



منظمة الأغذية
والزراعة
للأمم المتحدة

联合国
粮食及
农业组织

Food
and
Agriculture
Organization
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the
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Organisation
des
Nations
Unies
pour
l'alimentation
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l'agriculture

Продовольственная и
сельскохозяйственная
организация
Объединенных
Наций

Organización
de las
Naciones
Unidas
para la
Agricultura
y la
Alimentación

THIRTY-FIRST REGIONAL CONFERENCE FOR LATIN AMERICA AND THE CARIBBEAN

Panama City, Panama, 26 to 30 April 2010

IMPLEMENTATION OF THE PROGRAMME OF WORK AND BUDGET 2010-11 AND AREAS OF PRIORITY ACTION FOR THE REGION FOR THE FOLLOWING BIENNIUM

I. Strategic framework: the new results-based approach in the Organization and the new role of the Conference

1. The Immediate Plan of Action for FAO's Renewal (IPA), approved by the 35th (Special) Session of the FAO Conference in November 2008, lays the foundation for an enhanced results-based approach to programme planning, implementation and reporting in the Organization. The IPA served as the basis for the preparation in 2009 of the Strategic Framework 2010-19, Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11, which were approved by the FAO Conference at its Thirty-sixth Session in November 2009 (see summary in Annex 1).

2. The Conference also adopted a renewed and more inclusive intergovernmental process of review of programme and budgetary priorities and proposals¹, in which from 2010 the Regional Conferences will report to the Council, through the Programme and Finance Committees, on these matters, and in doing so will:

- advise on and identify the special problems of their respective regions and the priority areas of work which should be taken into account in the preparation of the planning, programme and budgetary documents of the Organization, and suggest adjustments to these documents;
- review and advise on the performance of the Organization in the region with regard to its contribution to the achievement of results using relevant performance indicators, including any evaluations considered pertinent.²

3. The purpose of this document is to present, for review and recommendations of the Regional Conference, the issues and priorities that FAO will be addressing in the region during 2010-11 and the proposed priorities for 2012-13.

¹ CR 10/2009

² CR 6/2009 and new GRO XXXV

II. The Programme of Work and Budget 2010-11 Latin America and the Caribbean

4. The text below presents the main challenges and priorities of FAO's work in the Programme of Work and Budget (PWB) 2010-11. The appropriation of funds by Strategic Objective corresponding to PWB 2010-11 is shown in Annex 2.

The present situation

5. During the last decade, Latin America and the Caribbean, taken as a whole, was the region that recorded highest growth in agricultural, livestock, forest and fisheries production and in its exports. However, performance by subregion and country and within each country varied considerably. Equally variable was the impact of the food crisis on the countries of the region. Countries with high levels of poverty, dependent on food imports and with economies more exposed to economic shocks (fiscal balance, remittances, trade, investment and official development assistance) are suffering to a greater degree the effects in terms of undernutrition.

6. The food crisis of the last two years has virtually wiped out two decades of progress in the fight against hunger in Latin America and the Caribbean. In 2009, the number of hungry stood at the same level as in 1990-92, at 53 million undernourished people.

7. The role of agriculture and the rural sector as generator of employment and engines of growth is essential in recessionary situations such as the one we have just passed through. However, in practice, the capacity of agriculture and the rural sector to cushion the impact of the crisis and to contribute towards recovery has been compromised by a weak institutional structure and by low investment in the sector for at least 20 years.

8. Small-scale agriculture, for its part, is also constrained by a lack of quality assets and by poor access to infrastructure and to the public and private services that could provide support. Contrary to requirements, small farming received relatively little support in proportion to its contribution to staple food supply, employment, environmental sustainability and cultural heritage. But the fact that the small farmer sector has been largely neglected makes it part of the solution to the problem of hunger in the region.

9. The upward trend in food prices in 2008 and the tendency for prices to remain high in relation to the previous period have prompted a reappraisal of the importance of staple food production in many countries. This represents a good opportunity to strengthen small family farming and thus to convert a problem (rural poverty associated with this social sector) into part of the solution (domestic supply of staple foods).

The medium-term challenges

10. *Uncertain macro and international context.* Although there may be signs of economic recovery, we are not yet out of the crisis. The economic crisis will have continuing consequences, mainly on employment, and recovery will be slow. There are still risks and there could be resurges of inflationary pressure. Enduring unemployment and inflationary risk place a dual burden on vulnerable populations as they seek access to food and other basic goods.

11. *Production diversity.* An important characteristic of agriculture in Latin America and the Caribbean is its diversity, both between and within countries. There is a wide range of production units and systems at both levels, differentiated by agroclimatic conditions, scales of production, incorporation of technologies and access to resources and markets. This diversity represents potential and evokes the need for distinct policies in areas such as: a) provision of public goods to primary sectors (investment in agricultural R&D) and environmental protection, so that higher production remains in line with environmental objectives; b) issues of efficiency of public expenditure (appraisal of investments, governance of agricultural institutions); c) distinct policies targeting different producers; d) integration of sectoral policies going beyond the sphere of

production (e.g. education, integrated production systems); and e) implications for the integrality of the institutional framework.

12. *Mechanisms to promote small-scale agriculture.* Giving impetus to small and medium agriculture calls for greater consideration of the price volatility that now characterizes international and local markets, the high costs of transaction, the integration of agroforestry and fish culture, as well as off-farm activities and their environmental impacts. Proper attention needs to be paid to an appropriate balance between diversification of production at farm level to reduce risk and vulnerability, and increase biodiversity, on the one hand, *against* specialization and possibly higher yields, on the other. There is also a need to consider the difficulties in achieving minimally profitable production volumes and to promote integration in production chains for the local, national or international market and the formation of clusters around specific commodities, with correspondingly higher transaction and transport costs.

13. *Energy supply.* Energy consumption is expected to increase by 50 percent between 2005 and 2030, with the long-term price of oil stabilizing at around 70 USD per barrel (IEA, 2008). The growing international importance of energy supply has already brought agriculture to the centre stage because of biofuels. In fact, increased biofuel production was a factor behind the recent surge in food prices. Debate intensified because the growth in biofuel consumption in many developed countries was the result of public subsidies received by producers and consumers alike, and because in many cases the biofuel feedstock was also an important source of food, as in the case of maize. Although the topic of biofuels has abated in the last year, it will no doubt return to prominence once the world economy recovers and oil prices start climbing again. The region could put this situation to good use on account of its production potential, but there could also be renewed debate on the possible trade-off between food and biofuel production and related implications for prices and food security.

14. *Climate change.* This is already a topical issue in the region because of the general importance of agriculture. National and international public investment directed towards improving the adaptation capacity of agriculture is an innovative and vital perspective for the region's agricultural and rural sector. The genetic improvement of traditional varieties and the development and dissemination of new varieties better adapted to expected climate changes, the installation of infrastructure to manage water shortages and excesses (e.g. irrigation and drainage), the development of insurance schemes to protect small producers against climate risks, and early warning systems are just some of the potential areas for investment which, besides helping agriculture adapt to climate change, will also help boost its competitiveness.

15. *Food security.* The danger of experiencing a sudden and significant increase in food insecurity in the countries of the region will persist so long as the underlying structural causes are not resolved. In the region, with the exception of Haiti which has serious problems of food supply, the main challenge is to improve the food access of poor segments of the population, who are vulnerable to price volatility, unemployment and natural disasters. New major challenges facing the region are its changing demographics, the greater role of supermarkets, food quality and safety, and climate change. Promotion and adoption of the Right to Food is a key strategy for meeting these challenges and bringing about institutional change that will place agriculture, food and nutrition at the heart of national public policy.

16. Following the work orientations received from the Thirtieth Regional Conference and in accordance with the Strategic and Functional Objectives of the Organization that were approved by the member countries in 2009, our Programme of Work addresses the following areas:

Strategic Objective A: Sustainable intensification of crop production

17. *Sustainable crop production systems for family farming.* Technical support will be given to the development, validation and promotion of sustainable technologies and good agricultural practices with small farmer associations (Colombia, Argentina, Paraguay); urban and periurban agriculture will be promoted (Bolivia, Argentina, Peru, Paraguay); national seed programmes will

be strengthened (Guatemala, Costa Rica, El Salvador, Honduras and Nicaragua); and information will be disseminated on the development and conservation of plant genetic resources.

18. *Integrated management of pests and diseases.* Technical support will be provided for the control and prevention of transboundary pests and diseases and those in local reservoirs; the participatory integrated management of pests and diseases will be promoted; and local methods of crop protection will be disseminated among small farmers (Paraguay, Bolivia, Nicaragua, Guyana).

19. *Management of pesticides.* Support will be given to the strengthening of national pesticide control systems, the development of technical tools and training to reduce risks associated with pesticide use, and the elaboration of standards and actions plans for the registration and post-registration of pesticides (Peru, Bolivia, Colombia, Ecuador and countries of Central America); inventories of obsolete pesticides will be drawn up in the Caribbean; and support will be given to the elimination and prevention of stockpiles of obsolete pesticides (Paraguay, Bolivia y Ecuador).

Strategic Objective B: Increased sustainable livestock production

20. *Family farming production and food security.* Assistance will be given to strengthening family livestock production systems and their contribution to food and nutritional security, including the rediscovery of local species and products, in seven priority countries of the region (Bolivia, Ecuador, Paraguay, Guatemala, Honduras, Nicaragua, El Salvador).

21. *Transboundary diseases.* Support will be given to the progressive control and the eradication of foot-and-mouth disease and other transboundary diseases, and the prevention of risks associated with animal and public health: control and eradication of foot-and-mouth disease (Bolivia, Colombia, Ecuador, Peru and Venezuela); control and eradication of classical swine fever (Andean, Central American and Caribbean countries); prevention of highly pathogenic avian influenza and swine influenza (Andean, Central American and Caribbean countries).

22. *Recovery of pastures.* Support will be given to the recovery and sustainable management of pastures for meat and milk production (Andean countries and main producer countries of the region).

Strategic Objective C: Sustainable management of aquaculture and fisheries

23. *Integration of aquaculture into traditional agricultural systems.* By building *in situ* capacity, support will be given to the integration of aquaculture production systems into small-scale agricultural communities of Paraguay, Bolivia and Ecuador, including the promotion of integrated crop-livestock-aquaculture farms, for the purpose of increasing food supply and the productivity of family farming. Governments will receive support in designing strategies to have a ready supply of fish seed throughout the year, accessible to resource-poor farmers.

24. *Building capacity of family-based aquaculture.* Participatory surveys will be carried out in the COPESCAL countries to determine the current size of the sector and to identify common constraints to the competitiveness of small-scale producers, in order to build the capacity needed for their incorporation into value chains and thus enable them to become economically self-sufficient.

25. *Evaluation of the status of ornamental fisheries in the Amazon basin.* A survey will be conducted on the state and recent evolution of the capture and trade of ornamental fish, including the distribution of benefits along the commercial chain and existing regulations on the national and international trade in ornamental fish, with the aim of proposing measures to foster the sustainability of the sector and to safeguard biodiversity.

Strategic Objective D: Improved food quality and safety

26. *International standards on food quality and safety, Codex Alimentarius.* Technical assistance will be provided for the implementation of Codex international standards on food quality and safety; national and regional capacities will be strengthened for the formulation and

harmonization of risk-based standards and implementation of their requirements; and support will be given to help countries of the region attend Codex meetings.

27. *Food safety policies and national food control systems.* Assistance will be given to evaluating and strengthening capacity of food safety control systems; to formulating food safety policy and action plans; and to developing and implementing effective food safety control systems. Support will also be given to the design of common strategies to obtain equivalent protection measures; the development of economic criteria and indicators to assess the impact of food safety and effective communication strategies to raise awareness of the importance of food safety among the different stakeholders (population, decision-makers, national authorities, etc.).

28. *Effective communication on food quality and safety.* The campaign “Come Sano” (eat safely) will be conducted in English, Spanish and French to prevent food-borne diseases in all countries of Latin America and the Caribbean. It will communicate good practices for food safety and healthy eating, including the hygienic handling and preparation of food in the home following Codex guidelines, to an audience of consumers, producers, processors and traders.

Strategic Objective E: Sustainable management of forests and trees

29. *Statistics and information on forest resources of Latin America and the Caribbean.* Assistance will be provided to collecting, processing, analysing and disseminating data and information on forest resources, given their importance for the formulation and implementation of forest policies, technical decision-making and forest management, the promotion and strengthening of institutions responsible for forests and natural resources, governance at all levels, protection of water resources in catchment basins, mitigation and adaptation to climate change and natural disasters, including forest and agricultural fires, and protection of biodiversity in the Amazon forests.

30. *Strengthening policies and practices that affect the forest sector.* Assistance will be given to building knowledge, transferring technology and disseminating experiences relating to the forest sector by encouraging dialogue and international cooperation; in particular, support will be given to help countries develop programmes for forest protection and conservation of ecosystems and participate in international agreements on issues and programmes related to climate change, UNREDD (Reduced Emissions from Deforestation and Forest Degradation) and environmental services from forests.

31. *Social, economic and environmental values of forests.* Support will be given to help countries assess the social, economic and environmental values of their forests, and to determine how they contribute to improving the living standards of communities dependent on forest resources, forest commodity markets, goods and services provided by forests to communities and to food security, and the environmental values of forests, including conservation of biodiversity, rehabilitation of degraded lands, safeguarding of water resources, and mitigation and adaptation to climate change.

Strategic Objective F: Sustainable management of land and water and environmental challenges affecting food and agriculture

32. *Climate change.* Support will be given to the design and application of a system and tools to manage risk related to climate variability and its impact on agriculture and rural communities at local and national level in Chile, with the prospect of extending experiences and methodologies to other countries of the region. There are also plans to formulate, publish and disseminate related technical and communication materials in the region, accompanied by *in situ* training programmes. There will be collaboration in designing climate change mitigation and adaptation strategies in livestock production systems (pilot activities in South America, Central America and the Caribbean).

33. *Building country capacity in bioenergy policy and programmes.* Technical assistance and guidance will be provided on policies for the sustainable development of bioenergy; support will

be given to programmes of training, information, management and exchange of knowledge on topics such as second generation biofuels, innovation and development of technology and biogas; and there will be promotion of regional dialogue between governments, national and international specialized agencies and bodies involved in specific areas relating to bioenergy.

Strategic Objective G: Enabling market environment to improve livelihoods and rural development

34. *Public policies and programmes for family farming.* Technical assistance will be provided for policies to improve the contribution of family farming to agrifood markets and to food and nutritional security, and for public policy aimed at facilitating access to land and other production resources, financing and technical assistance services; support will be given to the identification of barriers making it difficult for family farming to enter production chains and dynamic markets, together with possible solutions; there will be help with the design of instruments intended to restore the consumption of high-nutritional-value traditional foods and to energize local and regional food markets.

35. *Rural employment policies.* There will be support for the design of policies that have a greater impact on poverty reduction, that galvanize employment in rural areas and that consider the generation of higher quality work.

36. *New trade opportunities.* The hike in food prices has caused countries to review their food marketing strategies and to explore new avenues in the framework of trade agreements. Countries will receive support for their strategies to seize opportunities in the dynamic context of food and agricultural trade in the region.

Strategic Objective H: Improved food security and nutrition

37. *FNS programmes and projects.* Recommendations, training and technical advice will be given to policies, programmes and projects on food and nutritional security (FNS) being implemented in the region, facilitating the exchange of experiences and cooperation between countries.

38. *Human Right to Food.* Action will be taken to promote and support the institutionalization of the Human Right to Food, in a context in which initiatives such as the Hunger-Free Latin America and the Caribbean Initiative, the Parliamentary Front Against Hunger and various national initiatives are increasingly seeking to ground public food and nutritional security policies in juridical and institutional frameworks that are based on universal human rights.

39. *Regional information and analysis.* Studies will be conducted on the state and outlook of food and nutritional security, agriculture and rural development in the region, as essential tools for the design of public policies at national level. This will require better instruments of measurement and greater capacity for analysis of food and nutritional security at regional level and within each country.

Strategic Objective I: Improved preparedness for and effective response to food and agricultural threats and emergencies

40. *South-South cooperation programmes for Haiti.* FAO will support and encourage South-South cooperation between countries of the region and Haiti, helping channel experiences and technical assistance to actions, projects and programmes of post-disaster reconstruction and rehabilitation, with a special focus on the most vulnerable rural livelihoods. FAO will also participate in donor conferences and will support the mobilization of resources for South-South cooperation programmes between LAC countries and Haiti.

Strategic Objective L: Increased and enhanced effectiveness of investment projects targeting agriculture and rural development.

41. *Improved capacity of governmental institutions and public and private organizations to plan, identify, prepare and execute investment initiatives and projects.* FAO will provide technical support and assistance to national counterparts of projects in the different phases of their cycle through team work with International Financial Institutions. It will give specific interdisciplinary training on tools and methodologies that it has developed and on innovatory approaches to the different phases of the investment project cycle. Opportunities and synergies will be identified to coordinate effective interdisciplinary actions involving FAO, donors and the players concerned .

III. Priority areas of action 2012-13

The current planning process

42. Through its ongoing process of reform, FAO is seeking to enhance the impact of its actions and to optimize its interventions around the Strategic Objectives (SOs) that its member countries have defined for it. Achieving these objectives through the new FAO paradigm will require delivery of the established Organizational Results (ORs), towards which all spheres of FAO intervention need to be directed. Attainment of the SOs and achievement of the ORs define the Organization's global goal, and this requires coordinated interventions between the different geographical levels (global, regional, subregional and national).

43. FAO has developed operational instruments that will serve to enhance coordination while at the same time offering a multi-annual perspective able to identify long-term priorities and to channel resources in an effective and transparent manner. In addition, given that FAO operates at different geographical and administrative levels, specific programme instruments are required at each level to ensure coherence of interventions and to permit economies of scale and operational synergies. The new mechanism of transparent programming also serves to improve coordination and to create new and more robust partnerships, in terms of both pursuit of resources and continuity and synergy of actions, with all UN agencies (contributing to *Delivery as One*), international organizations, civil society and the private sector.

44. The following programming instruments have been designed:

- i) At global level, the Medium Term Plan 2010-13 (MTP) identifies the SOs and ORs that set the guidelines for other levels of action. The MTP is complemented by the Programme of Work and Budget of the Organization 2010-11.
- ii) At regional level, the regional medium-term priority framework identifies priorities that most countries and/or subregions share and whose main input is this Regional Conference.
- iii) At subregional level, the subregional medium-term priority framework coordinates activities developed at subregional level.
- iv) At national level, the National Medium-Term Priority Framework (NMTPF) identifies priority actions for FAO technical assistance in the country.
- v) At sectoral level, FAO draws upon the reports of sectoral conferences (LACFC, CODEGALAC, etc.) which, although not programming documents as such, serve as technical references for all other regional and subregional programming instruments.

45. The process of identifying priorities at the different levels of programming (regional, subregional and national) needs to take the Organization's available resources and actual capacity into account. This will help determine areas in which FAO's efforts will need to be concentrated to achieve concrete and measurable benefits for the member countries.

46. The Organization's planning process is not an internal activity separate from the policy action of national governments or the programming at supranational and intergovernmental level.

Each planning level requires the direct participation of the corresponding governmental bodies.

47. For this reason, national planning is conducted in close collaboration with governments, taking into consideration their agendas and programmes. The final document, the NMTPF, is therefore the result of broad discussion between the Organization and public bodies responsible for areas within FAO's remit. The process of joint formulation of the programming document concludes with the endorsement of both parties, thus giving formal recognition to the Organization's programme of work in the country.

48. The supranational planning documents, on the other hand, do not have formal channels of endorsement, but there are regional and subregional bodies (CARICOM, MERCOSUR, CAN, SICA, UNASUR, etc.) that are empowered to act as representative interlocutors of country groups.

49. As a constituent body of the Organization's system of governance, the Regional Conference provides an opportunity for broad discussion with countries, with the aim of refining the identification of priorities by analyzing opportunities between demand and supply, with the latter restricted by mandate, available resources and existing or potential technical capacity. This process provides for a better allocation of scarce resources and more effective actions of the Organization at all levels of intervention.

50. **Regional programming** is intended to direct FAO activities from this geographical perspective. That is to say, the regional priorities do not set out to be the sum of priorities identified at national and regional level, but rather to draw upon these, on priorities from the Regional Conference and on the Strategic Objectives defined by the FAO Conference, to constitute a framework of action that will empower its field work at country level.

Suggested priority areas for the 2012–13 biennium

51. Because of the multisectoral and multidimensional nature of hunger, poverty and sustainable use of natural resources, interventions are needed in multiple areas. However, as Regional Office of FAO, it is important to identify those priority spheres of action that will draw upon its comparative advantages, that are congruent with national, subregional and global levels of intervention, and that permit synergies with interventions of other international cooperation agencies.

52. The following priority areas for technical assistance in the next biennium are presented for consideration by the Regional Conference:

- i) ***Food and Nutritional Security***. Because of the different events that have taken place in the last three years, the number of people suffering from hunger in the region has increased. Fifteen years of achievements have been wiped out and the region is moving away from the first Millennium Goal. The challenge today would appear to lie not so much in dealing with short-term increases in food prices but rather in finding mechanisms that will help avoid recurring food crises. FAO will seek to contribute towards the complex issue of hunger, at regional level, by generating information, analysis and policy recommendations for decision-makers, developing methodology tools for the design and implementation of programmes of food and nutritional security, food quality and safety, and market access, and raising the awareness of policy-makers and the general public (Strategic Objectives d, g, h, l).
- ii) ***Climate Change and Environmental Sustainability***. Agricultural production, in its broadest sense, is one of the human activities most closely connected to environmental conditions. Because of climate change and increasingly frequent extreme climatic events, there will be more frequent instances of lost agricultural production, which means that food availability at local, national or regional level will be less stable. FAO will seek to improve the performance of the agricultural sector, as broadly understood, in terms of reducing contribution (mitigation) and strengthening capacity of response

(adaptation) to the probable scenarios of climate change (Strategic Objectives A, B, C, E, F).

- iii) ***Transboundary Diseases.*** The process of globalization, trade in animals and animal-based products and increased tourism raise the vulnerability of countries to transboundary animal diseases (TADs). Because of possible serious economic, social and trade consequences of TADs, it is essential that they be prevented, controlled and eradicated and that there be clear and precise information on which diseases are present and which are absent in the region. FAO will continue to promote international cooperation to deal with TADs, helping countries develop their veterinary capacity and monitoring TADs through the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) and the Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs) (Strategic Objective B).
- iv) ***Promotion of Small-Scale Agriculture/Family Farming.*** Some studies indicate that the contribution of small farmers to local staple food markets could reach two-thirds of total supply, which makes this farming category extremely important as a provider of staple foods, especially on local markets that cater to the poorer sections of the population. The contribution of small-scale agriculture (understood in its broad sense to include livestock, aquaculture/fisheries) to food security is fundamental. Strengthening this sector would boost supply to domestic markets and protect population groups more vulnerable to international shocks. Policies that promote access to production resources and that support family farming will be crucial to bring about a form of development that can bring the millions of poor families that live in the region's rural areas into the mainstream. FAO will strengthen actions to this end, working with governments and private players, facilitating dialogue between them and creating regional platforms for the exchange of experiences and international cooperation (Strategic Objectives A, B, C, G, L).

Annex 1. FAO's new results-based approach

53. The Immediate Plan of Action for FAO's Renewal (IPA), adopted at the Thirty-fifth (Special) Session of the FAO Conference in November 2008, lays the foundation of an enhanced results-based approach to programme planning, implementation and reporting in the Organization. This is coupled with a revitalized and more inclusive intergovernmental process of review of priorities and programme and budget proposals.

54. The four-year Medium Term Plan applies the principles and major elements of the results-based approach. The major elements, as set forth in the Strategic Framework, are as follows:

- **Global Goals**, which represent the fundamental impacts in terms of development in areas within FAO's mandate that member countries seek to achieve;
- **Strategic Objectives**, which contribute to the achievement of the global goals;
- **Functional Objectives**, which provide the enabling environment for FAO's work;
- **Organizational Results**, which define the outcome of FAO's work in relation to each strategic and functional objective;
- **Core Functions**, which are the critical means of action to be employed by FAO to achieve results.

55. The eleven strategic objectives agreed in the Strategic Framework reflect the assessment of challenges and opportunities relating to food, agriculture and rural development. They express the impact in countries, regions and globally, that is expected to be achieved over the long term (10 years) by FAO Members and Associate Members, as a result of the value-added interventions of the Organization. In order to ensure that all aspects of FAO's work are considered within a results-based framework, complementary Functional Objectives assist the Organization in ensuring an effective impact of technical delivery with due attention to efficiency, and therefore also firmly contribute to the achievement of the Strategic Objectives (*Figure 1*).

56. Under the Strategic Objectives, the more specific **Organizational Results** represent the outcomes expected to be achieved over a four-year period through the adoption and use of FAO's products and services by the Member States and Associate Members. The identification of Organizational Results also applies in the case of the Functional Objectives.

57. The eight Core Functions draw on FAO's comparative advantages and need to be applied at all levels: global, regional and national. They are subject to articulated strategies to ensure coherent approaches, cooperation among organizational units, mutual learning and pursuit of excellence.

58. The Organizational Results, measured through indicators, constitute the backbone of the four-year Medium Term Plan and the biennial Programme of Work and Budget and reflect the substantive priorities upheld by the Membership (see MTP Section C and PWB Section IV).

59. Other tools to inform the development and help secure the achievement of the Organizational Results and Strategic Objectives, include:

- the National Medium-Term Priority Frameworks which are developed together with the governments concerned to focus FAO's efforts on clearly identified national needs;
- the structured and consultative development of subregional and regional areas of priority action, channelled, among other conduits, through the Regional Conferences and the specialized Regional Commissions;
- at global level, a limited number of impact focus areas aimed at mobilizing voluntary contributions for priority groups of Organizational Results, providing a communication and advocacy tool, and with an emphasis on capacity building and policy frameworks.

60. During implementation, progress towards achievement of the Organization Results will be tracked through the measurement of their indicators. This results-based monitoring will permit the identification of any issues that could prevent FAO from delivering the Organizational Results, and will thus provide the opportunity to make in-course adjustments and changes to forward

planning. Biennial implementation reporting under the new results-based regime will change significantly, both in terms of content and presentation. Future reports will focus on the achievement of outcomes as measured against targets specified in the Medium Term Plan and in the Programme of Work and Budget, rather than on activities and outputs.

Table 1. Main components of the FAO results framework**FAO's Vision**

A world free of hunger and malnutrition where food and agriculture contribute to improving the living standards of all inhabitants, especially the poorest, in an economically, socially and environmentally sustainable manner.

The three Global Goals of Members:

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

Strategic Objectives

- a) Sustainable intensification of crop production
- b) Increased sustainable livestock production
- c) Sustainable management and use of fisheries and aquaculture resources
- d) Improved quality and safety of foods at all stages of the food chain
- e) Sustainable management of forests and trees
- f) Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture
- g) Enabling market environment to improve livelihoods and rural development
- h) Improved food security and better nutrition
- i) Improved preparedness for, and effective response to, food and agricultural threats and emergencies
- j) Gender equality in access to resources, goods and services and in decision-making in rural areas
- k) Increased and more effective public and private investment in agriculture and rural development

Functional Objectives

- l) Effective collaboration with Member States and stakeholders
- m) Efficient and effective administration

Core Functions

- Monitoring and assessment of long-term and medium-term trends and perspectives
- Assembly and provision of information, knowledge and statistics
- Development of international instruments, norms and standards
- Policy and strategy options and advice
- Technical support to promote technology transfer and build capacity
- Advocacy and communication
- Interdisciplinarity and innovation

ANNEX 2 : 2010-11 BUDGET BY STRATEGIC/FUNCTIONAL OBJECTIVE AND REGION³ (USD MILLIONS)

	Headquarters/ Global		Africa		Asia and Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East		Total		
SO/FO	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Total
A	39.2	143.4	3.5	7.8	1.7	19.4	1.2	1.2	2.1	11.6	2.7	8.7	50.4	192.1	242.5
B	23.8	135.1	2.5	2.5	1.5	4.6	1.1	4.1	2.2	4.0	1.5	4.7	32.6	155.0	187.6
C	47.5	54.7	3.4	2.3	1.4	21.7	1.1	1.5	2.1	3.0	1.6	4.6	57.1	87.8	144.9
D	21.6	9.3	1.7	1.0	0.6	7.4	0.4	0.0	0.8	0.0	0.2	0.4	25.3	18.1	43.4
E	32.3	56.5	3.6	6.2	1.8	9.1	2.0	0.0	2.7	5.9	1.2	0.3	43.6	78.0	121.6
F	43.1	56.8	3.7	3.7	1.9	8.6	1.3	1.0	2.4	9.4	2.2	5.4	54.6	84.9	139.5
G	34.6	24.2	3.1	15.2	1.2	1.6	0.5	1.4	1.0	7.6	1.2	1.5	41.6	51.5	93.1
H	49.7	39.6	3.4	16.4	1.9	14.0	1.2	0.0	2.1	18.1	2.2	1.8	60.5	89.9	150.4
I	7.2	367.7	0.3	1.3	0.2	2.0	0.0	0.0	0.1	1.2	0.0	0.0	7.8	372.2	380.0
K	8.6	5.8	0.8	3.6	0.4	0.1	0.3	0.6	0.2	2.5	0.0	0.1	10.3	12.7	23.0
L	36.3	45.8	0.9	4.1	0.0	0.3	0.1	0.4	1.0	0.5	0.3	0.7	38.6	51.8	90.4
X	192.8	12.5	5.4	0.1	9.8	0.2	7.2	0.5	5.2	1.5	5.1	3.6	225.5	18.4	243.9
Y	79.9	14.4	7.0	0.6	7.9	0.0	16.1*	1.9	7.4	1.2	4.6	0.4	122.9	18.5	141.4
FAOR	0.0	0.0	45.6	6.0	15.5	3.5	2.4	0.1	17.1	3.9	7.6	0.7	88.2	14.2	102.4
TCP	20.6	0.0	36.1	0.0	21.8	0.0	9.3	0.0	16.4	0.0	7.5	0.0	111.7	0.0	111.7
Contingency	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.0	0.6
Capex	27.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	27.1	0.0	27.1
Security	24.9	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	24.9	0.8	25.7
<i>Less: Unidentified Further Efficiency Gains and One-Time Savings</i>													(22.8)	0.0	(22.8)
Total	689.8	966.6	121.0	70.8	67.6	92.5	44.2	12.7	62.8	70.4	37.9	32.9	1,000.5	1,245.9	2,246.4

³ C 2009/15 MTP/PWB Annex V adjusted for approved budget level (CR 3/2009) including cost increases and before distribution of unidentified further efficiency gains and one-time savings.

*Includes Shared Services Centre budget for Budapest and Rome hubs.

