

# DR. QU DONGYU

CANDIDATE FOR THE POST OF  
FAO DIRECTOR-GENERAL

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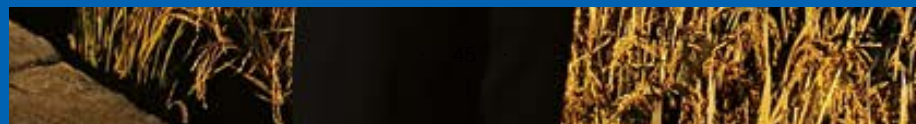
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**BUILDING A DYNAMIC FAO  
FOR A BETTER WORLD**





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# Building a Dynamic FAO for a Better World

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As the candidate nominated by the Government of the People's Republic of China for the post of FAO Director-General (2019-2023), it is a great honor for me to present my manifesto on how to give the Organization more relevance and visibility and provide better service, to help our Member Countries deliver the 2030 Agenda for Sustainable Development.

I was born the son of a rice grower in a Chinese village in the 1960s. At that time, China was enduring a nationwide famine. The feeling of hunger has been engraved into my memory ever since I was a little child. When I was 12, I came to learn about Professor Yuan Longping's hybrid rice for the first time. It dawned on me that agricultural technology holds the magical power to produce enough food for all the people. I therefore made up my mind that when I grew up I would devote myself to agriculture, work for farmers, and rural development.

I have personally witnessed the tremendous changes in China's agriculture and rural areas brought by the adoption of the policies of reform and opening up. China is home to a 1.4 billion population, 40% of whom are rural residents. People engaged in smallholder operation below the size of 3 hectares account for 90% of China's rural population. In addition, there are more than 3 million larger family farms and 15 million agriculture-related laborers. The reform and opening up process has enabled China to feed 20% of the global population with 9% of the world's cultivated land. A total of 750 million Chinese have risen out of poverty, the prevalence rate of the country's extreme poverty is less than 2%. Chinese farmers' life has been greatly improved.

## **I. Glory and Mission of FAO**

Seventy-four years ago, FAO came into being with a commitment to "building a world free from hunger and malnutrition". Since then, it has spared no effort in fulfilling this noble mandate. The Organization has diligently performed her functions as an information center, a normative agency, a policy forum, and a promoter of development. It has made a great contribution to agricultural development, food security and nutrition, eradication of poverty and hunger, resilience in times of disaster, and rural livelihoods throughout the world.

History will not forget Mr. David Lubin, Mr. Frank Lidgett McDougall and many other predecessors

who pioneered the founding and development of the Organization. We will not forget all the Directors-General and staff of FAO, who have worked tirelessly for the goals of the Organization. Nor will we forget the collective responsibilities and actions taken by Member Countries to make FAO stronger and better. Our world will remember all these, and future generations will be forever grateful.

The world is undergoing great development, profound reform and changes. Food and agriculture holds the key to realizing the 2030 Agenda for Sustainable Development, and agriculture in particular is the most inclusive tool to end poverty and hunger. I am convinced that, with its strengths and unique expertise, and a wealth of experience in sustainable development, FAO is well-positioned to act as a facilitator to assist all countries in realizing the goals of the 2030 Agenda for Sustainable Development—in particular SDG 1: end poverty in all its forms everywhere, and SDG 2: end hunger, achieve food security and improved nutrition and promote sustainable agriculture.

In the face of these daunting tasks and the expectations of the people all over the world, we do not have much time left. Now, we need to have a thorough grasp of the issues, to identify priorities, and to rise to address huge challenges with firm resolve and actions. We must spare no effort, focus on the key issues, and never leave any single country to face challenges alone, or leave

any one behind in our fight against hunger and poverty and in our pursuit of balanced, inclusive and sustainable development.

## **II. World Food and Agriculture: New Challenges and Core Problems**

In the great test of the times, problems can also be the source of progress. It is expected that the growing world population will approach 10 billion by the middle of this century. Inevitably, natural resources and the environment will come under increasing pressure, and global food security and nutrition will face more challenges. With these challenges will come greater responsibilities for FAO. Time is running short.

### **2.1 The blight of hunger and malnutrition continues**

Freedom from hunger is a basic human right. In the 21<sup>st</sup> century, we have all the necessary conditions and capabilities to eradicate hunger. Contrary to expectations, the situation is getting grimmer. Due to factors such as climate change and regional conflict, the number of people suffering from hunger has been growing since 2016, and reached 821 million in 2018—one out of every nine people goes to bed hungry each night. In addition, 2 billion people are affected by micronutrient deficiency, and 40% of adults aged 18 years and over suffer from non-communicable diseases of different severity. Without food security and nutrition, there will be no chance of peace and development.

### **2.2 Climate change increases risks to agriculture**

Globally speaking, agriculture is a weather-dependent sector. Climate change may cause more frequent and intense droughts and floods, the spread of pests and diseases, and the degradation of ecosystems. At the same time, agriculture is also faced with the responsibility and pressure to reduce emissions and mitigate climate change. Dryland regions are more vulnerable to climate change than anywhere else. In the Middle East and North Africa, a temperature rise of 2 degrees Celsius will lead to a 20-40% drop in rainfall. Local ecosystems are fragile, and farmers rely heavily on dryland farming for their livelihood and have little resistance to natural disasters. Climate change also has a significant impact on agricultural production in temperate and tropical regions in the low and middle latitudes. These regions are major producing areas for wheat, rice, corn, and soybean. Without new measures to help agriculture adapt to climate change, global food insecurity will be exacerbated.

### **2.3 Resource depletion and environmental pollution are pressing**

Resource depletion and environmental pollution coexist. There is a severe shortage of water and arable land, and deforestation, illegal logging and illegal fishing remain acute. But global demand for food is on the rise. Nearly 70% of the world's available freshwater is used for agriculture, and this figure is expected to

increase to 89% by 2050. Excessive and improper use of inputs has caused non-point source pollution, while overexploitation of land has led to loss of soil organic matter and fertility. Of the 6,000 food plant species, 9 species account for 66% of total yield, and 26% of the 7,745 livestock land races will soon extinct, making ecosystems less diverse and more fragile.

## **2.4 Risks of trans-boundary animal and plant pests and diseases are increasing**

The global spread of trans-boundary animal and plant pests and diseases are threatening human health and socioeconomic development. In recent years, avian influenza, foot-and-mouth disease and African Swine Fever have become endemic in some countries; emerging animal diseases are increasing fast; and quarantine pests such as fall armyworm, locust and rice planthopper are causing catastrophic damage to agriculture in some countries and regions. Every year, damage caused by pests accounts for 20-40% of global crop yield losses.

## **2.5 Eradicating extreme poverty and realizing sound rural development remain an arduous task**

As more rural residents move into cities, rural areas in many countries are in decline, exemplified by limited job opportunities for rural youth, slow income growth, extreme poverty, hollowing and marginalization of rural areas, and fast-aging rural populations.

Challenge and opportunity are the two sides of a coin. Those who adapt will have a better chance of survival. All regions have been working hard to realize the 2030 Agenda for Sustainable Development, especially the goals of achieving food security and improved nutrition, and ending hunger and poverty. In 2015, the African Union adopted Agenda 2063, kick-starting the modernization of agriculture on the continent to support poverty eradication. In 2015, CELAC adopted the Plan for Food and Nutrition Security and the Eradication of Hunger 2025, committing to ending hunger by 2025, and Asia has been steadily increasing agriculture productivity, implementing Blue Growth, and striving to ensure food security for two thirds of the world population.

In many countries, especially developing nations, agriculture is faced with the pressures of intensifying competition, lack of capacity and rising demand, and a series of struggles, to shift from a traditional sector to a modern one, from extensive operation to resource-saving and sustainable development, from quantity-only to equal emphasis on quantity and quality, and from livelihood security to value addition.

All roads lead to Rome. To speed up agriculture modernization, different countries, regions and sectors should adopt diverse policies and approaches suited to their own conditions. Small steps by each individual in each year will constitute a giant leap for the global development of food and agriculture.

### III. Our Aspirations and Actions

We are what we think, and new thinking will lead us to a different journey. It is important to stand firm and be brave, and work hard with persistence and perseverance. We must gain a keen appreciation of the underlying trends of our times, and break big issues into small ones to make a detailed and systematic analysis. We must see advantages when we are at a disadvantage, and not lose hope in times of difficulty. We must leverage our collective wisdom to help vulnerable populations, and stand united to achieve real progress. Our focus is to attain zero hunger, and our aspiration is to realize “four betters”: better production, better nutrition, a better environment, and a better life. These all serve the ultimate purpose of making farmers happier, rural areas more attractive, and our world more beautiful.

Better production means a rational combination of advanced elements, effective organization and widespread participation. The aim is to increase farming incomes through higher yield, enhanced labor productivity, optimized resource utilization, and increased commercialization of agricultural products.

Better nutrition means raising comprehensive agricultural productivity, producing enough safe and high-quality food for the growth and development of the people, realizing efficient production and balanced consumption, and helping prevent the increase of non-

communicable diseases caused by malnutrition.

A better environment means developing precision agriculture and circular agriculture, optimizing the use of pesticides and fertilizers, promoting sustainable management of forest and marine resources, protecting bio-diversity, rationalizing the configuration of different agricultural functions—including food production, ecological landscape, and agri-tourism—and developing climate-smart agriculture.

A better life means promoting rural industrial development, facilitating the integration of ICT in agriculture, encouraging the use of farming machinery and intelligent management, and cultivating new industries, business models, and opportunities for entrepreneurship and employment. The aim is to increase farming incomes, improve sanitation and the environment in rural areas, enrich the cultural lives of rural dwellers, expand the coverage of social security, and make farmers' lives more secure.

#### 3.1 Responding to major challenges

##### **Action one: focusing on zero hunger and targeted poverty eradication**

Governments and people share a strong will to reduce poverty and eliminate hunger. Ensuring basic nutrition for infants and toddlers for the first 1,000 days after birth, as well as for women, the vulnerable, people suffering from diseases, and people with disabilities should be our



key goal. It requires redoubling the combined efforts of FAO and its Member Countries.

First, we should devote more attention to vulnerable regions and populations. This includes more than 100 developing countries located in the tropical and dryland regions and small islands.

Vulnerable populations consist of children, people suffering from diseases, people with disabilities, elderly people and women. They also include the rural population, youth in particular, who are able to work but lack jobs and development opportunities.

Second, we should improve agricultural production by promoting advanced and applicable technologies, disseminating high-yield and high-efficiency varieties and technologies, and turning experiment yields into field yields. Smallholders should be supported in developing traditional farming, animal husbandry, courtyard economy and agro-processing. Farm machinery should be promoted to reduce post-harvest losses.

Third, we should improve the capacity of smallholder farmers. It is important to mobilize investment in the people of impoverished regions, and carry out training on whole value-chain operation for smallholder farmers. ICT should be widely applied in the rural areas to boost sales and create value for agri-products via e-commerce. Cooperatives and family farmers should be encouraged to partner up with smallholder farmers,

so that they are better positioned to improve their own livelihood.

Fourth, we shall pool global resources. It is critical to work with governments, strengthen cooperative mechanisms, coordinate international financial institutions and the private sector, and channel resources to the world's impoverished regions and vulnerable populations.

### **Action two: focusing on weaknesses in tropical agriculture**

Tropical countries are the main battleground for poverty and hunger eradication as their rural and hungry people make up a high proportion of the total population.

In the 137 tropical countries or regions,

—97, or 41.6%, have a per capita GDP below the global average;

—117 account for 82% of the world's rural population;

—500 million people are suffering from chronic hunger, equivalent to 60% of the global total.

To improve agriculture of those countries, we need to address the following five issues, namely, climate change, weak industrial base, lack of production standards, inadequate technologies, and human resources. This requires promotion and sustainable

use of agri-resources and biodiversity. The “one country, one agro-specialty industry” system should be planned for relevant countries, to improve post-harvest treatment and processing equipment and technologies, enhance cold-chain logistics, strengthen agri-product quality and safety management, promote the sharing of advanced technologies, and foster personnel training and exchange. Tropical agricultural development should aim for win-win outcomes. The G20 Tropical Agriculture Platform must contribute more to the development of agriculture and rural areas in tropical regions.

### **Action three: focusing on bottlenecks by devoting more attention to dryland farming**

Drought and water shortages pose a major challenge to world agriculture. Arable land in the dryland areas accounts for 83% of the global total. Dryland areas are home to 30% of the global population, spanning more than 100 countries, over 90% of which are developing nations. Due to arid weather, barren land, weak infrastructure and the predominance of smallholder operations, dryland areas have seen increasing hunger and poverty. Globally, 50% of impoverished people are living in dryland areas and 16% are suffering from chronic poverty—the “hot spot” of the global fight against poverty. But if we look on the bright side, these regions also enjoy tremendous potential such as abundant sunlight and a good variety of special food products of good quality.

Dryland areas are dominated by rain-fed farming systems. Cultivated land under dryland farming is seen in Africa, South America, West Asia and North Africa, South Asia, and East Asia. Dryland farming produces 60% of the global food supply and keeps 50% of the world’s livestock. Date, papaya, cashew nut, and olives, among other specialty cash crops, are all from dryland areas.

FAO should act with all Member Countries to eliminate this development bottleneck, through such measures as: supporting Member Countries in establishing a reasonable farming structure and cropping system to break through the bottlenecks of water shortage and soil infertility; adopting an integrated watershed management and development paradigm to promote systematic integration; enhancing risk management against drought to fill the gap in crisis management; and strengthening cooperation among Member Countries for innovation in technology systems to remove policy chokepoints.

## **3.2 Driving agricultural and rural sustainable development through innovation**

### **Action four: promoting digital farming and digital rural development**

FAO needs to enable agriculture to go digital. In 2016, the G20 Agriculture Ministers’ Meeting made the first proposal to treat ICT application as a priority in agricultural modernization. In 2019, GFFA proposed



“going digital” as the smart solution for agriculture in the future. The international community has started to design a host of models and solutions for digital farming that guarantee more effective governance, healthier development, and greater benefits.

It is important for FAO to respond to the concerns of the international community with regard to smallholder development, agricultural transformation, and rural poverty eradication. It is also vital to promote digital farming and digital rural development, and narrow the digital divide among countries and regions and between cities and countryside. Farmers should be given more access to digital dividends in their fight against poverty.

ICT should be applied more widely along agriculture value chains to create new platforms and reduce urban-rural disparity; the potential of the smart phone as a new farming tool should be tapped for higher productivity; and online marketing should be utilized to achieve premium prices for agri-products.

FAO should also promote e-commerce in rural areas for farmers to embrace C2C and C2B opportunities, so that they can produce according to demand while complying with standards. E-commerce businesses should be encouraged to provide smallholder farmers, cooperatives, family farms and food processors with marketing platforms. Market-oriented development of specialty industries should be strengthened for small islands and countries in the tropical regions and dryland

zones to discover, increase and improve the value of their high-quality specialty products, and achieve Farm to Fork model for production and consumption to serve consumers from all over the world.

### **Action Five: promoting actions to improve agricultural environment for sustainable development**

FAO should advocate better layout planning and the transformation of agricultural production based on resource and environment capacity, in order to make this sector more sustainable and minimize the environmental impact of production, processing and consumption. Production capacity should be optimized and benefits maximized by reviving fine farming traditions, scaling up modern technology and equipment, restructuring global production chains, improving supply chains, and developing value chains.

FAO should promote the consolidation of planning and resources for sustainable agricultural development, and strengthen cooperation in technology, financing and investment, information exchange, and capacity building to support actions on sustainable agricultural development:

First, enhancing efficiency. We should prioritize quality and efficiency in agricultural development based on resource and environmental conditions, and step up efforts to develop high and stable-yield technologies to increase productivity and resource efficiency.

Second, promoting circular agriculture. We should assist smallholders and family farms in developing circular agriculture that combines crop-growing with animal husbandry.

Third, improving layout planning. We should improve the layout planning of crop farming, animal husbandry, housing, processing, and other functional activities in rural areas, promote agro-forestry and silvopasture, and explore multiple functions of agriculture.

Fourth, adjusting structure. We should take a value-chain approach (including production, processing and consumption) and guide businesses in making necessary structural adjustments concerning agriculture, forestry, livestock, and fisheries, optimizing the mix of varieties, and improving consumption patterns to reduce the use of water and land resources.

### **3.3 Scaling up new partnerships and cooperative mechanisms**

When everybody adds firewood, the flames of a bonfire rise high. FAO should establish smooth communication with its members, establish collaborative and coupling mechanisms for mutual complementarities, and set up innovative mechanisms for financial support to agriculture, rural areas, and farmers. A horizontal cooperation mechanism with other UN agencies should also be put in place, and efforts should be made to build a digital system for global food and agriculture

governance, in order to enable interconnectivity and all-win partnerships among industries, the academia and research institutes. We need to focus on the following three types of cooperation.

**Strengthening South-North Cooperation (SNC):** FAO needs to encourage developed countries to match their strengths in terms of funds, technology and management with those of developing countries, such as the latter's rich land and abundant workforce, so as to enable effective coupling of development elements. For example, establishing cooperation platforms to encourage the 20 developed nations and 100 large agribusinesses to build business partnerships with the agribusinesses of least-developed countries, small island countries and landlocked countries, to facilitate market access for smallholder farmers in these countries.

**Expanding South-South Cooperation (SSC):** "Hand-in-hand" development cooperation among the Southern countries should be expanded. Having different strengths in agricultural resources, technology and market development, Southern countries can complement each other and achieve common development. Existing cooperation should be extended in order to share agricultural development concepts, policy measures, practical technologies, and farmers' innovations via the FAO South-South Cooperation portals.

Moreover, FAO may call 20 large developing countries in training 5,000 agricultural managerial personnel,

experts and technicians for other developing countries every year to strengthen capacity building.

Furthermore, FAO can explore the creation of partnerships between 200 universities and research institutes of 20 larger developing countries with least-developed countries for collaborative research on advanced and applicable technologies that meet the needs of underdeveloped countries.

In addition, FAO may guide efforts to facilitate sustainable and responsible investment and trade and agro-information services by 100 agri-food businesses in Southern countries, so that farmers will benefit from growth and value addition.

FAO may also promote innovation in SSC models by hosting South-South Cooperation Roundtable Meetings that involve governments, the academia, international organizations, financial institutions and NGOs to forge consensus on SSC and triangular cooperation for more extensive cooperation.

#### **Initiating agricultural eco-zone and belt cooperation:**

Based on natural and biological patterns of agricultural production, FAO should strengthen cooperation among countries in similar latitudes or agricultural eco-zones, so that sustainable development is built on solid foundations with better capacity and greater benefit. Comparative studies, exchanges and cooperation in agriculture based on eco-zones and belts should be

initiated for experience, information and knowledge sharing, and platforms for cooperation between business, education and research entities should be set up.

FAO should also explore six types of platform for partnerships in different sectors, namely staple food, livestock, horticulture, cash crops, niche products, and non-food products, and advocate the “1+N” assistance mechanism for different agri-products. The aim is to form partnerships to develop technology, conduct exchanges, promote products, and share knowledge to improve production and processing capacity, and increase benefits for farmers.

### **3.4 Boosting demand-driven provision of global public goods in food and agriculture**

As the global center of agricultural policy coordination, the clearing house of the world's agricultural and food knowledge, and the center for development of international agri-food standards and norms, FAO needs to further build up its strengths as a specialized knowledge-based organization, enhance its capacity to provide firm support on policy, technology and information to Member Countries, and do its utmost to become a trustworthy and dependable international organization that brings benefit to all.

### **FAO should build up its strengths in collecting and disseminating global knowledge on food and agriculture, by:**

- transforming its flagship products for more experience sharing and enhanced analysis of international hot-spot issues of agriculture and trends of development;
- creating new forms of product, and stimulating the development and sharing of FAO public goods through the application of IT, AI and big data;
- employing external intelligence by working more closely with international and national research institutes for collaborative development and sharing of knowledge products;
- developing effective, relevant, user-friendly and easy-to-disseminate public goods for different user groups in various regions and countries.

### **FAO should foster its strength in global normative work on food and agriculture, by:**

- strengthening the work of the Codex and the International Plant Protection Convention (IPPC) on standard development to establish science-based international standards, taking into account the national contexts and development stages of all countries;

- supporting countries to participate in developing, piloting and scaling up international agricultural standards;
- providing capacity building services to Member Countries concerning consultation and the implementation of international rules;
- enhancing normative work on agricultural sustainability to provide guidance for producers and consumers.

### **FAO should reinforce its position as a global response center for food and agricultural crises, by:**

- improving the Emergency Prevention System for Trans-boundary Animal and Plant Pests and Diseases (EMPRES), including through joint animal disease control programs with WHO and OIE, in particular for zoonoses, to ensure the goal of “One Health”;
- enhancing agricultural information collection, statistics and analysis;
- improving global agricultural monitoring and early warning;
- building the capacity to respond to crises and risks in food and agriculture;
- coordinating multi-stakeholders for follow-up actions.

## **FAO should take on a full-fledged role in the capacity building of its Member Countries, by:**

- supporting its developing Member Countries in conducting training in knowledge and skills related to rural industries and value chain development;
- giving a special focus to the training of rural women and youth;
- empowering them with the knowledge and technologies to improve their life and generate income;
- strengthening the connectivity between business, education and research institutes;
- leveraging the respective roles of the public and private sectors for synergies to facilitate the technological advance and industrial development of Member Countries;
- designing capacity building projects for grassroots technicians and farmers;
- opening online and farm field schools for farmers to develop technology-proficient personnel and young entrepreneurs in rural areas;
- coordinating other international resources to provide support for rural women and youth and cultivate champions in rural development.

## **3.5 Forging an international organization with world-class internal governance and organizational culture**

People are the key to every success. Without a good management team, nothing much can be achieved. FAO needs to develop a new organizational culture to drive progress in its internal governance and capacity building, promote unity, integrity and diligence among its staff, and emerge as a united, efficient and practical international organization.

### **FAO should give priority to efficiency with due consideration of equity to enhance its delivery capacity.**

FAO staff should be evaluated on their delivery. Effective performance evaluation systems that reward hardworking attitudes and excellence need to be established, to stimulate the initiative and creativity of staff. FAO should remain neutral, fair, and free of any form of discrimination based on race or gender, or against the disabled, and address the underrepresentation of certain countries and regions in staff recruitment. The Organization will have zero tolerance for harassment, sexual harassment, and abuse of power.

### **FAO should advocate “prompt action” in its work and enhance its rapid response capacity.**

The Organization must optimize its work process, and demonstrate its new image, new style and new capacity through agile and effective response. Senior officials must set a good

example by embodying a spirit of service. Colloquia of country representatives to FAO should be held annually to gather information and opinions.

**FAO should embrace a global perspective and a down-to-earth working style to improve its service capacity.**

The Organization should conduct fact-finding trips, strengthen studies and strategic planning on global agricultural development. Country offices should maintain effective interaction with host governments to keep abreast of the concerns and needs of Member Countries and provide targeted services.

**FAO should uphold a people-centered philosophy and make the Organization more cohesive.**

The Organization should improve internal management and attend to the working environment. It must make headway with decentralization while strengthening performance evaluation, give full play to individual characteristics while building up team spirit, and grant opportunities to young employees while valuing the experience, wisdom and strength of senior staff. I propose to create the awards of the “Ten Best Young Staff of the Year” and “100 Excellent Staff of the Year”, and issue honorary certificates to those in long-term service.

With the aim of achieving these goals, I will endeavor to build:

- an **open and transparent FAO** for timely and smooth communication between the Organization and

her Member Countries, creating decision-making processes and coordination mechanisms that are transparent, accurate, efficient, collaborative and science-based;

- a **digital FAO** with ICT application to improve operational effectiveness, support digital governance, and serve well the farmers, agriculture and rural areas;
- an **integrated FAO** to help all departments, offices and program networks to play their full role, stress coordination and unity among them, and achieve synergies by increasing cohesion;
- a **cooperative FAO** to strengthen collaboration among Rome-based agencies and cooperation with other UN organizations for mutual complementarity, and to raise efficiency of service provided for Member Countries;
- a **trusted FAO** for closer cooperation with the World Bank and other international and regional financial institutions, to leverage more investment in agriculture from multiple sources.

#### **IV. My Life Journey and Goals**

Faced with new developments in world food and agriculture and new expectations from Member Countries, FAO requires a helmsman to steer the Organization to realize the goal of 2030 Agenda for Sustainable Development. That person must be



energetic, farsighted, experienced, knowledgeable, open-minded, inclusive, devoted, and skilled in communication.

I worked at the Chinese Academy of Agricultural Sciences (CAAS) for 25 years; for eight years I was its vice president. CAAS has more than 40 research institutes located in tropical, sub-tropical, temperate, frigid and dryland zones, with 20,000 staff and an annual budget of USD 1 billion. I was in charge of international cooperation, planning, finance, research strategy and auditing.

I have had the chance to use my expertise in China's major impoverished regions, contributing my own strength to helping numerous Chinese farmers out of poverty. I also targeted my research on crop breeding, and the small seeds I developed have brought the prospect of better harvests to farmers.

Moreover, with a deep understanding of the importance of food safety, I led the establishment of China's National Quality and Safety Testing Center for Agri-Products, and introduced the HACCP system on agri-products. I also led my colleagues to establish numerous quality and safety standards for agri-products, and contributed to the creation of China's Law on the Quality and Safety of Agricultural Products, which ensures high-quality and safe agri-products to meet the demands of Chinese consumers.

Perspectives create solutions and progress. Before I joined the Ministry of Agriculture and Rural Affairs, I worked for seven years as Vice Governor of China's landlocked and most impoverished Ningxia Hui Autonomous Region. This is a province where different ethnicities and religions co-exist in peace. Ningxia has a typical dryland climate, with less than 200 mm of annual rainfall and a high level of salinity and alkalinity in its water and soil. Taking into consideration these conditions, I focused on efficient and water-saving agriculture, and encouraged the production of wolfberry, potatoes and livestock, giving local smallholder farmers and ranchers a better chance to increase their incomes.

I also promoted the integration of agriculture, processing and tourism that effectively transformed Ningxia's agri-products into tourist resources, avoiding the need for long-distance transportation and increasing the added value of products. A huge number of impoverished rural people have enjoyed higher incomes as a result.

I also formerly worked as Deputy Director General of Human Resources of China Three Gorges Project Development Corporation, a mega company with almost USD 40 billion of investment. I led my team to develop a pioneering human resources plan for 30,000 staff of the corporation, including KPI systems, staff manuals, and human resources development programs.

Innovation brings about opportunities. A growing disparity between urban and rural areas is common

in developing countries, yet the application of ICT can provide solutions to narrow this gap. After I took office as Vice Minister of Agriculture and Rural Affairs, I promoted broadband in rural areas and made sure that every Chinese village is covered by the information service network. Under my leadership, more than 400 million Chinese farmers saw their smart phones become a new “farming tool” to facilitate production and marketing, and access accurate information on markets, technologies and social news.

China’s reform and opening up allowed me to go abroad and learn about different countries and their agriculture and culture. I have been an active participant in international technological and economic exchange and cooperation since 1985, and have led the organization of major events such as the World Potato Conference, the International Rice Conference, and the International Conference on Plant Protection, each hosting over 2,000 participants.

In recent years, I have worked even harder on bilateral and multilateral agricultural cooperation, contributing my strength to world agricultural development. I have participated in MC10 and MC11 of the WTO, designed the China-FAO flagship program on South-South Cooperation in agriculture, implemented bilateral agro-economic and trade cooperation with Asia, Africa and Latin America, launched the trinity model of government, industry and academia cooperation of the G20 Agriculture Ministers Meeting in Xi’an, and

organized major activities such as the China International Agricultural Trade Fair. I believe that only communication can enhance mutual understanding, only cooperation can create win-win solutions, and only by unity and collaboration among Member Countries can we realize global food security and ensure the wellbeing of farmers.

FAO, here I am.

I come with my passion and commitment to world food and agriculture, and the development of global farmers; I come with my thoughts and solutions to revitalize FAO. I believe my rich experience of administration in central government, local government, research institutes and the corporate sector, and my aspiration to seek innovation and inclusive development will give a welcome boost to the Organization.

Should you be marking my performance in the future, I hope that you will note with satisfaction the new and dynamic changes I bring to the whole staff I hope to lead, and that you will appreciate a closer and more effective cooperation between FAO and governments, the academia, the private sector, international organizations and civil society for the survival and development of global farmers.

I have an Asian face and an Asian soul, combined with a global mind and global aspirations. In the context of history, an individual’s life is short. From a poor village

to Rome, I cherish and am proud of this opportunity to contribute all I have to global food and agriculture. In response to the responsibilities and challenges of the position, I believe energy and persistence conquer all things, as Benjamin Franklin once said. I am also aware that Rome was not built in a day. Therefore, I stand ready to devote all I have to the entire world, as we all have committed.

Give me the chance, and I will help to create a dynamic FAO for a better world!



## CURRICULUM VITAE

Dr. QU Dongyu, currently serves as Vice Minister of Agriculture and Rural Affairs of the People's Republic of China. His past work experiences include serving at leading positions in research institute, provincial government, and large enterprise group. Having devoted himself to agricultural and rural development, international exchange and cooperation, and sci-tech innovation and management for 33 years, Dr. QU deeply understands the desires for development in rural areas and farmers' aspiration for a better life. He also possesses comprehensive knowledge and insight about global agricultural value chains, with outstanding capabilities to forge consensus and stimulate actions in multi-cultural contexts. He is a person who always prioritizes effective delivery.

Dr. QU was born in a village in China's Hunan Province in October 1963. He is married, and has one daughter.

## Education

2001.10-2002.04 MPA senior course, Tsinghua University, Beijing, China

1996.02 Ph.D. in Agricultural and Environmental Sciences, Wageningen Agricultural University, the Netherlands

1986.07 M.Sc. in Plant Breeding and Genetics, Chinese Academy of Agricultural Sciences, China

1983.07 B.Sc. in Horticultural Sciences, Hunan Agricultural University, China



## Career experience

2015.06-present Vice Minister of Agriculture and Rural Affairs, P.R.C

2011.05-2015.05 Vice Governor, Ningxia Hui Autonomous Region, P.R.C

2008.05-2011.05 Assistant Governor, Ningxia Hui Autonomous Region, P.R.C

2001.12-2008.05 (2005.05-2006.05) Vice President, Chinese Academy of Agricultural Sciences (CAAS)  
Deputy Director General, Human Resource Department, China Three Gorges Project Development Corporation (Secondment)

1986.07-2002.04 Assistant Director General, Deputy Director General and Director General  
Assistant Researcher, Associate Researcher and Researcher, Institute of Vegetables and Flowers, CAAS



## Talents and major achievements

### Rich experience in international agricultural cooperation, and excellent capabilities to forge consensus among stakeholders

Dr. QU has successfully led China's agricultural dialogue and cooperation with relevant countries and international organizations, and facilitated the development of action plans to speed up eradication of global hunger and poverty and promote the implementation of the 2030 Agenda for Sustainable Development. He has met with more than 200 high-level foreign government officials, heads of international organizations and CEOs of multinational enterprises, and developed a network of strong partnerships with multiple stakeholders. His visits to nearly 100 countries have given him first-hand knowledge on agriculture and rural affairs in different parts of the world, and enable him to empathize with the needs for agricultural development and aspirations of farmers in the world.



Based on his insightful study on needs for agricultural development and economic and trade cooperation in relevant countries, Dr. QU has supervised the formulation of important policy documents, including China's Thirteenth Five-Year Plan for International Agricultural Cooperation, the Vision and Actions for Joint Promotion of Agricultural Cooperation under the Belt and Road Initiative, and the China-Africa Agricultural Modernization Collaboration Plan, providing practical and effective measures to enhance China's agro-economic and trade cooperation with other countries.







Dr. QU is adept at setting and facilitating international agendas. He has personally led the organization of high-level international meetings and activities such as G20 Agriculture Ministers Meeting (2016), and China-Central and Eastern European Countries (CEEC) Agriculture Ministers Meeting, playing a constructive role in building consensus and promoting global food and agricultural governance.

Dr. QU has deeply involved in the activities of multinational mechanisms such as ASEAN Plus China, Japan and the Republic of Korea, and China-CEEC cooperation,

and participated in bilateral dialogues and consultations with such countries as the U.S., Russia, Japan and the EU on agricultural policies, agro-economic and trade relations, agro-science and technology, food safety and ecological conservation. His dedication to the establishment and operation of CIP-China Center for Asia Pacific (Beijing) has been highly acclaimed, so has his commitment to China's multilateral sci-tech cooperation with international agencies including the CGIAR.

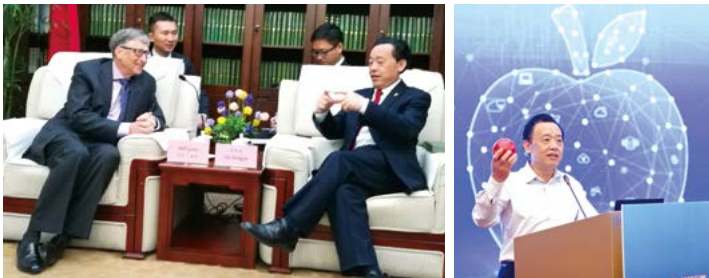
Focusing on the needs of developing countries, Dr. QU has led the effort to design South-South Cooperation flagship projects with international agencies such as FAO and World Bank. He has initiated and supervised the organization of the Ministerial Forum on Global South-South Cooperation in Agriculture (Changsha, China), which contributed to putting South-South Cooperation higher on international cooperation agenda.





## Championing innovative application of information and communication technology (ICT) to boost China's agricultural and rural development

Dr. QU has led the drafting of a series of policy documents, including the China Digital Agriculture Development Plan, the Action Plan on “Internet Plus” Modern Agriculture in China, and the Proposals on Big Data Application in China's Agriculture and Rural Areas.



He has promoted the implementation of the “Village and Household Information Access Program” and dedicated intensive efforts to foster agricultural e-commerce, so that Chinese farmers can share in the dividends of digital agriculture. With a view to narrowing the digital gap between urban and rural areas, Dr. QU has facilitated the building and operation of over 200,000 farmers' information service centers, covering 40% of China's administrative villages, which has substantially boosted online sales of local special agri-products in rural and poor regions and enhanced smallholders' access to the big market. As a result, online retail turnover in Chinese

rural areas in 2018 is expected to exceed 1.6 trillion RMB, with online sales of agri-products approaching 300 billion RMB. The amount of package delivery in rural areas is likely to reach 12 billion, about one-fourth of the national total.

## Forward-looking perspicacity and well-recognized leadership

Committed to greater transparency of China's agri-products market, Dr. QU has led the annual organization of China Agriculture Outlook Conference, the compilation of the China Agriculture Outlook Report for the next decade, and the release of the China Agriculture Supply-Demand Status Report. He has improved the publishing of the China Agri-Products Wholesale Price 200 Index, establishing stable expectation for the agri-product market in China.

He has supervised the establishment of a national market monitoring network which covers over 600 large and medium sized Chinese cities, and supported development of peri-urban modern agriculture.



He has led the establishment of over 150 production areas of specialty agri-products, setting successful examples for differentiated development based on local comparative advantages.

He has facilitated the establishment of the National Expo for New Farmers' Entrepreneurship and New Technology Innovation, and Chinese Farmers' Harvest Festival, and advocated the adoption of new technologies and new business models to promote integration of the primary, secondary and tertiary agro-industries and upgrade value chains for the benefit of farmers.

He has led the institutional reforms in multiple areas in the past two decades, including the reforms of Chinese agricultural research institutes, state farms and Ningxia's cultural institutions.



**Rich experience as provincial leader in expediting the development of multiple sectors and undertakings in underdeveloped areas, notably agriculture, forestry, animal husbandry, fishery, poverty reduction, science and technology, culture, and tourism**



In Ningxia, Dr. QU led or participated in the development of over 100 important policy documents on agriculture and rural affairs, poverty reduction, science and technology, culture and tourism, disaster reduction and prevention, and women empowerment, which greatly contributed to local reforms, development and socioeconomic progress.

He led the formulation of several programs and action plans on the development of modern agriculture, and local characteristic agro-business, and on poverty reduction through value chain development. In an innovative approach, he helped lift local farmers out of poverty by giving priority to such sectors as premium grain, grape, potato and wolfberry production.

He reached out to universities and research institutes in China's well-developed areas to build partnerships, joint labs, and experiment stations, and introduce human resources and advanced applicable technologies to support Ningxia's development. Initiated by Dr.QU, localities across Ningxia set up urban forest parks, draw up development plans for desert-related industries and ecological rehabilitation, and began developing water-saving efficient agriculture, thus contributing to local sustainable development.

He contributed to the joint development of multiple ethnicities, religions and cultures in Ningxia by helping establish platforms for mutual learning, trust and help, and played a positive role in setting up micro-credit programs for rural women's development. In addition, he advocated agri-tourism and cultural tourism to improve common development and harmony among local ethnic groups.



## Rigorous and science-based decision making, informed and effective management



Dr. QU served as Vice President of CAAS for 8 years, when his portfolio included international cooperation, production quality and safety, program and finance, auditing and inspection, and research strategy. He led the establishment of the first national Institute of Quality Standard and Testing Techniques for Agro-Produce in China. By bringing expert teams to China's major poverty-stricken regions, he also contributed to poverty reduction of local farmers and obtained first-hand knowledge in those areas. Dr. QU supervised and advanced more than 20 national sci-tech projects and major multilateral and bilateral sci-tech cooperation projects. He also initiated the Potato Genome Sequencing Consortium which published its research results as a cover article of Nature in 2011.

He was the leader for cooperation projects between China's Ministry of Agriculture and International Potato Center for 5 years; and was involved in a number of multilateral and international cooperation projects, including UNDP's capacity building project on breeding

technologies for North China and World Bank’s Sustainable Aquaculture Project for coastal regions of China. He was a member of the Executive Council of CGIAR, and is now on the Board of Trustees of International Potato Center. He also spearheaded efforts to organize over 20 important international conferences, such as the World Potato Congress, International Rice Congress, and the International Plant Protection Congress.

As Chief Scientist, he has led his team to publish over 70 papers in Chinese and English in leading scientific journals including Nature and Science, and more than 20 books. In 2006, he received the World Potato Congress Industry Award.

## Major awards

2010	First Prize for Scientific Progress in Ningxia Hui Autonomous Region
2007	National Award for Extension of Agricultural Science and Technology
2006	World Potato Congress Industry Award
2006	Top 100 Young Scientists in China
2005	First Prize for Scientific Advance in Heilongjiang Province

## Language skills

- Chinese (Mother Tongue)
- English (Proficient)
- Spanish (Basic)