-type: none"> • promote regional and global collaboration, including under the Rotterdam Convention, the Code of Conduct on Distribution and Use of Pesticides, and the JMPR; • support programmes including Farmer Field Schools (FFS) based on integrated pest management (IPM) technologies. 	<p>A3.1 Four new chemicals are included in the Rotterdam Convention and/or the Joint Meeting on Pesticide Residues (JMPR).</p> <p>A3.2 At least one highly hazardous pesticide is banned with reference to the Code of Conduct on Distribution and Use of Pesticides, and/or the Rotterdam Convention and/or JMPR.</p> <p>A3.3 – At least 10 ten new areas (national or subnational) include IPM in the curricula of the FFS to reduce pest and/or pesticide risks.</p>
<p>A4 - National policies and strategies on conservation, diversity, and sustainability are applied to manage plant genetic resources for food and agriculture (PGRFA) and to strengthen seed systems.</p> <p><i>Primary tools:</i></p> <ul style="list-style-type: none"> • strengthen linkages between conservation and sustainable use of PGRFA, including in the context of the Global Plan of Action and the International Treaty on PGRFA; • support and develop programmes and frameworks to enhance conservation of PGRFA on-farm and promote diversity in agro-ecosystems; • support the sustainable use of PGRFA, including through capacity building on seed systems including improved technologies; • policy advice, advocacy and develop programmes to strengthen linkages between the formal and the informal seed sectors including through community-based seed production. 	<p>A4.1 At least 10 additional national projects, programmes and strategies are developed and applied on the conservation and sustainable use of PGRFA, including for the implementation of the GPA and the IT-PGRFA.</p> <p>A4.2 At least 5 national programmes design and implement, on a pilot basis, national strategies to support conservation of PGRFA on-farm and promote diversity in local agro-ecosystems and community-based seed sectors by end of 2012.</p> <p>A4.3 At least 10 additional countries strengthen their capacities to respond to intensification demands, emergencies and biosecurity requirements by using FAO knowledge products and enhanced information tools on PGRFA and seeds systems including those related to WIEWS and the GPA.</p>

Organizational Results	Indicators

Application of Core Functions to Strategic Objective A

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
A1	X	X		X	X	X	X	X
A2	X	X	X	X	X	X	X	X
A3	X	X	X	X	X	X		X
A4	X	X	X	X	X	X		X

Strategic Objective B - Increased sustainable livestock production.

Issues and Challenges

16. Over the past three decades, there has been rapid expansion of production and consumption of animal products. The livestock sector currently provides 43% of global agricultural output in value terms. While traditional livestock systems contribute to the livelihoods of 70% of the world's rural poor, increasingly emerging large-scale operations with sophisticated technology, based on internationally sourced feed and animal genetics, cater for the rapidly growing markets for meat, milk and eggs. The "middle-ground", i.e. mid-size market-oriented family farms, while still growing in importance in many places, are gradually squeezed out of markets and are particularly vulnerable to animal disease shocks. The vigorous livestock sector growth and concomitant structural changes require comprehensive governance by the international community. Livestock occupy one fourth of the terrestrial surface of the earth in the form of grazing land and expansion of pasture is a major factor in deforestation in Latin America. The sector, which claims one third of global crop land for feed grain production, contributes to but is also affected by sustained grain price increases. As competition for land is growing, prices - not only of feed grain, but also of water, energy and labour - are increasing, and extensive pasture-based livestock production (26 percent of the ice-free global landmass) is being challenged by the vagaries of climate change and socio-economic pressures.

17. The global livestock sector is characterized by a pronounced dichotomy between: (i) livestock kept by large numbers of smallholders and pastoralists in support of livelihoods and food security, and (ii) commercial livestock production, supporting the global food supply system and providing employment to producers and others in associated processing, distribution, marketing and support services. Animal disease emergence and spread appear to be very closely linked with sector structure and changes in production environments.

Assumptions and Risks

- Risk that smallholders and pastoralists are marginalized and impoverished, leading to accelerated rural out-migration, unless effective technical, institutional and policy measures are taken for enhancing access of small producers to the expanding livestock product markets;
- increased animal densities in warm, moist and changing ecologies, increased mobility of people, much increased movements of animals and animal products, and the often inadequate public investments in services and institutions tend to contribute to the emergence of new and to the re-emergence of known diseases;
- pasture use and the production of feed grain are associated with land degradation, habitat and biodiversity destruction and with substantial greenhouse gas emissions;
- livestock are an important contributor to water pollution, particularly in areas of high animal densities;
- breeds of domesticated farm animal species are the core biological capital for livestock sector development; livestock output growth in the past century has concentrated on a very small number of breeds worldwide, a process associated with significant erosion of existing biological diversity.

Organizational Results

B1 - The livestock sector contributes to food security, the protection of livelihoods and rural economic development through:

- the design of technical, policy and institutional measures and the support to their implementation, and
- the support to PRSP/NPFS/RPFS preparation and implementation that focus on livestock production among resource-poor households

B2 - Effective collaboration among countries is in place to manage animal diseases and animal related human health threats successfully through:

- support to improved early warning and knowledge of animal disease emergence and spread and to early response mechanisms at national, regional and international levels;
- promotion of regional and international coordination of disease control and management, with national animal health systems equipped with the necessary technical capacity and policy instruments;
- the Crisis Management Centre for the Food Chain becoming fully operational with its Animal Health component;
- design of national animal health and veterinary public health policies taking full account of socio-economic, cultural, structural and developmental dimensions.

B3 - The sustainable use of natural resources for increased livestock production is facilitated through:

- support to the implementation of the Global Plan of Action for Animal Genetic Resources at all levels;

- assistance in reducing the environmental impact of the livestock sector through technological and policy instruments, as well as through supportive investment.

B4 - National capacity for livestock sector development is built and sustained through:

- assistance in the use of best practices (technology, institutions, policy);
- advice on investments guided by multiple-objective needs assessments;
- advice on prevention and preparedness plans to guide emergency management (animal diseases and natural and man-made disasters where livestock is involved).

Application of Core Functions to Strategic Objective B

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
B1	X	X	X	X	X	X	X	X
B2	X	X	X	X	X	X	X	X
B3	X	X	X	X	X	X	X	X
B4				X	X		X	X

Strategic Objective C - Sustainable management and use of fisheries and aquaculture resources.

Issues and Challenges

18. Fish and fishery products will remain an important source of food and proteins, as well as income through production and trade. The fisheries and aquaculture sector will continue to play important roles in human nutrition, in the fight against hunger and poverty and more generally economic development. The demand for fish and fish products will continue to grow. There will be an imperious need for effective management and conservation of fisheries and aquaculture resources while ensuring conservation of aquatic biodiversity and the health and productivity of ecosystems supporting fishery resources and fisheries. It will be essential to ensure the sustainable use of the wild stocks that are exploited by capture fisheries, in the seas and oceans as well as in rivers and lakes. As these stocks are reaching their limits, aquaculture is expected to fill the gap in demand. Responsible and orderly development of aquaculture, on land and in the marine environment, will therefore be a complex challenge over the forthcoming decades. Another issue is the dichotomy, in relation to both capture fisheries and aquaculture, between a large scale, industrial subsector and a small-scale subsector. The latter includes communities for which artisanal fishing or small-scale aquaculture represent a major contribution to food security and livelihoods. Integrated policies are necessary to address the specific needs of these two subsectors. Both for fisheries and aquaculture, there is a need for regulatory actions at global, regional and national levels,

as well as for assistance, capacity building and for ensuring an integrated approach. Other important challenges are: the impact of climate change; rising fish prices, fuel dependency and consumption and production inputs costs; the emergence of animal diseases in aquaculture; the general deterioration of aquatic ecosystems, both in the marine environment and in inland waters.

Assumptions and Risks

- Countries are willing and have the capacity to improve governance and management in the fisheries and aquaculture sectors, through strengthened regulatory and institutional frameworks, both at the national and regional levels (e.g. regional fisheries management organizations (RFMOs) operating more efficiently). Failure to do so would lead to persistence of overfishing, overcapacity and IUU fishing;
- conflicts in relation to access to resources as well as to markets;
- these risks, inherent to the sector, can be aggravated by threats such as: impact of climate change, impacts from other sectors leading to e.g. pollution and the deterioration of aquatic environments and their ecosystems, both inland and in the seas and oceans, deficiencies in management of coastal and riparian areas as well as of land and water resources, the emergence of diseases affecting farmed fish, rapid increases in price of inputs such as fuel and animal feed.

Organizational Results

C1 - Policy and practice in fisheries and aquaculture, in particular, implementation of the Code of Conduct for Responsible Fisheries and related international instruments, including those related to combating IUU fishing, reducing overcapacity and improving fishery management, are based on timely and reliable information and reinforced by international cooperation and debate, through:

- support to relevant organizations, including COFI and UN fora;
- development of complementary instruments;
- capacity building for implementation;
- support to implement Strategies for Improving Information on Status and Trends of Capture Fisheries and Aquaculture.

C2 - Institutions governing fisheries and aquaculture are strengthened and transparency in decision-making improved through:

- policy advice and institutional capacity building for improving governance of the sector;
- advice on establishing and integrating/harmonizing policy frameworks for fisheries and aquaculture in relation to broad social and economic development objectives, sustainable resource use and conservation needs.

C3 - Marine and inland fisheries are managed more effectively with active implementation of an ecosystem approach to fisheries, taking account of livelihood requirements in fishing communities, in a significant number of countries, through:

- technical advice and capacity building;

C5		X	X	X	X	X	X	X
C6		X	X	X	X	X		X

Strategic Objective D - Improved quality and safety of foods at all stages of the food chain.

Issues and Challenges

19. Consumers' demands for safe, nutritious, better quality food, and the implications of WTO's SPS and TBT Agreements on international food trade continue to generate a high level of interest in food safety, quality and standards matters at national and global levels. Both developing and developed countries look to the Codex Alimentarius Commission for international guidance to protect consumers' health, while ensuring fair practices in food trade. It is important that the provision of scientific advice on food safety and nutrition is based on data from a wide range of countries, so as to ensure its relevance in the international context. Substantial efforts must be made to develop the capacity of a large number of countries to contribute reliable data on food safety, quality and nutrition.

20. National food safety and quality policies must also be consistent with, or be integrated into other national development plans. Effectively implementing the food chain approach to food safety management requires collaboration among agencies concerned with human, animal, plant, and environmental health. Governments need to ensure that conditions exist for consumers to choose healthy diets, and that consumers have the knowledge and skills to make such choices.

Assumptions and Risks

- strong political will should continue to prevail for developing and implementing national food safety/ quality policies;
- WTO agreements remain the basis for rules of international trade, and not be undermined by protectionist policies of regional economic groupings or at national level, or by the growing influence of private sector standards;
- emerging food safety problems and the increased frequency of food chain crises could divert resources from regular food control activities.

Organizational Results

D1 - New and revised food standards for food safety and quality are developed with broad input from countries and other stakeholders, addressing the production, processing, safe use and fair exchange of food, agricultural and fishery products, through:

- support to the Joint FAO/WHO Codex Alimentarius Commission
- advocacy for the use of Codex texts at national and regional levels and facilitation of regional collaboration on food standardisation

- provision of scientific advice on food safety and quality, including food composition and nutrient requirements (including advice from JECFA, JMPR, JEMRA and ad hoc expert meetings)
- advocacy and support for improving the effectiveness of developing country participation in Codex work, in close collaboration with WHO.

D2 - Countries have established food safety and quality policies and evidence-based programmes that reflect public health and trade priorities, and are supported by coherent legislation and regulations in line with internationally-agreed principles, through:

- advice on the development of policies that support food safety and quality along the food chain and strategies for their implementation
- capacity and institutional building to ensure a coherent legal framework, effective food control management, food safety intelligence and efficient provision of technical services, such as inspection, certification and laboratory services, as well as early detection and response to food safety emergencies
- support for the collection, compilation, analysis and use of scientific data on food safety and quality, including food additives, chemical and microbiological contaminants, residues of pesticides and veterinary drugs, food-borne disease surveillance, food composition and nutrient requirements
- provision of food safety intelligence and technical advice for the development of national capacities for preparedness and the early detection and early response to food safety emergencies
- support to national and regional programmes for food security, agriculture and rural development and agri-food business.

D3 - Countries implement effective programmes to improve adherence to international recommendations on good practices at all stages of the food chain and conformity with market requirements for all foods, through:

- advice on the development of national strategies that cover regulatory and non-regulatory approaches to achieving food quality and safety goals and consider economic and trade dimensions
- advice on the development and implementation of quality schemes and on product and process innovation
- facilitating access to suitable technologies by food chain operators
- capacity and institution building to develop and disseminate technical guidance on good practices
- support to public awareness programmes for consumer participation and education on food safety, nutrition and other food quality issues

Application of Core Functions to Strategic Objective D

Org Result	A - Perspectives, trend monitoring, assessment	B - Information, knowledge, statistics	C - International instruments	D - Policy advice	E - Tech support, capacity building	F - Advocacy, communication	G - Interdisciplinary approach	H - Partnerships, alliances
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D1		x	x	x	x	x	x	x
D2	x	x		x	x		x	
D3		x		x	x		x	x

Strategic Objective E - Sustainable management of forests and trees.

Issues and Challenges

21. The continuing loss and degradation of forests in many countries pose a critical challenge for the global community. Rural livelihoods often depend on productive forests that support employment and income, thus reducing poverty. There is a need to improve the quality of forest management, reforestation and forest recovery after natural and human induced disasters. A strategic approach is needed to ensure that healthy forests can sequester carbon and thus reduce greenhouse gas emissions and help to mitigate climate change, conserve biodiversity, safeguard wildlife habitat and protect watersheds. A significant minority of countries are managing their forests in a sustainable manner; the challenge for FAO is to increase this to a majority of countries.

Assumptions and Risks

22. Success will depend on relatively consistent economic progress. FAO can make a significant contribution to the capacities of countries to help them overcome past obstacles to sustainable forest management through policy advice, capacity development and technical assistance. However, continued population growth, political instability, and/or and economic pressures may continue to result in the conversion of forests to agriculture, urban or other land uses. These pose a serious challenge and there is a high level of risk that sustainable forest management may continue to fail in some key countries.

Organizational Results

E1 - Policy and practice affecting forests and forestry are based on timely and reliable information, and reinforced by international cooperation and debate, through:

- support to national and regional forest monitoring and assessment; Global Forest Resources Assessment and reporting on the state of the world's forests;
- FAO Regional Forestry Commissions and Committee on Forestry;
- other relevant partnerships, including the Collaborative Partnership on Forests (CPF) and partnerships with the private sector and non-governmental organizations.

E2 - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and

legislation, thereby enhancing an enabling environment for investment in forestry and forest industries, through:

- sector studies and comparative analyses of forest institutions;
- support to participatory development of forest policy and law, institutional reform and efforts to improve governance.

E3 - Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses, through:

- support to effective national forest programmes, including capacity building and knowledge exchange;
- host and support the National Forest Programme Facility.

E4 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and mitigate climate change, through:

- the development and use of guidelines for good forest practices;
- increased use of financial mechanisms to build capacity to strengthen forest management and to reduce deforestation and forest degradation (REDD).

E5 - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically viable land-use option, through:

- analysis and knowledge of social and economic factors resulting in increased investment;
- analysis of production, consumption and trade of forest products;
- technical assistance and guidelines for forest-based enterprises that improve livelihoods and reduce poverty.

E6 - Environmental values of forests and forestry are better realized, through:

- technical assistance in support of landscape and ecosystem approaches, with an emphasis on mountain ecosystems, arid zones and rangelands, coastal forests and other fragile ecosystems;
- support to countries to address forest health, with special reference to adaptation to climate change;
- support to national and regional initiatives to conserve forests and their biological diversity, to improve the management of watersheds and wildlife resources, and to rehabilitate degraded forest lands and combat desertification.

Application of Core Functions to Strategic Objective E

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
E1	X	X	X	X	X	X	X	X
E2	X	X		X	X	X	X	X

E3		X		X	X		X	X
E4	X	X	X	X	X	X	X	X
E5	X	X		X	X	X	X	X
E6	X	X	X		X		X	X

Strategic Objective F - Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture.

Issues and Challenges

23. Natural resources (soil, water, biological diversity), climate and ecosystem services are essential to the production of food and the maintenance of agricultural systems and livelihoods. Conflicts and competition over access to, and the use of these resources are likely to increase in many regions, due to soaring demands for food, fiber, energy as well as the loss and degradation of productive land. These conflicts will be exacerbated by changing growing conditions, increased water scarcity, loss of biodiversity, extreme weather events and other effects of climate change. Responses need *inter alia* to recognize the multi-disciplinary character of natural resources management at the local scale, and to link local management to the complexity and variety of instruments that address environmental aspects at national, regional and global levels.

24. Many opportunities exist to limit the adverse impacts of climate change through improved management of natural resources by agriculture, forestry and fisheries. Mitigation actions involve for instance direct reduction of anthropogenic emissions or the enhancement of carbon sinks. International financing mechanisms (e.g. CDM, GEF) provide enabling means related to mitigation of climate change. However, complex procedures and restrictive eligibility criteria have tended to hamper funding of activities relevant to environmental and sustainable development goals. There is increasing international recognition that bioenergy development both offers opportunities for sustainable agricultural and rural development and carries social, economic and environmental risks. International and national research and consultative processes leading towards sustainable bioenergy strategies and policies are needed.

25. FAO has core competencies essential for the integrated management of natural resources and can disseminate the knowledge available across the Organization: in particular, it can define and implement multi-year frameworks for key natural resources; contribute to international instruments relevant to the environment and management of natural resources; ensure, in close collaboration with partners and countries, accessibility to global data, including use of remote sensing and geographic information systems (GIS) for spatial data sets; make 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.

Assumptions and Risks

- The capacities of countries to manage the opportunities and challenges related to sustainable natural resources management, climate change, bioenergy, etc, are not overwhelmed by negative effects of population growth, rising food and energy costs and climate change and are facilitated by positive effects of economic development;
- FAO can effectively contribute to the formulation of relevant instruments at the international level;
- international instruments, including the Kyoto protocol, Clean Development Mechanism and other carbon market mechanisms would pay for carbon sequestration in soils and facilitate the farmers' access to such financial resources;
- national and international policies and arrangements can be developed for access to genetic resources and the sharing of benefits derived from their use, which adequately reflect the special nature of genetic resources for food and agriculture;
- countries are able to set achievable goals and formulate relevant policies, programmes and practices for the sustainable management of their natural resources and the adaptation to and mitigation of climate change.

Organizational Results

Organizational Results	Indicators
<p>F1 - Countries have strengthened capacities to promote and develop sustainable land management.</p> <p><i>Primary tools</i></p> <ul style="list-style-type: none"> • Assess land use and land use change, land degradation and land management practice • Provide policy advice, capacity building and technical guidance and/or develop guidelines on how to use land in sustainable ways • Continue coordination at global level of global level assessments of land resources, land suitability and land use, • Support international conventions where land use and land use change are relevant, • Assess interactions between land and climate change, including GHG emissions and sequestration, and payments for environmental services. 	<p>F.1.1 – At least 20 countries have demonstrated capacity to carry out systematic inventories of land use, land management and land degradation, including assessment of the interactions between land use and climate change</p> <p>F1.2 - At least 10 countries use FAO guidelines for land use planning and sustainable management</p> <p>F1.3 – At least 10 countries have incorporated the recommendations of the first State of the world’s land resources, land degradation and land use into their natural resource use policies and programmes</p> <p>F1.4 - Expanded and recognized role of FAO in UN-CSD, UN-CCD, UN-CBD and UNFCCC to support countries in implementing related action plans</p>
<p>F2 - Countries have improved capacity to cope with water scarcity and to enhance water productivity of agricultural systems at national and river-basin</p>	<p>F2.1 - Number of countries using FAO guidelines in governance and administration and territorial development</p>

Organizational Results	Indicators
<p>levels including any trans-boundary water.</p> <p><i>Primary tools</i></p> <ul style="list-style-type: none"> • Support to national and regional policy/strategy formulation and implementation; • Development of global information and analysis of status and trends on water resources, including from emerging challenges (through AQUASTAT, World Water Development Report and inter-agency coordination on water scarcity); • Technical support for agricultural water management • Support to national and regional institutions for the management of watersheds, inter-sectoral competition and trans-boundary water resources, and conflict resolution. 	<p>F2.2 - Number of countries, river-basins or agricultural-system policies and/or strategies developed to increase the capacity to cope with water scarcity and/or to enhance water productivity</p> <p>F2.3 – Number of countries or river-basin organisations adopting measures coming from the policies and strategies developed</p>
<p>F3 - Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable benefit sharing arising from use of genetic resources.</p> <p><i>Primary tools</i></p> <p>Support the implementation of the Multi-year Programme of Work of the Commission on Genetic Resources for Food and Agriculture</p> <ul style="list-style-type: none"> • Promote information sharing and analysis, including country-driven global assessments • Strengthen global mechanisms to facilitate national and regional implementation of FAO Global Plans of Action for plants and animal genetic resources and other priorities set by the Commission • Strengthen cooperation with relevant international organizations and treaties, including the Convention on Biological Diversity and the IT-PGRFA. 	<p>F3.1 - At least six major outputs and milestones agreed by the Commission in its Multi-Year Programme of Work have been achieved.</p> <p>F3.2 - The funding strategy of the Global Plan of Action for Animal Genetic Resources is operative and at least 15 countries implementing the Global Plans of Action for plant and animal genetic resources have benefited from FAO's mechanisms to support their implementation.</p> <p>F3.3 - FAO information systems on plant, animal and forest genetic resources have been enhanced following guidance of the Commission.</p> <p>F3.4 - A joint work plan on biodiversity for food and agriculture with the Secretariat of the Convention on Biological Diversity is operative and enables at least 5 countries to benefit from streamlined reporting requirements and facilitated dialogue between environment and agriculture.</p>
<p>F4 - More equitable access to and secure tenure of natural resources are achieved, including for women, indigenous people and vulnerable groups.</p> <p><i>Primary tools</i></p> <ul style="list-style-type: none"> • Improved governance, policies, administration and 	<p>F4.1 - Adoption of voluntary guidelines on responsible governance of tenure of land and other natural resources</p> <p>F4.2 - Ten countries, including at least two in emergency situations, have used FAO</p>

Organizational Results	Indicators
<p>stakeholder participation,</p> <ul style="list-style-type: none"> • Adjudicated rights to natural resources and their registration through formal and customary institutions, • Applied appropriate valuation approaches and standards ensuring equitable taxation and compensation, and promoting appropriate security lending, • Supported practices of participatory territorial and related regulatory land use planning, • Managed and resolved natural resource (access and use) conflicts. 	<p>guidelines in governance, policy-making and administration to implement secure and equitable natural resources tenure</p> <p>F4.3 – Ten institutions using FAO guidelines and policy support in capacity building and legal empowerment at national and community levels.</p> <p>F4.4 - At least twenty countries have benefited from major investments in land administration supported by FAO technical and normative capacities in partnerships facilitated by WB/FAO CP arrangements</p>
<p>F5 - Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy</p> <p><i>Primary tools</i></p> <ul style="list-style-type: none"> • Support mainstreaming of climate change in national policies, strategies and programmes related to Agriculture, Forestry and Fisheries. • Enhance country capacities to access and use technologies and knowledge related to monitoring and responding to emerging environmental challenges • Enhance country capacities to access and benefit from financial mechanisms related to climate change and other payments for environmental services • Assess the impact of climate change and bioenergy on food security and promote related dialogue in national and international fora 	<p>F5.1 – At least 15 countries have integrated food and agriculture perspectives related to climate change adaptation into their national development strategies and programmes</p> <p>F5.2 - At least 10 countries have demonstrated improved capacities to assess long term climate change impacts on agriculture, and manage risks associated with climate variability and extreme events</p> <p>F5.3 – Observation and analytical techniques to assess impacts of climate variability and climate change are updated and applied in at least 20 countries</p> <p>F5.4 - Communication for development strategies and plans implemented in support of national climate change adaptation and bioenergy programmes validated and adopted by national institutions in at least 10 countries</p> <p>F5.5 - At least 50 countries have accessed and used FAO knowledge sharing systems related to emerging environmental challenges</p> <p>F5.6 – At least 30 countries have benefited from financial mechanisms related to climate change, and demonstrated support for the inclusion of soil carbon sequestration in the post-Kyoto regime</p> <p>F5.7 – Recommendations on the links</p>

Organizational Results	Indicators
	between food security and bioenergy are used in the development of national bioenergy policies in at least 10 countries, and are incorporated in internationally agreed voluntary guidelines on sustainable bioenergy

Application of Core Functions to Strategic Objective F

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
F1	X	X		X	X	X	X	X
F2	X	X	X	X	X	X	X	X
F3	X	X	X	X	X	X	X	X
F4	X	X	X	X	X	X	X	X
F5	X	X	X	X	X	X	X	X

Strategic Objective G - Enabling environment for markets to improve livelihoods.

Issues and Challenges

26. Livelihoods are based on assets and improved access to these often depends upon well-functioning markets. Developing countries need to exploit market and trade opportunities arising from market, policy and institutional changes and adapt their commodity strategies and policies to meet development and food security needs. Producers and exporters need to respond to demands for product quality and safety and adhere to increasingly high industry standards, rapid urbanization and changing food consumption patterns.

27. There has been a rapid increase of value addition opportunities through agro-industries relative to primary production. While agribusiness and agro-industry development can increase competitiveness in international and domestic markets, the benefits are not automatic and will not be shared by all. These changes pose particular difficulties for small farmers, wage workers, traders, processors, wholesale markets and retailers. For example, complying with demands of agribusiness may require the growth of larger and more commercial farms, to the possible detriment of smallholders. Similarly, those in the traditional farmer-trader-wholesaler-retailer chain may find it difficult to adjust to competition from supermarkets and their innovative supply chains. Employment creation through agribusiness development and the expansion of

commercial farms needs to be accompanied by policies and services that ensure fairer and safer conditions of employment in rural areas.

Assumptions and Risks

- Assumptions: significant need for assistance to countries to identify market, institutional and policy responses; Ministries of agriculture and other organizations may be ill-equipped to support the development of necessary infrastructure, to formulate appropriate policies and to develop other aspects of a suitable enabling environment; those involved in production, processing and marketing activities generally need to adopt a more commercial approach in order to benefit from remunerative markets; small and medium enterprises in developing countries have to improve their technical, managerial and marketing skills.
- Risks: the investment potential of, and economies of scale available to multinational companies will create major difficulties for smaller firms in developing countries to compete; agribusinesses and farms, may not uphold international labour standards, and governments may not have the policy, institutional or human capacity to regulate this effectively; farmers may be insufficiently business oriented and may lack necessary management skills to take advantage of commercial opportunities; high food prices present both risks and opportunities for incomes and livelihoods in rural areas, depending on access to resources, the competitiveness of agro-industries, the performance of distribution and marketing systems and the ability of small farmers to take advantage of new or expanding trade opportunities.

Organizational Results

G1 – Appropriate policies and services enable smallholders to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements through:

- market and value chain analyses, including appraisal of value chain development strategies, production technologies and market opportunities;
- analysis of impacts of emerging global challenges such as climate change, price instability and natural resource scarcity smallholder production;
- policy advice and technical assistance for value chain development;
- capacity building and institutional strengthening for better integrating smallholders into commercial market.

G2 - Rural employment creation is adequately considered in agricultural and rural development policies, programmes and partnerships through:

- analysis of patterns and trends of farm and off-farm employment;
- policy advice to expand rural employment in both agricultural and non-agricultural rural sectors;
- advocacy work and capacity building to support policies conducive to rural employment.

G3 - National and regional policies, regulations and institutions enable competitive agribusiness and agro-industries and an active role of the private sector in sustainable rural development through:

- assistance with formulation of agribusiness and agro-industry policies and programmes, covering areas such as an appropriate enabling environment;
- institutional strengthening and capacity building in areas such as agribusiness promotion, technological development, management and product marketing.

G4 – Increased capacity to analyse changes in the international trade environment and in trade opportunities creates an enabling policy and institutional environment for agricultural producers and agro-enterprises through:

- analysis of agricultural markets and trade policies affecting development;
- advice and training support in market information and analysis, policy formulation and international trade negotiations.

G5 - Improved government capacity to establish appropriate institutional, financial, and regulatory systems enables agricultural producers and agro-enterprises to have enhanced access to input and output markets and services through:

- analysis of markets, services, institutions and regulatory frameworks;
- advice and assistance on market inclusion, risk management, and public-private sector cooperation;
- institutional capacity building.

Application of Core Functions to Strategic Objective G

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
G1	X	X		X	X	X	X	X
G2	X	X		X	X	X	X	X
G3		X		X	X			X
G4	X	X		X	X	X	X	X
G5		X		X	X	X	X	X

Strategic Objective H - Improved food security and better nutrition.

Issues and Challenges

29. The factors that underpin food and nutrition insecurity and poverty are wide-ranging. There is a substantial requirement for information and analyses, not only for determining the underlying causes of food insecurity and undernutrition, but also for identifying effective solutions. More specifically, the requirements are for: a) advocacy and awareness-raising to place food security and nutrition higher up in national, regional and global agendas; b) strengthened national capacities for assessing food and nutrition

situations and for incorporating food security and nutrition objectives into policies, strategies and programmes; c) the promotion of the right to food and related legal frameworks; d) applied research on, and feedback from lessons learnt from food and nutrition security programmes; e) nutrition education and information to ensure adequate diets and better nutrition for all.

Assumptions and Risks

30. At the household level, having entitlement and access to sufficient economic resources is what ensures freedom from food insecurity and hunger. Social, cultural, legal and political relationships exert significant influence on how those entitlements are determined. Success will, therefore, be determined by the extent and speed with which the constraints to achieving food and nutrition security can be removed.

31. Risks include a) lack of national information systems able to monitor developments or ensure policy coherence at the international level; b) lack of effective collaboration among concerned national departments and among international agencies and organizations.

Organizational Results

H1 - Stakeholders in countries and internationally (including governments, civil society, private sector, UN System partners etc.) have access to sound policy advice and best practices regarding food security and nutrition through:

- identification, analysis, and dissemination of lessons and successful experiences at global, regional, national and decentralised levels.

H2 - Countries and Regional Economic Integration Organizations (REIOs) formulate and adopt coherent policies, programmes and interventions (including national and regional programmes for food security) that address the root causes of hunger and malnutrition, enhance access to food and improve the efficiency of food processing and distribution systems through:

- analytical contributions, policy assistance and capacity building in support of designing and implementing national and sector policies, strategies and plans of action related to food security and nutritional well-being based on recognition of local constraints and priorities.

H3 - Countries are able to design and implement nutrition programmes, incorporate nutrition concerns, considerations and objectives into agricultural and rural development policies, strategies, programmes and plans of action and into food security policies and interventions through:

- analyses, guidelines, methodologies and approaches for assessing and analysing the nutritional situation and the impact of interventions;
- technical support, capacity building and policy advice to enhance the design of policies and strategies and the implementation of integrated food security and

nutrition plans of action, in support of the poor and food insecure.

H4 - Countries, upon their request, are enabled to implement the voluntary guidelines on the progressive realisation of the Right to Food, including principles of good governance (transparency, participation and accountability), in processes related to agriculture, food security and nutritional wellbeing through:

- methodological support and technical assistance to countries to develop legal and policy frameworks to ensure the implementation of the guidelines to Right to Food;
- capacity and institutional building for the progressive implementation of the guidelines to the Right to Food.

H5 - Countries and regional organizations are aware of emerging trends affecting food security and able to address threats and opportunities in a timely manner through:

- support in developing early warning systems;
- project work carried out in collaboration with countries and international partners.

H6 - Improved statistical and other technical information services pertaining to nutrition, food security and agriculture are in place at national, regional and global levels to serve stakeholders' (including governments, civil society, private sector, UN System partners etc.) decision making and monitoring of interventions to reduce hunger and vulnerability and ensure food security, through:

- developing methodology related to collection, production, dissemination, storage, use and sharing of statistical and other technical information services and knowledge tools and resources, including traditional and local knowledge;
- providing technical assistance and capacity building support to governments for developing and operationalising statistical and other technical information services.

Application of Core Functions to Strategic Objective H

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
H1		X		X	X	X	X	X
H2	X	X			X		X	
H3	X	X		X	X		X	
H4		X	X	X	X	X	X	
H5	X	X			X		X	
H6		X		X	X	X	X	X

Strategic Objective I - Improved preparedness for, and effective response to, food and agricultural threats and emergencies.

Issues and Challenges

32. Poor people in rural areas, most of them depending directly or indirectly on agriculture for their livelihoods, are typically the most vulnerable to, and worst affected by, emergencies. In addition to continuing or new conflicts, climate change is increasing the frequency and intensity of natural disasters. Emergency preparedness and responses must address the specific needs of agriculture-based populations of smallholders, pastoralists, fishers, forest users, landless farm workers and their dependents. Special emphasis must be given to food insecure and nutritionally vulnerable groups, including women and children. Effective support should involve all elements of disaster risk management, including early warning, contingency planning, disaster risk reduction, needs assessment and timely response. Links with other sectors (e.g. health, education, social affairs) and main partners (UN system and NGO/CSOs) must continue to ensure integrated support at global, regional and national levels. The financial and institutional environments in which FAO needs to operate are evolving: (1) the level of funding related to emergencies has increased and is becoming more diversified; humanitarian action is being increasingly financed by pooled funds at the global and country levels; (2) the high number of UN agencies and NGOs involved in food, nutrition and agricultural emergency and rehabilitation work, creates opportunities for collaboration and cooperation, but also coordination challenges; (3) the ongoing UN reform process offers opportunities for FAO with regard to coordination and leadership on food security and nutrition issues at the global, regional and national levels; (4) capacity building of national disaster management institutions enables the governments of countries experiencing emergency situations to play new and stronger roles in risk reduction and the coordination of external assistance.

Assumptions and Risks

- Governments assign sufficient priority to capacity building in risk analysis, early warning, contingency planning, preparedness, and coordination of response in emergencies and building back better;
- FAO will manage food chain emergencies applying the: “Crisis Management Framework for Preventing and Responding to Transboundary Animal Diseases and Plant Pests and Food Safety Emergencies”, also known as the "Crisis Management Centre (CMC) for the Food Chain";
- FAO to augment its rapid response capacity through the progressive corporate implementation of the Incident Command System (ICS) within the Crisis Management Framework and for large emergencies;
- the core capacity of FAO's technical divisions should remain commensurate with the need to support work in emergencies and rehabilitation in general, and to assume leadership when appropriate;
- as a major potential risk, the number and severity of crises may become far greater than the capacity of the Organization to respond effectively.

Organizational Results

I1 - Early warning systems related to food and agricultural emergencies are used by stakeholders at global and national levels of developing countries to respond effectively and efficiently by:

- building capacity to produce, monitor, analyze and manage early warning data in high risk developing countries with significant vulnerable rural populations;
- streamlining existing local, national, regional and global early warning systems through appropriate partnerships.

I2 - Governments and relevant partners in high risk developing countries with significant vulnerable rural populations are empowered, through effective contingency planning, to respond to food and agricultural emergencies by:

- supporting establishment of contingency plans in relation to food and agricultural emergencies;
- strengthening local capacities and institutional arrangements for protecting and promoting nutrition, especially of the poor and food insecure.

I3 - Governments and their relevant partners in high risk countries with significant vulnerable rural populations are able to respond to food and agricultural emergencies in a coordinated, timely and technically robust manner through:

- technical advice for preparation of gender-sensitive needs assessments, plans of action and responses ensuring that affected rural poor households and communities recover quickly, build back more resilient livelihoods, and can better handle future disaster risks;
- advocacy support to mobilise required resource;
- technical advice for protecting and promoting nutrition and incorporating nutrition and household food security considerations into emergency agriculture interventions;
- FAO staff trained in Incident Command System.

I4 - High risk developing countries with significant vulnerable rural populations have enhanced policy frameworks and institutional capacities in relation to potential emergencies that fully incorporate the agriculture sectors, and rural communities and households at risk adopt improved agricultural and land and water management to reduce such risks, through:

- policy and technical advice for integrated risk reduction practices and principles in sectoral policies and programmes.

Application of Core Functions to Strategic Objective I

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
I1	X	X		X	X	X		
I2				X	X	X		X
I3				X	X	X	X	X
I4				X	X	X	X	

Strategic Objective J - Improved frameworks for global and regional governance on food and agriculture.

Issues and Challenges

33. Members need to sustain national objectives, policies and programmes with appropriate legal and regulatory frameworks, and to implement such frameworks effectively. International frameworks, either of a non-binding or binding nature, are also needed as agreed by Members, covering aspects of food and agriculture development requiring international action. Subsequently, there would be a need to translate such frameworks effectively at the local level so that Members can discharge their responsibilities. The membership is also confronted with the need to improve standard and norm setting in areas within the forestry, fisheries, food safety, plant protection, and animal health sectors, as well as to ensure coherence with other international regulatory frameworks to guarantee that the interests of food and agriculture constituencies are taken into account.

Assumptions and Risks

- A major assumption is that Members of FAO and international partners share the same views regarding the essential need to develop and harmonize international and national frameworks for food and agriculture;
- another assumption is that sovereign states agree to discuss and adopt legally binding or non-binding international instruments developed under the auspices of FAO. FAO, however, has no control over the decisions of Members in this regard;
- a risk is that even where international instruments are adopted or adhered to, implementation may be more or less successful in a particular country due to that country's constitutional structure, legal system, political situation and resource base;
- other international organizations or bodies may be more or less receptive to the idea of collaborating with FAO and to taking FAO's interests into account in their deliberations and policy decisions.

Organizational Results

J1 - Development in an inclusive context of non-legally binding global or regional instruments on food and agriculture, as agreed by FAO's Members, such as codes of conduct, codes of practice and guidelines, through:

- provision of neutral fora and technical advice.

J2 - Development in an inclusive context of legally binding global or regional instruments on food and agriculture, as agreed by FAO's Members, through:

- provision of neutral fora supported by technical advice.

J3 - Design and improvement of national regulatory frameworks, including through:

- best practices, guidelines, databases on regulatory issues;
- capacity building for the implementation of international frameworks for food and agriculture, including the International Treaty on Plant Genetic Resources for Food.

J4 - Formulation of standards and other norms on food and agriculture by FAO statutory bodies, through:

- support to FAO statutory bodies and technical advice.

J5 - Increased coherence among frameworks impacting upon food and agriculture, through:

- interaction with other international organizations and treaty bodies responsible for regulatory instruments.

Application of Core Functions to Strategic Objective J

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
J1	X	X	X	X	X	X	X	X
J2	X	X	X	X	X	X	X	X
J3	X	X	X	X	X	X	X	X
J4	X	X	X	X	X	X	X	X
J5	X	X	X	X		X	X	X

Strategic Objective K - Gender equity in access to resources, goods, services and decision-making in the rural areas.

Issues and Challenges

34. 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 and low levels of women's empowerment continue to impede

progress in defeating hunger. Gender inequality has been characterized as: "a major economic and social loss as well as...an injustice and a brake on achieving household and community food security". There is a continued need to assist countries to mainstream gender issues and enhance their capacity to analyze and address gender-related development and humanitarian challenges. FAO is also called upon to give high priority to gender issues in all its work. Eradication of extreme poverty and hunger cannot be achieved without affording equal opportunities to men and women and without women's economic empowerment.

Assumptions and Risks

- Lack of understanding of the usefulness of addressing gender issues to achieve development objectives may remain pervasive;
- soaring food prices may affect women and men differently;
- need for adequate capacity to deal with gender issues at both HQ and decentralised offices levels.

Organizational Results

K1 - "Delivering as One" countries and networks at both country and regional level implement joint programmes and policies to support gender equality, by:

- developing and using common gender analysis related tools and methodologies while drawing on FAO's expertise in gender issues related to agriculture & rural and peri-urban development, access to resources, employment, goods and services, information and communication, exchange on good practices, networking and emergencies.

K2 - Government and other institutions incorporate gender issues in agricultural/rural / fishery development programmes, projects and policies and other major policies and have increased capacity to implement and measure the gender-differentiated impacts of policy, including on vulnerable groups and female-headed households, through:

- increased capacity in gender relevant planning
- support in training, consultation skills and research and awareness raising
- capacity building in sex-disaggregated data collection, analysis and use

K3 - Governments and other relevant institutions are able to formulate food security, nutrition and sustainable livelihoods policies that are gender-sensitive, participatory and that promote gender equality through:

- technical support and policy advice on gender-sensitive policy formulation based on accurate and up-to-date sex-disaggregated data
- support to promotion of participatory inclusive policy formulation processes that enhance men's and women's voice at the micro (farmers organisations) and meso (NGOs) levels while strengthening institutions
- ensuring that N/RPFS give due consideration to the gender and socio-economic dimensions of food security and vulnerability and use sex-disaggregated information to monitor progress, evaluate impacts and adjust programme

implementation

K4 - The Gender Plan of Action is fully implemented and FAO staff addresses the gender dimensions in their work through upgraded skills, awareness creation and standardized administrative and project guidelines and systems:

- FAO staff trained with demonstrated gender competency at both headquarters and decentralised levels;
- Gender mainstreaming modules developed and used by technical divisions;
- Policy to improve gender-balance in FAO staff at all levels (G, P and D categories) implemented

Application of Core Functions to Strategic Objective K

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
K1	X	X		X	X		X	X
K2					X		X	X
K3		X		X	X		X	X
K4				X	X	X	X	X

Strategic Objective L - Increased and more effective public and private investment in agriculture and rural development.

Issues and Challenges

35. Over the past two decades, funding of agriculture has declined sharply, in both relative and absolute terms. The share of agriculture in Official Development Assistance (ODA) declined from 18% in 1979 to 3.5% in 2004 and the amount from about USD 8 billion in 1984 to USD 3.4 billion in 2004. In order to achieve the highest possible impact of investments in Agricultural and Rural Development (ARD), a number of conditions are to be met: among others, appropriate policies and strategies creating an enabling environment, state-of-the art formulation of programmes and projects, and timely and comprehensive monitoring and evaluation of results and impact. Analysis is needed to justify the viability of investments and to identify barriers to investment options.

36. With greater amounts of untied donor assistance, public financial management needs to be strengthened, in the context of medium-term expenditure frameworks, public expenditure reviews and others. With increased amounts invested in sector-wide approaches, direct budgetary support and basket funding, aid effectiveness needs to be improved following the Paris Declaration on Aid Effectiveness (2005). Improvements in

the design of concrete investment operations are needed, and a shift from international to national expertise in this design process accomplished. Given limited public funding for ARD, it must be made in core areas to maximize leverage and attract private sector funding. Finally, impact monitoring must be enhanced in many countries, as well as the capacity of staff in ministries and agencies outside project staff.

Assumptions and Risks

37. Within the broader external environment, the main assumptions (and risks if the reverse are true) are that: the current strong momentum for agriculture at national and international levels is sustained over time so that pledges (both from budget resources and ODA) are converted into actual investment in support of food security and poverty reduction; international prices of commodities produced in developing countries should not drop abruptly and be stabilized at a level which is sufficient to motivate small producers to increase local food production and reduce poverty levels; market distortions resulting from agricultural subsidies in OECD countries are to be substantially reduced over time; developing countries have more decisive policies to take advantage of export opportunities; the Paris Declaration on Aid Effectiveness is put into effective practice, thus ensuring coherence and synergies between various sources to the benefit of the recipient countries.

38. At the national level, the main assumptions (and risks if the reverse is true) are that: governments have the competency or governance culture to drive economic reform; governments have the sufficient capacity or incentives to effectively manage investment projects.

39. At the institutional level (of FAO and its partners) the main assumptions (and risks if the reverse are true) are that: there is sufficient flexibility in use of resources to meet the specialized investment needs and requests of countries; resources are available to support capacity building efforts in countries; and skills are available, or can be brought into the Organization to support investment related priorities of countries.

Organizational Results

L1 - National agricultural and rural development (ARD) public sector policies and strategies are elaborated and applied to set the basis for more effective investment in agriculture from national budgets, development partners and the private sector based on FAO's advocacy and the provision of targeted FAO expertise and knowledge products in government investment framework formulation

L2 - National capacity for sustainable investment planning and implementation in the agriculture and rural development (ARD) sector strengthened through:

- the provision of FAO-led capacity building in investment cycle management and the development and dissemination of related knowledge products.

L3 - Effective national public agriculture and rural development (ARD) investment operations formulated, approved, implemented and evaluated through:

- the integrated provision of FAO technical and investment cycle management expertise to member countries.

L4 - Governments introduce and use mechanisms to support private sector investment in agriculture and rural development through:

- FAO appraisals, policy advice and technical support on agribusiness information systems, investment climate indicators, public-private partnerships and rural finance systems

Application of Core Functions to Strategic Objective L

Org Result	a - Perspectives, trend monitoring, assessment	b - Information, knowledge, statistics	c - International instruments	d - Policy advice	e - Tech support, capacity building	f - Advocacy, communication	g - Interdisciplinary approach	h - Partnerships, alliances
L1	X	X		X	X	X	X	X
L2		X			X		X	X
L3	X	X		X	X		X	X
L4	X	X		X	X	X	X	X

IV. Functional Objectives and underlying Organizational Results

The full formulation of Functional Objectives has involved:

- Elaboration of the issues and challenges to be addressed
- Identification of assumptions and risks
- Formulation of the underlying Organizational Results, in terms of the performance improvement to be achieved
- Elaboration of Indicators of achievement of the Organizational Results

40. For each of the Functional Objectives, a summary of this information is provided below. As the identification of measurable and fully representative indicators is a particularly complex exercise, attention was given to providing at this early stage a tentative set of indicators at the level of underlying results for one of the Functional Objectives – Y, as presented in tabular form.

Strategic Objective X - Effective collaboration with member states and stakeholders

Issues and Challenges

41. The governing bodies need to be serviced effectively, and their decisions implemented in a responsive and transparent way. The advocacy role of FAO, as enshrined in its Basic Texts, is dependent on a robust internal communication culture and effective external communication policy and strategy. FAO also needs to operate in a complex environment, delivering a wide variety of activities, including dissemination of technical knowledge and field and emergency projects. Interdisciplinary work is carried out across a network of geographical locations (headquarters, regional, sub-regional, country and liaison offices) requiring due attention to coherent action, while allowing for sufficient autonomy and responsiveness at all levels.

42. Other key means of action need to benefit from a context of overall coherence and continuous improvement. The Organization engages in partnerships with many other entities, particularly other UN system organizations. This provides both opportunities and challenges to work together to deliver services to member countries more effectively under the umbrella of UN cooperation, and to share services with the aim of reducing administrative costs.

43. FAO's programmes and operations require oversight to help the Organization achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and internal governance processes. Fraud, corruption and unsatisfactory conduct pose a grave threat to the effective implementation of the Organization's policies and objectives. An environment of integrity throughout the Organization's operations is promoted through the detection, investigation and prevention of fraud and unsatisfactory conduct, development of lessons learned and procedural and policy changes needed to enhance integrity within FAO.

Assumptions and Risks

- Continued commitment of the stakeholders to the mission of the Organization, matched by a climate of transparency and trust between member nations and the secretariat;
- the same level of trust and transparency to govern relationships with partners and funding sources for field programmes;
- while FAO is accustomed to the lack of predictability for extra-budgetary contributions, it remains an obvious constraint.

Organizational Results

X1 - Effective direction of the Organization exercised through enhanced governance and oversight of FAO's work

X2 - Work of the Organization under all funding sources is based on a results framework, with strategic and operational plans that take into account global, regional, sub-regional and country dimensions, and incorporate lessons learned. Resources are mobilized in support of planned results and NMTPFs;

X3 - Opportunities for adding value and leveraging synergies through interdisciplinary work and approaches are properly identified, planned, resourced and promoted by managers.

X4 - A focused and effective advocacy and communication approach at corporate level maintains the hunger issue high on the international agenda so as to increase understanding of the need for investment in agriculture and the rural sector, and raise awareness of FAO's comparative advantages.

X5 - Key partnerships and alliances are achieved or further developed with main stakeholders at country, regional and global levels, including through systematic and proactive FAO contributions to policy coherence and coordination across the UN system.

X6 - An effective and efficient FAO presence and programme delivery at country, subregional and regional levels that support capacity building and address humanitarian and developmental challenges through jointly agreed priority frameworks that are aligned with the respective development agendas and global commitments of Member States and their regional organizations and harmonized with joint UN approaches.

X7 - Corporate strategy for knowledge management and capacity building is developed and implemented through inter-departmental mechanisms that take account of UN system-wide processes with a view to support Member States in their development efforts.

X8 - Effective Information Technology (IT), Information Management (IM) governance are established, and value-added IT/IM solutions and services are aligned with the

changing needs of the Organization.

Strategic Objective Y - Efficient and effective administration

Issues and Challenges

44. In any institution, management and administrative services must meet the highest standards of efficiency and quality. Clear lines of authority, responsibility and accountability are needed, especially in a context where resources, and decisions on their use, are increasingly decentralized to locations where projects and programmes are implemented. As a knowledge organization, FAO should also be able to attract and retain high quality and well motivated staff. The results of the ongoing Root and Branch Review are expected to lead to major changes in the Organization's business support structure and systems.

Assumptions and Risks

45. The following risks exist: lack of transition funding to meet costs for improvements to administrative services; expectations for immediate change may overwhelm the Organization's capacity to adjust; resistance to change from entrenched attitudes and bureaucratic inertia.

Organizational Results

Organizational Results	Indicators
Y1 - Adoption of improved financial measures for the recording and funding of the Organization's staff-related after service liabilities.	Y1.1 - After service liabilities are recorded in the financial statements of the Organization based on annual external actuarial valuations for all reporting periods commencing 1 January 2009. Y1.2 - Additional resources are committed by Member Nations to reduce the gap between liabilities and available funding. Y1.3 - Investment allocations to address the liabilities are consistent with the asset/liability profile.
Y2 - Improved financial reporting through the implementation of international accounting standards which better support decision making, financial management and accountability.	Y2.1 – The Organization's financial statements are compliant with International Public Sector Accounting Standards and are certified as such by External Audit. Y2.2 More frequent, more timely, and more relevant financial information for managers and budget holders Y2.3 – Enhanced financial information is provided to Governing Bodies and donor reporting.
Y3 - Strengthen the Internal Control Framework to	Y3.1 - Financial/administrative processes

Organizational Results	Indicators
<p>ensure that administrative processes, financial rules and procedures are relevant and support the effective and efficient management of resources</p>	<p>and procedures cost effectively address risk, and are defined based on clear roles and responsibilities.</p> <p>Y3.2 - Budget holders and support staff are trained in their roles and responsibilities in relation to financial procedures.</p> <p>Y3.3 - Financial/administrative processes are updated in a timely manner to reflect changes to the Organization's business processes.</p>
<p>Y4 - Results-based and competency driven strategies are developed and applied to manage human resources.</p>	<p>Y4.1 –Percent increase in the understanding and application of RBM by staff in field and headquarters (current baseline: RBM survey for all staff categories, follow-up survey").</p> <p>Y4.2 – Proportion of staff are in full compliance with the PEMS review cycle as measured by the number of completed year-end reviews</p> <p>Y4.3 – Gender Plan of Action target of number of women in higher grades as well as recruitment targets achieved.</p> <p>Y4.4 – Geographic representation targets achieved.</p> <p>Y4.5 - Proportion of managers participating in the leadership programme and demonstrating improved managerial and leadership capacity as measured by the PEMS review cycle.</p> <p>Y4.6 – Number of staff rotated into new locations or positions based on PEMS and individual staff development needs and/or incentives.</p>
<p>Y5 - Managerial and administrative support services are client-oriented, timely and cost-effective.</p>	<p>Y5.1 - Proportion of services covered by service level agreements.</p> <p>Y5.2 - Ratio of SSC staff to total number of employees served</p> <p>Y5.3 - Client satisfaction with the timeliness and accuracy of transactions processed through the Shared Services Centre.</p> <p>Y5.4 - Client satisfaction with the infrastructure and facilities management services provided (including cleanliness, maintenance, and general comfort).</p> <p>Y5.5 - Timeliness of response to requests for procurement actions.</p> <p>Y5.6 - Time period between issuance of vacancy announcement and selection</p>

Organizational Results	Indicators
	decision for professional and higher category Y5.7 - Manual Section and other documented administrative procedures currently requiring more than 2 transaction review/approval steps revised and streamlined