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The Programme Implementation Report (PIR) informs the membership about the work carried out by the Organization during the past biennium. As part of the established accountability documents, it provides information on the Organization's financial performance and what it achieved in terms of outputs and outcomes. It covers resources and activities both under the Regular Programme appropriation and extrabudgetary funding, as planned in the Programme of Work and Budget.

The PIR covering the biennium 2008-09 will be the last in the current format. Work is already underway, in consultation with the governing bodies, to design a new implementation reporting system in line with the results-based programme framework put in place for the 2010-11 biennium.

The 2008-09 biennium was unique in many respects, for both the Secretariat and Members. On the one hand, we collectively responded to the challenges of a deteriorating world food security situation, in particular the food price and financial crises and the pressing need to address the effects of climate change on agriculture and food security. On the other hand, we started implementation of a far-reaching set of reforms aimed at making the Organization more efficient and effective. I wish to commend both Members and the staff of the Organization for their dedication to addressing these challenges through a new spirit of collaboration within and among the governing bodies and the Secretariat.

The results of the past biennium are evident in the renewed focus on food security and the development and implementation of the Immediate Plan of Action for FAO's Renewal (IPA). The messages which come across are, I believe, quite clear, as set forth in Section I on major policy developments in the biennium.

First, food security is back on the map for both decision-makers and the public at large, while regrettably at the price of much suffering in many regions and unacceptable reversal of past positive trends. In this context, the 2008-09 biennium was distinguished by several important marks of collective will to act, such as the G-8 L'Aquila Food Security Initiative adopted in July 2009, the Rome Principles for Sustainable Global Food Security adopted in November 2009, and a reformed Committee on World Food Security. It was also distinguished by concrete achievements to assist the most affected populations such as under the Initiative on Soaring Food Prices (ISFP) and the European Union Food Facility (EUFF), of which FAO can be justifiably proud to be a significant implementing partner.

Second, through implementation of the IPA the foundation has been laid for a more efficient Organization, whereby FAO should be able to shoulder its responsibilities more effectively and forcefully.

These policy developments were accompanied by a 23 percent increase in resources at our disposal, with expenditures reaching USD 2.2 billion for the biennium. This was done primarily through increased voluntary contributions, which comprised just over half of the resources. Operations linked to emergencies rose particularly dramatically (by 45 percent), perhaps the best proof of confidence in the Organization's capacity to deliver effectively.

Turning to the specific contents of this document, Section II provides an overview of FAO resources and highlights of programme

implementation during the past biennium. While the PIR draws on information from the unaudited financial accounts and the underlying accounting records, it is not intended to be an accounting document. However, Members expect to be apprised about the origin and effective use of the resources put at the disposal of the Organization during the biennium and to see them in relation to the main products and services delivered.

I would particularly call the attention of Members to the highlights of programme implementation, including developments regarding the Technical Cooperation Programme, and the regional dimensions of programme delivery. The highlights are based on selected achievements in a number of substantive areas and illustrate quite vividly how the Organization can do good work in such diverse areas as crop production, water management and conservation, the implementation of the International Treaty on Plant Genetic Resources, Forest Resources Assessment, knowledge dissemination and capacity building.

For example, the use of improved crop intensification methods, based on IPM approaches, was actively catalysed in several regions of the world; the Sirte Conference on Water for Agriculture and Energy in Africa, held in December 2008 generated both a high degree of political commitment for water management in Africa and concrete portfolios of projects; effective food control measures and nutrition policy formulation were supported in specific countries and subregions; a final burst of activities on rinderpest should pave the way for a formal international statement confirming Rinderpest Freedom in 2011; the Standard Material Transfer Agreement under the International Treaty on Plant Genetic Resources has now firmly established itself as a valid instrument to foster fruitful exchanges among parties; the Global Agro-industries Forum of April 2008 triggered practical follow-up in several geographical areas; in respect of knowledge management, the first ever "share fair" was held at headquarters in January 2009, and is being replicated.

Finally, Section III covers corporate dimensions of programme delivery which are of particular interest to the membership: the cost of supporting the field programme and activities in direct support to the Regular Programme; the search for efficiency savings; the use of the capital and security expenditure facilities; the implementation of FAO language policy; and key information relating to geographical and gender balance in staff.

As befits the accountability nature of the PIR, the Annexes provide more comprehensive information, including a summary report on the completion of outputs (Annex 2 in the printed document) and a detailed implementation report (with both expenditures and achievements by programmes) in the Web-based Annex 4.

I trust that membership will appreciate the information provided in this PIR in apprising them of what the Organization has achieved with the resources put at its disposal.



Jacques Diouf
Director-General

1. The Programme Implementation Report (PIR) informs the membership about the work carried out by the Organization during the past biennium. As part of the established accountability documents, it provides information on the Organization's financial performance and what it achieved in terms of outputs and outcomes, as planned in the Programme of Work and Budget. The main reported achievements are summarised below.

Major Policy Developments

2. High profile activities linked to food security and the implementation of substantial reforms in the Organization distinguished the 2008-09 biennium.
3. In respect of the renewed focus on food security, several key meetings took place under FAO auspices, including the High-Level Conference on World Food Security: the Challenges of Climate Change and Bioenergy (June 2008), the Expert Meeting and High-Level Expert Forum on How to Feed the World in 2050 (held respectively in June and October 2009) and the World Summit on Food Security (November 2009, convened in concurrence with the regular session of the FAO Conference). Together with other prominent fora such as the G-8 meeting at L'Aquila in July 2009, these events contributed significantly to concrete action by policy-makers at both international and national levels. At the same time, agreement on a reformed Committee on Food Security was reached.
4. On the operational side, in order to assist the most affected countries and populations in coping with the devastating impact of the food price and economic crises, FAO launched its Initiative on Soaring Food Prices (ISFP). Since the inception of the ISFP, FAO has been able to mobilize more than USD 400 million for projects in 92 countries, carried out inter-agency assessments in 58 countries and worked closely with partner agencies in the framework of the UN High-Level Task Force (HLTF), especially to support the €1 billion European Union Food Facility (EUFF) in 2009.
5. As regards reforms in the Organization, Members and the Secretariat joined forces to formulate an ambitious package and subsequently worked together to actively support their implementation. Hence, the Immediate Plan of Action for FAO's Renewal (IPA) – which had been called for by the November 2007 Conference in the wake of the Independent External Evaluation of FAO (IEE) – was developed and subsequently approved by a (Special) Session of the Conference held in November 2008. In 2009, substantial progress was made in carrying out the IPA, spanning: the formulation and approval of extensive changes to the Basic Texts; implementation of more comprehensive results-based principles; restructuring measures at headquarters and in field locations, with a stronger role for regional offices; enhanced human resources and administrative systems and practices; and institutional culture change.

Overview of resources

6. Total expenditure incurred by the Organization was USD 2,189 million, nearly 415 million (23 percent) higher than in 2006-07. Expenditure under "General and Related Funds" increased by USD 128.2 million (14 percent), while overall expenditures related to trust funds and UNDP increased by USD 286.3 million (34 percent), now representing slightly more than half of total resources. Expenditure on non-emergency trust funds increased by 26 percent, while operations linked to emergencies rose by 45 percent, mainly as the result of the Avian Influenza crisis, and other natural or man-made disasters.
 7. Expenditures to implement the Programme of Work totalled USD 1,038 million, very close to the resources budgeted in the PWB 2008-09. TCP delivery stood at USD 109.8 million, sharply reversing the decline experienced in 2006-07. The shift in emphasis of the Special Programme for Food Security (SPFS) from small pilot projects to designing and implementing national and regional programmes for food security resulted in a further decline in delivery for RP funded SPFS projects.
 8. Total field programme delivery, along with extrabudgetary support to the Regular Programme, increased by 37 percent over the previous biennium. This reflected in particular greater use of GCP and UTF modalities and the large increase in emergency and rehabilitation activities. The top 21 sources financed 86 percent of extrabudgetary delivery.
- ### **Corporate features of programme delivery**
9. The search for further efficiency savings continued vigorously, especially in the light of the request by the 2007 FAO Conference to identify USD 22.1 million in savings and efficiency gains to be achieved during the biennium (request made when approving the Programme of Work and Budget 2008-09). Units used five approaches for doing this: i) achieving lower costs of inputs; ii) streamlining of administrative and operational support processes; iii) selective delayering; iv) progressively adjusting the human resources input mix; and v) increasing the funding base of the Programme of Work through further extrabudgetary resources.
 10. Security-related expenditures under PWB *Chapter 9: Security Expenditure* were USD 10.7 million for headquarters and USD 8.7 million for decentralized locations and the field programme. The Organization also successfully implemented many of the projects foreseen under the Capital Expenditure Facility (PWB *Chapter 8*). Expenditures amounted to some USD 15.5 million. The IPSAS project was the top priority, while further development of the HRMS also received attention.
 11. Due emphasis was given to pursuing FAO language policy, including the use of Russian as a language of the Organization, as decided by the November 2007

Conference. In 2008-09, the share of meetings held in all six languages increased to reach 19 percent of the total. Overall, meetings in more than two languages stood at 50 percent, a percentage similar to that of 2006-07. All flagship publications were made available in the six languages, with versions of more technical documents being published in languages appropriate to the needs of key target audiences.

12. Geographical and gender balance in staff received due attention. At the end of 2009, there were 14 countries that exceeded the top of their range; 16 under-represented countries; and 45 non-represented countries, and efforts are continuing to reduce the latter number. Increasing the proportion of female staff in the professional category is also a major human resources policy objective. There has been a steady increase of women in professional posts at headquarters in the recent past, going from 21 percent at the beginning of 1996 to 37 percent at the end of 2009, and an increase in all locations from 18 percent to 34 percent.

Programme information and selective highlights

13. FAO units had identified outputs for implementation under all programmes in the 2008-09 Programme of Work and Budget. As is customary, in the course of the biennium some modifications had to be made to planned outputs, while others had to be postponed or cancelled. New outputs have had to be introduced to meet evolving contexts and specific new requests. As shown in *Annex 2*, delivery of outputs was on the whole satisfactory. The technical programme delivered 88 percent of adjusted planned outputs, while non-technical programmes delivered 91 percent.

14. This PIR continues the innovative feature of presenting selected programme “highlights” in the printed document. Hence, *Section II.B* addresses selectively the outcomes of FAO’s work in a number of key areas under the three substantive chapters of the Programme of Work:

- *Chapter 2: Sustainable Food and Agricultural Systems*, highlights crop intensification and protection, land and water (including the Sirte Conference); livestock and transboundary animal diseases (including work on rinderpest); food safety and nutrition; agro-industries (the Global Agro-industries Forum); climate change and bioenergy (including the UN-REDD programme); plant genetic resources (including the International Treaty); fisheries and aquaculture (including the Agreement on Port State measures); forestry (including Global Forest Resources Assessment);
- *Chapter 3: Knowledge Exchange, Policy and Advocacy* highlights information and statistics; gender; FAO as a knowledge organization; capacity building; and
- *Chapter 4: Decentralization, UN Cooperation and Programme Delivery* highlights national and regional programmes for food security; natural disasters and complex emergencies.

15. As per established practice, key developments in the biennium regarding the Technical Cooperation Programme (TCP) are also covered at the end of this *Section II.B*.

16. In *Section II.C*, an overview is provided of FAO’s achievements in each region (Africa, Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, and the Near East) by programme area under all sources of funds, including TCP and external financing for investment.

17. A more detailed implementation report (with both expenditures and achievements by programmes) is provided in (Web-based) *Annex 4*.

I. MAJOR POLICY DEVELOPMENTS IN THE BIENNIUM

A. RENEWED FOCUS ON FOOD SECURITY

18. The 2008-09 biennium witnessed exceptional developments in the international scene directly related to food security and thus to the core mandate of the Organization. The period saw a significant worsening of the already disappointing trend in global food security. This challenging external environment impacted FAO activities in many ways. In seeking to address increasing food security concerns, several major events were organized under FAO auspices that required substantial analytical and logistical support. There were also significant efforts to mobilise funds as well as extensive operational work to alleviate suffering of the most affected populations.

19. These external and internal developments have been well covered in the media and addressed extensively in documentation submitted to FAO intergovernmental and other fora. Thus only the significant milestones of this eventful period, as well as the major international pronouncements and decisions made, are covered here, along with illustrations of how FAO's fact finding and analytical capacities have been mobilized to inform international debates and respond to the expectations of FAO's member countries.

Growing threats to food security

20. In the wake of the food price crisis and the general economic slowdown, more than one billion people – around one sixth of all humanity – were left hungry worldwide.

21. The threats to global food security from climate change and biofuels was at the origin of the proposal to convene in June 2008, under FAO auspices, a High-Level Conference on World Food Security: the Challenges of Climate Change and Bioenergy. The concurrent crisis of soaring food prices attracted participation at the highest level and resulted in the High-Level Conference turning into a summit on food security (see box 1).

The Initiative on Soaring Food Prices

22. As early as July 2007, FAO had warned of a developing food price crisis. In December 2007 it launched its Initiative on Soaring Food Prices (ISFP) to help smallholder farmers grow more food and increase their income. By mid-2008, international prices for basic food commodities had reached their highest level in nearly 30 years. The impact of the food price crisis was subsequently compounded by the global financial and economic crisis which erupted by the end of 2008.

23. Early in the crisis, FAO developed a guide for immediate country action, reviewing the pros and cons of actions that countries could undertake to reduce the impact of the crisis on the most vulnerable sections of the population and help producers increase their production. Later, FAO regularly monitored countries' responses throughout the crisis and published a report based on detailed information on decisions taken by more than 80 of its member countries.

24. In operational terms, the initial thrust of the ISFP was to work primarily with small farmers to ensure, in the short-term, the success of the next planting seasons and, in the long-term, to increase food production through improved seeds and fertilizers. Its scope was subsequently expanded. Therefore, using at first its own modest resources (e.g. the TCP) FAO sought to respond to the most urgent needs of affected countries, based on a round of sharpened country-level assessments. This early analytical and practical action allowed FAO to catalyze and mobilize substantial amounts from other sources, in cooperation with a wide range of partners. The main dimensions of the Initiative, and very selective examples of the work carried out at country level are given in box 2.

The national and regional programmes for food security

25. Since the onset of the global food crisis, FAO has also reiterated the need to significantly increase investment in medium- and long-term actions to address the

Box 1

High-Level Conference on World Food Security: the Challenges of Climate Change and Bioenergy – Rome, June 2008

At the beginning of June 2008 world leaders and policy-makers converged on Rome to address these challenges and discuss ways in which to safeguard the world's most vulnerable populations. The High-Level Conference was attended by 42 heads of state and government, 100 high-level ministers and 60 non-governmental and civil society organizations from 181 countries. Going beyond climate change and bioenergy, the Conference considered the major threat that soaring food prices posed to world food security. The Conference concluded with the adoption of a declaration calling on the international community to increase assistance for developing countries, in particular the least developed countries and those that are most negatively affected by high food prices.

The timeliness of the Conference was widely acknowledged by participants as they recognized that the issues of food energy and climate change were closely linked. On the basis of analyses presented, there was general agreement that agriculture would once again play a prominent role on the international agenda and that increased agricultural investment and enhanced agricultural productivity remained essential. Although the Conference was not a pledging event, many donors announced firm financial commitments aimed at countries most affected by the world food crisis.

Box**2*****The Initiative on Soaring Food Prices (ISFP)***

Since the inception of this initiative, FAO has been able to mobilize more than USD 400 million for projects in 92 countries, carried out inter-agency assessments in 58 countries and worked closely with partner agencies in the framework of the UN High-Level Task Force (HLTF), especially to support the €1 billion European Union Food Facility (EUFF) in 2009 (see box 4).

Given the high profile of the crisis, the interest of funding sources to address immediate and longer-term impacts, and the desire by all concerned to base and pursue interventions on firm data, accurate and timely monitoring of progress has been a major preoccupation at all levels. Consequently, there is a vast amount of documented evidence on achievements under the ISFP. A few region specific examples should nevertheless help to illustrate the wide range of actions that took place. In Africa, FAO implemented projects in 43 countries, including 16 under the EUFF and 39 under the TCP. In western Kenya, for instance, a TCP project helped in 2008 to revive rice farming in the Ahero Irrigation Scheme, which had collapsed in the late 1990s. Working with the Kenyan government and local partners, FAO provided high-yielding rice seeds, fertilizers, pesticides and technical assistance to 540 farming families affected by civil unrest, drought and high food, fuel and input prices. Farmers managed to double – and in some cases, triple – their yields over previous years and, with FAO support, took steps toward becoming self-sufficient, including organizing into farmers' groups and setting up a revolving credit fund to finance the purchase of inputs.

At the height of the food price crisis in 2008, FAO began implementing a number of projects to help Haitian farmers boost their food production. An IFAD-funded project provided bean, vegetable and cereal seeds, sweet potato cuttings, and banana plants to around 240,000 smallholder farmers for three planting seasons in 2008 and 2009. Following the devastating earthquake that struck Haiti in January 2010, the project was extended to ensure that thousands of farmers had access to seeds and agricultural tools for the March and June 2010 planting seasons.

In Pakistan, where high food prices had left millions of people food insecure, FAO, in partnership with the World Food Programme (WFP), began carrying out one of the largest EUFF projects (funds totalling €24.7 million for a two-year project, ending in mid-2011). In 2009, FAO distributed seeds and fertilizers to nearly 100,000 small-scale farming families in time for the planting season. In addition, the project focused on rehabilitating irrigation schemes and rainwater structures, reducing post-harvest losses and training farmers in new technologies.

In Central America (Honduras, Guatemala, Nicaragua) emergency projects including ISFP and EUFF have benefitted by being mainstreamed within on-going food security programmes thus facilitating the realisation of a continuous strategy for territorial development which provides a sound link between short- and medium- to long-term interventions.

Thanks to the mobilization of substantial additional funding, FAO is now moving into a second stage of operations focused on supporting countries in formulating and implementing food security policy and investment programmes for submission to the Global Agriculture and Food Security Program (GAFFSP) or other AFSI (L'Aquila Food Security Initiative) funding mechanisms. Special emphasis is on country-led programmes developed in the framework of the Comprehensive Africa Agriculture Development Programme (CAADP).

underlying causes. National and regional programmes for food security, which are in line with the CFA concept and the envisaged medium- to long-term actions, have been among the primary tools readily available to Member Governments.

26. Learning from the experiences of the SPFS pilot phase and other similar programmes, since 2001 FAO

has been providing technical assistance in support of large-scale programmes for food security designed, owned and implemented by national governments and regional economic integration organizations (REIOs) themselves. To maximise the scale and depth of impact, programmes aim to reach millions of people rather than thousands, and apply a twin-track approach of addressing simultaneously

Box**3*****National and Regional Programmes for Food Security (NPFS and RPFS)***

By the end of 2009, 18 countries were implementing NPFS (with an indicative budget of USD 3.8 billion and targeting close to 30 million people). RPFS were operational in four regions (indicative budget USD 576 million), including CARICOM, PIF, UEMOA and ECO. It is expected that, in the next four years, the number of NPFS and RPFS will double.

The experience gained so far with NPFS and RPFS has shown that successful programmes benefit from political commitment at the highest level. This is often reflected in the large share of national funding allocated to their implementation. Countries such as Nigeria, Mexico, Angola, Algeria, Chad, Jordan and Pakistan are already demonstrating their commitment by allocating their own budgetary resources to their NPFS, and this has stimulated the interest of several funding partners.

Under NPFS and RPFS, South-South Cooperation (SSC) remains an important vehicle for knowledge transfer among developing countries. By the end of 2009 a total of 39 SSC agreements had been signed and over 1,400 experts and technicians had been fielded in the framework of SPFS/NPFS and RPFS in 65 countries worldwide.

the availability and access dimensions of food insecurity. RPFS complement NPFS and address cross-border issues, including management of water resources, food standards and safety, transboundary diseases and environmental issues.

Involvement with the European Union Food Facility (EUFF)

27. The EUFF marked the biggest single agreement ever signed between the European Union and FAO, with FAO being responsible for implementing projects in 27 countries in Asia, Africa and Latin America and the Caribbean through June 2011 (see box 4).

Bringing FAO monitoring and analytical capacities to bear

28. In order to respond to expectations of Members, public opinion and its wide range of partners, FAO scaled up its monitoring of food prices at consumer and wholesale level and sought to assess the impact of high food prices at the global, regional and country levels. More generally, it was essential to gauge the actual extent and spread of food insecurity in vulnerable countries, also taking account of the subsequent devastating effects of the general economic and financial crisis at the end of 2008 and throughout 2009.

29. One of the instruments used for this purpose and to convey the results, was the Global Information and Early Warning System on Food and Agriculture (GIEWS), through its well-established range of reports, in particular *Food Outlook and Crop Prospects and Food Situation* which were further refined in that difficult context, and its numerous assessment missions to vulnerable countries. In addition, FAO launched the monthly FAO Food Price Index and the World Food Situation Portal in order to provide timely information on the state of global food security. At the same time, FAO's statistical databases, which were not in a position to fully capture changes in food prices at all geographical levels, had to be improved at short notice. The flagship reviews, in particular SOFI (*State of Food Insecurity in the World*), SOCO (*State of Agricultural Commodity Markets*), and SOFA (*State of Food and Agriculture*) also contributed to this process by focusing on the fast changing market conditions and their repercussions on food security. Given the much heightened awareness about food security problems world-wide, it was particularly important to distil key messages in these reports so as to keep the international community and the media well informed of developments. These messages are summarized in box 5.

30. Beyond enhanced monitoring and reporting of key facts and figures, the high-level inter-governmental and expert meetings held in the 2008-09 biennium required the preparation and submission of a broad range of more detailed assessments, fact sheets and progress reports, as well as options for action (see below).

Box 4

FAO support to the European Union Food Facility (EUFF)

FAO was selected as the implementing agency for a large share of the €1 billion European Union Food Facility (EUFF) established to address high and volatile food prices, particularly by boosting smallholder food production. Through the Facility and broadening somewhat the scope of earlier ISFP interventions, FAO aimed to assist with increased agricultural production by working with local communities and farmer organizations with respect to quality inputs, including seeds, livestock production, extension, access to markets, storage, irrigation and conservation agriculture. Thanks to close dialogue with the concerned governments, EUFF projects have been firmly embedded in national policies for food security and poverty reduction and are consistent with wider programmes to address the food price crisis. Particularly at the planning stage, there was close collaboration between FAO and other UN Agencies and the World Bank under the leadership of the UN High-Level Task Force Secretariat. Coordination with EU country delegations has been a key feature of implementation. By the end of 2009, FAO was implementing EUFF projects worth over €215 million (USD 301 million) in 27 countries in Africa, Asia and Latin America. Under this Food Facility, cooperation has been taking place with over 100 NGOs in 20 countries, for a total contractual value of USD 10.8 million. Due attention was paid to visibility, with communications plans developed for all concerned countries. Projects have, in fact, received good coverage both within recipient countries and, in many cases, in international media.

Greater awareness of the vulnerability and fragility of the world food system

31. The crisis experienced during the period covered in the 2008-09 biennium (several effects of which continue into the period covered by the present biennium) was characterised by several factors converging to make it particularly damaging to people at risk of food insecurity. The crisis has been affecting large parts of the world simultaneously, whereas previous crises that hit in particular developing countries had tended to be confined to individual countries, or groups of countries in a given region. In a global crisis, the scope of coping instruments and measures used in "partial" or regional crises becomes more limited. In addition, developing countries today are more financially and commercially integrated into the world economy than they were 20 years ago, and are far more exposed to shocks in international markets. While no doubt a meagre consolation, this sense of severe vulnerability and fragility of the world food system is now widely felt, pushing both Governments and concerned institutions to act even more decisively than heretofore.

Box**5****Key Messages in major FAO assessment reports****SOFI 2008**

- World hunger is increasing: most recent estimates put the number of hungry people at 923 million, an increase of more than 80 million since the 1990–92 base period.
- High food prices share much of the blame and the poorest, and landless and female-headed households are the hardest hit.
- Ad hoc policy measures to deal with the effects of high food prices, such as price controls and export restrictions, are likely to be ineffective and unsustainable. They also exacerbate market volatility.
- High food prices can offer opportunities for agriculture, but most developing countries may not be able to take advantage of this.
- A comprehensive twin-track approach is required to address the impact of high food prices on hunger: i) measures to enable the agriculture sector to respond to the high prices; and ii) targeted safety nets and social protection programmes for the most food-insecure and vulnerable.

SOFI 2009

- 1.02 billion people are now estimated to be undernourished worldwide.
- In trying to cope with the burden of consecutive food and economic crises, it is clear that poor people reduce their dietary diversity and spending on essential items such as education and health care.
- A healthy agriculture sector can provide an economic and employment buffer in times of crisis, especially in poorer countries.
- Safety-net interventions should address the immediate impact on the vulnerable while also providing sustainable solutions to the underlying problems.
- Present solutions are insufficient and a right-to-food approach should play an important role in eradicating food insecurity.

SOCO 2009

- In June 2008, the prices of basic foods on international markets reached their highest levels for 30 years, threatening the food security of the poor worldwide.
- Since then, prices have declined, driven lower by the financial crisis, emerging world recession, falling oil prices and an appreciating US dollar. They are, however, still high by recent historical standards and the structural problems underlying the vulnerability of developing countries to international price increases remain.
- Many factors contributed to the dramatic increase in world food prices, including biofuel demands and record oil prices.
- High prices did not prove to be an opportunity for farmers in developing countries, because the benefits did not filter through to them, access to affordable inputs was limited, available technology was weak, necessary infrastructure and institutions were lacking and some policy responses (such as price controls and tariff reductions) actually reduced incentives.
- The need to protect consumers from higher food prices must be balanced against maintaining incentives for productivity-raising investment and supply response.
- Policy measures need to be targeted, non-distortionary and positive towards agricultural investment.
- Many developing countries need international support to overcome budgetary constraints and to identify and implement appropriate policies. Developed countries also need to consider the impacts of their agriculture, trade and energy policies on international food prices and availability.

The “L’Aquila Food Security Initiative”

32. A sterling example of this will to act is the Joint Statement on Global Food Security (L’Aquila Food Security Initiative – AFSI) produced by the G8 in the early Summer of 2009 (10 July 2009) with partner governments, agencies and institutions. FAO contributed to its formulation and is actively engaged in follow-up to AFSI.

Expert Meeting (June 2009) leading to High-level Expert Forum (October 2009) on How to Feed the World in 2050

33. The High-Level Expert Forum on How to Feed the World in 2050 (12-13 October 2009) was approved by the FAO Conference in 2007 and initially programmed for 2008, but was subsequently rescheduled for 2009, giving more time for technical preparation. It was preceded by a preparatory Expert Meeting also held in Rome on 24-26 June 2009. Documentation included 6 Issue Briefs and a longer Synthesis Paper based on the outcomes of the June

Expert Meeting, together with 16 technical papers prepared by experts attending the latter meeting and presented by them on that occasion. Invitations were sent to government officials, the academic world, civil society, farmers’ groups and the private sector to attend in their personal capacities. A total of 382 participants took part and a further 50 or so attended from Permanent Representations in Rome. There were also representatives from the media. Thanks to generous support from IFAD and the Government of Spain, it was possible to sponsor the travel of more than 100 participants from developing countries, and their active participation greatly enriched the debates. The Forum was organized in a series of moderated panel discussions following an opening session. The substantive outcome of the discussions fed into the documentation for the subsequent World Summit on Food Security, namely ten Policy Papers and a Background Document.

World Summit on Food Security (Rome, 16-18 November, 2009)

34. At the same time as the regular session of the FAO Conference, the biennium ended with this major inter-governmental event entirely devoted to food security and also facilitated by extrabudgetary contributions (mainly from Saudi Arabia). The World Summit was attended by Heads of State and Government and Ministers of 182 countries and the European Union. As a means to eradicate hunger from the world at the earliest possible date in a sustainable manner, Summit participants unanimously adopted a Declaration whereby they committed themselves to joint action, including the Global Partnership for Agriculture, Food Security and Nutrition – building on existing structures to enhance governance and cooperation – promote better coordination at global, regional and national levels and ensure that national and regional interests are duly voiced and considered. Summit participants endeavoured to base their commitments and actions on Five Rome Principles for Sustainable Global Food Security (box 6).

Box 6

Rome Principles for Sustainable Global Food Security

Principle 1: Invest in country-owned plans, aimed at channelling resources to well-designed and results-based programmes and partnerships.

Principle 2: Foster strategic coordination at national, regional and global level to improve governance, promote better allocation of resources, avoid duplication of efforts and identify response-gaps.

Principle 3: Strive for a comprehensive twin-track approach to food security that consists of: direct action to immediately tackle hunger for the most vulnerable; and medium- and long-term sustainable agricultural, food security, nutrition and rural development programmes to eliminate the root causes of hunger and poverty, including through the progressive realization of the right to adequate food.

Principle 4: Ensure a strong role for the multilateral system by sustained improvements in efficiency, responsiveness, coordination and effectiveness of multilateral institutions.

Principle 5: Ensure sustained and substantial commitment by all partners to investment in agriculture and food security and nutrition, with provision of necessary resources in a timely and reliable fashion, aimed at multi-year plans and programmes.

Towards a new Committee on World Food Security

35. The growing recognition of the need for improved governance of agriculture and food security led to the historical decision of the November 2009 Conference regarding reform of the Committee on World Food Security (CFS). This followed on from successful discussions and negotiations among Members, including before and during the 35th Session of the CFS. The purpose of the CFS reform is to make it more effective by including a wider group of stakeholders and increase its ability to promote policies that reduce food insecurity. The most important features of the reformed CFS are reproduced in box 7.

Box 7

Main features of the reformed Committee on World Food Security

Roles

Using a phased approach, the CFS will:

- Coordinate a global approach to food security
- Promote policy convergence
- Support and advise countries and regions
- Coordinate at national and regional levels
- Promote accountability and share best practices
- Develop a global strategic framework for food security and nutrition

Framework

The framework of the reformed CFS is to broaden participation and to aim to:

- Give a voice to all stakeholders in the world food system
- Be inclusive and encourage an exchange of views and experiences
- Build on empirical evidence and scientific analysis
- Monitor the effectiveness of actions towards reducing hunger

Structure

The new structure of the CFS is comprised of:

- a *Bureau*, as the executive arm of the Committee, made up of a Chairperson and twelve member countries
- an *Advisory Group*, made up of representatives from 5 categories of CFS participants
- the *Plenary*, held annually and the principal body for decision-making, debate and coordination
- a *High Level Panel of Experts (HLPE)*, with two components: a Steering Committee made up of internationally recognized experts, and a supportive roster of experts acting on a project-specific basis to analyze and report on key issues; the overall goal of the HLPE is to ensure the regular inclusion of advice based on scientific evidence and knowledge
- the *Secretariat*, made up of staff from FAO, WFP and IFAD and supporting the overall structure

36. In this way, the reformed Committee on World Food Security and its High-Level Panel of Experts, together with the relevant national and regional mechanisms, are expected to provide the central component of the evolving Global Partnership for Agriculture, Food Security and Nutrition.

B. SUSTAINED REFORMS IN THE ORGANIZATION: THE IMMEDIATE PLAN OF ACTION FOR FAO'S RENEWAL

37. The 2008-09 biennium was characterized by intensive work (by both Members and the Secretariat) to formulate the most ambitious package of reforms since the inception of the Organization, and subsequently to actively support their implementation. Schematically:

- in 2008 the Immediate Plan of Action for FAO's Renewal (IPA) – which had been called for by the November 2007 Conference in the wake of the Independent External Evaluation of FAO (IEE) – was developed and subsequently approved by a (Special) Session of the Conference held in November¹;
- in 2009, substantial progress was made in carrying out the IPA².

38. Some actions were taken by FAO management before the formal approval of the IPA, while being fully consistent with the spirit of related recommendations of the IEE (identified as “early actions” or “quick wins” at that time). One of these was the Root and Branch Review (RBR) of mainly administrative processes, a major analytical exercise carried out by external consultants, with its own comprehensive set of recommendations. The outcome of the RBR was reflected in the Integrated IPA (2009-2011) presented to the Conference in 2009, with a consolidated total of 270 actions³.

39. This major reform process at FAO entailed a large volume of documentation and extensive consultations (both formal and informal) with and between Members. All of the reform related information has been posted on the FAO reform Web site at <http://www.fao.org/iee-follow-up-committee/home-iee/en/>. The reform process has been funded under the 2010-11 Regular Budget and is continuing into the 2010-11 biennium, supported by additional consultations and explanatory documents. Therefore, no attempt is made in this PIR document to cover fully all the events, reports, analyses and facts linked to the reform process. Rather, this front section simply seeks to record the main milestones and summarizes the thrust of the decisions made or actions taken by both Members and Management.

Formulation and approval of the IPA

a) Process

40. The November 2007 Conference expected the IPA to embody a thorough three-year reform programme, with attendant funding requirements. The IPA was also meant to contain elements for a new Strategic Framework and Medium Term Plan.

41. On the side of Members, the same FAO Conference mandated a time-bound Conference Committee on follow up to the IEE (CoC-IEE), under Article VI of the FAO Constitution, to formulate and present proposals for the IPA to a (Special) Session of the Conference in 2008, taking account of the findings and recommendations of the IEE. This Committee was open to full participation by all Members. The Independent Chairperson of the Council served as Chair of the CoC-IEE, which was assisted by a Bureau and three working groups as follows:

- Working Group I: FAO vision and programme priorities;
- Working Group II: Governance reform; and
- Working Group III: Reform of systems, culture change and organizational structure.

42. On the side of the Secretariat, the required internal analytical work to support formulation of the IPA was coordinated by a Reform Support Group, while major policy aspects were addressed by established internal Senior Management Committees.

b) (Special) Session of Conference – November 2008

43. After extensive work over ten months in the CoC-IEE and its Working Groups, and with inputs from other FAO governing bodies as required, the CoC-IEE submitted the IPA for approval to the 35th (Special) Session of the FAO Conference, which met on 18-22 November 2008. The IPA was articulated into four main sections and an annex, as summarized in the following box. The Conference adopted the proposed IPA and implementation arrangements by Resolution 1/2008.

1 Conference Resolution 1/2008 and C 2008/4

2 C 2009/7, Appendix 5, Annex 1

3 C 2009/7, Appendix 5, Annex 2

Box**8*****The Immediate Plan of Action for FAO's Renewal***

A. Priorities and Programmes of the Organization: the new results-based framework proposed for the design of all the Organization's programmes, and its far-reaching implications, including the Organization's Vision and Global Goals, Strategic Objectives and approach to priority-setting and resource management.

B. Governance Reform: addressing such key dimensions of the governance process as efficiency, effectiveness and member ownership; the measures proposed to strengthen FAO governing bodies' role in assuring global policy and regulatory coherence and their role in exercising executive oversight, while respecting the distinct roles of the governing bodies and management; as part of this, making the regional conferences part of the governance structure.

C. Reform of Systems, Programming & Budgeting, Culture Change and Organizational Restructuring: with a detailed series of measures for, inter alia, reform of the programming and budgeting cycle; mobilisation of voluntary contributions into a unified programme, with priorities clearly defined by the membership; delegation of responsibilities while ensuring due accountability; strengthening of human resources and culture change; streamlining of administration; and improving the effectiveness of both headquarters and decentralized offices, while freeing up resources for technical work.

D. Implementation arrangements: i.e. both governance and management follow-up arrangements.

In addition, an Annex provided an overview of costs and savings considerations, estimated resource requirements and an implementation schedule for the three year period, 2009-2011.

Implementation of the IPA and completion of outstanding work in 2009*a) Process*

44. To monitor implementation during 2009 and complete outstanding work within the IPA, Conference Resolution 1/2008 established a time-bound Conference Committee (CoC-IEE) under Article VI of the FAO Constitution. Other instances (e.g. Programme and Finance Committees, CCLM, Council) also contributed, as required. The CoC-IEE had a Bureau and Working Groups renamed to reflect the nature of work to be carried out in 2009, as follows:

- Working Group I: Strategic Framework, Medium Term Plan and Programme of Work and Budget;
- Working Group II: Basic Texts and Membership of the Council;
- Working Group III: Reform of Systems, Culture Change and Organizational Restructuring.

45. Additionally, a number of informal seminars on IPA-related matters were organized for the benefit of Permanent Representatives in Rome, and regular bulletins were issued (Members' Updates).

46. On the side of the Secretariat, coordination of inputs continued to be ensured principally *via* the Reform Support Group. Due attention was paid to involve the Staff Representative Bodies on aspects of concern to them.

b) Achievements in 2009

47. The CoC-IEE submitted its report to the November 2009 Conference⁴, including a line by line progress report on IPA implementation (in its Appendix 5).

48. Progress in 2009 was extensive and the main achievements included:

- a comprehensive set of proposed amendments to the Basic Texts, particularly in relation to the revised roles, working arrangements and timing of a wide range of governing bodies; following their approval by the Conference, this translates into a vastly different pattern of meetings in the 2010-11 biennium;
- a new Strategic Framework and Medium Term Plan, coupled with a revamped Programme of Work and Budget, all firmly grounded in the new results-based principles enshrined in the IPA; eleven Strategic Objectives, two Functional Objectives and the application of means of action via eight Core Functions, underpin these documents. The PWB 2010-11 has integrated resources from assessed and estimated voluntary contributions. The new results framework provides the basis for spending authority

and associated operational planning in the 2010-11 biennium and future biennia;

- the required analyses to pave the way for significant restructuring measures at headquarters (with a new structure based on this work becoming operative as of 1/1/2010) and further review of field locations. As the result of a significant delayering exercise, one third of the Director- level positions were abolished, leading to substantial savings redirected towards technical programmes, and to a flatter and less hierarchical management structure;
- a stronger role given to regional offices in decision-making, e.g. the ADGs/RRs being regular participants, through videoconferencing, of the Senior Management Meetings and other important corporate policy meetings, while having full budget and programme responsibility for technical officers in the region, and to oversee the technical and substantive work of the FAO Representations;
- comprehensive actions to reform and enhance human resource management, including establishment of new functions (HR strategy and communications), implementation of a suite of management development and learning programmes, commencement of the HR Management Information Reporting (HRMIR) project to consolidate data from various different transactional systems into a single repository of HR information, and initial research and consultation work to develop new HR programmes and policies, including the Junior Professionals Programme (JPP), the mobility policy and the HR strategic action plan on gender balance. In addition, two pilots of the new Performance Evaluation and Management System (PEMS) were run in 2008 and 2009 involving over 500 staff, with a view to establishing PEMS as the essential accountability link between Organizational Results and individual staff performance starting in 2010;
- further streamlining of administrative processes and delegations of responsibilities; and
- actions to foster institutional culture change throughout the Secretariat including, under the aegis of the Culture Change Team, wide scale staff engagement at headquarters and at decentralized offices, using various participatory techniques. The immediate results achieved included formulation of an internal vision statement and proposals for career development, rewards and recognition, and a more inclusive work environment.

c) *Fund mobilization efforts to support IPA implementation in 2009*

49. As called for in Conference Resolution 1/2008, a Trust Fund was established for the implementation of the IPA. Contributions from Members, net of Project Servicing Cost, were USD 8.07 million. In addition, to meet incremental IPA funding in 2009, unspent Regular Budget resources for IEE follow-up (amounting to USD 0.84 million) and a special contribution from the Government of Spain (USD 2.38 million) were used.

d) *Decisions of November 2009 Conference*

50. By Resolution 4/2009, the Conference endorsed the Report of the CoC-IEE and defined the parameters of the *way forward* in the reform process. This included continuation of the CoC-IEE arrangement, but with less frequent meetings, with the governing bodies assuming their roles as mandated under the IPA reforms. The Conference also approved the FAO Strategic Framework 2010-19, and the Medium Term Plan 2010-13 and Programme of Work and Budget 2010-11, and approved important amendments to the Organization's Basic Texts, as submitted by the CoC-IEE after advice from the CCLM, as well as other changes to ways of working in the governance structures, *via* a series of Resolutions.

II. OVERVIEW OF ACHIEVEMENTS IN 2008-09

A. RESOURCES

Scope of the section

51. A main feature of the PIR is to report on the use of resources during the biennium in relation to the delivery of products and services. This section summarises the evolution of available resources from all origins. The analysis is with reference to total expenditure as reported in the financial accounts for the biennium, which for 2008-09 was USD 2,189 million, USD 415 million (23 percent) higher than in 2006-07.

Evolution of total resources

52. The main funding sources are presented in *Table 1* under the two categories of General and related Funds and Trust Funds and the United Nations Development Programme (UNDP):

- "General and related Funds" encompass activities funded from the Regular Programme Appropriation and associated sources, including jointly financed investment support activities, reimbursement for support costs and other assorted items;
- "Trust Funds and UNDP" comprise activities funded from other extrabudgetary resources.

Table 1: Expenditure summary by source of funds (USD million)

Funding source	2006-07	2008-09
General and Related Funds		
Regular Programme expenditure (versus 2008-09 budget of USD 929.8 million)	764.2	925.6
Jointly financed investment activities	32.3	30.0
Support cost reimbursements (Trust Fund/UNDP)	60.1	74.1
Government cash contribution and other sundry income	15.1	17.1
TCP and capital expenditure facility adjustments (see table 2)	(27.4)	7.1
Currency variance vs. budget rate*	43.2	20.7
Other (explained below)	38.0	(20.8)
Subtotal	925.6	1,053.8
Trust Funds and UNDP		
Trust Funds/UNDP (excluding emergency projects)	464.5	576.6
Special relief operations (emergency projects)	384.5	558.7
Subtotal	849.0	1,135.3
Total expenditures	1,774.6	2,189.1

* Currency Variance represents actual expenditure and actual other income adjusted to reflect the translation of Euro-denominated transactions at the budget rate of exchange rather than the UN operational rate of exchange in effect at the date of the transactions.

53. Expenditure under General and related Funds increased by USD 128.2 million (14 percent) over the previous biennium, due to the combination of several factors:

- the higher approved Regular Programme appropriation for 2008-09, with a 21 percent increase in expenditure over the previous biennium;
- jointly funded investment activities decreased by USD 2.3 million (7 percent);
- support cost reimbursements increasing by USD 14.0 million (23 percent), continuing the trend of the previous two biennia;
- the line entitled "TCP and Capital and Security Expenditure Facility adjustments" includes the unspent appropriations deferred from the previous biennium for expenditure in 2008-09, less the deferred income to 2010-11 under these three items. As shown in *Table 2*, there was a net increase of USD 7.1 million, compared to a net decrease of USD 27.4 million in 2006-07;
- the currency variance of USD 20.7 million in 2008-09, compared to USD 43.2 million in 2006-07;
- the line "Other" includes USD 1.2 million of sundry expenditure and expenditure incurred by the Information Products Revolving Fund (IPRF), and payments of USD 22 million for health insurance premiums recorded as a reduction of ASMC liability for financial reporting⁵.

Table 2: TCP and Capital and Security Expenditure Facility adjustments (USD million)

Funding source	2006-07	2008-09	Change
Prior biennium's TCP appropriation transferred to current biennium	36.4	69.9	33.7
TCP appropriation deferred until subsequent biennium	(69.9)	(54.2)	15.7
Prior biennium's Capital Expenditure Facility resources deferred to current biennium	8.9	2.8	(6.1)
Capital Expenditure Facility resources deferred to subsequent biennium	(2.8)	(7.4)	(4.6)
Security Expenditure Facility resources deferred to subsequent biennium	0.0	(4.0)	(4.0)
Total	(27.4)	7.1	34.5

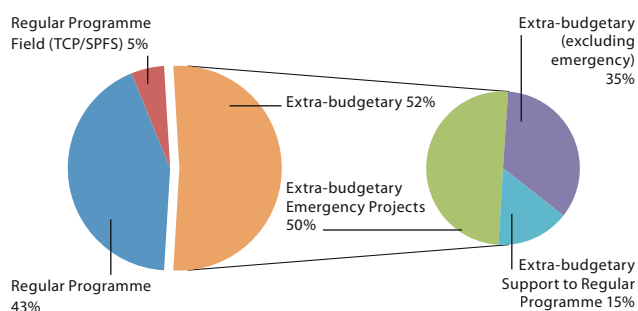
5 Effective 31 December 2007, in conjunction with the Organization's move towards adoption of International Public Sector Accounting Standards, FAO recognized in its financial statements the full actuarial value of its after-service liabilities. Consequently, beginning in 2008, the Organization accounts for payments for health insurance premiums on behalf of retirees differently for financial reporting than for budgetary reporting. For the 2008-09 biennium, USD 22.0 million of payments for health insurance premiums on behalf of retirees are recognized as expenditure for budgetary reporting, but are recorded as reduction of ASMC liability for financial reporting.

54. Expenditure related to "Trust Funds and UNDP" increased by USD 286.3 million (34 percent), a significant rise from 2006-07:

- expenditure related to non-emergency trust funds increased by USD 117.6 million (26 percent); while expenditure under UNDP declined by USD 5.5 million (40 percent);
- emergency operations increased by USD 174.2 million (45 percent), as the result of the disasters like Avian Influenza pandemic and assistance to drought-affected areas.

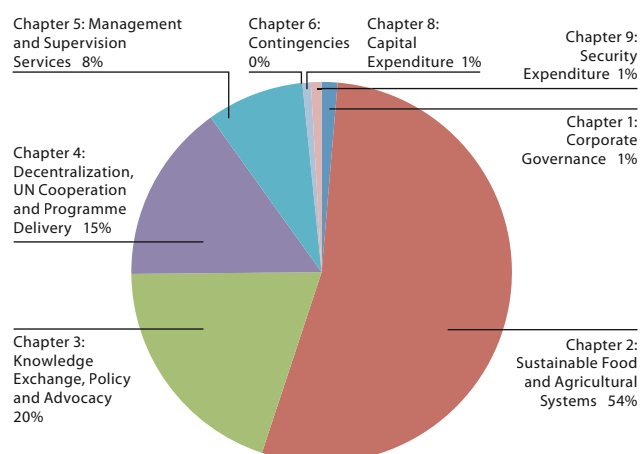
55. As shown in *Figure 1: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2008-09*, the Regular Programme expenditure, including TCP/SPFS, was slightly less than half of total expenditure. Compared to 2006-07, the Regular Programme share of expenditure declined from 52 percent to 48 percent. Within the extrabudgetary category, 2008-09 emergency projects accounted for the largest share (50 percent) followed by non-emergency field projects (35 percent) and extrabudgetary support to the Regular Programme (15 percent). Compared to 2006-07, emergency assistance projects experienced the largest growth, with their share increasing from 45 percent to 50 percent, while the percentage of extrabudgetary resources supporting the regular programme declined from 19 percent to 15 percent.

Figure 1: Regular Programme and extrabudgetary expenditure as a share of total expenditure in 2008-09



56. The breakdown of total expenditure by budgetary Chapter is given in *Figure 2: Distribution of total expenditure by chapter, 2008-09*. The largest areas of expenditure were: *Chapter 2: Sustainable Food and Agricultural Systems* and *Chapter 3: Knowledge Exchange, Policy and Advocacy*, with a combined 74 percent. *Chapter 4: Decentralization, UN Cooperation and Programme Delivery* accounted for 15 percent and *Chapter 5: Management and Supervision Services* for 8 percent. The remaining 3 percent were incurred under *Chapter 1: Corporate Governance*, *Chapter 6: Contingencies*, *Chapter 8: Capital Expenditure*, and *Chapter 9: Security Expenditure*.

Figure 2: Distribution of total expenditure by chapter, 2008-09



General and related funds

57. The Programme of Work in the PWB 2008-09 included projected availability of resources from other income, which comprises voluntary contributions that are largely at the disposal of the Organization and managed closely with the Regular Budget appropriation. This is to provide a more complete picture of the resources associated with the work being undertaken. However, eventual deviations of income from budgeted levels during implementation require corresponding adjustments in expenditures in order to conform to the approved budgetary appropriation, adding some uncertainty and complexity to the financial management of the appropriation.

58. The 2008-09 Programme of Work and the adjustments made during its implementation are shown in *Table 3: Programme of Work, Budgetary Transfers and Performance, 2008-09*. Resources factored in the PWB 2008-09 totalled USD 1,033.2 million, USD 929.8 million from the Regular Programme appropriation and USD 103.4 million from other income (after adjusting for those income types that are accounted as Trust Funds in the accounts of the Organization). Included under income for 2008-09 was the sum of USD 2.8 million made available from the Capital Expenditure Facility as shown in *Table 2* for spending under *Chapter 8*⁶.

59. The implementation of the Programme of Work inevitably diverges from that planned, as the result of factors such as shifts in priorities reflecting changing external environments and the measures taken to respond to Members' most pressing needs, unbudgeted inflation, unforeseen costs, and impact of exchange rates. In 2008-09, the Organization spent 99.5 percent of the Appropriation. The overall under spending was USD 4.2 million, with a final balance of USD 1.7 million against the Appropriation, after USD 2.5 million were transferred to the next biennium as authorized by Conference Resolution 2009/3. In addition, Conference Resolution 2009/3 allowed for USD 2.5 million

of the remaining USD 4.2 million surplus to be allocated to the Capital Expenditure Facility, also to be used in future biennia.

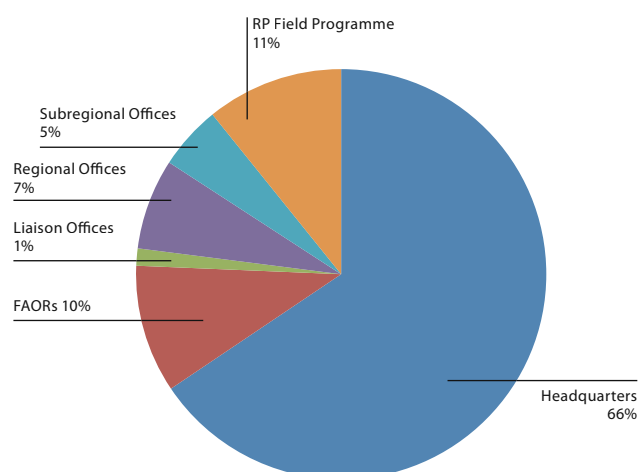
60. The financial regulations require that all transfers between chapters of the PWB (regarding the Regular Programme appropriation) are approved by the Finance Committee. Accordingly, at its session in May 2010 the Finance Committee noted that the final transfer into *Chapter 5* fell within the levels previously approved (FC 128/3), while a slightly higher transfer was required to *Chapter 1*. The Committee approved the required transfers from budgetary *Chapters 3* and *6* in favour of *Chapter 1* (USD 1.0 million), *Chapter 4* (USD 0.05 million) and *Chapter 5* (USD 0.7 million).

61. Income earned in 2008-09 was USD 121.1 million (excluding the deferred appropriation related to the *Capital Expenditure* and *Security Expenditure Facilities*, which is shown as income in *Table 3*), representing an increase of USD 13.1 million (13 percent) over 2006-07.

62. Total expenditure of USD 1,038 million against the final 2008-09 budget compares with USD 1,054 million reported as "General and related Funds" expenditure in the draft financial accounts. The figures in *Table 3* comprise only those items of expenditure in the financial accounts that are chargeable to the 2008-09 PWB. Specifically: i) they adjust the expenditure for the currency variance to reflect the translation of Euro-denominated transactions at the budget rate of exchange, to exclude USD 1.2 million of sundry expenditure and expenditure incurred by the IPRF, as a separate fund is established for this purpose under Financial Regulation 6.10; ii) they include USD 22 million of costs in relation to After-service Medical Plan payments (also referenced in *footnote 5*); and iii) they adjust the expenditure for the TCP so that the entire 2008-09 TCP appropriation is assumed to be spent, since unutilized balances will remain available for obligations in 2010-11, in accordance with Financial Regulation 4.3.

63. The breakdown of Regular Programme expenditure between headquarters and decentralized offices is shown in *Figure 3*. Headquarters accounted for 66 percent of total expenditures, 2 percent higher than in 2006-07, mainly as the result of higher expenditures on contracts and other human resources. Field programme expenditures related to TCP and SPFS (which are funded from the Regular Programme) stood at 11 percent in 2008-09, compared to 12 percent in 2006-07. As regards various decentralized locations: the share of FAORs decreased from 11 percent to 10 percent, mainly as a result of lower relative staff costs; that of subregional offices increased from 4 percent to 5 percent, due to the expansion in their number; that of regional offices declined from 8 percent to 7 percent; and liaison offices remained at 1 percent.

Figure 3: Expenditure at headquarters and decentralized offices, 2008-09



64. More information on expenditures related to individual PWB programmes is provided in Web-based *Annex 4: Detailed Implementation Report*.

Table 3: Programme of Work, Budgetary Transfers and Performance 2008-09 (USD '000)

CH/ PR	Programme	2008-09 Programme of Work			2008-09 Expenditure			Net Expenditure	2008-09 Variance: Budget less Expenditure/Income			Approved Chapter Transfer (Net)
		Programme of Work	Income	Net Appropriation	Programme of Work Budget Rate Expenditure	Actual Income			Programme of Work (Over)/Under	Income Over/ (Under)	Appropriation (Over)/Under	
1A	Governing bodies	14,226	0	14,226	14,962	70	14,892		-736	70	-666	
1B	General direction	12,254	610	11,644	12,341	444	11,897		-87	-166	-253	
1X	Programme Management	688	0	688	688	0	688		0	0	0	
1	Corporate Governance	27,178	610	26,568	27,991	514	27,477		-823	-96	-919	1,000
2A	Crop production systems management	22,351	436	21,915	23,522	1,388	22,134		-1,171	952	-219	
2B	Livestock production systems management	10,546	364	10,182	12,175	1,146	11,029		-1,629	782	-847	
2C	Diseases and pests of animals and plants	31,411	552	30,859	32,281	2,904	29,377		-870	2,352	1,482	
2D	Nutrition and consumer protection	28,002	1,445	26,557	26,167	1,996	24,171		1,835	551	2,386	
2E	Forestry information, statistics, economics, and policy	12,942	378	12,564	12,767	486	12,281		175	108	283	
2F	Forest management, conservation and rehabilitation	10,353	119	10,234	10,378	516	9,862		-25	397	372	
2G	Forest products and industry	10,601	189	10,412	10,559	324	10,235		42	135	177	
2H	Fisheries and aquaculture information, statistics, economics, and policy	22,449	845	21,604	23,152	741	22,411		-703	-104	-807	
2I	Fisheries and aquaculture management and conservation	15,947	544	15,403	17,130	776	16,354		-1,183	232	-951	
2J	Fisheries and aquaculture products and industry	10,818	880	9,938	10,304	140	10,164		514	-740	-226	
2K	Sustainable natural resources management	40,138	1,132	39,006	42,765	2,752	40,013		-2,627	1,620	-1,007	
2L	Technology, research and extension	7,363	55	7,308	7,309	68	7,241		54	13	67	
2M	Rural infrastructure and agro-industries	18,460	483	17,977	17,636	811	16,825		824	328	1,152	
2X	Programme Management	26,568	223	26,345	25,862	191	25,671		706	-32	674	
2	Sustainable Food and Agricultural Systems	267,949	7,645	260,304	272,007	14,239	257,768		-4,058	6,594	2,536	0
3A	Leveraging resources and investment	62,740	29,152	33,588	61,946	32,306	29,640		794	3,154	3,948	
3B	Food and agriculture policy	34,953	1,180	33,773	35,260	1,839	33,421		-307	659	352	
3C	Trade and markets	13,413	340	13,073	13,109	602	12,507		304	262	566	
3D	Agriculture information and statistics	13,696	126	13,570	14,870	569	14,301		-1,174	443	-731	
3E	Alliances and advocacy initiatives against hunger and poverty	14,251	172	14,079	13,520	420	13,100		731	248	979	
3F	Gender and equity in rural societies	10,634	250	10,384	11,438	439	10,999		-804	189	-615	
3G	Rural livelihoods	3,692	124	3,568	3,965	319	3,646		-273	195	-78	
3H	Knowledge exchange and capacity building	27,995	58	27,937	28,327	453	27,874		-332	395	63	
3I	Information technology systems	40,339	0	40,339	42,233	105	42,128		-1,894	105	-1,789	
3J	Communication and public information	20,788	0	20,788	20,506	40	20,466		282	40	322	
3X	Programme Management	24,485	200	24,285	24,369	-187	24,556		116	-387	-271	
3	Knowledge Exchange, Policy and Advocacy	266,986	31,602	235,384	269,543	36,905	232,638		-2,557	5,303	2,746	-1,150

CH/ PR	Programme	2008-09 Programme of Work			2008-09 Expenditure			2008-09 Variance: Budget less Expenditure/Income			Approved Chapter Transfer (Net)
		Programme of Work	Income	Net Appropriation	Programme of Work Budget Rate Expenditure	Actual Income	Net Expenditure	Programme of Work (Over)/Under	Income Over/ (Under)	Appropriation (Over)/Under	
4A	UN cooperation, integration and monitoring	15,752	862	14,890	15,137	1,008	14,129	615	146	761	
4B	Coordination of decentralized services	23,404	3	23,401	22,091	312	21,779	1,313	309	1,622	
4C	Food security, poverty reduction and other development cooperation programmes	94,362	26,884	67,478	98,502	30,382	68,120	-4,140	3,498	-642	
4D	Emergency and post crisis management	2,307	580	1,727	1,071	-555	1,626	1,236	-1,135	101	
4E	Technical Cooperation Programme	109,223	0	109,223	109,223	0	109,223	0	0	0	
4X	Programme Management	13,273	2,348	10,925	14,778	2,014	12,764	-1,505	-334	-1,839	
4	Decentralization, UN Cooperation and Programme Delivery	258,321	30,677	227,644	260,802	33,161	227,641	-2,481	2,484	3	50
5A	Oversight	15,436	914	14,522	14,410	1,335	13,075	1,026	421	1,447	
5B	Programme and budget services	8,520	898	7,622	8,254	1,107	7,147	266	209	475	
5C	Financial services	17,848	7,692	10,156	18,612	10,084	8,528	-764	2,392	1,628	
5D	Human resources management and staff welfare	20,004	2,666	17,338	25,036	3,808	21,228	-5,032	1,142	-3,890	
5E	Procurement	11,998	6,222	5,776	12,264	7,039	5,225	-266	817	551	
5F	Management of premises	42,405	4,612	37,793	43,509	4,219	39,290	-1,104	-393	-1,497	
5G	Meetings and language services and protocol	10,052	126	9,926	9,814	170	9,644	238	44	282	
5H	Shared services	28,368	6,941	21,427	28,821	8,433	20,388	-453	1,492	1,039	
5X	Programme Management	11,449	40	11,409	12,129	11	12,118	-680	-29	-709	
5	Management and Supervision Services	166,080	30,111	135,969	172,849	36,206	136,643	-6,769	6,095	-674	700
6A	Contingencies	600	0	600	2	0	2	598	0	598	
6	Contingencies	600	0	600	2	0	2	598	0	598	-600
8A	Capital Expenditure	22,872	2,770	20,102	15,499	-4,601	20,100	7,373	-7,371	2	
8	Capital Expenditure	22,872	2,770	20,102	15,499	-4,601	20,100	7,373	-7,371	2	0
9A	Headquarters security	10,292	0	10,292	10,676	82	10,594	-384	82	-302	
9B	Field security	12,985	0	12,985	8,734	-3,972	12,706	4,251	-3,972	279	
9	Security Expenditure	23,277	0	23,277	19,410	-3,890	23,300	3,867	-3,890	-23	0
	TOTAL	1,033,253	103,415	929,838	1,038,103	112,534	925,569	-4,850	9,119	4,269	0

FAO field programme and extrabudgetary support to Regular Programme delivery

65. FAO's total field programme and extrabudgetary support to Regular Programme delivery reached USD 1,226.9 million, an increase of 37 percent over 2006-07 (see *Table 4*). This reflects increased delivery under the Government Cooperative Programme (GCP), Unilateral Trust Funds (UTF) with approximately 61 donors, the United Nations Joint Programme (UNJP) and emergency and rehabilitation activities, while delivery under the UNDP programme (for FAO Implementation and Execution) continued to decline.

66. Decentralized cooperation contributed to the increase in delivery under GCP. This included new funding partners from Spain (Galizia and Castilla y León) and Italy (Valle d'Aosta, Parma and Lombardy).

67. The two existing strategic partnership agreements with the Netherlands and Norway were merged into the FAO Multidonor Partnership Programme (FMPP).

68. The Regular Programme funded share of the field programme also sharply increased in 2008-09 due to the support to the Initiative for Soaring Food Prices (ISFP). More information on the TCP is provided under *Section II.B*. The shift in emphasis of the Special Programme for Food Security (SPFS) from small pilot projects to supporting broader national and regional food security programmes continued in 2008-09, resulting in a further decline in RP funded SPFS projects (to about USD 2.0 million).

69. As indicated in *Table 4*, expenditures for non-emergency trust funds increased from USD 436.1 million to USD 548.2 million in 2008-09. Major contributing factors were the good levels of cooperation with Members under the FAO Government Cooperative Programme and Unilateral Trust Funds. The growth in non-emergency trust funds, while substantial, was less than that experienced for emergency assistance so that their percentage share of total delivery declined from 49 percent to 45 percent in 2008-09.

70. Delivery of emergency assistance continued to expand in 2008-09, due to large scale emergencies requiring FAO's involvement, reaching USD 558.7 million, a 45 percent increase over 2006-07. The main areas of emergency assistance included: i) Avian Influenza through the Global Programme for Prevention and Control of HPAI; ii) interventions within the framework of the Initiative on Soaring Food Prices; iii) operations in Afghanistan, Democratic Republic of Congo, Iraq, Somalia, Sudan and Zimbabwe focusing on restoring livelihoods, in particular agricultural assets, livestock and natural resources protection; iv) operations throughout the Horn of Africa and Southern Africa covering emergency and rehabilitation interventions; and v) continued support to countries affected by the Indian Ocean Tsunami, including operations in Sri Lanka and Indonesia. In total, emergency assistance was provided to over 80 countries.

Table 4: Field programme and extrabudgetary support to the Regular Programme by type of contribution (USD million)

Description	2006-07	2008-09
FAO/UNDP		
FAO Execution	4.5	3.1
FAO Implementation	9.2	5.1
Total UNDP	13.7	8.2
TRUST FUNDS		
Trust Funds - Non-emergency		
FAO/Government Cooperative Programme (GCP)	235.3	319.9
Associate Professional Officer (APO) Programme	16.0	14.0
Unilateral Trust Funds (UTF)	84.9	133.7
FAO-Donors Partnership Programmes	45.4	9.1
UN Joint Programme (UNJP)	-	16.3
UN Environment Programme (UNEP)	5.8	7.4
Other UN Organizations	7.5	6.3
TeleFood	3.8	3.8
Miscellaneous Trust Funds	37.4	37.7
Total - Non-emergency	436.1	548.2
Trust Funds - emergency assistance		
Special Relief Operations – General	293.4	449.5
Special Relief Operations - Avian Influenza	63.7	71.6
Special Relief Operations – Tsunami	27.8	7.5
Special relief operations - Drought Affected Area	-	30.1
Total - emergency assistance	384.9	558.7
Total Trust Funds	821.0	1,106.9
Total External Funding	834.7	1,115.1
Regular Programme		
Technical Cooperation Programme (TCP)	58.0	109.8
Special Programme for Food Security (SPFS)	3.8	2.0
Total Regular Programme	61.8	111.8
TOTAL FIELD PROGRAMMES*	896.5	1,226.9

*Excludes administrative and operational support costs credited to the general fund and the cost of emergency operations incurred in the Division of Emergency and Rehabilitation.

71. Sources of external funding in 2008-09 are shown in *Table 5*. The contributions from the European Community are particularly noteworthy, increasing from USD 83.2 million to USD 189.7 million (15 percent of total delivery) in 2008-09, primarily due to the EUFF. The USA nearly doubled its voluntary contributions giving support mostly to emergency activities. Spain joined the top five donors for the first time, more than tripling its contribution in 2008-09 to USD 64.7 million. The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) remained the fifth largest source of funding to FAO, for emergency and rehabilitation activities through the UN Central Emergency Response Fund (CERF). In total, more than 165 countries and organizations contributed extra-budgetary resources to FAO during 2008-09.

Table 5: Sources of external funding in USD million

Donor Name	2006-07	2008-09
European Community	83.2	189.7
Multilateral Contributions	58.0	116.3
United States of America	44.4	81.4
Spain, Kingdom of	21.3	64.7
UN Office for the Coordination of Humanitarian Affairs	39.7	63.4
Italy	54.0	57.1
Sweden	32.2	56.9
UNDP and UNDP Administered Donor Joint Trust Fund	30.4	56.6
Netherlands	39.2	33.4
Belgium	29.0	28.9
Norway	36.0	28.7
Common Fund for Humanitarian Action in Sudan	20.6	25.9
Japan	36.3	24.8
United Kingdom	33.8	24.2
United Nations Development Group Office (DGO) Service and Support UNDG/EXECCOM Secretariat	31.4	23.9
Saudi Arabia, Kingdom of	16.5	19.9
Germany	23.3	19.4
Brazil	12.0	12.3
World Bank	4.4	12.2
Australia	14.4	10.2
Canada	9.0	10.1
Sub-total	669.1	959.9
Other Donors	165.6	155.2
Total	834.7	1,115.1

* Total extrabudgetary expenditures exclude administrative and operational support costs credited to the general fund and the cost of emergency operations incurred in the Division of Emergency and Rehabilitation. In accordance with the Organization's accounting policy, trust fund contributions are recognized when expenditures are actually incurred.

72. During 2008-2009, there were 21 sources of funding with contributions over USD 10 million, accounting for 86 percent of all extrabudgetary delivery and more than 3,600 projects had some level of activity. Multidonor funding of specific programmes or large projects continued to be a major component of delivery. There were 120 programmes and projects with delivery of over USD 2.0 million, accounting for 35 percent of total delivery.

B. HIGHLIGHTS OF PROGRAMME IMPLEMENTATION

Scope of the section

73. This section describes the outcomes of FAO's work in a number of areas under the three major substantive chapters of the PWB 2008-09. A summary of biennial output completion for each PWB programme is provided in *Annex 2*, and a full account of expenditure and achievements at programme level is to be found in *Annex 4: Detailed Implementation Report* (Web-based).

74. The PWB 2008-09 gave special emphasis to four areas of multidisciplinary action, with specific objectives and plans for the biennium: 1) knowledge management and exchange; 2) capacity building; 3) climate change; and 4) bioenergy. Several of the highlights below relate to these areas of special emphasis. More details on the implementation of these plans are given in *Annex 4*, together with an indication of where the resources earmarked in the PWB to support work in these four areas have been applied (for a total of USD 1.6 million).

PWB CHAPTER 2: SUSTAINABLE FOOD AND AGRICULTURAL SYSTEMS

Crop intensification and protection

a) Sustainable crop production intensification in West Africa and the Near East

75. New initiatives at country level aim at "sustainable production intensification", to meet growing national and international demand for more and higher-quality food. These are knowledge intensive endeavours, requiring informed decisions about production ecosystems to be made locally by farmers and communities.

76. An innovative model, the farmer field school (FFS), evolved from non-formal, adult educational or "discovery learning" methods, beginning some 20 years ago in FAO projects in Asia, in response to the weaknesses of the more "top-down" extension models of the time. Capacity building in farming communities generates local, adaptive innovations that have positive effects at all levels. This kind of programme normally takes time and investment to be firmly established, but once underway the number of farmers involved and the benefits accrued can grow quickly.

77. More recently, FAO has been promoting these approaches in West Africa and the Near East, based on IPM (Integrated Pest Management) through knowledge-intensive decision-making that combines ecosystem-based strategies (biological, cultural, physical and chemical) to manage pests. FAO assistance aims in the first instance at improving the efficiency of sustainable agricultural production by reducing the use of chemical pesticides, and promoting the adaptation of IPM strategies to crops through farmer field school methodology.

West Africa

78. FAO's Regional Programme for Integrated Production and Pest Management in West Africa is based on the farmer field school model, adapted to the local context of seven francophone countries in the Savannah zones. It operates through a cluster of projects: i) core funding (from The Netherlands) for a project in Senegal, Mali, Burkina Faso and Benin; ii) an "All ACP" project (EU funding) providing some support to the programme in relation to cotton systems in these same four countries; and iii) a GEF-UNEP project executed by FAO to develop capacity for environmental and human health monitoring of pesticides in six countries (Senegal, Mali, Benin, Guinea, Mauritania and Niger).

79. This regional programme has catalyzed important changes among stakeholders. In the four initial countries, nearly 2,000 facilitators have been trained to date, with roughly one-third being government agents. More than 3,500 Field Schools have been conducted, covering three principal cropping systems: cotton, rice, and vegetables. As of December 2009, an estimated 112,000 hectares were being farmed by the more than 80,000 people trained in season-long FFS; most of them subsequently participated in post-training follow-up activities. Many surveys have documented the progress made on various aspects, e.g. the growing use of organic material such as compost or rice straw, which is important for reversing the widespread, downward trends in soil fertility and improving system resilience, while substantially raising yields. In Senegal, a recent sample of 80 post-FFS vegetable farmers showed a 92 percent average drop in the use of chemical insecticides along with large increases in the use of botanical extracts and bio-pesticides when compared with their pre-FFS practice. In Burkina Faso, 335 surveyed rice farmers indicated that prior to FFS training, 30 percent used improved seed whereas after training 92 percent were using improved varieties.

80. These data show that FFS trained farmers, both men and women, are applying acquired knowledge, using a diversity of methods for improving soil fertility and diversifying farming systems, and resorting to safe and effective alternatives to pesticides. IPM practices also contribute to supporting biological diversity in soil and aquatic systems. Benefits for ecosystem services are multiple, ranging from soil protection and enhanced soil fertility to water quality, improved natural biological control and improved pollination. The programme has developed a portfolio of curricula that can be used as a starting point elsewhere, and more importantly, has led to active networks of experienced farmers and facilitators.

Near East

81. The Regional Integrated Pest Management Programme in the Near East, funded by the Italian contribution to the FAO Special Trust Fund for Food Security and

Food Safety, began operating in 2004. It started activities in Egypt, Iran, Jordan, Lebanon, West Bank and Gaza strip, and Syria, and was recently expanded to Iraq and the Maghreb: Algeria, Morocco and Tunisia. This approach has already resulted in tangible economic, health, social and environmental benefits for farmers in the Near East region.

82. The project was designed to strengthen participating countries' capacities to: reduce hazards linked to the use of chemical pesticide, promote IPM and other appropriate agricultural practices for selected crops, identify market opportunities for such crops, and inform policy makers about the importance of production approaches that meet quality standards for domestic and international markets. In the latest phase, the project focuses on integration of community-based IPM activities, enhanced pesticide management systems, and phytosanitary components in interested countries of the Maghreb and the Near East.

83. Since inception, the project has trained over 1,250 FFS facilitators (31 percent female, 69 percent male); implemented over 900 FFS activities for several crops; executed a number of studies related to IPM and marketing; and facilitated exchanges of experience through visits within and between countries. The project has trained over 14,000 farmers - 18 percent are women. Women are well represented at all levels: as facilitators, as trained farmers, and as participants in study tours. In most countries, the project has sought to implement a combination of 'all female' FFS, with mixed gender ones. Besides the farmer education component, the project ensures that policy makers are informed about field results to create supportive policy frameworks promoting IPM.

84. The most notable achievement of this Regional Project has been the national governments' emerging commitment to endorse and provide their own funding for participatory farmer training using the FFS approach (Iran, the West Bank, Jordan and Syria). Some countries also strengthened pesticide regulatory control. In all countries, yield levels with IPM are at least as high, often higher, than in conventional practice, with lower production costs, usually through a sharp reduction in pesticide applications in the selected target crops.

85. The project has also assisted with marketing of the IPM grown products, disseminating pertinent information and results of studies concerning marketing to a broad range of stakeholders. Some of the participating farmers have been able to trade their IPM-grown products at premium prices, individually or as a group, and in some cases to export to neighbouring countries or to Europe.

b) Controlling damaging pests in Latin America

86. Significant achievements were made in the biennium with FAO assistance in the suppression or eradication of plant pests (fruit flies and moths) in specific areas of Latin America.

Guatemala

87. Guatemala has great potential for production and export of non-traditional fruits and vegetables, in particular due to its proximity to North American markets. However, both interregional trade and exports to high-quality international markets are restricted by the presence of several species of fruit flies such as the Mediterranean fruit fly (*Ceratitis capitata*), the Mexican fruit fly (*Anastrepha ludens*), and the West Indian fruit fly (*Anastrepha obliqua*), among others. Producers have been suffering significant economic losses due to fruit fly damage, as well as having to bear the associated costs of pre-harvest pest control.

88. With support from the Joint FAO/IAEA Division of Nuclear Techniques in Food and Agriculture, local producers and exporters of fruit and vegetables, and the Guatemalan authorities have been able to put to good use the Sterile Insect Technique (SIT). An alliance of large and small producers backed by the government led to the establishment and maintenance of several areas, which are now free from the fruit fly or with low prevalence. These efforts were facilitated by the trilateral Mediterranean Fruit Fly Eradication Commission that covers Guatemala, Mexico and the USA. This enabled the country to export tomatoes and peppers for the first time, generating income of over four million dollars per year. In fact, Guatemala has become the most important Central American exporter of fresh tomatoes, peppers and papaya to the nearest major international market, the USA. Papaya exports have also doubled.

89. Several projects assisted the trilateral Fruit Fly Eradication Commission, e.g. relating to a more cost effective genetic sexing technology which was developed at the FAO/IAEA Agriculture and Biotechnology Laboratories in Seibersdorf, Austria. This Commission also provided large quantities of sterile insects produced with this technology to programmes in California (USA) and Israel. FAO has also been transferring this technology to other countries, such as Argentina, Brazil, Chile, Mexico, Portugal, Spain and South Africa.

Peru

90. After more than 20 years of dedicated effort, the Peruvian authorities successfully eradicated the Mediterranean fruit fly and two other very destructive horticultural fruit fly pests, in the regions of Tacna and Moquegua by means of the area-wide integrated application of SIT. This was made possible by financial support from the Interamerican Development Bank and technical inputs from the Joint FAO/IAEA Division, complementing action by a range of stakeholders, i.e. producers, exporters, regional and local authorities, and the public in general. A binational Chile-Peru technical cooperation project facilitated the transboundary collaboration and harmonization of technical approaches, and built on the eradication of these pests from Chile in the 1990s. The sterile fly mass rearing

facilities in Arica, Chile and La Molina, Peru both used a Mediterranean fruit fly genetic sexing strain developed at Seibersdorf. Tangible benefits accrued to the national economy from this successful initiative, i.e:

- obviating the annual use of an average of more than 600 thousand litres of chemical products;
- avoiding the loss of more than USD 12 million in yearly production of fruit and vegetable crops in the concerned regions;
- directly affecting nearly 18,000 fruit and vegetable producers (including melons, cucurbit vegetable and various other crops) and approximately 38,000 hectares of agricultural land located in the coastal districts and Andean valleys of both regions;
- modernizing internal systems of commercialization; also mobilizing national and international private sector in investments for increased fruit and vegetable production.

91. Current activities within the framework of the national fruit fly programme foresee the gradual expansion of the eradication effort to other regions of Peru (Ica, Arequipa, Lima, and eventually also Ancash, La Libertad and Lambayeque).

Mexico

92. The Cactus moth (*Cactoblastis cactorum*) is a serious threat to Mexican ecosystems based on cacti species. Two outbreaks were detected in the State of Quintana Roo, in the Yucatan peninsula in 2006-07. With the help of Joint FAO/IAEA Division and the US Department of Agriculture, the SIT was applied on area-wide basis to eradicate the pest from areas of sheltered wild fauna and vegetation, where sanitation and chemical control were not an option. On February 2009, the period equivalent to three biological cycles without pest detections was reached. Therefore, the Mexican Government was able to announce officially that the pest had been eradicated and Mexico was again free of the Cactus moth.

Land and Water

93. FAO continued to give priority to improved land and water management and conservation. Beyond the seminal water-related Conference held in Sirte, Libya at the end of 2008, two significant examples of assistance to water use at national and regional level are highlighted below. As they are quite different in terms of FAO's interventions, they should also assist in conveying the broad diversity of needs prevailing in all regions in managing this essential natural resource. A major technical achievement in respect of land information is also described.

a) Sirte Conference

94. The Ministerial Conference on Water for Agriculture and Energy in Africa: the Challenges of Climate Change, was held in Sirte, Libyan on 15-17 December 2008. It was attended by more than 400 participants, including 37

Ministers, from 48 African countries. Intergovernmental and civil society organizations, as well as international organizations and development partners were also well represented.

95. The Conference was convened to address ways to unlock the potential of water for development in Africa, in particular:

- to assess the serious challenges faced by the agricultural sector, taking into account the strong linkages with energy and climate change;
- to examine how investment in the rural space can reverse past negative trends, close food production gaps and ensure food security;
- analyse bottlenecks and constraints to accelerated water development to meet the continent's fast growing food and energy needs;
- propose ways to promote and secure investment in water.

96. The Conference discussed the prospects for food and energy demand in the region by 2015 and projections for 2030 and 2050, based on the key drivers of population and income growth, while taking account of the potential impact of climate change. It concluded that policy decisions and budget allocations should in the first instance prioritize assistance to farmers to adapt to climate change, while providing sufficient funding also to large-scale infrastructure for development of irrigated agriculture and hydropower generation.

97. A distinctive feature of the Conference was that it discussed concrete and well-costed financial envelopes to address future food and energy demands. Preparatory work included development of a detailed portfolio of about 1,000 projects and programmes of investment in water control for agriculture and energy in Africa. The cumulative investment required over the next 20 years was estimated at about USD 64.6 billion.

98. While recognizing the importance of national financing and regional cooperation for implementing strategies to address concrete country needs and boost food production, the Conference Declaration appealed to multilateral agencies for additional funding and called upon developed and developing countries to fulfil their commitments in terms of budget allocations to agricultural production. It also called upon the African Union Commission to design a road map and a mechanism for monitoring and evaluating implementation, in collaboration with FAO, the African Development Bank, the Economic Commission for Africa, NEPAD, and the Libyan Arab Jamahiriya.

99. Scaling up and phasing in investments in terms of short, medium- and long-term priorities - as identified in the CAADP update and by the Sirte Ministerial Conference - will remain relevant for many years to come for most of sub-Saharan Africa. It is important for all partners to

build on the work carried out in connection with the Sirte Conference and to boost investment in water development to achieve food and energy security in the region. Elements of the above follow-up mechanism have materialized in the form of country-based actions to conduct comprehensive assessments of national projects and programmes, while also contributing to advocacy. The exercise is being carried out in three countries (Egypt, Kenya and Zambia), in line with the CAADP agenda and will be expanded to include a larger number of countries.

b) Water use at national and regional level

Groundwater project in Andhra Pradesh (India)

100. As stated in a recent World Bank publication⁷, India is the largest user of groundwater in the world. Today, groundwater supports approximately 60 percent of irrigated agriculture and more than 80 percent of rural and urban water supplies. However, groundwater resources are being depleted at an alarming rate. Climate change may further strain groundwater resources.

101. The Andhra Pradesh Farmer Managed Groundwater Systems (APFAMGS) project, which has been operational since July 2003, is a nationally executed project supported by the FAO Office in Delhi and the concerned technical units. The project has managed to turn around groundwater-dependant livelihoods in some 638 communities in seven drought-prone districts of the Andhra Pradesh State. The project was predicated on changing the groundwater pumping behaviour of thousands of farmers through the provision of good technical information, farmer field schools and more progressive crop water budgeting. In addition, packages of organic fertilizer (vermiculture) and integrated pest management were promoted to reduce farmer input costs and reduce environmental impact. This essentially 'soft' approach to groundwater demand management has been cited as a model by the World Bank. The project impact is expected to extend to other regions within India, as rural areas struggle to maintain agricultural productivity with limited land and water resources.

102. Positive contributing factors to the success of the project were: the choice of well-grounded and credible NGO partners; high-quality external inputs to address technical and methodological issues; strong focus on capacity building and flexibility in learning from participants and progress at community level through detailed annual work plans. As a result, farmers now understand the seasonal occurrence and distribution of groundwater in their habitations and in Hydrological Units as a whole. They are also capable of collecting and recording rainfall and associated groundwater data, master the concept of groundwater as a common property resource and are willing to manage it for the collective benefit. Particularly effective were Crop Water Budget sessions at the start of the rabi season, as a

decision-making tool for farm families to adopt alternative agricultural practices, suiting the availability of ground-water. Gender mainstreaming and women empowerment were also effective.

Nile Basin initiative

103. Ten countries share the waters of the Nile. The riparian states are characterized by high population growth and considerable development challenges. Given rising and serious water scarcity concerns within the Nile river basin, their common interest is to ensure that water resources are used effectively to meet socio-economic goals.

104. The Government of Italy initiated basin-wide support to the Nile process in 1996 and its total contribution amounts to over USD 16 million, through the 2008-09 biennium. Three projects were carried out under the umbrella of the Nile Basin initiative, of which Italy is a full partner. They were implemented by the ten Nile riparian states with substantial technical and operational assistance from FAO. In particular, the project: "Information Products for Nile Basin Water Resources Management" assisted with strengthening capacities of the governments of the ten countries to take informed decisions with regard to water resources policy and management.

105. The overall benefits from this extended programme of assistance implemented by FAO may be described as follows:

- A strengthened common knowledge and information base, shared among all Nile riparian states, covering key issues such as: water availability, current and future water demands, development potential, and management and cooperation options.
- Substantially improved government capacity in the Nile Basin countries to analyze the trade-offs of cross-sectoral and basin-wide development and cooperation scenarios. At the national level, this translates into enhanced ability to achieve allocation of scarce water resources so as to foster rural development and poverty alleviation.

106. Concrete achievements of this assistance include: 1) improved communication facilities and establishment of GIS units and databases; 2) upgraded satellite remote sensing equipment; 3) training and capacity building on the technical, environmental, legal and institutional aspects of managing the shared river basin; 4) establishment of a transboundary hydro-meteorological monitoring network comprising around 100 stations; 5) development of the Nile Decision Support Tool (Nile DST); 6) capacity to integrate technical water resources data with socio-economic and environmental information and to recognize the links between agriculture and water use in the basin; 7) dissemination of information products for a wide spectrum of decision-makers, other stakeholders and civil society agents.

⁷ World Bank. 2009. *Deep wells and prudence: towards pragmatic action for addressing groundwater overexploitation in India*.

c) *The harmonized world soil database*

107. The Land Use Change and Agriculture Program (LUC) of the International Institute of Applied System Analysis (IIASA), in Vienna, Austria and FAO joined forces to develop a new comprehensive Harmonized World Soil Database (HWSD). Vast volumes of recently collected regional and national updates of soil information were used to generate this state-of-the-art database. The work was carried out in partnership with: the International Soil Reference and Information Centre (ISRIC), the European Soil Bureau Network, and the Institute of Soil Science at the Chinese Academy of Sciences, which provided a recent 1:1,000,000 scale Soil Map of China.

108. This highly technical achievement was based on two historically important activities of the Organization: Global agro-ecological zone study (GAEZ) and the FAO-UNESCO Soil Map of the World. The GAEZ evaluates biophysical constraints and potentials for crop growth while determining the yield potential of hundreds of specific crops worldwide under different types of land management. Work on the GAEZ (often just AEZ) has been carried out jointly by FAO and IIASA since 1983 and has fed, *inter alia*, into a number of perspective studies such as *Agriculture in the 21st Century*.

109. The FAO/UNESCO soil map of the world was completed nearly 30 year ago and remains an example of concrete inter-agency cooperation. Its digital version was until very recently the only harmonized global source of soil information. Over the last decade, several initiatives enhanced considerably the soil information available in respective regions of the globe (i.e. in Europe, the Northern Circumpolar soil map, in China, and various regional databases under the SOTER programme, jointly of FAO and ISRIC) and are incorporated in the HWSD.

110. The HWSD is of immediate use in the context of the Climate Change Convention and the Kyoto Protocol for soil carbon measurements and of the latest FAO/IIASA GAEZ 2008, for which it was developed. The database contributes sound scientific knowledge to support planning of sustainable expansion of agricultural production, while also providing information for national and international policy makers in addressing emerging problems of land competition for food production, bioenergy demand and threats to biodiversity.

111. From a technical perspective, the HWSD is a raster database that combines new and existing regional and national updates of soil information worldwide with the information contained in the FAO-UNESCO Soil Map of the World. The use of a standardized structure allows for the linkage of the attribute data with the raster map to display or query the composition in terms of soil units and the characterization of selected soil parameters. Grids of other data on soil quality and topography have been added.

112. The Harmonized World Soil Database should be seen as a significant step to make the best global soil information freely available to a wide range of potential users. However, the reliability of the information contained in the database is still variable, while updates for parts of the developed world are not yet included, although base information is available. Further expansion and refinement of the HWSD with the help of partners, is foreseen for the future.

Livestock and transboundary animal diseases

113. In the broad range of FAO's activities related to this major sector, achievements in two areas are illustrated below.

a) *Global Rinderpest Eradication Programme*

114. Rinderpest has been one of the most dreaded animal diseases, killing livestock and wildlife, and negatively affecting rural livelihoods and food security. Since its inception, FAO has assisted countries to control rinderpest. The Global Rinderpest Eradication Programme (GREP) was launched in 1994 as a key element within the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES). It has allowed FAO to spearhead a broad range of actions, together with the affected countries themselves and many partners, to consolidate gains in rinderpest control and to move towards global disease eradication. In close association with the World Organisation for Animal Health (OIE), GREP has been an

**Box
9**

Surveillance for accreditation for freedom from rinderpest in Africa

A TCP project was approved to address the sero-surveillance gap in seven African countries which had been created by the termination of the Pan-African programme for the Control of Epizootics (PACE). The project was designed to strengthen capacities in recipient countries so that rinderpest surveillance activities would meet internationally agreed standards. More than 20,000 sera were collected from cattle and wild animals. The percentage of animals showing positive antibodies detected by laboratory testing was very low, confirming that the disease is no longer circulating in the populations. Infection freedom status was therefore granted to Kenya in May 2009, while infection freedom status was granted to other participating countries in 2010.

Many national experts gained expertise in science-based disease surveillance, laboratory diagnosis, emergency preparedness, surveillance strategy formulation, as well as data management and analysis. A pool of young national staff was trained in wildlife capture and rinderpest laboratory differential diagnosis. Enhanced surveillance of transboundary diseases was also ensured by more effective communication networks. Gaining infection freedom status will allow the seven countries to benefit from unhindered trade of their livestock products.

effective international coordination mechanism, particularly in relation to verification of rinderpest free areas, while also providing technical guidance and material assistance.

115. The GREP was disseminated on the scientific understanding that the eradication of rinderpest was feasible. Hence, from the outset it was meant as a time-bound programme, aiming at declaring the world free of rinderpest by 2010. In fact, the goal appears to have been achieved, and a formal international statement confirming Global Rinderpest Freedom is expected to be made in 2011.

116. Initially, GREP put much effort into establishing the geographical distribution and epidemiology of the disease. Subsequently, it promoted actions to contain rinderpest within the infected eco-systems, and to eliminate reservoirs of infection through epidemiologically and intelligence-based control programmes. Once evidence accumulated that the virus had been eliminated, GREP's activities progressively focused on establishing surveillance systems to prove the absence of the disease. The 2008-09 biennium saw what may be termed a "rush" of activities, including country and regional projects (in support of dossier formulation and submission to OIE as the basis for the freedom declaration), training workshops, coordination meetings with all interested parties and awareness building. One example of a particularly relevant TCP project which started implementation in the biennium is provided in box 9.

b) Livestock in the balance (SOFA 2009)

117. The theme of the 2009 SOFA report was: *Livestock in the balance*. It was issued in early 2010, while all the underlying analytical work was carried out in the 2008-09 biennium. The report describes all the dimensions (both positive and negative) of the exceptionally rapid growth and transformation of the livestock sector experienced in the past few years in most regions of the world. It contains a wealth of supportive quantitative information to illustrate the many facets of this process of change.

118. The report highlights in particular the fact that, due to this rapid growth, livestock now contributes 40 percent of the global value of agricultural output and supports the livelihoods and food security of almost one billion people, hence making substantial contributions to food security and poverty reduction. But the Report also draws attention to "systemic failures", in terms of social exclusion, widespread environmental damage and threats to human health. The report provides descriptive details and recommendations for consideration by policy-makers in charge of the livestock sector. Key messages in the report are shown in box 10.

119. Media and many stakeholders in the livestock sector reacted positively to the report, generally appreciating its balanced analysis. The call for improved governance has also resonated with some FAO Members who have initiated an informal dialogue on salient sector issues.

**Box
10**

***Livestock in the balance:
the key messages***

- ▶ The livestock sector is expanding rapidly, driven by population growth, rising affluence and urbanization.
- ▶ Decisive action is required if increasing demand is to be met in ways that are environmentally sustainable and contribute to poverty alleviation and improved human nutrition and health.
- ▶ The contribution of the livestock sector to poverty alleviation should be enhanced through appropriate policy reform and investments within a framework of broader rural development policies.
- ▶ Governance of the livestock sector should be strengthened to ensure that its development is environmentally sustainable and that it both adapts, and contributes to mitigating climate change.
- ▶ The neglect of animal health systems in many parts of the world must be redressed, and producers at every level must be involved in the development of animal health and food-safety programmes.

Food safety and nutrition

120. Besides the long standing Joint FAO/WHO Food Standards Programme and Codex Alimentarius Commission, FAO continued its assistance to countries on nutrition and food safety issues. Examples in both areas are provided below.

a) Development and effective implementation of Codex standards

121. Codex Alimentarius standards are recognized points of reference for food safety matters at the international level. Countries are encouraged to harmonize and base their national standards on Codex standards, guidelines and codes of practice. However, to do so requires technical, scientific and managerial capacities that countries must have in place. FAO's related capacity development programme covers a wide spectrum of activities both upstream and downstream of standard-setting: gathering data, coupled with scientific opinions to underpin Codex discussions; enhancing national consultations on Codex issues; building capacities (from farm to table) for implementing and enforcing standards harmonized with Codex.

122. A common perception of standards in non-professional circles is that they consist of mere figures developed by closed groups of technicians. There is little awareness that they are the result of extensive analytical work and exchanges of experience and distillation of lessons learnt on key issues, all leading to thorough discussions and - at times - lengthy negotiations among interested parties. Illustrated below are the many facets of this process in

three diverse areas where worthwhile results were achieved in 2008-09.

Fish sauce in South East Asia

123. Fish sauce is an important part of the food culture in South East Asia. It represents a significant economic activity, contributing to employment and trade on domestic, regional and international markets. However, one safety problem associated with fish sauce is the content of biogenic amines like histamine, which are produced during spoilage of marine fish, and are known as a major health risk. Presently, an international standard for fish sauce is being developed by the Codex Committee on Fish and Fishery Products (CCFFP). In the meantime, FAO has sought to respond to requests from a number of countries in the region to assess practices within their fish sauce sectors and to advise on codes of practice that would minimize the levels of histamine contamination. The advice provided took account of the specificities of traditional processes. FAO also convened a regional meeting of experts and practitioners involved in fish sauce production from the public and private sectors to address concrete strategies to minimize histamine related problems, including process control options. The technical assistance and consultations enabled countries to both participate effectively in the standard setting process within the CCFFP (the draft standard was discussed in October 2009) and to prepare themselves for enforcing the international limit that will eventually be adopted.

Enhancement of coffee quality through the prevention of mould formation

124. Coffee is one of the most valuable primary products in world trade, being second in value only to oil as a source of foreign exchange to developing countries. Around the year 2000, increased international attention arose on the problem of ochratoxin-A (OTA) contamination in coffee and its public health implications, so that regulatory authorities in some coffee importing countries initiated work on possible maximum levels of OTA contamination in green coffee. Given the substantial economic stakes involved, and in cooperation with partners via a long-term project, FAO set about assisting coffee producing countries (including Brazil, Colombia, Côte d'Ivoire, Ecuador, India, Indonesia, Kenya and Uganda) to develop sufficient national capacities for minimising OTA contamination. Benefits from this project intervention included development of a code of practice covering the coffee chain that was taken up by the Codex Committee on Food Contaminants, and adopted by the Codex Alimentarius Commission in 2009.

Improving food safety in the poultry sector in Uganda

125. Poultry production is very important for Uganda, both in terms of contributing to household food security and generating income. Ensuring that poultry products are as safe as possible is a critical policy and practical issue for the country. A recently-concluded FAO project assisted with

the management of risks posed by microbial and chemical hazards in poultry products by the identification and ranking of hazards of greatest concern, and the application of a risk-based approach to the design and implementation of control measures at appropriate steps in the food chain. This country-level work has fed into the development of guidelines on good practices along the poultry chain, and is the basis of Codex draft guidelines for control of *Campylobacter* and *Salmonella* spp. in chicken meat, which are presently under discussion.

b) National Nutrition Policy in the Lao People's Democratic Republic

126. Through EU financial support, the government of the Lao PDR received extensive assistance for the development and adoption of its National Nutrition Policy (NNP) covering the 2009-2020 period. The NNP is the first official instrument geared to improving nutritional levels and to combating high rates of malnutrition. It was drafted by the Ministry of Health with involvement from 13 other ministries and inputs from UN agencies (UNICEF, WHO and WFP) coordinated by FAO. It entailed widespread consultations with all in-country stakeholders concerned with nutrition, with the entire process unfolding over nearly two years. The Policy took effect via the Prime Minister's Decree No. 248 issued on 1 December 2008.

127. When work started on the policy, there was limited understanding of basic concepts of nutrition in the country. Serious lack of capacity and the challenge of communicating in the local language had to be addressed. The approach adopted was to identify and train key persons who in turn could transfer knowledge and act as promoters with diverse national stakeholders. Awareness-raising events and round table discussions were held with these stakeholders to ensure consensus building. A series of coordination meetings, support to the presentation of the NNP to the National Assembly and continuous training of national experts contributed to the successful adoption of the Policy.

128. The initial EU funding was complemented by resources provided by FAO (through project TCP/LAO/3203) to formulate the National Nutrition Strategy (NNS) and Action Plan (NPAN) 2010 – 2015 to give concrete shape to the implementation of the Policy. The Strategy was approved in 2009.

129. These two formal initiatives by the government may be seen as part of a broader continuum involving a project financed by Italy for "Capacity building for food security and better nutrition" and other support from the FAO FMPP. The latter is assisting with enhanced coordination arrangements among ministries dealing with food and nutrition security to mainstream food and nutrition security dimensions into the 7th National Socioeconomic Development Plan (7th NSED). Related to this process was the selection of Lao PDR as a pilot country for a UN interagency initiative called REACH (Renewed Efforts Against Child Hunger and Undernutrition)

and the recent establishment of a National Nutrition Council under the Prime Minister's Office to facilitate knowledge sharing and provide scientific advice to all development actors involved.

130. The main ingredients of success for this stream of activities may be summarized as follows:

- the timely combination of strong commitment by local authorities and interest of many stakeholders with the capacity of an external and neutral agent like FAO to mobilize the necessary external technical inputs and exercise its natural advocacy mission;
- coordination efforts aimed at involving sectors not traditionally linked to nutrition, such as agribusiness;
- the blend of financial contributions from complementary sources which FAO could put to good use in generating a range of actions (e.g. transfer of expertise in policy formulation and drafting pieces of legislation, capacity building at all levels, organization of formal and informal consultations, support and backstopping on a day-to-day basis ensured by experts, the FAO Representation and FAO headquarters technical units).

Global Agro-industries Forum

131. The first Global Agro-Industries Forum (GAIF), organized in New Delhi in April 2008, brought together Ministers and government officials in charge of agriculture, trade and industry, food industry leaders, agro-industry specialists and civil society representatives to discuss the challenges faced in increasing the competitiveness and developmental impacts of agro-industries. Globalization, market liberalization, and rapid urbanization have created new opportunities for countries to produce and trade processed agricultural and food products but, as noted in COAG 2007, policy makers are concerned about the risks of exclusion of less competitive and often smaller producers.

132. The Global Forum helped to build shared understanding of the key factors affecting competition and awareness of actions to promote competitive and inclusive agro-industries in the developing world. The success of the Forum demonstrated clearly the new role FAO is starting to play as a strategic global leader in agro-industries in developing regions. The Forum, organized in close collaboration with the host government, the United Nations Industrial Development Organization (UNIDO) and the International Fund for Agricultural Development (IFAD), was a concrete example of the value of effective inter-agency cooperation and partnership.

133. Subsequently to this successful global event, FAO – again in partnership with UNIDO and IFAD and also engaging other multilateral organizations and financial institutions – turned to regional-specific dialogue and consideration of actions to promote inclusive agro-industries development. Direct follow-up activities involved convening of regional agro-industries fora in Asia (China,

November 2009) and Latin America (Peru, October 2009) and preparation for the High-Level Conference on development of agribusiness and agro-industries in Africa, held in Nigeria in March 2010.

134. Drawing on the strategies and lessons learned through the Global Forum and regional fora, FAO ensured that there was action as well as talk through mobilization of resources and provision of technical support related to commercialization, market linkages, services provision, value addition and value chains development in more than 20 countries.

**Box
11****Measurement, Reporting and Verification systems**

MRV is one of the UN-REDD Programme's main work areas, and considerable progress was made on this in 2009. MRV methodologies were tailored to the specific contexts of interested REDD+ countries. A "framework proposal" for a fully-operational national MRV system was developed to support the integration of REDD+ into other mechanisms under the United Nations Framework Convention on Climate Change (UNFCCC). To this end, FAO signed a Memorandum of Understanding with Brazil's Space Agency (INPE) in December 2009 to develop jointly a land monitoring system using remote sensing data, that will ultimately help individual countries establish MRV systems. Capacity building and training for using the IPCC (International Panel on Climate Change) guidelines for greenhouse gases inventories is also a critical part of FAO support.

Several MRV related events were sponsored throughout 2009, including a Forest Degradation Expert meeting in early September at FAO headquarters in Rome. Also in September, the Programme convened a meeting on MRV with representatives from UN-REDD countries, FAO, UNDP, UNEP and other institutions, during which a MRV framework and toolkit were presented and discussed. During the session of the Committee on Forestry (COFO) in March 2009, a presentation was made of ongoing REDD initiatives, highlighting opportunities for collaboration on the path towards REDD+ readiness. The same type of presentation took place at the XIII World Forestry Congress in Buenos Aires on 23 October 2009.

Climate change and bioenergy

135. Two significant activities in these high-priority areas are highlighted below.

a) The UN-REDD Programme

136. UN-REDD (Reducing Emissions from Deforestation and forest Degradation) is a joint initiative of FAO, the United Nations Development Programme (UNDP), and the United Nations Environment Programme (UNEP) for the benefit of developing countries. It is supported financially by a small group of donors, notably the Government of Norway. The Programme was launched in 2008 to support nationally-driven "readiness" processes, including REDD strategies and systems for measurement reporting and verification of forest-related emissions, as well as promoting the informed and meaningful involvement of all stakeholders, including indigenous forest dwellers and forest-dependent communities. The Programme also works to build international awareness and consensus about the importance of including so-called REDD+ mechanisms in future climate change agreements.

137. As the name suggests, Reducing Emissions from Deforestation and forest Degradation is an incentive for developing countries to protect, manage better and use wisely their forest resources, thus contributing to mitigating the potential negative effects from climate change. REDD+ goes beyond addressing deforestation and forest degradation, as it includes conservation, sustainable management of forests and enhancement of forest carbon stocks. REDD+ has as a goal to increase the value of forests, by establishing a financial value for the carbon stored in standing trees. In the long-term, payments for verified emission reductions and removals, either market or fund-based, should provide an incentive for REDD+ countries to invest further in low-carbon development and a healthier, greener tomorrow.

138. In March 2009, the UN-REDD programme launched an initial "readiness" process in nine pilot countries. By the end of the year, a total of USD 24 million had been approved by the Policy Board of the Programme for quick start actions in preparing national REDD+ strategies, engaging stakeholders and developing MRV (Measurement, Reporting and Verification) systems of greenhouse gas emissions. As of May 2010, the amount of approved national programmes had increased to USD 43 million. In addition, USD 22 million has been approved for international support functions by the three participating UN agencies (Global Programme).

139. The development of national MRV systems is among the initial challenges in getting ready for REDD+. Such systems are cornerstones of REDD+ processes, aiming at ensuring transparent and robust implementation. FAO leads this work area of the programme, as it can draw on its experience in measurement and monitoring of natural resources, including their management and varied uses (see box 11).

140. Through the significant advances made by the pilot countries, the UN-REDD Programme has quickly coalesced into a community of practice for REDD+, increasing knowledge and facilitating broader stakeholder engagement. The resulting partnerships should provide a solid foundation for many more countries to adopt low-carbon development pathways benefiting both populations and the environment.

b) SOFA 2008 report on liquid biofuels

141. The SOFA report: *Biofuels: prospects, risks and opportunities* illustrates the timeliness of FAO issuing its own authoritative assessment in an area which had attracted considerable attention from public opinion and the media, often involving intense and contrasting opinions. The report aimed at depicting, with fully supportive data, the rapid growth experienced in the use of liquid biofuels for transport derived from agricultural commodities. This growth was driven mostly by policies supporting biofuel production and consumption, especially in some OECD countries, while a number of developing countries were also implementing policies promoting biofuels.

142. The main intent of the report was to analyse in an objective manner both the risks and opportunities inherent in biofuels and bring fresh perspectives to bear on ongoing, sharply divided debates. The report utilized the conclusions of a number of recent consultations on the subject, as well as the advice of a large number of experts. In this regard, biofuel growth is projected to continue, but the contribution of liquid biofuels to transport energy is, and will remain, limited. Nevertheless, they have a major impact on global agricultural markets, on the environment and on food security. The Report contained a number of key messages (see box 12).

Box 12 Key messages of the SOFA 2008 report

12

- ▶ Demand for agricultural feedstocks for liquid biofuels will be a significant factor for agricultural markets over the next decade and perhaps beyond.
- ▶ Rapidly growing demand for biofuel feedstocks has contributed to higher food prices, threatening the food security of poor net food buyers in both urban and rural areas.
- ▶ Safety nets are urgently needed to protect the world's poorest and most vulnerable people and ensure their access to adequate food. But safety nets should be carefully targeted and should not block the transmission of price signals to agricultural producers.
- ▶ The impact of biofuels on greenhouse gas emissions differs according to feedstock, location, agricultural practices and conversion technology.
- ▶ Harmonized approaches for assessing greenhouse balances and other environmental impacts of biofuel production are needed.
- ▶ Liquid biofuels are likely to replace only a small share of global energy supplies. The possible future introduction of second generation biofuels based on lignocellulosic feedstocks would greatly expand potential.
- ▶ Given existing technologies, production of liquid biofuels in many countries is not currently economically viable without subsidies. However, the competitiveness of biofuels varies widely, according to the specific biofuel, feedstock and location.
- ▶ Policy interventions, especially in the form of subsidies and mandated blending of biofuels with fossil fuels, are driving the rush to liquid biofuels. However, many of the measures being implemented by both developed and developing countries have high economic, social and environmental costs.

Plant genetic resources

143. Plant genetic resources for food and agriculture are crucial for sustainable crop production intensification and provide the biological basis for food security, livelihood support and economic development. The conservation and sustainable use of these invaluable resources is necessary to ensure that agriculture can meet its present challenges. Two major FAO activities in the biennium are described below.

a) The Second Report on the State of the World's Plant Genetic Resources

144. Following on the first report published in 1998, this second report aimed at enlightening both decision-makers and technicians working in this area and providing a comprehensive picture of the global situation and trends regarding the conservation and use of plant genetic resources. It was endorsed in October 2009 by the intergovernmental Commission on Genetic Resources for Food and Agriculture (CGRFA), as an authoritative assessment of the sector. It will also provide the technical basis for updating the Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture, a key action-oriented instrument adopted by the CGRFA and the FAO Conference and a supporting component of the International Treaty on Plant Genetic Resources for Food and Agriculture.

145. The report was prepared with the active participation of interested countries, as well as the public and private sectors. The core information was provided by 115 countries through national assessments and data supplied through other mechanisms. This was complemented by pertinent information from scientific literature, thematic studies and relevant publications. A wide range of partners, including Bioversity International, on behalf of the Consultative Group on International Agricultural Research (CGIAR) and the Global Crop Diversity Trust, together with the Secretariat of the International Treaty on Plant Genetic Resources for Food and Agriculture, provided critical inputs throughout the preparation process. Some 1,000 stakeholders provided advice on the status and trends of plant genetic resource conservation and use at both national and regional levels. In addition to resources from FAO's Regular Programme, the preparation of the report was greatly facilitated by extrabudgetary contributions received from the Governments of Canada, Italy, Japan, The Netherlands, Norway and Spain.

146. The report describes the most significant changes that have occurred in the area of plant genetic resources since the previous report, and highlights major gaps and needs. It provides a basis to individual countries and the international community at large, to set future priorities for conservation and sustainable utilization efforts. Organized in eight chapters, it illustrates exhaustively the current status of plant genetic resource diversity and conservation,

the related national programmes, the extent of regional and international collaborations, and underlines the contributions of the sector to food security. The report also places due emphasis on an integrated approach to the management of plant genetic resources for food and agriculture in the context of national policies and decision-making. It points to the need to secure broad diversity of crop plants, including their wild relatives and underused species, in accessible conservation systems, and to increase capacities for plant breeding and seed delivery worldwide, especially bearing in mind such major challenges as continuing food insecurity in many regions and the impact of climate change.

b) *Progress on Access and Benefit Sharing for Genetic Resources and implementation of the Material Transfer Agreement under FAO's International Treaty*

147. A landmark international instrument negotiated and adopted under the umbrella of FAO, the International Treaty on Plant Genetic Resources for Food and Agriculture (hereafter referred to as the International Treaty) provides an overall framework for managing plant genetic resources to serve food security and sustainable agriculture. With its present 123 Contracting Parties, among other features, the International Treaty encompasses the "Multilateral System of Access and Benefit-sharing", through which the Contracting Parties seek to create a global gene pool of the world's most important food crops. Thus, the International Treaty allows governments, genebanks, and agricultural research centres to pool their genetic resources in an innovative management system that ensures the full use of the materials and fair sharing of the benefits. In practice, exchanges under this Multilateral System are governed by the Standard Material Transfer Agreement (SMTA) endorsed in 2006, the use of which is monitored by FAO. The International Treaty also provides for a funding strategy, including a benefit-sharing Trust Fund to support projects and programmes for the benefit of farmers in developing, and particularly least-developed countries. The Trust Fund supports farmers' rights, aiming at the conservation and sustainable use of all plant genetic resources for food and agriculture.

148. Progress under the Multilateral System and in the use of the SMTA can be summarized as follows:

- More than 1.3 million accessions of plant genetic material of the 64 food crops deemed most important for global food security have been included in the Multilateral System;
- An average of more than 600 transfers of genetic material governed by the SMTA occur every day;
- During 2009, more than 440,000 transfers from international genebanks have been effected via SMTAs;
- The benefit-sharing Trust Fund financed the first 11 which address the following priority actions:

i) information exchange, technology transfer and capacity building; ii) managing and conserving plant genetic resources on farm; iii) the sustainable use of plant genetic resources;

- The governing body of the International Treaty adopted in 2009 a Strategic Plan for the implementation of the benefit-sharing Fund and set an objective of USD 116 million over a period of 5 years, with a planning target of USD 50 million. Since then, in the spirit of this decision, the Government of Spain has contributed USD 2.2 million to the Fund; other contributions received in the 2008-2009 biennium were from Ireland, Norway and Switzerland; most recently, the Government of Italy has announced a contribution of USD 1.2 million on the occasion of the International Week of Biodiversity;
- It is worth noting that in April 2010, the benefit-sharing Fund received the first germplasm-based payment (i.e. resulting directly from genetic material transferred within the Multilateral System). This payment relates to a triticale breeding line transferred from CIMMYT to Canada and which has recently been commercialized. This provides the first, practical illustration that the Multilateral System and its benefit-sharing mechanisms are functioning as intended;
- Information systems to manage the flow of information related to the use of SMTAs have been developed and will operate at the UNICC (International Computing Centre) in Geneva, following extensive consultations conducted among contracting parties and genebank managers.

149. Another important development is that the 2009 FAO Conference adopted Resolution 18/2009 on "Policies and arrangements for Access and Benefit-sharing for Genetic Resources for Food and Agriculture". This formal act by FAO's main governing body is of significance in that it provided a concrete example of countries seeking to coordinate decisions on related matters across different intergovernmental fora. Extracts from the more important operative paragraphs read as follows:

(the FAO Conference) "Invites the Conference of the Parties of the Convention on Biological Diversity and its Ad Hoc Open-ended Working Group on Access and Benefit-sharing, to take into account the special nature of agricultural biodiversity, in particular genetic resources for food and agriculture, their distinctive features, and problems needing distinctive solutions; in developing policies they might consider sectoral approaches which allow for differential treatment of different sectors or subsectors of genetic resources, different genetic resources for food and agriculture, different activities or purposes for which they are carried out;

....

Invites the Conference of the Parties of the Convention on Biological Diversity to work closely with the Commission on Genetic Resources

and the Governing Body of the International Treaty regarding access and benefit-sharing in the area of genetic resources for food and agriculture in a mutually supportive manner in future years”.

Fisheries and aquaculture

150. Among the broad range of issues addressed by FAO in relation to fisheries and aquaculture, the following two are worth highlighting.

a) Port State measures and performance of Flag States

151. The previous PIR 2006-07 described the preliminary work undertaken by FAO in relation to a landmark agreement on Port State measures to combat illegal, unreported and unregulated (IUU) fishing. It should be recalled that in the 1982 UN Convention on the Law of the Sea, Port State measures were only contemplated in relation to the control of pollution not in relation to the conservation and management of marine living resources. Growing awareness about the adverse impacts of IUU fishing on fisheries resources led to the inclusion of Port State measures in international fisheries instruments such as the 1993 FAO Compliance Agreement and the 2001 International Plan of Action to Prevent, Deter and Eliminate IUU fishing. The FAO Model Scheme on Port State Measures to Combat Illegal, Unreported and Unregulated (IUU) Fishing was approved by COFI in March 2005. There was, however, widespread recognition of the need to develop a legally-binding instrument on port State measures. This drove, in 2006, the UN Review Conference on the 1995 Fish Stocks Agreement, and afterwards the United Nations General Assembly, to recommend that FAO develop, as appropriate, a legally binding instrument on minimum standards for Port State measures.

152. With funding support from several countries, four sessions of a Technical Consultation (June 2008, January, May and August 2009) were held at FAO headquarters to negotiate a draft Agreement. Subsequently, on 22 November 2009 in Resolution 12/2009, the FAO Conference approved the Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing as an Article XIV instrument under the FAO Constitution. Immediately thereafter, the Agreement opened for signature and will remain so for one year. It will enter into force 30 days after the date of the deposit of the twenty-fifth instrument of ratification, acceptance, approval or accession with the Depositary (i.e. the Director-General of FAO). The Agreement is expected to be applied widely and effectively by the contracting Parties, in their capacities as Port States, for vessels not entitled to fly their flags. It will apply to these vessels when seeking entry to parties' ports, or while they are in port. Certain artisanal fishing and container vessels will be exempt. Real-time exchange of information is one of the Agreement's key aspects, and success will hinge, to a large degree, on the extent to which parties are prepared and capable of exchanging information relating to vessels suspected of engaging, or found to have engaged, in IUU fishing.

153. Central to the Agreement is the article concerning the requirements of developing States for capacity building, recognizing the need to ensure that all parties, irrespective of their geographic location and development stage, have the human and material means to implement the Agreement. The Agreement, on its own, cannot be expected to solve all the world's IUU fishing problems. In particular, the role and responsibilities of flag States led to the submission to COFI in 2007 of a proposal that criteria be developed for assessing the performance of flag States, as well as possible actions against vessels flying the flags of States not meeting these criteria. Following an Expert Workshop convened by Canada, with the support of the European Commission and Iceland's Law of the Sea Institute, the matter of flag State performance was addressed by COFI in 2009. An Expert Consultation was held in June 2009 and it is anticipated that a Technical Consultation will be held in mid 2011.

b) Sustainable Small-scale Fisheries: bringing together responsible fisheries and social development

154. FAO governing bodies, especially COFI, have consistently emphasized that attention be given to small-scale fisheries, including the well-being of rural fishing communities. In 2007, COFI welcomed the proposal (by Norway) of convening a broad-based international conference on the subject. As a consequence, the Global Conference on Small-scale Fisheries with the theme: "Securing sustainable small-scale fisheries: bringing together responsible fisheries and social development", was held in Bangkok, Thailand, in October 2008. It was co-organized by FAO and the Government of Thailand and convened in collaboration with the Southeast Asian Fisheries Development Center (SEAFDEC) and The World Fish Center. It was attended by more than 280 participants representing fishworkers, fisheries managers, academics, government officials, professional associations, NGOs, private sector, and partner agencies.

155. The Conference recognized that small-scale fisheries have yet to fully realize their potential to contribute significantly to attaining the UN Millennium Development Goals relating to food security and poverty alleviation. It identified several critical requirements in securing sustainable small-scale fisheries that integrate social, cultural and economic development parameters and address access to, and use of resources, guided by human rights principles, including the rights of indigenous peoples. In this connection, the Conference reaffirmed that human rights are critical to achieving sustainable development.

156. In discussing the outcome of the Conference in March 2009, many COFI Members advocated the need for an international instrument dealing with small-scale fisheries. This would guide national and international efforts to achieve sustainable small-scale fisheries and serve as a framework for monitoring and reporting. In addition, many Members

expressed support for a specific global programme dedicated to small-scale fisheries. In concrete follow-up to the Global Conference, three regional workshops are to be convened in the present 2010-11 biennium for Africa, Asia and Pacific and Latin America and the Caribbean. Their outcome will be reported to the 29th session of COFI in January 2011. This should complement other activities factored in the PWB in relation to small-scale fisheries, including the development of a global assistance programme that would not solely address small-scale fisheries but also small-scale aquaculture and their management within a holistic ecosystem approach.

Forestry

157. The biennium was distinguished by major advances in conservation of forest genetic resources at global and national level, and forest resource assessments.

a) *Biodiversity conservation and forest genetic resources*

158. Genetic diversity provides an essential basis for the evolution of forest tree species and for their adaptation to change. FAO has consistently emphasized the importance of conserving forest genetic resources (FGR). As early as 1967, the FAO Conference recognized that forest genetic diversity was increasingly being lost. In this light, the Panel of Experts on Forest Gene Resources was established and has been guiding FAO's work on forest genetic resources since then. This work contributes to other components of the forestry programme, such as global forest resources assessment, sustainable forest management, tree breeding, plantation development and protected area management. In the 2008-09 biennium, FAO continued to support country-driven actions for conservation and management of forest genetic resources, and their incorporation into larger frameworks such as national forest or overall rural development programmes. It also assisted various forest genetic resources networks, especially at regional level.

159. The 2008-09 biennium saw a much accelerated pace of international recognition of the importance of forest genetic resources and significant decisions in this regard were taken in FAO fora.

First State of the World's Forest Genetic Resources

160. The lack of sufficient and reliable information limits the capacity of countries and the international community to integrate forest genetic resources management into broader cross-cutting policies. Although some progress has been achieved, the information presently available for forest genetic resources is still scattered and incomplete.

161. In this light, FAO's Commission on Genetic Resources for Food and Agriculture (CGRFA) requested the preparation of a report on the *State of the World's Forest Genetic Resources*, the first authoritative assessment in this area (to be considered at its Fourteenth Regular Session - 2013).

The Committee on Forestry (COFO) supported this request. Contents are to be based primarily on country reports, coupled with thematic studies, reports from international organizations, and inputs from all stakeholders. The expected structure and contents of this report – as decided by the CGRFA – is:

- Overview (definitions, value and importance of FGR, present threats, opportunities and challenges)
- Management aspects (status of current strategies and programmes, and of their implementation)
- Trends affecting the forest sector and their implications on genetic resources
- Present capacities (of stakeholders and institutions involved in FGR management and conservation)
- Institutional and policy framework
- Status of knowledge – current and emerging technologies
- Needs, challenges and required responses for the future

162. In preparation for the decision of the CGRFA, meetings were organised during the biennium in collaboration with key partners, in particular Biodiversity International and the World Agroforestry Centre (ICRAF) as well as regional networks. In Africa, two subregional workshops were organized, with involvement of the sub-Saharan Africa Forest Genetic Resources Programme (SAFORGEN); a consultation was held for Eastern and Southern Africa in Nairobi, Kenya (January 2009) and another one for Central and Western Africa in Ouagadougou, Burkina Faso (February 2009). In Latin America, regional discussions were undertaken during a meeting of the Latin American Forest Genetic Resources Programme (LAFORGEN), in Costa Rica (September 2008). In Asia and the Pacific, a regional workshop was held in Kuala Lumpur, Malaysia, October 2008, in collaboration with the Asia-Pacific Association of Forest Research Institutions (APAFRI) and the Asia-Pacific Forest Genetic Resources Programme (APFORGEN). Inputs were also received from the European Forest Genetic Resources Programme (EUFORGEN). Detailed guidelines were prepared to assist countries to prepare their country reports.

Intergovernmental Technical Working Group on Forest Genetic Resources

163. The CGRFA established an Intergovernmental Technical Working Group on Forest Genetic Resources, complementing the Working Groups dealing with plants and animal genetic resources. This new Working Group will operate within the existing mandate of the Commission. In this connection, a review will be undertaken on the role of the Panel of Experts on Forest Gene Resources.

b) *Global Forest Resources Assessment (FRA)*

164. Since 1946, FAO has been coordinating and supporting major efforts of information collection on forest

resources at 5- and 10-year intervals. This process became known as the Global Forest Resources Assessment (FRA). FRA 1980 and 1990 involved for the first time the use of satellite images and remote sensing technology. FRA 2000 and FRA 2005 were even more comprehensive, including information on many other aspects of forest resources and their uses, such as conservation and socio-economic aspects. It may be noted that FRA has also gained considerable international prominence for its much publicized estimation of global deforestation rates. The work on FRA has become even more relevant in connection with major international instruments or pronouncements, e.g. the Convention on Biological Diversity and the Millennium Development Goals and, more recently: the Global Objectives on Forests of the Non-legally binding instrument on all types of forests agreed under the auspices of the United Nations Forum on Forests, and the development of a financial mechanism to reduce carbon emissions from deforestation and forest degradation (REDD+) - related to the United Nations Framework Convention on Climate Change.

165. The 2008-09 biennium was critical for timely issuance of the results of FRA 2010. The process was officially launched during a meeting held in Rome in March 2008. A total of 265 forest assessment specialists attended, including representatives from 154 countries and 14 key forest-related organizations. This was followed by ten regional and subregional workshops to review draft country reports and to discuss and clarify issues related to the reporting methodology and the reporting tables. These workshops helped strengthen the capacity of the national correspondent network (existing in 178 countries) and ensured that the country reports reached a high standard. By the end of 2009 all reports (233 in total) had gone through a strict quality control followed by a final validation by countries. Data had also been inserted into a specially-developed database and data compilation and analysis had begun.

166. Complementing the country reporting process, a global remote sensing survey was launched in 2008, funded through extrabudgetary resources and in close cooperation with countries and partner organizations. Due emphasis was placed on development and testing of methodologies, tools and software and on data extraction and pre-processing of more than 56,000 image samples now available through an Internet-based portal. Several regional training workshops were held in 2009. All countries were involved in order to achieve full ownership of the results, foster exchange of local experience and build further capacity to use remote sensing techniques for generation of consistent data on changes in forest area over time.

167. The FRA reports are flagship publications for the Organization. The data and information collected is used by countries to support national debates on forest resources, as input to new legislation and national forest programmes, and in connection with proposals for

carbon financing mechanisms. Despite positive results, many countries are hindered by: unavailability and low reliability of data, dispersed country sources, shortcoming of internal organisation and support for the FRA process, difficulties in mobilising country teams and staff attrition. Nevertheless, national correspondents generally appreciate the collaboration gained through the process, which in itself drives national authorities to address some of the challenges. For instance, in many countries the FRA process has triggered work towards more robust national level indicators for sustainable forest management and has also helped concretely with other reporting requirements. The need to improve reporting in the future may have led to decisions to incorporate FRA related activities as part of the concerned Ministry's performance plan.

PWB CHAPTER 3: KNOWLEDGE EXCHANGE, POLICY AND ADVOCACY

Information and statistics

a) Revitalization of FAOSTAT and use of CountrySTAT

168. The Programme Committee considered at its session of October 2008 an *Independent Evaluation of FAO's role and work in statistics*⁸ which had addressed the many and complex facets of statistical activities in the Organization. This wide-ranging evaluation examined the contribution and effective use of major Information Technology (IT) tools such as FAO's comprehensive computerized system for collection and processing of statistical data: FAOSTAT. It may be recalled that FAOSTAT was first implemented in 1992 and quickly established itself as a key data management and dissemination tool for FAO. Work on a modernized working system was carried out in recent years, but the Evaluation concluded that the expectations vested in this modernization project had not been realized, and that "*a strategic approach to long-term IT support for statistics was needed, and FAO should review its technology strategy for statistical information systems and develop a new approach*". Pending the implementation of a more adequate, longer-term solution which would require time and substantial resources, the Evaluation stressed as an immediate priority the need to restore confidence in FAOSTAT, through whatever transitory measures were deemed necessary.

169. Major effort was deployed during the 2008-09 biennium to revert to, and stabilise the old FAOSTAT system, while at the same time continuing to investigate a longer-term solution. This process was supported by a FAOSTAT temporary solution project implemented by the Information Technology Division, in close collaboration with the Statistics Division, which stabilised the hardware platform and upgraded much of the software. This enabled FAO to process and disseminate its statistical data and to generate the critical undernourishment estimates for the SOFI assessments of 2008 and 2009.

170. Two new coordinating bodies were established: the Statistics Programme Steering Committee (to deal essentially with strategic issues) and the more operational Statistics Coordinating Working Group,

171. The Evaluation had stressed the potential of CountrySTAT to increase and improve capacity at the national and regional levels to compile, analyse and disseminate food and agricultural statistics, and at the same time heighten national ownership of the data. It recommended that the pace of CountrySTAT implementation should be accelerated. Many new countries, especially in sub-Saharan Africa, benefited from this initiative in the biennium. Several countries launched their CountrySTAT during this period (Angola, Burkina Faso, Côte d'Ivoire, Ghana, Kenya, Mali) leading to much improved and structured access to key statistical data. Many more are actively preparing to standardize their data for dissemination through CountrySTAT in the future. As countries gain experience with this new statistical tool and underlying framework, South-South Cooperation arrangements are being adopted, albeit on a limited scale.

172. To strengthen national and international statistical capacity, a Global Strategy to Improve Agricultural and Rural Statistics was developed under the auspices of the United Nations Statistical Commission (UNSC). Development partners, developed and developing countries were closely associated in this process. The Global Strategy was strongly supported by the FAO Conference in November 2009 and was tabled for endorsement by the UNSC in February 2010.

Gender

173. In many parts of the world, women are the main farmers or producers, but their roles are not fully recognized. Gender inequalities continue to limit agricultural productivity and efficiency and in so doing, undermine development agendas. FAO has striven consistently to assist countries in redressing these negative features, and allow women to move beyond subsistence levels into higher-value, market-oriented production. Two gender-related activities completed in the biennium made significant contributions to these efforts.

a) Sourcebook on Gender in Agriculture

174. The *Sourcebook on Gender in Agriculture* is the outcome of continued joint interest in gender and agriculture issues by the World Bank, IFAD and FAO, which have brought to bear the experience of more than a hundred experts to present workable solutions. The Sourcebook assists practitioners and technical staff in addressing gender issues and integrating gender-responsive actions in the design and implementation of agricultural projects and programmes. It provides practical advice, guidelines, principles, and illustrations of approaches that have worked to achieve effective gender mainstreaming in agricultural operations.

175. The Sourcebook focuses on agricultural livelihoods, with agriculture defined broadly as "agriculture, forestry, fisheries, livestock, land and water, agro-industries, and environment" and adopts the Sustainable Livelihoods Approach (SLA), pioneered by the UK Department for International Development (DFID) as a powerful conceptual framework to take account of the complexities and synergies of gender equality, livelihoods, food security, and poverty reduction. It is organized in a number of "modules" covering themes or programme areas of major relevance to agriculture and rural development and with strong gender dimensions. Each module can be used in a stand-alone manner and contains three different types of subunits: 1) an *overview*, with a broad introduction to the topic; 2) *thematic notes* to address important sub-themes within the module topic; and 3) *innovative activity profiles* which describe the design features of recent, successful projects and activities. The following box illustrates the combination of the main factors used in the SLA approach and the selected topics for the modules which underlies the entire Sourcebook.

Main factors in the Sustainable Livelihoods Approach	Modules of the Sourcebook
<p>Assets: as sustainable livelihoods depend on access to, and control over a range of assets, and gender differences may imply power asymmetries between men and women within the household and community.</p> <p>Markets: as an important source of income, assets, and factors of production and consumption to sustain the needs of the household and the welfare of the family.</p> <p>Risk and vulnerability: risks ranging from natural hazards to human conflict through disease epidemics, and also from geographic and economic factors (including trade shocks). Vulnerability is a result of poverty and socioeconomic position, and is greatly affected by gender.</p> <p>Knowledge, information, and organization, as key ingredients of economic and social improvement.</p>	<ul style="list-style-type: none"> – Food Security – Agricultural Livelihoods: Strengthening Governance – Rural Finance – Land Policy and Administration – Agricultural Markets – Agricultural Water Management – Agricultural Innovation and Education – Agricultural Labour – Rural Infrastructure for Agricultural Livelihoods – Natural Resource Management – Gender and Crises: Implications for Agriculture – Crop Agriculture – Fisheries and Aquaculture – Livestock – Forestry – Monitoring and Evaluation

176. While the Sourcebook primarily targets key actors within international and regional development agencies and national governments, it also meets the needs of the research community and non-governmental organizations. To better serve its potential user community, the

Sourcebook aims to be a living document with steps being taken by all three collaborating organizations to ensure that its contents are regularly updated through wide dissemination and easy modalities for readers to provide fresh experiences from their development work. Since its issuance, the Sourcebook has been presented at various workshops and meetings, also involving such organizations as the CGIAR and representatives of donor countries. Besides the FAO website, the World Bank website is actively promoting its use, including new Thematic Notes and Innovative Activity Profiles not originally included. Several modules have been tested in a number of World Bank projects and gender analyses, and associated toolkits were prepared to guide practitioners in integrating gender dimensions into projects and programmes. Another significant follow up activity was an expert consultation held in March 2009 in Washington, with over 100 participants to discuss concrete strategies to move forward the agenda of gender equality and women's empowerment in the agriculture sector.

b) Gender and land rights data base

177. Gender differences with regard to land rights have been a controversial aspect in land policies and legislation. Development agencies and civil society organizations have been strong advocates of gender equality in relation to land rights, but the required financial resources and firm political commitments towards increasing women's opportunities to access land and obtain legal rights to property are still elusive in many parts of the world. In addition, there is a substantial lack of reliable, gender-disaggregated information on access to land.

178. FAO has sought to address these problems by developing a *Gender and land rights database*, with the objective of informing policy makers, civil society organizations and the public in general about the complexity of the issues involved and foster understanding of the formal and informal legal mechanisms and institutions in place.

179. The on-line database seeks to offer a comprehensive view of gender disparities with regards to land rights, by including a wide range of comparable country profiles. These country profiles contain both quantitative and qualitative information drawn from national and international sources, including: agricultural census, national surveys, field studies and research, and country reports. Country-based information is assembled around 24 different variables in 6 different sections or categories, as follows: 1) the legal framework, i.e. the main legal provisions affecting women as regards personal liberties, property and inheritance, and land tenure; 2) the most relevant international human rights conventions, agreed, ratified or under review by the country; 3) customary norms and traditions that may have an impact on women's access to land; 4) prevalent land tenure systems; 5) local civil society organizations active in providing support to rural women in their access to land; and 6) pertinent statistics and indicators.

180. Various presentations of the database and of its potential have been made to interested partners or at workshops, and great interest has been confirmed about the application of this information to specific development contexts or issues. Several institutions have also established links to it within their websites, which is contributing to spreading the use of the data beyond FAO circles. The gender and land rights database will be updated on a regular basis and FAO is exploring opportunities for collaboration with partners, such as the International Land Coalition, IFAD, research institutions, and the "landtenure.info" project under implementation by Action Aid. A second development phase was initiated for addressing gaps in the information and adding a further 40 country profiles (to the present 78) while also supporting in-country research on the topic.

FAO as a knowledge organization

181. As a specialized agency of the UN system, FAO is mandated to assemble and disseminate knowledge. The 2008-09 biennium saw a valuable range of new initiatives and expansion of well established ones, to burnish this essential role. Two of them are presented below.

a) *The Coherence in Information for Agricultural Research for Development (CIARD) initiative*

182. Public science and research systems are based on the principle of openness and the free exchange of ideas, information and knowledge. Public access to research results provides for substantial returns and increases the potential benefits from global investments in agricultural research for development. Enhanced access by all actors in agricultural research and innovation is essential both for effective decision-making and to empower those concerned with agricultural production and food security.

183. Launched in 2008 by FAO, together with GFAR, IAALD (International Association of Agricultural Information Specialists), CGIAR, the DFID, and other partners, the CIARD initiative embodies a collective commitment to promote and sustain the sharing of agricultural research. Its outputs are shared through a global network of public collections, based on a Manifesto and a common set of Values (see box 13 on the Vision and Values shared by the Members). To ensure that results from public domain research form part of a global 'knowledge commons' for agriculture, these results are created, assembled, handled and disseminated in ways that ensure that they will be as "available, accessible and applicable" as possible.

184. Five regional consultations were organized by the founding partners during 2009 to refine the Manifesto and the Values of the initiative, with more than 150 participants from nearly 70 countries. Common tools such as a Checklist and attendant Pathways were developed, as illustrated below. The long-standing International Information System for Agricultural Sciences and Technology (AGRIS) and related information resources and technology tools form the basis of several CIARD pathways. FAO worked closely

with the GFAR Secretariat on the development of the CIARD RING (Routemap to Information Nodes and Gateways), launched in October 2009.

185. The CIARD Checklist is part of a broader treatment of content flows, including the need to understand researchers' and other actors' requirements. The Checklist actions aim at developing necessary institutional readiness and approaches to managing digital content and licensing with the goal of 'opening up' that content, and then disseminating it. They address the applicability of research outputs to a range of stakeholders, setting out approaches that will ensure that research outcomes are more likely to be sustainable. In addition to the Checklist, a range of targeted CIARD Pathways are provided, describing how the Checklist actions can be achieved. The RING is a global registry of Web-based services that will give access to any kind of information sources pertaining to agricultural research for development (ARD). This important tool allows information providers to register their services in various categories and so facilitate the discovery of sources of agriculture-related information across the world.

186. The response to the initiative was very positive, providing a good basis for a widespread advocacy campaign in 2010. Additionally, in the framework of CIARD, FAO is supporting Open Archive projects and networks in a number of countries and regions.

b) *The "Share Fair"*

187. FAO undertakes a large number of information and knowledge dissemination activities (corporate Web site, publications, conferences and workshops, etc.). However, there is a desire to exploit better the so called "tacit knowledge", i.e. tapping more fully the expertise, experience and lessons learned, particularly from the field, which may remain "trapped" inside the heads of the staff, or confined to the small circle of individuals with whom each person interacts.

188. The Rome-based agencies (FAO, IFAD, WFP and Bioversity International, as well as the knowledge management programme of the CGIAR) co-organized in January 2009 an innovative three-day event, the first knowledge "Share Fair", to enable staff to showcase their experience and learn new ways for sharing knowledge and improve access to it. The Share Fair was designed to be truly interactive, affording many possibilities for staff to display or explain their knowledge sharing activities and tools and, at the same time learning from each other.

189. For this, the FAO Atrium was transformed into a colourful "market place". Stalls and booths, along with workshops and short presentation sessions, provided opportunities for lively discussions and getting to know people. One of the major premises was that knowledge sharing is more than just an exchange of information and data; it is about "working together" and "helping each other". Bearing this

**Box
13**

The CIARD Vision and Values shared by cooperating institutions

Vision

"To make public domain agricultural research information and knowledge truly accessible to all".

Values

- ▶ Advocate effective investments
- ▶ Establish coherent systems and services
- ▶ Communicate content
- ▶ Develop and strengthen capacities

in mind, time for networking was deliberately built into the formula, through coffee breaks, poster sessions and video/online demonstrations. Field and regional offices were involved using the Internet, extending impact beyond the confines of headquarters, as decentralized offices feel an even greater need for an enhanced, free flow of knowledge and information.

190. The more than 700 participants were able to: share and learn from each other's good practices; experiment with various tools and methodologies for knowledge sharing, including "blogs" and "wikis"; create links and networks for future collaboration (between and within the organizations).

191. Follow up actions included:

- the creation of the "Knowledge Café" (<http://intouch.fao.org/ks>), a platform that allows FAO staff to share knowledge from the bottom up, turning it into an everyday practice and to provide an inventory of experts within the Organization;
- support to conferences and events, showcasing knowledge sharing tools and methods. Among these: COFI; the XIII World Forestry Congress; the World Forest Week; the World Food Summit; and the World Summit on the Information Society (WSIS);
- ongoing training of FAO staff on knowledge sharing methods and tools;
- assistance of FAO's Knowledge Sharing Team in facilitating departmental and cross-organizational events (i.e. World Banana Forum, etc.); facilitating focus groups within departments; and encouraging informal panel discussions, chat shows and debates in the David Lubin Memorial Library and in the Atrium.

Capacity development

192. Capacity development efforts continued to span a wide range of FAO programmes and field projects, and were given a further boost in the biennium within the broader paradigm of capacity development, as defined by OECD/DAC for the international development community. The following two examples have been selected as representative of the many activities designed to serve capacity development objectives (i.e. e-learning courses), and of important programmes where capacity development is a diffuse dimension of the Regular Programme activities carried out by FAO technical departments.

a) *Capacity building through investment-related work*

193. Investment support work is principally carried out at country level. Through an average of 600 missions per year, the Investment Centre and other FAO technical staff and specialized consultants are able to interact with a large number of national counterparts and other key stakeholders in identifying issues and opportunities, and developing strategies and projects for investment. This involves many

individuals, ranging from ministry staff, donor and private sector representatives, NGOs, community level and rural institutions staff, village leaders and farmer groups. As a result, there is a substantial capacity building dimension inherent in investment support activities. In addition, there may be specific requests for improving capacity, e.g. when countries ask for training on investment project preparation and assistance to evaluate mainstreaming of investment programmes.

194. During 2008-2009, several training workshops were held, including in Budapest for Central and Eastern Europe countries and in Ankara for Central-Asian countries, to assist government representatives in improving public investments. Another workshop held in Libreville for Central Africa dealt with policies, strategies, roadmaps and investment programmes for the agriculture sector. Participant feedback from these regional workshops pointed to the need for further formal training both at regional and country level. FAO also continued to invest in knowledge products, tools and guidelines on investment design for the use of national stakeholders. It improved its RuralInvest package of software and training modules for formulating small- and medium-scale rural investments and expanded language coverage to include Portuguese, Russian and Turkish. RuralInvest was used in Latin America to train national technical staff, mainly from Central American countries, and in Africa to train government and rural institution staff in several countries. Other activities with strong capacity building components are listed below by region.

195. Africa: With the Partnership for Africa Livestock Development (ALive), FAO developed the Livestock Sector Investment and Policy Toolkit (LSIPT) used in countries of sub-Saharan Africa to prepare pro-poor project interventions based on the growth potential of the livestock sector. It continued collaboration with TerrAfrica, a regional multi-sectoral and multi-partner platform to scale-up and mainstream sustainable land management in sub-Saharan Africa. An inter-agency team led by FAO designed the Country Support Tool to assist with country programmes to scale-up improved land management. The Investment Centre Division helped to formulate an East Africa Agricultural Productivity Programme, approved by the World Bank in 2009, which will establish subregional centres of excellence for research and training in Kenya, Uganda and United Republic of Tanzania.

196. Asia and the Pacific: In 2009, the Investment Centre Division initiated a major stocktaking exercise on experiences and lessons learned in three key thematic areas in South Asia - water management, livelihoods and monitoring and evaluation. Findings provide important insights for future investment projects and source material for capacity development work in these areas. In Cambodia, a TCP project dealt with pilot training to strengthen agricultural project formulation and design. Some 20 project profiles were prepared by trainees, of which some will be further

developed based on the Government's rural agriculture strategy and FAO's National Medium Term Priority Framework. This approach is to be replicated in other countries.

197. Europe and Central Asia: FAO organized, together with EBRD, meetings in several countries to promote agribusiness development. This included sector studies and study tours on the management and operation of agricultural warehouses (e.g. in Bulgaria for key warehouse inspectors and government representatives from Serbia to help implement Serbia's new grain warehouse receipts law). Valuable information on public and private sector activities was shared through the EastAgri network managed by the Investment Centre Division, while the network also coordinates donor assistance to agriculture and agribusiness in Central and Eastern European countries and the Commonwealth of Independent States. The analytical centre of agricultural policy in Kazakhstan was assisted in the development of sector reviews on livestock, grains and vegetables, and Investment Centre staff provided backstopping to improve the evolving work.

198. Latin America and the Caribbean: In 2009, FAO's Investment Centre Division hosted a joint workshop in Rome with the World Bank, to address Climate Change and Land Use, and Land Use Change and Forestry in the region. FAO successfully piloted a new EX-Ante Carbon-balance Tool (EX-ACT) during the preparation of a World Bank-financed sustainable rural development project for Brazil. EX-ACT measures the impact of agriculture and forestry development projects on greenhouse gases emissions and carbon sequestration. EX-ACT was also tested in Africa during the preparation of investment projects in two countries and will be extended to other regions in 2010.

199. Near East: In 2009, FAO organized a forum on climate change for Arab countries, regional organizations and international agencies operating in the region, which focused on advancing the agenda for investment in adaptation and mitigation measures across the agricultural sector (water, land, forestry, livestock). The FAO Investment Centre organized a study tour in Italy on wholesale markets for public and private agro-food producers from Southeast Mediterranean countries, to expand and share value chain knowledge and experiences.

b) Support to, and partnerships for E-learning

200. FAO continued to develop e-learning materials dealing with various technical areas, for use by agriculture and food security professionals in developing countries. Since 2001 it has formulated a series of extensive, self-paced e-learning modules to: i) build awareness; ii) provide on-the-job training for technical staff; iii) make available effective tools, methodologies and guidelines; and iv) more generally support face-to-face training and capacity development. During the 2008-09 biennium, the following modules were developed in multiple languages.

201. *Information Management Resource Kit*: series of e-learning modules for beneficiaries at national and local levels to manage and share information more effectively, increase their understanding of issues, and enhance skills for information management in food and agricultural agencies, institutions and networks.

202. *Food Security Information for Action*: e-learning courses dealing with the collection, management, analysis, and reporting of food security information. The target audience includes technical professionals, as well as policy formulators and programme managers.

203. *The Right to Adequate Food*: materials to support the progressive realization of the right to adequate food. The course is targeted for use by FAO and UN staff, duty bearers at national level (legislators, parliamentarians, heads of institutions, judiciary officials, policy makers), as well as NGOs, civil society organizations and movements dealing with human rights.

204. *Enhancing Participation in Codex Activities*: e-learning course focussed specifically on the organization, management and procedures of the Codex Alimentarius Commission, and providing guidance on developing national Codex structures and activities. The course targets government officials, as well as representatives of food industry, consumer groups, and observer organizations.

205. The e-learning modules were designed through a consultative process involving subject matter specialists, field practitioners and representatives from potential user communities from around the world. The modules are freely available on the Internet, as well as on CD, to allow access to developing country learners with low-bandwidth and/or high connectivity costs. Blended solutions can combine electronic and face-to-face training.

206. FAO also consolidated partnerships with a number of academic institutions to ensure that the delivery of FAO e-learning resources is effectively carried out and that certification is granted by universities for the benefit of developing countries' students. These institutions include: the African Virtual University (AVU), the Open University of Catalonia (UOC), the University of KwaZulu-Natal and the Anhalt University, Germany.

PWB CHAPTER 4: DECENTRALIZATION, UN COOPERATION AND PROGRAMME DELIVERY

National and regional programmes for food security

207. During the biennium, FAO continued to move decisively towards assisting countries, subregions and regions with the formulation and implementation of broad-based food security programmes. Two significant examples (one national and one regional) are provided below.

a) Proyecto Estratégico para la Seguridad Alimentaria (PESA) - the Rural Development Agencies in Mexico

208. Initially limited to operations in 6 states and 12 municipalities of Mexico, with focus on helping selected groups of farmers boost food and agricultural production, from 2005 onwards the scope of FAO assistance broadened to support national development objectives for food security, while seeking more comprehensive geographical coverage. Using the UTF (Unilateral Trust Fund) modality, the Mexican authorities agreed to put catalytic resources at the disposal of FAO to assist with technical orientations and capacity building at different levels in connection with a wide-ranging action programme being implemented by the Mexican secretariat for agriculture (SAGARPA) called the Proyecto Estratégico para la Seguridad Alimentaria⁹ (PESA). The resulting ongoing SAGARPA/FAO project thus reflects the mutually beneficial and timely convergence of policy choices made by the government (stemming from a major assessment of the public extension system, including the lessons learned) and the desired enlargement of the scope of interventions in support of food security at national (and regional) level.

209. The main innovative features of the PESA are:

- a deliberate focus on the most marginal regions and vulnerable groups, complementing other SAGARPA programmes in the country;
- participatory and multidisciplinary methods to solving food security problems with concrete actions at different levels (federal, state, municipal, local);
- the formulation of shared goals and use of a common logical framework, which facilitate dialogue between politicians and technicians in the various administrative territorial divisions of the country;
- an integrated approach to food security, including taking account of the varied interests of the whole family, starting from women; this approach allows for incremental and complementary improvements of living conditions, food production and dietary habits, organization of producers for marketing and processing. Validated best practices at community level are then used to influence decision making, policy formulation and planning at other levels.

210. A key operational feature of the PESA was the establishment of 132 local rural development agencies, the ADR (agencias de desarrollo rural) which provide continuous technical advice and follow-up to local initiatives. The ADR are being supported and supervised by multidisciplinary groups at state level; this institutional model has been recognized as an excellent vehicle for accelerated development in poor areas, and may be replicated by other countries. In the last four years, the Mexican government has been putting substantial resources into the PESA due to the increasing popularity of the programme and specific requests from the national parliament to assist some of the poorest states of the federation (Chiapas, Oaxaca, Guerrero, Puebla). These funds, in the order of USD 387 million for the 2007-2010 period, have allowed the rapid scaling-up of operations in the prioritized states.

211. PESA operates in 17 (of the 32) states of Mexico, in 4,200 local communities pertaining to 650 municipalities, including 105 of the 125 having a very low HDI (human development index). Over 119,000 poor families benefited directly from locally based projects covering various aspects of production (soil and water management, poultry and small animal production, organic coffee, maize and beans) and improved livelihoods (e.g. more efficient stoves, better water harvesting and storage techniques, grain storage, vegetable gardens, nutrition education, marketing and eco-tourism opportunities).

212. The UTF resources under the FAO project (USD 12.6 million from 2002 to 2010) have allowed for critical technical inputs and capacity building activities to support the process. Operating through a central technical unit supplemented by decentralized staff at State level, technical and managerial support is provided to the autonomous multidisciplinary groups which ensure a continuous flow of assistance to poor families in marginal communities. In close consultation with national authorities, FAO has been able to bring its neutral and objective advice, and its recognized advocacy capacities to bear on the formulation of the main social and technical dimensions of the programme.

213. Evaluation studies have described the main achievements of the PESA as:

- demonstrated potential to ensure self identification of appropriate solutions to tackle complex food security problems;
- increased availability of, and access to food in highly marginal and poor areas;
- ensuring a wide range of support services to rural areas where these services were not available hitherto.

b) Regional Programme for Food Security in the Pacific

214. The need to adopt a regional approach to the design and implementation of food security programmes was endorsed at a meeting of the South West Pacific ministers for agriculture, held in Vanuatu as far back as 2001. This led

to a broad range of activities with FAO support, known as the Regional Programme for Food Security (RPFS) for the Pacific Island Countries. The RPFS complements national development actions and addresses emerging issues related to trade and regional integration, taking advantage of synergies within the subregion. Contributions from the Government of Italy through the FAO Trust Fund for Food Security and Food Safety served to catalyse further donor support to wider regional programmes during the 2004-09 period.

215. The RPFS has two main components:

- a “vertical” component, aimed at enhancing production, nutrition and income generation and consisting of 26 sub-projects operating in 14 countries, focusing on a specific crop or animal production system, or ancillary agricultural services, with interactions ensured through National Project Steering Committees in the 14 interested countries.
- a “horizontal” component to build capacities for trade facilitation and agriculture policy formulation that included: 1) a regional training course on food safety regulations in international trade; 2) completion of commodity chain studies in cooperation with the SPC (Secretariat of the Pacific Community) covering import substitution, food security and export potential; 3) a regional workshop to share the findings from these studies and enable local institutions and business operators to develop concrete initiatives; and 4) capacity-building activities on agricultural policies and planning, with participation of NGOs and the private sector.

216. South-South Cooperation was an effective component of the programme (as confirmed by a subsequent evaluation) with a substantial number of experts and technicians (from China and the Philippines) being mobilized to provide technical assistance over a two-year period in the areas of livestock and crop intensification, water management and fisheries issues. TCDC consultants also contributed to develop a regional template for countries to review and develop national food standards and safety policies.

Work towards an expansion phase

217. The fruitful partnerships created under the RPFS led to the development of the Food Security and Sustainable Livelihoods Programme (FSSLP). The indicative total cost of the FSSLP, over a six-year period, is estimated at USD 41.8 million, some USD 10 million earmarked by IFAD.

218. The FSSLP involves a vertical component of 126 prioritised projects under six clusters, and a horizontal component covering four main areas of cooperation. This is schematically portrayed in the following table.

Articulation of the FSSLP for the Pacific

Clusters of the vertical component	Cooperation areas of the horizontal component
<ul style="list-style-type: none"> • Farming Systems and Rural Livelihoods Enhancement • Sustainable Fisheries and Aquaculture Management • Transportation, Market Infrastructure and Value Chain • Food Safety and Nutritional Health • Institutional Strengthening and Support • Area Development and Rehabilitation 	<ul style="list-style-type: none"> • Regional Food Quality and Safety Improvement • Regional and International Trade Facilitation • Climate Change Preparedness, Adaptation and Mitigation • Policy and Programme Development Support

219. Two TCP projects were approved in 2009 to build capacity at the national level for food security and rural livelihoods programme development, participatory planning and monitoring and evaluation, capacities which will be essential in relation to the FSSLP. The projects also provide impetus and start-up structures for concerted programmes for food security and sustainable livelihoods in each country.

Natural Disasters and Complex Emergencies

220. A substantial share of all resources available to FAO are devoted to assist countries affected by emergencies, either man-made or caused by natural disasters. Policy concerns related to emergency work include: 1) helping vulnerable countries with preparedness; and 2) beyond the necessary provision of immediate relief, ensuring that emergency assistance contributes to the rehabilitation of livelihoods and economic activities in general. Two examples may be given to illustrate attention to these concerns.

a) Assistance to Zimbabwe for improved preparedness and rehabilitation

221. Deteriorating economic conditions, a constrained policy environment, periodic droughts and the HIV/AIDS pandemic have contributed to the crisis facing Zimbabwe's agriculture sector. In the past decade, farmers have struggled to access appropriate seeds, tools and fertilizers.

222. In 2009, FAO focused increasing attention on improving preparedness for future crises and helping farmers to improve productivity. Assistance provided through a USA-funded project, included: i) continued support to the coordination of agriculture- and food security-related interventions; ii) initiating seed multiplication activities to allow for access to seeds by rural families; and iii) sustaining poultry production through vaccinations against Newcastle disease, training of community members and awareness-raising regarding avian influenza.

223. The Agriculture and Food Security Monitoring System (AFSMS), which provides monthly updates covering key seasonal agriculture and food security issues was strengthened and in collaboration with the Famine Early Warning Systems Network, its coverage was expanded to 50 districts and 198 sentinel sites. The information and analysis of data from these sites allowed the Government, UN agencies, NGOs, donors, to better plan, coordinate and monitor the impact of their interventions in support of Zimbabwe's farmers. In May 2009, a national stakeholders' workshop on the Integrated Food Security and Humanitarian Phase Classification (IPC) tool was held. An IPC roll-out plan was developed and training sessions and technical meetings held to enhance understanding of food security concepts and use of the IPC tool.

224. Other components of the project included:

- crop and livestock assessments, carried out by the Ministry of Agriculture, Mechanization and Irrigation Development (MoAMID) in February and March 2009; this was supported by training workshops for participating extension workers before the surveys, focusing on sampling techniques, area and yield measurements and improving interviewing skills;
- collaboration with the Netherlands Development Organizations (SNV) to re-establish links between wholesalers and rural stores selling agricultural inputs, whereby selected wholesalers were provided incentives to distribute stock to rural stores by giving them insurance on goods and money; this demonstrated that a market-driven approach to input distribution was possible in the country;
- production of foundation seeds for sorghum, pearl millet, cowpea and groundnut, sold to seed companies for the production of certified seed that was then sold to farmers for the 2010-11 season;
- recruitment and training of over 50,000 community-based vaccinators for the Newcastle disease of poultry. The Central Veterinary Laboratory produced low-cost, thermostable vaccines for use during the campaign and almost 800 000 households benefited. The presence of Highly Pathogenic Avian Influenza (HPAI) has not been recorded in Zimbabwe, however it could be mistaken for Newcastle disease and awareness activities were carried out about HPAI among poultry producers in the rural population.

b) *Re-establishing livelihoods of vulnerable groups in the Democratic Republic of Congo*

225. In 2008, the Democratic Republic of Congo witnessed some degree of improvement in its internal situation. However, there continued to be 1.3 million internally displaced people in the East of the country, a fact which has eroded the subsistence capacities of the original population and greatly heightened poverty. Support to sustainable agricultural production was considered essential to avoid

potential grave food shortage situations in the future and within the framework of the UN Humanitarian Action Plan 2008, the UN CERF (Central Emergency Relief Fund) allocated USD 3.7 million to FAO to assist 49,000 targeted rural households.

226. The project aimed at: i) supporting or re-establishing household agricultural and food production; ii) contributing to reduction of severe malnutrition and ensuring acceptable levels of food security; and iii) reducing costs of transport for the produce. The main activities covered: i) multiplication of quality seeds and of healthy cassava and sweet potatoes root plants and cuttings, ii) supply of agricultural tools, vegetable and crop seeds, iii) supply of livestock inputs, iv) supply of fishery and aquaculture inputs; and v) support to rehabilitation of feeder roads.

227. The project was able to help highly vulnerable rural families satisfy their basic food needs. Sale of surplus production contributed to reduction in food prices in concerned areas and diversification in diets was also enhanced. Improved cassava cuttings, adapted to local climate conditions and resistant to pests led to increased yields and production of small animals (goats and pigs) was relaunched in areas where previous stocks had been decimated by diseases such as the African Swine Fever. The rehabilitation of local transportation facilities also led to growing exchanges among regions.

228. This emergency assistance project was exemplary in its deliberate multi-disciplinary nature, each component being accompanied by training and capacity building activities, and the good collaboration with local authorities and non-governmental organizations.

The Technical Cooperation Programme (TCP)

229. The TCP responds to requests for assistance from FAO Members. It provides rapid, short-term, practical and catalytic technical support to address well-defined problems that constrain the ability of countries, either individually or collectively, to foster agricultural and rural development. Main developments regarding the TCP in the 2008-09 biennium are provided below, and highlights of projects are provided in *Section II.C*.

a) Preparations for the decentralization process

230. Preparatory steps were taken towards the decentralization of TCP management, in line with IPA Actions 3.22 to 3.29, the main purpose being to reduce response times by delegating authority to levels closest to the field. As of 1 January 2010, TCP resources are being allocated to regions under the authority of Regional Representatives, except for 15 percent retained centrally for use in emergencies, and 3 percent for interregional projects. Indicative regional allocations were agreed as follows: Africa, 40 percent; Asia and Pacific, 24 percent; Latin America and Caribbean, 18 percent; Europe, 10 percent; Near East, 8 percent. In addition, FAO Representatives, Subregional Coordinators and Regional

Representatives are responsible for the entire cycle, leading up to the approval of projects under the delegated authority of the Assistant Director-General responsible for technical cooperation. Responsibilities for technical support to project identification, formulation and clearance would remain as before, as well as the processing of requests for emergency and interregional projects. A peer review mechanism is to assist decentralized officers in ensuring the highest possible quality of project design.

231. Certain criteria were reviewed by the Programme Committee in May 2009. In light of the expectation of speedier and streamlined TCP approvals, the decentralization model presented aimed to ensure that the approval time for TCP projects would decrease from an average of 6 months to 4 months. A standard set of required background information has been defined for use in the review of project requests and as a basis for formulation. Another aspect discussed by the Committee was the problem that countries would be facing regarding the eligibility criteria to receive TCP funding on a grant basis if they entered the group of high-income countries. In exceptional, well-defined cases, the TCP Facility projects limit can be raised to USD 300,000 from USD 200,000.

232. Over the course of 2009, TCP procedures were simplified, and measures to replace *ex ante* control with *ex post* monitoring mechanisms were developed, also bearing in mind FAO's new results-based management approach. Guidelines for the new decentralized TCP model were developed, in consultation with concerned divisions at headquarters and representatives of field offices. A new TCP Manual was prepared to be issued in early 2010. A training programme which combined an e-learning course and two-day face-to-face training was implemented to familiarize staff with the new roles under the model. The face-to-face training took place between September and December 2009 in eleven locations (subregional and regional offices). Specific training sessions on the management of the regional allocation were also organized for the regional offices, while headquarters staff from technical and other units also benefited from presentations on TCP decentralization. In early 2010, help-desk functions will be available from headquarters, until the new model is fully operational. In each regional office, under the overall guidance of the Regional Representative, several professional and general service posts were established to manage the regional allocation and the TCP pipeline, to support monitoring, and to provide the first port of call for assistance from the TCP.

b) Resource overview

233. *Requests and approvals:* the Organization received 518 government requests for TCP support, compared to 472 in 2006-07. Sixty-nine percent of these requests were approved for TCP funding during 2008-2009, whilst 12 percent did not qualify for TCP assistance. The remaining requests will be processed in 2010. In total, 444 projects with a value

of USD 132.6 million were approved, as shown in *Table 6*, compared to 369 projects for USD 82.9 million in 2006-07.

Table 6: TCP Project approvals in 2008-09 (USD million)

Type of TCP Project	Total Budget	Number of projects*	Average budget per project	Percentage of total approved budget
National	91.8	256	0.359	69 %
Regional	16.6	41	0.405	13 %
Inter-regional	1.4	4	0.350	1 %
TCP Facility**	22.8	143	0.159	17 %
TOTAL	132.6	444	0.299	100 %

*includes Phase II projects

** includes 14 regional TCP "Facilities"

234. The distribution by region is reflected in *Table 7* (all types of projects).

Table 7: Distribution of approved TCP resources by region

Region	Total budgets USD million	Number of projects	Percentage of total approved resources
Africa	51.6	162	39 %
Near East	7.8	33	6 %
Asia and the Pacific	34.9	113	26 %
Europe	12.1	45	9 %
Inter-regional	1.4	4	1 %
Latin America and the Caribbean	24.8	87	19 %
TOTAL	132.6	444	100 %

235. *Delivery:* delivery reached USD 117.4 million compared to USD 62.7 million during 2006-07, thus a sharp increase of 87 percent. Support to the Initiative on Soaring Food Prices (ISFP) was an important factor. The distribution by main project categories is illustrated in the *Table 8*. ISFP projects are highlighted separately in the table.

Table 8: TCP delivery by project category in 2008-09

Project category	USD million	Percentage
Emergencies	13.8	12 %
Initiative on Soaring Food Prices	30.5	26 %
Support to Development	52.2	44 %
TCP Facility	20.9	18 %
Total	117.4	100 %

c) *TCP in relation to major programme areas*

236. TCP assistance covered the entire spectrum of FAO technical expertise, as broadly illustrated in *Table 9* showing support provided to PWB programmes (listed in descending order of delivery). Four programmes account for 69 percent of the total delivery: *4D: Emergency and post crisis management* (including projects approved in support of the Initiative on Soaring Food Prices); *3B: Food and agriculture policy*; *2A: Crop production systems management*; and *2C: Diseases and pests of animals and plants*.

Table 9: TCP delivery by programme area, 2008-09 (USD million)

	Programme	Delivery in 2008-09	Percentage of total delivery
4D	Emergency and post crisis management*	34.6	29.5%
3B	Food and agriculture policy	24.5	20.8%
2A	Crop production systems management	11.6	9.9%
2C	Diseases and pests of animals and plants	10.5	9.0%
2M	Rural infrastructure and agro-industries	5.3	4.5%
2K	Sustainable natural resources management	4.5	3.8%
2F	Forest management, conservation and rehabilitation	3.7	3.1%
2D	Nutrition and consumer protection	3.6	3.1%
2B	Livestock production systems management	3.0	2.6%
2I	Fisheries and aquaculture management and conservation	2.9	2.5%
2E	Forestry information, statistics, economics, and policy	1.9	1.7%
2H	Fisheries and aquaculture information, statistics, economics, and policy	1.6	1.4%
4C	Food security, poverty reduction and other development cooperation programmes	1.6	1.3%
3D	Agriculture information and statistics	1.6	1.3%
2J	Fisheries and aquaculture products and industry	1.5	1.3%
3A	Leveraging resources and investment	1.2	1.1%
2L	Technology, research and extension	1.2	1.0%
3H	Knowledge exchange and capacity building	0.7	0.6%
3F	Gender and equity in rural societies	0.7	0.6%
3G	Rural livelihoods	0.6	0.5%
2G	Forest products and industry	0.4	0.4%
3C	Trade and marketing	0.3	0.2%
	Total	117.4	100%

* The number and delivery of all projects related to emergencies cannot be derived from the above table, as projects are referenced according to the main substantive area of work involved.

d) *The TCP Facility*

237. Of the total approved TCP funds, USD 22.8 million (17.2 percent) have been allocated for TCP Facility projects in 129 countries (USD 20.4 million) and in 14 regions/sub-regions (USD 2.4 million). The TCP Facility, introduced in the 2006-07 biennium, has become a widely used and flexible modality for the FAORs to meet programme development needs and for providing technical assistance to governments. In particular, it has been useful for supporting strategy development through formulation of NMTPFs and contributing to the UNDAF process, thus helping FAO's assistance to be positioned within the country assistance frameworks of the UN and others. The TCP Facility allowed the concerned FAORs to rapidly mobilize funds for assessments and formulation of medium and long-term plans in the context of rising food prices, for example, in Pakistan, the Philippines, Malawi and in Egypt. The Facility was also used for agricultural development programme formulation work in Malawi and Swaziland, resulting in large-scale funding by the World Bank for Malawi and EU for Swaziland.

e) *Emergency assistance and support to rehabilitation*

238. The value of national and regional emergency projects approved during 2008-09 represented 34.8 percent of the total¹⁰, as compared to 12 percent in 2006-07¹¹. This increase was due to the exceptional approval of TCP projects within the framework of FAO's Initiative on Soaring Food Prices (ISFP). In addition to projects relating to the ISFP, which accounted for 22.7 percent of the total, the remaining 12.1 percent were allocated to address such threats as the H1N1 influenza and were comparable to the previous biennium, within the indicative earmarking value set by the governing bodies.

f) *Regional Projects*

239. A total of 41 regional and subregional projects (amounting to USD 16.6 million) helped address issues of common interest. Projects were developed and implemented in cooperation with both long-standing and new regional institutions, which contributed to building capacity in the newer institutions. TCP assistance was particularly relevant in the framework of such regional economic undertakings as UEMOA, NEPAD and CAADP. A number of regional projects addressed the incidence of emerging animal, plant, and human transboundary diseases, for example, a regional project in support of surveillance for the eradication of Rinderpest.

¹⁰ This figure includes all emergency projects. In Table 9, as such emergency assistance covers many technical areas, some emergency projects have been classified under technical programmes other than Programme 4D: Emergency and post crisis management.

¹¹ In November 2005, FAO Council set an indicative earmarking of 15 percent of the TCP appropriation for emergency projects.

g) *Capacity building and policy assistance*

240. An important dimension of TCP assistance is building regional, national and local capacities and delivering knowledge. Within the limited time frame of TCP projects, attention is paid to transfer knowledge and skills to institutions and personnel of beneficiary countries. Such capacity building can take many forms, including on-the-job training, class-room training, farmer field schools, workshops and study tours. It targets all categories of stakeholders including government staff, technicians, extension workers, farmers, fisherfolk, pastoralists, women's groups, youth and internally displaced groups. A feature of the TCP gaining importance is policy assistance. Projects in this area (*Programme 3B*) represented over 20 percent of TCP assistance, from 5 percent in 2006-07. Support to governments focused on producing policy documents in specific fields, as well as strategies, plans of action, and on formulating legislation.

C. REGIONAL DIMENSIONS

Scope of the section

241. This section provides a summary of achievements in the five regions: Africa, Asia and Pacific, Europe and Central Asia, Latin America and the Caribbean, and the Near East. It is organised as follows: a) concise programme highlights under all sources of funds (Regular Programme and Trust Funds) followed by a table showing field programme delivery and extrabudgetary support provided to the Regular Programme; b) the external financing leveraged by FAO during 2008-09 for the benefit of the region, with explanations of the main substantive thrusts; and c) "highlights" regarding *Programme 4E: Technical Cooperation Programme* (including the description - in a box - of achievements under a representative TCP project). For the sake of brevity, the narratives below are deliberately selective. More comprehensive information is provided in the preceding *Section II.B: Highlights of Programme Implementation*, and *Annex 4: Detailed Implementation Report*.

AFRICA

a) *Overview of achievements*

242. Examples of substantive activities to address the vast requirements of the Africa Region are given below.

Plant production and protection

243. Technical assistance and capacity building were provided in the implementation of the Rotterdam Convention (on pesticides), in particular through 5 subregional and 3 national workshops and consultations. The Africa Stockpiles Programme (ASP) focussed on pesticide management and risk reduction. The International Plant Protection Convention Secretariat provided capacity building for regional experts, and training in pest risk analysis. A

Situational Analysis strategic document for underpinning future interventions in crop protection was initiated. A programme to combat the threat of cassava-related diseases was implemented in 5 countries in collaboration with the EU, alongside the Great Lakes Cassava Initiative.

Animal production and health

244. FAO provided the methodology, practical guidance and common analysis to support a major livestock sector study in Central Africa. Work on zoo-sanitary legislation was also undertaken in the subregion. Many activities contributed to strengthening capacities of veterinary diagnostic laboratories and improving national and regional epidemio-surveillance systems for transboundary animal diseases (TADs).

Natural resources management

245. A landmark Ministerial Conference on Water for Agriculture and Energy in Africa: the Challenges of Climate Change was organized in December 2008 in Sirte, Libya. Associated *regional workshops* were held in collaboration with Regional Economic Organizations to define investment priorities for water in the agricultural and energy sectors at country and regional levels. FAO also assisted the Nile Basin Initiative, the Lake Chad Basin Commission and the Okavango River Basin to promote a holistic approach to water management (cf. more details on these water-related activities are provided under the preceding "highlights").

246. Policy advice and technical support was given to the African Soil Science Society (ASSS) in the organisation of its 5th International Conference on Soils and the New Challenges of Sustainable Development in Africa".

Fisheries and aquaculture

247. Countries received assistance to implement the Code of Conduct for Responsible Fisheries and to promote sustainable fisheries management, including the Ecosystem Approach to Fisheries (EAF), mostly through subregional and regional fishery bodies. Aquaculture assistance was provided through the Special Programme for Aquaculture Development in Africa (SPADA), including assisting nine countries with national aquaculture strategies and/or plans. Eight countries received support through TCP whilst the six countries sharing the Volta Basin collaborated on a tilapia breeding programme (TIVO). The Aquaculture Network for Africa (ANAF) facilitated information sharing.

Forestry

248. In cooperation with the African Union Commission, attention was paid to enhancing the capacities of five countries in the Sahel and Sahara zones to prepare national strategic and action plans to implement the Great Green Wall for the Sahel and Sahara Initiative. Further guidance and technical assistance were given to support the implementation of the ECOWAS Forest Policy (developed with FAO assistance). The National Forest Programme Facility

worked in partnership with 35 countries in Africa to help address critical constraints in the smooth development of national forest programmes.

249. Working with other partners, FAO developed a toolkit on human/wildlife conflict mitigation to be used for awareness raising and training at local, district and national levels.

Food security and trade

250. A regional workshop on Rethinking Regional Food Security Policies and Strategies in the Post 2008 World was organized for participants from African Union, SADC, ECOWAS, and other partners. In collaboration with Regional Economic Communities, FAO conducted a study on the impact of the trade policy measures implemented in 2008 on market performance, prices and supply response, and their implications for food security in West Africa.

Gender and development

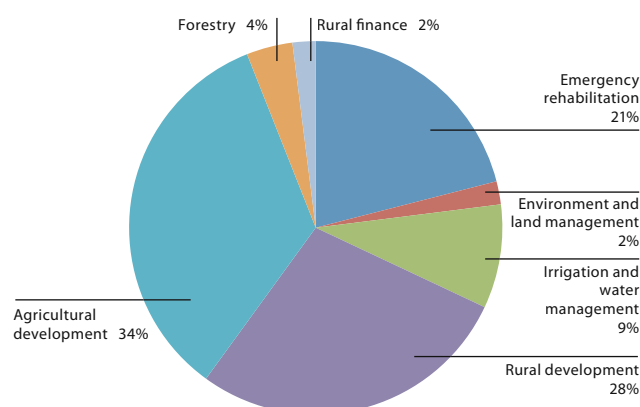
251. Women farmers' visibility in agricultural statistics was improved as a result of intensive technical assistance to on-going agricultural census programmes. Several countries have started integrating gender concerns into preparations for censuses that will be implemented during the 2006–2015 World Census of Agriculture (WCA) round (Benin, Burkina Faso, Ghana, Senegal and Tanzania). A toolkit was developed for the collection of sex-disaggregated data that will serve as a model for incorporating gender concerns into future agricultural censuses. Contacts with other regional bodies have been strengthened to enhance the use of sex-disaggregated data especially in support of the gender relevant implementation of CAADP COMPACT programmes.

Table 10: Field programme delivery and extrabudgetary support provided to the Regular Programme in the Africa Region, 2008-09

	(USD 000)	Percentage of total delivery
Extrabudgetary Support to the Regular Programme	159	0.1 %
Field Programme:		
Extra budgetary Support to Field Programme/Assistance to Member Countries	147,669	38.7 %
Extra Budgetary funded Emergencies	244,916	43.8 %
TCP/SPFS	43,187	38.6 %
TeleFood	1,598	41.7 %
Total Field Programme Delivery	437,370	41.4 %
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	437,529	35.6 %

b) Leveraging external financing for investment in Africa

Figure 4: External financing by sector in sub-Saharan Africa, 2008-09



252. Some 39 percent of total FAO investment support work was dedicated to assisting sub-Saharan governments to plan and formulate investment operations. During the biennium, the Investment Centre Division carried out 389 missions in sub-Saharan countries. This led to 38 projects and three regional programmes approved for over USD 2.55 billion in investments. Of this total, 78 percent was committed in loans, credits and grants by the World Bank Group, IFAD, the West African Development Bank (WADB), the World Food Programme, the Global Environment Facility (GEF), the European Union and bilateral donors. As illustrated in Figure 4, the main benefiting areas were: agricultural development and food security (34 percent), rural development and sustainable livelihoods (28 percent), emergency rehabilitation (21 percent) and irrigation and water management (9 percent). Other projects approved deal with forestry, rural finance, natural resources management and livestock development. Two particularly large World Bank projects were for water management in Nigeria and an accelerated food security project for the United Republic of Tanzania. TCI also helped Malawi to develop a multidonor agricultural development programme.

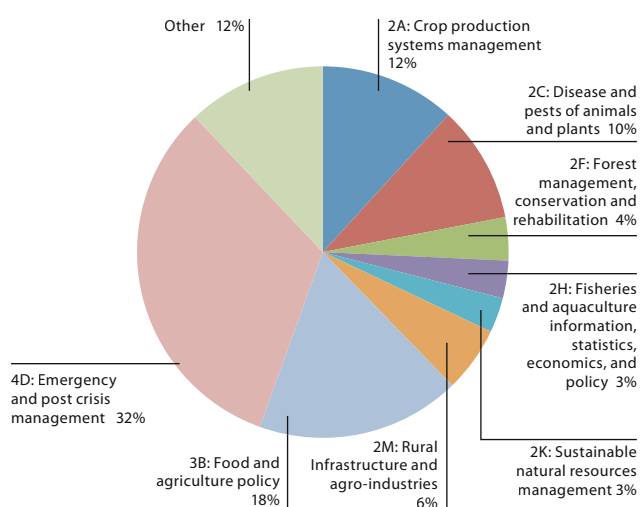
253. Collaboration with the WADB increased during 2009, while work with IFAD focused on project preparation (including a livelihoods development project approved for Southern Sudan) and implementation of IFAD's quality assurance programme. The Investment Centre Division helped to carry out a number of peer reviews and case studies in Africa in the context of IFAD's Country Strategic Opportunities Programmes. FAO continued to facilitate an interim IFAD field presence in several countries, where an IFAD Country Officer is based in the respective FAO Office. A multidonor project was also approved for Somalia under FAO's ISFP. In 2009 joint work was carried out with the African Development Bank (AfDB), on the reduction of post-harvest losses (PHL) which is one of the three pillars identified by the AfDB within its African Food Crisis Response.

254. In 2009, there was a significant increase in country requests for assistance in the CAADP pre- and post-compact processes leading to the formulation of National Agricultural Investment Plans. FAO has begun providing assistance to Rwanda, Sierra Leone and Togo and support for other countries is underway during 2010-11.

c) *Technical Cooperation Programme*

255. The distribution of TCP expenditure in Africa by main substantive areas is shown below, and a project to support farmers' organizations in Cameroon is highlighted.

Figure 5: TCP expenditure in Africa by PWB programme area, 2008-09



**Box
14**

**TCP Highlights - Cameroon:
Support to farmers' organizations for
the multiplication and dissemination
of early maturing maize, sorghum and
millet varieties in the North and Far North
provinces**

Following a series of droughts in the Northern provinces in the 2003-2005 period, the Government of Cameroon requested assistance to increase cereal production in this region and contribute to improved food security. The main purpose of the TCP project was to facilitate sustained availability and use of improved and adapted seeds of rice, maize, sorghum and millet in areas where most seeds are either self-produced or purchased on informal markets, without any quality assurance.

The approach adopted was via a public-private partnership to strengthen community-based seed enterprises, supported by decentralized public institutions and technicians. A total of 114 seed farmer groups (involving 1,648 farmers) were trained in technical aspects related to seed multiplication and access to markets and in management skills. In parallel, technicians were trained in seed production inspection, quality control and seed certification.

Beyond substantial direct project outputs (553 tons of seeds produced and commercialized by the project), noteworthy catalytic effects included: i) informal network of seed producers in the area; ii) improved seed commercialization beyond the project area, i.e. in other parts of the country; iii) the preparation of a Technical Guide to certify maize, rice and sorghum seeds in Cameroon which can be replicated for use in other countries in the region; and iv) refinement of the community based seed production approach developed by FAO.

Conditions for success identified for this project relate to: i) implementation through decentralized staff which ensures local ownership and sustainability; ii) involvement of all public and private stakeholders in the sector including: research institutes, line ministries, seed controllers and inspectors, input suppliers and communities themselves, which had a clear interest in the operation; iii) the dedication of project staff; (iv) the incorporation of previous project experiences; and v) the use of a revolving fund to ensure financial sustainability

ASIA AND PACIFIC

a) Overview of achievements

256. In seeking to respond to the varied development situations in the region, selected examples of key activities can be given.

Support to agriculture and food security strategies

257. ASEAN received assistance in connection with its Integrated Food Security Strategy Framework and associated Plan of Action. Formulation of a subregional food security strategy in the Pacific Island countries was also initiated, in collaboration with WHO and UNICEF. A policy forum was co-organized in February 2009 in Beijing bringing together eminent experts from the region to examine Asia's agricultural and trade policy reforms with a view to drawing lessons for other countries. A regional study on crop insurance schemes was initiated for finalization in mid-2010. Work also started on a policy study of regional scope on the impacts of the financial, economic and food crises on small farmers.

Land and water management

258. An e-conference on Integrated Land and Water Resources Management in Rural Watersheds was organized, and successful initiatives identified for wider implementation across the region. Five countries were assisted (*via* the TCP) in the adoption and implementation of irrigation modernization concepts and technologies.

Control of transboundary animal diseases

259. The ECTAD regional unit played a key role in controlling and preventing transboundary animal diseases, including H5N1 Avian Influenza, and monitoring H1N1 infection to animals. Regional support units (epidemiology and laboratory reference centres) were active in relation to major disease emergencies. A regional meeting held in Tokyo in July 2009 reviewed recommendations from subregional groups and discussed coordination mechanisms to strengthen surveillance and preparedness plans.

Promoting agro-industries and value chains

260. A joint FAO-EC conference on food quality linked to geographical origin was held in Bangkok to promote marketing chains that deliver benefits to smallholder farmers. Case studies were carried out in 11 countries to better understand how smallholder farmers can respond effectively to changing markets and consumer requirements.

Climate change and bioenergy

261. While climate change related projects were under implementation in several countries, an international symposium on Climate Change and Food Security in South Asia was organized in Dhaka, Bangladesh in August 2008, facilitating sharing information and experiences on climate change adaptation and mitigation in agriculture.

A bioenergy programme was developed with TCP assistance in the Greater Mekong subregion.

Fisheries

262. FAO was particularly active in formulating action programmes and projects for the Bay of Bengal region. The 30th Session of the Asia-Pacific Fishery Commission (APFIC) was convened in August 2008, in combination with a consultative meeting on the Promotion of Arrangements for the Management of Fisheries and Aquaculture in Asia-Pacific. A number of technical regional workshops were also organised to deal with key issues in the fisheries sector (e.g. assessment and management of offshore resources, Port State measures).

Sustainable forestry management

263. FAO organized the first-ever Asia-Pacific Forestry Week in April 2008, in Hanoi, Viet Nam, attracting more than 750 participants from over 50 countries. Under the regional Forestry Sector Outlook study, national outlook reports were prepared by 28 countries and 20 thematic study reports have been completed.

Statistics and food security information

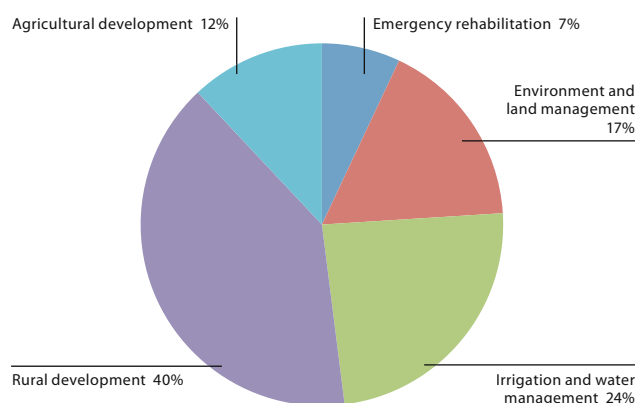
264. A new version of *Selected Indicators of Food and Agricultural Development in the Asia-Pacific Region* was issued, covering farming, livestock, fishery, forestry and nutrition in the Asia-Pacific countries. The establishment of an electronic newsgroup for the Asia and Pacific Commission on Agricultural Statistics (APCAS) facilitated better communication among members.

Table 11: Field programme delivery and extrabudgetary support provided to the Regular Programme in the Asia and Pacific Region, 2008-09

	(USD 000)	Percentage of total delivery
Extrabudgetary Support to the Regular Programme	1,240	0.7 %
Field Programme:		
Extra budgetary Support to Field Programme/Assistance to Member Countries	87,464	22.9 %
Extra Budgetary funded Emergencies	124,356	22.3 %
TCP/SPFS	28,612	25.6 %
TeleFood	611	15.9 %
Total Field Programme Delivery	241,043	22.8 %
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	242,284	19.7 %

b) *Leveraging external financing for investment in Asia and Pacific*

Figure 6: External financing by sector in Asia and the Pacific, 2008-09



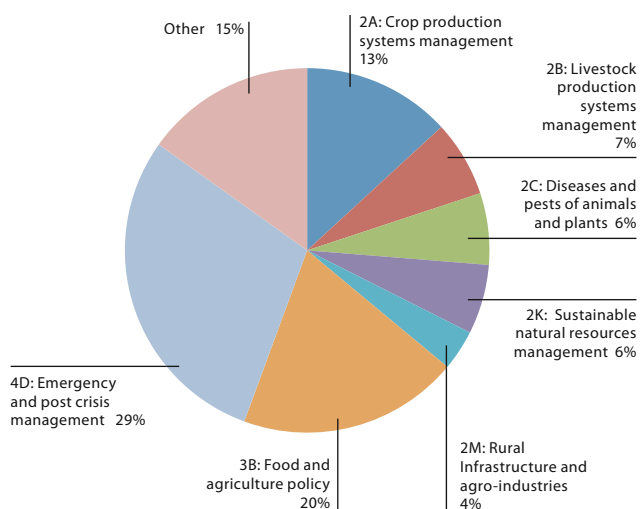
265. FAO fielded over 400 missions to the region. Approval of over USD 2 billion in total investments was generated for the agriculture/rural sector. Of this, 69 percent were for 27 projects and two extensive regional programmes financed by the World Bank Group, IFAD, Global Environment Facility (GEF), European Union (EU) and bilateral donors. As illustrated in *Figure 6*, these investment operations assist: rural development and sustainable livelihoods (40 percent); irrigation improvement and water resources management (24 percent); environment and land management and administration (17 percent); agricultural and livestock development and food safety (12 percent); and emergency rehabilitation (7 percent).

266. Countries receiving particular attention included Bangladesh, with four projects to help with post-cyclone and post-flood livelihood restoration, and Pakistan to assist during the food price crisis. Also, a long-awaited regional environmental management programme for eight countries surrounding the Bay of Bengal's large marine ecosystem, was endorsed in 2008 by GEF, and the Maldives received similar aid to protect its fragile coastal habitats. China took the lead in seeking assistance related to climate change mitigation and adaptation, as well as ecological protection and biodiversity conservation. For instance, an eco-farming project in China, with total investments of almost USD 440 million, will help integrate biogas in farming and cooking in rural households, and reduce greenhouse gas emissions. Pacific Island countries were also targeted for support. The Investment Centre Division helped prepare the expansion phase of a regional programme for food security under the Pacific Islands Food Security and Sustainable Livelihoods Programme (FSSLP) which will be funded by IFAD and other sources.

c) *Technical Cooperation Programme*

267. The distribution of TCP expenditure in Asia and Pacific by main substantive areas is shown below, and a project on forest restoration in the Philippines is highlighted.

Figure 7: TCP expenditure in Asia and the Pacific by PWB programme area, 2008-09



**Box
15****Highlights - Philippines: Assisted natural regeneration of forests strengthens the link between people and forests**

Assisted natural regeneration (ANR) is a simple, cost-effective method based on supporting and accelerating natural succession processes. Key ANR elements are: fire management, protection against destructive grazing, supporting the growth of naturally occurring tree seedlings and controlling invasive grass species such as *Imperata cylindrica*. In the Philippines, as a result of massive deforestation and frequent fires, over 6 million hectares of formerly forested areas have been transformed into low productivity *Imperata* grasslands. In search of solutions to obviate the high costs of conventional reforestation, the Government of the Philippines adopted ANR in 1989 as a low-cost forest restoration strategy. However, the technique did not progress significantly, primarily due to inadequate capacity and awareness among forestry officials and lack of successful field-based ANR examples. Costly conventional reforestation continued to be the usual choice of decision-makers.

Spreading the principles of ANR

The TCP project: Advancing the Application of ANR for Effective Low-Cost Forest Restoration in the Philippines was launched in 2006 to demonstrate the benefits of ANR and mainstream its principles, in collaboration with the Philippine Department of Environment and Natural Resources (DENR) and the Bagong Pagasa Foundation. The three-year project focused on technology transfer, capacity building, and awareness rising. Three demonstration and training sites were established and hands-on ANR training was provided to over 200 foresters, NGO staff

and community representatives. Assessments confirmed that ANR can reduce the costs of reforestation by 50 percent, while successfully preventing fires and enhancing local biodiversity.

More than just “sprouts of hope”

The project attracted extensive media interest, and the potential benefits from ANR were more fully realized among senior politicians and decision-makers. It also catalyzed strong commitment for future ANR application from local people and the private sector. Based on the project experience, the newly initiated Upland Development Programme of the DENR allocated substantial funding to apply ANR practices in over 9,000 hectares. The ANR site in Balagunan, Davao del Norte received support for maintenance and expansion through the Countryside Development Assistance Fund, while the ANR site in Bohol is being expanded with support from the Japan Fund for Global Environment. Several private companies also expressed interest in ANR activities. In addition, ANR will be included as one of the selection criteria for the Best Mining Forest Program award from 2010.

Perhaps the major innovation emerging from this project is an “over-the-counter” carbon trading scheme negotiated between the sister-municipalities of Danao (Bohol) and Makati City (Metro Manila), under which Makati will offset part of its carbon footprint by supporting forest restoration through ANR in the hinterlands of Danao.

EUROPE AND CENTRAL ASIA

a) Overview of achievements

268. In line with the recommendations of the 26th Regional Conference for Europe, emphasis was given to the promotion of competitive agriculture, sustainable rural development, environment-friendly methods of agricultural production, traditional regional agricultural products and food, and the mitigation of negative impacts of climate change. FAO focussed attention on the special needs of the countries of Southeastern Europe and the Commonwealth of Independent States (CIS) and Georgia, where the agricultural sector is of major importance to the economy and to rural areas. Examples of most significant activities are given below.

Natural resources management and climate change

269. FAO addressed pressing land tenure, land consolidation and land management issues through the organisation of regional workshops and policy consultations, technical publications and field projects at national, subregional and regional levels. Assistance was provided to 15 countries in Central and Eastern Europe (CEE) and Central Asian subregions in compiling an inventory of studies and assessments of climate change impacts on agriculture and rural areas.

Crop protection

270. Assistance for locust control in Caucasus and Central Asian countries emphasized regional cooperation, highlighting the transboundary nature of the locust threat and its impact at regional level.

Fisheries and forestry

271. FAO facilitated the establishment of a Central Asian and Caucasus Regional Fisheries Organization and related preparatory, intergovernmental and steering committee meetings were held during the biennium.

272. The impacts of the political and economic transition on the forestry sector in Eastern Europe were analysed in close collaboration with relevant partners in the region, including the United Nations Economic Commission for Europe (UNECE).

Food safety and trade

273. FAO assisted a number of countries in the region to develop food safety strategies and make progress in bringing food control systems into compliance with European Union and World Trade Organization (WTO) requirements, applying the Codex Alimentarius standards. It also supported national food safety authorities in ensuring safe food for domestic markets and export through a series of capacity building activities on reformed legislative and institutional frameworks, improved food safety standards of food business operators and health protection of consumers.

Information collection and exchange

274. The regional office hosted the WCA Roundtable Meeting on the Programme of the 2010 Censuses of Agriculture in November, 2009 with the participation of EUROSTAT and 17 countries of the region.

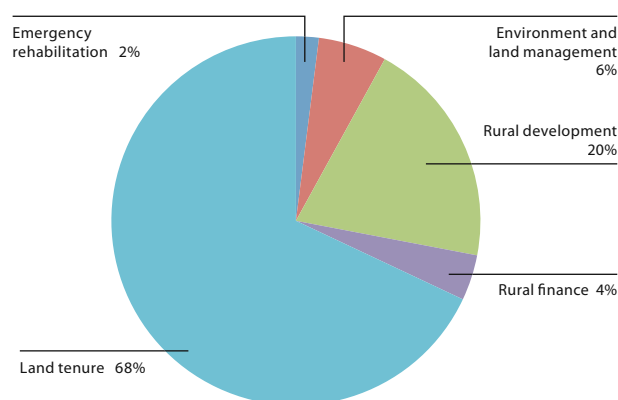
275. A special effort was made to support existing networks and to strengthen the capacity of local networks, e.g. the Network of Aquaculture Centres in Central and Eastern Europe (NACEE), the European System of Cooperative Research networks in Agriculture (ESCORENA), the Access to Global Online Research in Agriculture (AGORA) and the Agro Web Networking.

Table 12: Field Programme delivery and extrabudgetary support provided to the Regular Programme in the European Region, 2008-09

	(USD 000)	Percentage of total delivery
Extrabudgetary support to the Regular Programme	0	0.0%
Field Programme:		
Extrabudgetary support to Field Programme/Assistance to member countries	3,049	0.8%
Extrabudgetary-funded emergencies	8,422	1.5%
TCP/SPFS	6,076	5.4%
TeleFood	135	3.5%
Total Field Programme delivery	17,683	1.7%
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	17,683	1.4%

b) Leveraging external financing for investment in Europe and Central Asia

Figure 8: External financing by sector in Europe, 2008-09¹²



276. Over 150 missions were carried out in the region during 2008-09. Ten projects and two regional programmes prepared with major input from the Investment Centre Division, were approved by financing partners for total

¹² In view of different classification schemes, the percentages in Figure 8 refer only to Europe.

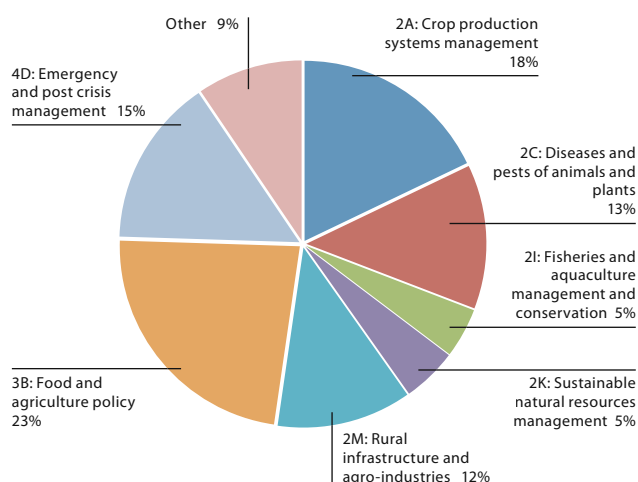
investments of USD 381.8 million. There was a marked decline, compared to the 2006-07 biennium, primarily because of increased World Bank lending to agriculture and rural development in other regions. As illustrated in *Figure 8*, land tenure received considerable support including a large World Bank project in Turkey for cadastre modernization and two projects in Montenegro for land administration and institutional development and strengthening agriculture. Rural development also received support, primarily from several IFAD projects for sustainable rural livelihoods and enterprises, agricultural support and rural financial services. The environment area was addressed by two regional GEF projects targeting river basin and ecosystem development.

277. In October 2008, FAO signed a new Memorandum of Understanding with the Eurasian Development Bank to expand investment opportunities. The Investment Centre Division helped several countries in transition and European Union (EU) accession countries to analyse and refine their sector investment strategies, and to revitalize producer services through public-private partnerships. Other main areas of focus included: agri-food value chains, export competitiveness, land registration and cadastre, and conservation agriculture. Cooperation between EBRD and FAO was strong, including co-hosting in March 2008 a High-Level Conference in London on Fighting Food Inflation through Sustainable Investment and organising follow-up meetings, beginning in Kiev in May 2008.

c) Technical Cooperation Programme

278. The distribution of TCP expenditure in Europe and Central Asia by main substantive areas is shown below, and a TCP project on capacity building is highlighted.

Figure 9: TCP expenditure in Europe and Central Asia by PWB programme area, 2008-09



Box 16

TCP Highlights - Capacity building for agriculture and rural development policy analysis and formulation to support EU-integration of South-Eastern European countries

European integration can be seen as both a threat and opportunity for rural areas of South-Eastern European countries. Integration requires that less advanced rural economies and agricultural sectors become competitive and economically viable, and livelihoods have to be protected to maintain vibrant rural areas. While the EU and national plans provide resources to manage this integration and structural change process in an equitable way, there is lack of awareness and capacity at local level to benefit from these efforts.

In order to enable rural communities to benefit from development support programmes, a TCP project assisted South-Eastern European countries in building the capacity of stakeholders for accessing potential EU funding and to implement successful small-scale rural development projects, following EU modalities and procedures.

Activities included training and coaching of policy makers, national and local level stakeholders and extension workers to deal with project cycle management, including local level strategy formulation. In addition, the capacity of a pool of national experts was increased to apply more advanced rural development approaches. The project trained 100 representatives of stakeholders in 6 South-Eastern European countries (Albania, Bulgaria, Macedonia, Montenegro, Serbia and the UN Interim Administration Mission in Kosovo) who each applied their knowledge in one typical rural region of at least 20,000 inhabitants (pilot communities). In each pilot community, a local strategy was developed, based on effective rural population needs, while projects were formulated for funding by national rural development support programmes and external sources. The national experts on project cycle management and rural development policy, as well as an international expert team, assisted in strengthening links between national institutions and local communities. The approach combined classroom training with simulation exercises and practical applications in the pilot communities, and it is expected that this nucleus of trainees will spread knowledge and experience gained to other stakeholder at all levels.

LATIN AMERICA AND THE CARIBBEAN

a) Overview of achievements

279. In line with the guidance of the Regional Conference on areas of main focus, examples of significant activities are provided below.

Food security and the fight against hunger

280. In concert with the Latin American and the Caribbean without Hunger Initiative, FAO sought to institutionalise the Parliamentary Front against Hunger, to which important institutions in the region have affiliated. Progress reports on the Right to Food were drawn up in 14 countries and support extended to draft and discuss related laws in interested countries. The Observatory on Food and Nutrition Security (FNS) for Latin America and the Caribbean was set up and produced a major publication: Food and Nutrition Security Overview in Latin America and the Caribbean.

Rural development and policy assistance

281. In response to the rapidly evolving international economic conditions, continuing dialogue with countries took place, including recommendations on policy issues such as: a) soaring food prices; b) rural public institutional frameworks; c) the relationship between agricultural growth and rural poverty; d) rural employment; and e) agricultural and rural financing. Together with the Economic Commission for Latin America and the Caribbean and the Inter-American Institute for Cooperation on Agriculture, FAO produced a major publication on *The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean, with emphasis on policy recommendations*. This joint effort is expected to continue in the future, producing publications on an annual basis.

Bioenergy

282. A software (Biosoft) was developed to conduct economic-financial evaluations of bio-diesel projects, and promoted throughout the region. Among other bioenergy related studies, four case studies were conducted on local development based on the small-scale production of bio-diesel using various raw materials.

Transboundary pests and diseases

283. Assistance to national veterinary services in the region mainly focused on transboundary animal diseases, especially: 1) the outbreak of the H1N1 influenza pandemic and related epidemiological monitoring of the H1N1 virus; 2) support to the Technical Secretariat of the Continental Plan for the Eradication of Classical Swine Fever; 3) reinforcing systems aimed at preventing the arrival of bovine spongiform encephalopathy.

Food safety

284. A regional communications campaign “Come Sano” was launched to prevent food-borne diseases, providing information in Spanish, English “Eat Safely”, and French

“Mange Sain” on good food safety practices and healthy eating, including recommendations based on Codex guidelines for the handling and preparation of food in the home.

Climate change and environmental sustainability

285. FAO was active, in cooperation with UNDP and UNEP, in helping countries design action plans for reducing carbon emissions caused by deforestation and forest degradation. It also supported national forest programmes, particularly in the Caribbean region.

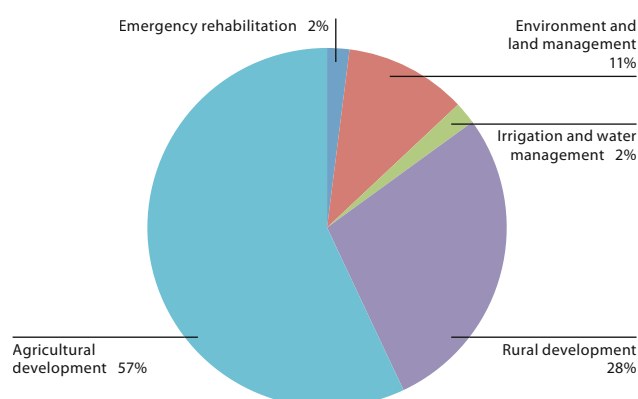
286. In relation to improved preparedness and policy integration of risk prevention and mitigation, specific risk management projects were implemented in four countries in the Andean Region as well as some countries in Central America.

Table 13: Field programme delivery and extrabudgetary support provided to the Regular Programme in the Latin America and Caribbean Region, 2008-09

	(USD 000)	Percentage of total delivery
Extrabudgetary support to the Regular Programme	826	0.5%
Field Programme:		
Extrabudgetary support to Field Programme/Assistance to member countries	68,995	18.1%
Extrabudgetary-funded emergencies	26,271	4.7%
TCP/SPFS	20,439	18.3%
TeleFood	1,005	26.2%
Total Field Programme delivery	116,710	11.1%
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	117,536	9.6%

b) Leveraging external financing for investment in Latin America and the Caribbean

Figure 10: External financing by sector in Latin America and the Caribbean, 2008-09

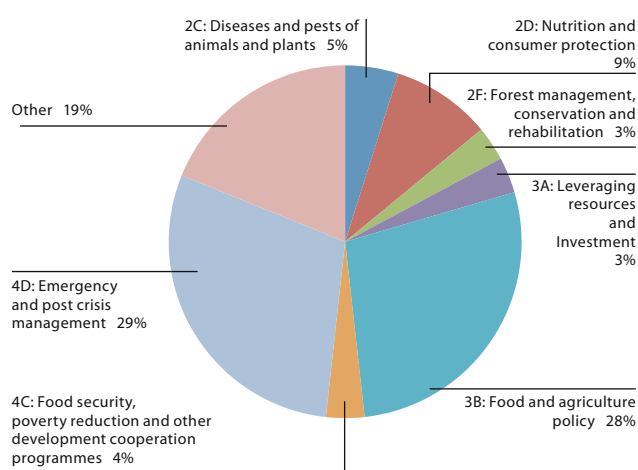


287. The Investment Centre Division fielded 254 missions to the region. Almost USD 823.7 million in total investments for the agriculture/rural sector were approved, more than double what was achieved in the previous two biennia. As illustrated in *Figure 10*, the main subsectors were: agricultural development (57 percent), rural development (28 percent) and environmental protection and land management (11 percent). Haiti received particular attention through three projects, and a regional avian and human influenza control programme assisted the Dominican Republic. Argentina received support for two projects, including major financial assistance (USD 300 million in external funding from the World Bank) for the second phase of a provincial agricultural development project. A GEF project will help Uruguay pilot an ecosystem-based approach to coastal fisheries. Other investment operations concerned natural resources management, agricultural and rural economic development, rural competitiveness, strengthening of agricultural services, and emergency food price response.

c) *Technical Cooperation Programme*

288. The distribution of TCP expenditure in Latin America and Caribbean by main substantive areas is shown below, and a project in Honduras is highlighted.

Figure 11: TCP expenditure in Latin America and the Caribbean by PWB programme area, 2008-09



**Box
17**

TCP Highlights – Assistance to Honduras

Honduras was one of the countries in Latin America and Caribbean most affected by soaring food prices that peaked in 2008. At the government's request, FAO implemented a TCP project dealing with seeds. In effect, one of the bottlenecks identified to increase production was a shortfall of quality seeds. The genetic stocks of available seeds were deficient and many farmers had sold their seed stocks as the result of higher prices.

The response to the crisis was facilitated by the fact that small seed producers had been previously capacitated by FAO via a project financed by the European Union. Seed production (for beans) was increased through close association between the TCP project and the government programme "Bono Tecnológico", that distributed seeds and fertilizers to poor rural farmers. FAO's assistance aimed at expanding the programme, guaranteeing seed quality and buying seed-drying equipment. The balance of produced seeds not purchased by FAO were used by the families themselves and sold in local markets.

This work was also very useful in the context of the emergency caused by Tropical Depression 16, whereby part of the second bean crop of 2008 was affected. Through a UN CERF-financed project, using the structure of the TCP project, there was fast replanting which permitted full recovery of the bean crop. Achievements under this project were well covered in local media.

NEAR EAST

a) Overview of achievements

289. Within the broad thematic priorities identified by the Regional Conference for the Near East and the regional commissions, examples of key activities are as follows.

Land and water resources

290. Capacity development was supported for irrigation modernisation in the region, together with technical assistance to formulate and implement drought mitigation and preparedness strategies. FAO also assisted various programmes for assessment of land degradation in dry lands (LADA), an effective tool to develop databases for accurate and objective land management systems.

Crop production and protection

291. Support to rapid seed multiplication systems was provided to several countries, and Iraq was assisted in developing its national seed policy, considered an important milestone for the country's agricultural development. An Early Warning System, the Global Cereal Rust Surveillance Programme for prevention and disease management of threatening wheat rusts was established using the experience and model of the Desert Locust.

292. The Desert Locust Commission and EMPRES facilitated rapid responses to locust outbreaks in the region. The Commission supported the implementation of joint border surveys between neighbouring countries and encouraged the exchange of expertise to enhance skills, and enable monitoring of inaccessible areas.

Transboundary animal diseases

293. FAO established two decentralized units of the Emergency Centre for Transboundary Animal Diseases (ECTAD) - in Beirut for the Middle East, and in Tunis for North Africa - and formulated and implemented an Action Plan for avian influenza preparedness and response in the region. As the problems linked to HPAI were of particular concern to Egypt, the ECTAD unit in the country continued its broad-ranged support to national authorities, including technical advice and capacity building.

Fisheries and forestry

294. FAO continued its assistance to countries in expanding regional cooperation in support of responsible management and sustainable exploitation of fisheries resources, and in establishing sufficient scientific and institutional capacity for the implementation of the FAO Code of Conduct for Responsible Fisheries.

295. A number of forestry field projects, meetings, workshops and thematic studies addressed priority issues of interested countries, such as: the formulation of

effective forest policy and national forest programmes, the management of wildlife and protected areas, combating forest fires, and assessing the implications of bioenergy development and climate change.

Nutrition and consumer protection

296. Continued attention was given to enhancing the participation of countries in Codex activities, as well as supporting the implementation of recommendations, guidelines, and standards through advice to the Codex Coordinating Committee for the Near East and capacity building workshops. The development of *Food-based Dietary Guidelines* was an example of successful collaboration with the competent national authorities.

Food and agriculture policy

297. Besides direct assistance in policy formulation to individual countries, FAO supported the Near East and North Africa Regional Network for Agricultural Policy (NENARNAP), in the exchange of information and strengthening national capacities. Assistance was provided to non-WTO countries in the region on agriculture-related aspects for their preparatory work for accession to the WTO; and to North African countries in negotiating bilateral association agreements with the EU. On the eve of the food price crisis, RNE in collaboration with the World Bank and IFAD issued a policy framework report on *Improving the food security situation in the Near East* and provided policy advice and support to several countries, including Egypt, Mauritania and Yemen.

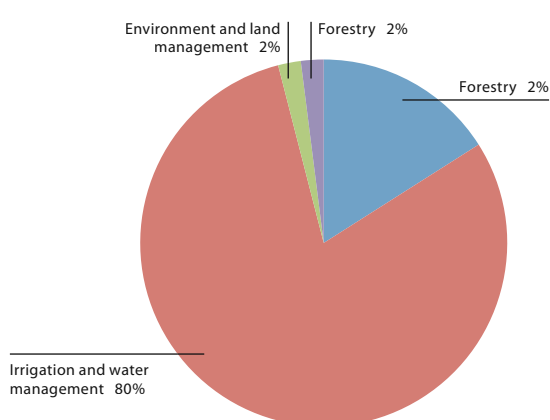
Table 14: Field Programme delivery and extrabudgetary support provided to the Regular Programme in the Near East Region, 2008-09

	(USD 000)	Percentage of total delivery
Extrabudgetary support to the Regular Programme	165	0.1%
Field Programme:		
Extrabudgetary support to Field Programme/Assistance to member countries	38,824	10.2%
Extrabudgetary-funded emergencies	133,548	23.9%
TCP/SPFS	12,713	11.4%
TeleFood	485	12.6%
Total Field Programme delivery	185,571	17.6%
FAO Field Programme delivery and extrabudgetary support provided to the Regular Programme	185,735	15.1%

b) *Leveraging external financing for investment in the Near East*

298. During 2008-09, the Investment Centre Division fielded 196 missions to the region. FAO work contributed to approval of USD 636 million in total investments for the agriculture/rural sector. As illustrated in *Figure 12*, approved projects focussed primarily on water sector support and rehabilitation of deteriorating irrigation systems (80 percent of external support received), with the remainder dealing with rural livelihoods and agricultural services, forestry and carbon trading, and land management. Work on climate change adaptation and mitigation also increased.

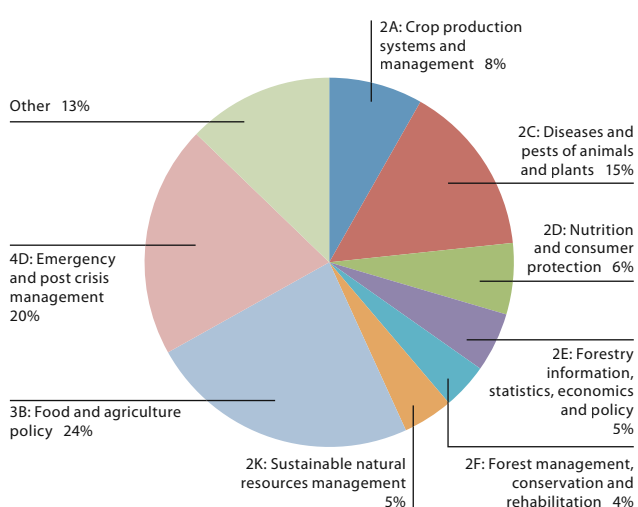
Figure 12: External financing by sector in the Near East and North Africa, 2008-09



c) *Technical Cooperation Programme*

299. The distribution of TCP expenditure in the Near East by main substantive areas is shown below, and a TCP project to address the food price crisis is highlighted.

Figure 13: TCP expenditure in Near East and North Africa by PWB programme area, 2008-09



**Box
18**

TCP Highlights - Egypt: Establishment of an inter-ministerial High-Level Advisory Council to address the food price crisis

At the request of the Government of Egypt, the TCP covered the cost of FAO inputs to an Inter-agency mission conducted in Nov-Dec 2008, jointly with WFP, the World Bank, IFAD and NEPAD under the Initiative on Soaring Food Prices (ISFP). The mission assessed the food security and nutrition situation in the country, and identified immediate actions to alleviate the impact of the crisis and longer-term measures to better cope with food price fluctuations, including investment opportunities. Based on the mission's recommendations, the Ministry of Agriculture and Land Reclamation issued a Decree establishing an inter-ministerial High-Level Advisory Council, tasked with coordinating cross-sectoral food and agricultural policy research, analysis and advice to address food security and nutrition concerns in a comprehensive manner, and at a strategic level. The Council includes representatives from the most relevant ministries and international organizations, including FAO. The project helped to give concrete assistance to essential issues as enhanced intersectoral coordination and putting food security at the highest level of the national political agenda.

III. CORPORATE FEATURES OF PROGRAMME DELIVERY

A. COST OF FIELD PROGRAMME SUPPORT

300. The provision of technical assistance is part of FAO's mandate, as specified under Article I 3 (a) of the Constitution, which states: *It shall also be the function of the Organization to furnish such technical assistance as governments request.* Technical assistance may be provided from the Regular Programme – especially under the TCP and SPFS – and from extrabudgetary resources under the GCP, UTF, UNDP or other arrangements for voluntary contributions to the field programme. Essential contributions to technical assistance and support to extrabudgetary activities include: i) technical support services (TSS), generally provided directly to Members; and ii) administrative and operational support services (AOS) to ensure effective delivery of activities defined through projects, whether funded from the Regular Programme (e.g. TCP projects) or extrabudgetary resources.

301. The Organization has made consistent efforts to measure and report in a transparent manner the cost of supporting the field programme and other extrabudgetary-funded activities. This is achieved through the annual Work Measurement Survey which involves the completion of a detailed questionnaire by relevant staff at headquarters and decentralized locations. The resulting data has been used in a number of ways:

- in the case of TSS, to provide an estimate of the extent of staff time and associated cost under the Regular Programme devoted to the provision of these services; and
- in the case of AOS, to provide a factual basis for the establishment of project servicing cost (PSC) reimbursement rates, as well as to facilitate actions aimed at reducing such costs or improving cost recovery.

Technical Support Services (TSS)

302. The overall level of TSS¹³ is outlined in *Table 15*, which also compares the 2008-09 results with those in the previous biennium.

Table 15: Technical support services (TSS) (USD million)

	2006-07	2008-09
Total extrabudgetary, TCP and SPFS project delivery	898.3	1,226.9
Total TSS costs	81.5	88.0
Total TSS as a percentage of total delivery	9.1%	7.2%

* The figures include the impact of staff cost variance so as to reflect actual costs at budget rate of exchange between the Euro and the USD

303. Total extrabudgetary, TCP and SPFS delivery increased by 37 percent in 2008-09 from USD 898.3 million to USD 1,226.9 million, while the cost of technical support services increased to reach USD 88 million. As a result, TSS costs as a percentage of total delivery decreased from 9.1 percent in 2006-07 to 7.2 percent in 2008-09.

304. Reimbursement for technical support services totalled USD 24.2 million in 2008-09, compared to USD 17.4 million in 2006-07. The increase reflected a nearly 90 percent increase in TCP delivery and a corresponding increase in TSS reimbursement from USD 6.3 million in 2006-07 to USD 9.2 million in 2008-09. Reimbursements from extrabudgetary projects increased by 33 percent from USD 11.3 million in 2006-07 to USD 15.1 million in 2008-09, as the result of a one-third increase in extrabudgetary funds and increased efforts to budget for TSS in projects.

305. TSS is delivered by headquarters technical divisions and decentralized offices. A major portion of TSS is in the form of professional staff time, see *Table 16*. On average, 28 percent of total technical professional staff time was devoted to TSS in 2008-09, slightly less than in 2006-07.

306. In 2008-09, consistent with the prevailing decentralized model, professional staff in decentralized offices continued to devote a significant portion of their time to TSS, 37 percent in the regional offices and 29 percent in the subregional offices and FAORs.

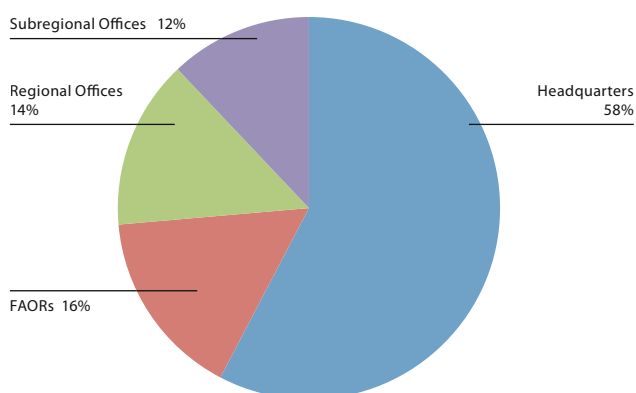
307. The incidence of such technical support across the programme structure is also shown in *Table 16*. While pertinent to most programmes, during 2008-09 the share of staff time devoted to TSS was particularly significant under programmes 3A: *Leveraging resources and investment* (52 percent), 2L: *Technology, research and extension* (47 percent), and 2M: *Rural infrastructure and agro-industries* (43 percent). Chapter 2: *Sustainable Food and Agricultural Systems* had the highest proportion of professional technical staff time spent on TSS (31 percent), while this was about 25 percent under both Chapter 3: *Knowledge Exchange, Policy and Advocacy* and Chapter 4: *Decentralization, UN Cooperation and Programme Delivery*.

308. The distribution of TSS by type of office is shown in *Figure 14*. Professional staff at headquarters are particularly involved with technical support services (58 percent), followed by FAORs (16 percent) and regional offices (14 percent). Compared to 2006-07, the percentage of TSS at headquarters remained roughly the same, while subregional offices increased their percentages from 8 to 12 percent, FAORs increased from 14 to 16 percent and regional offices declined from 20 to 14 percent.

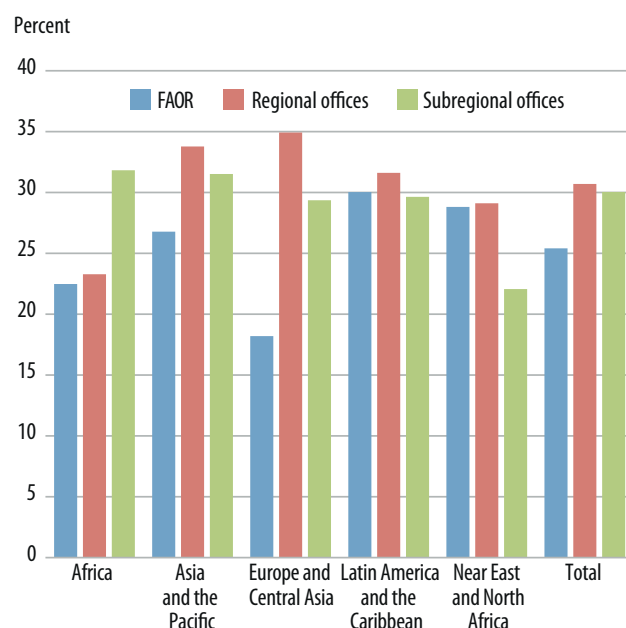
13 Technical support services are defined as: project design and formulation; project appraisal services; project monitoring and technical backstopping at headquarters, regional offices or in the field; project evaluation and audit services; project reporting; and project meetings and tripartite reviews.

Table 16: Proportion of professional staff time devoted to TSS to the field programme, 2008-09

Ch.	Description	Headquarters	Regional Offices	Subregional Offices and FAORs	Total
	2A - Crop production systems management	37	37	40	38
	2B - Livestock production systems management	23	37	35	27
	2C - Diseases and pests of animals and plants	28	46	36	33
	2D - Nutrition and consumer protection	18	35	45	22
	2E - Forestry information, statistics, economics, and policy	18	37	42	23
	2F - Forest management, conservation and rehabilitation	33	36	39	35
	2G - Forest products and industry	16	35	39	21
	2H - Fisheries and aquaculture information, statistics, economics, and policy	17	39	27	21
	2I - Fisheries and aquaculture management and conservation	28	49	27	30
	2J - Fisheries and aquaculture products and industry	26	39	28	27
	2K - Sustainable natural resources management	34	46	48	36
	2L - Technology, research and extension	46	52	31	47
	2M - Rural infrastructure and agro-industries	42	46	35	43
2	Sustainable Food and Agricultural Systems	28	42	38	31
	3A - Leveraging resources and investment	57	-	44	52
	3B - Food and agriculture policy	26	37	29	29
	3C - Trade and markets	17	27	-	17
	3D - Agriculture information and statistics	18	44	-	21
	3E - Alliances and advocacy initiatives against hunger and poverty	34	13	-	26
	3F - Gender and equity in rural societies	23	41	31	27
	3G - Rural livelihoods	19	82	-	25
	3H - Knowledge exchange and capacity building	12	30	-	13
3	Knowledge Exchange, Policy and Advocacy	22	37	35	24
	4A - UN cooperation, integration and monitoring	24	41	27	30
	4B - Coordination of decentralized services	4	-	25	25
	4C - Food security, poverty reduction and other development cooperation programmes	35	19	25	26
4	Decentralization, UN Cooperation and Programme Delivery	35	24	25	26
	Average	26	37	29	28

Figure 14: Provision of technical support services by professional staff, 2008-09

309. The regional distribution of TSS support is shown in Figure 15. The highest percentage of staff time devoted to TSS (over 30 percent) was in the regional offices in Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean, and the subregional offices in Africa and Asia and the Pacific.

Figure 15: Percentage of professional staff time devoted to Field Programme support, 2008-09

Administrative and operational support (AOS) services

310. Administrative and operational support costs consist of variable indirect costs that can be associated with the delivery of direct project inputs¹⁴.

311. In the 2008-09 biennium, total AOS costs reached USD 144.1 million, with an increase of USD 21.2 million compared to 2006-07, while as a percentage of total project delivery, AOS costs declined from 13.7 percent to 11.8 percent. The decline in AOS as a percentage of total delivery is largely due to the sharp increase in the delivery levels that has more than offset the related increase in AOS costs. Table 17 shows the emergency operating costs (incurred in TCE Division) increase from USD 21.4 million to USD 29.1 million

Table 17: Administrative and operational support costs (USD million)

	2006-07	2008-09
Total extrabudgetary, TCP and SPFS project delivery	898.3	1,226.9
Emergency operating costs (incurred in TCE)	21.4	29.1
All other AOS	101.5	115.0
Total AOS costs	122.9	144.1
Total AOS costs as a percentage of total delivery	13.7%	11.8%

* The figures include the impact of staff cost variance so as to reflect actual costs at budget rate of exchange between Euro and USD. Costs have been restated to include Incremental Indirect costs

312. However, FAO AOS costs for emergency operations as a percentage of emergency project delivery decreased from 10.1% to 8.7%. This is mainly attributable to the fact that costs incurred in TCE units are partly charged as direct costs to the projects, and to a lesser extent due to efficiencies of scale. Emergency project delivery increased from USD 385 million to USD 559 million. Non-emergency AOS costs also decreased from 16.35 percent in 2006-07 to 14.32 percent, in 2008-09.

313. AOS cost is partially covered by reimbursements from projects through charges for project servicing cost (PSC). Table 18 shows the extent of reimbursements received for AOS services in total, including from emergency projects and TCP/SPFS projects funded from the Regular Programme.

Table 18: Administrative and operational support costs and extent of reimbursement received from field programme and other extrabudgetary-funded activities (USD million)

	2006-07	2008-09	Variance
Administrative and operational support costs	122.9	144.1	21.2
Reimbursements*	78.9	106.9	28.0
Under-recovery of support costs	(44.0)	(37.2)	6.8
Net percentage of cost recovered	64.2%	74.2%	-

* Include AOS as direct costs recovered through staff secondments

314. The gap in cost recovery decreased from 36 percent to 26 percent. This reflects an increase in the recovery level, mainly due to increased delivery, as explained in para. 311.

B. EFFICIENCY SAVINGS

315. In approving the Programme of Work and Budget 2008-09, the FAO Conference requested the identification of USD 22.1 million in savings and efficiency gains to be achieved during the biennium, in addition to savings of USD 13 million already factored into the PWB. To that end, FAO departments and offices applied five approaches:

- i achieving lower costs of inputs;
- ii streamlining of administrative and operational support processes;
- iii selective layering (in line with Senior Management reforms and IEE recommendations);
- iv progressively adjusting the human resources input mix; and
- v increasing the funding base of the Programme of Work through further extrabudgetary resources.

316. Measures implemented to achieve the required target of USD 22.1 million included USD 16.4 million of savings through efficiency measures and USD 5.7 million through one-time savings. Information for each of the above five categories is provided below.

317. *Achieving lower costs of inputs* (USD 3.9 million). Initiatives in this area included: changes in FAO Basic Medical Insurance Plan (BMIP); a more cost-effective travel services contract; revision to the entitlement travel benefits; transfer of local audit functions; application of lower cost telecommunication technologies; a new enterprise licensing arrangement for corporate and desktop software; increasing electronic distribution of meeting documents and publications; and an inter-agency agreement for the purchase of electricity.

318. Savings based on changes in travel entitlements are dependent on external factors such as market pricing, industry conditions, fuel prices and currency rates.

14 They include: recruitment, briefing and servicing of project personnel; fellowships placement and servicing and formulation of study plans; selecting and procuring supplies and equipment; preparation and formalisation of contracts; preparation, monitoring and revision of budgets and control of project expenditures; receipt, custody and disbursement of funds; maintenance of project accounts, financial reporting and support to external and internal audits location and recommendation of qualified personnel; coordination and supervision of project implementation (FC 93/4).

Concerning home leave and family visit travel entitlements, FAO provides an air ticket to staff members for themselves and their dependents, or they may optionally request a lump sum payment in lieu of the tickets provided by the Organization. As a cost saving measure, the lump sum calculation was modified in 2008-09 to 75 percent of the least expensive, full unrestricted IATA/published economy class fare from the duty station to the closest airport to the home station.

319. To reduce energy costs, the Organization joined in an inter-agency agreement for the purchase of electrical energy on the liberalised market. Savings were also realized from measures to make FAO's workplace and work practices more environmentally friendly: reduced energy consumption through replacement of less efficient light bulbs with new energy-saving bulbs; installation of lighting timers in corridors; and improvements in management of the heating, ventilating, and air conditioning system.

320. *Streamlining of administrative and operational support processes* (USD 1.5 million). Areas of savings included the streamlining of internal processes for translation and printing, and the reduction of external storage costs. Savings related to the Council were not possible because of its pivotal role in the reform process.

321. *Selective delayering* of Director-level posts at headquarters started in 2008, leading to net biennial savings of USD 2.5 million. The delayering entailed the reduction of 13 director-level positions at headquarters, as well as a number of associated GS positions, which were abolished, downgraded or had their functions revised in 2008-09.¹⁵ In order to maintain critical institutional technical knowledge, part of the savings resulting from delayering was used to create junior professional posts at headquarters and decentralized locations.

322. *Progressively adjusting the human resources input mix* (USD 4.4 million). Experience in 2008-09 pointed to the need to carefully manage adjustments to human resources in order to ensure career opportunities for staff and the best mix of staff and non-staff human resources to deliver services. Several professional and general service posts were identified for abolition or downgraded.

323. Another item falling in this category was the construction in 2009 of an external visitors' reception facility to facilitate perimeter controls, leading to the elimination of two headquarters' guard positions without compromising the level of security, and attendant savings of USD 0.2 million.

324. *Increasing the funding base of the Programme of Work through further extrabudgetary resources* (USD 4.1 million). This included: recovering the cost of processing visa and laissez-passer requests for other Rome-based Agencies;

shared funding of posts where extrabudgetary resources contribute directly to the Programme of Work; and revision of the support cost recovery policy to ensure that eligible costs are recovered, such as the recovery of housekeeping and utility costs charged to projects accommodated at headquarters.

325. One of the recommendations of the comprehensive external Root and Branch Review (RBR) of FAO's administrative functions undertaken during the period from June 2008 to April 2009, was that a further assessment was required of whether Rome-based Shared Services Centre (SSC) functions could be performed more cost-effectively in Budapest, and that the Organization reconsider having three SSC hubs in separate geographic locations. Accordingly, a detailed review of the SSC staffing and reporting lines was undertaken by external contractors. A first phase of the analysis completed in mid-2009, recommended that the staffing establishment of the SSC central unit in Rome be significantly reduced and the Bangkok and Santiago hubs be consolidated into the Budapest hub.

326. The Finance Committee, at its 128th Session in July 2009 commented favourably at the potential savings arising from the creation of a global hub, which were estimated at an additional USD 1.8 million per biennium. The 137th Session of FAO Council stressed that any decision regarding the closure of the Shared Services Centre in Bangkok and Santiago must be preceded by in-depth study and analysis, taking into account both efficiency and effectiveness concerns. The Council looked forward to a transparent and consultative review and decision-making process based on such detailed information including consultations with the Regional Conferences, as well as the Finance Committee in 2010.

327. To encourage creative proposals and provide seed money for developing promising new ideas, an innovation fund and financial incentive scheme were initiated in 2008-09. Some promising efficiency savings ideas sponsored by the Innovation Fund include: the development of a tracking module to streamline document production workflow; upgrading the Permanent Representatives' Web site to become a point of reference on institutional matters and improve the flow of correspondence, and facilitating the Organization's interface with Members.

15 A total of 40 Director-level positions have been abolished or downgraded at headquarters in 2008-09 and 2010-11.

C. MAJOR TOOLS AT THE DISPOSAL OF FAO: THE CAPITAL AND SECURITY EXPENDITURE FACILITIES

Capital Expenditure Facility

a) Overview

328. Conference Resolution 10/2003 established the Capital Expenditure Facility to integrate capital expenditure planning into FAO's budgeting and financial framework. Chapter 8 of the PWB serves to define and authorise capital expenditures. Resource requirements relating to ten areas were factored in the revised PWB 2008-09:

- i Headquarters and Regional Office Telephone Systems
- ii Corporate Administrative Applications
- iii Server Software and Client Access Licenses for Headquarters and Regional Offices
- iv IT Support for Meetings
- v Human Resources Management System (HRMS)
- vi Update of Field Accounting System
- vii Electronic Document Management System
- viii International Public Sector Accounting Standards (IPSAS)
- ix Building Infrastructure Systems
- x Corporate Technical Applications

329. The major FAO renewal effort underway and the implementation of the Immediate Plan of Action (IPA) resulted in some reprioritization of work, including enlarging the scope of some planned projects, and deferral of some projects to 2010-11. Selective notes on achievements, as well as necessary reprogramming, are provided below.

b) Progress in implementation

330. *Headquarters and Regional Office Telephone Systems:* Contracts were put in place to allow major upgrades of the obsolete PABX systems in headquarters and in Bangkok, although the planned upgrade to full "VoIP PABX" (i.e. including IP telephone sets) has been deferred due to high costs resulting from co-required network upgrades.

331. *Corporate Administrative Applications:* A major accomplishment was the purchase of a corporate Business Intelligence (BI) software platform, as the foundation for an integrated Management Information System to support decision-making, data analysis and reporting needs at all levels of the Organization. This BI platform will be extensively utilized in the context of IPA implementation in the 2010-11 biennium and beyond. The Oracle e-Business Suite, FAO's Enterprise Resource Planning (ERP) flagship system, was upgraded to meet requirements in the area of HR (recruitment and performance management) as well as to address security considerations. Finally, a feasibility

study was carried out for a new corporate travel system to replace proprietary software that no longer meets FAO needs. Work on the new system is expected to take place in 2010-11. Investments were also made to permit migration of existing applications to more performing and reliable server hardware.

332. *Server Software and Client Access Licenses for Headquarters and Regional Offices:* Major investments took place to ensure upgrading to the latest Microsoft family of desktop, email and server software suites, including the acquisition of hardware for these centralised network services. The year 2009 also saw completion of the successful four-year project to rollout desktop email to all staff in decentralized offices, except for a few locations where external factors do not yet permit it. Upgrades of IT facilities in new subregional offices were completed successfully. Email security will also be enhanced thanks to the procurement of a new anti-spam system.

333. *IT Support for Meetings:* A major cycle of refurbishments to FAO Meeting Rooms was completed, leading to much improved facilities now in place.

334. *Human Resource Management System (HRMS):* The Performance Evaluation Management System (PEMS), one of the Organization's top priorities in relation to HR management was piloted within a number of units and work began to incorporate PEMS within the Organization's ERP. The performance module of Oracle e-Business Suite was selected and purchased. Following some customizations to meet specific FAO requirements, the new system was successfully implemented in January 2010. In parallel, intensive staff training took place. As regards broader efforts to ensure that the corporate ERP system continues to meet evolving business needs, over 50 major enhancements and 135 minor system changes were introduced in the areas of HR and Finance.

335. *Update of Field Accounting System (FAS):* The FAS replacement was initially devised as a stand-alone project to improve the functionality of the system currently utilized by decentralized offices. In 2009, the scope was expanded and incorporated into IPSAS.

336. *International Public Sector Accounting Standards (IPSAS):* With support consistently expressed by the Finance Committee, the IEE and the Root and Branch Review, IPSAS was a priority project for the biennium. The objective is to comply with internationally recognized, and UN required, standards for recording and reporting financial transactions through the preparation of annual financial reports in accordance with these standards by 2012. Including FAS Replacement, the project will also involve new or updated systems and processes to support the recording, accounting, control and reporting of financial and procurement transactions at decentralized offices. An important activity during 2008-09 was putting in place a full project team and extensive gathering of user requirements.

337. *Electronic Document Management Systems:*

Preliminary work began for the expansion of the document and workflow management system (including a survey of needs FAO-wide). Work did not proceed beyond this stage due to major organizational structure changes, which could have a major impact both on the design and implementation of this system. Work will be pursued in 2010-11 in conjunction with related initiatives, such as the merging of distributed registries into a Central Registry. In support of the Shared Services Centre in Budapest, a process and document management system was implemented relating to Human Resources, Travel and Invoice processing.

338. *Building Infrastructure Systems:* A number of programmed works were contracted, to comply with safety norms and with environmental Kyoto Protocol resolutions (e.g. replacing the obsolete alarm evacuation system in all buildings; upgrading of electrical transformer cabin and power plant of Building D; phasing out of ozone-depleting refrigerant gas; energy saving replacement of obsolete air conditioning systems in selected meetings rooms). Other planned works have been postponed to 2010-2011 due to unavailability of resources.

339. *Corporate Technical Applications:* Plans included the creation of a corporate data repository for technical information and an updated corporate Media Base and Content delivery and capture system. A solution for the Media Base system was implemented, while other activities would be carried forward to 2010-11.

Security Expenditure Facility

340. The Security Expenditure Facility was approved by the FAO Conference in November 2005. Accordingly, the budget and expenditure for safeguarding staff and assets at headquarters and in the field are specified under the PWB *Chapter 9: Security expenditures* and are managed by the Security Service. In July 2008, the Director-General requested the Office of the Inspector General to undertake a comprehensive review of FAO's security arrangements for offices, personnel, and property. Taking into account the exchange of communications with the Italian authorities, an Action Plan on security in FAO was developed in late 2009 and work began on early actions to implement it.

341. The UN system takes an integrated, common approach to defining and promulgating security policies and to delivering services. The Chief Executives Board for Coordination (CEB) endorses the so-called Security Risk Management (SRM) modality and a significant part of the budget of the UN Department of Safety and Security (UN-DSS) is cost-shared across the UN system. Regional and country Security Advisors support UN System entities on ways and means to reduce identified risks and on mitigating measures under the rubrics of Minimum Operating Security Standards (MOSS) and Minimum Residential Security Standards (MORSS). The Director-General continued to serve as Designated Official for UN security in Italy

and chaired the Security Management Group, in accordance with specific bilateral arrangements agreed with UN-DSS. In this regard, FAO sought to ensure due attention to the needs of its decentralized offices by the UN Security Advisors and was actively involved in the promulgation of UN security policies, through the Inter Agency Security Management Network (IASMN), the High-Level Committee on Management (HLCM) and the CEB itself.

342. *Headquarters Security:* The Security Service undertook an overhaul of security and safety infrastructure – upgrading the fire alarm systems, anti-intrusion alarm systems, and CCTV cameras and installing new digital recorders and radios. New access-control policies for people and vehicles were developed and are being progressively implemented (including the construction of the Security Access Pavilion). Routine work comprises screening and granting access to around 250 people per day and processing more than 62,000 passes per year. In addition to periodic high-level meetings with participation of ministers, two major events with the participation of numerous heads of state and government were serviced in 2008-09.

343. *Field Security:* The overall MOSS compliance rate of individual FAO decentralized offices rose from an average of 50 percent in 2006-07 to more than 80 percent in 2008-09. This required making resources available for procurement of security equipment and services, as necessary, to ensure compliance. In collaboration with the outposted Security Officers from DSS, risks to FAO decentralized offices were mapped, also identifying mitigating measures unique to FAO offices and personnel. Relocating of eleven FAO Representations proved necessary, as they were deemed unsafe and unlikely to become MOSS compliant. The needed relocation of another eleven decentralized offices were dependent to a large extent on the cooperation of host government authorities, as per bilateral agreements, and governing bodies' decisions, and should be completed in 2010-11. Continuous briefing of FAO Representatives and administrative personnel is carried out on security matters.

D. FAO LANGUAGE POLICY

344. In 1999, the 30th FAO Conference reaffirmed: *the imperative of ensuring parity and balance in the use of all FAO languages and the need for supervision of the quality of translation and interpretation. In looking forward to further improvements in the future, the Conference agreed to the need for Members to monitor progress closely through periodic follow up and evaluation.*

Russian language

345. In 2007, the Conference decided to adopt Russian as a language of the Organization. Accordingly, a budget allocation of USD 1.7 million was approved in the 2008-09 PWB for a phased introduction of Russian in FAO.

346. Russian language services provided under this budget allocation were as follows:

- translation into Russian of main documents for Conference and Council, the Regional Conference for Europe, the sessions of the Committees on Fisheries, Forestry and World Food Security, and final reports thereof;
- Russian interpretation to plenary meetings at Conference and Council and to one Commission during Conference, to the Regional Conference for Europe, and to the Committees on Fisheries, Forestry and World Food Security;
- translation into Russian of the flagship publications;
- development in Russian of the main pages of the FAO Web site and of Russian terminology, with the assistance of specialists from interested countries.

347. In November 2008, a three-year (February 2009 – February 2012) Trust Fund: “Support to facilitate full implementation of Russian in FAO” was established by the Russian

Federation to cover the cost of translation of documentation and interpretation for meetings not covered by the PWB allocation.

FAO meetings

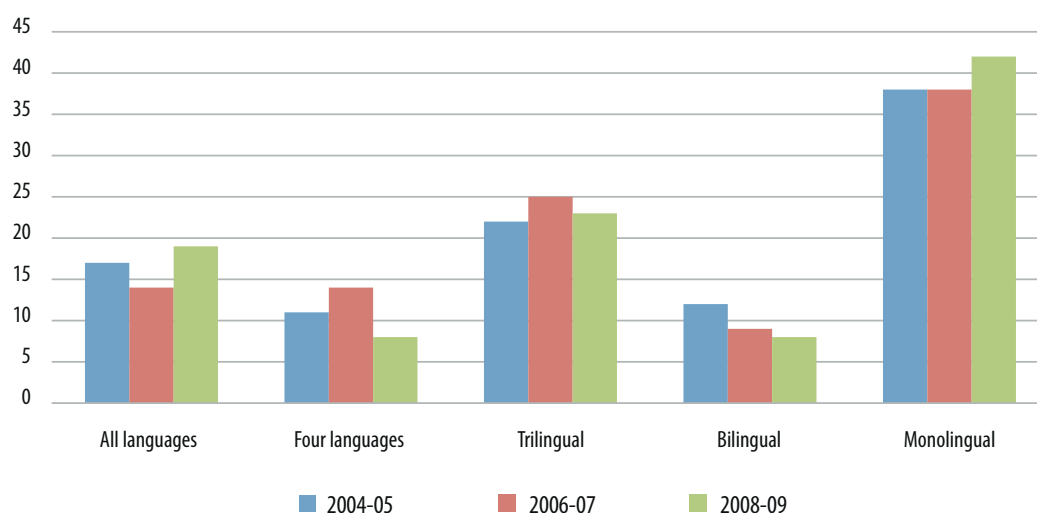
348. The number of PWB approved sessions in 2008-09 represented an 11 percent decline compared to 2006-07. Unscheduled sessions increased by 54 percent (38 sessions under the Regular Budget and 53 financed by Trust Funds) whereas there were fewer cancelled sessions, resulting in a total of 248 sessions convened in 2008-09.

Table 19: Sessions held at headquarters and in decentralized locations

Description	2004-05	2006-07	2008-09
Sessions approved in PWB	231	193	171
Cancelled Sessions, Regular Budget	62	23	14
Unscheduled Sessions, Regular Budget	27	25	38
Unscheduled Sessions, Trust Funds	67	34	53
TOTAL	263	229	248
Headquarters	115	92	127
Decentralized locations	148	137	121
TOTAL	263	229	248
Percentage decentralized meetings	56%	60%	49 %

349. An indicator of language balance is the percentage of meetings held in several FAO languages (*Figure 16*). In 2008-09, the proportion of meetings held in all FAO languages (six, including Russian from 2008-09) increased to 19 percent, while the percentage of meetings in four languages decreased to 8 percent, the combined 27 percent of those meetings was similar to the experience in 2006-07. The percentage of meetings held in three languages was 23 percent. Overall, meetings in more than two languages stood at 50 percent compared to 52 percent in 2006-07.

Figure 16: Proportion of meetings by number of languages (percent)



Publications

350. Publication of documents in FAO's languages continued to be a major priority for the Organization. All flagship titles were made available in the six languages. Technical titles were published in languages appropriate to the needs of key target audiences. Overall, some 1 330 publications were issued in the 2008-09 biennium. Of the total, 46 percent were issued in English, 14 percent in French, 13 percent in Spanish, 8 percent in Chinese (including 20 publications produced through the special FAO-China arrangement), 5 percent in Arabic and 4 percent in Russian. The remainder, about 10 percent of the total output, were issued in multiple language versions.

Electronic material

(WAICENT and the FAO Internet site)

351. The language coverage of WAICENT and the FAO Internet Web site continued to improve in 2008-09. Such tools as the Web Guide and the WAICENT checklist for the clearance of Web sites have allowed for greater coverage in Arabic, Chinese and Russian, while Russian was added to the FAO home page and most of corporate Web sites. The information disseminated through the Corporate Document Repository (CDR) indicates that the parity and

balance of all FAO languages has progressed as shown in the figure below, especially coverage in Russian. In relation to the total amount of content in the CDR, the content in English is now 35 percent (from 45 percent in 2004-05) while other languages remained relatively stable at about 18 percent for French and Spanish, and 11 percent for Arabic and Chinese.

Terminology and language support

352. In 2008-09, a Term Portal was developed, providing an overall platform for terminology management and dissemination at the Organization-level, as well as with the Rome-based Agencies. The Term Portal and FAOTERM terminology database increased to more than 75,000 records in English, French and Spanish, and over 55,000 records in Arabic and Chinese, as well as about 10,000 records in Italian (*Figure 18*). Furthermore, some core data was added in Russian and steps taken for continued growth of records in the following biennium. Approximately 6,000 new terminology records were added to the Portal during the biennium and approximately 10,000 updates. Further database developments were carried out to incorporate full workflow capabilities. Close collaboration with and active contributions of FAO technical staff to terminology work

Figure 17: Corporate Document Repository content by language (percent)

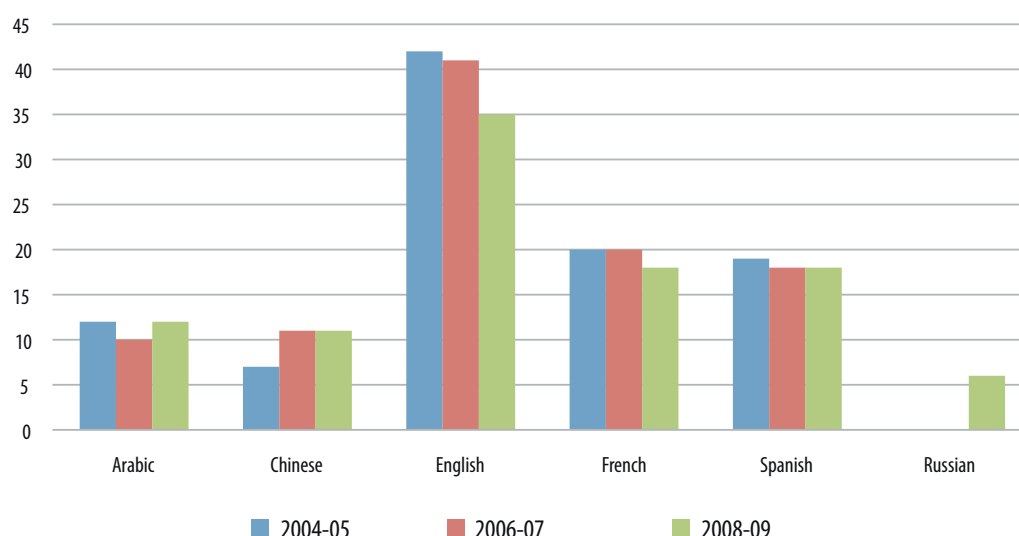


Table 20: Publications by language

Description	English	French	Spanish	Arabic	Chinese	Russian	Trilingual	Bilingual	Multi-lingual	Others	Total
Technical papers	538	159	172	63	68	49	34	42	10	14	1,149
Technical CDs	58	10	4	0	1	0	11	24	0	0	108
Periodicals and priced publications	8	8	8	2	10	0	6	0	9	0	51
Chinese publishing programme					20						20
Total	604	177	184	65	99	49	51	66	19	14	1,328

and technical glossary creation, were ensured. The level of usage of terminology data was at about 300,000 queries each month, by an average of 12,000 users.

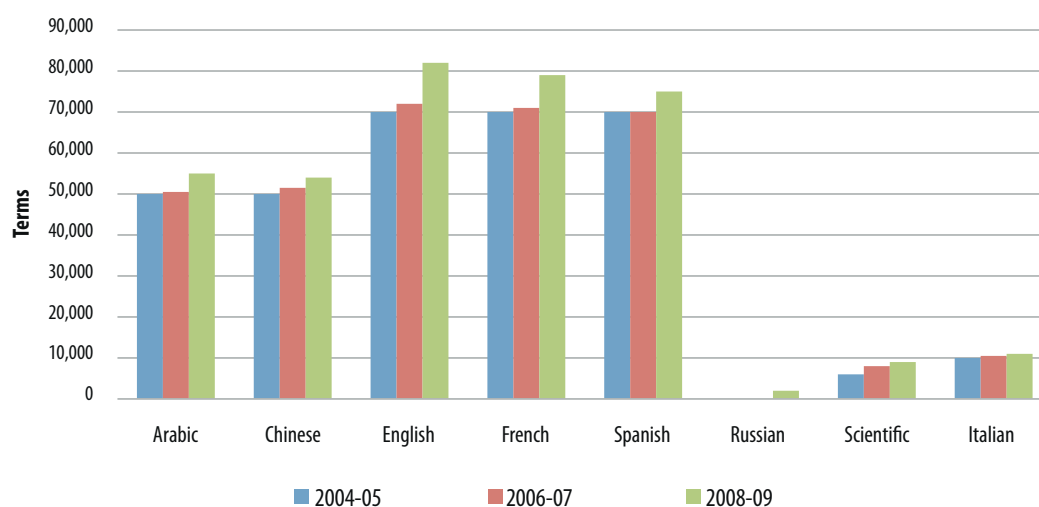
353. Translation and related work continued to rely on computer-assisted translation technologies. In particular, translation memories and corporate multilingual document tools facilitated the search and retrieval of past translations to improve consistency of FAO's documentation and expedite delivery of meeting documents.

Programme for the improvement of language coverage

354. Since the 2000-01 biennium, the provision for improvement of language coverage (included under *Programme 3J: Communications and Public Information in 2008-09*) enabled support to: investments with immediate impact for countries at relatively low cost; infrastructure capacity in all languages; and correcting long-standing deficiencies in language coverage. Expenditures for these purposes (including support to the continuing arrangement for translation of documents into Chinese in cooperation with the Chinese Ministry of Agriculture) exceeded USD 1.4 million in 2008-09.

355. The provision facilitated improved language coverage of FAO's internal and external Web sites, audio and video productions and translation of PEMS communication and end-user training documentation into French and Spanish. Investments in infrastructure included: the development of a roster of Arabic-language editorial service providers, and revision of FAOSTYLE Arabic version; analysis and implementation of a translation automation platform, reusing existing linguistic resources (terminologies, translation memories, etc.) available in all FAO languages, and integration of some 30,000 terms in Russian into the AGROVOC multilingual thesaurus.

Figure 18: Terms in FAOTERM by language



E. GEOGRAPHICAL REPRESENTATION AND GENDER BALANCE OF PROFESSIONAL STAFF

Geographical representation of professional staff

356. At its Thirty-second Session held in November-December 2003, the Conference adopted a revised formula for the calculation of geographic distribution, similar to that implemented in the UN Secretariat and in several other organizations of the UN system. Under the current methodology, 40 percent of posts are distributed on the basis of membership, 5 percent on the basis of member country population, and 55 percent in proportion to the scale of assessments.

357. Summary tables indicating the countries that were not within the range of equitable representation as at 31 December 2009 (75 out of a total of 191 Member Nations) are shown in *Annex 1: Geographical Representation of Professional Staff*.

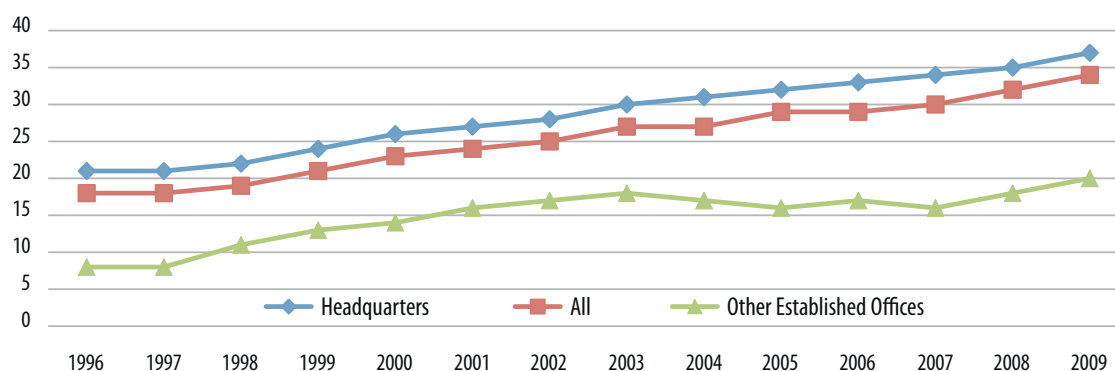
358. At the end of 2007, 10 countries exceeded the top of their range; 19 countries were under-represented; and 38 were non-represented¹⁶. At the end of 2009, there were 14 countries that exceeded the top of their range; 16 under-represented countries; and 45 non-represented countries. The Organization continues to attribute priority to the recruitment of professional staff from non-represented countries. In this regard, 7 of the 38 countries that were non-represented at the end of 2007 were represented at the end of 2009, while 31 countries remained non-represented. It is also important to note that of the 45 non-represented countries at the end of 2009, 2 were countries¹⁷ that became new Members of FAO in November 2007.

Gender balance of professional staff

359. Consistent efforts over past biennia have resulted in the steady increase of women in professional posts at headquarters, going from 21 percent at the end of 1996 to 37 percent at the end 2009, with an increase in all locations from 18 to 34 percent (*Figure 19*). These percentages are based upon the total number of professional and above staff on both regular and extrabudgetary posts with fixed-term or continuing contracts at headquarters and other established offices.¹⁸ While the percentage of women in professional posts in offices outside headquarters is significantly lower, the rate of increase has been relatively high, growing from 8 percent in 1996 to 20 percent in 2009.

360. The number of female and male staff¹⁹ by grade at the end of 2009 is shown in *Table 21*. Overall, women constituted more than half (52 percent) of the Organization's total staff, 66 percent of general service staff (G1 - G7), 36 percent of professional officers (P1 - P5), 39 percent of other professionals (National Professional Officers and Associate Professional Officers) and 18 percent of director and higher-level staff (D1 to DDG). Within the director and higher level group, about 23 percent of both ADG and D-2 level staff were women by end 2009. Within the professional officers, the proportion of females varies from 65 percent at P-2, 48 percent at P-3 to 25 percent at P-5 levels. The greater number of women at the P-2 to P-3 grade levels reflects the increasing number of qualified young women in the technical fields of the Organization. As older staff retire, it is expected that many of these women will move into more senior officer positions. Current plans foresee a further improved balance in the medium-term and, in the longer-term, gender parity. Additionally, implementation of a Junior Professionals Programme in 2010, has as a main objective the recruitment of women and candidates from non- or under-represented developing countries in an effort to improve both geographical representation and gender balance.

Figure 19: percentage representation of female professional staff



16 Including the Russian Federation which became a Member since April 2006. The representation status of the Russian Federation was set to: not-represented, since the desirable range of the Russian Federation has been determined at the Conference in November 2007, and to be in force as at 1 January 2008.

17 Andorra and Montenegro.

18 Excludes DG, APOs, NPOs, field project staff, and staff with contracts of less than 12 months.

19 Staff at all categories on both regular and extrabudgetary posts with fixed-term or continuing contracts at headquarters and other established offices with the exception of DG, field project staff, and staff with contracts of less than 12 months

**Table 21: Female and male staff by grade as at
31 December 2009**

Grade	Female	Male	Total	Percentage Female
DDG		1	1	0 %
ADG	4	11	15	27 %
D-2	10	35	45	22 %
D-1	12	74	86	14 %
Director	26	121	147	18 %
P-5	80	241	321	25 %
P-4	112	279	391	29 %
P-3	129	140	269	48 %
P-2	71	39	110	65 %
P-1	0	5	5	0 %
Professional	392	704	1,096	36 %
NPO	55	99	154	36 %
APO	31	34	65	48 %
Other professional	86	133	219	39 %
G-7	21	16	37	57 %
G-6	159	54	213	75 %
G-5	347	75	422	82 %
G-4	381	145	526	72 %
G-3	213	166	379	56 %
G-2	39	120	159	25 %
G-1	4	14	18	22 %
General Service	1,164	590	1,754	66 %
Total	1,668	1,548	3,216	52 %

ANNEX 1: GEOGRAPHICAL REPRESENTATION OF PROFESSIONAL STAFF

The following table shows the countries that were not within the range of equitable representation as at 31 December 2009 (75 out of 191 Member Nations). The successive table shows the number of staff subject to geographic distribution policy by nationality and grade as at 31 December 2009.

Countries not within range by region as at 31 December 2009

Region	Countries that have exceeded the top of their range	Under-represented countries	Non-represented countries
Africa	Cote D'Ivoire, Morocco, Tunisia		Equatorial Guinea, Eritrea, Ethiopia, Zimbabwe
Asia	Philippines	China, Indonesia, Japan, Korea Republic of, Thailand, Viet Nam	Democratic P R Korea, Laos, Maldives, Mongolia, Myanmar, Timor Leste
Europe	Belgium, Denmark, France, Ireland, Italy, Netherlands, United Kingdom	Austria, Hungary, Norway, Poland, Russian Federation, Slovenia, Spain	Andorra, Belarus, Cyprus, Estonia, Israel, Latvia, Malta, Monaco, Montenegro, San Marino, The FYR of Macedonia, Turkey
Latin America and Caribbean	Argentina, Brazil	Mexico	Barbados, Haiti, Panama, Saint Kitts and Nevis, Suriname
Near East		Saudi Arabia	Bahrain, Djibouti, Jordan, Kuwait, Oman, Qatar, Somalia, Tajikistan, Turkmenistan, United Arab Emirates
North America	Canada	United States	
South-West Pacific			Kiribati, Marshall Islands, Micronesia, Nauru, Niue Island, Palau, Solomon Islands, Tuvalu

Professional and above staff subject to geographical distribution policy by nationality and grade as at 31 December 2009

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Afghanistan				1		1				2
Albania							2			2
Algeria				1	1		2			4
Angola					1		1			2
Antigua and Barbuda				1						1
Argentina				1	4	1	3			9
Armenia						2				2
Australia				2	6	3	2	1		14
Austria				1	1	2	2			6
Azerbaijan						1				1
Bahamas					1					1
Bangladesh			1		1		1			3
Belgium			1	1	10	6	1			19
Belize						1				1
Benin				1			1			2
Bhutan						1				1
Bolivia					1	1		1		3
Bosnia/Herzegovina						1		1		2
Botswana					1	1				2
Brazil		1		2	6	4		1		14
Bulgaria						1	2			3
Burkina Faso					2					2
Burundi						1				1
Cambodia				1						1
Cameroon					2		2			4

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Canada			1	1	14	8	5	1		30
Cape Verde		1								1
Central African Rep					1					1
Chad					1					1
Chile			1		3	2				6
China		1	1	2	2	4	4			14
Colombia			1		2		3			6
Comoros						1				1
Congo				1		3				4
Congo Democratic Rep					1	1				2
Cook Islands							1			1
Costa Rica					1			1		2
Cote d'Ivoire				1	2	3	1			7
Croatia						1				1
Cuba					1	1				2
Czech Republic The						1	2			3
Denmark			1		3	5	1			10
Dominica					2					2
Dominican Republic						1				1
Ecuador						2				2
Egypt		1				2	1	2		6
El Salvador					2					2
Fiji					1					1
Finland		1			1	2	1			5
France		1	1	3	23	19	7			54
Gabon					1					1
Gambia			1		2	1				4
Georgia							1			1
Germany		1	2	2	19	30	12	1		67
Ghana					1					1
Greece			2		1	1	1			5
Grenada					1					1
Guatemala					1	2	1			4
Guinea					2	1				3
Guinea-Bissau					1					1
Guyana					2			1		3
Honduras					1					1
Hungary					1					1
Iceland			1			1	1			3
India		1	1		1	6	1	4	1	15
Indonesia								1		1
Iran			1			2				3
Iraq						1	2			3
Ireland				1	1	5	1			8
Italy		1	2	4	17	33	19	12		88
Jamaica						2				2
Japan		1	1	4	2	7	7			22
Kazakhstan						1				1
Kenya						2	1	1		4
Korea Republic of				1				1		2
Kyrgyzstan						2				2

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Lebanon				1	2	1		2		6
Lesotho					1					1
Liberia						1	1			2
Libyan Arab Jamahir.					1	1				2
Lithuania						1		1		2
Luxembourg					1	1	1			3
Madagascar			1		1		2			4
Malawi			1	1						2
Malaysia						3				3
Mali		1			1	1				3
Mauritania						1	1			2
Mauritius							1			1
Mexico			1		5	5	2			13
Moldova						2				2
Morocco			1	2	1	3	1			8
Mozambique				1	1					2
Namibia				1						1
Nepal					2					2
Netherlands				1	8	9	1			19
New Zealand				2	1		2			5
Nicaragua						1	2			3
Niger				1	2	1	1			5
Nigeria				1	1		1			3
Norway					1	2		2		5
Pakistan			1	2						3
Papua New Guinea						2				2
Paraguay							1			1
Peru			1	1	1	1		2		6
Philippines						4	2	1		7
Poland					1					1
Portugal				1		3	1			5
Romania						1	1			2
Russian Federation				2		1	2			5
Rwanda					2	1				3
Saint Lucia		1				1				2
Saint Vinc. and Grenad					1					1
Samoa					1					1
Sao Tome and Principe					1					1
Saudi Arabia						1				1
Senegal				1	2					3
Serbia					1		1			2
Seychelles					1					1
Sierra Leone						1				1
Slovakia		1					2			3
Slovenia							1			1
South Africa				1		1	1	1		4
Spain		1	1		3	3	5	2		15
Sri Lanka					1					1
Sudan					2		1			3
Swaziland							1			1
Sweden		1	1		3	3	1			9

National of	DDG	ADG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total
Switzerland			1		3	5	1	1		11
Syrian Arab Republic				1			1			2
Tanzania United Rep.			2		1					3
Thailand					1					1
Togo						1				1
Tonga				1						1
Trinidad and Tobago						2				2
Tunisia			1	2		4	1			8
Uganda			1			2				3
Ukraine							2			2
United Kingdom			3	8	27	14	5	5		62
United States	1		8	10	34	38	20	7		118
Uruguay					3		1			4
Uzbekistan							1	1		2
Vanuatu							1			1
Venezuela			1	1		1				3
Viet nam					1					1
Yemen					2					2
Zambia						2		1		3
Grand total	1	15	44	74	272	305	161	55	1	928

ANNEX 2: SUMMARY OUTPUT COMPLETION BY TYPE AND PROGRAMME

The 2008-09 PWB identified planned outputs under all programmes. In the course of programme implementation it is sometimes necessary for modifications to be made in outputs, while others may be postponed or cancelled. New outputs may also be introduced to meet changing circumstances and specific requests. The following tables summarise changes that occurred by output type during the biennium. The rest of this Annex provides similar information by programme. Information on all planned and unplanned outputs is available in *Annex 4* (Web-based).

Implementation of outputs by technical programmes, 2008-09

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Capacity building	168	(17)	0	151	143	8	90%
Information exchange and coordination	206	(34)	2	174	164	10	84%
Information products, systems, databases	316	(37)	0	279	265	14	88%
International Undertakings, Agreements	74	(5)	0	69	68	1	93%
Other	19	(2)	0	17	16	1	89%
Policy and legislative advice	70	(13)	0	57	54	3	81%
Technical advice to Members and field programme support	264	(24)	0	240	234	6	91%
Total	1,117	(132)	2	987	944	43	88%

Implementation of outputs by non-technical programmes, 2008-09

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Capacity building	17	(1)	0	16	15	1	94%
Information exchange and coordination	27	(1)	0	26	23	3	96%
Information products, systems, databases	78	(9)	0	69	64	5	88%
Other	4	(1)	1	4	4	0	100%
Policy and legislative advice	7	0	0	7	7	0	100%
Provision of services to staff, departments and members	244	(22)	5	227	223	4	93%
Technical advice to Members and field programme support	75	(14)	0	61	59	2	81%
Total	452	(48)	6	410	395	15	91%

Delivery of biennial outputs by programme

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
1A Governing bodies							
Provision of services to staff, departments and members	9	0	0	9	9	0	100%
1A Total	9	0	0	9	9	0	100%
1B General direction							
Policy and legislative advice	3	0	0	3	2	1	100%
Provision of services to staff, departments and members	4	0	0	4	4	0	100%
1B Total	7	0	0	7	6	1	100%
2A Crop production systems management							
Capacity building	13	(2)	0	11	8	3	85%
Information exchange and coordination	12	(2)	0	10	9	1	83%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Information products, systems, databases	16	(2)	0	14	14	0	88%
International Undertakings, Agreements	8	0	0	8	8	0	100%
Policy and legislative advice	5	0	0	5	5	0	100%
Technical advice to Members and field programme support	10	(2)	0	8	7	1	80%
2A Total	64	(8)	0	56	51	5	88%
2B Livestock production systems management							
Capacity building	2	0	0	2	2	0	100%
Information exchange and coordination	4	(2)	0	2	1	1	50%
Information products, systems, databases	17	(5)	0	12	12	0	71%
International Undertakings, Agreements	5	0	0	5	5	0	100%
Policy and legislative advice	9	(6)	0	3	3	0	33%
Technical advice to Members and field programme support	4	0	0	4	4	0	100%
2B Total	41	(13)	0	28	27	1	68%
2C Diseases and pests of animals and plants							
Capacity building	11	(2)	0	9	8	1	82%
Information exchange and coordination	11	(6)	0	5	5	0	45%
Information products, systems, databases	8	0	0	8	7	1	100%
International Undertakings, Agreements	5	(1)	0	4	3	1	80%
Other	1	0	0	1	1	0	100%
Policy and legislative advice	8	(2)	0	6	6	0	75%
Technical advice to Members and field programme support	30	(7)	0	23	22	1	77%
2C Total	74	(18)	0	56	52	4	76%
2D Nutrition and consumer protection							
Capacity building	14	0	0	14	14	0	100%
Information exchange and coordination	9	0	0	9	9	0	100%
Information products, systems, databases	5	0	0	5	5	0	100%
International Undertakings, Agreements	7	0	0	7	7	0	100%
Policy and legislative advice	6	(1)	0	5	5	0	83%
Technical advice to Members and field programme support	22	(1)	0	21	21	0	95%
2D Total	63	(2)	0	61	61	0	97%
2E Forestry information, statistics, economics, and policy							
Capacity building	5	0	0	5	5	0	100%
Information exchange and coordination	17	0	0	17	17	0	100%
Information products, systems, databases	6	0	0	6	6	0	100%
International Undertakings, Agreements	6	0	0	6	6	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Technical advice to Members and field programme support	5	0	0	5	5	0	100%
2E Total	40	0	0	40	40	0	100%
2F Forest management, conservation and rehabilitation							
Capacity building	8	0	0	8	7	1	100%
Information exchange and coordination	15	(1)	0	14	14	0	93%
Information products, systems, databases	6	0	0	6	5	1	100%
International Undertakings, Agreements	6	(1)	0	5	5	0	83%
Policy and legislative advice	3	0	0	3	2	1	100%
Technical advice to Members and field programme support	21	(2)	0	19	16	3	90%
2F Total	59	(4)	0	55	49	6	93%
2G Forest products and industry							
Capacity building	6	0	0	6	6	0	100%
Information exchange and coordination	4	0	0	4	4	0	100%
Information products, systems, databases	14	0	0	14	14	0	100%
Technical advice to Members and field programme support	10	0	0	10	10	0	100%
2G Total	34	0	0	34	34	0	100%
2H Fisheries and aquaculture information, statistics, economics, and policy							
Capacity building	7	(1)	0	6	6	0	86%
Information exchange and coordination	23	(3)	0	20	16	4	87%
Information products, systems, databases	39	(14)	0	25	19	6	64%
International Undertakings, Agreements	13	(2)	0	11	11	0	85%
Policy and legislative advice	4	0	0	4	4	0	100%
Technical advice to Members and field programme support	10	(2)	0	8	8	0	80%
2H Total	96	(22)	0	74	64	10	77%
2I Fisheries and aquaculture management and conservation							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	5	0	0	5	5	0	100%
Information products, systems, databases	18	(2)	0	16	16	0	89%
International Undertakings, Agreements	2	0	0	2	2	0	100%
Policy and legislative advice	2	0	0	2	2	0	100%
Technical advice to Members and field programme support	36	(4)	0	32	32	0	89%
2I Total	64	(6)	0	58	58	0	91%
2J Fisheries and aquaculture products and industry							
Capacity building	17	(1)	0	16	14	2	94%
Information exchange and coordination	9	(2)	0	7	7	0	78%
Information products, systems, databases	6	(1)	0	5	5	0	83%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
International Undertakings, Agreements	3	(1)	0	2	2	0	67%
Other	1	(1)	0	0	0	0	0%
Technical advice to Members and field programme support	18	0	0	18	18	0	100%
2J Total	54	(6)	0	48	46	2	89%
2K Sustainable natural resources management							
Capacity building	24	(4)	0	20	20	0	83%
Information exchange and coordination	27	(6)	0	21	21	0	78%
Information products, systems, databases	49	(7)	0	42	42	0	86%
International Undertakings, Agreements	19	0	0	19	19	0	100%
Policy and legislative advice	9	(1)	0	8	8	0	89%
Technical advice to Members and field programme support	24	(4)	0	20	19	1	83%
2K Total	152	(22)	0	130	129	1	86%
2L Technology, research and extension							
Capacity building	2	0	0	2	2	0	100%
Information exchange and coordination	2	0	0	2	2	0	100%
Information products, systems, databases	5	(1)	0	4	4	0	80%
Other	5	0	0	5	4	1	100%
Policy and legislative advice	2	0	0	2	1	1	100%
Technical advice to Members and field programme support	3	0	0	3	3	0	100%
2L Total	19	(1)	0	18	16	2	95%
2M Rural infrastructure and agro-industries							
Capacity building	15	(6)	0	9	9	0	60%
Information exchange and coordination	2	(1)	0	1	1	0	50%
Information products, systems, databases	4	0	0	4	3	1	100%
Other	1	0	0	1	1	0	100%
Policy and legislative advice	9	(3)	0	6	6	0	67%
Technical advice to Members and field programme support	6	0	0	6	6	0	100%
2M Total	37	(10)	0	27	26	1	73%
3A Leveraging resources and investment							
Capacity building	2	0	0	2	1	1	100%
Information exchange and coordination	10	(1)	0	9	6	3	90%
Technical advice to Members and field programme support	61	(14)	0	47	46	1	77%
3A Total	73	(15)	0	58	53	5	79%
3B Food and agriculture policy							
Capacity building	6	(1)	0	5	5	0	83%
Information exchange and coordination	13	(1)	1	13	12	1	100%
Information products, systems, databases	22	0	0	22	21	1	100%
Policy and legislative advice	7	0	0	7	7	0	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Technical advice to Members and field programme support	12	0	0	12	12	0	100%
3B Total	60	(2)	1	59	57	2	98%
3C Trade and markets							
Capacity building	4	0	0	4	4	0	100%
Information exchange and coordination	5	0	0	5	4	1	100%
Information products, systems, databases	36	(1)	0	35	35	0	97%
Technical advice to Members and field programme support	12	(2)	0	10	10	0	83%
3C Total	57	(3)	0	54	53	1	95%
3D Agriculture information and statistics							
Capacity building	11	0	0	11	10	1	100%
Information exchange and coordination	8	(2)	0	6	6	0	75%
Information products, systems, databases	31	(1)	0	30	27	3	97%
Other	5	0	0	5	5	0	100%
Technical advice to Members and field programme support	3	0	0	3	3	0	100%
3D Total	58	(3)	0	55	51	4	95%
3E Alliances and advocacy initiatives against hunger and poverty							
Capacity building	2	0	0	2	2	0	100%
Information exchange and coordination	4	0	0	4	4	0	100%
Information products, systems, databases	5	0	0	5	3	2	100%
Other	3	(1)	0	2	2	0	67%
Policy and legislative advice	3	0	0	3	3	0	100%
Provision of services to staff, departments and members	12	(1)	0	11	11	0	92%
Technical advice to Members and field programme support	4	0	0	4	3	1	100%
3E Total	33	(2)	0	31	28	3	94%
3F Gender and equity in rural societies							
Capacity building	5	0	0	5	5	0	100%
Information exchange and coordination	1	0	0	1	1	0	100%
Information products, systems, databases	3	0	0	3	3	0	100%
Other	1	0	0	1	1	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	7	0	0	7	7	0	100%
3F Total	18	0	0	18	18	0	100%
3G Rural livelihoods							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	0	0	1	1	1	0	0%
Information products, systems, databases	1	0	0	1	1	0	100%
Policy and legislative advice	1	0	0	1	1	0	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Technical advice to Members and field programme support	1	0	0	1	1	0	100%
3G Total	4	0	1	5	5	0	125%
3H Knowledge exchange and capacity building							
Capacity building	22	0	0	22	22	0	100%
Information exchange and coordination	37	(8)	0	29	27	2	78%
Information products, systems, databases	24	(3)	0	21	20	1	88%
Provision of services to staff, departments and members	2	0	0	2	2	0	100%
Technical advice to Members and field programme support	5	0	0	5	5	0	100%
3H Total	90	(11)	0	79	76	3	88%
3I Information technology systems							
Information products, systems, databases	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	22	(5)	0	17	17	0	77%
3I Total	23	(5)	0	18	18	0	78%
3J Communication and public information							
Information exchange and coordination	1	0	0	1	1	0	100%
Information products, systems, databases	4	0	0	4	4	0	100%
Provision of services to staff, departments and members	10	0	0	10	10	0	100%
3J Total	15	0	0	15	15	0	100%
4A UN cooperation, integration and monitoring							
Information exchange and coordination	3	0	0	3	3	0	100%
Information products, systems, databases	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	8	0	0	8	8	0	100%
Technical advice to Members and field programme support	2	0	0	2	2	0	100%
4A Total	14	0	0	14	14	0	100%
4B Coordination of decentralized services							
Capacity building	3	0	0	3	3	0	100%
Information exchange and coordination	1	0	0	1	1	0	100%
Information products, systems, databases	11	(1)	0	10	9	1	91%
Policy and legislative advice	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	30	(7)	1	24	24	0	80%
Technical advice to Members and field programme support	2	0	0	2	2	0	100%
4B Total	48	(8)	1	41	40	1	85%
4C Food security, poverty reduction and other development cooperation programmes							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	5	0	0	5	5	0	100%
Information products, systems, databases	17	0	0	17	17	0	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
Other	3	0	0	3	3	0	100%
Provision of services to staff, departments and members	14	0	0	14	14	0	100%
Technical advice to Members and field programme support	27	0	0	27	27	0	100%
4C Total	67	0	0	67	67	0	100%
4D Emergency and post crisis management							
Capacity building	1	0	0	1	1	0	100%
Information exchange and coordination	2	0	0	2	2	0	100%
Information products, systems, databases	2	0	0	2	2	0	100%
Provision of services to staff, departments and members	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	2	0	0	2	2	0	100%
4D Total	8	0	0	8	8	0	100%
4E Technical Cooperation Programme							
Provision of services to staff, departments and members	1	0	0	1	1	0	100%
Technical advice to Members and field programme support	2	0	0	2	2	0	100%
4E Total	3	0	0	3	3	0	100%
5A Oversight							
Information products, systems, databases	4	0	0	4	3	1	100%
Provision of services to staff, departments and members	7	0	1	8	8	0	114%
5A Total	11	0	1	12	11	1	109%
5B Programme and budget services							
Capacity building	1	0	0	1	1	0	100%
Information products, systems, databases	5	(1)	0	4	4	0	80%
Other	2	(1)	0	1	1	0	50%
Provision of services to staff, departments and members	11	(1)	0	10	9	1	91%
5B Total	19	(3)	0	16	15	1	84%
5C Financial services							
Information products, systems, databases	10	(1)	0	9	8	1	90%
Provision of services to staff, departments and members	22	(1)	0	21	21	0	95%
5C Total	32	(2)	0	30	29	1	94%
5D Human resources management and staff welfare							
Capacity building	1	(1)	0	0	0	0	0%
Information exchange and coordination	3	0	0	3	3	0	100%
Policy and legislative advice	3	0	0	3	3	0	100%
Provision of services to staff, departments and members	28	(3)	0	25	25	0	89%
5D Total	35	(4)	0	31	31	0	89%
5E Procurement							
Provision of services to staff, departments and members	3	0	0	3	3	0	100%
5E Total	3	0	0	3	3	0	100%

Type of Output	Approved in PWB	Cancelled/ Postponed	Unplanned Delivered	Total Delivered	Delivered Unmodified	Delivered Modified	Percent Delivered
5F Management of premises							
Provision of services to staff, departments and members	8	(1)	0	7	7	0	88%
5F Total	8	(1)	0	7	7	0	88%
5G Meetings and language services and protocol							
Information products, systems, databases	8	0	0	8	8	0	100%
Provision of services to staff, departments and members	18	0	0	18	18	0	100%
5G Total	26	0	0	26	26	0	100%
5H Shared services							
Information products, systems, databases	2	0	0	2	2	0	100%
Other	1	0	0	1	1	0	100%
Provision of services to staff, departments and members	10	(1)	0	9	9	0	90%
5H Total	13	(1)	0	12	12	0	92%
8A Capital Expenditure							
Information products, systems, databases	13	(6)	0	7	7	0	54%
Provision of services to staff, departments and members	13	(2)	2	13	10	3	100%
8A Total	26	(8)	2	20	17	3	77%
9A Headquarters security							
Provision of services to staff, departments and members	2	0	0	2	2	0	100%
9A Total	2	0	0	2	2	0	100%
9B Field security							
Information products, systems, databases	1	0	0	1	1	0	100%
Other	0	0	1	1	1	0	0%
Provision of services to staff, departments and members	9	0	1	10	10	0	111%
9B Total	10	0	2	12	12	0	120%

ANNEX 3: ACRONYMS

AfDB	African Development Bank
AGROVOC	Multilingual Thesaurus of Agricultural Terminology
AOS	Administrative and Operational Support
APCAS	Asia and Pacific Commission on Agricultural Statistics
APFIC	Asia-Pacific Fishery Commission
ASEAN	Association of Southeast-Asian Nations
CAADP	Comprehensive Africa Agriculture Development Programme
CCLM	Committee on Constitutional and Legal Matters
CEB	Chief Executives Board for Coordination
CERF	Central Emergency Response Fund
CFS	Committee on World Food Security
CGIAR	Consultative Group on International Agricultural Research
CGRFA	Commission on Genetic Resources for Food and Agriculture
CIMMYT	International Maize and Wheat Improvement Center
CIS	Commonwealth of Independent States
CoC-IEE	Conference Committee on follow up to the IEE
COFO	Committee on Forestry
DFID	Department for International Development
ECOWAS	Economic Community of West African States
ECTAD	Emergency Centre for Transboundary Animal Disease Operations
EMPRES	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases
ERP	Enterprise resource planning system (Oracle)
EUFF	European Union Food Facility
FAS	Field Accounting System
FFS	Farmer Field School
FGR	Forest Genetic Resources
FRA	Global Forest Resources Assessment
GAEZ	Global Agro-ecological Zone Study
GCP	Government Cooperative Programme
GEF	Global Environment Facility
GIEWS	Global Information and Early Warning System on Food and Agriculture
GIS	Geographical Information System
GREP	Global Rinderpest Eradication Programme
HLCM	High-Level Committee on Management
HPAI	Highly Pathogenic Avian Influenza
HRMS	Human Resources Management System
IASMN	Inter Agency Security Management Network
IEE	Independent External Evaluation of FAO
IFAD	International Fund for Agricultural Development
IPA	Immediate Plan of Action for FAO's Renewal
IPM	Integrated Pest Management
IPSAS	International Public Sector Accounting Standards
ISFP	Initiative on Soaring Food Prices
IUU	Illegal, Unreported and Unregulated (Fishing)
MORSS	Minimum Residential Security Standards
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental Organization
NMTPF	National Medium Term Priority Framework
OECD	Organisation for Economic Co-operation and Development
PEMS	Performance Management and Evaluation System
PSC	Project Servicing Cost
PWB	Programme of Work and Budget
RBR	Root and Branch Review
REIO	Regional Economic Integration Organization
SADC	Southern African Development Community
SFERA	Special Fund for Emergency and Rehabilitation Activities
SIT	Sterile Insect Technique

SOCO	State of Agricultural Commodity Markets
SOFA	The State of Food and Agriculture
SOFI	The State of Food Insecurity in the World
SPC	Secretariat of the Pacific Community
SPFS	Special Programme for Food Security
SSC	South-South Cooperation
SSC	Shared Services Centre
TAD	Transboundary Animal Disease
TCE	Emergency Operations and Rehabilitation Division
TCI	Investment Centre Division
TSS	Technical Support Services
UEMOA	West African Economic and Monetary Union
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDSS	UN Department of Safety and Security
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNICC	International Computing Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNOCHA	The United Nations Office for the Coordination of Humanitarian Affairs
UN-REDD	Reducing Emissions from Deforestation and Forest Degradation
UTF	Unilateral Trust Funds
WADB	West African Development Bank
WAICENT	World Agricultural Information Centre
WCA	World Census of Agriculture
WFP	World Food Programme
WHO	World Health Organization
WTO	World Trade Organization

