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para la  
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y la  
Alimentación

## COMMITTEE ON FORESTRY

### TWENTIETH SESSION

Rome, Italy, 4-8 October 2010

### PRIORITIES AND RESULTS UNDER THE MEDIUM-TERM PLAN AND PROGRAMME OF WORK AND BUDGET 2012-13

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## I. Introduction

1. The 36<sup>th</sup> Session of the FAO Conference in November 2009 approved FAO's Strategic Framework 2010-19, Medium-Term Plan 2010-13 and Programme of Work and Budget 2010-11 (MTP-PWB), along with a new results-based framework and attendant hierarchy of results replacing the previous programme structure<sup>1</sup>. The elements of the new results-based framework are summarized in Annex A.
2. The Conference also approved amendments to the Basic Texts governing the reporting lines of the Technical Committees: *"The Council shall be assisted by:...a Committee on Commodity Problems, a Committee on Fisheries, a Committee on Forestry, a Committee on Agriculture and a Committee on World Food Security which shall report to the Council on programme and budget matters and to the Conference on policy and regulatory matters"*<sup>2</sup>. Therefore, the Committee on Forestry (COFO) is to report to Council on programme and budget matters, including priorities for the next biennium.
3. At its 100<sup>th</sup> Session in October 2008, the Programme Committee recommended that technical committees provide advice on prioritization based on drafts of the results frameworks, in the format agreed in the Immediate Plan of Action (IPA), for the Strategic Objectives (SOs) most relevant to each Technical Committee. The 135<sup>th</sup> Session of the Council endorsed this approach. It should be recalled that the 19<sup>th</sup> Session of COFO endorsed the draft FAO Strategy for Forests and Forestry<sup>3</sup> that was subsequently incorporated into the Strategic Framework and Medium-Term Plan as Strategic Objective E (sustainable management of forests and trees).
4. At its 101<sup>st</sup> Session in May 2009, the Programme Committee recognized the constraints experienced by the Technical Committees with regard to providing advice on priorities, due in part to the novelty of the enhanced results based approach and also to timing constraints. The advice provided by the Technical Committees was more in terms of calling for additional activities and resources, without indication of areas of lower priority, although useful guidance for further refinement of the results frameworks was provided. The Programme Committee recommended that the documentation for future sessions of the Technical Committees be conducive to greater input on priority-setting and that guidance to the Technical Committees should be more specific in the next round.
5. The Programme Committee at its 103<sup>rd</sup> Session in April 2010 further considered the experience with receiving input on priorities from the Technical Committees in 2009. It recognized the transitional nature of the process of setting priorities during the preparation of the PWB 2012-13, when it would not yet have performance implementation reports for the new results frameworks. It requested that documentation on priorities be prepared by the Secretariat for the Technical Committees, which should start from the approved results frameworks in the MTP-PWB and take into account emerging issues, lessons learned from initial operational planning, major evaluations and any resulting proposed shifts in emphasis within the relevant Strategic Objectives<sup>4</sup>.
6. The 22<sup>nd</sup> Session of the Committee on Agriculture (COAG) (June 2010) considered a document prepared using this approach. It recommended that future documentation more clearly identify the proposed areas of emphasis and de-emphasis within each Strategic Objective, taking into account emerging issues, implementation performance reports against Organizational Results indicators, major evaluations, cost considerations and working being undertaken in partnership.

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<sup>1</sup> C 2009/3 Strategic Framework, and C 2009/15 Medium Term Plan and Programme of Work and Budget

<sup>2</sup> CR 5/2009 operative paragraph 6

<sup>3</sup> COFO 2009/8.1 FAO Strategy for Forests and Forestry

<sup>4</sup> CL 139/4 paragraph 10

## **II. Approach to setting priorities 2012-13**

7. Based on the guidance provided by the Programme Committee, and learning from the experience of COAG, three main factors have been applied in proposing modifications to and/or shifts in emphasis for work in the 2012-13 biennium within Strategic Objective E (sustainable management of forests and trees), starting from the results framework of the MTP-PWB:

- a) emerging issues in the external environment, drawing from and updating the “issues and challenges” and “assumptions and risks” analyses of the results frameworks, and taking into account advice provided by the Regional Forestry Commissions;
- b) lessons learned from internal operational (work) planning during the first quarter of 2010, including the peer reviews, that would result in change in emphasis;
- c) results of any relevant recent corporate evaluations.

8. Section III provides the 2010-2011 resources distribution (net appropriation and extra-budgetary) and indicators for each Organizational Result (OR) within Strategic Objective E, emerging issues, lessons learned and evaluations; and, proposed areas of emphasis for 2012-13.

9. Strategic Objective F (natural resources) is listed in Annex B in order for COFO to note the relevant synergies anticipated between Strategic Objectives E and F.

10. The core functions are not covered explicitly by this document, as they provide the means of action for achieving the Strategic Objectives and therefore should form part of the analysis and areas of emphasis for each objective.

11. To facilitate the consideration of areas of emphasis within Strategic Objectives, Annex C provides a consolidated view of the resource allocations by Organizational Results in 2010-11, in US dollars and in percentage terms by Organizational Results.

### III. Strategic Objective E – Sustainable management of forests and trees

2010-11 Resource distribution by Organizational Result\* (USD million)

Organizational Result	Net Approp	Core Voluntary	Field Programme	Emergencies	Total Extra-budgetary	Total
E01 - Policy and practice affecting forests and forestry are based on timely and reliable information	9.8	23.3	4.7	0.0	28.1	37.8
E02 - Policy and practice affecting forests and forestry are reinforced by international cooperation and debate	6.0	0.1	1.2	0.0	1.3	7.3
E03 - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses	6.8	12.2	4.3	0.0	16.5	23.3
E04 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation	6.0	0.9	5.1	0.4	6.4	12.4
E05 - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option	7.4	4.2	8.8	5.0	17.9	25.4
E06 - Environmental values of forests, trees outside forests and forestry are better realized; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented	7.5	4.1	3.9	0.0	8.0	15.5
<b>E - Sustainable management of forests and trees</b>	<b>43.5</b>	<b>44.8</b>	<b>28.0</b>	<b>5.4</b>	<b>78.1</b>	<b>121.6</b>

\*C 2009/15 MTP/PWB Annex III adjusted for approved budget level including cost increases and before distribution of unidentified further efficiency gains and one-time savings

### *Organizational Results*

12. In 2009, the 19<sup>th</sup> Session of COFO endorsed the new FAO Strategy for Forests and Forestry and acknowledged the alignment of the Strategy with the preparation of the new FAO Strategic Framework and Medium-Term Plan. To move toward the broad vision, goals, and strategic objectives for society as a whole, a set of six outcomes or “organizational results” were identified for FAO’s work in forests and forestry. While these results cannot be achieved by FAO alone, the organization will significantly contribute to achieving these results. For each result, several FAO priorities were identified to guide FAO during the first four years of this strategy, encapsulated in the MTP 2010-2013. The FAO MTP for Forestry that has been developed for this time period, summarized in the following paragraphs, includes indicators for each of these outcomes. These indicators will be monitored, and success or failure will be reported to FAO governing bodies, including COFO.

13. **E01.** Policy and practice affecting forests and forestry are based on timely and reliable information.

The FAO priorities are:

- serve as an authoritative global source of information on forests;
- prepare and disseminate the results of periodic Global Forest Resources Assessments and reports on the State of the World’s Forests;
- support to national and regional forest monitoring and assessment, including interactions with other sectors through integrated land use assessments;
- effectively share knowledge and information through timely, high-quality use of the internet, networks, publications, and other media.

14. During the first four years of this strategy, the number of countries completing a comprehensive and improved national forest monitoring and assessment (NFMA) meeting FAO standards would increase from nine to at least 10 in the first two years and reach 18 by 2013. The number of countries submitting complete reports for the Global Forest Resources Assessment (FRA) 2010 report would rise by 20 over a four-year period, from 130 to 150 country reports.

15. **E02.** Policy and practice affecting forests and forestry are reinforced by international cooperation and debate.

The FAO priorities for this result are:

- provide a dynamic forum for governments and other stakeholders to address policy and emerging issues, including Ministerial Meetings, the Committee on Forestry, the World Forestry Congress, Regional Forestry Commissions, technical panels and commissions, expert consultations, and global and regional networks;
- strengthen linkages between national, regional and global processes, including through an expansion of the role of Regional Forestry Commissions;
- provide leadership for the Collaborative Partnership on Forests (CPF), including developing joint programmes or actions, and through other partnerships including hosting the Mountain Partnership and active partnerships with the private sector and non-governmental organizations.

16. Quantitatively, the number of countries represented at the regional forestry commissions (RFC) would grow from 108 to at least 120 in the first two years of the strategy and to 130 by 2013. It is anticipated that attendance of senior forestry officials at COFO would reach 90 by 2011 and 100 by 2013. The quantitative targets would be attained if these attendees find the meetings relevant and useful, based on structured post-meeting surveys. With regard to CPF activities, the above priorities would be met by expanding formal initiatives undertaken by two or more CPF organizations from two to three in the first two years of the strategy and four by 2013.

17. **E03.** Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses.

The FAO priorities are:

- support participatory development of forest policy and law, institutional reform and efforts to improve governance at all levels;
- sector studies, including regional forestry outlook studies, and comparative analyses of forest institutions;
- support for integrated (cross-sectoral) policy analysis and planning to better understand the implications of policies of other sectors on forests and vice versa;
- support to effective national forest programmes, including capacity building and knowledge exchange;
- host and support the National Forest Programme (NFP) Facility.

18. The number of partner countries where the NFP Facility has a positive impact would increase from 30 to 40 in the first two years of the strategy and to 50 by year four. The impact of this measure would be assessed by the Facility's impact assessment tool. Secondly, work with seven additional countries to update their forest policies or laws by 2011, following best participatory practices, and update and additional eight countries from the period 2011—2013.

19. **E04.** Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation.

The FAO priorities are:

- development and use of guidelines for good forest practices through effective stakeholder consultative processes;
- support development and implementation of strategies for conservation and sustainable use of forest genetic resources at global, regional and local levels;
- support improved forest fire management, including through community-based approaches;
- support the development and implementation of national and international financial mechanisms to support sustainable forest management;
- increased use of financial mechanisms to facilitate information sharing and database development, and to build capacity to strengthen forest management and to reduce deforestation and forest degradation (e.g., REDD).

20. For this priority, the number of countries including or adopting FAO guidelines for good practices in forestry by 2013 would be: at least 20 including or adopting fire guidelines; at least 20 with planted forest guidelines; and 15 with forest health guidelines. It is anticipated that the number of countries using FAO community-based fire management approaches would be at least five by 2011 and would jump to 10 over the subsequent two years. With respect to training trainers, 40 people would be trained by 2011 and the amount would double by 2013. Finally, the number of countries

participating in comprehensive programmes intended to address REDD issues would increase from five to eight in the first two years and to 12 by 2013.

21. **E05.** Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically viable land-use option.

The FAO priorities are:

- analysis and knowledge of social and economic factors resulting in increased innovation and investment;
- analysis of production, consumption and trade of forest products;
- technical assistance and guidelines for community-based forest management, forest-based enterprises that improve livelihoods and reduce poverty;
- information and assistance on accessing carbon markets provided to forestry practitioners.

22. Under this Organizational Result, up to 30 countries would be assisted with forest products and industries strategy formulations, codes, good practices, trade statistics and capacity building in the field of forest harvesting, wood products, non-wood forest products, wood energy, trade, markets, marketing and economics by the year 2013.

23. **E06.** Environmental values of forests, trees outside forests, and forestry are better realized; strategies for conservation of forest biodiversity and genetic resources; climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented.

The FAO priorities are:

- provide technical, policy, and legal assistance in support of landscape and ecosystem approaches and the development of payment for environmental services schemes, with an emphasis on mountain ecosystems, arid zones and rangelands, coastal forests and other fragile ecosystems;
- development and use of guidelines for adapting forest policies, institutions, practices and governance arrangements to improve climate change adaptation and mitigation;
- support national and regional initiatives to conserve forests and their biological diversity, including wildlife resources in protected areas and production forests;
- provide policy and technical assistance to improve the management of watersheds, to rehabilitate degraded forest lands and combat desertification.

24. The quantitative indicators established for this organizational result focus on growing the use of FAO guidelines, tools and expertise for a number of items. Countries using FAO guidelines, tools, and expertise for improved policies and field implementation in conservation and sustainable use of forest biodiversity, watershed management, arid zone forest management and agro-forestry would rise from 10 to 20 in the first two years of the strategy and reach at least 40 by 2013. The number of countries providing reports on the State of the World's Forest Genetic Resources (to be completed by 2013) would be 60 in the first two years and jump to 150 by the year 2013. Additionally, countries adopting FAO guidelines for integrating climate change strategies into national forestry would increase four fold over the course of the strategy, from five in 2011 to 20 in 2013.

### *Emerging issues, lessons learned and evaluations*

25. A number of issues of global concern continue to shape national and global expectations for forests and will need to be taken into account in FAO's response in the PWB 2012-13. Economic and financial cycles, perturbations and crises have impacted the situation for forests profoundly.



26. First, rising energy prices and the need to find energy security promoted intensive efforts in many countries to re-examine the potential of bio-mass to meet energy demands. Adoption of objectives for the use of renewable energy sources created new demands for wood, forest products residues and biomass from forests and trees outside forests.

27. Second, rising prices for food staples created new demands for land increasing pressures on forests and former agriculture land flowing back into forest cover.

28. Third, the massive retreat in global equity markets and increased turbulence in financial markets generated a significant downturn in markets for wood products for construction, furniture and paper.

29. Fourth, a growing global awareness of the challenge of climate change placed on strong emphasis on the potential that reductions in deforestation and forest degradation could play in meeting global objectives for mitigation of anthropogenic sources of greenhouse gases.

30. As COFO considers areas of emphasis for 2012-2013, it is important to recall the requests for assistance or involvement by FAO issued by the Regional Forestry Commissions. These issues represent a call for action by FAO to support very targeted needs expressed by FAO's member countries through their regional bodies. They show how national and regional requests for support are often very specific and focused.

31. **The African Forestry and Wildlife Commission** requests FAO to:

- facilitate capacity building and information exchange;
- widely disseminate the methodology on inventories of non-wood forest products to enable its adoption by African countries;
- assist countries in the areas of human-wildlife conflict mitigation and equitable benefits sharing;
- promote proven agro-forestry approaches and technologies;
- undertake a regional analysis of all Forest Resources Assessments (FRA) variables to present a complete assessment of the forest situation;
- develop a global methodology for the evaluation of trees outside forests, forest degradation and afforestation;
- support countries in conducting National Forest Monitoring and Assessments (NFMAs) to improve forest resources information and analysis;
- assist countries in the development of NFMA project proposals;
- support countries in the implementation of REDD in all its forms and, in so doing, to assist them to incorporate all types of land uses, including agriculture, agro-forestry and other land uses (AFOLU) and to draw lessons from the evolution of the Clean Development Mechanism;
- compile, promote and disseminate good practices in Invasive Species (IS) management.

32. **The Asia Pacific Forestry Commission (APFC)** brings to the attention of COFO:

- the vibrancy and vitality of APFC, as demonstrated by the large number of inter-sessional activities implemented during the past two years, including completion of the second Asia-Pacific Forestry Sector Outlook Study, regional forest policy studies, the third forest policy short course, FLEG stock-taking exercise, numerous activities of the Asia-Pacific Forest Invasive Species Network, and others.
- the completion of the analytical phase of the Asia-Pacific Forestry Sector Outlook Study and publication of the main report and requests COFO to consider how FAO can best support member countries in making effective use of the wealth of information and analysis produced by the outlook studies in national strategic planning, national forest programme processes and forest policy formulation.
- the need for increased support for forestry education, particularly in light of the rapidly changing demands and expectations being placed on forests and forestry by society and requests that COFO consider how FAO can best provide support through regional networks of

educators and direct support for forestry-related education of youth, university students and forestry practitioners.

- the increasing demands for data and information on a wide range of forest characteristics and values, in relation to growing recognition of forest-related ecosystem services and requests COFO consider the need for FAO to develop methodologies for including evaluation of environmental services into national forest resources assessments.
- its request to FAO to take a leading role in supporting technical aspects of REDD-plus in collaboration with UNEP and UNDP.
- that people-centred development is increasingly the focus of forestry policies; highlights the need to continue efforts to enhance social forestry, including community-based forest management; and encourages COFO to reflect on the evolving relationships between people and forests, societies' perceptions of forests, and the need for the forestry sector's communications to reflect this evolution.
- the need to strengthen monitoring, reporting and assessment of statistics relating to community forestry, including within the Global Forest Resources Assessment process.
- the need to develop greater appreciation of the full range of benefits that society derives from forests and encourages COFO to consider how broader measures, such as the concept of Gross National Happiness pioneered by Bhutan, may be utilized to better reflect forestry contributions to society.

33. **The European Forestry Commission** brings to the attention of COFO:

- the achievements and the value of work by FAO in the area of forests and climate change and requests that the Organization consider developing a network and support service at the global level to assist countries in implementing international commitments related to forests and climate change. Such a network could be supported by the establishment of a working party or similar arrangement to enhance the linkage between scientific and technical work and the political level, where regions were well represented. It further requests FAO to strengthen its capacities in forests and climate change.
- requests that FAO improve knowledge and enhance data gathering on wood energy, with a view to clarifying its environmental impacts and potential in sustainable energy production, including compared to other renewable energy sources, and to support countries' efforts in this regard.
- recommends that FAO make every effort to raise the profile of forests and forest related issues through concerted action and synergies with relevant partners at the regional and global levels, including by actively contributing to the International Year of the Forests in 2011.
- requests FAO to provide information on the forest and water interface and recommends that FAO provide information and support to countries in formulating policy and legal frameworks related to forests and water and in strengthening capacities related to the establishment of such payment of ecosystem services schemes.

34. **The Latin America & Caribbean Forestry Commission:**

- requests that FAO recover its capacity to support countries in the thematic areas of forestry education and research;
- notes the project "Exemplary Cases of Sustainable Forest Management in Latin America and the Caribbean"; welcomes the proposal for a second project phase and recommends its early implementation for the addition of further cases of sustainable forest management in Latin America and the Caribbean and stresses that the execution of this phase should attach special importance to the transfer of knowledge and the building of capacity at national level.

- recommends that existing regional forest health organizations be strengthened, giving them added capacity to transfer information and knowledge at academic and governmental level;
- expresses its concern over the appropriation and inappropriate use of the Region's forest genetic resources and requests that FAO provide support to the countries to avoid such situations.
- expresses concern over the reduced attention that was given to community forest development in FAO's programme of work and support to the countries of the region, so that continuity could be given to their past efforts in this thematic area and recommends that priority be given to this topic in the programme of work of the Forestry Department.
- The Commission asked FAO to take a strong role in the coordination of efforts in the region related to forests and climate change adaptation. It requests FAO to work with Commission members and with other partners to identify needs for forests and climate change adaptation in Latin America and the Caribbean and to develop proposals and seek funding to support regional and subregional activities and cooperative action on forests and climate change adaptation.
- The Commission requests FAO to synthesize and disseminate information on forests and climate change, with the objectives of raising awareness of the contributions of sustainable forest management to climate change adaptation and mitigation, disseminating country experiences and successful outcomes, providing guidance to countries for practical action and strengthening country knowledge and capacity as relates to climate change adaptation and mitigation.

35. **The Near East Forestry and Range Commission:**

- noted with concern the decrease in the number of field projects in the region and requests FAO, in partnership with national, regional and international funding institutions, to allocate adequate financial resources for the development of the forestry and rangelands sector.
- recommends that FAO give strong emphasis to supporting national initiatives and regional collaboration, taking into account the national needs of institutional strengthening and capacity building on issues related to national forest programmes, climate change, forest and rangeland policy, institution, wildlife and protected areas, forest fires, forest protection, afforestation and rangelands rehabilitation.
- noted with concern the scarcity of information on forest and rangelands resources and requests FAO to provide support to countries in the region to build their capacity for national forest and range monitoring and assessment. It recommends that countries take into consideration rangelands in national studies to produce more integrated assessments, including environmental and social services. It also encouraged countries to prioritize information generation and to allocate resources accordingly.
- noted with concern that local knowledge is not sufficiently recognised in national policies and programmes and is being lost and recommends that countries work to preserve the social, economic and environmental values of traditional local knowledge in the advancement of the forest and rangelands sector in the region and to strengthen partnership among stakeholders.
- noted with concern the high vulnerability of the Near East region to climate change and recommends that FAO assist countries, through the provision of information and capacity building, to (i) access climate change funds and strengthen their activities on mitigation of, and adaptation to, climate change and (ii) raise awareness among decision-makers of the pivotal role of forests and rangelands in climate change adaptation. It also urges its members to take into account climate change dimensions when they elaborate national strategies, plans and programmes in the forestry and rangelands sectors.

36. **The North American Forest Commission:**

- proposes that FAO develop methodologies for the valuation of forest externalities within the framework of National Forest Inventories for its member countries.

37. Table 1 presents a comparison of the requests for support from FAO by the Regional Forestry Commissions sorted by Organization Result. A perfect mapping is not possible as many of the requests from the Regional Forestry Commissions are comprehensive and the Organizational Results were designed to have flexible boundaries to facilitate collaborative work on the very encompassing broad strategic objective. The table does reveal the rather targeted requests received from countries and the Regional Forestry Commissions and their general alignment with the existing organizational results.

*Proposed areas of emphasis for 2012-13*

38. In considering programme priorities for 2012-2013, team leaders for the organizational results took into account the FAO priorities identified in the FAO Strategy for Forests and Forestry endorsed by the 19<sup>th</sup> Session of COFO and associated indicators and targets (paragraphs 12-23) as reflected in the approved MTP-PWB, alongside emerging issues identified (paragraphs 24-28) and the inputs provided by the Regional Forestry Commissions (paragraphs 30- 35).

39. COFO is invited to consider the following proposed areas of broad priority for each Organization Result of Strategic Objective E for 2012-2013 given the factors cited above:

40. **E01** - Policy and practice affecting forests and forestry are based on timely and reliable information.

- Continue to expand and improve the Global Forest Resources Assessment programme consistent with demands of countries and international processes giving due consideration to resource limitations and reporting fatigue by countries. Work diligently to incorporate data to assess progress towards the Global Objectives on Forests and other international goals and targets related to forests. Help countries strengthen their ability to provide robust estimates of rates of deforestation and forest degradation, trends in carbon stocks and trees outside forests. Increase the ability of FAO to conduct global remote sensing surveys of forests and to facilitate access by countries to standardized products and tools in this field. Ease the reporting burden on countries through increased use of electronic tools and rolling up-dates; and improve the communication and dissemination of timely and relevant information.
- Meet the identified targets for support to countries preparing National Forest Monitoring and Assessments. Continue to develop the methodology using the best scientific approaches. As feasible, expand the breadth of inventory procedures to encompass data that will contribute to better economic, social and policy analysis with the aim to improve our ability to communicate the overall contribution of forests.

41. **E02** - Policy and practice affecting forests and forestry are reinforced by international cooperation and debate.

- Strengthen COFO and its linkages to the Regional Forestry Commissions. Meet targets set for increased relevance, visibility and participation by country representatives.
- Foster collaboration and coordination among members of the Collaborative Partnership on Forests. Promote streamlining of national reporting among the various international processes to reduce reporting fatigue in member states.
- Work with CPF partners to increase funding for sustainable forest management and capacity building in developing countries.

42. **E03** - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry

is better integrated into national development plans and processes, considering interfaces between forests and other land uses.

- Renewed emphasis on support to community forestry, building on FAO's large body work carried out in the 90s. Take stock of progress made in community forestry and identify major bottlenecks especially in the areas of community organization, forest tenure arrangements and economic aspects including marketing of forest products. Develop tools to strengthen the capacity of forestry institutions in member countries to provide an adequate enabling framework for community forestry and to enhance the capacity of communities to sustainably manage forest resources.
- In view of the changing demands of society on forests and forestry, continue to assist public forestry institutions to adapt their role and functions in order to enhance the services they provide. New emphasis to be placed on forestry education by strengthening networks of education institutions, assisting countries in updating forestry education curricula and strengthening the capacity of regional forestry training institutions to provide training on socio-economic and policy issues in forestry.

43. **E04** - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation.

- Renewed emphasis on recognizing and highlighting the multiple functions and demands on forests and broadening the understanding and tools for sustainable management of forests and trees beyond the permanent forest estate into the wider landscape, in the context of adaptation to, and mitigation of climate change, including the emerging needs of REDD-plus.
- Special attention will be given to preparation and testing of new best practices guidelines (e.g. forest health, agroforestry) and in revision of existing best practices guidelines to meet emerging climate change and REDD-plus needs (eg. planted forests, fire management) and to strengthening country capacity towards field implementation, particularly through projects and sharing information through knowledge references and learning networks, greater media use and national, regional and international fora.
- Strengthen contributions to national, regional and international partnerships on sustainable forest management, landscape restoration, model forests, REDD-plus and others.

44. **E05** - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option.

- Help countries develop markets for sustainably managed timber and non-timber products to improve livelihoods in poor and disenfranchised communities.
- Disseminate tools and methods to increase valuations of forest, their products and services.
- Strengthen the role of forests in developing and promoting a green economy.

45. **E06** - Environmental values of forests, trees outside forests and forestry are better realized; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented.

- Assist member countries to: integrate climate change considerations into forest policy and management practices, including through the use of FAO climate change guidelines developed in 2010-2011 and analyses of woodfuels' mitigation potential; carry out REDD-plus readiness and pilot activities, including through UN-REDD; and engage in regional and international processes on forests and climate change.
- Based on the developed best practices and strategies related to forest hydrology and watershed management, enhance collaboration and partnership building, promoting forests

and water in the overall context of natural resources management, institutional development, testing of innovative economic mechanisms such as payment for ecosystem services schemes, with particular focus on resources mobilization.

- Support sub-Saharan countries in combating desertification and restoration, afforestation and rehabilitation of degraded lands, and assist the Silva Mediterranea member countries in building strategic partnerships for the conservation, sustainable management and restoration of forests as a key contribution to sustainable rural development and adaptation to climate change in the Mediterranean.

#### **IV. Guidance requested from COFO**

46. In order to facilitate the consideration of priorities for the PWB 2012-13 by the Programme Committee and Council, the COFO may wish to address the following questions when reviewing the proposed areas of emphasis for Strategic Objective E (sustainable management of forests and trees):

- a) Are the key emerging issues impacting forests and forestry adequately captured? Should other emerging issues be considered?
- b) Are the targets and indicators identified in the MTP feasible? Do they represent the best measures of performance consistent with the objectives of the Organizational Results?
- c) Are the priorities for FAO work shown under each Organizational Result appropriate and are the proposed shifts in emphasis consistent with member country needs?

47. The Committee may also wish to provide its views on the process of setting priorities from the perspective of the mandate of the Technical Committee.

Table 1. Requests for assistance from the Regional Forestry Commission related to the Organizational Results of Strategic Objective E

Organizational Result <sup>5</sup>	AFWC	APFC	EFC	LAFC	NEFRC	NAFC
E01 - Policy and practice affecting forests and forestry are based on timely and reliable information	<p>develop a methodology on inventories of non-wood forest products</p> <p>a regional analysis of all Forest Resources Assessments (FRA) variables to present a complete assessment of the forest situation</p> <p>develop a global methodology for the evaluation of trees outside forests, forest degradation and afforestation</p> <p>support countries in conducting National Forest Monitoring and Assessments (NFMAs)</p>	<p>develop methodologies for including evaluation of environmental services into national forest resources assessments</p> <p>strengthen monitoring, reporting and assessment of statistics relating to community forestry, including within the Global Forest Resources Assessment process</p>			support countries in the region to build national capacity for forest and range monitoring and assessment	develop methodologies for the valuation of forest externalities within the framework of National Forest Inventories for its member countries
E02 - Policy and practice affecting forests and forestry are reinforced by international cooperation and debate	assist countries in the development of NFMA project proposals	<p>communicate that people-centred development is increasingly the focus of forestry policies;</p> <p>develop greater appreciation of the full range of benefits that</p>	raise the profile of forests and related issues through concerted action and synergies with relevant partners at the regional and global levels, including by actively contributing to the International Year of	work with Commission members and with other partners to identify needs for forests and climate change adaptation in Latin America and the Caribbean and to develop proposals and	work in partnership with funding institutions at all levels, to allocate adequate financial resources for the development of the forestry and rangelands sector	

<sup>5</sup> facilitate capacity building and information exchange are appreciated as tools and methods essential for support to countries efforts – in the FAO strategic framework there is an explicit Functional Objective X that calls upon FAO to provide support and assistance through capacity building, outlook or perspective studies, statistics, etc.

Organizational Result <sup>5</sup>	AFWC	APFC	EFC	LAFC	NEFRC	NAFC
		society derives from forests	the Forests in 2011	seek funding to support regional and subregional activities and cooperative action on forests and climate change adaptation.		
E03 - Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses		the need for increased support for forestry education, particularly in light of the rapidly changing demands and expectations being placed on forests and forestry by society.  enhance social forestry, including community-based forest management.		FAO recover its capacity to support countries in the thematic areas of forestry education and research  give priority to community forest development in FAO's programme of work and support to the countries of the region so that continuity could be given to their past efforts	support national initiatives and regional collaboration while strengthening national institutions and building capacity for national forest programmes, climate change, forest and rangeland policy, institution, wildlife and protected areas, forest fires, forest protection, afforestation and rangelands rehabilitation.	
E04 - Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate	agro-forestry approaches and technologies  support countries in REDD implementation in all its forms assisting them to incorporate all types of land uses, including agriculture, agro-forestry and other land uses (AFOLU) and	take a leading role in supporting technical aspects of REDD-plus in collaboration with UNEP and UNDP		transfer knowledge and build capacity at national level on sustainable forest management using the results of the project "Exemplary Cases of Sustainable Forest Management in Latin America"		



Organizational Result <sup>6</sup>	AFWC	APFC	EFC	LAFC	NEFRC	NAFC
change mitigation and adaptation	to draw lessons from the evolution of the Clean Development Mechanism  compile, promote and disseminate good practices in Invasive Species (IS) management			strengthen existing regional forest health organizations, giving them added capacity to transfer information and knowledge at academic and governmental level		
E05 - Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option		support member countries in making effective use of the Asia-Pacific Forestry Sector Outlook Study in national strategic planning, national forest programme processes and forest policy formulation  consider how broader measures, such as the concept of Gross National Happiness pioneered by Bhutan, may be utilized to better reflect forestry contributions to society	improve knowledge and enhance data gathering on wood energy, with a view to clarifying its environmental impacts and potential in sustainable energy production, including compared to other renewable energy sources, and support countries' efforts in this regard			
E06 - Environmental values of forests, trees outside forests and forestry are better realized; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and	promote tools and techniques to mitigate human-wildlife conflict and equitable benefits sharing		developing a network and support service at the global level to assist countries in implementing international commitments related to forests and climate change	provide support to the countries for the appropriate use of the Region's forest genetic resources  take a strong role in the coordination of efforts in the region related to	assist countries, through the provision of information and capacity building, to (i) access climate change funds and strengthen their activities on mitigation of, and adaptation to, climate change and (ii)	

Organizational Result <sup>6</sup>	AFWC	APFC	EFC	LAFC	NEFRC	NAFC
adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented			strengthen capacities in forests and climate change  provide information on the forest and water interface and provide information and support to countries in formulating policy and legal frameworks related to forests and water and in strengthening capacities related to the establishment of such payment of ecosystem services schemes.	forests and climate change adaptation.  synthesize and disseminate information on forests and climate change, with the objectives of raising awareness of the contributions of sustainable forest management to climate change adaptation and mitigation, disseminating country experiences and successful outcomes, providing guidance to countries for practical action and strengthening country knowledge and capacity as relates to climate change adaptation and mitigation	raise awareness among decision-makers of the pivotal role of forests and rangelands in climate change adaptation.	

- AFWC - African Forestry and Wildlife Commission  
 APFC - Asia Pacific Forestry Commission  
 EFC - European Forestry Commission  
 LAFC - Latin America & Caribbean Forestry Commission  
 NEFRC - Near East Forestry and Range Commission  
 NAFC - North America Forestry Commission

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## ANNEX A: THE NEW RESULTS-BASED APPROACH IN FAO

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

- **Global Goals** representing the fundamental development impacts, in the areas of FAO's mandate, which the countries aim to achieve;
- **Strategic Objectives** contributing to the achievement of the Global Goals;
- **Functional Objectives** providing the enabling environment for FAO's work;
- **Organizational Results** defining the outcome of FAO's work under each Strategic and Functional Objective; and
- **Core Functions** as the critical means of action to be employed by FAO to achieve results.

49. The eleven Strategic Objectives agreed in the Strategic Framework reflect the assessment of challenges and opportunities facing food, agriculture and rural development. They express the impact, in countries, regions and globally, expected to be achieved over a long-term (ten-year) timeframe by Members based on FAO's value-added interventions. In order to ensure that all aspects of FAO's work are considered within a results-based framework, complementary Functional Objectives assist the Organization to ensure effective impact of technical delivery, with due attention to efficiency and, therefore also firmly contribute to the achievement of Strategic Objectives (see Figure 1).

50. Under the Strategic Objectives, the more specific Organizational Results represent the outcomes expected to be achieved over a four-year period through the taking-up and use by countries and partners of FAO's products and services. The identification of Organizational Results also applies to Functional Objectives.

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

52. The Organizational Results, as measured by indicators, constitute the backbone of the four-year Medium Term Plan and biennial Programme of Work and Budget, reflecting the substantive priorities upheld by the membership (see MTP section C and PWB section IV).

53. Other tools to inform the development, and contribute to the achievement of the Organizational Results and Strategic Objectives include:

- National Medium-term Priority Frameworks which are developed together with the concerned governments to focus FAO's efforts on well-identified national needs;
- structured and consultative development of subregional and regional areas of priority action, including *via* the Regional Conferences and specialised Regional Commissions; and
- at the global level, a limited number of Impact Focus Areas to help mobilise voluntary contributions for priority groups of Organizational Results, providing a communication and advocacy tool, and with an emphasis on capacity building and policy frameworks.

54. During implementation, progress towards the achievement of the Organizational Results, as measured through their indicators, will be tracked. This results-based monitoring will permit the identification of any issues that could prevent FAO from delivering the Organizational Results, and provide the opportunity to make in-course adjustments and changes to forward planning. Biennial implementation reporting under the new results-based regime will change significantly, both in terms of content and presentation. Future reports will focus on achievement of outcomes as measured against targets specified in the Medium Term Plan and Programme of Work and Budget, rather than activities and outputs.

*Figure 1: Main components of FAO's results framework*

### **FAO's vision**

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

### **The three Global Goals of Members:**

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

### **Strategic Objectives**

- A. Sustainable intensification of crop production
- B. Increased sustainable livestock production
- C. Sustainable management and use of fisheries and aquaculture resources
- D. Improved quality and safety of foods at all stages of the food chain
- E. Sustainable management of forests and trees
- F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture
- G. Enabling environment for markets to improve livelihoods and rural development
- H. Improved food security and better nutrition
- I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies
- K. Gender equity in access to resources, goods, services and decision-making in the rural areas
- L. Increased and more effective public and private investment in agriculture and rural development

### **Functional Objectives**

- X. Effective collaboration with Member States and stakeholders
- Y. Efficient and effective administration

### **Core Functions**

- a. Monitoring and assessment of long-term and medium-term trends and perspectives
- b. Assembly and provision of information, knowledge and statistics
- c. Development of international instruments, norms and standards
- d. Policy and strategy options and advice
- e. Technical support to promote technology transfer and build capacity
- f. Advocacy and communication
- g. Inter-disciplinarity and innovation
- h. Partnerships and alliances

## Annex B

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

2010-11 Resource distribution by Organizational Result\* (USD million)

Organizational Result	Net Approp	Extra-budgetary	Total
F01 - Countries promoting and developing sustainable land management	11.0	11.3	22.3
F02 - Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels including transboundary water systems	11.6	31.8	43.4
F03 - Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable sharing of benefits arising from the use of genetic resources	4.7	5.7	10.4
F04 - An international framework is developed and countries' capacities are reinforced for responsible governance of access to, and secure and equitable tenure of land and its interface with other natural resources, with particular emphasis on its contribution to rural development	5.2	15.5	20.7
F05 - Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bioenergy	12.8	16.4	29.2
F06 - Improved access to, and sharing of knowledge, for natural resource management	9.3	4.2	13.5
<b>F - Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture</b>	<b>54.6</b>	<b>84.8</b>	<b>139.4</b>

\*C 2009/15 MTP/PWB Annex III adjusted for approved budget level including cost increases and before distribution of unidentified further efficiency gains and one-time savings

#### *Emerging issues, lessons learned and evaluations*

55. All projection models illustrate the increasing scarcity of natural resources particularly water, land and genetic resources. With the present population growth, increased energy needs and climate change scenarios, the conservation and sustainable use of these resources needs urgent attention. There is increasing need for an even more integrated and multidisciplinary approach based on a livelihood perspective in order to assist smallholders in raising productivity while maintaining the natural resources base.

56. It is becoming more urgent that the agriculture sector receive higher visibility in the United Nations Framework Convention on Climate Change (UNFCCC) negotiations, in view of its important role both as an emitter of greenhouse gases and as part of the solution to climate change. It is crucial that financing mechanisms emerge from the UNFCCC negotiations that enable agriculture, in particular smallholder agriculture, to adapt to the impacts of climate change, contribute to its mitigation and benefit from relevant technologies. In parallel, there remains a pressing need for practical support and tools for adaptation and mitigation activities, including those related to UN-REDD (Reduction of Emissions from Deforestation and Forest Degradation), crop forecasting and climate change-friendly energy technologies.

57. Recent debates on liquid biofuel large-scale development and other international investments in land are further validating the need for FAO to develop draft voluntary guidelines on responsible governance of tenure of land and its interface with other natural resources. The challenges of achieving the Millennium Development Goals (MDGs) by increasing the use of climate-change friendly yet affordable energy techniques deserve urgent attention.
58. Cross-departmental work on “Food for the Cities” should continue to address not only access to sustainable diets, but also protection and sustainable management of natural resources both within cities and in surrounding areas as well as involvement of local governments.
59. The publication State of Land and Water (SOLAW) planned during the current biennium, will point out the emerging need to put the availability of natural resources in a wider perspective. SOLAW could form the foundation for an enhanced natural resources monitoring activity and is integrated in global perspectives for natural resources that would complement FAO global perspective studies and influence national, regional and global policies.
60. Following the recent evaluation of FAO’s work on water, the recommendation for an “FAO Water Platform” needs to be taken up urgently.

*Proposed areas of emphasis for 2012-13*

61. A fully functional water platform will bring together all technical divisions and decentralized offices, support a quality field programme and ensure improved visibility of the role of water in terms of both productivity and multiple uses. The FAO water platform should promote increased investment in water use efficiency and enhance the strategic position of the Organization in international discussions and its operational effectiveness (F02).
62. The priorities in the field of genetic resources are well defined in the Multi-Year Programme of Work adopted by the CGRFA (F03). As regards tenure of, and access to natural resources, assistance to countries for the implementation of the Voluntary Guidelines on responsible governance of tenure of land will be required after their approval, foreseen in late 2011 (F04).
63. Adaptation to, and mitigation of climate change and related energy requirements for agriculture development will remain high priority issues and require a range of actions at the national, regional and international level (F05). In addition it is foreseen to give greater emphasis to interdisciplinary work on Food for the Cities and territorial approaches.
64. Increased emphasis is envisaged in relation to natural resources monitoring in support to global perspective studies and policy guidelines on natural resources management, as well as in contributing to the next UN Summit (RIO+20 in 2012) which is likely to focus on the “green economy” and revisit the main international environmental agreements (F01, F02, F03, F04 and F05).
65. In response to members' demands concerning research and extension, knowledge sharing and communication for development, increased work is foreseen on policy guidelines and practical tools for actors in national agricultural innovation systems, including natural resource management and climate change adaptation and mitigation (F06).

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**ANNEX C: STRATEGIC AND FUNCTIONAL OBJECTIVE RESOURCE DISTRIBUTION 2010-11**


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**B.1. Strategic and Functional Objective Resource Distribution by OR<sup>6</sup> (USD millions)**

SO/FO	OR-1		OR-2		OR-3		OR-4		OR-5		OR-6		Net Approp	Extra- budgetary	Total
	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary			
<b>A</b>	19.4	41.9	13.9	11.7	7.2	9.4	9.8	129.1	-	-	-	-	50.4	192.1	242.5
<b>B</b>	11.0	21.3	12.5	126.9	6.6	6.7	2.5	-	-	-	-	-	32.6	155.0	187.6
<b>C</b>	19.3	11.8	7.8	11.1	7.7	23.7	10.0	11.1	5.5	21.5	6.8	8.5	57.1	87.7	144.8
<b>D</b>	13.5	5.4	3.5	1.2	4.4	11.4	3.8	0.1	-	-	-	-	25.3	18.1	43.5
<b>E</b>	9.8	28.0	6.0	1.3	6.8	16.5	6.0	6.4	7.5	17.9	7.5	7.9	43.6	78.1	121.7
<b>F</b>	11.0	11.3	11.7	31.8	4.7	5.7	5.2	15.5	12.8	16.4	9.3	4.2	54.6	84.8	139.4
<b>G</b>	9.8	29.3	3.0	11.0	7.4	9.3	21.4	2.1	-	-	-	-	41.6	51.6	93.2
<b>H</b>	16.0	51.7	4.2	5.9	3.7	2.6	12.0	9.5	24.6	20.1	-	-	60.5	89.9	150.4
<b>I</b>	4.6	54.1	2.0	51.2	1.1	266.9	-	-	-	-	-	-	7.8	372.2	380.0
<b>K</b>	2.1	0.8	2.5	5.8	3.2	6.0	2.4	0.0	-	-	-	-	10.3	12.7	23.0
<b>L</b>	11.4	13.8	8.3	14.1	18.9	23.9	-	-	-	-	-	-	38.6	51.8	90.4
<b>X</b>	45.0	9.7	93.0	4.2	24.7	1.2	62.8	3.2	-	-	-	-	225.5	18.3	243.8
<b>Y</b>	69.6	12.7	27.6	3.7	25.7	2.2	-	-	-	-	-	-	122.9	18.6	141.5
<b>FAOR</b>													88.2	14.2	102.4
<b>TCP</b>													111.7	-	111.7
<b>Cont</b>													0.6	-	0.6
<b>CapEx</b>													27.1	-	27.1
<b>Security</b>													24.9	0.8	25.7
<i>Less: Unidentified Further Efficiency Gains and One-Time Savings</i>													(22.8)	-	(22.8)
<b>Total</b>													<b>1,000.5</b>	<b>1,245.9</b>	<b>2,246.4</b>

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<sup>6</sup> C2009/15 MTP/PWB Annex III adjusted for approved budget level including cost increases and before distribution of unidentified further efficiency gains and one-time savings

**B.2. Strategic and Functional Objective Resource Distribution by OR (percentage across Objective)**

<b>SO/FO</b>	<b>OR-1</b>		<b>OR-2</b>		<b>OR-3</b>		<b>OR-4</b>		<b>OR-5</b>		<b>OR-6</b>		<b>TOTAL</b>		
	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Net Approp	Extra- budgetary	Total
<b>A</b>	39%	22%	28%	6%	14%	5%	20%	67%	0%	0%	0%	0%	100%	100%	100%
<b>B</b>	34%	14%	38%	82%	20%	4%	8%	0%	0%	0%	0%	0%	100%	100%	100%
<b>C</b>	34%	13%	14%	13%	14%	27%	17%	13%	10%	25%	12%	10%	100%	100%	100%
<b>D</b>	53%	30%	14%	7%	17%	63%	15%	1%	0%	0%	0%	0%	100%	100%	100%
<b>E</b>	23%	36%	14%	2%	16%	21%	14%	8%	17%	23%	17%	10%	100%	100%	100%
<b>F</b>	20%	13%	21%	37%	9%	7%	9%	18%	23%	19%	17%	5%	100%	100%	100%
<b>G</b>	24%	57%	7%	21%	18%	18%	51%	4%	0%	0%	0%	0%	100%	100%	100%
<b>H</b>	26%	58%	7%	7%	6%	3%	20%	11%	41%	22%	0%	0%	100%	100%	100%
<b>I</b>	59%	15%	26%	14%	14%	72%	0%	0%	0%	0%	0%	0%	100%	100%	100%
<b>K</b>	20%	6%	25%	46%	31%	48%	24%	0%	0%	0%	0%	0%	100%	100%	100%
<b>L</b>	30%	27%	21%	27%	49%	46%	0%	0%	0%	0%	0%	0%	100%	100%	100%
<b>X</b>	20%	53%	41%	23%	11%	7%	28%	17%	0%	0%	0%	0%	100%	100%	100%
<b>Y</b>	57%	69%	22%	20%	21%	12%	0%	0%	0%	0%	0%	0%	100%	100%	100%