
C 2007/7 B Management Response “In-Principle”

Information Note 2: Substantive Achievements in Recent Biennia

1. This document presents a selection of substantive achievements of the Organization in recent biennia. More detailed information was provided to the membership, particularly *via* successive Programme Implementation Reports (PIRs).

Accordingly, it covers work on:

- agriculture and consumer protection;
- economic and social issues;
- fisheries and aquaculture;
- forestry;
- sustainable development, natural resources management and environment;
- knowledge diffusion; and,
- evolving field programme and investment support.

2. In addition, the document illustrates some of the main actions by the Secretariat over the same period concerning:

- attention to priority-setting; and
- attention to enhancing multi-disciplinarity.

A. AGRICULTURE AND CONSUMER PROTECTION

Plant Production and Protection

3. A participatory country-driven process for assessing *Plant Genetic Resources for Food and Agriculture* (PGRFA) at the national, regional and global levels led to the publication in 1996 of the first comprehensive Report of the *State of the World's PGRFA* and to the adoption of the *Global Plan of Action for the Conservation and Sustainable Utilization of PGRFA* by 150 countries. This framework provided the basis for the completion of a negotiation process under the Commission on Genetic Resources for Food and Agriculture (CGRFA) and the adoption of the International Treaty on PGRFA (IT-PGRFA) by the FAO Conference on 3 November 2001. To date, the total number of Contracting Parties to the Treaty is 116. Since 2001, more than 60 countries have participated in the monitoring of the implementation of the *Global Plan of Action*, to establish mechanisms for sharing information on PGRFA, facilitate decision-making processes and strengthen partnerships among stakeholders who conserve and improve these resources in order to provide better cultivars to farmers. FAO also spearheaded the establishment of the Facilitation Mechanism for the implementation of the Global Plan of Action in 2004 and the Global Crop Diversity Trust in 2005, important elements of the Treaty's Funding Strategy.

4. As food security is strongly linked to the availability of quality seed to farmers, FAO has assisted in *Seed Sector Development* in Africa, Asia, Latin America and Eastern Europe. National seed policy reforms (Angola, Democratic Republic of Congo, Sierra Leone, Cote d'Ivoire, The Gambia and Burkina Faso), strengthening national seed systems including community seed production (Sierra Leone, Libya, Cameroon, Nigeria, Angola, Sudan, Lesotho, Ethiopia, Cameroon, Malawi, Tanzania, Mozambique and Mali) and seed relief and rehabilitation (Liberia, Sudan, D.R. Congo, Côte d'Ivoire, Burundi, Afghanistan, Iraq and Haiti) have been undertaken. At the regional level, efforts are concentrated in Africa and in Central Asia on the harmonization

of seed rules and regulations in order to facilitate across-border movement of seeds and increase availability of quality seed.

5. The *Soil Fertility Initiative* was launched at the World Food Summit in partnership with the World Bank and civil society and led to soil fertility improvement actions in various countries. Three subsequent FAO Regional Conferences for Africa led to the African Union Fertilizer Summit and ensuing Alliance for an Africa Green Revolution.

6. FAO played a major catalytic role in the development of a network of technical experts who act as an interface with both producers and researchers, to modernise *horticultural technology*, particularly greenhouse technology and to issue sound production guidelines. Countries have been assisted in formulating horticulture development strategies and integrating *urban and peri-urban agriculture* in National Food Security Programmes. Similarly, networks in selected ecologies (with local farmers' associations, institutions, universities and policy makers), information and awareness tools, and specific field activities have led to locally adapted *crop/pasture systems* (such as fodder oat in Pakistan for milk production, pasture production for winter feeding in Mongolia and China, crop/livestock systems based on conservation agriculture in Brazil and Burkina Faso). The Organization also played a major role in promoting *Conservation Agriculture* at the global level, and hosts the *International Rice Commission Secretariat*.

7. The *EMPRES-Plant Pests and Diseases* programme contributed to lower the risk of plant pests and disease emergencies and outbreaks. It lessened the impact of the locust outbreak in 2003-2005, demonstrating the success and relevance of such a preventive system. The EMPRES – Desert Locust for the Central Region (around the Red Sea) worked in 2003-2005 to prevent plagues at a total cost of about US\$ 20 million, while in the Western Region where EMPRES was not funded until 2006, the same level of control required over US\$ 300 million.

8. The *Integrated Pest Management (IPM)* programme, together with the Farmer Field Schools approach, has become an internationally recognized mechanism for training of farmers to grow healthy crops with the least possible disruption to agro-ecosystems.

9. The *International Code of Conduct on the Distribution and Use of Pesticides* was adopted in November 2002 in its revised version, providing an up-to-date standard for pesticide management with focus on risk reduction and sustainable agriculture development. It is the accepted point of reference for sound pesticide management practices. The *Rotterdam Convention on the Prior Informed Consent on Procedure for Certain Hazardous Chemicals and Pesticides in International Trade* was adopted in September 1998, entered into force in February 2004, and today has 117 parties. This Convention reflects the principle of shared responsibility between exporting and importing countries in the management of hazardous substances.

10. The *Africa Stockpile Programme (ASP)*, established in 2004, is a further exemplary effort of partnership and cooperation between donors, technical organizations, NGOs (Pesticide Action Network – PAN), private sector and affected countries in order to dispose of *obsolete pesticides* and to prevent build-up of stockpiles in the future.

11. The *International Plant Protection Convention (IPPC)* is the reference standard on phytosanitary measures for trade of all agricultural products under the WTO/SPS agreement. The revised text of October 2005 ensures that the IPPC has a formal international phytosanitary standard setting role within the WTO framework through the Commission on Phytosanitary Measures. There are currently 165 contracting parties to the IPPC.

Animal Production and Health

12. FAO's animal production and health programme has been adjusted to a rapidly changing context to allow FAO to play a recognized leading global role in this thematic area. The programme has been configured with explicit reference to international public goods relevant to the livestock sector, namely poverty reduction, environmental sustainability and public health. This shift in thematic orientation has been accompanied by a growing focus on the catalytic,

coordinating and policy advisory role of FAO rather than technical assistance, which is now mainly executed by decentralized staff. Further, the livestock programme has been particularly successful in attracting extra-budgetary support to FAO's core activities, notably in transboundary animal disease control and in livestock policy advice.

13. In animal health, the *EMPRES-Livestock* programme has helped in countering the progressive spread of animal diseases worldwide. FAO orchestrated the Global Rinderpest Eradication Programme (GREP) in African and Asian countries, with the goal of declaring global freedom from the disease by 2010. The *Avian Influenza* (AI) crisis enhanced the partnership among FAO, OIE and WHO with new joint initiatives, such as the Crisis Management Centre-Animal Health, the network of OIE/FAO AI Reference Centres and the establishment of Regional Animal Health Centres in Africa, Near East and Asia. FAO, OIE and WHO together operate the *Global Early Warning System (GLEWS)* to ensure international vigilance and alertness regarding international disease flare-ups.

14. In animal production, FAO coordinates and scientifically underpins the intergovernmental process on Animal Genetic Resources, which culminated into the September 2007 Interlaken declaration adopting the Global Plan of Action for the sustainable use and conservation of Animal Genetic Resources. In addition, FAO promoted the contribution of livestock to poverty reduction and food security, notably through the appropriate use of small-scale dairying and milk processing, backyard poultry as a development entry point and alleviating the impact of natural disasters affecting livestock owning communities. A range of guidelines and good agricultural practices has been disseminated, covering individual species, livestock products, livestock production systems, animal feeds and feed safety, socio-economic and gender issues, and value-added processing.

15. FAO is internationally recognized as the leading institution in livestock sector analysis and policy, supporting pro-poor livestock policy in low income countries, promoting policies to reduce the environmental impact of the livestock sector worldwide, and supporting international and national animal health programmes with social and economic impact analysis. Livestock policy analysis is an integral part of the FAO animal production and health programme, adding value and relevance to technically oriented interventions. FAO has a substantial role in assessing the social, environmental and health implications of the rapidly growing livestock sector.

Rural Infrastructure and Agro-Industries

16. Knowledge Management tools such as the Information Network on Post-harvest Operations and the Rural Finance Learning Centre, coupled with extensive technical publications, have led to the emergence of an international knowledge community focusing on agro-industries and agribusiness. FAO intensified global advocacy on improving food supply and distribution to urban areas, reduction in post-harvest losses, and policy changes to promote private sector participation in agricultural support services. Dialogue on such critical issues was also supported through *Regional Networks for Rural Finance* (Regional Agricultural Credit Associations), and for *Marketing Agencies* (Regional Marketing Associations) and for *Agricultural Machinery*.

17. Capacity building in developing countries has been promoted through the preparation of training materials for trainers of extension workers, guides for extension workers in marketing and farm management, technical guidance for policy makers and managers on aspects of market infrastructure, publications on farming systems development, collection and dissemination of information and 'good practices' on aspects of agricultural processing. Recently, increased focus has been given to *agribusiness* development and a series of publications on enterprise diversification, contract farming, inventory credit, linking farmers to markets, and improving the performance of value chains. *Farm management and marketing extension* services have been supported in many countries by the preparation of training and extension materials, organizing workshops to collect 'good practices' and lessons learned and the design and implementation of over 30 field projects. These materials have subsequently been widely used by NGOs. New ground was broken with the preparation of mechanization strategies to improve the supply of

mechanical inputs to farmers. In the special case of Sub-Saharan Africa, this is now being addressed through a joint UNIDO/FAO effort.

18. Technology development and dissemination was exemplified by the development and introduction of FAO/GTZ Microbanker software and FAO Agrimarket information software. Both were implemented through field projects in some 25 countries. Private sector service providers now support Microbanker. Different levels of technology for the *cold preservation of coconut water* were generated and introduced to countries. Small-scale entrepreneurs in many coconut producing countries have adopted these technologies and continue to seek technical information and advice from FAO.

19. *Food chains* have been rebuilt and infrastructure rehabilitated in post-emergency situations such as in Afghanistan, Iraq, Kosovo, Macedonia, and Timor Leste. Small metal silos were introduced across three continents as one means of improving food security in very poor rural areas.

Nutrition, Food Standards, Food Safety and Consumer Protection

20. Since 1994 membership of the *Codex Alimentarius Commission* went from 144 to 175 countries. Over 80 international standards, guidelines and codes of practices have been adopted. The main technical developments relate to consumer's health protection and the systematic application of risk analysis to food safety issues, based on the scientific advice provided by FAO and WHO. Follow-up to a key *Evaluation of the Codex Alimentarius and other FAO and WHO Work on Food Standards* (completed in 2002) ensured that Codex work focus on issues of most importance to governments, and improved efficiency of standard setting processes. The *Trust Fund for Enhanced Participation in Codex* resulted in a significant increase in the participation of developing countries in the work of the Commission and its subsidiary bodies, of special importance in view of the relevance of Codex standards in the framework of the WTO sanitary and phytosanitary measures (SPS) and technical barriers to trade (TBT) Agreements.

21. In the area of provision of scientific advice, the Joint FAO/WHO Expert Committee on Food Additives has evaluated over 1500 food additives, 40 contaminants and natural toxicants and 90 veterinary drug residues. On-line data bases on food additives specifications, flavouring agents and veterinary drug residues are now in operation. In 2000, FAO and WHO initiated a series of *ad hoc* Expert Meetings on Risk Assessment of Microbiological Hazards in Food to provide the scientific basis for related decisions taken by the Codex Committee on Food Hygiene and other committees. Expert consultations on the Safety Assessment of Food Derived from Modern Biotechnology were held to address food derived from: (i) recombinant DNA-plants; (ii) recombinant DNA animals including fish; and (iii) genetically modified micro-organisms. Other expert consultations addressed emerging issues such as acrylamide in foods; probiotics; and contamination of containers used for transportation of fats and oils.

22. On *food safety and consumer protection*, technical assistance and policy advice was provided to over 30 developing countries to review and improve *food control systems*; to strengthen national Codex structures; to integrate quality and safety assurance systems along the chain and to respond to emergencies. This was supported by capacity building activities and tools including training materials, e-learning facilities and CD ROMs. Current field projects increased to an all-time high of 43 in 2005, progressively with a farm-to-table approach. Two international Conferences, five regional conferences and two global fora of food safety regulators were held. Jointly with WHO, OIE, WTO and the World Bank, the Standards and Trade Development Facility was established in 2002 in order to assist developing countries in the area of sanitary and phytosanitary measures.

23. *Nutrition* concerns were incorporated in the Declaration and Resolutions of the Summit on Food Security in Africa and in the African Regional Nutrition Strategy (developed as part of NEPAD's Comprehensive Africa Agriculture Development Programme). Assistance was provided for the development of *National Plans of Action for Nutrition*, and policy briefs and guidelines were issued for incorporating nutrition considerations into agricultural and rural

development. Nutrition assessments have been conducted in several countries. The guide: “Protecting and Promoting Good Nutrition in Crisis and Recovery” was used to train over 40 African nutritionists. In collaboration with WHO, a manual and training course materials were produced for the nutritional care and support of people living with HIV/AIDS.

24. To support capacity building in nutrition education and consumer awareness, innovative training, education and consumer awareness materials were produced and widely disseminated. The: “Feeding Minds, Fighting Hunger” school/youth education initiative, launched in 2000 and available in 13 languages, provides model lessons for teachers and an animated, interactive “Youth Window” for students. Nutrition education materials and tools have an impact through their use in FAO-supported national food security and emergency programmes in Africa, Asia and Latin America and collaboration with WFP, UNESCO, UNICEF and WHO.

25. Expert consultations were convened and reference documents were published on: Fats and oils in human nutrition; Carbohydrates in human nutrition; Human vitamin and mineral requirements; Food energy conversion factors; Human energy requirements; Diet and Chronic diseases; the Double Burden of Malnutrition; International Food Data Interchange. Nutrition Country Profiles are regularly produced and a guide on indicators for nutrition and food security information systems was published. Six International Food Data Conferences were organized, 17 international training courses were held, publications including 72 issues of the Journal of Food Composition and Analysis, were issued.

Nuclear Applications in Food and Agriculture

26. *The Joint FAO/IAEA Division* spearheaded the application of nuclear techniques in food and agriculture. Nuclear techniques, when appropriately integrated with other methodologies, are essential in providing support and added value to national and international efforts in agricultural development. Three thematic areas constituted priority actions and considered relevant to the mandate of both IAEA and FAO: (i) productivity enhancement; (ii) plant, animal and consumer protection; and (iii) conservation and sustainable use of natural resources.

27. The *sterile insect technique* (SIT) and isotope and related biotechnological methods, contribute to enhancing livestock productivity and protecting human health and the environment through more effective control, management and suppression or eradication of both trade and poverty related transboundary animal diseases and insect pests. Assistance included the production of guidelines and manuals, databases, policy advice and standard-setting, training materials and e-Learning modules, early detection methods and technologies and quality-assured data from national serological and molecular surveys in support of the diagnostic, surveillance and analytical aspects, and the preliminary development of stable isotopic applications for the movement/origin tracing of animals and animal products.

28. Nuclear techniques like food irradiation which address food quality and safety by controlling spoilage and food-borne pathogenic micro-organisms and insect pests without affecting significantly the sensory or other attributes, have provided support to efforts to enhance food quality and safety, protect consumer health and facilitate international trade in foodstuffs.

29. Since the establishment in 1997 of the *FAO/IAEA Training and Reference Centre for Food and Pesticide Control* (TRC) more than 200 students participated in fellowships, workshops or training courses on chemical analysis and topics related to HACCP and GAP. Expert advice from the TRC aided the Codex Committee on Methods of Analysis and Sampling (CCMAS) in the endorsement of methods of analysis for irradiated foods, aflatoxins and pesticides in various foodstuffs.

B. ECONOMIC AND SOCIAL ISSUES

Major Prospective Studies and Assessments

30. *World agriculture: global perspective studies.* FAO issued under this generic title a series of long-term outlook studies for global agriculture, nutrition and natural resources. In 1995, it

published: “*World agriculture: towards 2010*” which provided much of the material for the Technical Background Documents for the 1996 World Food Summit. This was followed by “*World agriculture: towards 2015/2030 – An FAO Perspective*” issued in 2003 (AT2030). The latter report was accompanied by a summary publication for policy makers. It is generally recognized as the most authoritative view on the long-term future of global agriculture, food, nutrition and agricultural resources and is widely quoted. An update with an extension of the outlook to 2050 is planned for issuance in 2009.

31. *The State of Food and Agriculture (SOFA)*. SOFA has become a major publication, setting the stage for debates on important issues regarding agricultural development and food security. The change of approach introduced in 2002, with an expanded Special Chapter, has been a decisive factor for this. The report covering “biotechnology” received the 2005 American Agricultural Economics Association Quality of Communications award and several chapters were reprinted in the series: Critical Writings in Agricultural Economics. It remains one of the most frequently visited texts on the FAO website and one of the most extensively cited FAO publications in academic journals. The enhanced reputation of SOFA has made it an outlet that important researchers want to be associated with.

32. *Contribution to the World Development Report 2008 (Agriculture and Development)*. Very recently, FAO contributed 4 background papers to the WDR 2008 of the World Bank which constitute the backbone of Chapters 2 and 3 and contributed also to Chapter 9 of the report.

Systems and Decision Support Tools for Food Security

33. *FIVIMS (Food Insecurity and Vulnerability Information and Mapping System)*. Stemming from the 1996 WFS, the FAO-led FIVIMS programme has allowed to build a global community of practice sharing methods and tools, produced guidelines in support of food security and vulnerability analysis, and supported information systems development (through the Inter-Agency Working Group on FIVIMS). After the dissolution of the latter IAWG, FAO has continued to promote inter-agency and inter-sectoral collaboration in food security and vulnerability analysis, supporting many countries in strengthening their relevant capacities and databases.

34. *The State of Food Insecurity in the World (SOFI)*. One of the most visible outcomes of the FAO-FIVIMS programme is the SOFI flagship publication, which has become FAO’s widely read advocacy document on hunger-related issues. Published annually since 1999, SOFI has also become the main vehicle through which FAO releases its most recent undernourishment estimates, and statistics on progress made towards the WFS and MDG targets.

35. *Global Information and Early Warning System (GIEWS)*. Established in the aftermath of the World Food Conference in 1974, this major System monitors the world food security situation overall, and particularly with respect to low-income food deficit countries. It also provides early warning of impending crises, carries out assessments in food deficit countries, and provides early warning of national or regional impending crises. Since 1994, GIEWS has:

- Improved its methodological approach and tools for information collection and analysis for monitoring, including through the GIEWS workstation;
- Maintained timely, accurate and relevant global food supply/demand data, and ensured early warning for countries in crisis;
- Improved the joint FAO/WFP assessments in countries in crisis;
- Shifted extensively to electronic information dissemination methods, while retaining basic printed products in five languages.

36. *The Food Security Information for Action* is a three year (€15 million) programme with EC funding to conclude in 2008, and operating in 17 countries. Its purpose is to enhance national capacity to use food security information for more effective anti-hunger policies and programmes. Another example of direct country action concerns *Integrated Food*

Security and Humanitarian Phase Classification. Since 2004, FAO has been developing tools for improved analysis and decision making in crisis situations with extrabudgetary funding. Donors, UN agencies, NGO's, academic/research institutions recognised the value of this framework in adopting a multi-agency strategic approach.

37. Supportive analytical work addressed the *Environmental, Social and Economic Roles of Agriculture*, i.e. with the “*Socio-Economic Analysis and Policy Implications of the Roles of Agriculture in Developing Countries (ROA)*” funded by Japan, enhancing current thinking for better informed policy guidance. Conceptual and empirical work was done on the potential of climate change mitigation activities to benefit the poor and the potential of poor rural producers to participate in programmes which pay for the reduction of carbon emissions. In addition, a systematic analysis was carried out of income and income dynamics in rural households and a unique database was established for nationally representative and consistent household survey data.

Advocacy Work

38. *The Anti-Hunger Programme (AHP).* Issued on the occasion of the WFS:*fyl*, it provides a general policy framework based on the “twin-track” approach to guide hunger reduction efforts and the achievement of the WFS goal. The twin-track approach has been used in many international undertakings such as the *Millennium Project* and the *Hunger Task Force*. In addition, the inclusion of food security issues in five national policy frameworks (PRSPs) was carried out on the basis of the twin-track approach (Funded under the FAO Netherlands Partnership Programme).

39. *Right to Food.* The: “*Voluntary Guidelines to support the progressive realization of the right to adequate food in the context of national food security*” were mandated by the WFS:*fyl* and approved by the FAO Council in November 2004 by consensus. A related FAO unit was established in 2005 to support countries in the implementation of these Guidelines and has contributed significantly to advance the concept of the right to food worldwide. The Right to Food was the theme selected for World Food Day 2007.

Statistics

40. *Modernization of FAOSTAT.* The new FAOSTAT was released in June 2006 and was subsequently updated in December 2006 and July 2007. The system has a new look and feel and includes a central synthesizer database. The methodology for development of supply/utilization accounts and food balance sheets was revised, taking into account energy conversion factors. New systems for consolidating and calibrating data were built and a complete review of questionnaires and their layout and coverage was undertaken. As part of FAOSTAT, a new statistical development activity was undertaken with *CountrySTAT* as a national version. It contains sub-national data and consolidates economic and agricultural information into a single repository.

41. *World Programme for the Census of Agriculture and capacity building.* The World Programme for the Census of Agriculture 2010 was released at the end of 2005, and guidelines to help countries plan their agricultural censuses during the period 2006-2015 were published. The capacity of national statistical organisations in design, collection, processing, analysis and dissemination of food insecurity statistics is being strengthened through regional training activities with “National Demonstration Centres” and in-country technical assistance.

42. *Statistical enhancements* have been achieved in four main areas.

- a) *Undernourishment Analysis*, with new knowledge on human energy requirements (Joint FAO/WHO/UNU Expert Consultation on Human Energy in 2001) for estimating the minimum dietary energy requirement, child growth reference standards, estimating procedures for food intake, height data and data on inequality on food consumption due to income as well as on inequality in access to food due to biological factors. The new methodology has been applied to food consumption data derived from country data on food production and trade using the modernized FAOSTAT.

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- b) *Economic statistics*, with data on Official Development Assistance (ODA) for Agriculture harmonized with those of OECD, and data on Capital Stock of Agriculture also updated. Data on Government Expenditures on agriculture was collected from countries of Africa.
 - c) *Indicators for Monitoring and Evaluation of Agricultural and Rural Development Programmes*, with a study on this subject carried out in close cooperation with the World Bank. A related toolkit will be issued at the end of 2007 under the Global Donor Platform for Rural Development (GDPRD).
 - d) *Improved publications*, with a new version of FAO's traditional Yearbook released since 2004 under a single title "*FAO Statistics Yearbook*". It covers over 400 indices. A new version will be released in 2008. Contributions were made to a publication on "*Rural Household's Livelihood and Well-Being – Statistics on Rural Development and Agriculture Household Income*" in the framework of the Inter-Secretariat Working Group on Agriculture and Rural Indicators (IWG-AgRI).

Work on International Trade and Markets

43. *Support to Multilateral Trade Negotiations* has been an area of key importance, with FAO providing analyses, information and trade-related capacity building to Members, allowing them to participate more fully and more effectively in multilateral trade negotiations, including those under the auspices of the World Trade Organization. Some of these activities have been the mainstay of inter-departmental "Umbrella I and II Trade Capacity Building Programmes". FAO carried out comprehensive analysis of trade policy issues to support its advice to Members from the Uruguay Round Agreement on Agriculture onwards to the current Doha Round. The results of this analytical work have been disseminated to Members through regional capacity building workshops and Geneva-based roundtables, and through targeted publications such as the: "*FAO Trade Policy Technical Notes on Issues Related to the WTO Negotiations on Agriculture*" and "*FAO Trade Policy Briefs*". Country policy advisory missions have also been routinely undertaken. Since 2004, FAO has been actively collaborating with the Organization for Economic Cooperation and Development (OECD) in jointly publishing the annual *OECD/FAO Agricultural Outlook*, a publication on medium-term projections and analysis of the impact of commodity and trade policies.

44. *Committee on Commodity Problems (CCP)*. The CCP provides a unique global forum for discussion of commodity market, trade and policy issues, including negotiations in the World Trade Organization. The format and agendas of CCP Sessions have been adjusted in line with the evolving commodity trade environment and the changing needs of Members. Feeding into CCP work and also for the general public at large, is work on *Commodity Market Developments*, whereby FAO has been continuously monitoring and reporting on both agricultural commodity policies and agricultural commodity markets, particularly from the perspective of their impact on food security in the most vulnerable countries. Analyses for use by policy makers are especially appreciated when there are rapid increases in food prices which threaten food security, as it happened in the mid-1990s and has been happening since 2006.

45. A new flagship publication: "*The State of Agricultural Commodity Markets*" was launched in 2005. This biennial publication aims to present commodity market issues in an objective and accessible way to policy-makers, commodity market observers and other people interested in agricultural commodity market developments and their impacts on developing countries.

46. *Commodity Development Projects*. Since the early-2000s, FAO has also been supervising commodity development projects to the value of US\$ 99 million supported by the Common Fund for Commodities, with a further US\$ 73 million worth of projects currently being considered. Other trade and market related projects have increased since the mid-2000s, and the value of these projects currently stands at nearly US\$ 10 million.

Gender and Other Social Issues

47. *The Gender and Development Plans of Action.* In line with major international conferences and initiatives, successive versions have been developed for adoption by the FAO Conference. Applying key principles from the Beijing Platform, the Plans outline the Organization's gender mainstreaming strategy with concrete goals and objectives to be achieved by each technical unit. Indicators for monitoring progress and evaluating the impact have also been included. At the international level, FAO took part in the negotiations of the Plan of Action on Population and Development adopted by the International Conference on Population and Development (Cairo, 1994), and the Platform for Action adopted at the Fourth UN World Conference on Women (Beijing, 1995), and their subsequent quinquennial review sessions. In addition, FAO also regularly reports to the Committee on the Convention for the Elimination of all forms of Discrimination against Women (CEDAW), particularly as regards its article 14 on Rural Women and plays an active role in the UN inter-agency mechanisms. Since 1997, yearly events are organized at FAO Headquarters to celebrate International Women's Day, and since 2000, also an event to mark International AIDS Day.

48. *Socio-economic and Gender Analysis (SEAGA) Training Programme.* SEAGA provides tools to integrate gender concerns in development strategies. The programme has trained over 4,000 specialists in more than 80 countries. It has a core set of technical guidelines for different sectors such as animal health and production, water management, emergency operations and microfinance. Training handbooks have been designed to assist development specialists working in the field and at institutional and policy levels. Besides this specific programme, capacity development and assistance is provided on an ongoing basis to assist FAO staff in formulating and implementing gender sensitive projects and programmes.

49. *Gender Disaggregated Data.* In support of the international community's call for greater women's visibility in economic activities, FAO has been building national capacity in developing gender sensitive agricultural statistics. Within FAOSTAT, gender-disaggregated data on the agricultural labour force are produced. FAO also regularly participates in UN System gender statistics events, and collaborates with UN Regional bodies, notably UNECE, ECLAC and ESCAP on gender mainstreaming in national statistical systems.

50. *HIV/AIDS.* Since 1988, FAO carried out extensive research on the impact of HIV and AIDS on agriculture, fisheries and forestry. Based on the results, more than thirty papers and several journal articles were published, as well as training manuals and methodologies. FAO also supports the formulation of policies that take into consideration gender equality and HIV/AIDS to prevent and mitigate the consequences of the epidemic. Two agreements were signed relating to the FAO/UNAIDS joint programme (in July 1999 and December 2001).

51. *Junior and Adult Farmer Field and Life Schools (JFFLS).* By passing on agricultural knowledge and life skills, the JFFLS and AFFLS aim to empower and improve the self-esteem of orphans and vulnerable youths and adults. Over 60 schools are being piloted in Kenya, Malawi, Mozambique, Namibia, Swaziland, Sudan, Tanzania and Zambia targeting more than 1,300 youths affected by HIV and AIDS.

C. FISHERIES AND AQUACULTURE

Policy Instruments

52. In the aftermath of the United Nations Conference on Environment and Development (UNCED) (1992) and the adoption of the Rio Declaration and of Agenda 21, FAO's work on fisheries and aquaculture has reflected increased concerns about environmental issues, and how effective management regimes could be put in place in order to ensure the sustainable exploitation of living aquatic resources. A new concept was forged, that of *responsible fisheries*, which was later complemented by the concept of *ecosystem approach to fisheries*. In subsequent years, attention had to be given to the contribution of fisheries and aquaculture to MDG 1, as well as to implementing the ecosystem approach in accordance with the *Johannesburg Plan of*

Implementation, adopted by the *World Summit on Sustainable Development (2002)*. The *Committee on Fisheries (COFI)* remained the major international forum in its field, with growing participation not only by country delegations, but also other IGOs and NGOs.

53. Within this overall context, an important first step was the negotiation and the adoption in 1993 of the Agreement to Promote Compliance with International Conservation and Management Measures by Fishing Vessels on the High Seas, known as the “*Compliance Agreement*”, which entered into force 10 years later on 24 April 2003. This instrument was followed by the *Code of Conduct for Responsible Fisheries (CCRF)*, adopted in 1995 after a thorough process of negotiation.

54. A number of complementary instruments were developed and negotiated within the framework of the CCRF. In particular, four international plans of actions were adopted:

- the International Plan of Action for Reducing Incidental Catch of Seabirds in Longline Fisheries (“IPOA - Seabirds”) (1999);
- the International Plan of Action for the Conservation and Management of Sharks (“IPOA-Sharks”) (1999);
- the International Plan of Action for the Management of Fishing Capacity (“IPOA - Capacity”) (1999);
- the International Plan of Action to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (“IPOA-IUU”) (2001).

55. In addition, FAO gave due attention to emerging issues such as deep sea fisheries, climate change and HIV/AIDS. In doing so, it was generally encouraged by COFI and the UNGA.

56. As regards information needs, FAO formulated two principal strategies: in 2003, the Strategy for Improving Information on Status and Trends of Capture Fisheries (Strategy STF), and in 2007 a Strategy for Improving Information on Status and Trends of Aquaculture (Strategy STA).

57. A number of technical guidelines were issued in support of the application of the CCRF and the implementation of the different plans of action (in particular for the development of national plans of action) as well as on a variety of issues such as: species identification; the design, construction and equipment of small fishing vessels; ecolabelling of fish and fishery products both from marine and inland capture fisheries; ecosystem approach to fisheries including the social, institutional and economic considerations in that approach; the reduction of sea turtle mortality in fishing operations; the design, implementation and testing of marine protected areas; enhancing the contribution of small-scale fisheries to poverty alleviation and food security; aquaculture certification; responsible fish trade; the management of deep sea fisheries in the high seas; aquatic animal health management and safe transboundary movement of live aquatic species; the negative impacts of fishing on the environment, particularly in respect of options to mitigate bottom habitat impact of dragged gears, assessments of lost or abandoned fishing gear and related marine debris; bycatch reduction in tropical shrimp trawling.

Assessment of Resources

58. FAO continued its established work of assessment of the state of world fisheries and fish stocks. Beyond the Yearbooks of Fisheries Statistics, it was decided in 1994 to publish the first: “*State of World Fisheries*”, which was renamed afterwards: “*State of World Fisheries and Aquaculture (SOFIA)*” and became the flagship publication of the Organization in this field. SOFIA is complemented by a number of publications (e.g. the “*State of World Aquaculture*”, the “*Review of the State of World Marine Fishery Resources: Marine Fisheries*”), as well as by specialised databases and information systems (e.g. the National Aquaculture Sector Overviews (NASO), the National Aquaculture Legislation Overviews (NALO) and the Aquaculture Species Fact Sheets; the FAO Species Identifications publications representing a total of 28,400 pages).

Increased Attention to Aquaculture

59. Increased attention to aquaculture was reflected inter alia in the name of the concerned Department (from "Fisheries" to "Fisheries and Aquaculture"), as well as the establishment by COFI of a *Subcommittee on Aquaculture* in 2001, which held its first session in Beijing in 2002. This is the only global inter-governmental forum mandated to engage in discussion and decision making in aquaculture. Particular attention has been given to issues such as the use of wild resources as seed and feed for aquaculture, the quality and safety of aquaculture products, the environmental impact assessment and monitoring procedures in aquaculture, and the ecosystem approach to aquaculture.

Assistance to Countries and Regional Bodies

60. FAO continued to provide assistance to countries, either directly at the national level, or through regional organizations (e.g. OSPESCA or CPPS in Latin America, NEPAD in Africa, SEAFDEC in Asia). This assistance has covered a wide range of areas and issues, such as: the development of national and regional policies and strategies relating to responsible fisheries and aquaculture; National Plans of Action (NPOAs) (particularly on capacity and IUU fishing); national legislation; capacity-building regarding fishery statistics; safety and quality systems; traceability and risk analysis; the use of monitoring systems and satellites for fisheries monitoring, control and surveillance; guidance for credit and microfinance programmes particularly in support of the sustainable use of inland fisheries resources and poverty alleviation. FAO has also been responding to emergencies. Its most significant activities in this respect were those benefiting the countries and fishing communities affected by the 2004 tsunami, with a special focus on fisheries rehabilitation programmes.

61. FAO also supported several regional fishery and aquaculture bodies (RFBs) more particularly those established under articles VI and XIV of its Constitution. Since 1994, some of these bodies have been strengthened through modification of their statutes (GFCM in 1997; WECAFC in 2006) and some new ones have been established (RECOFI in 1999; SWIOFC in 2004), including through treaties concluded outside the framework of FAO but in respect of which the Director-General exercises depositary functions (SEAFO, 2001; SIOFA, 2006). In addition to stimulating the network of FAO and non FAO RFBs secretariats, the Organization promoted the establishment of the Fisheries Resources Monitoring System (FIRMS) Partnership in cooperation with these bodies.

62. It is important to stress cooperation with other international organizations: for instance, the inputs to the negotiation of the UN Fish Stocks Agreement (1995); the cooperation with IMO with respect to IUU fishing and flag state responsibilities; with UN-DOALOS, ILO and IMO for the development of a binding instrument on port state measures; with OECD on IUU fishing, policy coherence and the effects of globalization; with ILO and IMO on safety of fishermen and their working conditions; with CITES on potentially endangered commercially important fish species; with the World Bank (i.e. in the framework of PROFISH); with UNEP on subsidies, with UNIDO on industrial fisheries, with WTO on fish trade issues. A similar climate of close cooperation has been developed over the years with NGOs.

63. The importance of extra-budgetary funding must also be underlined. In addition to specific projects (e.g. ADRIAMED and COPEMED in the Mediterranean) and activities funded by individual donors on specific issues (for instance Japan for deep-sea fisheries, Norway for port state measures and the Nansen Programme) or at a regional level (e.g. UK for the Sustainable Fisheries Livelihood Programme (SFLP) in West Africa; Sweden in Central America (FIINPESCA) or in the Indian Ocean for the negotiation of SWIOFC and SIOFA), FAO established the overarching "Programme of Global Partnerships for Responsible Fisheries: *FishCode*", which is a multidonor fund that supports a wide range of activities for the implementation of the CCRF and related instruments.

D. FORESTRY

International Forest Dialogue

64. FAO has been quite instrumental in supporting international dialogue on critical forestry issues. First ever in the Organization's history, Ministerial Meetings on Forests were convened in Rome in 1995, 1999 and 2005 and related declarations or statements were adopted. One of the direct and concrete outcomes may be stressed, i.e. significantly increased global cooperation on forest fires.

65. As the major standing international technical body for the sector, the Committee on Forestry (COFO) was recently successfully reformed, with a new format, and such features as more active country participation in the 'COFO Steering Committee'. COFO is now dealing far more with today's forest policy issues rather than just about FAO's activities. Participation increased to more than 600 participants, including a majority of world's heads of forestry departments or institutions.

66. The six Regional Forestry Commissions under the aegis of FAO also became dynamic venues, bringing together ministers responsible for forests or heads of forestry departments from countries within the respective regions. Participation has generally tripled. The Commissions are increasingly recognized as focal points for addressing forest policy issues in most of the regions.

67. The Collaborative Partnership on Forests (CPF) was launched under FAO chairmanship. This innovative partnership brings together 14 organizations with interest in forestry. It may be noted that the CPF has been cited by the IEE report on FAO as a model for other sectors. FAO also provided substantial inputs to the United Nations Forum on Forests (UNFF).

68. World Forestry Congresses were successfully planned and organized in collaboration with host countries, i.e.: Turkey in 1997; Canada in 2003. Over 4 000 participants on average make these Congresses the most important recurring forest-related gatherings in the world. The next WFC is being organized in collaboration with the host country Argentina for 2009.

Forest Policy and Information

69. FAO carried out a number of important forestry sector outlook studies at global and regional levels, based on active engagement of national governments, private sector and civil society. Follow-up with the concerned countries included policy reforms, administrative streamlining of forest institutions, increased decentralization and local empowerment measures.

70. The National Forest Programme Facility was launched by FAO and several partners, aiming in an innovative manner at strengthening national policies and institutions, and facilitating the sharing knowledge about forests. It has so far provided support to over 60 countries. Regional reviews of forest policies were completed in the Africa, Asia Pacific and Near East regions. Particular emphasis was given to integrating national forest planning into poverty reduction strategies and other national planning frameworks. FAO also provided forest sector policy support and training to countries with economies in transition, including China and Eastern Europe, in order to allow for an increased role by the private sector. Policy advice in relation to forestry sector planning underscored economic, social and environmental sustainability factors. The Organization also provided support to regional research and education networks to strengthen national capacities and regional cooperation including case studies on forestry education.

71. At the more local level, FAO promoted new approaches to community and participatory forestry, including methods and tools related to conflict management, enabling participatory processes, forest tenure, gender aspects, supporting local innovations and community-based enterprise development.

72. With regard to information, FAO maintains the most comprehensive forestry web site with vast stores of information on forest resources, forest policies, and forestry institutions at country level. Computerized tools were developed to facilitate implementation of improved country information (the FORIS system). Unasylyva has been FAO's longest running journal, now

published for 60 years. Since 1994, it has expanded into an on-line format, while it is still issued in printed form in colour. Readership is estimated to have doubled.

73. Another major publication is the biennial State of the World's Forests (SOFO) launched in 1995. The eighth edition is now under preparation. SOFO has become the most authoritative and most-referenced global publication on forestry. Regional Documentation Centres were also established in the Africa, Asia and the Pacific, and Latin America and the Caribbean regions.

Forest Resources Assessment and Conservation

74. The regularly prepared Forest Resources Assessment (FRA) was published in 2000 and again in 2005. The next Global FRA will be published in 2010. FRA is the global compendium on data and information on forest resources and the state of sustainable forest management, providing a baseline for awareness and scientific investigations (including climate change models) on global forest resources. Established country reporting standards for FRA 2005 were in line with sustainable forest management thematic elements. Part of this effort was the support given to National Forest Monitoring and Assessments in 15 countries. In addition, FAO provided substantial inputs to the formulation of criteria and indicators for sustainable forest management at national and eco-regional/regional level, including for actions at field level. Voluntary Guidelines for Responsible Management of Planted Forests were developed.

75. FAO rendered a broad range of technical advice to countries on the conservation of forest resources and control of environmental degradation. It carried out a study on forests and rangelands in dry areas and developed new concepts and approaches for watershed management. Training in forest fire management was provided. An International Fire Management Strategy as well as Voluntary Guidelines for Fire Management were developed. .

76. Due attention was given to forest genetic resources to improve forest productivity and conservation of biological diversity. Pest management networks and pest control strategies were supported, as part of management planning in several countries. Coordination was ensured of wildlife and protected area management activities, as well as conservation of biological diversity in various regions.

Forest Products

77. FAO focused particularly on achieving greater value added from forests, while ensuring sustainability. It continued to develop *Forest Harvesting Codes* at global, regional (Asia-Pacific and Central-West Africa) and national (China, Myanmar, Laos, Cambodia) levels.

78. It assisted countries in implementing the codes, and carried out case studies on the application of reduced impact forest operations.

79. Development of FAO's non-wood forest products (NWFP) information system included a directory on agencies, public and private organizations and individuals specialized in NWFP. Two annual issues of Non-Wood news and the monthly electronic publication of the Non-Wood Forest Products Digest are particularly valued by constituents. Priority has been given to the promotion of knowledge of the benefits of non-wood forest products to household economies, food security and environmental conservation through a series of publications, listservers and conferences. FAO assisted six Congo Basin countries in the development of non- wood forest products, in particular for food, and in the development of a legal framework for NWFP.

80. Interaction with the private sector took place through regular (formal and informal) meetings of the Advisory Committee on Paper and Wood Products, including information and utilization of Paper and Wood products. Much valued recurring studies are the recovered paper survey, the pulp and paper capacity survey, the Yearbook on production, consumption and trade of forest products, and the Global Fibre Supply study.

81. Among other key activities were: an assessment of energy and emission balance of wood products over those from competing materials like plastic and aluminium; capacity building on the opportunities and challenges to the forest sector resulting from climate change; improved

wood utilization techniques in the tropics to reduce deforestation; advice to countries on trade and environmental issues; review of the impact and effectiveness of logging bans in natural forests; analysis of increased use of wood for energy in developing and developed countries; and the application of “Woodfuel Integrated Supply and Demand Overview Mapping“ in a number of countries.

E. SUSTAINABLE DEVELOPMENT, NATURAL RESOURCES MANAGEMENT AND ENVIRONMENT

Sustainable Development

82. Over the years since UNCED, FAO made substantial contributions to negotiation processes and key meetings of such international bodies as the Commission on Sustainable Development (CSD) and the World Summit for Sustainable Development (WSSD). This was done particularly through its monitoring and reporting responsibilities as Task Manager for the implementation of several chapters of Agenda 21. Previous recent sessions of the CSD focused on topics such as water, bioenergy and climate change that were relevant to FAO. FAO is playing a significant role in preparations for the next two sessions (2008, 2009) of the Commission on Sustainable Development which will focus on agriculture, land resources, desertification, rural development, and Africa.

83. Of particular significance have been its contributions to the negotiations, ratification and development of plans of action of the Convention to Combat Desertification (1994-1997); the Convention on Biological Diversity; and stock-taking, monitoring and reporting through the Maastricht Conference (1999), CSD-8 (2000), and WSSD (2002). Throughout the preparatory process for WSSD, FAO sought to ensure a high profile for agriculture and rural development within the sustainable development agenda, e.g. through its contributions to NEPAD, the Johannesburg Plan of Implementation, and in facilitating the development of the Sustainable Agriculture and Rural Development (SARD) Initiative, as an outcome of WSSD.

84. The Sustainable Agriculture and Rural Development (SARD) Initiative is engaging civil society, governments and intergovernmental organizations in a joint effort to make rapid progress toward the achievement of the Agenda 21 vision for SARD. The Initiative supports capacities of rural communities, disadvantaged groups and other stakeholders to improve access to resources (e.g. genetic, technological, land, water, markets and information), promotes good practices for SARD, and seeks to foster fairer conditions of employment in agriculture. A set of policy briefs, targeting critical areas such as child labour, agricultural trade and rural enterprises have been developed to encourage and assist policy-makers in developing and implementing policies to achieve SARD.

85. FAO was the lead Organization for the International Year of the Mountains (2002) and put in place the Sustainable Mountain Partnership to foster follow up at international level. Part of this effort was the preparation of the International Conference on Sustainable Agriculture and Rural Development in Mountain Regions (SARD-Mountain) organised in Adelboden, Switzerland in June 2002. The Adelboden Declaration provides guidelines and recommendations on how to combine SARD and Sustainable Mountain Development.

86. More recently, FAO organized the “International Conference on Agrarian Reform and Rural Development (ICARRD)” in March 2006 in Brazil and follow-up is actively pursued.

Research and Technology Transfer as Ingredients for Sustainable Development

87. FAO contributed to the development of the agricultural research and technology component of the Comprehensive Africa Agriculture Development Programme (CAADP) of the New Partnership for Africa's Development (NEPAD) and facilitated the establishment of the Forum for Agricultural Research in Africa (FARA). Additionally, support was provided to the formulation of the Framework for Africa Agricultural Productivity (FAAP).

88. FAO is host to the Secretariat of the Science Council (SC) of the Consultative Group on International Agricultural Research (CGIAR) and the Secretariat of the Global Forum on Agricultural Research (GFAR) which serve as important technology transfer mechanisms between international agriculture research institutions and developing countries.

89. Assistance was provided to National Agricultural Research Systems (NARS) including institutional strengthening, policy formulation and human resources development. In doing this, the databases on Technology for Agriculture (TECA), Agricultural Funding Guide, the Global Directory of Agricultural Research Institutions and the Research-Extension Portal were developed.

90. Based on new Internet-based information and communication technologies (ICTs), the Virtual Extension, Research and Communication Network (VERCON) concept was developed to improve linkages between and within agricultural research and extension institutions. The VERCON prototype was introduced in Egypt and, due to its success, similar initiatives were made in other countries. VERCON moved into an expanded phase, the Rural and Agricultural Development Communication Network (RADCON), which combines the use of ICTs with participatory communication approaches.

91. In 2000, collaboration with the World Bank resulted in a publication on Agricultural Knowledge and Information Systems for Rural Development (AKIS/RD) that sets out a strategic vision and guiding principles for integrating farmers, agricultural educators, researchers and extensionists to harness knowledge and information. Case studies on AKIS/RD were carried out in ten countries and based on the analysis of the findings, the publication '*Enhancing Coordination among AKIS/RD Actors*' was issued.

92. In September 2002, the Directors-General of FAO and UNESCO jointly launched a new Flagship initiative on Education for Rural People at the World Summit on Sustainable Development (WSSD) in Johannesburg, South Africa. This initiative is part of the Education for all (EFA) global movement, and aims to focus international attention on *Education for rural people*.

93. As regards biotechnology, FAO established the Electronic Forum on Biotechnology in Food and Agriculture in March 2000, with the aim of providing quality and balanced information on agricultural biotechnology in developing countries and to make a neutral platform available for people to exchange views and experiences on this often controversial subject. There are currently over 1600 subscribers to the Forum.

94. An FAO biotechnology website (<http://www.fao.org/biotech/>) and the regular bulletin FAO-BiotechNews were launched in 2000 and have since then been systematically updated and widened in coverage. They cover news and events relevant to applications of biotechnology in food and agriculture in developing countries. Moreover, two important conferences were held in 2002: the first one dealing with the consequences of gene flow from genetically modified (GM) to non-GM populations; and the second one with the role of biotechnology in the agricultural research agendas in developing countries.

95. In 2006, in collaboration with the World Bank and the Communication Initiative, the FAO organized the *1st World Congress on Communication for Development (WCCD)*, which brought together more than 900 participants, including about 200 journalists and representatives from media outlets.

Land and Water Management

96. Major technical achievements in land tenure include the dissemination of substantial guidance in two journal volumes per year and 14 technical publications since 2000, with new publications planned. Operational activities in more than 30 countries have facilitated access to land through redistribution, leasing, and for pastoralists. More secure access was ensured to privately-held land and to customary land for communities, while the delivery of rural services was improved through property taxation schemes.

97. As regards land management, FAO developed standardized guidelines for agro-ecological assessments at national and global levels; it established well recognized information systems and disseminated effective decision support tools on: land use, conservation approaches and technologies, environmental adaptability and response of crops, carbon sequestration, and integrated land use planning. It is a world reference base for conservation agriculture, soil description and land degradation assessment. Field programme achievements include the implementation of global, regional and national level projects/ initiatives on land degradation (LADA), sustainable land management, land resources information systems, soil fertility, land evaluation and integrated land use planning.

98. FAO contributed to sustainable water development and water use in agriculture remaining at the centre of the international water debate. Hence, original views of agriculture as the source of all problems were successfully changed to making the agriculture sector as a main player in addressing global water scarcity. In doing this, FAO actively cooperated with other UN agencies (through UN-Water) and international and national bodies. It assisted with the preparation and implementation of global actions plans of direct relevance to agricultural water management, in particular the Comprehensive Africa Agriculture Development Programme (CAADP) of NEPAD, with reference to Pillar 1 on land and water management.

99. The development or adaptation of sound national water policies was supported by the dissemination of guidelines and best practices and direct technical advice to countries, including transboundary water resources management. Through the promotion of training and research, national capacities were enhanced in the field of agricultural water management. In particular, material for participatory training and extension in irrigation, field manuals for technicians and the development of irrigation and drainage equipment databases and catalogues have been developed and extensively tested.

100. FAO maintains a world-wide information and knowledge base on agricultural water use (Aquastat), including country statistics, country profiles and the first global GIS-based map of irrigated areas, and participates in international programmes to monitor progress in water resources management. Important achievements were made regarding the development, harmonization, and adoption of technological innovations and improvements for efficient water use and resource conservation in agriculture, including affordable irrigation and water harvesting technology. In parallel, FAO actively promoted modern management practices for large scale irrigation schemes, and tools for the physical, financial and social sustainability of water development projects.

101. In line with increasing concerns about pollution and environmental impact of water projects, FAO has facilitated measures and techniques for the prevention and control of water logging, salinity or other adverse effects of water development on the quality of natural resources. It assisted with the prevention and control of vector-borne diseases in irrigation areas, and the development and application of guidelines and best practices for the treatment and reuse of waste water or low quality water in irrigation.

102. FAO strongly supports the United Nations Convention to Combat Desertification (UNCCD) process, as well as other initiatives, to combat land degradation and promote sustainable land management. FAO is leading the implementation of several very large UNCCD field programmes, such as Land Degradation Assessment (LADA) of drylands: the development of the Fouta Djallon, the Kagera project and the Acacia development programme. FAO is also playing a leading technical role in the new interagency TerrAfrica-SIP initiative (<http://www.terrafrica.org/>) aiming at mainstreaming and upscaling sustainable land management in Sub Saharan Africa. Recently, FAO has been developing a state of the art reference knowledge base on SLM, including many documents and tools for stakeholder interaction. At national level, FAO has been supporting the formulation of UNCCD National Action Programmes and SLM programmes in several countries (e.g. lately Dominican Republic and Haiti).

Genetic Resources for Food and Agriculture

103. FAO's inter-governmental Commission on Genetic Resources for Food and Agriculture (CGRFA) has been a major conduit for negotiating agreed policies and instruments for the conservation and sustainable use of genetic resources for food security, and for equitable benefit-sharing. Its achievements in plant and animal genetic resources are described in section A above. The Commission adopted its Multi-year Programme of Work in 2007, which embodies a 10-year agenda for the negotiation of international instruments, covering the totality of biodiversity components for food and agriculture (crops, animal, fish, forest, micro-organisms) and cross-sectorial matters such as access and benefit sharing.

Environment, Climate Change and Bioenergy

104. GeoNetwork is a successful open-source project launched by FAO and which is now being used by many UN agencies, the entire CGIAR system of research centres and numerous national governments to identify, access and use maps using the Internet. Geospatial methodologies for poverty mapping which integrate biophysical and socioeconomic information were developed and applied in many developing countries as well as at the global level. FAO's global land cover mapping initiative carried major projects in Africa and Asia and has led to the development of the Land Cover Classification System as an international standard. FAO hosts the secretariat for the Global Terrestrial Observing System (GTOS) which has led, among others, to intergovernmental agreement on a core set of terrestrial climate variables. FAO contributes to UN system-wide efforts to develop technical indicators related to sustainable agriculture, forestry and fisheries and is currently chairing the UN expert group on MDG 7. During 2006-07 it also chaired the UN Geospatial information working group. During the past five years, FAO has upgraded and expanded the satellite component of its early warning system to improve access to weather, land and water information to support enhanced coverage of pests and natural disasters.

105. FAO's International Bioenergy Platform (IBEP) facilitates collaboration among countries on the development of bioenergy for rural development and allows for a leading role in assessing potential impacts of bioenergy development on food security, natural resources and the biophysical environment. FAO was a co-founder of UN-Energy, the focal point for UN system-wide coordination on energy matters and served as vice chair of the group, culminating in a internationally acclaimed report on "*Sustainable Bioenergy: A Framework for Decision Makers*". FAO is now carrying out a number of country studies to assess their potentials for bioenergy production in the light of food security and natural resources management priorities. The Global Bioenergy Partnership, an initiative of the G8 +5 countries, is hosted by FAO as a mechanism whereby countries can address issues related to policy, sustainability, and trade. FAO's Interdepartmental Working Group on Bioenergy provides for a cross-sectoral approach to this topic in responding to numerous country requests and will assist with the State of Food and Agriculture 2008 which will be dedicated to the bioenergy topic.

106. The year 2007 can be characterised as a major turning point in the public and political acceptance of climate change as a major driver in global development and wellbeing. FAO's climate change work is longstanding (1988) but has recently been expanded to address the topic in a more comprehensive way with respect to agriculture, forestry, fisheries and livestock. In 2006 an initiative was launched to develop an FAO corporate work programme on climate change adaptation with the aim of expanding assistance to countries in strengthening their capacity to deal with increased climate variability in the agriculture and rural sectors. FAO works with a number of new partners and modified its tools and databases used to make crop yield forecasts in order that they may be applied to climate change analysis. FAO has prepared a major publication on climate change and food security, an issue which had been largely ignored in much of the climate research and analysis carried out hitherto. FAO actively contributed to the work of the Intergovernmental Panel on Climate Change, particularly for its third and fourth assessment reports.

F. KNOWLEDGE DIFFUSION

FAO Internet Site

107. Since 1996, the FAO Internet site has been improved in terms of quantity and quality of information. There are presently about 3 million web-pages accessible on www.fao.org, and just under 30,000 full text documents available in the Organization's Corporate Document Repository covering the five official languages of the organization. In December 1999, visits to the FAO Web site averaged 360,000 (6.5 million hits) per month and Encyclopaedia Britannica ranked it amongst the top Web sites. In May 2007, the number of recorded visits were 4.3 million (associated with 109 million hits), an increase in access of over 10 times in less than 8 years.

108. In 1999, FAO introduced a phased language coverage implementation plan to ensure a progressive and continued appropriate language balance. Users are able to select one of the five official languages to view information on the FAO Internet site.

World Agricultural Information Centre (WAICENT)

109. The WAICENT project was initiated to harmonize and integrate over forty existing statistical databases covering the main areas of work of the Organization in agriculture, forestry and fisheries. It began with the two system components FAOSTAT and FAOINFO; FAOSYS was added in 1997. WAICENT became known as the FAO's Information Gateway. In 2002, the Director-General re-positioned WAICENT as the corporate framework in which all FAO Technical Departments and decentralized offices actively participate in accordance with agreed standards, procedures and tools.

Google and other Search Engine Approaches for the FAO Web Site

110. The first attempt at a comprehensive search engine for FAO information resources on the FAO website, was the 'FAO Information Finder' which went on-line towards the end 1999. This was a database backed search engine. Its effectiveness depended on the accuracy of information manually entered into the system. As FAO's web presence began to increase the web site outgrew the Information Finder as it became more difficult to keep it up to date. In October 2005, an interim search solution was released on the www.fao.org home page, which is still available as an alternative to Google.

111. The Google Public Service Search (Google PSS) was introduced as the default search engine for www.fao.org in May 2006. This itself was later replaced by the Google Custom Search Engine (Google CSE) in October of the same year since, as a new product, it provided more control and flexibility than the Google PSS. FAO is currently in dialogue with Google to explore working together on other products of mutual interest such as Google Books, Google Collaborative tools, Google Video/You Tube, and Google Mobile.

Knowledge Forum

112. Complementary to the explicit knowledge and information available through WAICENT is FAO's "tacit knowledge", which is the experience and expertise of its staff members. The key challenge for FAO as a knowledge organization is to make the most of both explicit and tacit knowledge in serving Members. Recognizing this, during the summer of 2005 the Director-General established three Inter-Departmental Working Groups (IDWGs) to develop FAO as a "Knowledge Organization" as a key element in reforming the Organization. The working groups are (i) Thematic knowledge networks, (ii) Best practices, and (iii) Knowledge exchange. A Director-General's Bulletin was subsequently issued (2006/35), which placed knowledge management as a central, ex-ante feature in programme planning and implementation and which emphasized the need to share this knowledge with member countries and collaborating centres.

113. As a follow-up to the this, in September 2005 the Director-General decided that a question and answer service should be developed as a first step toward providing Members with more effective access to the tacit knowledge of the Organization, while at the same time

addressing more effectively the specific information needs of Members as they arise. The resulting web-based service, “AskFAO”, was launched in December 2005.

AGORA (Access to Global Online Research on Agriculture)

114. AGORA is a successful public-private partnership between FAO, many of the world’s leading science publishers and other key partners. When it was launched originally in October 2003, the FAO-led initiative enabled 69 developing countries to gain free access to an outstanding digital library collection in the fields of food, agriculture, environmental science and related social sciences. During its second phase, which started in 2006, AGORA was expanded to include universities, colleges, research institutes and government ministries as well as non-governmental organizations in an additional 37 lower-middle-income countries.

115. AGORA has helped to bridge the knowledge gap for over 1200 institutions in 94 of the now 107 eligible countries that have registered so far for access to over 1200 journals; currently over 400,000 articles are being downloaded through AGORA per year. The number of publisher partners in AGORA has expanded from the 12 founding publishers in 2003 to more than 40 publishers in 2007. In July 2007, the AGORA partners announced their continued commitment to the programme to 2015 and launched the AGORA/HINARI/OARE strategic plan “Path to 2015” in support of achieving the Millennium Development Goals.

International Information System for the Agricultural Sciences and Technology (AGRIS)

116. AGRIS has been operational since 1975 with the aim to build a common and freely accessible information system for science and technology in agriculture and related subjects, especially gray literature. Until late 1990’s, outputs mainly comprised a centralized bibliographical database and associated products. Since 2000, efforts are increasingly shifting towards building the capacities of participating resource centres to manage and disseminate the information and knowledge of resources of their own institutions using their own means.

117. Two expert consultations in 2000 and 2002 addressed technical issues associated with improving access to agricultural information, developing normative frameworks and information management standards, and enhancing capacity building initiatives. Out of the second consultation a new vision for AGRIS was born focussing on capacity building activities including, provision of standard tools and methodologies, training and technical support, both on-site and online.

118. In 2005, the new vision was supplemented by a new emphasis on partnerships, collaboration and networking, developed through an Expert Consultation organized by FAO, CGIAR, GFAR and CTA to promote greater coherence in international information systems for agricultural science and technology. The outcome was a more structured global partnership, bringing together the existing range of initiatives into an integrated alliance. This commitment was renewed in a second Expert Consultation in 2007 which reviewed the considerable progress made by the joint initiative.

Capacity Building – e-Learning

119. Since 2002, FAO has led the development of an e-learning programme addressed to Member States and other stakeholders as part of the Organization’s efforts to: i) build awareness and understanding; ii) provide on-the job training for technical staff; iii) make available tools, methodologies, guidelines and learning materials; and iv) support face-to-face training and other capacity building activities.

120. The first phase of this programme (2002-2006) consisted of the development of methodologies and tools and initial proof-of-concept, and resulted in the production of the Information Management Resource Kit (IMARK) on information and knowledge management. The total number of IMARK CDs that have been shipped by FAO, or provided to partners has surpassed 50,000 since the first module was released in 2003. The IMARK website, now available for almost two years, continues to maintain a steady stream of new registered users with an overall average of over 400 new online learners per month.

121. During the second phase (2006-2007), in cooperation with AG and ES Departments, the e-learning programme was expanded to include the following selected mainstream subjects: Food Security Information for Action, Right to Adequate Food and Codex Alimentarius.

FAOLEX

122. FAOLEX provides online access to food and agriculture legislation worldwide. Since 1994, it has grown from a manually-based system to a sophisticated database storing almost 60,000 texts, and growing at the rate of 5,000 new texts every year.

G. EVOLVING FIELD PROGRAMME AND INVESTMENT SUPPORT

General Developments

123. In 1994, FAO had a “field programme” (technical cooperation) comprising 1502 projects, with a delivery of US\$267 million (excluding emergencies). This compares to 1028 technical cooperation projects in 2006 and total delivery of US\$250 million. The primary factor for this decrease was the virtual disappearance of UNDP as a major funding source which has not been completely compensated by other donors.

124. Since 1994, the Organization has been seeking effective and efficient means of implementing its technical cooperation programmes, while ensuring due responsiveness to the needs and priorities of Members. This involved a process of change from a fully centralized to a progressively decentralized *modus operandi*, with increased delegation of responsibility to budget holders at country, sub-regional and regional levels, accompanied by training and extensive revision of processes and procedures. An improved project review system was introduced with the creation of the Programme and Project Review Committee (PPRC) in 1999 and the Project Design Advisory Group (PDAG) in 2003, supported by a new project document format incorporating logical framework and results-based management principles.

125. Furthermore, the *Field Programme Management Information System (FPMIS)* became operational in 2001 and has since evolved into a fully-fledged management tool available to both headquarters and field staff, as a single corporate framework for all field programme information and covering a wide variety of data *inter alia* on projects, donors, country strategy and policy, and procedures.

126. More recently, the Organization has been fully involved in the UN “*Delivering as One*” process and in the implementation of the Triennial Comprehensive Policy Review of Operational Activities for Development of the UN System. FAO’s own country programming instrument, the NMTPF, which aims at determining with country counterpart authorities potential areas for FAO interventions in response to country priorities, is proving to be an effective tool in integrating FAO inputs into “One UN” country programmes in current pilots.

127. There are also encouraging developments regarding extra-budgetary resources which may lead to record approvals in the 2006-07 biennium. The ingredients for successful resource mobilization efforts being pursued include: the effective “delivery” of agreed results to recipients and donors (adequate, accurate and timely reporting); innovative modalities for cooperation with donors; more programmatic approaches as opposed to project approaches.

Special Programme for Food Security (SPFS)

128. *Pilot Phase.* The SPFS, launched in 1994 after approval by the 106th Session of the FAO Council, aimed at reducing hunger and malnutrition by increasing the productivity of food insecure farmers in low-income, food-deficit countries (LIFDCs). At national level, the SPFS was meant to be implemented in two phases, with the first one concentrating on pilot projects that would demonstrate the possibilities of rapidly increasing the yield of staple foods and improving household and national food security through application of improved technologies; and the second one consisting of large-scale investment programmes. The four core components of pilot projects were: (i) water control; (ii) intensification of crop production; (iii) diversification of

production systems; (iv) constraints analysis to determine obstacles to widespread adoption of demonstrated technologies.

129. Pilot activities started in 15 countries in 1994-95, with a provision of only US\$3.5 million under the FAO's Regular Budget. The Programme grew rapidly to 105 countries by 2005 (the end of the pilot phase) with a total funding of US\$770 million, over half of which has been committed by the government themselves. Benefits demonstrated by pilot projects included: (i) increases in yields and quantities produced; (ii) effectiveness of extension methods employed; (iii) improved farm household welfare and livelihoods at community level; and (iv) increased awareness of the hunger issue and political commitment to addressing it.

130. *National Programmes for Food Security (NPFS)*. Based on the recommendations of an Independent External Evaluation (2001-2002), NPFS were introduced to help countries act at a scale sufficient to achieve WFS and MDG targets. These national programmes address both food production and food access challenges and are usually part of broader national efforts to achieve the MDGs. Since 2002, 15 countries have begun implementation of their NPFS with aggregate budgeted resources of US\$5.7 billion over a five-year period and targeting over 30 million beneficiaries. In addition, 35 NPFS are at different stages of formulation and review.

131. *Regional Programmes for Food Security (RPFS)*. Following the World Food Summit, FAO provided support to Regional Economic Integration Organizations (REIOs) in the design and implementation of RPFS. These programmes typically comprise a vertical component of support to NPFS in the countries concerned, and a horizontal one to assist in the harmonization of food quality standards and trade regulations, and strengthening capacities in order to promote regional and global trade. RPFS are currently operational in the Caribbean Community, the Economic Cooperation Organization, the Pacific Islands Forum, the Monetary Union of West Africa and the South Asian Association for Regional Cooperation. 17 other RPFS are at different stages of development.

Technical Cooperation Programme (TCP)

132. Between January 1994 and September 2007, 3,356 projects were approved under the TCP, for a total amount of US\$678 million. Evolution in substantive terms over the same period includes: an increased involvement with major emergency crises (e.g. locust, avian influenza), formulating policies and strategies, facilitating the elaboration of regional cooperation agreements and the creation of, or access to, inter-governmental organizations, training government officials for trade negotiations, addressing biotechnology and biosafety issues, designing national investment programmes and programmes for food security, assessing natural resources and related management strategies, etc. Other emerging issues include assessing the impact of climate change and bioenergy on food security.

133. In November 2005, the Council approved a package of reforms aimed at strengthening the TCP. A main change involved an increased delegation of authority to FAORs to approve TCP Facility projects up to US\$200 000 per biennium. The TCP priority-setting process at country level has also been strengthened and embedded within NMTPF exercises. The budget ceiling for individual projects has been increased to US\$500 000. New tools and methods are being used to enhance and monitor the impact and sustainability of TCP outcomes. Special attention is now given to the neediest countries, and the TCP focuses on the World Food Summit target and the Millennium Development Goals.

Policy Assistance

134. From Headquarters and more particularly the decentralized policy units, policy advice and assistance has been provided on a continuing basis to countries and many regional economic organizations. Work covered analysis and formulation of policies, strategies, programmes and projects, as well as capacity building. Interventions requested by countries and regional organizations resulted in: sector reviews, national agricultural development strategies, policies and programmes, policy briefs and specific recommendations on areas such as trade facilitation

and policy harmonization in regional groupings. Assistance has also been provided in the review and formulation of supporting legislation.

135. Examples of major strategic initiatives of the organization in the policy field may be stressed:

- a) the preparation of 150 National Strategies for Agricultural Development and Food Security to the horizon 2010 (of which 113 were formally endorsed by governments); 103 participatory national workshops to discuss and update these strategies; preparation of draft National Strategies to the horizon 2015 for 49 African countries.
- b) coordination of, and technical support to the formulation of the NEPAD Comprehensive Africa Agriculture Development Programme (CAADP) adopted by the African leaders at the Maputo Summit in 2003, as well as continued close technical, policy and advocacy support to the CAADP implementation process.
- c) initial formulation/implementation of RPFS for 12 REIOs.
- d) diagnostic studies on policy issues of particular concern at regional level: e.g. the biennial reports on Trends and Challenges of Agriculture in Latin America and the Caribbean; study on the policy implications of the expansion of soybean in the countries of MERCOSUR; study on the implications of the rapid growth of China and India for Asian agriculture; study on the case for greater public support for agriculture to combat hunger in Sub-Saharan Africa; studies on policy dimensions of biosecurity in Asia.
- e) ensuring interface as regards agriculture policy with PRSPs, UNDAFs and other country processes.

136. Capacity building was assisted by methodologies for socio-economic impact analysis of policies, sector studies and investment profitability as well as several software tools and materials such as: CAPPA (sector models), WinDASI (Investment Analysis), ECOZONE (environmental impacts), VCA (Value Chain Analysis), PSIA (Poverty and Social Impact Analysis tools) tools. A web-based repository of resources for policy making (EASYPol) has been created to enhance dissemination of training material on agriculture, food security and trade policy including institutional analysis and negotiations applied to trade issues, poverty reduction and agricultural development policies.

Emergency Operations and Rehabilitation

137. Developments over the recent past may be highlighted as follows.

- a) Increasing requests to support disaster-affected communities prompted FAO to create the Special Relief Operations Service (TCOR) in 1991 to strengthen its emergency field operations. Early activities were limited to the distribution of inputs, crop protection and animal vaccinations in response to natural disasters such as flooding and droughts.
- b) In the mid-1990s, TCOR became increasingly involved in complex emergencies (e.g. in Bosnia and Herzegovina, Great Lakes region, Rwanda, where its first emergency coordination unit was established in 1994). TCOR moved to coordinating the activities of other humanitarian partners to avoid gaps and overlaps in agricultural assistance and ensure the suitability of responses.
- c) In 1996, FAO was handed overall responsibility for the agricultural component of the UN Oil-for-Food programme in Iraq. The volume of projects under this programme was a tremendous management challenge, as they totalled some US\$850 million over the life of the programme.
- d) FAO also responded to the crises in Kosovo (1999) and Afghanistan (2001). Major programmes in both areas were marked by the diversity of projects, ranging from seed distribution and multiplication, repair and replacement of machinery, replenishment of livestock and support to veterinary services.

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- e) Broader demands for assistance resulted in FAO expanding the mandate of TCOR in 2002, transforming it into a full division, the Emergency Operations and Rehabilitation Division (TCE). This division has overall responsibility for the emergency field programme, guides the assessment of needs for agricultural relief and rehabilitation arising from natural or man-made disasters, and takes the lead in the formulation and implementation of programmes and projects for urgent agricultural relief and early rehabilitation. In addition, it has the mandate for coordination and supervision of all operational activities in those countries or parts of countries designated as warranting special emergency programmes due to specific political and security contexts. FAO's emergencies and rehabilitation programme should bolster self-reliance, reducing need for relief and harmful coping strategies (selling assets, forced migration, etc.). They must capitalize on the Organization's main comparative advantage, matching of know-how with resources, and focus on improving food production and livelihoods of farmers, herders and fishers after disasters, during conflicts and transition situations.
 - f) Resource mobilization and emergency programme delivery increased more than 15 fold since 1994. FAO's Special Fund for Emergency and Rehabilitation Activities (SFERA) became operational in April 2004 to expedite rapid deployment of staff and assessments and provide working capital in anticipation of receiving approved donor funds.
 - g) Major programmes were launched in response to the desert locust upsurge in West and North Africa in 2004 (US\$80 million in funding from 27 donors) and to the Indian Ocean Tsunami in 2005 (US\$66 million in funding for activities in Indonesia, Sri Lanka, Thailand, Myanmar, Maldives, Seychelles and Somalia).
 - h) FAO emergency and rehabilitation programme delivery reached US\$350 million in 2006-07, with donor contributions exceeding US\$560 million over the same period. Ongoing operations are valued at US\$590 million. Activities are concentrated in 40 countries and regions experiencing food and agriculture crises, including Iraq, Somalia, the Sudan, southern Africa, the Great Lakes Region, Pakistan, Indonesia and Latin America. FAO is also engaged worldwide in responding to transboundary pests and animal diseases, such as locusts and highly pathogenic avian influenza (HPAI). FAO's global HPAI programme has provided control and preparedness support in some 135 countries.

Investment Support

138. FAO's Investment Centre Division was established in 1964 initially to assist the World Bank in increasing its lending to agriculture in developing countries by formulating investment projects for agricultural and rural development. Since 1994, other major partners have included the International Fund for Agricultural Development (IFAD), African Development Bank (AfDB), European Bank for Reconstruction and Development (EBRD), Global Environment Facility (GEF), and the World Food Programme (WFP). The Centre also helps countries to tap pre-investment funds from the Technical Cooperation Programme, to access resources under new lending modalities and to improve their investment policy environment. It has been involved in mobilizing resources for joint rehabilitation initiatives with FAO technical divisions following tsunami, earthquake, hurricane and post-conflict devastation, and in preparation of avian influenza recovery and eradication strategies.

139. In total, from 1964 to 2006, the Centre has assisted countries to receive funding commitments for 1606 agricultural and rural development programmes and projects. Total investments represent more than US\$82 billion, with over US\$48.5 billion received externally as loans/credits/grants.

140. In the more recent 1994-2006 period, TCI helped mobilize resources for 659 approved projects for total investments amounting to over US\$33 billion, of which external financing represented more than US\$22.5 billion. In 2006, the Centre contributed to lending operations which accounted for more than 45 percent of World Bank loans approved for agricultural and rural development. From 1994 to 2006, the Centre fielded a total of 7,285 missions to countries.

141. At regional level, the Centre served in 2000 and 2001 as Secretariat of the Inter-Agency Task Force on the UN Response to Long-Term Food Security, Agricultural Development and Related Aspects in the Horn of Africa, comprised of 10 organizations including FAO. In 2006-07, it also led to FAO's collaboration in the UN Secretary General's Special Humanitarian Envoy Initiative on Food Security in the Horn of Africa, in collaboration with WFP. It helped to develop the Africa Livestock Partnership Programme (ALive) and is assisting TerrAfrica, a regional, multi-sectoral platform to enable Sub-Saharan African governments and stakeholders scale-up and mainstream sustainable land management.

142. At global level, in line with FAO's advocacy role for food security, the Centre organized in 2001 the first High-Level Panel on Resources Mobilization for Food Security and for Agricultural and Rural Development, as part of the World Food Summit: *five years later*. Since 2003, the Centre has co-chaired the Global Donor Platform for Rural Development with Germany's Federal Ministry for Economic Cooperation and Development (BMZ), which is working to improve the harmonization of donor programmes to enhance aid effectiveness and focus action on achieving the MDGs.

H. ATTENTION TO PRIORITY SETTING

Priority Setting in FAO Context

143. Being an inter-governmental Organization with its 190 Member States, soon to become 192) having a broad diversity of requirements and expectations for services in its substantial mandate areas, the issue of priority setting is particularly challenging in the context of FAO. It has been discussed on many occasions in the Governing Bodies, including the most pertinent organ, the Programme Committee.

144. Since the adoption of the FAO Strategic Framework 2000-2015 and the more vigorous introduction of results-based budgeting principles in recent biennia, the Secretariat has sought, principally through the medium-term planning process, to provide the governing bodies with conceptual and practical advice and to promote best practice. Management has sought to continuously improve prioritization of programmes and activities, formulation of objectives and indicators, and the specification of means-to-ends requirements. Notwithstanding a budgetary climate which constrains opportunities for wide consensus on priorities, and a sub-optimal budget approval cycle, improvements have been made to the Organization's planning framework and support systems, including: the development of a more advanced Programme Planning, Implementation Reporting and Evaluation Support System (PIRES), closer involvement in planning processes of regional staff, and use of criteria analysis to prioritize within programmes. Examples of the Secretariat's action are provided below.

Enhancements to the programme-budget process

145. The late 1990s saw major changes to the programme-budget process used in the Organization as the result of proposals made by the Secretariat and adopted by the governing bodies. The fact that FAO's practices appeared quite well advanced if compared to other UN system Agencies and Programmes, was recognized in particular by the Joint Inspection Unit in its report on the Administration and Management of FAO issued in 2002.

146. The Organization has come a long way since the early days of budgets presented essentially in terms of objects of expenditure, allocations by organizational units and lists of posts. Consistent with efforts undertaken in many national administrations, the Secretariat proposed in the mid-90s to reflect more effectively strategic planning and results-based budgeting principles into the programme and budget formulation practices of FAO and thus completely revamp the latter practices.

147. This led to a new “programme model” aimed at improved design, better justifications and enhanced accountability for results, and a hierarchical set of forward-looking documents, providing complementary perspectives on the overall achievements sought, with different time horizons.

Suite of Complementary Planning Documents

a) Strategic Framework

148. The first ever long-term *Strategic Framework (SF) of FAO* (covering the 2000-15 period) was developed to elicit an agreed view of Members of FAO's role in helping them achieve the three global goals they endorsed in that document:

- access of all people at all times to sufficient nutritionally adequate and safe food, ensuring that the number of chronically undernourished people is reduced by half, by no later than 2015;
- the continued contribution of sustainable agriculture and rural development, including fisheries and forestry, to economic and social progress and the well-being of all;
- the conservation, improvement and sustainable utilization of natural resources, including land, water, forest, fisheries and genetic resources for food and agriculture.

149. The expected responses from FAO were expressed in the SF in terms of five major corporate strategies:

- a) Contributing to the eradication of food insecurity and rural poverty;
- b) Promoting, developing and reinforcing policy and regulatory frameworks for food, agriculture, fisheries and forestry;
- c) Creating sustainable increases in the supply and availability of food and other products from the crop, livestock, fisheries and forestry sectors;
- d) Supporting the conservation, improvement and sustainable use of natural resources for food and agriculture; and
- e) Improving decision making through the provision of information and assessments, and fostering of knowledge management for food and agriculture.

150. These corporate strategies to address Members' needs were translated into twelve strategic objectives which require complementary sets of actions under the various technical programmes of the Organization.

151. Six Strategies to Address Cross-organizational Issues, intended to provide the enabling environment for achievement of the above substantive strategies, were also highlighted in the SF: *Ensuring Excellence, Enhancing Inter-disciplinarity, Broadening Partnerships and Alliances, Continuing to Improve the Management Process, Leveraging Resources for FAO and its Members, and Communicating FAO's Messages.*

152. The anticipated revision to the Strategic Framework, originally foreseen for 2006-07, was postponed pending the outcome of the IEE.

b) Medium Term Plan (MTP)

153. A rolling six-year planning document updated every two years, the Medium Term Plan is the principal vehicle for programme formulation and prioritization. It operationalizes the Strategic Framework through programme entities with clearly defined rationales, objectives, outcomes and indicators.

c) *Programme of Work and Budget (PWB)*

154. The two-year Programme of Work and Budget (PWB) provides the costed implementation plan for the first biennium of the rolling MTP. It specifies the outputs to be achieved and indicates resource allocations by programme entities.

New Programme Model

155. Under the new programme model, the constituent entities of FAO's entire programme of work described in the MTP and PWB focus on results in terms of benefits to Members. This approach was first applied across all the technical programmes of the Organization in the 2000-01 biennium. Since that time, the system has been steadily improved in the light of experience, and staff and managers have become more familiar with its results-based orientation. In the 2006-07 biennium, the model, appropriately adapted, was extended to the non-technical and technical cooperation programmes. Implementation is supported by comprehensive monitoring and assessment arrangements, focusing on the achievement of planned PWB biennial outputs, related longer term major outputs and intended results. This allows for systematic monitoring and periodic review by technical officers and programme managers to facilitate in-course correction and adjustment.

Promotion and Application of Criteria for Priority Setting

156. At the behest of Governing Bodies, the Secretariat has sought to propose uniform criteria in the definition and selection of substantive priorities. The current criteria, as endorsed by the Council, fall into two distinct categories:

- 1) those which can help determine the relative priority of a given entity in relation to others, i.e.:
 - a) relevance to the Strategic Framework;
 - b) clear focus on Members' expressed priorities;
 - c) embodiment of FAO's comparative advantage.
- 2) those which more particularly address the quality of the design:
 - a) demonstrable means-ends causal links;
 - b) clear indicators of quality and utility;
 - c) cost efficiency;
 - d) likelihood of success and sustainability of results.

Ensuring Expanding Feedback from Evaluation

157. Major efforts were made at the same time to ensure better feedback from the results of evaluations to programming of future FAO activities, regarding both the major external evaluations of selected programmes or strategies, and an active process of auto-evaluations carried out at the initiative of the concerned managers themselves. Extra-budgetary resources were garnered to put on a firm footing this auto-evaluation process. At the same time, Regular Budget resources devoted to evaluation have augmented substantially.

More Effective Tools for Managers to Facilitate Priority Setting

158. The availability of effective supportive information systems is a self-evident prerequisite to managers being able to assess different options at the planning stage and set priorities among possible activities which could be implemented in the light of the resources allocated to them. The Secretariat has invested considerable effort in developing corporate planning and implementation monitoring tools in the last 15 years.

159. The current system in use throughout FAO is PIREs, developed by the Office of Programme, Budget and Evaluation (PBE), in close collaboration with all departments. It is designed to support the entire regular programme-budget process – i.e. programme planning,

budgeting, implementation, monitoring and evaluation – at all levels in the Organization, including decentralized locations.

160. PIRES is an integrated system revolving around results-based management principles. Its functionality is consistent with the overall model for administrative data management in the Organization and standards for information technology infrastructure and applications.

161. It allows in particular:

- to ensure due linkages between the Strategic Framework and medium-term and biennial planning;
- to implement results-based budgeting (RBB) approaches consistent with the new programme model and enhanced evaluation regime put in place in FAO, as described above;
- to make available a variety of tools for effective programme management and monitoring at the working level;
- to support the production of major documents in the programme planning, implementation monitoring and evaluation process (MTP, PWB, and PIR); and
- to generate programme-related data to meet reporting and analysis requirements at all levels.

I. ATTENTION TO ENHANCING MULTIDISCIPLINARITY

Multidisciplinarity in FAO's Context

162. Virtually since the inception of FAO, the structure of the Secretariat had to be organized along primarily “disciplinary” lines, mirroring the prevailing arrangements in national counterpart authorities, e.g. with units dealing with crops, livestock, fisheries, forestry, statistics, nutrition, agricultural trade, agricultural education and extension, marketing and rural finance, etc. Even in dealing with well-recognized sub-sectors such as fisheries and forestry, it was necessary to organize the concerned departments with sub-units responsible for the major disciplinary aspects (production systems, protection of the natural resource base, social and economic factors, information collection and dissemination, etc.).

163. For some time, both the Governing Bodies and Management have recognized the need for FAO units to overcome what is referred to in management literature as a “silo” mentality, i.e. thinking in terms of traditional organizational boundaries, which as noted above normally correspond to primarily disciplinary areas. These concerns arose in particular from challenges and issues pertinent to agricultural and rural development which were growing in complexity. Hence, over the years and with much encouragement from the Governing Bodies, the Secretariat has sought to foster where required, multidisciplinary action.

164. The Organization has had recourse to several formulae in order to do so:

- a) the establishment of inter-departmental working groups in order to, depending on each case: 1) generate uniform approaches to identified problems throughout FAO and ensure a genuine corporate response to external events, 2) discuss and agree on needed cooperation across units, and 3) execute specific multi-disciplinary outputs or even larger-scale programmes. These mechanisms can be of a relatively permanent or *ad hoc* and temporary nature, the best example in the latter case being field project task forces, particularly since most projects currently require multi-disciplinary technical inputs from the Organization;
- b) assigning a programmatic or organizational home, e.g. the “anchoring” of a given interdisciplinary theme in a programme entity (e.g. gender mainstreaming, capacity-building, etc.);

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- c) facilitation of multi-disciplinary activities at various stages of the broader planning and implementation processes of the Organization.

165. Significant examples of attention to enhancing multi-disciplinarity in recent biennia are given below.

*Strategic Framework 2000-2015 and Selection of
Priority Areas for Interdisciplinary Action (PAIAs)*

166. A major feature of the FAO Strategic Framework 2000-2015 (SF) approved by the Conference in November 1999 was the inclusion of a Strategy on Enhancing Inter-disciplinarity. As follow up, a two-pronged effort was launched in early 2000 to identify “Priority Areas for Inter-disciplinary Action” (PAIAs) over the medium term. This involved: a) the ad hoc working groups which had been active in the 1998-99 biennium in developing the five Corporate Strategies to address Members’ needs, eventually included in the Strategic Framework 2000-2015; and b) inter-departmental working groups already dealing with substantive areas of common interest.

167. PAIAs, therefore, resulted from a combination of fresh thinking to address emerging problems faced by the membership and requiring a multi-disciplinary response from the Organization, and the continuation of valuable on-going work cutting across departments. Extensive internal discussions led to proposing 16 PAIAs in the MTP 2002-07. The Programme Committee agreed that PAIAs must evolve dynamically, and subsequent changes led to 18 PAIAs being presented in the MTP 2006-11, and, following the advice from COFO and COAG in 2005, an additional PAIA on bioenergy being included in the PWB 2006-07.

168. It may be noted that Gender and Development has a special status among key multi-disciplinary themes, as it is governed by a specific Plan of Action sanctioned by the FAO Conference, including attendant formal reporting requirements to the Governing Bodies. Its implementation is spearheaded by the pertinent division (now ESW) and supported by a network of “gender focal points” in all concerned units at headquarters and in Regional Offices.

Streamlining of PAIAs and Increased Use of “ex-ante” Joint Planning

169. More recently, strengthening interdisciplinary action was one of the guiding principles underpinning the approved reform initiatives of the 2005-07 period. The use of *ex ante* joint planning has been promoted, particularly as relates to the areas hitherto identified as PAIAs. This was also in line with the guidance of the Programme Committee calling for greater selectivity and the desirability of “mainstreaming” PAIAs into the programme structure, whenever possible. Hence, most of the earlier PAIAs were recast as multidisciplinary programme entities, anchored more firmly to the most relevant programme(s) in the PWB, including for instance dedicated programme entities on Climate Change and Bioenergy.

Organizational Arrangements

170. One telling example of attention to multi-disciplinarity in the reforms implemented in the 1994-95 period was the upgrading of the unit dealing with gender to division status, thereby facilitating its overall coordination mandate throughout FAO.

171. More recent changes to the organizational structure took place in 2005-07 in response to concerns for more effective work across disciplinary lines on important subject matters. In particular, support to knowledge management and capacity building was enhanced through the new Knowledge Exchange and Capacity Building Division (KCE); and work on climate change and bioenergy through the Environment, Climate Change and Bioenergy Division, (NRC).

172. At the field level in Africa, Europe and Central Asia, and Latin America and the Caribbean, services to countries and subregional groupings are greatly assisted by the establishment of Multidisciplinary Teams in the Subregional Offices.

Central Catalytic Funding

173. Since the PWB 2002-03, a provision for catalytic resources to support multi-disciplinary work has been included in the budget, initially at a rather modest level. The PWB 2008-09 incorporates a substantial increase for central catalytic funding, bringing the available provision to US\$ 2.8 million. Of this, US\$ 1.6 million is earmarked to support work on knowledge management, capacity building, climate change and bioenergy, while the remainder of the provision would be available to groups handling priority multidisciplinary activities on a “competitive” basis, i.e. subject to the respective merits of requests coming from these groups, and also taking account of the eventual availability of extrabudgetary resources.